

An update on the Working Together Differently change programme in Adult Social Care

Working Together Differently



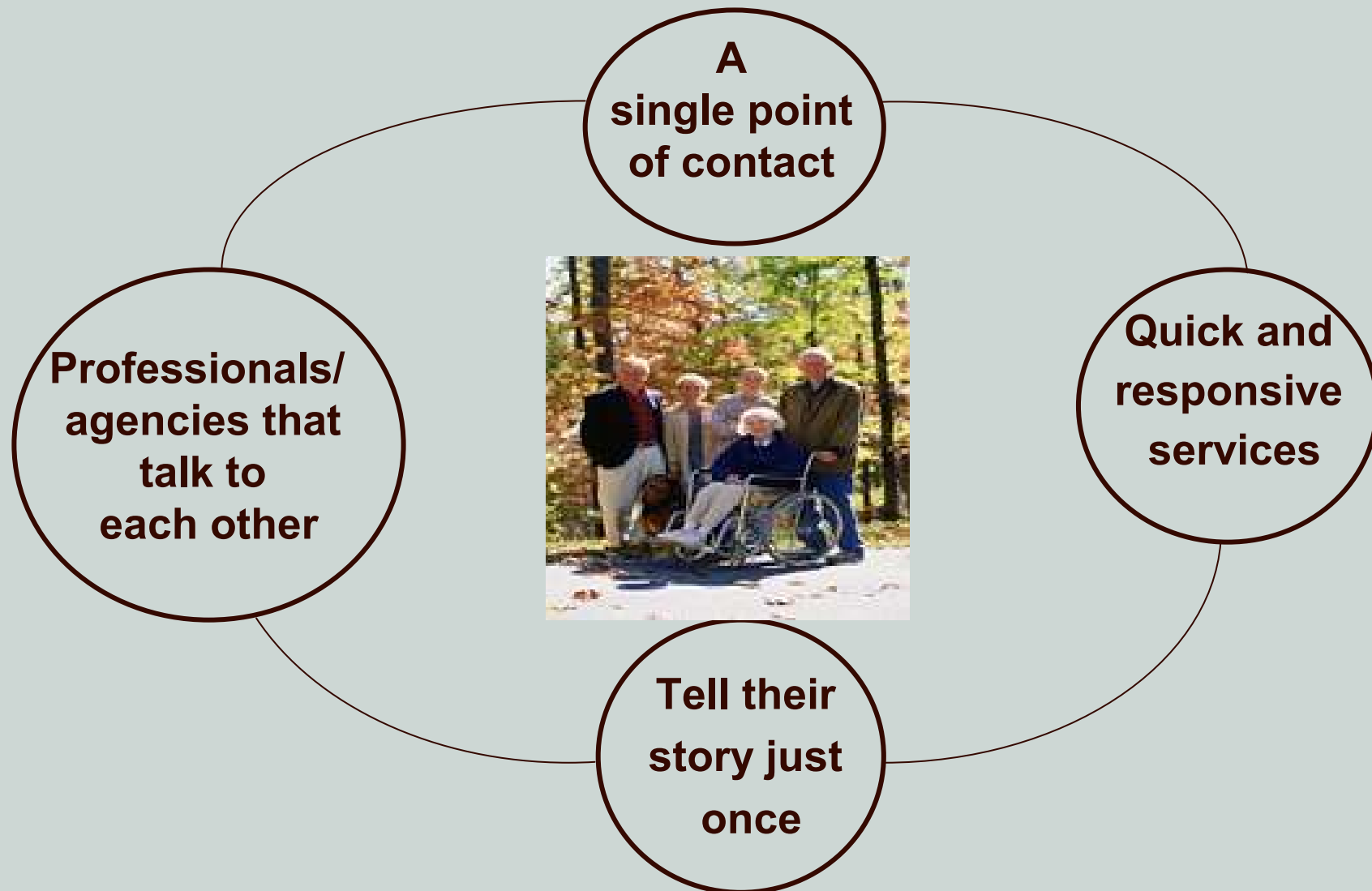
March 2011

What Do The Taylor Family Want?

