

Reducing inappropriate referrals at the front door of adult social care services in Leeds

The following annexes are practical materials which can be used in a council behavioural insight project.

Annex 1: OAT prompt sheet

At the start of the call:

Set out the potential Outcomes	<p>Get basic contact information and confirm there is no safeguarding issue.</p> <p>Then, tell callers the different ways you can help:</p> <ol style="list-style-type: none"> 1. Provide information and advice straight away 2. Connect to other organisation that can help (signpost) 3. Refer for a social care assessment for support which may be means tested
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During the call:

Ask yourself these questions before beginning a referral	Ask the caller these questions to help you get further information
<p><input type="checkbox"/> Do I know what help the caller needs? <i>(questions to the right can help)</i></p> <p><input type="checkbox"/> Is support best provided by signposting? <i>(check Leeds Directory and signposting tools)</i></p> <p><input type="checkbox"/> If a referral is necessary, am I sure I'm making it to the right team? <i>(ask 2nd line if unsure)</i></p>	<p><input type="checkbox"/> What is your typical day like? <i>(Who do you see? Where do you go? What do you enjoy?)</i></p> <p><input type="checkbox"/> Are you already using services in your local community to help you? <i>(check Leeds Care Record for further info)</i></p> <p><input type="checkbox"/> What has changed recently to make you get in touch with us? What help are you hoping for?</p>

At the end of the call you can make one of three decisions:

Provide information or signpost to an organisation that can help	<p>Ask the caller to <u>Try</u> a service for two weeks and to call back if they still need more support <i>(Use Who, When, What)</i> <i>(Log as known non-referral contact on CIS)</i></p> <p style="text-align: center;">Remember, if in Armley:</p> <ol style="list-style-type: none"> 1. You can offer them a call-back 2. You can also offer a Talking Point appointment 	Make a referral for an assessment for support which may be means tested
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Further Details

Set out the OPTIONS

Lots of the phone calls you answer come from people ringing the Contact Centre for the first time. They may not know what to expect, so it is helpful to explain the possible outcomes of the call to them. This will help to set their expectations about what could happen next.

ASK these questions

At the moment, too many people are being referred to Adult Care inappropriately. Many of these referrals are closed immediately, or people are being told they could be better helped elsewhere. This is annoying for them and is also a source of unnecessary demand on Leeds services. In this section there are some questions to ask yourself and questions to ask the caller. These will help you to make sure callers are directed to the right place, first time.

Questions to ask yourself:

These questions are for you to consider before you start making a referral. They are a set of prompts you can use to ensure you have the information you need to make the right decision about how to handle a call.

Questions to ask the caller:

These questions will help you to get a fuller understanding of the caller's life and the reason they have contacted us for help. Often the answers to these questions will come up during the conversation. However, you can use these questions as prompts to help you get the information you need.

TRY a service for two weeks

If you are unsure about signposting, you can now offer the caller the option to try a service for two weeks and ask them to call back if it does not help. Some customers may need to try a service to see if it meets their needs. If not, we'll be there to make the referral. This also means the customer won't have to wait to receive help, and other customers won't wait as long for their assessment.

If you do this, make sure the caller has the name and number of another organisation than can help. Encourage the caller to make a plan about exactly when they'll make the call. This should include Who they will call, When they will call and What they will ask.

Be sure to make a note using the 'Non-referral contact' section on CIS. Make a new customer entry in CIS to do this if you need to. This is so that if the callers gets back in touch, the person who picks up the call knows what has happened.

[Remember, if you are on the Armley Pilot you also have the option of referring the customer for a Talking Point appointment]

Annex 2: Training slides

**THE
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IN PARTNERSHIP WITH  Cabinet Office

Outcomes, Ask, Try

Training session

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What will we cover?

THE
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- Introduction
- A quiz
- The OAT process
 - Set out the potential **OUTCOMES**
 - **ASK** these questions
 - **TRY** something for 2 weeks
- What next?

What will we cover?

