



Adult Social Care Select Committee  
16 January 2014

An update on the improvements to the Adults Information System (AIS)  
following 'Rapid Improvement Events'

**Purpose of the report:** Policy Development and Review

At the request of the Adult Social Care Select Committee, this report provides an update on the improvements undertaken in the Adults Information System following Rapid Improvement Events and the position on joint procurement of a new Adult Social Care system with East Sussex.

**Introduction:**

**Rapid Improvement Events**

1. Ensuring that the Family, Friends and Community Support approach is embedded is a key priority for the Directorate. In order for this approach to be successful, staff need to spend more time with the people they support. To facilitate this, the Strategic Director and Cabinet Member for Adult Social Care requested that a number of Rapid Improvement Events (RIEs) be conducted, with the aim of streamlining the adult social care assessment process and the way that this is recorded within the Adults Information System (AIS).
2. A Referral and Assessment RIE and a Financial Assessments and Benefits RIE were initiated in April and June 2013, respectively.
3. Each RIE was conducted in an intense and focused week of activity; however the preparation and subsequent implementation constituted significant pieces of work over a longer period, with 'go-live' being achieved in November 2013.
4. The RIEs provided an opportunity for all the key stakeholders, including front line staff, to be involved in the process and to develop an approach in a structured environment, leading to an action plan.

5. A dedicated delivery team supported the implementation of the action plan and kept the momentum going.
6. The outcomes of the RIEs have provided both Surrey residents and Surrey staff with benefits.

### **Joint Procurement Adult Social Care system with East Sussex**

7. Running alongside the RIEs, work on a joint procurement process for a new Adult Social Care system with East Sussex has taken place.
8. Initially, we worked very closely as equal partners with the East Sussex procurement team. However, due to a stagnant software market awaiting further details about the requirements of the Care Bill, and our staff commitments to the RIEs, Surrey decided to take a less involved approach.
9. Subsequently, we have met regularly to receive and offer updates with East Sussex to ensure that Surrey's best interests are served.
10. Recent feedback from East Sussex has indicated that they too intend to 'pause' the process and review their position.

### **Rapid Improvement Events**

**11. Surrey referral and Assessment RIE** - The overarching outcome and goal of the RIE was to have an assessment process which is simple, clear, timely and effective:

- A. To allow more people; a quicker response, reduced waiting time, with an improved customer experience
- B. A simplified process that reduces the recording requirements and is agreed by the key stakeholders
- C. Easy to translate into existing IT systems
- D. Improved Assessment output document sent to people/customers
- E. Ensure new process meets reporting requirements
- F. An end to end process that is quicker for staff and managers to administer and remains person centred.

12. Key changes from the RIE:

- A. One new referral, providing a consistency to the way people can get access to Surrey Adult Social Care services

- B. One assessment for the person and carer
- C. More than one professional can contribute to each assessment as required.
- D. Shorter assessments are available, enabling professionals to provide services of up to £125 to meet less complex needs more quickly and efficiently
- E. A new process that advise assessors when a Financial Assessment is needed
- F. Professionals are able to allocate individual budgets without authorisation within financial thresholds in the electronic system
- G. An option of 'self authorisation' of assessment (excluding placements).

### 13. Benefits from the RIE:

- A. Improved customer journey- An individual or carer only has to 'tell the story' once and will benefit from quicker processes within teams.
- B. Holistic – as all information is in one place, one assessment provides a holistic picture for the individual, carer and professional, aimed at providing an improved assessment experience.
- C. Reduced recording requirements- benchmarking carried out to study and compare recording the Contact Assessment and Surrey Self Assessment, with recording the Surrey Resource Allocation shows that the new process is 95 minutes quicker (which represents a 48% reduction in the time it takes to record an assessment).
- D. More timely- quicker provision of services by being able to provide services from the shorter assessment and enhanced authority
- E. In the pilot, 30% of assessments provided were for services up to £125, with a shorter assessment
- F. Having an embedded Financial Assessment process improves charging capability
- G. Empowering staff through enhanced authority, and a feeling of greater ownership and involvement in creating the process.

### 14. Financial Assessments and Benefits RIE - The desired outcomes and goals of the RIE was to improve the 'end-to-end' financial assessment process:

- A. A clear and timely customer focused process, that maximises income raised and the proportion collected

- B. A process that is right first time, responsive and flexible to the changing requirements and needs of people who use services
- C. Appropriate indicators are in place to measure performance and enable a proactive approach to removing bottlenecks and issues
- D. Introduce ownership in the process with clearly defined roles and responsibilities throughout the process to reduce hand-offs
- E. Assess early identification of complex, difficult and high risk cases
- F. Ensure outcomes link into previous RIEs on care assessment, billing process and model office
- G. Improve relationships between teams and people in the process
- H. Minimise the write off of debt and total amount outstanding at any time to a maximum of 60 days from date due.

#### 15. Key changes from the RIE:

- A. A new referral process to request a financial assessment went live in November, as part of changes to wider Surrey Referral and Assessment (SRA) process.
- B. Referrals are now made via the new Surrey Referral and Assessment which can generate an automated referral
- C. Following a new referral or a change in the person's circumstance, the Financial Assessments and Benefits (FAB) Team make contact with the person or their financial agent to discuss the financial assessment process
- D. The Financial Assessment Team follow up with a face to face visit where possible, or a telephone call to undertake the assessment, a full benefits entitlements check and assist with claims where needed

#### 16. Benefits of the RIE:

- A. Referrals are automatically generated via the Surrey Referral and Assessment (SRA) process
- B. The Financial Assessment is in place much earlier than previously and any missing benefits are identified and claimed at the outset to help the person plan their support in full knowledge of the resources available.

## Procurement Position

17. The joint procurement process with East Sussex revealed that current software suppliers are not offering any solutions to the changes that face social care in the future.
18. Subsequently, East Sussex has decided to undertake a review of their Business Processes, much in the same way as Surrey has through the RIEs.
19. East Sussex has indicated that this review is likely to be completed by the summer of 2014.
20. They have also indicated that they would like to build on the relationship with their incumbent supplier, mirroring Surrey's approach with its supplier Northgate.
21. Surrey is working with Northgate to improve the quality of consultancy and support we receive from them and to inform and shape how they develop the adult social care system in the future. This will include the requirements of the Care Bill. This approach will be kept under review.

## Conclusions

22. The RIEs have been an integral part of the Directorates' wider strategy of Family, Friends and Community Support.
23. The streamlining of the assessment process provides a good platform which will help social care staff to spend more time with the people exploring the sources of care and support available to them.
24. In addition, the process has enabled staff to become more involved in determining the way that they work, have greater ownership of that, and to see improvements from their commitment.
25. The work on a joint procurement process with East Sussex has been valuable in terms of building relationships and determining the current state of the market. As yet, alternative suppliers do appear to have a solution which offers more than our current supplier when weighed against the risk and resource requirements of implementing a new system.
26. At this point both Surrey and East Sussex are focusing effort on working with their current software suppliers and will keep the situation under review.

## Recommendations:

27. The Committee are asked to consider the report and make recommendations as appropriate.

**Next steps:**

**RIEs**

28. RIEs are a finite process for improvement and the outcomes are now part of 'business as usual'.
29. Some minor system amendments are required in relation to the Financial Assessment and Benefits RIE, and a review will be undertaken in three months.

**Work with East Sussex**

30. The East Sussex procurement team aim to relook at the market later in 2014 to give the suppliers time to respond to the latest government changes. As partners in this work Surrey will be provided with any intelligence that the process gathers.

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