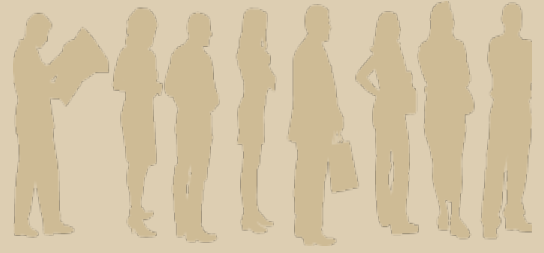


Redesigning the model for delivering adult social care



From Possibility...

BACKGROUND

East Sussex County Council was seeking an alternative model to deliver their Adult Social Care Services, to enable them to make best use of available resources, to work as efficiently and effectively as possible without compromising service quality, and to achieve £1million savings as part of this. To achieve these aims, the Adult Social Care (ASC) department decided to embark on a Transformation project using Lean Systems Thinking. This Transformation project would also inform a departmental workforce re-design regarding skill mix, roles and responsibilities, and management and staffing structures, taking effect from September 2012.

The project in Adult Social care had very clearly defined objectives they wanted to achieve; these objectives focused on delivering a more streamlined, efficient and person centred service whilst enabling the Lean approach to be evaluated for future use across the broader County Council.

OUR APPROACH

The diagnostic and re-design phases focused on identifying what service users expect, want and value from Adult Social Care, and what the barriers to achieving those are. These assumed values were validated with service user focus groups, which were consulted at various key phases throughout the project. The customer values and barriers were mapped in a table (see overleaf) which was then used as a guide for areas to focus improvement activity.

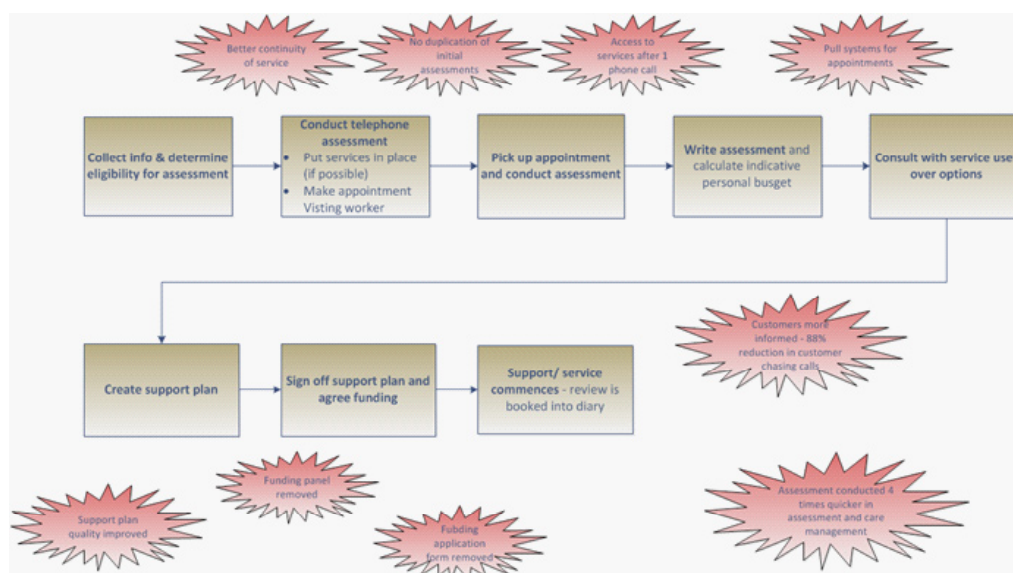




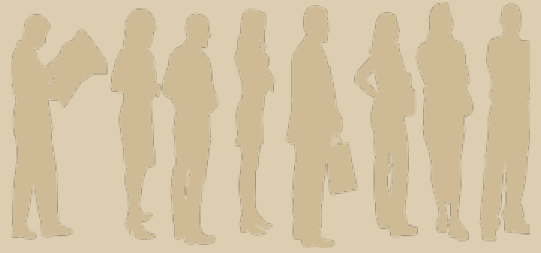
WHAT CUSTOMERS VALUE	CURRENT PROCESS OBSERVATIONS
Continuity of service and people delivering the service	There are currently a number of hand-offs in the process, between individuals and teams, some of which do not add value
Timely implementation of support package	The current funding process, which involves a panel, can lead to delays with the provision of required support services
Knowing what is available and having choice	Service users are not as involved in their support planning as they could be, and they are not always notified of the money available for their support package
Having the right support at the right time	Scheduled reviews are not always completed when due, resulting in a number of unscheduled reviews being requested by services users
Having their needs identified whether they are eligible for a ASC funded service or not	Support plans do not always incorporate non-eligible needs
Value for money Being provided with accurate, timely, accessible and relevant information	There is duplication and re-work throughout the process, which does not add value for the customer
Being provided with accurate, timely, accessible and relevant information	Waiting times for assessment means information and support is not always provided in a timely manner
To be treated as an individual	Assessments and support planning tends to be service led rather than needs led
Being able to trust the council and have confidence in them	Waiting times for assessment and support may mean that not all service users / carers have confidence in ASC services meeting their needs in a timely manner

The value streams analysed focused on the Self Directed Support pathway in Adult Social Care, which had been implemented in 2010. The diagnostic revealed that although the teams were individually performing well against their performance metrics, they were not delivering the most efficient end-to-end experience for service users and carers. Teams were operating in a service led way, which created some process wastes, such as duplication and unnecessary hand-offs. This ultimately meant that some service users and carers were not receiving support in a timely manner. In addition, because of local variations in practice across the County, there was not always a consistent approach to support provision.

The process re-design phase focused on identifying and working to eliminate waste, and meeting the needs of service users and carers in the most efficient and effective way possible.



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To Actuality...

Implementation commenced through a pilot in the East of the county which ran from May 2011. Alongside the new 'to be' process (outlined above) Lean foundation tools were rolled out in the pilot site. These included core stability tools such as Information Centres, regular briefings and Visual Management, all of which are essential to support staff to maintain ownership of processes, continuously identify areas for improvement, and to implement change. Since the new way of working was introduced, there have been a number of changes implemented following suggestions by staff, which has continued to improve service delivery.

BENEFITS

Pre-transformation the time taken from initial contact with the council to a face-to-face assessment from the Assessment & Care Management (ACM) team was in excess of 28 days for 1 in 5 cases. It is now less than 10 days, usually within 7, for the ACM team. Across all service areas the provision of an appointment date and time at the point of initial contact has been positively received, and this has resulted in chasing calls to the teams by service users / carers reducing by 88%. There is greater equity of access across service areas (Occupational Therapy, Sensory and ACM) as there is now 1 process for all service users / carers to access assessment and support. In addition there is more timely provision of funding for people with identified eligible needs, and there have been no complaints with regards to funding during the prototype. It is also reported that the quality of support plans have improved significantly.

Information Centres and regular briefings are being rolled out across ASC, and have reduced dependence on email for information updates. 5S roll out (creating an orderly and visual workplace) is also taking place, and results from the initial use of these tools indicate reduced stationery costs and better use of equipment and workspace.

What next?

Roll out of Lean and the new way of working is continuing across Adult Social Care with much enthusiasm from team managers who are already identifying new ways of eliminating waste in their processes. The next step is to consult on and roll out the new service delivery model, incorporating learning from the pilot to ensure that services continue to be delivered in the most efficient and effective way for service users and carers.

FURTHER INFORMATION

To receive regular case studies and articles like this one, you can subscribe to our newsletter 'Actuality'. Contact us at Ad Esse Consulting Ltd.

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