



**One Council
Overview and Scrutiny
Committee**

8 February 2011

**Report from the Director of
Housing and Community Care**

Wards Affected:
ALL

Personalisation - Customer Journey Project

1.0 Introduction

- 1.1 In October, the Housing and Community Care department provided a report on the Customer Journey Project to the overview and scrutiny committee. This report provides an update on the Customer Journey project, and sets progress and further expected progress within the context of how other London boroughs are performing and how Brent are performing within a national context.

2.0 Background and context

- 2.1 The personalisation agenda outlined in the Department of Health (DH) consultation paper *'Putting People First'* (December 2007) set out a series of expectations, measure and challenges for adult social care. The main requirement of the paper was that all adult social care departments in England should implement a personalised system of adult social care by April 2011. In particular, there is a requirement to be able to offer personal budgets to a minimum of 30% of existing new clients by 1st April 2011.
- 2.2 In response to this agenda, Brent Community Care Department have undertaken to redesign their current operating model and customer pathway. This project is called the Customer Journey, and will make personalisation a reality for Brent residents.
- 2.3 The project has been organised into five workstreams designed to address both current operational challenges and to progress the implementation of the Customer Journey. These workstreams are summarised briefly below:
- 2.3.1 **Tools, processes and procedures**; this workstream addresses the redesign of the operating model, the review and refresh of tools and forms which will

support the operating model and the production of revised guidance and procedures for staff.

- 2.3.2 **Workforce**; this workstream is looking a re-aligning the existing resources within the Community Care department to the new operating model, ensuring that the most highly qualified staff are utilised in the most appropriate way. This workstream has also committed to identifying efficiency savings of £130,000 through a shift in ratio between qualified and unqualified staff.
- 2.3.3 **Communications and Change Management**; this is a dual focused workstream addressing the need to communicate the changes being implemented through the Customer Journey to staff, providers and service users and carers, but also designing and delivering a change programme to support Community Care staff to work in different, more service users focussed ways.
- 2.3.4 **ICT**; this workstream addresses the changes which need to be made to the adult social care IT system (frameworki) to support the implementation and delivery of the Customer Journey.
- 2.3.5 **Performance**; this workstream looks at what information is needed to monitor progress and performance across the Community Care department in Brent. It also addresses how the department support, monitor and performance manage staff to deliver an improved service to residents of Brent.

2.4 An update on progress in each of these workstreams in included in section 4.

2.5 It is important to note that the design and implementation of the Customer Journey is being delivered within the context of increasing demand and decreasing resources. An integral part of the redesigned operating model is to make adult social care as efficient and sustainable a service as possible, along with improving financial and information collection and monitoring processes.

3.0 Customer Journey

3.1 Appendix A illustrates the basic operating model for the Customer Journey. The new model will impact service delivery in three key ways:

3.1.1 The investment in a fully resourced re-ablement service will improve and sustaining levels of independence in service users. Along with a stated vision to support the residents of Brent to maximise their independence, the focus on re-ablement is also anticipated to reduce the number of people receiving an assessment who go on to require long term services, therefore reducing demand throughout the system and reducing the cost of packages that are required.

3.1.2 The Customer Journey is focussed on choice and control. The redesigned operating model will allow service users and carers a greater say in their own assessments, facilitate joint support planning between service users and Community Care staff and will encourage innovative solutions beyond the range

of restrictive and service based options to meet need that the council is currently able to offer.

3.1.3 The use of a RAS (resource allocation system) will similarly allow for greater financial control by the council and greater transparency around use of resources for the public. The RAS is a tool that supports the Community Care department to calculate the amount of funding that a service user requires to meet their needs and enables the council to be clear about how it allocates its resources during a period of severe financial constraint.

3.2 The new model will increase control over resources and spending in a further three ways:

- Improving the accuracy and consistency of assessments to ensure decisions around the provision and cost of care packages do not vary between staff members and between teams;
- Bringing forward financial assessment within the new operating model to ensure that those who are required to contribute to their provision of care do so at the earliest opportunity;
- Maximising the use of re-ablement, ensuring that all services users who require a service and for whom re-ablement is appropriate are supported to maximise their independence. This in turn will mean that full assessments are undertaken at a point when the service user is the most stable, and therefore their ongoing need for support is likely to be lower.

