

Adult Social Care in Surrey

Successes and Challenges 2009 - 2013

Where we were 2008/9 Annual Performance Assessment: 'Adequate'

Need for stable leadership

Need to embed how people's views influence services

Need a Head of Commissioning

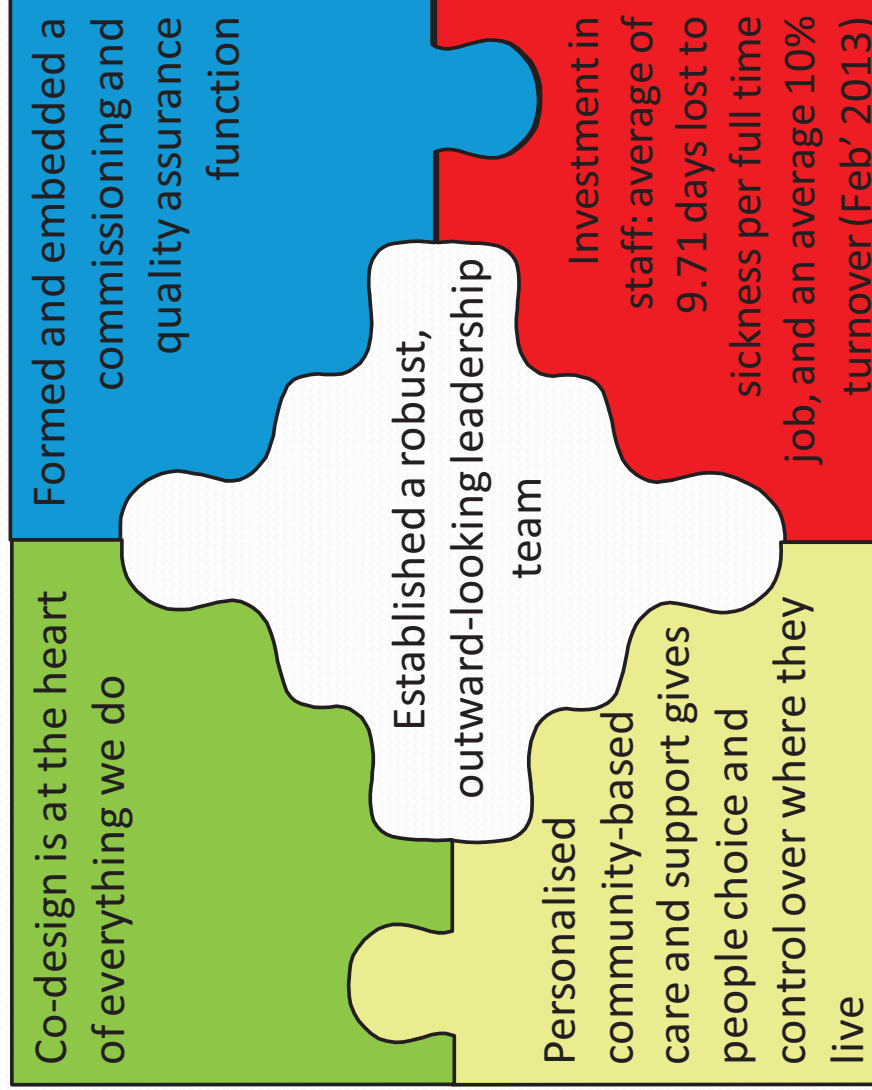
Need to monitor the quality of commissioned services

Extend choice of independent housing options

There are higher sickness rates and staff turnover

Where we are now

2010/11 Annual Performance Assessment: 'Performing Well'



