

REPORT TO SOCIAL WORK AND HOUSING COMMITTEE – 31 MARCH 2016

SELF DIRECTED SUPPORT – PROGRESS REPORT 2015-16

1 Recommendations

The committee is recommended to:

- 1.1 **Acknowledge this report on the progress of implementation of the Social Care (Self-Directed Support) (Scotland) Act, and the Kaizen Blitz being held to review the SDS Assessment and Support Planning process.**
- 1.2 **Agree to accept a further information bulletin on the conclusions and recommendations from the Kaizen Blitz.**

2 Background / Discussion

- 2.1 Implementation of the Social Care (Self-Directed Support) (Scotland) Act 2013 took place in Aberdeenshire in April 2014. A new assessment and support planning process was introduced enabling the calculation of how much of a personal budget would be available to an individual for their care and support. The Council is under a duty to offer a choice of four options to individuals on how they wish their personal budget for care and support to be managed, and what care and support is best for them. Assessment and care planning is based on discussion with individuals about the best outcomes achievable for them in key aspects of their life and what support they need to achieve these outcomes.
- 2.2 This report summarises progress in the implementation of Self Directed Support in Aberdeenshire in 2015-2016, and outlines some key achievements, challenges, and how these are being addressed.

3 Achievements

- 3.1 The number of self directed support assessments for adults has increased in 2015, compared with April to Dec 2014, across all adult user groups, in learning disability by 46% from 140 to 204, in substance misuse services by 59% from 164 to 261, and for older people and adults with a physical disability this has more than doubled, from 1247 to 2725.
- 3.2 267 people receive self directed support under option 1, where the user receives a direct payment, chooses how their budget is used and manages the money.
- 3.3 17 people receive self directed support under option 2, where the user directs how the budget is used but the money is managed by an approved agency.

- 3.4 2212 people receive self directed support under option 3, where the user asks the council to choose and arrange services for them.
- 3.5 82 people receive self directed support under option 4, where a mixture of the above 3 options are used.
- 3.6 In this current financial year, the total spend to date under options 1 and 2 for older people and adults with a physical disability is £2.4m, and in adult community care it is £678k, or £10k per person per annum.
- 3.7 Overall, in 2014-15, Aberdeenshire's spend through self directed support on adults over 18 was 4.93% of the total social work spend on adults, the 4th highest in Scotland (Local Government Benchmarking Framework report, Jan. 2016).
- 3.8 Staff are becoming increasingly efficient in carrying out assessments and undertaking support planning. The average time to complete a full assessment fell in 2015 to 23 days compared to 52 days in 2014. In 2015 a support plan took an average of 15 days to complete compared to 34 days in 2014. Assessments and support plans are increasing in number and are being carried out in less time.

4 Challenges

- 4.1 However, there remain a number of challenges to be dealt with by the service as implementation of self directed support progresses.
- 4.2 An internal audit report into wider financial processes including SDS has recommended improvement in certain areas of the current financial system:
- Budget monitoring
 - Resource allocation system
 - Indicative budget calculator
 - Financial assessments
 - Delegated spend authorities
- 4.3 Good progress has been made in offering increasing numbers of individuals the required options under self directed support and undertaking assessments in the new process, rising from 1551 in 2014 to 3190 in 2015. However, there remain 2578 people who require to be reviewed and offered self directed support. Consequently, parallel recording and financial systems remain in place.
- 4.4 There is a perception that the current system is overly bureaucratic and complex, making it difficult for practitioners to assist individuals to understand the process and how their support is to be managed.
- 4.5 While practitioners have become more efficient in carrying out assessments and completing support plans, as noted above, performance indicators show a drop in completion of assessments within target times from 97% prior to SDS implementation to 74% in December 2015.

- 4.6 Staff were of the opinion that to benefit the service user the process needed to be simplified, guidance and advice needed to be simple, and forms should reflect a simplified process and enhance our personalised approach.

5 Kaizen Blitz

- 5.1 To address the above challenges it was agreed to hold a Kaizen Blitz, i.e. a four day intensive whole system improvement project, to examine the SDS assessment and support planning process with the following aims and objectives:
- Ensure the SDS system for Adults and Older People is clear and easy for both staff and individuals to understand and implement.
 - Examine and eradicate any waste in the current SDS system for Adults and Older People whilst ensuring Aberdeenshire Council meets its statutory obligations to the citizens of Aberdeenshire.
 - Eradicate current backlogs in the current SDS system for Adults and Older People.
 - All services engage and are able to easily implement the SDS system where required.
 - Explore whether SDS process has an impact on the Adults and older People Budget.
 - There is a clear understanding and commitment to gather and report necessary performance indicators from the SDS system for Adults and Older People for Scottish Government, Senior Management Team and Teams.
- 5.2 At the time of writing, the Kaizen Blitz was underway and was due to report out on 9 March. The project team includes front-line practitioners, team managers, social work managers, finance officers, accountant, representatives of the SDS project team, and information systems officers.
- 5.3 Sessions are identifying the areas of over-complexity and duplication within the processes of referral, assessment, support planning, finance systems, resource allocation and finance.
- 5.4 Root causes for these areas of over-complexity, duplication and waste in the processes are being identified. From these, solutions are being devised to make the provision of self directed support for individuals more efficient, timely, and easier to understand, allowing for more control over how their care and support is delivered. The process, content and decisions of the review are being underpinned by the requirements to ensure our statutory duties under the Act are being met, as well as fulfilling our reporting requirements to Scottish Government.
- 5.5 The Kaizen Blitz has initially found that the assessment and support planning process and documentation was being asked to carry out multiple functions, including recording assessments and support plans, recording risk assessments and risk management plans, setting and calculating individual budgets, and recording information for performance indicators.

- 5.6 It has also initially been recognised that not everyone requires to be offered self directed support options following referral. Some people will not be eligible for a service and will be given advice and information; others will be identified as suitable for rehabilitation and enablement initially; others will require an emergency response. People in receipt of rehab and enablement, and people requiring an emergency response may be offered self directed support if needed at a later date.
- 5.7 At the time of writing, the detailed conclusions of the review and required actions for implementation are still being developed. However, the project team is on target to meet the aims and objectives of the Kaizen Blitz, and a fuller report in the form of an information bulletin will be circulated to Councillors detailing the agreed outcomes.
- 5.8 The Head of Finance and Monitoring Officer in Business Services have been consulted in the preparation of this report and any comments have been incorporated.

6 Equalities, Staffing and Financial Implications

- 6.1 An equality impact assessment is not required because no new policies or procedures are being recommended as a result of this report.
- 6.2 There are no staffing or financial implications arising as a result of this report.

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