4.0 Progress within the Customer Journey

4.1 The Customer Journey project will complete at the end of April 2011. Below is a summary of progress to date across the five workstreams:

4.2 Tools, process and guidance

4.3 The finalised design of the new operating model for the Customer Journey is now complete, and is being communicated to staff, partners and services users through the communications and change management workstream.

4.4 The tools necessary to support the Customer Journey have been designed and completed, and are currently being assessed by the ICT workstream to determine what changes need to be affected within the Frameworkki system. Tools which have been produced include:

- A revised contact assessment form which is significantly shorter and collects the statutory information the Community Care department are required to report on.
- A Supported Self Assessment Questionnaire (SSAQ) which ensures eligibility for services and takes into account the views of the service users and carer, but still maintains the councils' statutory responsibility to assess.
- A Support Plan, which focuses on the identification of outcomes and gives the service user and support planner scope to plan innovative

solutions beyond the menu of services the council has traditionally offered.

- A revised review form which allows for the service user to be re-assessed for eligibility and identifies changes in need, alongside producing a revised indicative budget amount where needs have changed.

4.5 The focus of this workstream is now around the development and production of staff and service user guidance to support navigation of the new operating model.

4.6 Workforce

4.7 This workstream has focused on the production and agreement of definitions and targets for each activity that needs to be undertaken as part of the Customer Journey, allowing for the re-focusing of resources to support tasks which are anticipated to be most time intensive and to require the most highly qualified staff to carry them out.

4.8 For example, the refocused workforce model concentrates on utilising staff from the One Stop Service, unqualified Occupational therapy Assistants and Unqualified Care Assessors to undertake the initial Fair Access to Care Services (FACS) screening, ensuring that we have allocated appropriately qualified Senior Practitioners to support and quality assure this process. Conversely, the majority of qualified social workers will be deployed as Support Planners and Reviewers, utilising the most highly skilled staff to support tasks which require a high degree of professional training.

4.9 This workstream has also produced a staff consultation paper, aligned with and supportive of the Councils wave 2 staffing consultation, and ensuring all human resources and statutory requirements are adhered to. The staff consultation for the Customer Journey project was issued on the 26th January, in line with the issue of the Wave 2 consultation.

4.10 Communications and Change Management

4.11 The communications workstream has focused on the production and delivery of a communications plan and a separate change management plan.

4.12 The communications plan sets out how the council intends to communicate with service users, staff and providers, and includes a range of communication channels including:

- A monthly staff e-mail from Alison Elliott, Assistant Director of Community Care, giving staff an update on progress from the Customer Journey project.
- A series of roadshow events for all staff within the Community Care department to explain the revised operating model and to take comments and feedback.
- A series of meetings with user and carers groups to discuss the revised operating model and gain feedback.

- Two magazine articles, one for an internal audience through Insight Magazine and the other for an external audience through Brent Magazine.
- The production of a range of publicity material, including redesigned leaflets explaining the Customer Journey for users and carers.

4.13 The Change Management plan sets out how we intend to work with staff to help them understand their roles within the new operating model and identifies specific training to support staff to undertake their roles in a different way. In addition, the change management plan sets out a 'cascade' approach to training. This means supporting staff to own and take responsibility for specific skills and tasks within the Customer Journey, and sharing that knowledge with their colleagues.

4.14 The change programme runs until April 2011, and sessions have now begun. To date we have delivered the following sessions:

- Understanding the Customer Journey and the role of the One Stop Service in delivering it.
- The role of the team manager in the Customer Journey.

4.15 Further sessions are planned throughout February, March and April and will address topics such as team building and communication, alongside technical skills such as person centred planning and assessing and outcome focussed review.

4.16 ICT

4.17 The ICT workstream has been reviewing the functionality of Frameworki, This has included building new processes and parts of the system, alongside developing the build for the newly designed forms and tools.

4.18 This workstream is dependent on all of the other workstreams in the Customer Journey and is based on supporting the business to reconfigure systems to be simpler and more user friendly.

