

People Agenda – Managing Demand to Achieve Savings

Aim

To achieve savings through effective demand management.

Objectives

To develop our approach to achieving on-going reductions in demand, particularly through active case management and rethinking how MBC systems all work together.

To demonstrate that active intervention promotes independence, reduces contact and consequently saves money for MBC.

To ensure that demonstrable successful ways of working can be sustained over the longer term

Primary Outcomes

- A clear understanding of the costs and benefits of pro-active intervention involving active case-management
- Reduced customer contact (measured in contacts per customer)
- Greater independence for people following intervention
- Establish the long-term sustainability for the Me and My Learning and pro-active customer service approach
- Adoption of a “whole system” design approach and capturing efficiencies to ensure that re-engineered processes are as affective as possible

Secondary outcomes

- Understanding of the interaction (or lack of) between MBC IT systems
- An opportunity to demonstrate the value of adopting a “Melton Dashboard” approach to data collection, use and presentation.

Narrative

We believe that around 20% of Melton residents face some form of issues that prevent them from living as independently as possible. Some of these cases are

being actively managed (e.g. by Me and My Learning or Supporting Leicestershire Families). However, this only accounts for a small proportion of the 20%. Using our CRM data from 2009 onwards we have recently been able to identify all of the people that contact us multiple times.

A small number of Melton residents have contact with MBC on a regular (weekly or more frequently) basis. This suggests that these residents are facing issues and may be struggling to live independently. This has a cost for MBC. Rather than continue to deal with these contacts as we currently do, we plan to actively work differently with these people and, adopting a co-ordinated case-management approach, work with them to address the issues they are facing.

This will then reduce the workload associated with these people with a consequential saving in resources. This will also help us to ensure that we achieve long-term sustainability for appropriate initiatives and activity that contribute in a positive way for example Me and My Learning and the pro-active customer service approach.

Methodology

In order to achieve our objectives we will need to undertake a dedicated project involving the people who are currently contacting us the most.

To achieve the best quality data the project is to be run initially linked to the 100 people who have contacted MBC the most during 2016. For each of these cases we will draw together a profile using data held on MBC systems. 50 will then be randomly selected for initial intervention. The cases selected for intervention will then be assigned to a case-manager if they don't already have one, who will work with the individual/family to address their issues and move to more independent living. Case managers will be drawn from existing resources including:

- Supporting Leicestershire Families (intensive and lower-level)
- Intensive Housing Management
- Me and My Learning
- Customer Service Seniors
- Potentially others

Details of the nature and extent of the interventions will be captured to provide an accurate cost profile and the two groups will be monitored.

We will adopt an iterative flexible approach, drawing learning as we go rather than waiting until the end of the project to present the findings. As we gather the learning

we will look to implement appropriate improvements and identify those initiatives that are working successfully.

Resources

We will be looking to use existing resources for the majority of the work we need to do. However we will require a dedicated project lead who can draw together the strategic and operational requirements. They will also need to oversee the data gathering and analysis and manage/coordinate the activity.

The project lead will need:

- an ability to identify strategic links,
- experience of working with these cohorts,
- an understanding of partnership working
- practical change management experience
- innovation
- analytical skills
- the strong ability to communicate verbally and in writing
- leadership
- the ability to motivate themselves and others
- understanding data and technological solutions

Early testing suggests that some of the cases will already be subject to active management (e.g. through Me and My Learning). We will not look to change this. However, the bulk will not currently have a case-worker.

These cases will be moved into existing case-management structures (e.g. Me and My Learning, Senior Customer Service Advisers, Supporting Leicestershire Families). The co-ordinator/manager post will be part-time at 3 days per week for a fixed term period of 2 years.