Transformation

What we have achieved

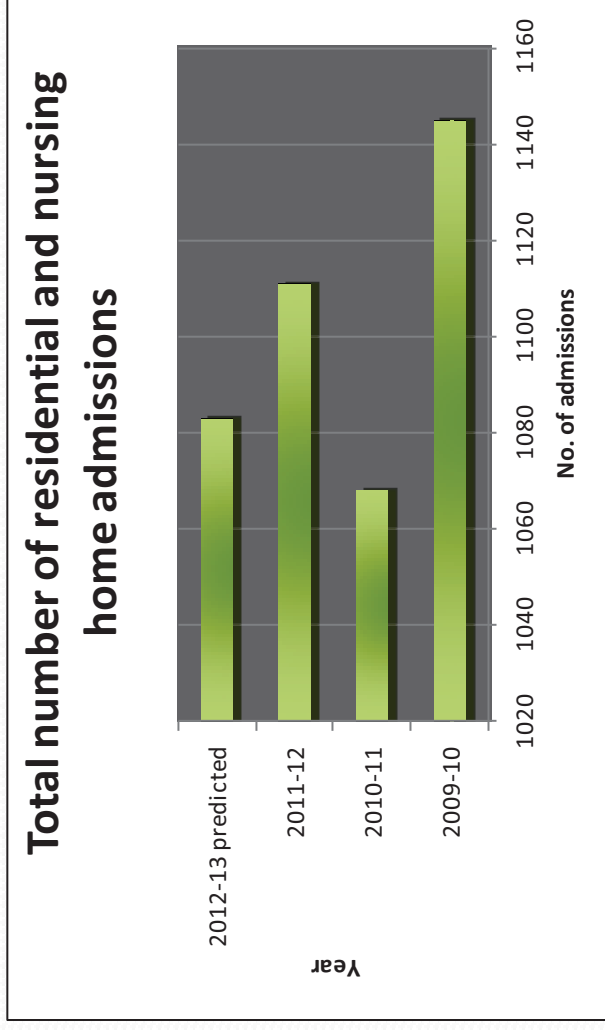
- Led large co-design, co-delivery work to deliver Surrey County Council policy on personalisation (SDS: self-directed support)
- Supported large change programme including 13 separate projects
- Delivered a huge training and engagement programme to embed new ways of working
- Upgraded existing and implemented new software. (Finance module took out hundreds of hours from process)
- Engaged with partners to produce lots of tangible benefits, including the citizens' hubs



Personal Care and Support

What we have achieved

- Strategic shift from institutions to the community
 - Mainstreaming of telecare
 - Reablement
 - 7 day-a-week services
 - Supporting carers
- Restructure around place
 - 11 locality teams
 - Co-location with district and borough authorities
 - Mobile working



Personal Care and Support

What we have achieved

- Safeguarding embedded and widened
- Streamlined recruitment to appoint the right staff with the right values
- Response to Winterbourne
- Transition much stronger



- Worked with the Surrey Fire and Rescue Service to develop an Adult Social Care Fire Strategy
- Savings delivered
- ...And we were part of the Olympics!

Commissioning

What we have achieved

- Formation and embedding of Commissioning: Clarity and transparency
- Co-produced commissioning strategies: Needs, outcomes, investment
- Quality Assurance: Improved experience for people needing social care and support
- Developed locality profiles jointly with the NHS: Understanding of needs and what works



- Co-Design: People having choice and control about how their needs are met
- Shaping the market: Taking partners with us
- Laing and Buisson Commissioning Team of the Year 2012
- Savings: In the region of £38.5 million 2010 - 2013

Service Delivery

What we have achieved

- Option appraisal for Local Authority Trading Company
- Developed an options appraisal for each of the residential homes for older people
- Identified unit costs for all in-house services and established pricing and costing structures for all services
- Established Service Delivery Personalisation Team
- Re-registered all residential homes, shared lives and supported living services under new Care Quality Commission (CQC) standards
- Delivering improvement plans for all registered services in line with CQC standards
- FirstPoint Community Interest Company (CIC)



The real success is

"They were both patient and thorough, so that I felt reassured that a proper assessment was made and that should my mother require further assistance, the Surrey Heath Locality Team is only a phone call away." Compliment for Assistant Practitioner and colleague at Surrey Heath Locality Team.

"I would like to thank you so much for your invaluable help in getting M into Knowle House Nursing Home in East Grinstead. She is once more in the close proximity to my mother that she needs so much and is also close to me. I will be able to visit two or three times a week and my mother will either come with me or no doubt, still being very independent, she will take herself there in a taxi whenever she wants. Thank you Jo, without your help and also that of Maxine Stockwell, I have absolutely no doubt that my aunt would be facing more weeks, goodness knows how many, in her bed in Hospital".

"Can you please pass on our thanks for the service my mother received from the carers who supported her when she returned home. She received a really good service and came to so enjoy the visits of the carers who were always professional, kind and thoughtful to such an extent she was very sorry to lose them as she had become fond of them. She now has private carers three mornings a week but regularly says they are not as good as the council-provided ones!" Compliment for staff at East Reablement Service.

"Can I first say the world's biggest THANK YOU for all that you have done for S. The reality of what you have accomplished in such a short time has still not fully hit us. You have, in essence, performed something (perhaps slightly short of) a miracle. S, my husband and I remain extremely grateful." Compliment for Service Delivery Employability Team

Proposed ASC priorities & impact measures for 2013/14

What are our needs?