This workstream will also deliver training and support to all Community Care staff in how to operate the revised Frameworki system.

4.19 Performance

4.20 To support the implementation of the Customer Journey, a requirement is that staff are able to monitor and manage performance more effectively. In order to support staff to do this, it is recognised that the Community Care department need to be clear about what information is collected, collated and available for analysis, and also how information is presented to managers and senior manager to review.

4.21 This workstream has focussed on the creation of a performance management framework that sets out what information and data needs to be collected at a national, local, team and individual level.

4.22 The performance management framework is tailored to the revised operating model and Customer Journey. To date, all of the forms and tools produced have had input from the performance management team to identify that they will be able to collect all of the required information. Similarly, the performance workstream has worked with the ICT workstream to identify how information and data will be represented back to staff and managers in an easily accessible format, including the production of a dashboard template which will allow managers to receive information in an easily accessible and visual format.

4.23 The strategic performance framework and team and individual performance framework will combine national and local indicators alongside revised operational measures at both team and individual level to ensure that team managers have the information necessary to identify poor performance and provide challenge and guidance to improve it.

4.24 The Strategic Performance Framework has four main themes; quality, productivity, value and commissioning. These themes are explained fully below.

4.25 The strategic performance framework objectives are summarised in Figure 1.

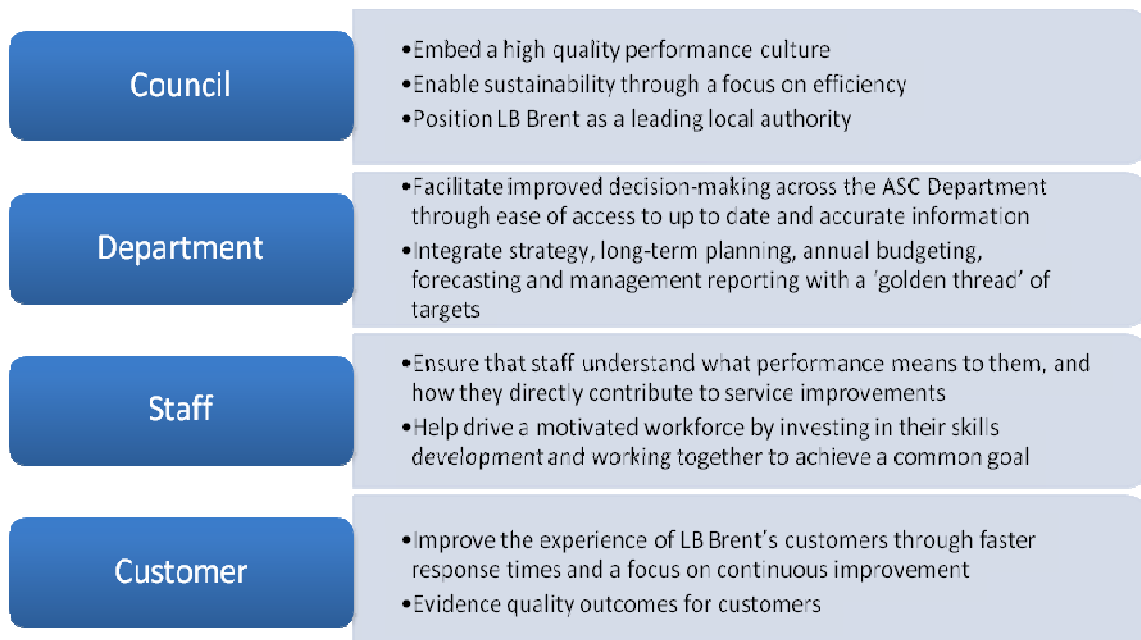


Figure 1 Strategic performance framework objectives

4.26 The department anticipates that the Customer Journey programme overall, and in particular the Performance Framework, will have a positive impact on the department's performance. Section 5 summarises the impact of the Customer Journey on areas of Council performance requiring critical improvement (those with a Red flag) and new indicators.

