

Staffordshire Social Care and Health Intervention March 2008

the knot unites





PURPOSE



"

HELP ME LIVE
MY LIFE

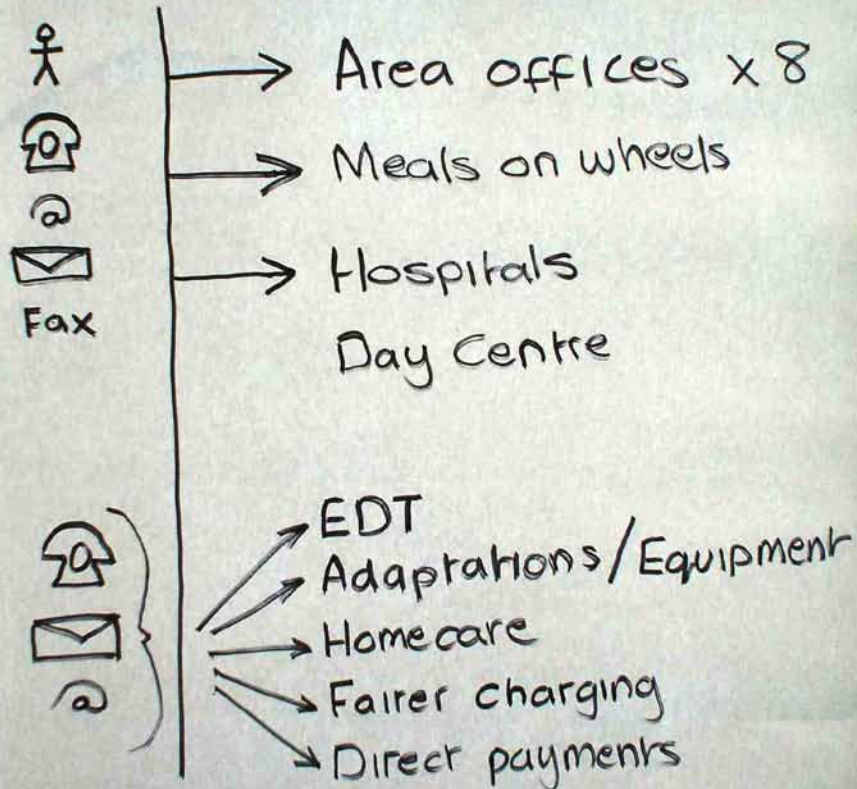
THE WAY I WANT TO "



De facto purpose

**Help me live the life you
want me to – as dictated
by government policy
(or our interpretation of it)**

Where did we go, what did we do.....



Demand

- 8 Area Offices
- Meals on Wheels
- Hospitals
- Day Centre
- Day Service
- EDT
- Homecare
- Adaptations/Equip
- Fairer Charging
- Direct Payments

Demand – What we did

- We listened to 338 calls (660,000 received last year)
- Recorded what mattered to the customer

Analysis of demand

- 16% one stop
- 60% pass on e.g. can I speak to...
- 8% Pass back to other agency
- 16% Set up and pass on e.g. referral



Demand Types

- 1, "I want to cancel my..." 3.7%
- 2, "We need help" — 1st time 4.9%
- 3, "Can I have" (piece of equip) 11.1%
- 4, "Can I apply/renew" 12.3%
- 5, "Can I make a referral 1st time" 18.5%
- 6, "Can you advise me please" 18.5%
- 7, "My circumstances have changed" 30.9%

Value Demand 26%

- **My Circumstances have changed 30.9%**
- **Can you advise me please 18.5%**
- **Can I make a referral 18.5%**
- **Can I apply for/renew 12.3%**