THE
BEHAVIOURAL
INSIGHTS TEAM

- **Introduction**
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 - Set out the potential OUTCOMES
 - ASK these questions
 - TRY something for 2 weeks
- What next?

Introduction

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INSIGHTS TEAM

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- **Goal of project:** To support you to do your job as well as you can in a very demanding environment.
 - **Who are we:** The Behavioural Insights Team (BIT) is a social purpose company. We help redesign public services, drawing on ideas from the behavioural science literature.
 - **Work so far:** Research included visits to Westgate, academic literature review, analysis of transcripts of full calls and analysis of 11 months worth of referrals from the Contact Centre

What will we cover?

THE
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Before we begin – A Quiz

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Question 1: How many social care calls do you answer each month?

This doesn't even include
the other calls you answer!

- a) 75
- b) 100
- c) **150**
- d) 200

Question 2: What percentage of callers do you currently help at the Contact Centre without needing to make a referral?

- a) 30%
- b) 45%
- c) **55%**
- d) 70%

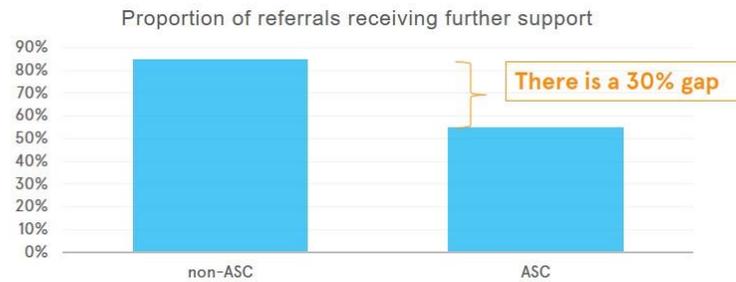
This is nearly 2,300 people
a month

Question 3: How many of the people you refer end up receiving support from Leeds City Council?

- a) 45%
- b) 65%
- c) 75%
- d) 90%

Well done - the majority
do need further support

However, this very different for ASC and non-ASC referrals



This means that some of our callers have to wait for days or weeks, only to be disappointed or told that another team would best support them.

If we got rid of this gap, we would make about 220 fewer referrals a month to adult social care.

Getting people to the right place, first time

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Every day, you provide a highly valuable service to many people in Leeds. You and your colleagues direct most calls in the right way.

However, almost half of people that get referred to Adult Social Care do not need an assessment or further action.

This is usually for one of two reasons:

1. These cases should be referred elsewhere (e.g. health); or
2. Callers only need advice or signposting support that we could often offer at the Contact Centre.

The new process OAT process is designed to help you get more people the help they need more quickly.

What will we cover?

THE
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- Introduction
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- **The OAT process**
 - Set out the potential OUTCOMES
 - ASK these questions
 - TRY something for 2 weeks
- What next?

The new process: Outcomes, Ask, Try (OAT)

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Designed to help more people get the right advice, first time.

It has three stages:

1. When you begin a call – set out the potential **OUTCOMES**.
2. When you're thinking about a referral to Adult Social Care – **ASK** these questions.
3. At the end of the call if you're not sure if they need a referral you can ask them to **TRY** a service for two weeks and ask them to call back if it does not help.

At the start of the call:

Set out the potential Outcomes	Get basic contact information and confirm there is no safeguarding issue.
	Then, tell callers the different ways you can help: <ol style="list-style-type: none"> 1. Provide information and advice straight away 2. Connect to other organisation that can help (signpost) 3. Refer for a social care assessment for support which may be means tested

THE BEHAVIOURAL INSIGHTS TEAM

During the call:

Ask yourself these questions before beginning a referral	Ask the caller these questions if you need to get further information
<input type="checkbox"/> Do I know what help the caller needs? <i>(questions to the right can help)</i>	<input type="checkbox"/> What is your typical day like? <i>(Who do you see? Where do you go? What do you enjoy?)</i>
<input type="checkbox"/> Is support best provided by signposting? <i>(check Leeds Directory and signposting tools)</i>	<input type="checkbox"/> Are you already using services in your local community to help you? <i>(check Leeds Care Record for further info)</i>
<input type="checkbox"/> If a referral is necessary, am I sure I'm making it to the right team? <i>(ask 2nd line if unsure)</i>	<input type="checkbox"/> What has changed recently to make you get in touch with us? What help are you hoping for?

