



SYSTEMS THINKING IN ADULT SOCIAL CARE

Thinking governs performance

Thinking



System



Performance

Changing management thinking

COMMAND & CONTROL

top-down

perspective

SYSTEMS THINKING

outside-in

functional specialisation

design

demand, value and flow

separated from work

decision-making

integrated with work

**budgets, throughput,
targets, service standards,**

measures

**related to purpose,
variation over time**

extrinsic

motivation

intrinsic

**manage budgets,
manage people**

management ethic

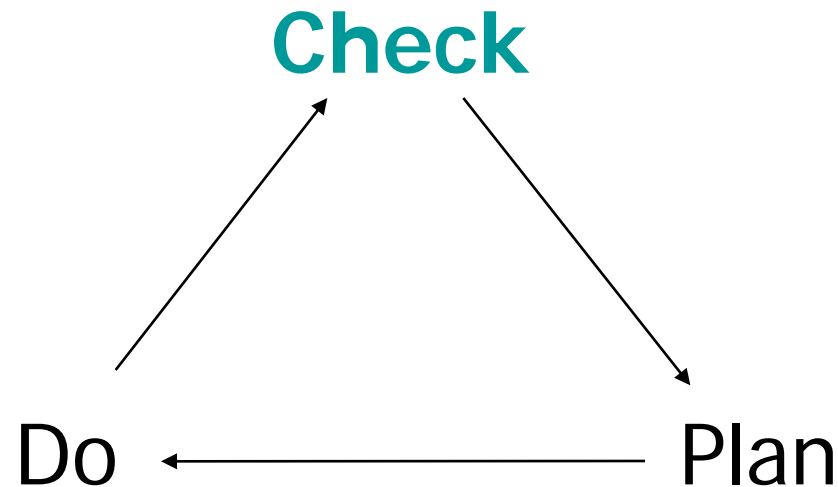
act on the system

contractual

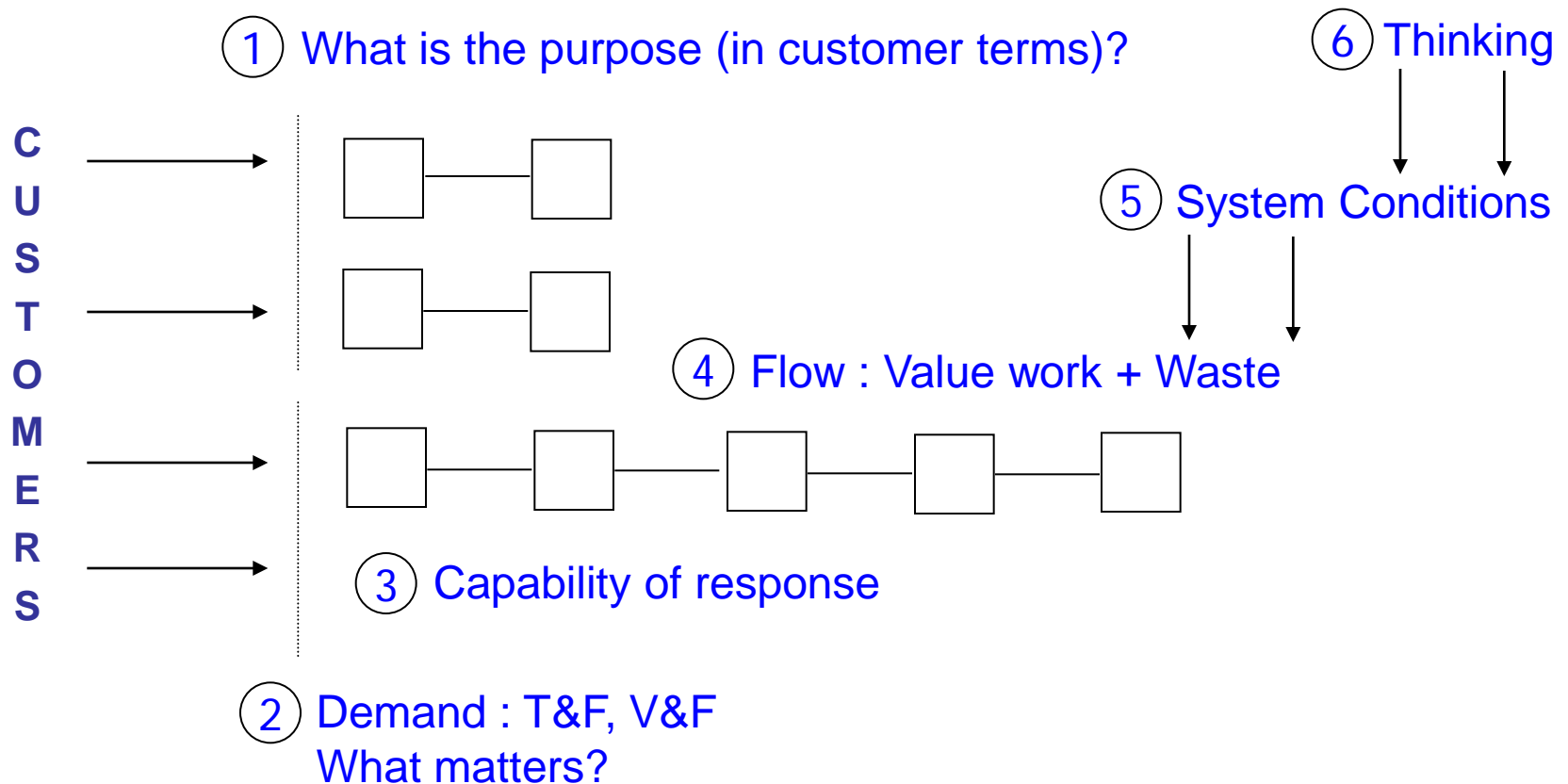
attitude to customers

what matters?

Change must be based on knowledge



The Vanguard model for 'check'



Adult Social Care : Current Agenda

- Care and support reform consultation paper
- Personalisation Programme
- Time for change, Caring Choices
- In Control

Care and Support Reform (June 2008)

“Research shows that if people can get the right support at the right time, they can retain their independence for longer, and the need for intensive care later on can be prevented.

There needs to be a focus on prevention so that people can avoid or delay the onset of more intensive needs”

What the service users are experiencing:

- “The current trend in social services is of increasing restrictions on access to support”
- “Delaying use of support services or being denied access to support through LA eligibility criteria and increasing charges can result in additional costs to national and local government”
- “Almost a third of elderly and disabled people who use council care services say they have been forced to cut back on essential spending related to their health conditions or disability due to rising care charges”

(“ Charging into Poverty” June 08
Coalition on Charging)