Demand

"Where is my carer, meals on wheels etc etc." 2.5%

"I am known to you but my S.W. has changed left." 1.5%

"Who is my /the S.W." 3.5%

"I am known to you but I don't have an SW but my Circs have changed." 5.5%

"We are not sure what is going on." 30.7%

"I have been trying to contact..." 10.6%

"I have phoned a few times." 6%

"When will..... phone me back." 1%

"I called about.... but have not heard anything." 4%

"You have sent me XYZ but I don't understand." 9.5%

"I brought in the forms/info but it was incorrect." 1.5%

"I am not happy with what you or a third party have provided /offered." 10.1%

Failure Demand 74%

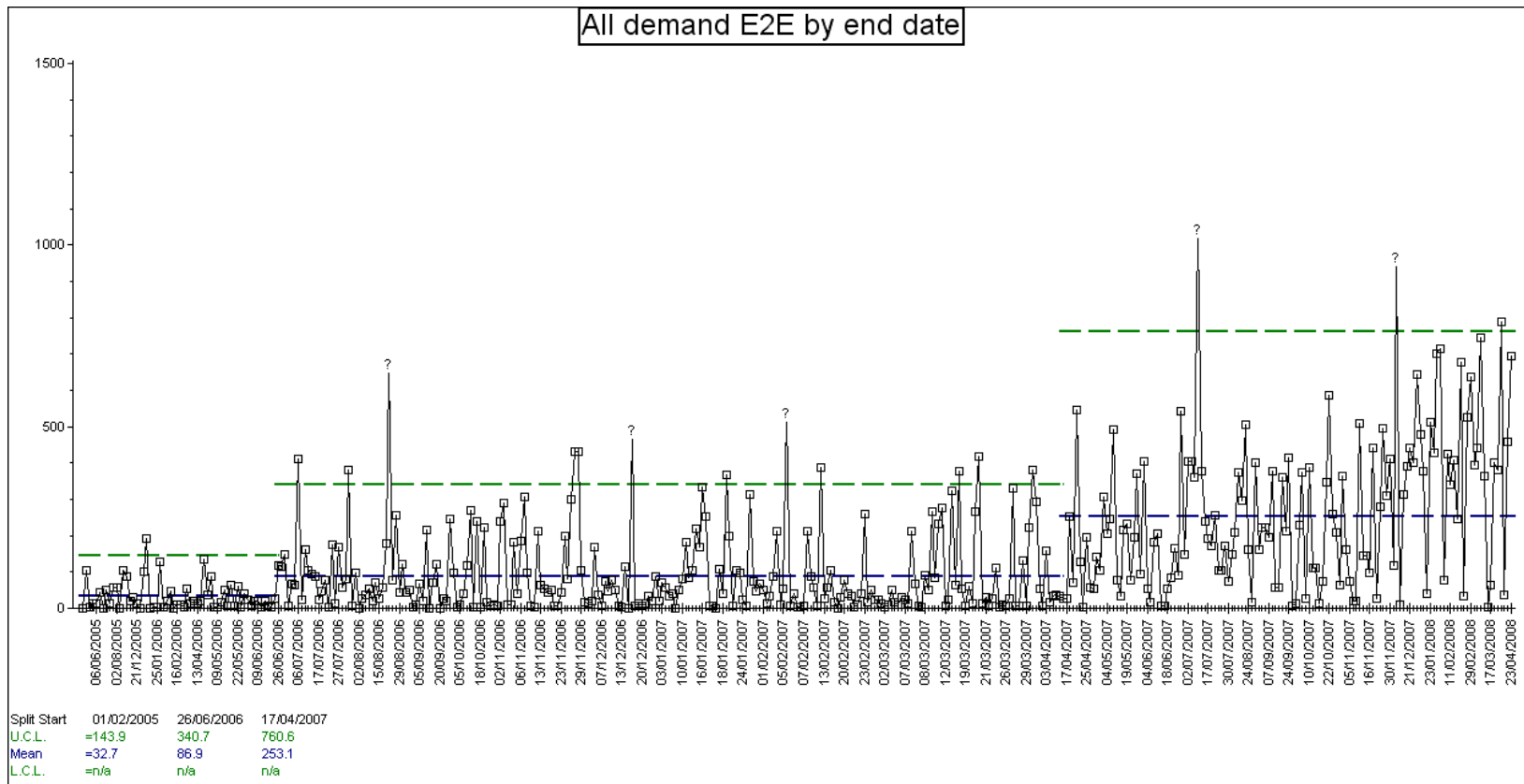
- I'm not sure what's going on **30.7%**
- I have been trying to contact **10.6%**
- I'm not happy with what you have provided **10.1%**
- You have sent me... but I don't understand **9.5%**

Capability

- Total of 506 cases examined end to end
- End to end time – 138 days
- Right first time – 52%
- 79 cases (16%) still ongoing i.e. not resolved from the customers perspective in terms of the purpose.



