

Agenda Item

Adult Social Care and Health Select Committee

Report of Assistant Director (Adult Services)

13 June 2017

Adult Care Management Review: Update

Summary

The purpose of this report is to update Adult Social Care and Health Committee on the progress and findings from the Adult Lean programme in relation to its Adult Care Management Review.

Recommendations

It is recommended that the Adult and Health Committee note the report.

Detail

1. In previous discussions with the Adult Social Care and Health Committee regarding the Adult Care Management Review, it was noted that there had been an agreed programme of Lean (business process improvement) reviews of Adult Social Care. Set out in this report is the progress of all the reviews and the initial findings and implementation plans from the reviews which have already been completed.
2. It was noted that these reviews would support the Director of Adults and Health in her review of Adult Social Care structures which will be undertaken in the coming months.
3. The original Adult Lean review programme consisted of four reviews:



4. Three of the above reviews have been completed and the final review, Client Property and Financial Affairs will no longer be undertaken in its current format. Any further Lean reviews of Adult Services will be determined by the Director of Adults and Health.
5. The main improvements for each of the reviews is set out below:

Assessment Process

Improvements

What	Benefit
Technology for the teams <ul style="list-style-type: none"> • Laptops for all social workers (completing the roll out of the existing programme) • Mobile phones for all social workers • Tablets for senior managers 	Can implement mobile working Make efficiencies and reduce paperwork
Revised the Assessment documentation	Reduced duplication Improved to focus on client – not the Care Act When electronic it will reduce errors associated with SALT returns
With consent it is now possible to continue with Support Planning immediately	Previously there was a delay as the documentation was sent out to the client and a further visit arranged. Because of the electronic system and the RAS calculation – with consent it is now possible to continue with Support Planning where appropriate.
Removed unnecessary authorisation processes	It is no longer necessary to get authorisation at all stages in the Assessment Process. This reduces delays and reduces managers' workload.

Still to Implement

- The CareDirector upgrade needs to take place to deliver some of the improvements, in particular the new electronic Assessment Form.
- Whilst the Social Workers now have mobile working, effective use of the technology is patchy, the staff need to be supported to be confident in utilising all the benefits from the technology.
- A spreadsheet was developed for workforce planning. This was only meant to be a temporary solution and a longer term solution is still needed.

Support Planning

Improvements

What	Benefit
Made some minor changes to Care Director but in the longer term other changes will be made to improve processes	Improved workflow
New arrangements will be made with the Care Homes and the Home Care providers we will be requiring a single point of contact and removal of Fax machines	It has been difficult to communicate with Care Homes for vacancies and service provisions. The new process will reduce duplicated contacts.

What	Benefit
Client Financial Services will contact the client as soon as possible to prevent unnecessary work, for example when clients are set up with a package and then do not take it up following a financial assessment	This was picked up in the CFS review. A new process is to be implemented to reduce unnecessary work by the Social Workers
A proposal is being developed for ACMT to consider a policy change on charging for Carers	Currently Carers personal budgets above £150 are subject to a Financial Assessment. This has never brought in any income.
The process for dealing with changes in service provisions in the first six weeks of a support plan will be made less onerous	During the first six weeks there are often several changes to packages as clients settle with their new support. This leads to a great deal of paperwork. The new process will reduce the amount of time Social Workers spend loading changes.
We have removed unnecessary manager authorisations	
Panel process will be less onerous with a short summary paper	A revised panel process will mean that less paperwork is required to be completed – this will save significant time per panel
There will be less toing and froing between social workers and the Stockton Personalisation Support Service who will have more autonomy	SPSS currently have to contact social workers several times to action changes to support plans. The new arrangements will give SPSS more autonomy so there will be reduced need to contact social workers.
Stockton Personalisation Support Service will have mobile technology	
There will be a reduction in delays across the whole process by improved working	
The Support Plan itself is to be revised and will be more strengths based	Makes support planning more person centred and is in line with the NESTA 100 day challenge / IPC work.
There will be greater use of technology such as virtual meetings with Stockton Personalisation Support Service	
We will get training and be more aware of support options available such as support in the community – we will be more creative, using less traditional options	

Still to implement

- Adult Social Care future structures – a review is being led by Director of Adults and Health
- Contractual changes with Care Homes and Domiciliary Care providers
- Implement new online Carers Hub so that Carers budget is fully automated
- Panel document to eventually be embedded into the Service Plan
- Continue to review Panel process – ideally only requiring Panel for exceptional circumstances and all Health related clients
- Ideal State Technology Options
 - Jabber
 - Secure Switch
 - Connect to the Corporate Network (when out of office)
 - Tethering
 - Attend Anywhere (virtual meetings)
- Finance calculations embedded in Support Plan to be done automatically in Care Director
- Care Call and Telecare to be available to clients free of charge
- Panel to be virtual / Teleconference rather than face to face meeting (Web-ex)
- If panel is virtual – need to explore the ‘frozen signature’ software as an option for getting Health sign-off

Client Financial Services (CFS)

Improvements

- 1) Creating greater awareness across teams
- 2) Reinforce contract management with providers for timely and accurate data
- 3) Client Financial Services to be mobile
- 4) Improved workflow for Client Financial Services within Care Director
- 5) Improved financial management processes
- 6) Going paperless and improved records management
- 7) New Financial Assessment process which will be more timely for the client and social care
- 8) Get rid of unnecessary processes
- 9) Short stay with a view to Long stay: only load Long term service provisions

Still to Implement

The main improvement for CFS will be a new line of business system. A business case will be developed and presented to ACMT in the next few months.

6. Monitoring of all implementation plans is taking place at 30 / 60 / 90 day report out. In addition to this we are looking at the sustainability of the improvements beyond 90 days and the need for an impact assessment to be undertaken to ensure all the changes are embedded.

Contact Officer: Liz Hanley
Title: AD Adult Social Care
Telephone No: 01642 527055
Email address: liz.hanley@stockton.gov.uk