Adult Services Social Work Survey

SWANSEA COUNCIL SOCIAL WORK RESTRUCTURE 2022

Background

What was asked?

➤ Survey to be complete by all roles within Adult Services Social Work Teams and PO's , issued Dec and closed Feb 22'

➤ Total of 11 questions for all staff

➤ Additional 5 questions for staff at grade 10 and above.

➤ What works, what doesn't work, and any opportunities/ideas they have for positive change.

What was complete?

➤ 5 volunteers from Social Work teams and the Transformation Team analysed responses and agreed some key themes for each question.

➤ 55 responses were received out of a possible 202, 28% feedback. Staff could choose to be anonymous

➤ Over 600 lines of information was analysed from the first 11 questions. Plus further information from the 5 management questions.

➤ Information provided was categorised into themes.

➤ Recurring data was placed in the theme and identified under key headings.

Data

What will be considered as part of the Social Work Restructure

➢ Information will help to inform the 'purpose' of the project, what we need and want to achieve

➢ 3 key responses for each question plus other valuable information

➢ Acknowledging that things may have changed/improved since this survey was completed

➢ Social Work structure continues to support and improve on what good looks like, but recognising internal or external dependencies

➢ Co-produce Project Initiation Document, working with Senior Management, staff and other key stakeholders.

➢ Detail opportunities, actions and issues, discuss with key stakeholders, agree any priorities and any next steps

What will be considered outside of the Social Work Restructure?

➢ Other current projects/programmes

➢ Future projects/programmes

➢ Regional

➢ WCCIS

➢ Transformation team to analyse links and will provide necessary information to these projects/programmes

Q1. What do you think the purpose of Adult Services Social Work?

1. Safeguarding and Protection of Vulnerable Adults

2. Voice/Choice/Control/ Independence/Advocacy

3. Assessing needs, care and support planning

4. Legal Obligations

5. Working with people and families to sign post and provide suitable services to meet outcomes.

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Q2.What do you think matters to the individuals you work with (people we support, not colleagues)?

1. Finding a services that support in a timely manner e.g. needs being met, reducing waiting lists, delays, to access the appropriate help and support readily available

2. To be heard /listened too - This included comments like having time to listen, making own decisions, being included, crossed over a lot having a voice

3. Continuity e.g. passed to different staff, too many people involved, having to repeat themselves, delays in process , and the mechanisms and tools for communication
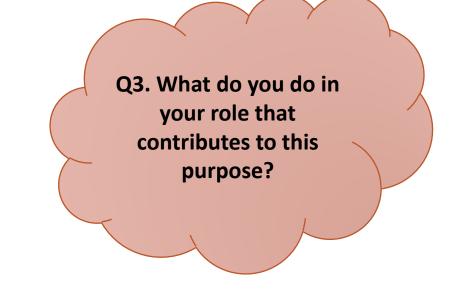
(and equally to above)

4. Having time to build good relationship with SW who are well trained and knowledgeable.

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1. Person Centred and solution focussed assessment and Review using active listening and collaborative communication techniques to support people and promote their independence.

2. Liaison role with individuals / families / Carers / Community / 3rd sector and other Professionals.

3. Safeguarding to protect people including their human rights

Q3. What do you do in your role that contributes to this purpose?

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1. Positive feedback from staff and service users is good for staff morale. Being praised by PO, good feedback from service users, carers, positive feedback from colleagues, being told be senior management the team is doing well, family showing appreciation, feedback from team members.

2. Meeting service users outcomes. Successful outcome for service user, timely and positive outcomes, hearing how much support has improved someone's situation.

3. Staff member in control of workload. Up to date with all submissions, reduction in unallocated cases, assessments completed in time, meeting legal timescales.

4. Supervision, supervision feedback, regular supervision, positive feedback in supervision.

1. Covid has garnered the hardest response, making life much more difficult for all survey responders. The same amount of concern has been seen with the sheer volume of work staff are expected to complete

2. There appear to be barriers between LA teams and their LHB colleagues for example, LHB being fierce in their determination to place as much burden on LA rather than consider effective and constructive dialogue. Sadly this is also seen within other teams of the LA, with tensions regularly seen by internal teams e.g. referring on. These disagreements are often documented as being about funding

3. There appears to be too much demand on each service, and working from home has been seen as a barrier for the team ethos. This has also placed a burden on staff attempting to seek help and guidance when they need it. Furthermore it is not clear to our what functions of each team are, which adds stress to someone when attempting to fill their role if they feel a referral needs to be placed elsewhere but this then creates tension as teams are often gatekeeping due to their already stressed out staff

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Q6. What does your manager and SMT (Senior Management Team) pay attention to?

Q7.How would you rate what it's like working in the service out of 10? (1 being poor, 10 being perfect)

Q8. What would make it a 10?