5.0 Brent performance in context

- 5.1 As mentioned above, all adult social care departments are required to implement the personalisation agenda by April 2011. Different councils are interpreting this agenda in the most appropriate way for their own localities, therefore it is currently difficult to benchmark Brent's progress against other authorities.
- 5.2 However, a number of the current set of national performance indicators which all councils are required to report on relate to the personalisation agenda, and until the Department of Health finalises the new reporting requirements for adult social care (currently out for consultation), these indicators give the best indication of progress.
- 5.3 In order to contextualise the progress that Brent has made and to give an indication of what performance and service improvements are expected as an output of the Customer Journey project, we have set out the key indicator that demonstrate progress against the personalisation agenda below, and set these within the context of how other councils are performing.
- 5.4 The list below details the key national indicators that can be used to measure the success of the personalisation agenda:
- NI125 Achieving independence for Older People through Rehabilitation/ Intermediate care
 - NI127 Self reported experience of social care users
 - NI128 User reported measure of respect and dignity in their treatment
 - NI130 Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
 - NI132 Timeliness of social care assessment. Acceptable waiting times for the completion of an assessment is less than or equal to four weeks
 - NI133 Timeliness of social care packages
 - NI 135 Carers receiving assessment or review and a specific carer's service or advice and information
 - NI136 People supported to live independently through social services (per 100,000 of the population)
- 5.5 For each of these indicators here is how Brent Council is performing when measured against its comparator group and the national average. The comparator group consists of 16 Local Authorities (Croydon, Ealing, Enfield, Greenwich, Hackney, Haringey, Hounslow, Lambeth, Lewisham, Merton, Newham, Redbridge, Southwark, Waltham Forest, Wandsworth).

National Indicator	Comparator Group ranking	Above/Below National Average
NI125 – Achieving independence for Older People through Rehabilitation/ Intermediate care	2nd	Above
NI127 – Self reported experience of social care users	10 th	Below
NI128 – User reported measure of respect and dignity in their treatment	16 th	Below

National Indicator	Comparator Group ranking	Above/Below National Average
NI130 - Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	4 th	Above
NI132 - Timeliness of social care assessment. Acceptable waiting times for the completion of an assessment is less than or equal to four weeks	16 th	Below
NI133 - Timeliness of social care packages	12 th	Below
NI135 - Carers receiving assessment or review and a specific carer's service or advice and information	2 nd	Above
NI136 - People supported to live independently through social services (per 100,000 of the population)	8 th	Below

5.6 Additionally Appendix B shows the overall performance of Community Care from 1st – 31st December 2010 against the National Indicator Set (NIS), Performance Assessment Framework (PAF) and Local Performance Indicators (LPIs).

6.0 Future measurement of performance and the impact of the Customer Journey

6.1 The performance context within which adult services operates is currently undergoing significant change. As part of the national agenda to reduce the number of centrally determined performance targets, The Department of Health (DH) consultation paper *“Transparency in outcomes: a framework for adult social care”* sets out a reduced number of performance indicators which will be used centrally to measure performance in adult services. The framework set out in the consultation paper demonstrates a continued commitment to the personalisation agenda, focusing on measuring outcomes that are important from the perspective of the user.

6.2 Appendix C sets out the proposed outcome and quality measures as listed in the DH consultation paper and an analysis of new areas of performance.

6.3 It is anticipated that as part of the Customer Journey there will be significant performance improvements across a number of indicators. The indicators we expect to see an improvement in, and how the Customer Journey will support these improvements is set out in the table below:

