



THE HERTFORDSHIRE CARELINE PROJECT

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NORTH HERTS DISTRICT COUNCIL



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The Starting Point #1

- Independent living services in Hertfordshire provided in isolation (pre-Care Act 2014)



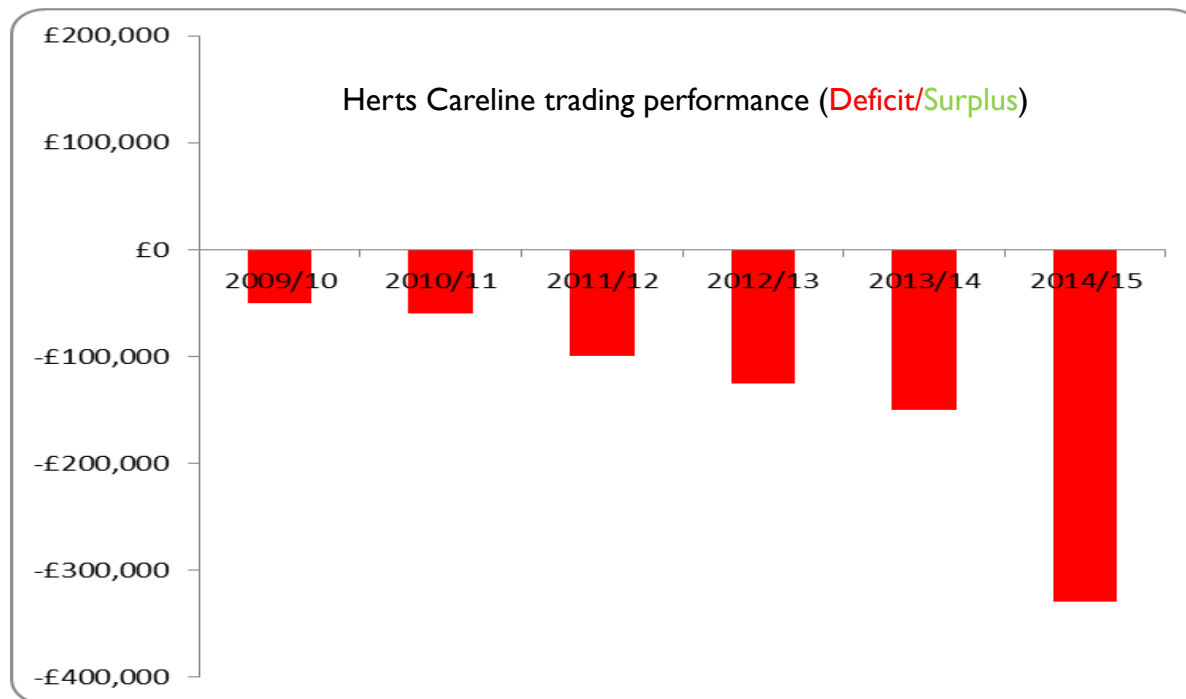
- Assistive technology – Housing Associations & District Councils
- Meals-on-Wheels – Social Enterprise
- Domiciliary care – private contractors
- Home adaptations – District Councils
- Equipment - County Council

The Starting Point #2

- Public investment (via Herts CC) in assistive technology falling:
 - 2013/14: £2.5m
 - 2014/15: £1.4m
- New community alarm/telecare connections falling: by 2014/15 public investment only helped about 450 additional households per year

The Starting Point #3

- NHDC has had an assistive technology service for the past 35 years, but recent trading performance was deteriorating



The Starting Point #4

- A fractured distribution network of over 30 providers with a paternalistic service philosophy and no innovation



Crisis Point - 2014

- HCC actively considered withdrawal from AT altogether
- NHDC's AT operation would not have survived and neither would those of the other providers
- Other providers of independent living services coming under similar pressure to demonstrate VFM

Reform

Key features of proposed reform:

- Rationalise supply chain – 33 to 1
- Treat residents like customers
- Product augmentation – the Kotler model
- Identify and use public asset under-utilisation
- Redirect public investment to where it makes the most difference