1. Prevention through partnership (Melanie Bussicott)
 - Telecare installations arising from Adult Social Care referrals
2. Maximise reablement, telecare & Activities of Daily Living (ADL) smartcare (Dave Sargeant)
 - People reabled / need no further care
 - People attend ADL clinic
3. Invest in whole system services which are local, universal and preventative (Sarah Mitchell)

How do we know it is working?

10. Develop our workforce (Sarah Mitchell)
 - Embed cultural change
 - Define an integrated Surrey workforce strategy
 - Implement workforce plan for ASC services
11. Manage within legal limits (Dave Sargeant)
 - Hit Continuing Healthcare (CHC) budget targets
12. Simplify systems to maximise productivity (John Woods)
 - Track project milestones



What can we do ourselves?

4. Maximise social capital in the locality (Dave Sargeant & Anne Butler)
 - Needs met by social capital
5. Help people who fund their own care (John Woods)
 - Define a self-funder strategy
 - People given information and advice to maximise use of their resources
6. Empower residents to live independently (Dave Sargeant)
 - People with personal budget
 - Staff participate in performance and practice development
 - Correct and consistent use of Resource Allocation System (RAS)

What help do we need from you?

7. Manage the in-house care market (Debbie Medlock)
 - Permanent in-house occupancy
 - In-house spend below budget
8. Manage the care market (Anne Butler)
 - Spot inflation
 - Block inflation
9. Deliver the people with learning disabilities (PLD) public value review (PVR) (Anne Butler)

Transformation

Future challenges and opportunities

- Influence & implement the Care and Support Bill
- Update Surrey County Council policy to future proof for above
- Develop self-funder strategy as preparation for implementing Dilnot



- Expand self assessment and information routes
- Reduce recording burden / streamline business process
- Work with East Sussex County Council to review long term solution for our social care system

Personal Care and Support

Future challenges and opportunities

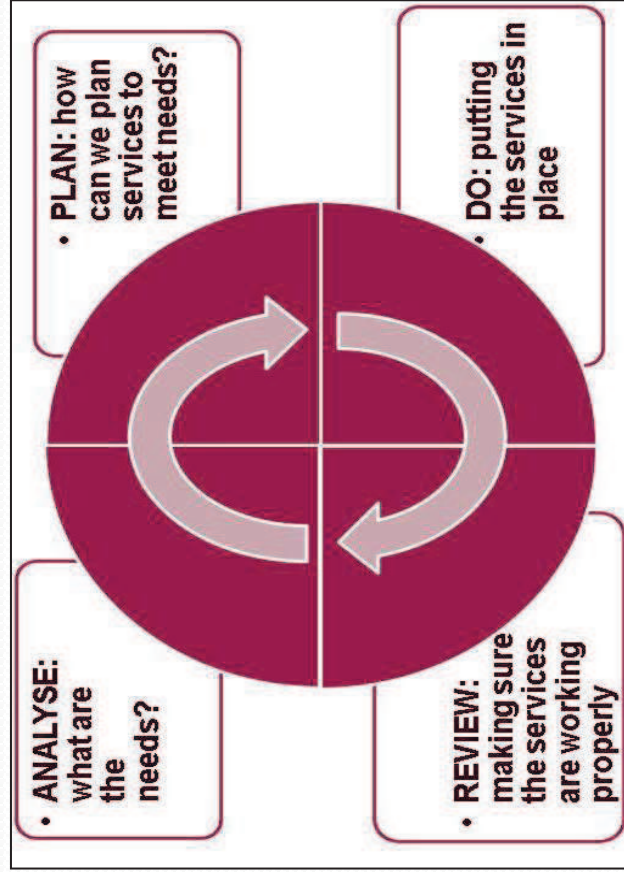
- Focus on the workforce
 - Right skills in the right place = Good foundation for everything we need to do
 - Team appraisal
- Person centred, Person centred, Person centred
 - Further embed personalisation
 - Know and 'use' social capital
 - Quality
- Specific areas:
 - Mental health, learning disability, hospital discharge
- Keep listening and learning



Commissioning

Future challenges and opportunities

- New partner landscape - Health/ Commissioning together
- Manage the market
- Development of social capital
- Learning Disability Public Value Review (PVR)
- Ensure quality/ improving efficiency



Service Delivery

Challenges and Opportunities

- New governance structure/ model for in-house services
- Overarching strategy for each in-house service and action plan for all older people (OP) and people with learning disabilities (PLD) residential homes, PLD services and day services
- All service users to have reassessment of needs
- Establish quality assurance function to enable consistency and standardisation across key functions
- ‘Normalise’ pay anomalies and implement corporate pay and reward strategy
- Drive towards continuous improvement for all services underpinned by full Care Quality Commission (CQC) compliance



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