

Systems Thinking

Paula Furnival, District Director,
Social Care & Health,
Staffordshire County Council

Population: 810,000

Two-tier local Government

SCC 33,000 employees

Interventions in: HR Shared Service,
Finance, ICT, Adult Social Care

25,000 people in receipt of services



Staffordshire
County Council

Purpose in Adult Social Care

“Help me live my life the way I want to”



De facto Purpose

“Helping me lead my life the way you want me to as dictated by Government policy (or our interpretation of)”



County Council

Thinking.....

- DARZI - Funding follows quality improvement, choice, quality boards, best practice, standards, conti improvement
- WANLESS - best practice, extending the NSF's, capturing the costs and benefits of increased clinical governance activities, assessing the costs of meeting current targets for waiting times, costs of better accommodation, hospital and primary care estates and improving the quality of hospital food



Stop sending Police to crimes, chief is warned

By Nick Allen

A POLICE chief has been admonished by a government watchdog for insisting that his officers attend every crime so they can speak to the victims.

Chief Constable Roger Baker has committed his Essex force to making sure all victims of crime receive a visit from an officer who will take a statement from them.

But Her Majesty's Inspectorate of Constabulary, in a report on his force, said it was not always necessary to take a statement from victims and the process could be "time-consuming". However, Mr Baker said he would continue with his approach.