Indicator	Impact of Customer Journey
Current performance indicators requiring critical improvement	
Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets as a % of CBS and Carers	<p>As of the 1st April 2011, the Community Care department will only offer support on the basis of self directed support. All new clients will receive an Individual budget as a matter of course.</p> <p>All existing clients will be reviewed and re-assessed using the tools and forms designed as part of the Customer Journey project within the next 18 months. This means that by 2013 all new and existing clients will be in receipt of an Individual budget.</p>
Carers receiving assessment or review and a specific carers service or advice and information	The Carers' assessment is integrated into the Customer Journey. A carers' assessment is triggered at two points during the journey; at FACs screening and SDS assessment. There is also an increased focus on signposting to non-Council community services which will be supported by training and change management and a publicly available directory of services.
Adults with learning disabilities in settled accommodation and employment	Self Directed Support will allow service users more flexibility in how they chose to use the money allocated through their indicative budget. We anticipate this will have a positive impact on both accommodation and employment.
Adults with physical disabilities helped to live at home per 1000 population and Older people helped to live at home per 1000 of population	Investment in re-ablement is a key change from existing service provision. All existing clients will be reviewed and where appropriate channelled through re-ablement which we anticipate will improve performance on this indicator. In addition, self directed support will allow service users to tell us what support they require to live at home.
Assessments of adults and older people leading to provision of a service	Where service users are eligible to receive support they will be identified more quickly through the FACS screening process and will be directed to re-ablement within a much quicker timescale. As part of the performance management framework there are identified time targets to progress clients from FACS screening to provision of re-ablement and team managers are being trained and supported to monitor and manage performance according to these measures. It is anticipated a significant positive impact on this indicator.
New indicators proposed within the DOH consultation paper	
Enhancing quality of life for carers - Carer-reported quality of life	Alongside integration of this indicator into the revised forms which will allow for greater

Indicator	Impact of Customer Journey
	<p>monitoring and understanding of progress around carers, the revised Customer Journey process ensures that carers are integral to the assessment and support planning process. It is anticipated that through involving carers more fully in the assessment and support planning process it is likely that Community Care staff will identify and respond to carers needs in a more flexible, timely and responsive way and that progress around this indicator will be significantly improved.</p>
<p>Helping older people to recover their independence - Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services</p>	<p>All older people will receive re-ablement following discharge from hospital except where re-ablement is inappropriate e.g. for those requiring palliative care or end of life support. In addition, it is proposed that the existing Hospital Discharge Team is integrated into the existing re-ablement service and will therefore be better placed to assess and arrange immediate re-ablement services for older people being discharged from hospital.</p>
<p>Delivering efficient services which prevent dependency Proportion of council spend on residential care</p>	<p>The Customer Journey will see an enlarged re-ablement service rolled out to all new service users and a significant number of existing users. As support will be self directed, our users will be allowed the flexibility to use their personal budgets to support their outcomes which will facilitate independence. The change management programme will focus on developing creative and responsive support planning skills within the support planning team, with particular emphasis on enabling service users to identify alternative solutions to residential care.</p>
<p>Improving access to information about care and support The proportion of people using social care and carers who express difficulty in finding information and advice about local services</p>	<p>There will be an increased focus in providing information about community services at the first point of contact and a programme of change management and training to support this change. The Customer Journey will be supported by making a directory of services available on line to the public.</p>
<p>Treating carers as equal partners The proportion of carers who report that they have been included or consulted in discussions about the person they care for</p>	<p>Self directed support will involve service users making decisions around the support they would like to receive which will include carers where the service user wants them to be included. Rolling out self directed support to all service users will mean that carers will be included in support planning and assessment as a rule rather than an exception. For example, the revised assessment and support planning forms require community care assessors to provide a valid reason as to why a carer was not present at assessment or support planning.</p>

Indicator	Impact of Customer Journey
The proportion of people using social care services who feel safe and secure	This indicator has been included within the revised assessment and review forms and is a required field. The Customer Journey process additionally has a strong focus on safeguarding and risk assessment.
Providing effective safeguarding services The proportion of referrals to adult safeguarding services which are repeat referrals	The Customer Journey will create a team dedicated to managing safeguarding cases which is distinct from the care provision process. The team is made up of senior qualified staff members with significant experience in managing safeguarding issues.

7.0 Next steps

7.1 The project will conclude on the 1st April 2001

7.2 Progress across all workstreams continues, with regular (fortnightly) reporting to the corporate Project Management Office (PMO).

7.3 Additional work beyond the original scope of the project is anticipated as challenges during implementation are identified.

