

# Cabinet (Resources) Panel

## 5 April 2016

<b>Report title</b>	Additional Resources to Support Older people's Savings Targets for 2016/17	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Elias Mattu Adults	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Linda Sanders, People	
<b>Originating service</b>	Older People	
<b>Accountable employee(s)</b>	Anthony Ivko Tel	Service Director – Older People 5310
<b>Report to be/has been considered by</b>	People Leadership Team	

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### Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is asked:

1. To approve £375,000 from the Efficiency Reserve to enable the Older People team to reduce current levels of unallocated assessments and outstanding reviews whilst at the same time develop new ways of working. These will actively promote independence for Older People, one of the key elements underpinning future budget reductions and a major workstream within the Transformation Adult Social Care (TASC) programme.

## 1.0 Purpose

- 1.1 The purpose of this report is to advise Cabinet (Resources) Panel of the risks identified to the savings programmes and cost pressures due to the current capacity of the Older People's service.
- 1.2 The report makes recommendations on the steps needed to reduce the current overspend in Older People Services and ensure existing savings are delivered in a timely and safe manner.
- 1.3 The proposal is for an investment of £375,000 for 2016/17 in order to deliver efficiencies of at least £1.1 million by 2018/19 by an average reduction in support plans of 10%. However, evidence suggests that plans could be reduced by as much as 25% which could deliver efficiencies of up to £2.8 million by 2018/19. In 2016/17 the impact would be to clear backlog of reviews and assessments and make the service safe whilst mitigating current overspends through more cost effective care and support planning.

## 2.0 Background

- 2.1 Older People Services has a controllable budget of £26.9 million in 2015/16. Period 10 monitoring for 2015/16 is projecting a potential overspend across the service of £2.8 million. This overspend is before any adjustments have been made to reflect the risk sharing arrangements for the Better Care Fund (BCF) and the use of a corporate one-off reserve. These arrangements however are only for 2015/16.
- 2.2 Older People care purchasing budgets are projecting an overspend of £3.9 million in 2015/16 (before adjustments detailed in 2.1). This is being offset in part by the early achievement of in-house savings giving a net overspend of £2.8 million.
- 2.3 If activity remains the same on care purchasing, the potential cost pressures for 2016/17 could be in the region of £2.9 million. These proposals will reduce this by at least £250,000 by reducing support plans by 10%; however, this could be as much as £660,000 if the higher target is achieved of 25%. Other measures like Telecare developments will also impact on reduced care home admissions.
- 2.4 To comply with the Care Act 2014, revised FACE assessment and support plan forms were implemented in April 2015. Due to timescales, the full FACE assessment forms rather than a tailored version were replicated in Carefirst by OLM. These forms are longer and complex, and this has led to longer visit and inputting times. This consequently has had an impact on the number of assessments completed. In addition, all reviews needed to be completed using these longer forms to introduce existing service users to eligibility under the Care Act 2014. This, alongside Care Act training, has had an impact on the number of reviews that workers have been able to complete.
- 2.5 As part of the Savings programme the Older People's service have revised the skills mix and restructured the assessment and care management teams. The net effect was to reduce the number of community care assessors and clerical support by half and transfer service information officers to City Direct to manage referrals. The reduction in the

staffing establishment was from 94 to 81. The timing of the team restructure, whilst necessary to meet the MTFS requirement, reduced the capacity of the service to support the implementation of the Care Act and promoting independence.

- 2.6 In addition, the existing teams have also managed the decommissioning of Nelson Mandela House, Merry Hill House and Woden of the long stay, short stay and day care service users. They are also currently engaged with the review of all the residents of a nursing home that is at risk of closure due to serious safeguarding concerns.
- 2.7 Recruitment to Adult Social Work vacancies is challenging, the pressures that did exist in work with children is now being experienced in work with adults. In addition to the staffing reduction of 13 staff from the Older Peoples Social Work Team, the service has the following vacancies.

<b>Service Area</b>	<b>Post</b>	<b>FTE</b>
Hospital	ASWP (*)	1
	Social Worker	2
North Team	Social Worker	1
East Team	ASWP	1
	Social Worker	2.5
West Team	ASWP	0.5
<b>Total</b>		<b>8</b>

(\*) Advanced Social Work Practitioner

- 2.8 All efforts will be made to cover / fill these vacancies which will enhance current capacity to manage demand.
- 2.9 New contacts for support from the service numbered 3,194 over the past twelve months and there are currently 3,498 older people receiving services.
- 2.10 The Older People's service currently has the following numbers of annual scheduled reviews outstanding and a backlog of unallocated assessments.