At the end of the call you can make one of three decisions:

Provide information or signpost to an organisation that can help	Ask the caller to Try a service for two weeks and to call back if they still need more support <i>(Help caller plan using: Who, What, When) (Log as known non-referral contact on CIS)</i>	Make a referral for an assessment for support which may be means tested
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At the start of the call:

THE BEHAVIOURAL INSIGHTS TEAM

Set out the potential Outcomes

Get basic contact information and confirm there is no safeguarding issue. Then, tell callers the different ways you can help:

1. Provide information and advice straight away
2. Connect to other organisation that can help (signpost)
3. Refer for a social care assessment for support which may be means tested

- | | |
|--|---|
| <input type="checkbox"/> Is support best provided by signposting?
<i>(check Leeds Directory and signposting tool)</i> | <input type="checkbox"/> Are you already using services in your local community to help you?
<i>(check Leeds Care Record for further info)</i> |
| <input type="checkbox"/> If a referral is necessary, am I sure I'm making it to the right team?
<i>(ask 2nd line if unsure)</i> | <input type="checkbox"/> What has changed recently to make you get in touch with us? What help are you hoping for?
<i>(you enjoy?)</i> |

At the end of the call you can make one of three decisions:

- | | | |
|--|--|---|
| Provide information or signpost to an organisation that can help | Ask the caller to try a service for two weeks and to call back if they still need more support.
<i>(ask caller to email support@leeds.gov.uk or call 0113 275 2000)</i> | Make a referral for an assessment for support which may be means tested |
|--|--|---|

At the start of the call:

Get out the protection resources

Get basic contact information and confirm there is no safeguarding issue. Then, tell callers the different ways you can help:
1. Provide information and advice straight away
2. Connect to other organisation that can help (signpost)
3. Refer for a social care assessment for support which may be means

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During the call:

Ask yourself these questions before beginning a referral

- Do I know what help the caller needs?
(questions to the right can help)
- Is support best provided by signposting?
(check Leeds Directory and signposting tools)
- If a referral is necessary, am I sure I'm making it to the right team? *(ask 2nd line if unsure)*

Ask the caller these questions to help you get further information

- What is your typical day like?
(Who do you see? Where do you go? What do you enjoy?)
- Are you already using services in your local community to help you?
(check Leeds Care Record for further info)
- What has changed recently to make you get in touch with us? What help are you hoping for?

Provide information or signpost to an organisation that can help

Ask the caller to try a service for two weeks and to call back if they still need more support
Book a return appointment with the caller about 2-3 weeks after contact on 0113

Make a referral for an assessment for support which may be means tested

At the start of the call:

Get out the previous outcomes	<p>Get basic contact information and confirm there is no safeguarding issue.</p> <p>Then, tell callers the different ways you can help:</p> <ol style="list-style-type: none"> 1. Provide information and advice straight away 2. Connect to other organisation that can help (signpost) 3. Refer for a social care assessment for support which may be means tested
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During the call:

<p>Ask yourself these questions before signposting a referral:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do I know what help the caller needs? <i>(questions to the right can help)</i> <input type="checkbox"/> Is support best provided by signposting? <i>(check Leeds Directory and signposting tools)</i> <input type="checkbox"/> If a referral is necessary, am I sure I'm making it to the right team? <i>(ask 2nd line if unsure)</i> 	<p>Ask the caller these questions to help you get further information:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What is your typical day like? <i>(Who do you see? Where do you go? What do you enjoy?)</i> <input type="checkbox"/> Are you already using services in your local community to help you? <i>(check Leeds Care Record for further info)</i> <input type="checkbox"/> What has changed recently to make you get in touch with us? What help are you
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At the end of the call you can make one of three decisions:

<p>Provide information or signpost to an organisation that can help</p>	<p>Ask the caller to Try a service for two weeks and to call back if they still need more support <i>(Help caller plan using: Who, What, When)</i> <i>(Log as known non-referral contact on CIS)</i></p>	<p>Make a referral for an assessment for support which may be means tested</p>
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What will we cover?