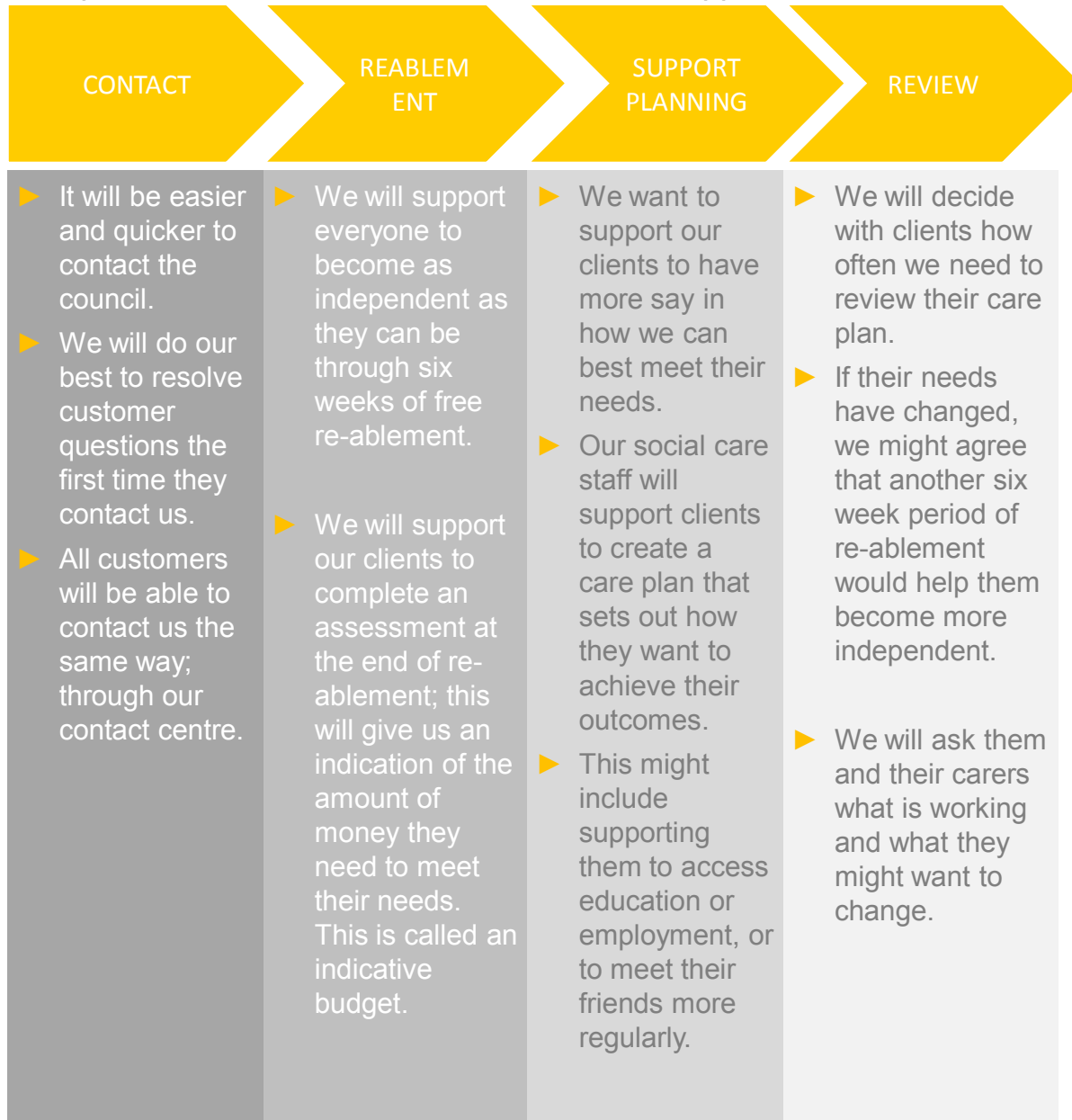
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Adult Social Care Transformation Customer Journey

Adult Social Care is changing at Brent. Through a single, end to end, Customer Journey, people who access care will experience increased independence, choice, and control over their support.



Visit intranet.brent.gov.uk/CustomerJourney or email CustomerJourney@Brent.gov.uk to get involved.