All demand 01/02/05 20/06/06 17/04/07
32.7 days 86.9 days 253 days



<u>WHAT</u>	<u>VALUE</u> (50)	<u>WASTE</u> (1,034)
1, ADAPTATIONS	3	54
2, UHNS	4	115
3, DAY CARE	3	35
4, FAIRER CHARGING	3	53
5, WELFARE BENEFITS	3	27
6, HOMECARE	4	95
7, ENABLEMENT	3	43
8, EQUIPMENT	4	131
9, DIRECT PAYMENTS	5	45
10, MEALS ON WHEELS	2	58
11, RESPITE	3	118
12, BLUE BADGE	2	24
13, VULNERABLE ADULTS	2	45
14, RESIDENTIAL NURSING	2	80
15, DAY SERVICE	2	32
16, PAYING FOR CARE	1	21
17, STAFFORD HOSPITAL	3	42
18, FINANCIAL ASSESSMENT	1	16

AVERAGE FLOW
 VALUE 3 = 5%
 WASTE 58 = 95%

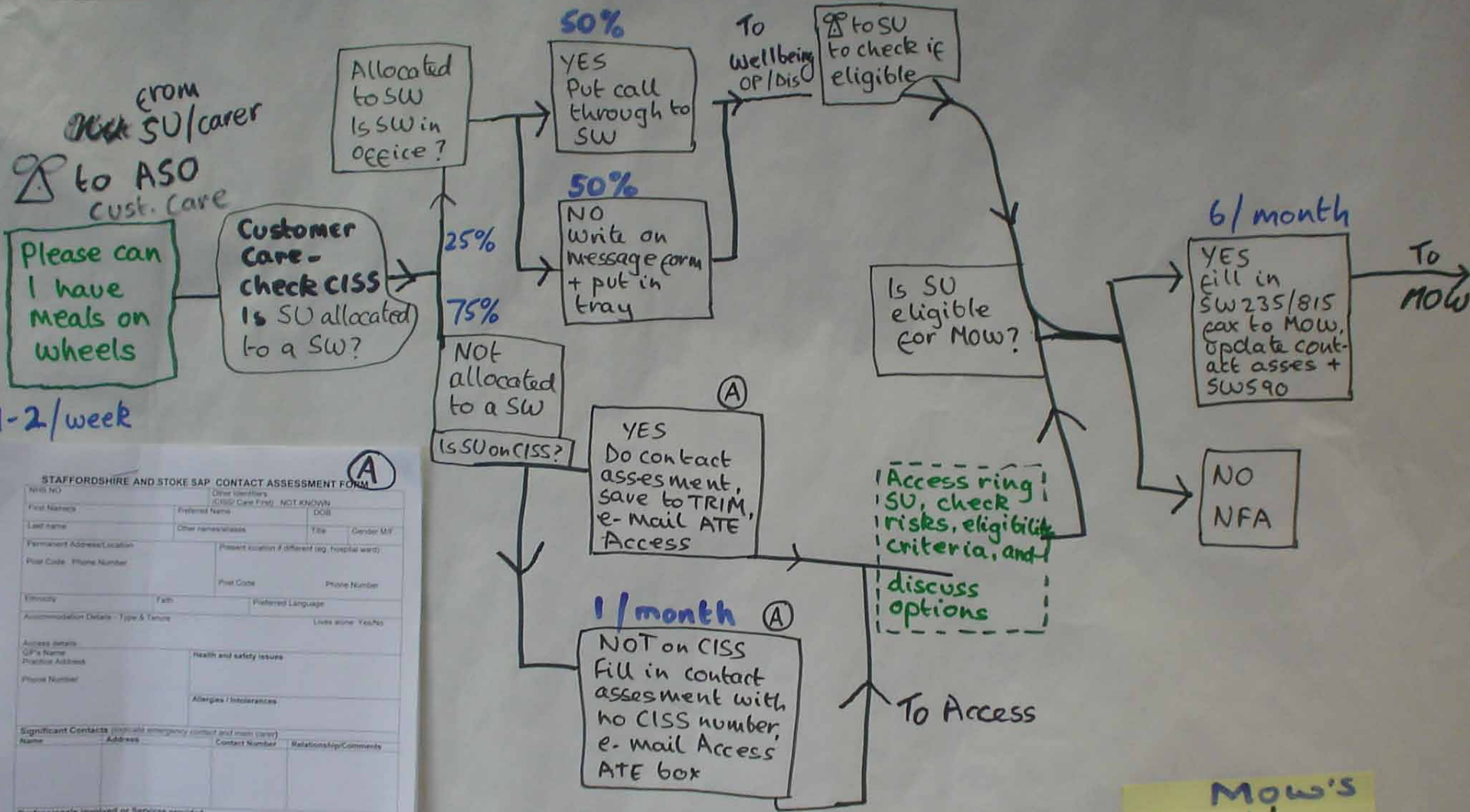
Flow

- Total of 50 value steps
- 1034 waste steps
- Average value steps – 3 = 5%
- Average waste steps – 58 = 95%

MOW New request

Stafford ASO

1



STAFFORDSHIRE AND STOKE SAP CONTACT ASSESSMENT FORM

First Name, Last Name, Preferred Name, Other Names, Title, Gender, M/F, Permanent Address, Post Code, Phone Number, Email, Health and safety issues, Allergies/Intolerances, Significant Contacts, Professionals Involved or Services provided.

Agreement to sharing information: I understand that personal information from my assessment may be shared with other agencies involved in my care. I agree to my information being shared with them on a need to know basis. Yes/No

Signed: _____ Date: _____

Mow's 2-value ✓
58-waste

New requests for MoW
(hot/cold) 27 cancelled within a month.

HOT

March 07 - 126 New requests
 Jan 08 - 164 New requests
 Feb 08 - 34 new requests
 March 08 - 122 new requests - 38 cancelled within month.

