

Data Driven Performance

Achievements

Baseline performance data identified potential for improvements to support service redesign

Collection and analysis of sample data across all tenures identified potential for improvements or efficiencies. It also provided a data source to measure improvements in the new customer pathway built around the 7 customer 'hand offs' identified.

A new outcome focused measure has been implemented

The Canadian Outcome Performance Management tool is being used. This is an outcome focused measure which the customer completes before and after the intervention. It is focussed on their personal outcomes and provides an assessment of whether or not these have been met in terms of their relative importance and the difference that the intervention has made.

New performance measures to test whether and the extent to which the demonstration project is making a difference.

A wider range of measures were agreed to measure the extent to which the new pathway is making a difference.

Budget administration is becoming more integrated across tenures

The Care and Repair manager can monitor grant budgets across all tenure groups to better track patterns of demand, costs and differences in approach or practice.

Be@Home in Lochaber provides a one stop shop with a redesigned pathway that connects customers to a menu of service options, with increased assessment capacity and improvements in **performance measurement**

How they did it

Establishing a baseline and measuring progress

Baseline data was collected from all partners in the current housing adaptations process early in the project, taking a 40% sample of adaptation requests to Highland Council, Lochaber Housing Association, and the Scheme of Assistance over an eighteen-month period.

The baseline measure work will be used to inform the development of a pan Highland approach to the service which the Council and NHS Highland are exploring with a view to mainstreaming Be@home in the Highlands.

Analysis of the baseline data found that there were 7 separate handover or ‘hand-off’ stages for the customer to another agency or team, department or organisation between an initial contact and completion of an adaptation. Not all the stages occurred in every housing tenure, and timescales for each stage were not consistent in each tenure.

The first ‘hand-off’ stage is between initial customer contact to a functional assessment of their needs, usually by an Occupational Therapist (OT) or an Occupational Therapy Assistant.

The waiting time for this first stage ranged from 24 days for Highland council tenants to 64 days for housing associations. On average customers waited 43 days before having an assessment – this includes a proportion of minor adaptations. When looking at assessments for shower installations more specifically, this rose to an average of 72 days waiting for an assessment .

The new pathway has resulted in a reduction on customer waiting time from the average of 43 days in the baseline data to 3 days for this first ‘hand-off’ stage.

More detailed research on grant assessment and administration processes (the fifth hand-off stage) has identified a number of policy, practice and process changes that could help reduce the 108 days timescale (average) that owners experience within the existing system.

Average timescale by all sampled adaptations	Housing association tenant	Owner occupier	Highland council tenant
1. First contact to functional assessment	64 days	41 days	24 days
2. Functional assessment to date referral sent to housing provider	34 days	32 days	36 days
3. Date referral sent to housing provider to date of receipt by housing provider	52 days	10 days	2 days
4. Date of receipt by housing provider to date of decision	0 days	14 days	86 days
5. Date of housing providers decision to date agreed with customer	39 days	108 days	0 days
6. Date agreed with customer to date work instructed	0 days	29 days	3 days
7. Date works instructed to date works completed	32 days	49 days	35 days
Total	221	283	186

How they did it

Wider range of measures

To check whether and the extent to which the new pathway agreed by the Be@Home demonstration model is making a difference, a number of additional measures were agreed:

1. timescales
2. customer outcomes using the Canadian Outcome Performance Management tool
3. Customer satisfaction
4. Sources of referral for an adaptation
5. Number of occupational therapy assessments
6. Number of assessments for telecare and technology enabled
7. Number and outcome of conversations with customers about housing options
8. Volume, type and cost of adaptations in each tenure
9. Volume, type and cost of aids and equipment in each tenure

More integrated budget management

The baseline analysis also indicated the potential for a rationalised approach to funding, procurement and budget management at a local level. The Care and Repair Service already manages the Scheme of Assistance budget on behalf of the local authority and annual Scottish Government grant funding award for housing adaptations on behalf of Lochaber Housing Association. The executive sponsor has subsequently committed to testing a 'virtual' approach using Be@Home to manage the local authority Housing Revenue Account (HRA) budget for adaptations to its own housing stock. Budget monitoring information is being shared with the project by the lead housing officer, and referrals from local authority tenancies are now all routed through the one stop shop model.



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Useful Documents and Links

- Vision and Strategic Framework
- Project Board – membership, remit and responsibilities
- Project Board: Tests of Change Report
- Be@Home promotional postcard
- Be@Home Menu of Options
- Initial Conversation Script
- 'Baseline Measures' process
- Pathway diagram
- Training Pack to upskill handy person

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