<b><u>Outstanding Annual Scheduled Reviews:</u></b>	
Community	627
Residential	525
Very Sheltered Housing	65
Mental Capacity Reviews	36
<b>Total outstanding annual scheduled reviews</b>	<b>1,253</b>
<b><u>Outstanding Initial Reviews(6 weekly):</u></b>	
Community	75
Residential	38
<b>Total outstanding initial reviews</b>	<b>113</b>
<b>Unallocated assessments</b>	<b>285</b>
<b>Total</b>	<b>1,651</b>

2.11 The number of reviews completed has decreased by 50% in 2015/16 when compared with 2014/15. The number of assessments completed has decreased by 32% in 2015/16 when compared with 2014/15.

**3.0 Resources required in 2016/17 to clear backlog and facilitate new ways of working and to promote an independence culture**

3.1 As part of the Transforming Adult Social Care programme, the streamlining of the Adult pathway is progressing, streamlining the assessment process to develop greater efficiency in the workforce. However, outstanding workloads need to be cleared if we are to implement a more streamlined pathway on a timely basis.

3.2 A dedicated team is proposed for up to 12 months to test out and refine new ways of working and in the process to address outstanding unallocated assessments and scheduled reviews. The team will be resourced by existing staff so that new ways of working and culture changes are embedded within the Older People's service. Staff on temporary contracts will need to be used to backfill some of those staff seconded into the dedicated new ways of working team alongside efforts to appoint to permanent posts.

3.3 It is proposed that the team will work on an area-by-area basis managed by one of the advanced practitioners per area. The team would be performance-managed to evidence change and monitor delivery, which will be reported back to the Adult Savings Board. The team could consist of:

<b>FTE</b>	<b>Position</b>	<b>Role</b>	<b>Cost £000</b>
1	Advanced Social Work Practitioner	Responsible for running and supervising the team; allocating cases, maintaining focus and pace of work; developing and piloting process and culture changes to promote independence. This role will be fulfilled by an existing advanced social work practitioner per area therefore no additional resource requested.	Use existing resource
2.5	Experienced Social works  Occupational Therapists	Experienced social workers to complete the more complex assessments and reviews. 0.5 FTE Occupational Therapists to support completion of initial reviews & expertise for reviews	130
5.5	Telecare workers  Carer Support Workers	5 FTE to complete the less complex assessments (2 workers) and reviews (3 workers) 0.5 FTE Telecare expertise to screen cases initially prior to review and provide challenge to subsequent support plans One of these assessors will be provided by the carer support team with no backfill so only 4.5 FTE's additional resource required	180

FTE	Position	Role	Cost £000
1	Social Care Worker	1 FTE will undertake proportionate residential reviews with support where appropriate from more experienced social workers	35
1	Administrator	0.5 FTE to support grade 6 & 7 workers completing assessments and reviews. They will be responsible for scheduling/arranging appointments/visits on behalf of grade 6 & 7 worker, printing and sending out copies of assessments and support plans with accompanying letters to service users; fielding initial service user queries, compiling progress of assessments and reviews against target from a numbers and savings perspective and chasing  0.5 FTE to organise telecare; loading on CareFirst, liaising with Wolverhampton Homes	30
	Programme/ Project Manager	Project management support. This role is hoped to be resourced from the Transformation/Savings Programme team.	Use existing resource
<b>Total cost</b>			<b>375</b>

#### 3.4 Assumptions are as follows:

- The current staff structure should have sufficient capacity to meet demand once the backlogs are cleared and the efficiencies being identified as part of transformation are put in place. Some initiatives are already being trialled. However, this assumption needs to be confirmed and can only be done by ongoing monitoring.
- Assessment and review cycle takes from start to finish an average of 12 weeks to contact a person, visit, write-up, arrange a support plan, gain agreement, set up support and review.
- Based on data from other councils who have undertaken similar review projects a worker on average completes:
  - 2.5 community assessments/review cases per week with support on a ratio of one support person to every five social workers. We have estimated support on a ratio of 1:7 workers.
  - 10 residential reviews per week. Completing on a home-by-home basis.
- The activities of the review team will not cause an additional resource issue within the brokerage team.

- It is estimated that 5-10% of community reviews may benefit from further reablement input. It is assumed that the reablement team will be able to resource this work for this level of cases, based on approximately 53 cases over 52 weeks.
- Budget for telecare equipment that will be organised as part of the reviews will be covered within Better Care Technology Strategy budget.