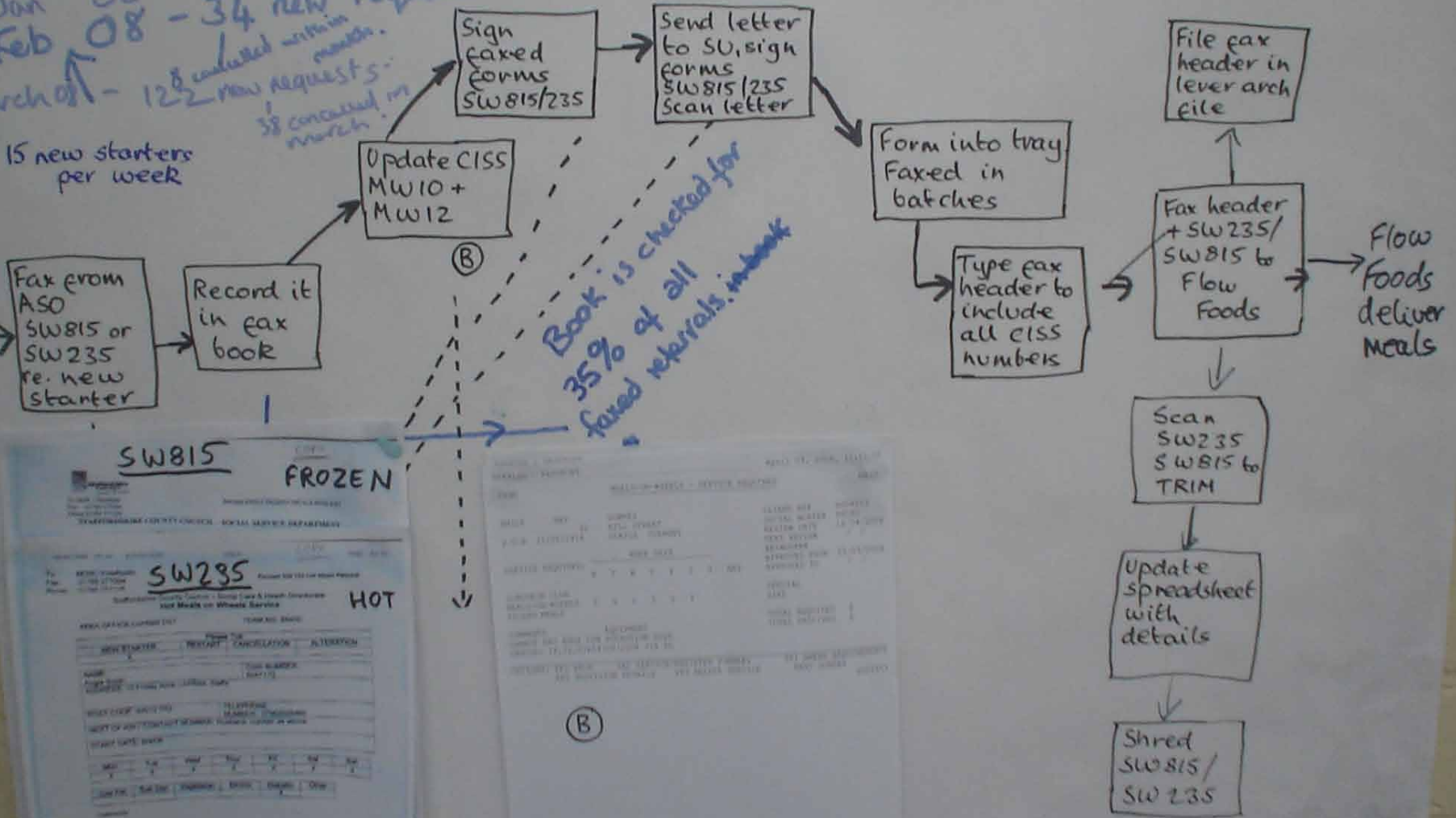
15 new starters per week

MOW Office

FROZEN

2

Jan 08 - 30 new starters - 1 cancelled within 2 months
 Feb 08 - 26 new starters - 1 cancelled within 2 months
 March 08 - 20 new starters - 0 cancel.



SW815 **FROZEN**

SW235 **HOT**

Southdown Health Centre - Social Care & Health Services
 100 Meads on Wheels Service

NEW STARTER	RESTART	CANCELLATION	ALTERATION
NAME	DOB	DATE	REASON
ADDRESS	POSTCODE	TELEPHONE	
WHEELCHAIR	TOILET	WALKER	
HEARING AID	VISION	OTHER	

MEALS - MONTHLY - REVIEW REPORT

DATE	TIME	MEALS	REMARKS
11/01/08	12:00	1	
12/01/08	12:00	1	
13/01/08	12:00	1	
14/01/08	12:00	1	
15/01/08	12:00	1	
16/01/08	12:00	1	
17/01/08	12:00	1	
18/01/08	12:00	1	
19/01/08	12:00	1	
20/01/08	12:00	1	
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23/01/08	12:00	1	
24/01/08	12:00	1	
25/01/08	12:00	1	
26/01/08	12:00	1	
27/01/08	12:00	1	
28/01/08	12:00	1	
29/01/08	12:00	1	
30/01/08	12:00	1	

No Reply

March 07 - 159 cancelled
Feb 08 - 125 cancelled.

Change e.g.
cancel permanently
cancel temp.
change days

Flow Foods deliver meals

* Flowfoods receive between 10-30 faxes a day from MOW re new starter/changes.

