
Sheffield City Council Care4you

APSE Social Care Advisory Group

17th June 2009



Care4you Services (2006)

Provided:-

- Home Care - 1,700 users
- Citywide Alarm - 17,000 connections
- 4 Resource Centres - 92 beds / 300 day care users
- 2 Care Homes - 70 beds

With

- 1,200 staff
- £22 million



Service and Financial Review

- Identify ways to secure year on year savings – a ‘must do’
- Maintain and preferably improve quality and outcomes within this
- Consistent with the Council’s priorities and legal duties
- Included all Care4you Services

Focus of the Review

- Questions to answer
 - Why do we provide this service?
 - And in this way?
 - And within this cost?
 - What is still in the way of delivering even better services at less cost?
- High level review, not consultation
 - Staff invited to make suggestions

Review Outcomes

- Progress transformational changes
- Revenue savings of £1.8 million
- Investment to modernise – Invest to Save
- Revisit the options if Care4you fail to deliver

Review Outcomes

- Joined up service to the customer
- Improved pathways to and within services
- Roles and job descriptions harmonised
- Training and development for all
- More flexible working across teams and units
- Further development of generic worker role

Programme Management Approach

- Council adopted a formal Project & Programme Management (PPM) approach May 06
- PPM a structured approach to managing change
- Clear scope, nature and purpose
- Requirement for a business case
- Provides clear governance arrangements
- Framework for managing risk
- Manage dependencies & linkages

Programme Management Approach

- Agreed that changes in Care4you would be managed within the Programme Methodology
- Programme launched in April 2007
- Programme Sponsor and Board set up
- Programme Office established
- Programme defined
- Initially 12 projects in the programme portfolio
- Benefits identified

Key challenges

- Communication with a large workforce
- Level and scale of change
- Maintaining business as usual
- Understanding and knowledge of PPM Framework
- Initial timescales

What has been delivered?

- Voluntary early retirement/severance scheme
- Bed based services decommissioned
- City Wide Care Alarms Business Plan developed/launched
- Market Rebalance/service reconfiguration
- New service structure/coherent Terms and Conditions
- Development of new care pathways
- New business systems/IT piloted

Next steps

- Complete Market Rebalance/service reconfiguration
- Introduce social care reablement model
- Fully implement staffing structure
- Procure and implement IT systems
- Fully implement Planning & Coordination posts
- Introduce Quality & Service Standards framework

Key successes

- Service quality maintained and improved
- Feedback from Unions
- Feedback from CharterMark/Customer Service Excellence
- Held up as an example of best practice in Programme Management

Questions