Avg 7/10

Q6. 1 Staff wellbeing & Support
examples :general health and wellbeing and safety of staff, supporting of staff e.g. via group sessions for mental health wellbeing, Supervision. Listening to staff

2 Management of Budget/resources/general overall performance stats for teams inc quality and outcomes/disputes and complaints

3 Management of Caseloads/Prioritising/Allocation of work

Q8. 1 Improve process/systems, some examples - Reduce the bureaucracy and overly long, repetitive forms e.g. assessment, order summary, and improve processes and increase consistency. Improve WCCIS.

2 Review roles/responsibilities/functions some examples - right level resource to meet demands. Review geographical split and matrices. Have smaller caseloads, reduce waiting lists. Training

3 Stability in teams - having the capacity to support/supervise staff and review training arrangements
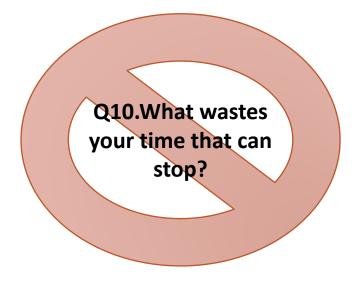
Q9.What wastes your time but has to be done?

1 process and systems - Duplications of forms and use of WCCIS system. Streamlined approach required

2 roles/responsibilities - Complexities of cases and unclear pathways and joint working

3 Resources - High caseload size and requirement for staff.

Q10.What wastes your time that can stop?

1. Processes and systems examples - WCCIS duplication of forms , holding cases whilst waiting for services such as Brokerage/FACS
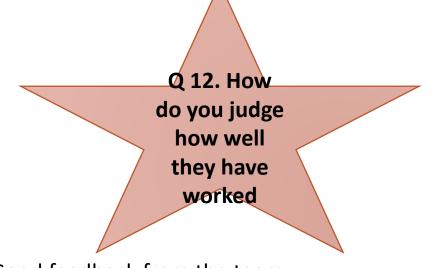
2 Knowledge of area

3 Referrals - missing info, inappropriate referrals

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Q11. What works well?

1. Staff Wellbeing - There is good support and working relationships in all teams. There appears to be improvements of working as part of AS i.e. Covid Pressures meeting

2. Roles and Responsibilities - Staff display excellent levels of competency and creativity within their individual and team roles.

3. Flexible working arrangements - Opportunities for home working, virtual meetings and appointments has supported staff to manage their diaries and workloads for efficiently.

Q 12. How do you judge how well they have worked

1. Good feedback from the team

2. Good knowledge and skills

3. Data collection

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What data do you use to understand how well the service is working (grade 10 and above question)	1 Data is obtained from a variety of systems across the SW teams to understand how well service is working, some are team specific. Potential development opportunities highlighted with WCCIS/PI e.g. Missing data, not qualitative data, and also gaps in WCCIS training re analysing data. Examples - WCCIS, PI stats. various Databases, various spreadsheets 2 other key reports used - budget, sickness/CIW/Audits/complaints 3 Information from Snr meetings
What decisions do you take based on that data? (grade 10 and above question)	1 Data informs decisions on for example - allocations/capacity (with the need to also consider complexity e.g. court work)/caseloads/priority allocations. Helps to inform any changes/improvements in processes, and overall service development 2 informs staff support /guidance team management /approach 3 informs training needs
What are the things you have done to improve performance? (Grade 10 above question)	1 positive working relationships between SS and health. National and regional meetings re legislation and roles 2 QA processes and tracking/reporting performance. Management of budget and governance arrangements. Audits continued 3 regular support/supervision, development sessions, clear goals and objectives
How do you spend your time? (Grade 10 above question)	1 supporting staff via supervision/advice & guidance Training/development staff, 2 attending meetings , dealing with calls/emails 3 Signing off work/forms /assessments/transfers/closures /reports .e.g. brokerage cases. Managing performance and quality

What data do you use to understand how well the service is working? (grade 10 and above) - have had no training from WCCIS on data analysis e.g. how many people leave hospital and how many people have a service is not easy to extract from WCCIS so we tend to use spreadsheets /how many cases staff have active, (SST) PI information needs some work as does not capture all functions within the team, WCCIS does not provide qualitative data, CIW reg 73 & 80 reports(quarterly/six monthly)

What does your manager and SMT (Senior Management Team) pay attention to? – Simplifying WCCIS processes and assessment formats , perceived delays in discharges by social workers , regular group sessions/meetings with staff , sickness /leave/flexi management , our legal obligations, strategic approach and sustainability of the

What decisions do you take based on that data? (grade 10 and above) - Resources/Recruitment, Funding of packages of care (LD) , Dispute process initiated with the LHB. (LD),

Purpose of Social work - sign posting , carers/advocacy , promoting independence, , prevention/early intervention and confidentiality, having support networks

Next Steps......

- Issues/opportunities that relate to the Adult Services Social work Restructure project to be included and tracked by the Transformation Team in this projects action log/risk and issue tracker etc

- Identify issues/opportunities that could be transferred to other projects/programmes or work and agree next steps

- Transformation Team to start to draft Project Initiation Document

- Transformation Team to work with Jo Doek and team to communicate survey analyse findings to wider Adult Services Staff