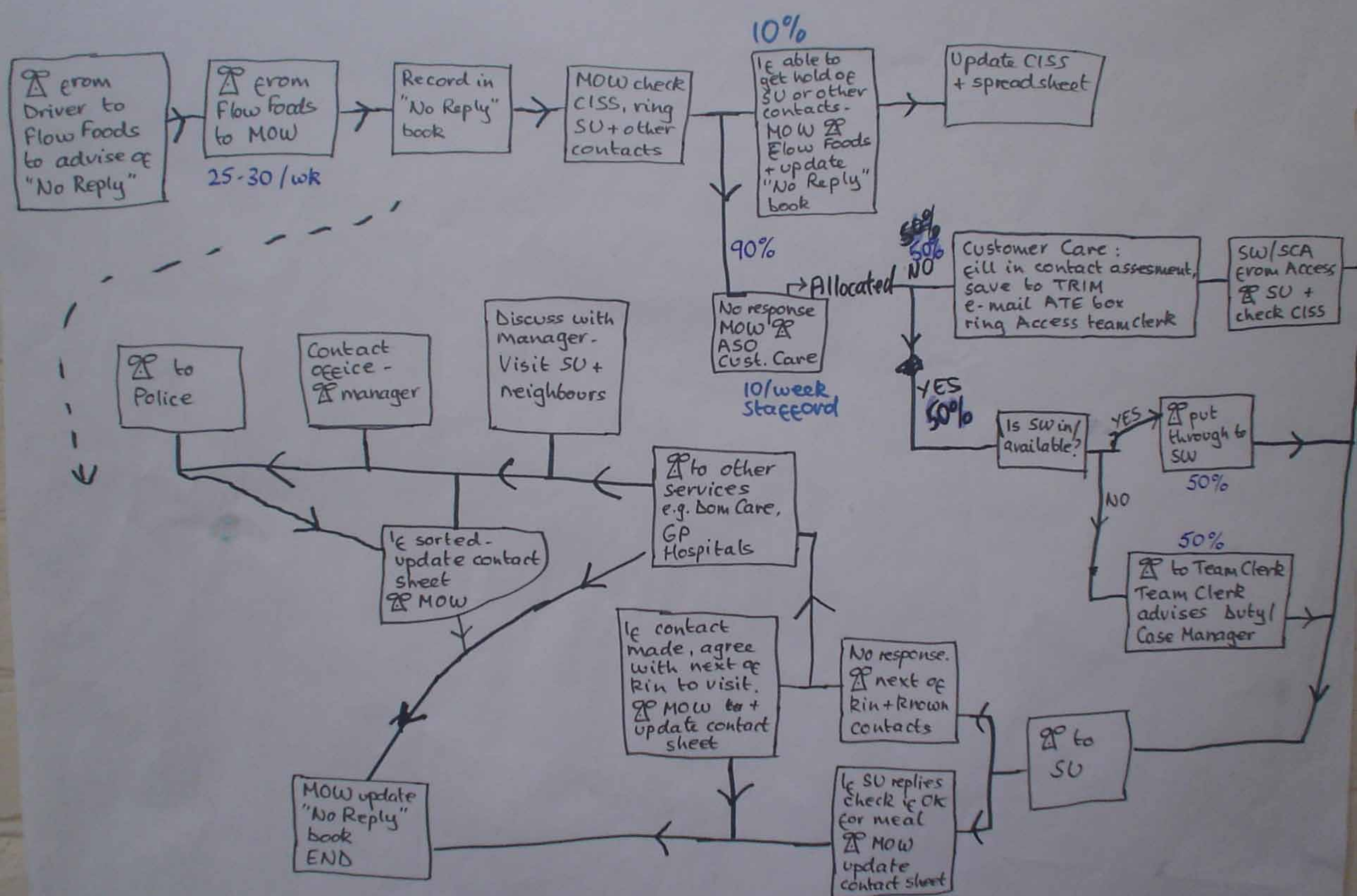
Sheet

- 5 SU tells driver of change
- 7 SU/relative & MOW
- 6 SU/relative & ASO

13767 people
1167 meals
as of 18.4.08
1041 people get frozen meals

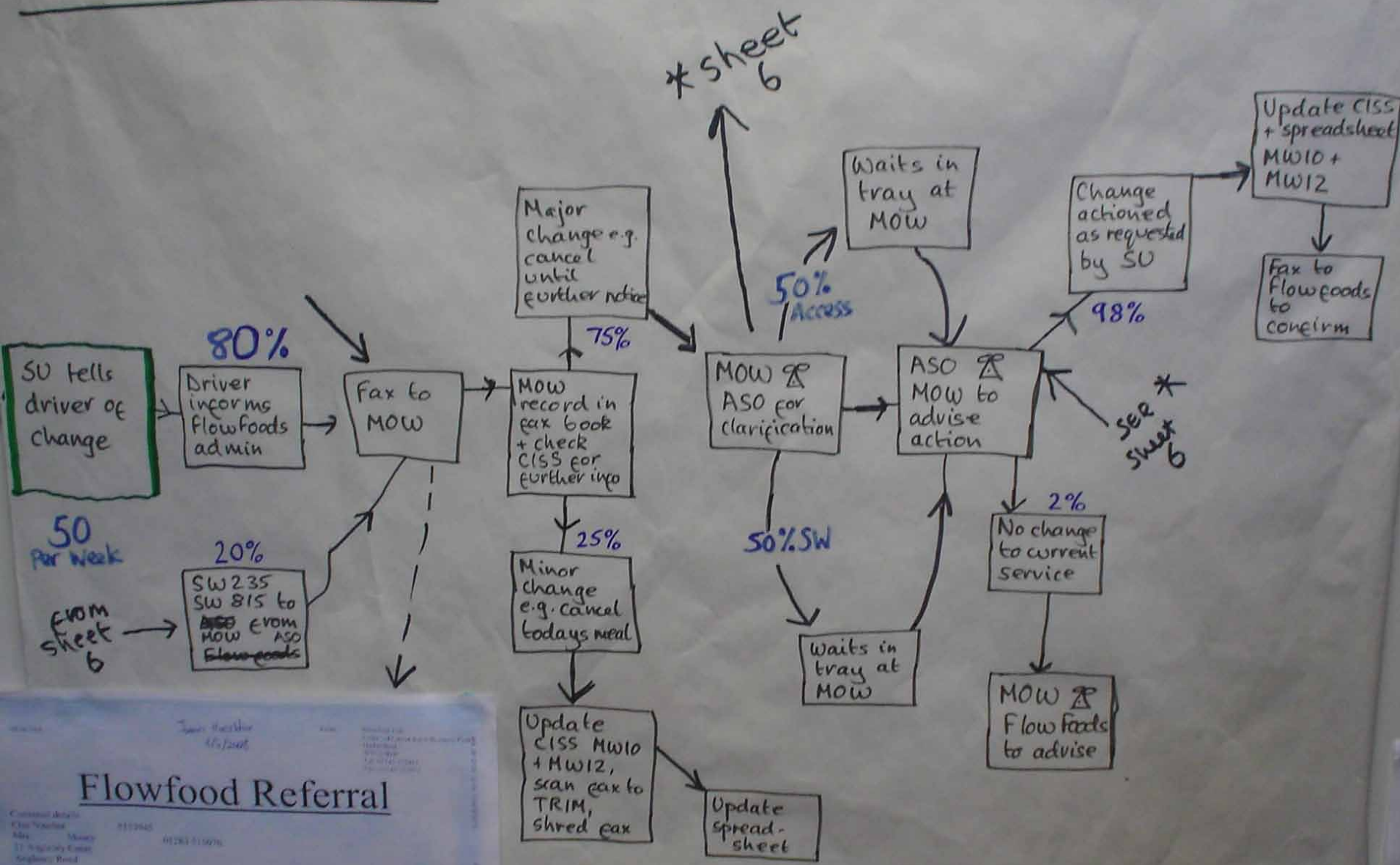
Meals on Wheels - No reply

4



Meals on Wheels - Changes from ASO / Flow Foods to MOW

(5)



James Weather 4/12/2018

Flowfood Referral

Contract details
 Client: 012940
 Address: 11 Hagley Court, Salford Road, Bolton, GB - M4 3EA

