



Adult Services – Social Care Services  
The Story of our Transformation | March 2017

**‘We all know we need to make major changes in Adult Services. The right redesign of our services is crucial if we’re to achieve not just financial balance but also improvements in performance, quality of service and user outcomes.**

‘With changes occurring across our Adult Services, as a provider we wanted you to have access to the right information at the right time so you can start to see how those changes might impact you.

‘We’re proud of how far we’ve already come and how much stronger we are for it. We hope you will see how hard everyone’s working to improve services for the citizens of Lancashire.’



Tony Pounder, Director Adult Services

# Why are we changing?

It's simple, to improve the services we provide to those in need.



**Times are changing.** Life expectancy is on the rise. Girls born in 1980 could expect to live on average for 89 years. Girls born in 2015 could see that increase up to 94 - and the story is much the same for boys.

Yet despite our ageing population, healthy life expectancy is not increasing at the same rate. This means more people taking care of themselves for longer, but it also means more people looking to those around them for support should they need it.

And when they do, it's down to family, friends, volunteers, the council, and service providers like you to find ways to give them back some independence, to help them make choices about how they want to live their life, their way.

**Increasing citizens' independence is central to why we're transforming.** Much of the change we're making is designed to achieve this. And how we achieve it is just as important.

Our focus is simple: we want to help provide an even better service to citizens, such that more people achieve better outcomes and independence. And of course, like most authorities, we need to do this against a backdrop of spending less money.



## What are we going to achieve by changing?

We will be able to provide an even better service to citizens, make smarter use of the great people working for the council, enhance our partnership working with providers, and make our limited budgets stretch further.

## What's driving these changes at a high-level?

As a Public Service we are committed to providing the best possible service to the citizens of Lancashire. This means reducing waiting times and backlogs; increasing the speed at which citizens receive help whilst never compromising on the quality of service they receive; and it means doing all this with less money as we contribute towards cost savings to support the wider financial pressures the whole council is facing.



## What difference will the changes make for citizens?

In 2016 our front-line staff worked hard to figure out what needed changing, which included trialling any proposed new ways of working in the real world before putting them forward to be rolled out. Those trials revealed some encouraging results for citizens' independence, some of which have the potential to bring about a significant impact for you.

The proportion of people going directly back to their own home from hospital rose by 25%. A staggering 10,400 Community care hours every year were saved because of our Screening and Initial Assessment Service is solving more cases – that adds up to over 400 days.

80% more service users received short-term

skills and confidence support through our Reablement services within the existing commissioning capacity. We also halved the number of people going into long-term residential care. One of the trial teams managed to increase the number of ideal outcomes – the best level of achievable and desired independence – for their service users by 25%. And another team completed 91% more assessments and reviews during the trial.

Results like these were impossible to overlook. And with high confidence that we would see similar results across the rest of the county, we had evidence to know that the changes would improve the services we provide to those in need.



## What difference will the changes make for our staff?

We're making lots of changes as part of our transformation; here's just a flavour of what's happening.

In our front-line **Customer Access Service** that take calls from the public, there are changes that will help us get citizens the right advice faster. In our **Screening and Initial Assessment Service**, new ways of working mean we will be able to progress and resolve more cases, more quickly. Our **Admin and Care Navigation** group will be taking on a key responsibility as they help manage **Social Workers'** time and diaries - sounds simple, but this alone will free up valuable time for Social Workers and **Social Care Support Officers** to spend more time supporting people. Then there's our new **Reablement** services – short-term support focused on helping people regain the skills and confidence they need to live as independently as they can in the community – essential if we are to help more citizens get quickly back on track and regain their independence for that bit longer.

More broadly, some of our teams will benefit from extra support by teaming up and sharing cases, workloads, and working together to do our best for the citizens of Lancashire.

With changes like these, our teams have ended up doing things some differently, and at times this has been a challenge. It's been important for us to really listen to how staff are feeling and ensure that they're supported throughout the change. 67% of staff surveyed told us the journey was either 'tough at times' or 'really tough'. Knowing this makes us especially proud of how the teams have faced the change. We were heartened by the results of a staff health check in the East that reported 83% of those surveyed felt more positive about their job now than before the changes; 100% agreed the changes will help reduce the money we spend on care without compromising quality; and 100% said they would never go back to the way things were before the changes.



## What differences could you start to see?

Over the coming weeks and months you could see:

- An increase the number of people achieving their ideal outcome and best level of independence, which in turn will bring about many benefits.
- A reduction in the time people spend waiting for an initial assessment.
- More people returning directly back home following a visit to hospital.
- More people getting back on track and regaining their independence through our new Occupational Therapy-led Reablement service.
- A reduction in the number of people going into long-term residential care.

The changes we're making are all intended to improve services by giving people back some of their independence so, where possible, they can make choices about how they want to live their life, their way.

The trials we ran to test the changes provided clear, sustainable evidence that we're making the right decisions and will improve services in lots of ways.

These benefits are real, and we've seen them during the trials as well as since the initial roll-out across the East of Lancashire. As the changes find their way through the other areas of Lancashire we're confident our ways of working will continue to deliver.



## When are we changing?

**We've already started.** The new ways of working have already been taken through our teams in the East of the county, whilst teams covering the rest of Lancashire are beginning to receive more information so they can adopt the changes in their respective areas.

Getting the new ways of working to everyone is not something that will happen overnight but we do aim to have everyone up to speed by July 2017. So, whether rollout in an area you operate in has already begun or is scheduled to go ahead soon, stand by as it won't be long before you see us let go of the past and move into the future with new ways of working, created and tested by the people who do the job every day.





## Who's worked out what needs changing?

From Social Workers and Team Managers, to Admin Officers, Heads of Service and external partners, we've been working hard behind the scenes to shape a better future for Adult Care in Lancashire. Using good quality data and analysis, workshops, continuous testing, refining and then more testing, we've worked on the thorniest of issues so that we can all provide an even better service to citizens.

## Who were the external partners that helped us?

They were from a company called Newton Europe. They worked with us to analyse our current operations and, working alongside Lancashire County Council staff, brought in best practice from elsewhere to help us design new ways of working specific to us and the citizens of Lancashire.

They also helped us test the changes to make sure they worked in the real world not just on paper. They are still with us now making sure the changes are implemented consistently and sustainably across the county.

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Source: Figures are rounded and taken from: [Population Estimates for UK, England and Wales, Scotland and Northern Ireland - mid-2013](#), Office for National Statistics.