How reform took place

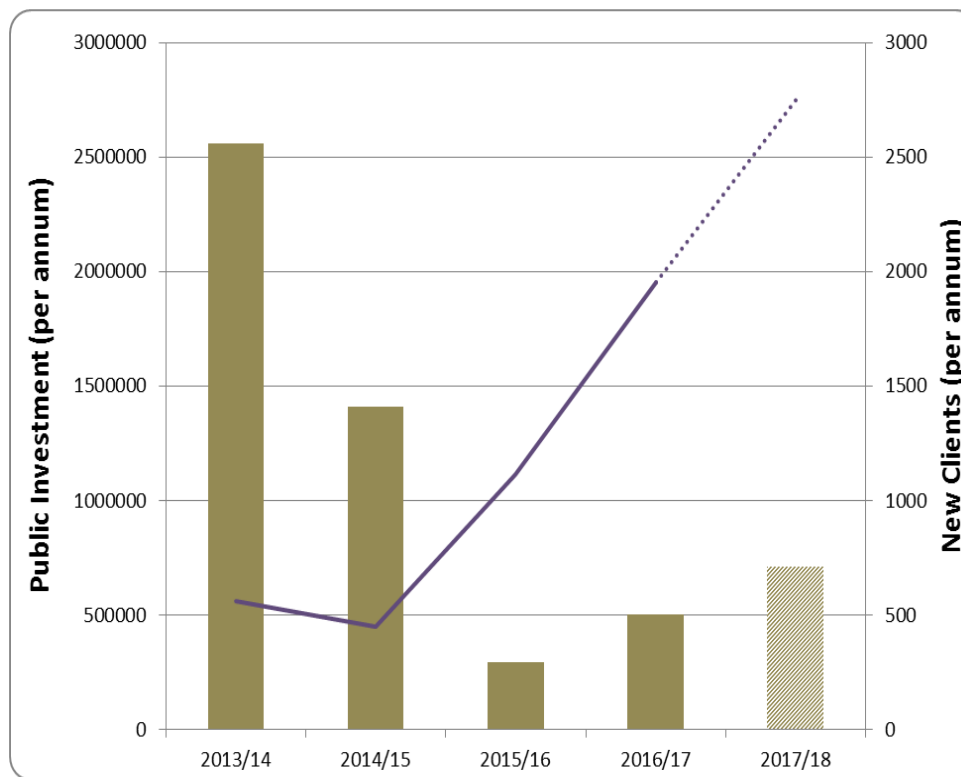
Objective	Implementation
Partnership working	Teamed up with the Meals on Wheels provider (HCM) to use vehicle and staff under-utilisation to install kit
Funding	Scrapped ongoing revenue funding model in favour of a free equipment/installation service with modest client subscription to support monitoring, etc.
Promotion	Created dedicated marketing function Developed specific website outside of NHDC/HCC
Embedded service	Worked with other independent living services to make AT part of their overall service offer
Professionalise	Secured <i>Which?</i> accreditation
Widen service offer	Developed collaborations with Police (re distraction burglary) and Fire & Rescue Service (re high risk residents)

The Outcomes so Far....

- Customer satisfaction
- Equipment supply chain reform
- Installation
- More cost effective
- Resilience
- 99.2% would recommend
- 11% reduction in costs
- 24% remanufacturing
- >95% in 10 working days
- Ave unit cost now £258
- New Operations Centre and DR
- More sustainable business model
- Partner's operations more sustainable too

The New Economic Model #1

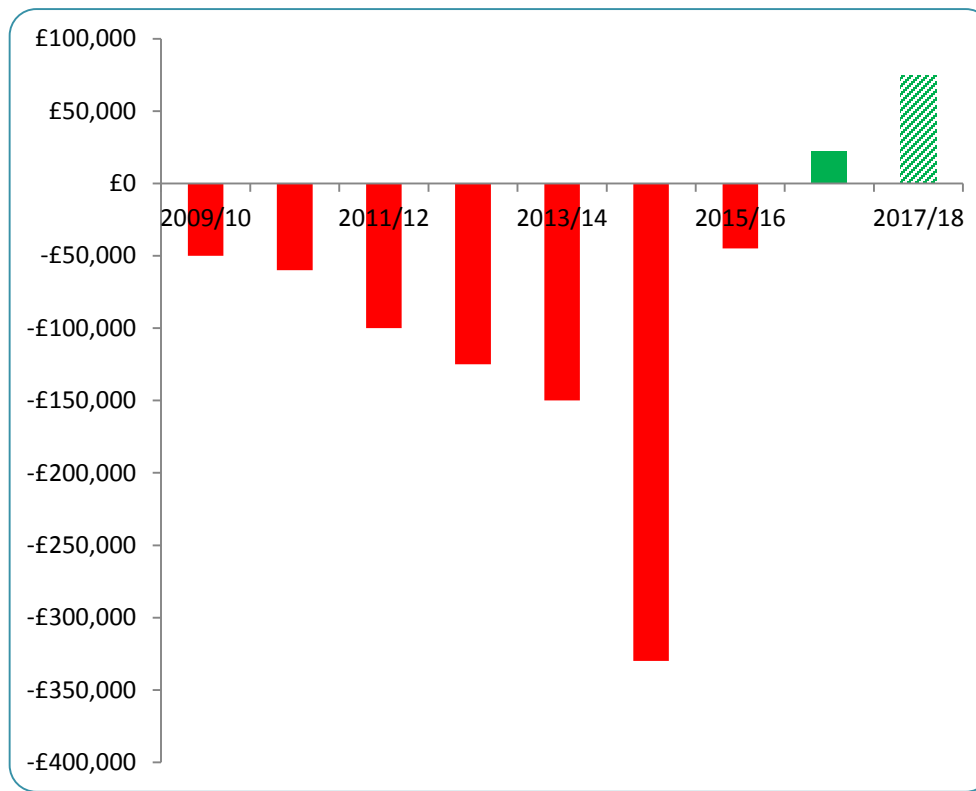
- The Herts County Council perspective



The annual cost to HCC in Year 1 of the project, on a like-for-like basis, fell by approx. 70%, but helped 147% more people

The New Economic Model #2

- The North Herts DC perspective



In Year 1 of the project the trading deficit had been eliminated and now Herts Careline generates a modest gross surplus to fund ongoing investment

Expansion of the Model

The success of the Herts Careline model has underpinned more collaborative working:

Community support for residents with Dementia – Age UK (Herts) and 9 other not-for-profit partners



Community transport – licensing of MoW cars as Private Hire vehicles to provide assisted shopping and hospital appointment services



Home adaptations – creation of Herts Home Improvement Agency (HHIA) with 5 other LAs



Herts Fire and Rescue – now our professional responder service and looking to expand into other areas



The Key Lessons

- Make the customer central to service design
- Don't squander a crisis to effect positive change
- Build a Coalition of the Willing – you only need to find a few Good Guys on your side....
- There is always under-capacity out there somewhere – you just have to find it
- Synergy – finding out what your partners need and co-produce a solution
- Allocative efficiency is just as important as productive efficiency