Contract start: 01/01/2018
 Contract end: 31/12/2018
 Contract value: £1,000,000.00
 Contract type: Standard

Contract status: Active Suspended Cancelled Incomplete Change of Unit Extra or required on

Contract type: Standard Special Other

Adult Social Care System Picture

System Conditions

Legislation
Regulation
Performance

Risk Averse
Targets
Believe not enough resources

Tick box culture
Senior people decide things

Fear of being sued
Lack of trust
Quick fix

Screening
Budgets
Segregation of duties

IT designs the work
Manage task and people



"I need help to live the life I want to"

26%V
74%F

Customer care
Ask questions
•Get some info
•Log
•Pass on

Access Team
•Check
•Phone customers
•Get more info
•Sort
•Prioritise

Case Manager
•Prioritise
•Allocate

Wellbeing Disability

Wellbeing Older Persons

Enablement

MOW Resi Care Equip Home Help DP

Nursing Care

Adaptations

Major

Minor

Financial Assessment

Debt Recovery

No Pay

Invoice

Yes

No

Pay

Average end to end – 138 days
Percentage right first time – 52%

the knot unites

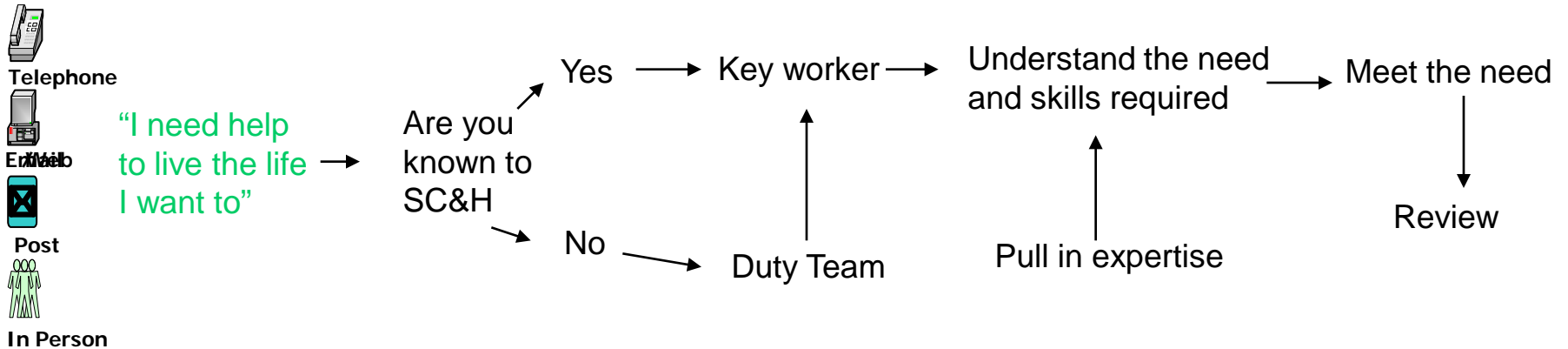


Redesign – Operating Principles

- Build relationship with customer by listening, trusting and clarifying what they want
- Anticipate needs
- Have access to the right person at the right time
- Have access to Key Worker for continuity
- Treat people as valued individuals
- Record and measure (proportionately) only relevant information linked to purpose
- Support, empower and trust staff
- Pull in expertise
- Deliver the right service at the right time
- Be honest
- Confidentiality



Social Care and Health's - Perfect flow





Benefits

- End to end times reduced from 138 days to 49 days
- Right first time has increased from 52% to 92%
- Improved relationships with Service Users
- Capacity increased
- Reduction in waiting list
- Knowledge transfer/training in the work
- Fewer repeat referrals
- Improved staff morale





What we learnt

- Strong Leadership is required to take this forward successfully
- Re-align resources to the front line
- Commission services against demand
- Type 3 waste
- This is about changing Leaderships Thinking



How we have moved forward

- Taken key learning and implemented across all districts
- Applied the principles of System Thinking to key areas – DFG/Transport/Integration