#### 4.0 Invest to save rationale

- 4.1. Focussed case working by a dedicated team will enable support spend for our existing clients to be reduced earlier in the year via increased use of equipment, telecare and informal community resources. The work also enables new ways of working to be tested and refined, providing a robust evidence base and demonstrating how early intervention can be applied and its value.
- 4.2. The outstanding unallocated reviews will be analysed into cohorts to understand which clients should be prioritised for review, depending firstly on risk, safety and then potential increase to independence and therefore reduction in support spend.
- 4.3. Residential reviews will be proportionate and will prioritise the most vulnerable and unbefriended.
- 4.4. Other councils who have undertaken similar initiatives around reviews and promoting independence have achieved a 10% reduction in support spend. For Wolverhampton average domiciliary care hours are currently 13.17 hours per week, which has risen slightly due to a decrease in admissions to residential care. For the 627 cases the dedicated team would be reviewing;
  - a reduction of 1.25 hours per week, i.e. around 10%, would result in a reduction of £560,000 in support spend (FYE based on an hourly rate of £13.72/hr).
  - a reduction of 3.25 hours per week, i.e. 25%, would result in a reduction of £1.4 million in support spend (FYE based on an hourly rate of £13.72/hr).
- 4.5. Promoting independence and reducing support spend is achieved largely by increasing the use of telecare. Our telecare work to date and data from other councils demonstrates that we should be able to successfully introduce telecare for at least 50% of Older People in the community achieving an average reduction in annual support spend of £1,000 per annum. Currently 17% of our community clients have telecare, 13% for our unallocated outstanding reviews. Our target therefore is to introduce telecare upon review to at least 272 clients resulting in cost efficiencies of £272,000 (FYE). To introduce telecare during assessment for 142 clients (i.e. 50% of outstanding unallocated assessments) would result in a cost avoidance of £142,000 (FYE).
- 4.6. Other reductions in spend will be achieved by:
  - introduction and better use of equipment by engaging an OT to undertake initial reviews for hospital discharges
  - addressing the review and assessment backlogs will enable more timely initial reviews for hospital discharges to ensure support hours are reduced as the client stabilises

- OT input for outstanding reviews where adaptations have now been completed and additional support hours prior to adaptation can be safely reduced or removed
- Further reablement opportunities
- Further utilisation of community and informal resources to meet needs

4.7 The estimated reduction in costs above refers to unallocated reviews, 50% of existing OP clients. The new ways of working tested by the dedicated team will be adopted by the OP service as a whole during 2017/18 thus enabling a further 10-25% reduction in support spend to be released for the remaining 50% of existing OP clients.

## **5.0 Financial implications**

- 5.1 Older People care purchasing budgets are projecting an overspend of £3.9 million in 2015/16. This is before risk sharing adjustments with the BCF and the use of one-off corporate reserves.
- 5.2 Savings targets around Promoting Independence have been profiled into 2017/18 to compensate in part for the cost pressures on the service. Inflation has also been awarded to support demographic growth and to cover the cost of the National Living Wage. However, even after these budget adjustments, the cost pressure in 2016/17 on current activity could still be in the region of £2.9 million.
- 5.3 The cost of backfilling staffing in order to establish a focused review team for 12 months would cost up to £375,000.
- 5.4 The reduction in costs as a result of completing the outstanding reviews in 2016/17 would start to be realised by week 13 as cases start to be completed and implemented. Cost reductions will be realised in 2016/17 of at least £250,000 based on a 10% reduction in support plan. However efficiencies of up to £660,000 could be realised if a reduction of 25% was achieved.
- 5.3 The full year effect of these outstanding reviews will be realised in 2017/18. This would be at least £560,000 (based on a 10% reduction in support plans). However, support plans could be reduced by 25% which would give cost efficiencies of up to £1.4 million. Further efficiencies would be also be realised from the new ways of working giving a further £250,000, taking the total to at least £810,000 in 2017/18. Again, if a reduction of 25% was realised this would result additional efficiencies of £660,000, giving a total of £2.1 million in 2017/18.
- 5.4 The full year effect by 2018/19 would be at least £1.1 million. If support plans are reduced by 25% this would realise efficiencies of up to £2.8 million by 2018/19.
- 5.5 Performance will be monitored on a case-by-case basis in order to validate the level of costs reductions delivered. Both the percentage and monetary value of changes in packages will be reported by Social Worker / Social Work Team on a monthly basis and reported to Senior Management. [AS/23032016/J]

## **6.0 Legal implications**

6.1 There are no legal implications attached to this report. [RB/21032016/D]

## **7.0 Equalities implications**

7.1 There are no equality implications attached to this report.

## **8.0 Environmental implications**

8.1 There are no environmental implications associated with this report.

## **9.0 Human resources implications**

9.1 There are human resource implications associated with this report as it is recommended that employees are employed on 12 months fixed term or secondment contracts into this new focused team.

There will be a necessity to back fill to all post left vacant from existing employees.

To enable this proposal the council's policy and process for recruitment and selection and/or agency approval will be followed.

[HR/JF/TI/014]

## **10.0 Corporate landlord implications**

10.1 There are no corporate landlord implications attached to this report.

## **11.0 Schedule of background papers**

N/A