Siân Walker

HELP TO LIVE AT HOME

Wiltshire Council

Where everybody matters

Agile solutions for Wiltshire – where did we start?

A vision of improving the business to improve the outcome:

- Care Workers with poor terms and conditions
- Services with limited or insufficient training of staff
- Recruitment difficulties arising from the above
- All of this means poor outcomes for customers and...

Bad outcomes increase needs, which increases demand and then cost and with failure demand... evermore increasing costs

What People Told us – we set out to listen first

– We don't want to *need* long-term care; when we do we prefer it at home

– We want help quickly in a crisis

– A wide choice of similar services is less important than "the right service at the right time."

–Help with the problem we tell you about; not the problem professionals define for us.

–Organise your services so we understand them.

–Make a fair offer to everyone, including people whom the Council won't support in the long term.

Wiltshire Experience in the years before

- Costs grew faster than our forecasts said they should - Dom care packages grew by about 1 hour per week per customer per year from 2007 to 2010. (We weren't keeping more people with higher needs at home.)
- When we spent more on services from the older people's budget, it went disproportionately on care homes.
- Delayed Transfers of Care from hospitals were hard to manage.
- Our contracts were running out; they were unmanageable; they cost 30% more than they should.
- But we had some of the best social care Quality of Life in the country.

What is Help to Live at Home?

- Integrated reablement; personal care; housing support; community support; equipment; Telecare and Emergency Response all working together – simplified access for customers
- Clear responsibilities of council, customers and providers
- Links customers' outcomes to providers' revenues with payment by results
- A clear, fair and pragmatic approach to "personalisation"
- Makes care and support affordable by promoting independence with a "free" first few weeks with no means-test as long as you're eligible
- 90 contracts worth £14M replaced with 8 Contracts worth £11M
- A whole-system process managed in Council IT systems
- A goldfish bowl for performance management

THE HTLAH PROCESS

So we worked out how to incentivise providers

<u>We are paying by results</u>

Commercial outcomes that maximise independence must be

1) observable
2) attributable
3) defined

No-one wins when customers' outcomes aren't achieved

1) customers lose as they don't get what they wanted
2) the council pays more or there is an opportunity-cost
3) the provider loses revenues

THE PENALTY PROCESS

We buy fixed-period, fixed-price support plans.

At the end of a plan the provider tells us what happened. We check with the customer.

Penalties are between 15% and 80% of “Value Delivered.”

If the provider delivers for less than the agreed price, we don’t recover the excess.

I CAN PREPARE A MEAL

Assessment said:

Improvement –

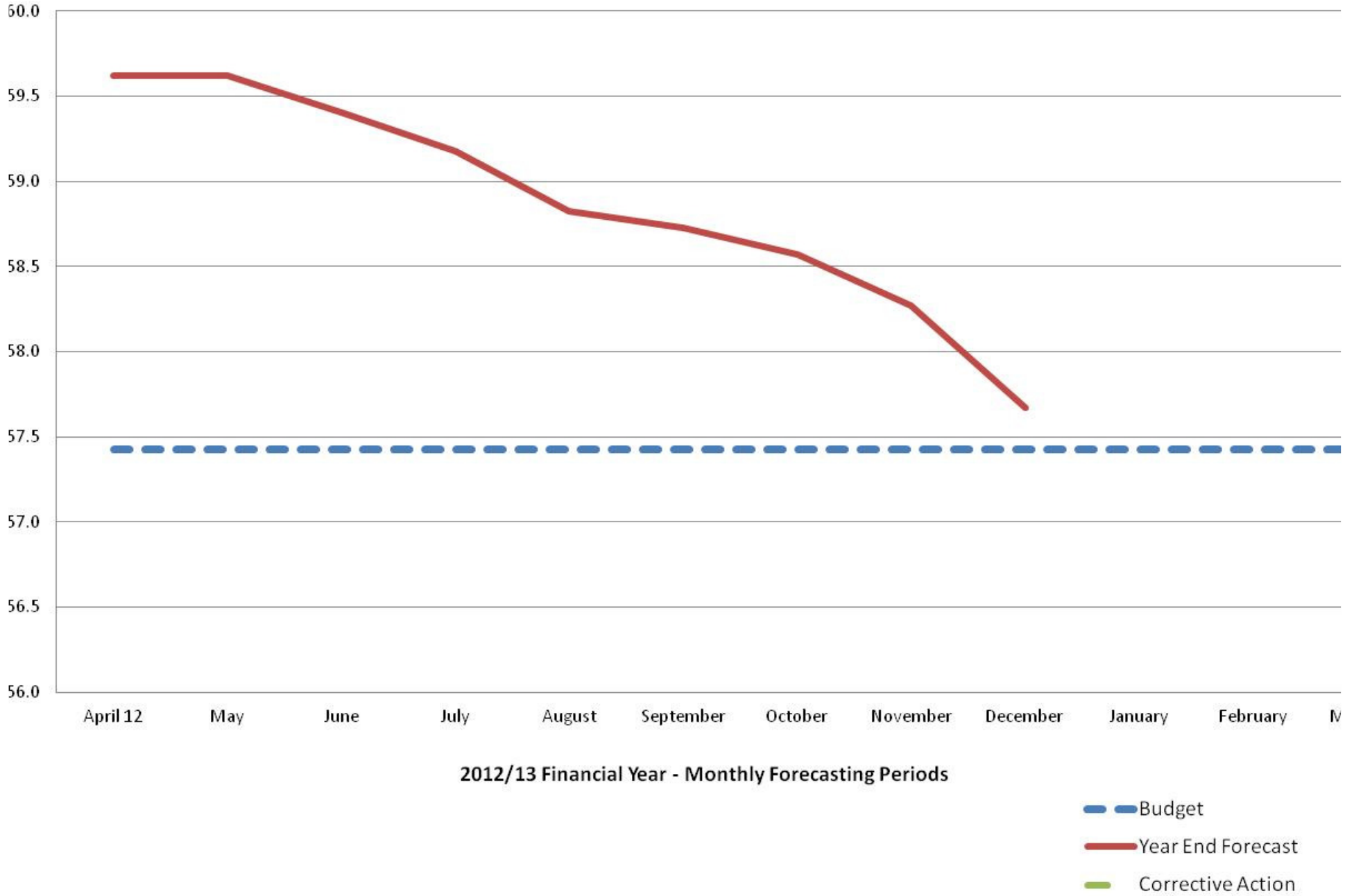
Help preparing meals

This is a Payable Outcome.

Provider's Support Plan said

It was agreed with Bob that the support workers will support him to either use the microwave to heat up a ready meal [...] or with making a meal from scratch. Support workers to observe Bob preparing meat/vegetables etc and support Bob to use the cooker [...] correctly to ensure the right temperature and cooking times for different foods. Also remind Bob to check best-before dates of food stored in the fridge.

Bob aims to be independent with this task within 2 weeks.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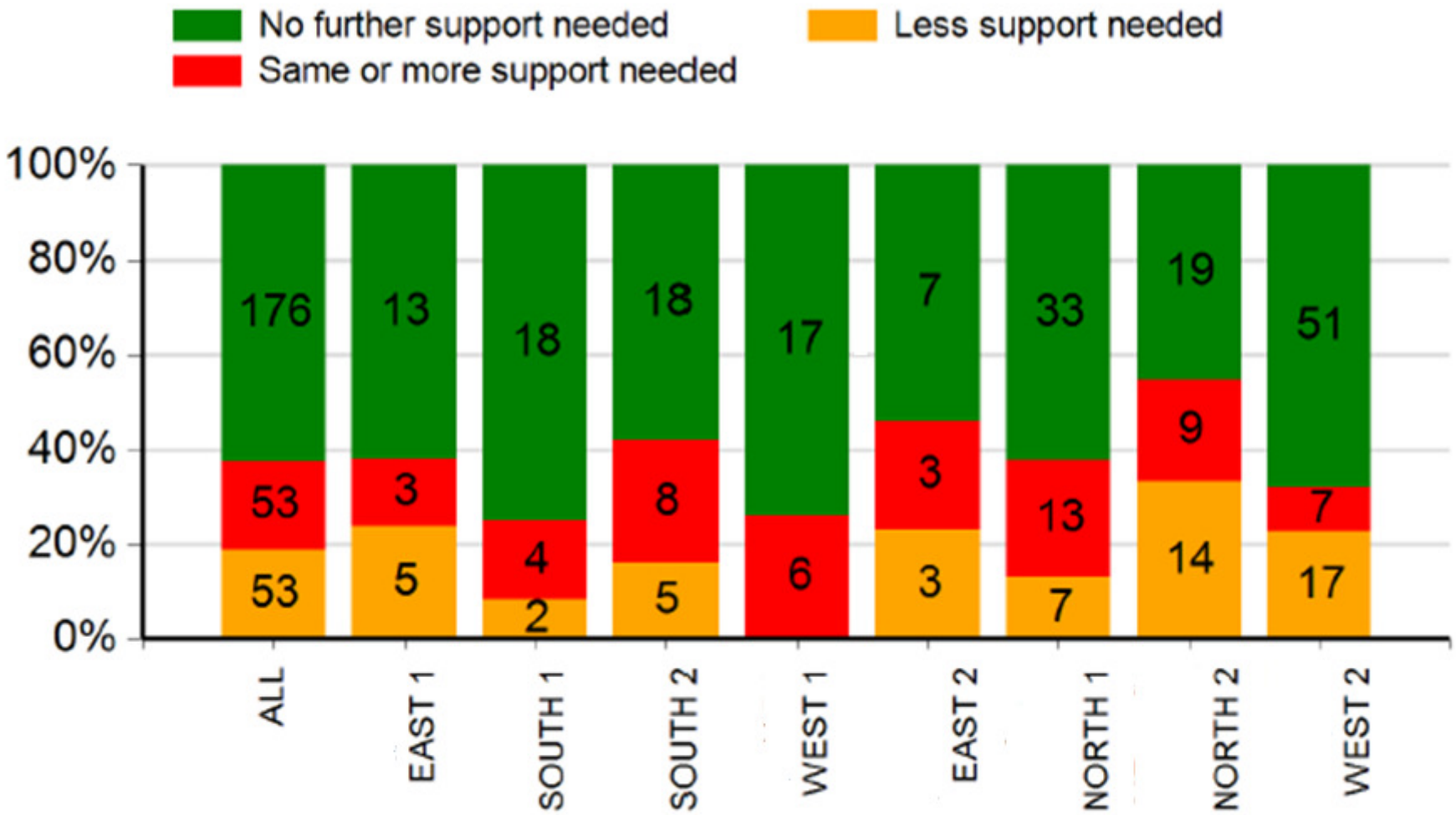
Corrective Action


No further support needed
Same or more support needed
Less support needed
100%
80%
60%
40%
20%
0%
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SOUTH 2
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