

Caja Case Study

Gloucestershire County Council

Support to the Adult Social Care Transformation Programme



01. CHALLENGE

Gloucestershire County Council required an external partner to support them design and implement a new operating model for significant elements of their Tier 2, Intermediate Care Services.

The aim was to design and deliver the optimal services that will maximise peoples' independence through providing high quality, short-term interventions or services that will help them remain at home, living independently for longer. Our work also aimed to make better use of existing Council expenditure on reablement and domiciliary care provision, enabling the Council to achieve required financial efficiencies, whilst also enhancing service delivery to meet wider Health and Social Care system needs, funded through reduced use of acute hospital services and the need for residential care

02. SOLUTION

Caja consultants supported a number of work-streams through providing deep domain knowledge alongside specialist technical skills:

- **Target Operating Model Design** – designing the target operating model for the new service through engaging key stakeholders across the Gloucestershire Integrated Care System, creating a consensus and supporting the governance process to agree future service changes.
- **Programme Delivery and Governance** – supporting the design of a robust programme structure, with transparent governance processes and accountability. Helping work-stream leads across the programme develop metrics and understand how a range of benefits would be achieved.
- **Contract Review, Provider Engagement and Negotiation** – developing detailed provider specifications and providing commercial expertise alongside commissioners through complex provider negotiations.
- **Process Re-engineering & Operational Improvement** – supporting a number of system wide partners understand their processes and collecting data to highlight issues and delivering service improvements.
- **Data and Analytics** – Collating multiple datasets and developing complex demand, activity, capacity and cost models, alongside dynamic simulations to provide decision support and enable risk management.

03. OUTCOME

Caja delivered a wide range of strategic, process and cultural changes that included:

- Transforming practice within and across the localities.
- Increased integrated working across professional groups to support individual clients.
- Optimising 'flow' out of hospital and between services and organisations including discharge from hospital
- Developing robust commissioning specifications for redesigned services and performance metrics to support service delivery and improved outcomes for people
- Ensuring systems provide the right performance and management information to support ongoing delivery, improvement and contract monitoring and performance.

For further information on this or any other case study, please contact us on:-

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