System Conditions

Targets drive behaviour

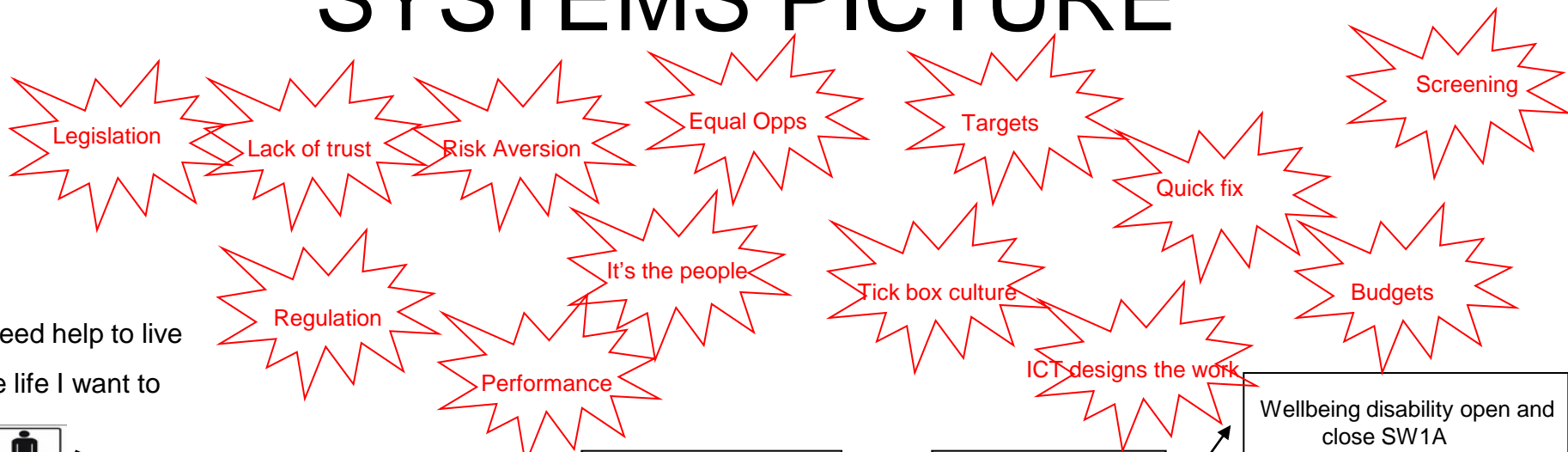
Perceptions about budget/resources

Senior managers working in isolation can shape the future

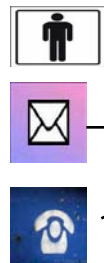
IT designs the work

SCH & PCT's: £1.2b purchasing power – all contractually based

SYSTEMS PICTURE



I need help to live the life I want to



Customer care ask questions: Log, pass on fill in SWA1, close SWA1

Access team Check, Phone SU for more info, Sort, prioritise, Open and close SW1A

Duty Manager sorts, prioritises and decides open and close SW1A

Wellbeing disability open and close SW1A

Wellbeing OP open and close SW1A

Enablement open and close SW1A

250000 SW1A since 2005

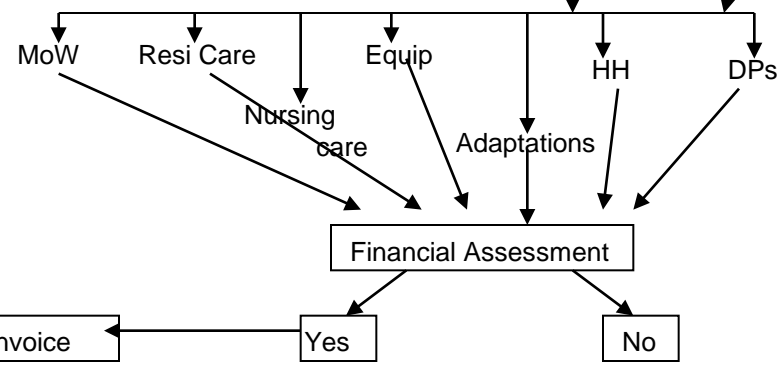
660000 calls per year

Demand: Value 26%

Failure 74%

Capability : Average end to end time = 138 days

Right first time = 52%



Capability and Costs

Costs on 10 cases taken at random

- E2E days average : 282, all cases 138, (now 36)
- Staff time : 39.1 hrs
- Staff costs : £923.00
- Mileage costs : £75.00
- Cost of service : £105
- Gross costs : £1104.00

Types of Waste: Right First Time: 52%

RE-WORK

NO ACCESS

MIS-DIAGNOSIS

CHECKING

OPENING AND CLOSING CASES

FILLING IN FORMS

ASKING FOR THE SAME INFORMATION MANY TIMES (e.g hospital discharge team have 30 different forms, name asked 25 times, address 14 times, recording ethnicity).

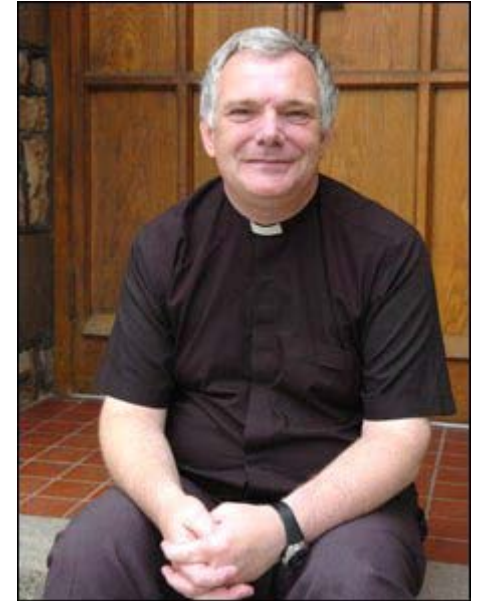
HANDOFFS

CHASING

DUPLICATING INFORMATION IN BOOKS

UPDATING IT SYSTEMS

Before & After



FACs Criteria

Deal with presenting need

Close case or pass on

Customers being “screened” by lots of different workers

Managers “managing” the work, prioritising, allocating, auditing and collating performance data

Building a relationship

Doing low level preventative work

Put the expert at the front

Pulling expertise

Getting involved in casework, understanding blockages

Redesign Principles

- Build relationship with the customer, listening, trusting and clarifying what matters to them.
- Anticipate needs
- Have access to the right person at the start and the same person throughout
- Treat people as valued individuals
- Record and measure only relevant information linked to purpose.
- Support, empower and trust staff
- Pull in right expertise
- Continuously improve – don't be afraid to get it wrong.
- Deliver the right service at the right time for the customer
- Be honest, confidentiality

Measures: Right 1st Time, E2E Time, Type & Frequency of demand, Touches

What we have learned in Redesign

DESIGN OF THE WORK

- The value work is done by the expert in social care i.e. social worker, OT
- There are key roles that add value: CPN, Physio, Homecare, Financial advice/accessing the money.
- The end to end system is not just in social care and thus there is a lot of work to do with our partners e.g Health, Housing, Vol agencies, DCs and BCs
- Whilst there is some Type 1 waste there are more significant volumes of type 2 and type 3 waste which needs to be considered going forward into roll in.
- We only need to record information that relevant information linked to purpose.
- We will need the right sort of ICT and Telephony to support the work design.

Summary of Redesign

Roles

New Structure

Costs

Capability

Measures

ICT

Providing Services

Resources

Risks

- Financial
- Performance
- Capacity

Learning

- Leadership
- Whole System
- Staff morale
- Customer satisfaction
- Organisational Development
- Management decisions based on assumptions, eg. out-sourcing

Chicken Nugget Moments

- 3 Stars!!!
- Empowerment not policy and procedure
- Consistency does not equal equality
- The answer lies with the workers
- Culture – are you open to challenge as a leader, how does the org learn?
- System drives behaviour
- Demand and cost
- Capability – as a customer sees it
- There is no quick fix - Caveat emptor
- Power of thinking