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Making Surrey a better place



County Council's Vision for Adult Social Care

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'Working with all our partners to make a difference to the lives of the people, through trusted, personalised and universal social care support, so people have choice and control, and can maximise their wellbeing and independence in their local community'

Better Outcomes For People

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- Delivering this vision will mean that people in Surrey
 - Live independently and safely
 - Have as much choice and control over their lives as possible
 - Live in their own home if they wish, or other accommodation of their choice
 - Find out about information, services and support available and how to access them
 - Get the support they need in local and community settings
 - Remain safe from abuse

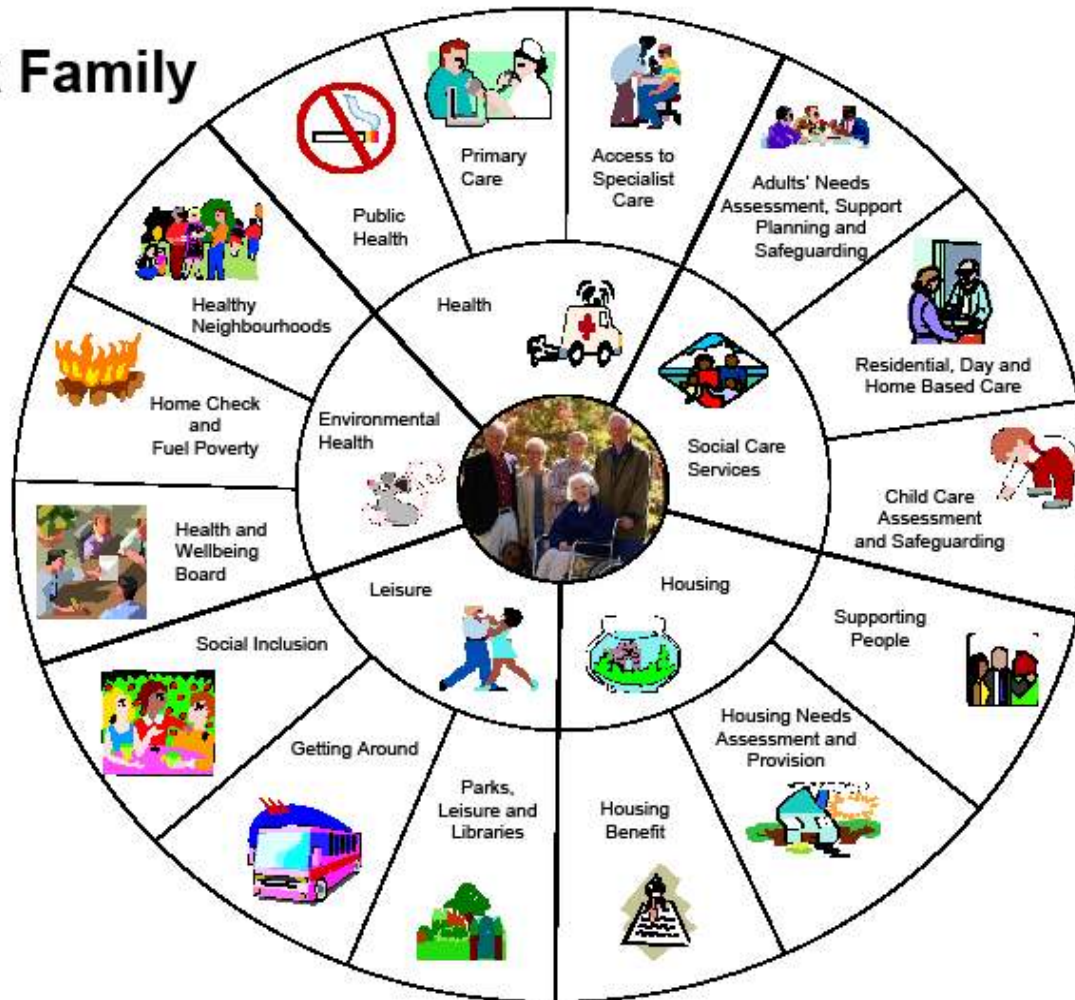
Looking At The Whole Situation

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Think Family



Key Drivers

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- National Policy – personalisation, dementia strategy, ‘Big Society’ and localism
- Strategic shift to community-based services
- Value for money
- Design a workforce fit for the future
- Efficiency savings
- Deliver County Council’s vision for Adult Social Care

Wholesale change programme to change the way we deliver social care:

- Local and personal delivery, community development
- Partnerships, co-location / co-design
- Shift in focus to assess people's needs from acute hospitals to the community
- Promote independence, choice and control
- Consistent reablement/rehabilitation pathways, supported self assessment, transparent resource allocation, innovative support plans
- Think Family! – adults as parents, grandparents – what would the Taylor family think of the whole process and outcomes?

Where We Need To Be

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- Proportionate assessment
- Locality based front end for reablement led service
- Long term team develop “In Touch” services
- Acute hospitals – contact assessment and timely discharge to locality
- Community Hospitals managed from localities
- Consistent care pathways
- Continue to work towards partnership working
- Effective ‘Sourcing’ Teams – purchase of support and services
- Mobile and flexible working – increase time with people
- Getting the basics right – financial assessments, absence management, IT skills, performance management, etc.