Appendix B

PI Name	PI Description	Num	Den	Performance	Monthly Target	Alert
NI 125	Achieving independence for older people through rehabilitation/ intermediate care	DNP	DNP	DNP	90.00	DNP
NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual	1206	5901	20.44	26.76	Red
NI 131	The average weekly rate of delayed transfers of care from all NHS hospitals, acute and non-	DNP	DNP	DNP	11.00	DNP
NI 132	Timeliness of social care assessment. Acceptable waiting times for assessments: For new clients (aged 18+), the percentage from	1871	2400	77.96	81.00	Amber
NI 133	Timeliness of social care packages. Acceptable waiting times for delivery of care packages	664	746	89.01	95.00	Amber
NI 135	Carers receiving assessment or review and a specific carer's service or advice and information	808	5102	15.84	26.22	Red
NI 136	People supported to live independently through social services (all ages) per 100,000 population	5599	208120	2,852	3,000	Amber
NI 145	Adults with learning disabilities in settled	0	DNP	0.00	52.44	Red
NI 146	Adults with learning disabilities in employment	36	763	4.72	6.00	Red
NI 149	Adults in contact with secondary mental health services in settled accommodation	859	1002	85.73	75.00	Green
NI 150	Adults in contact with secondary mental health	82	1002	8.18	13.50	Red
C29	Adults with physical disabilities helped to live at home per 1000 population aged 18-64	523	165912	3.15	4.20	Red
C30	Adults with learning disabilities helped to live at home per 1000 population aged 18-64	534	165912	3.22	2.80	Green
C31	Adults with mental health problems helped to live at home per 1000 population aged 18-64	1002	165912	6.04	6.20	Amber
C32	Older People helped to live at home per 1000	1792	32409	55.29	95.00	Red
C72	Older people admitted on a permanent basis to	131	32409	40.42	40.00	Amber
C73	Number of adults admitted on a permanent	19	165912	1.15	1.60	Green
D40	Clients receiving a review (KT)	4312	6576	65.57	60.00	Green
D54	Percentage of items of equipment and adaptations delivered within 7 working days (BVPI 56) (KT)	2855	3033	94.13	95.00	Amber
E82	Assessments of adults and older people leading	1143	2379	48.05	75.00	Red

Appendix B How Brent Council is performing

Green = on target or above
Amber = 0 -10% below target
Red = more than 10% below target
 DNP = Data Not Provided

Appendix C

Description of Measure	New Measure Y/N
Domain 1: Promoting personalisation and enhancing quality of life for people with care and support needs	
Enhancing independence and control over own support The proportion of those using social care who have control over their daily life	N
Enhancing quality of life for carers Carer-reported quality of life	Y
Enhancing quality of life for people with learning disabilities Proportion of adults with learning disabilities in employment	N
Promoting personalised services Proportion of people using social care who receive self-directed support	N
Domain 2: Preventing deterioration, delaying dependency and supporting recovery	
Admissions to residential care homes, per 1,000 population	N
Helping older people to recover their independence Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services	Y
Delivering efficient services which prevent dependency Proportion of council spend on residential care	Y
Domain 3 : Ensuring a positive experience of care and support	
Overall satisfaction with local adult social care services	N
Improving access to information about care and support The proportion of people using social care and carers who express difficulty in finding information and advice about local services	Y
Treating carers as equal partners The proportion of carers who report that they have been included or consulted in discussions about the person they care for	Y
Domain 4: Protecting from avoidable harm and caring in a safe environment	
The proportion of people using social care services who feel safe and secure	Y
Ensuring a safe environment for people with learning disabilities Proportion of adults with learning disabilities in settled accommodation	N
Providing effective safeguarding services The proportion of referrals to adult safeguarding services which are repeat referrals	Y
Enhancing quality of life for carers Carer-reported quality of life	Y
Helping older people to recover their independence Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services	Y
Delivering efficient services which prevent dependency Proportion of council spend on residential care	Y
Improving access to information about care and support The proportion of people using social care and carers who express difficulty in finding information and advice about local services	Y
Treating carers as equal partners The proportion of carers who report that they have been included or consulted in discussions about the person they care for	Y
The proportion of people using social care services who feel safe and secure	Y
Providing effective safeguarding services The proportion of referrals to adult safeguarding services which are repeat referrals	Y

Appendix C Proposed outcome and quality measures

Meeting
Date

Version no.
Date