Accessible and Flexible Services

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- Principle of greater accessibility
- Increase contact with hospital visitors / carers / self funders
- Core hours extended to 8.00 am – 8.00 pm weekdays through the year
9:00 am – 5:00 pm Saturday, Sunday and Bank Holidays
- Weekend working by Hospital Teams and Sourcing Teams to facilitate timely discharge throughout the year
- Staffing resources and skills mix reviewed to meet these requirements
- Revised Terms and Conditions to enable extended working hours and flexible team location transfers
- Linked to future role of Out of Hours (Emergency Duty Team)
- Greater flexibility to move staff between teams

A Workforce Fit For The Future

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Internal changes and restructure:

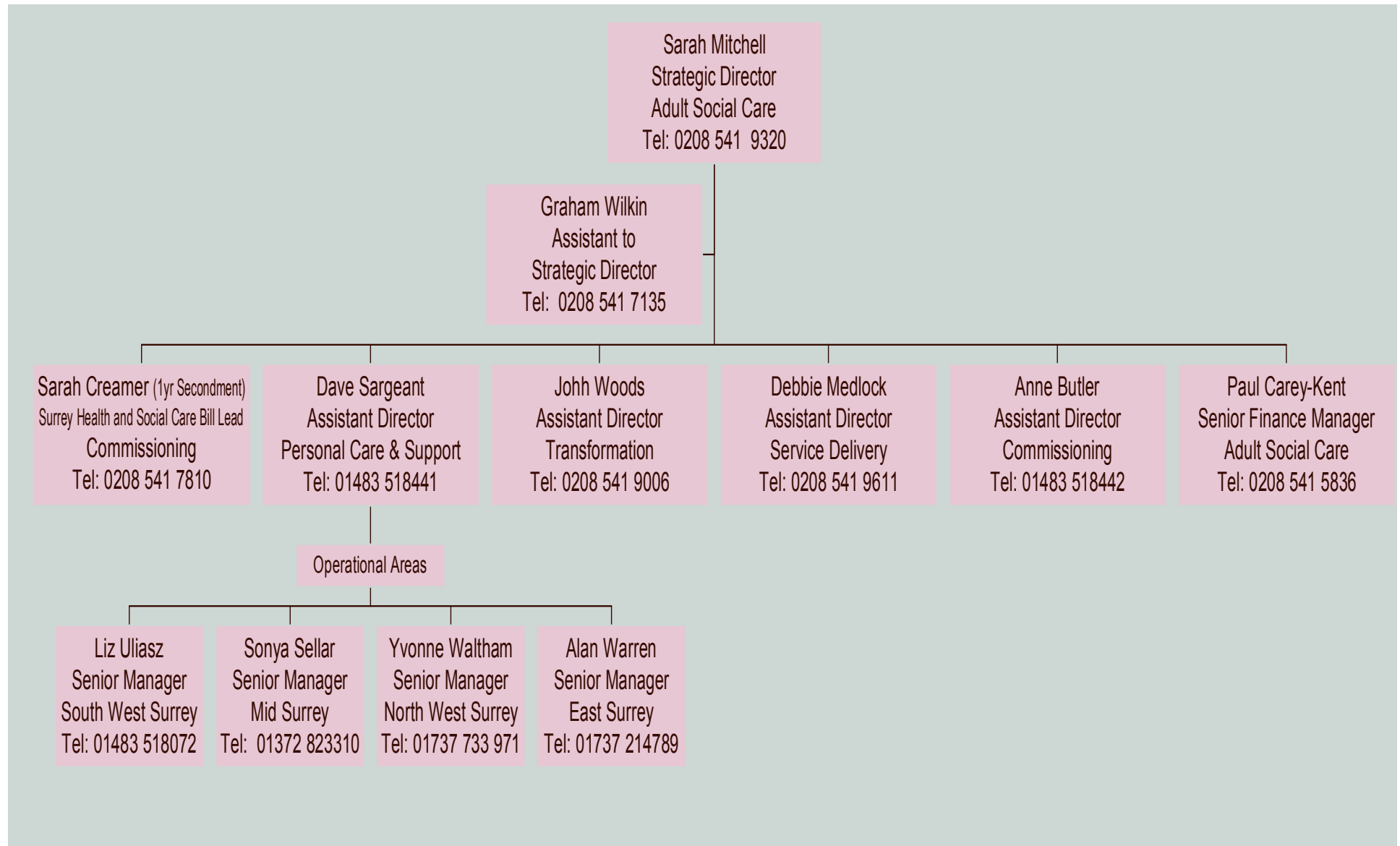
- New operational structure, roles, systems and processes to deliver personalisation
- Extensive work being undertaken on cultural change and performance
- Staffing changes have been designed layer by layer, with newly appointed staff helping to shape and implement the next set of changes
- Continuous consultation and briefings with staff and trade unions
- Most complex work done by most experienced practitioners
- All cases will be allocated to staff – no unallocated
- Low activity cases held by Assistant Practitioners / In Touch Team
- Safeguarding expertise, support and advice embedded into Teams
- Staff reductions have been minimised through vacancies, recruitment control and voluntary severance – 50 additional Assistant Practitioner posts created

Adult Social Care High Level Structure Chart

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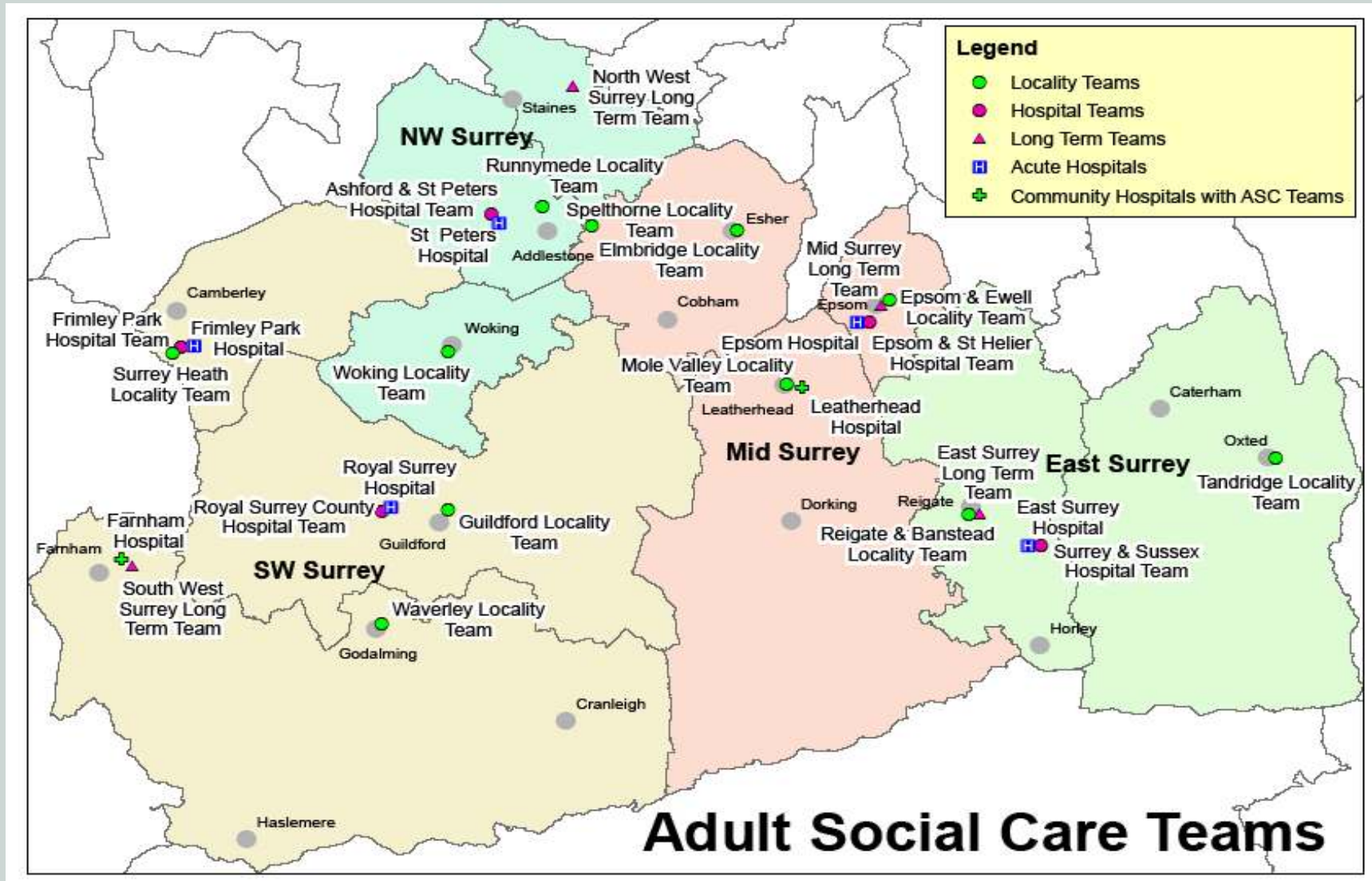


Adult Social Care Teams and Locations

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New Team Structure from April 2011

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Team	North West Surrey	South West Surrey	Mid Surrey	East Surrey (Joint Service with Health)
Locality Teams	Spelthorne Locality Team Runnymede Locality Team Woking Locality Team	Waverley Locality Team Guildford Locality Team Surrey Heath Locality Team	Epsom & Ewell Locality Team Elmbridge Locality Team Mole Valley Locality Team	Reigate & Banstead Locality Team Tandridge Locality Team
Long Term Teams	North West Surrey Long Term Team	South West Surrey Long Term Team	Mid Surrey Long Term Team	East Surrey Long Term Team
Hospital Teams	Ashford & St Peters Hospital Team	Royal Surrey County Hospital Frimley Park Hospital Team	Epsom Hospital	Surrey & Sussex Hospital Team

See Separate Sheet for Contact Numbers

Team Roles and Responsibilities

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Locality Teams	Long Term Teams	Hospital Teams	Specialist Teams*
<p>Delivering:</p> <ul style="list-style-type: none"> ❑ Information and advice ❑ Reablement ❑ Supported self assessment ❑ Resource Allocation/support planning ❑ Carers' assessments ❑ Community development/social capital ❑ Safeguarding 	<p>Delivering:</p> <ul style="list-style-type: none"> ❑ Information and advice ❑ Sourcing for support plans via directly commissioned services and direct payment ❑ Ongoing care management ❑ Review and re-assessment ❑ Carers' reviews and re-assessment ❑ In Touch ❑ Safeguarding 	<p>Delivering:</p> <ul style="list-style-type: none"> ❑ Information and advice ❑ Proportionate contact assessment ❑ Speedy referral to reablement ❑ Timely discharge ❑ Complex assessment as part of multi-disciplinary team inc continuing health care assessment ❑ Seasonal pressures/emergencies ❑ Safeguarding 	<ul style="list-style-type: none"> ❑ Out of hours ❑ Continuing Health Care ❑ Deaf Services ❑ Community Mental Health Teams (Adults) ❑ Dementia/Older People's Mental Health Teams ❑ Transitions – Children and Young People to Adults Services ❑ Contact Centre <p><i>* All subject to separate reviews with a principle of integration or close alignment with the Locality, Long Term and Hospital Teams</i></p>

Engagement With Partners and Providers

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- **Keeping stakeholders updated programme includes:**
 - Transformation Board briefings
 - Briefings to Disability Empowerment and Partnership Boards
 - Letters to District and Borough Councils Chief Executives issued – local managers will follow up with local briefings
 - Meetings/presentations with key stakeholders
 - Electronic presentation being sent to many others
 - Broad changes covered at Personalisation provider events – eight will be completed by 1 April
 - March Personalisation Bulletin will feature top line changes

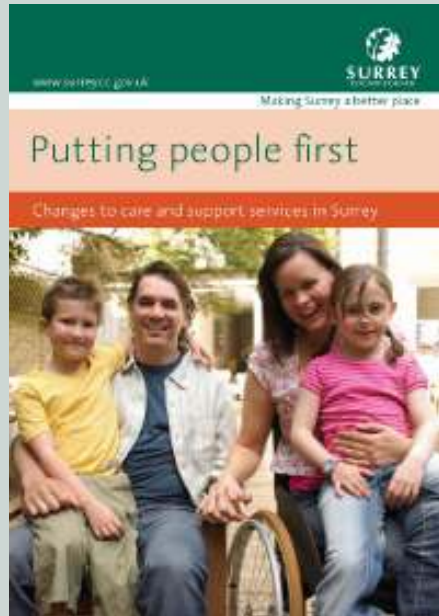
Engagement With People We Support

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- New information has been prepared on changes to Adult Social Care



- Being provided at reviews and all new assessments
- Postcard being developed with new team and named key worker contact details for all individuals and carers
- Staff will explain the changes face to face, backed up by phonecalls

- **From April we will look at further changes including:**
 - Consultation on home-based care to establish a reablement service linked with locality teams
 - Reviewing support time recovery worker models in Adult Mental Health
 - Emergency Duty Team and out of hours service
 - Changes to Supporting People team
 - Further work with childrens' service on transitions
 - Reviewing roles in Deaf Services and Safeguarding
 - Applying generic roles across all specialist teams
 - Extend new mobility and flexibility clauses to other staff groups
 - Work with Assistant Directors to support any changes within Service Delivery, Commissioning or Transformation