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- Introduction
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- The OAT process
 - Set out the potential OUTCOMES
 - ASK these questions
 - TRY something for 2 weeks
- **What next?**

What next?

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-
- You have a prompt sheet in your pack.
 - We would like you to begin using the OAT process straight away.
 - If you have questions please speak to your Team Leader. They have already been on the training.
 - Remember, please do not discuss the detail of this training with colleagues who haven't been on it yet. If people start delivering the OAT process early, we won't be able to tell if it is working or not.
 - We will be in touch regularly to find out how things are going, and to check whether this process is working in the way we hoped. This will include an anonymous fortnightly survey.



THE
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INSIGHTS TEAM.

Thank You

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Annex 3: Emails to staff

Email Schedule
Email 1 (13th Feb, 2017)
Email 2 (27th Feb, 2017)
Email 3 (13th March, 2017)
Email 4 (27th March, 2017)
Email 5 (10th April, 2017)
Email 6 (24th April, 2017)
Email 7 (8th May, 2017)

Email 1 - To all staff at the start of trial

Dear all,

Over the last few months we have been working with an organisation called the Behavioural Insights Team (BIT). We are working with BIT to look at how the Contact Centre handles adult social care calls. BIT are helping us to think about what additional support we can offer you.

In partnership with BIT, we will be introducing some training to staff over the next few months. This training will introduce a new tool designed to support you and to build on some of the best practice BIT have seen during their research. I want to emphasise that this is not about asking people to take a completely new approach. Instead, this training is designed to give you some additional tools that build on what you are already doing.

We want to be sure that this training works as well as it can. For that reason, we are going to roll it out quite slowly across the team. Each week, 2 or 3 new people will be trained by BIT via video-conferencing. We are doing this for two reasons:

1. It means that the trainers can give you the one-to-one time you need and discuss any questions you might have in small groups
2. It also means that we can very carefully evaluate how well the training is working by comparing people who have and have not yet been trained.

I have attached the schedule of who is being trained and when. I have also attached some information about BIT and about the trainer.

Could I ask that you **please do not start making any changes until you have received the training.** If you begin trying to use any of the new tools before you are trained, it will mean that we can no longer fairly evaluate whether the training is working as we intend.

If you have any questions about this, please speak to your team leader. You can also come and speak to me at any time.

Thanks,

Email 2:

Dear all,

I'm emailing as you are the first people to have received the new 'OAT' training from the Behavioural Insights Team. I hope it went well and that you found the information and the tools provided useful.

I want to remind you to please not talk about the detail of the training to colleagues who have not yet been trained. If you do this, and they start trying to make changes before they are trained, this will make it impossible for us to properly evaluate whether the process is working correctly. If you have any questions about this please speak to me or to your team leader.

If you do want to talk to colleagues who have been through the training, to compare notes or discuss how the process is working, the following people have already been trained: XXX, XXX, XXX and XXX.

Finally, we would welcome your feedback on how the process is going. We would therefore appreciate it if you could complete [this short survey](#). It will only take five minutes and is completely anonymous. Your comments will be sent directly to the evaluation team and they will not share anything with us that would enable us to identify you personally.

We will ask you to fill out this survey every two weeks so we can make sure everything is going well and you are not having any issues, and every time you complete it we will enter you into a lottery to win a £25 Amazon gift card.

Thanks again,

Email 3:

Dear all,

We are now about a month into rolling out the new OAT training in partnership with the Behavioural Insights Team. We're really happy with how things are progressing so far. Eight of you have now completed your training and are hopefully using the new tool to support you when taking ASC calls.

A quick reminder to please avoid discussing the training and the new tool in detail with staff who haven't yet had the training. We want to be able to really evaluate whether this training achieves what we would like it to. If people begin making changes before they have been trained we will not be able to do this.

In the meantime, the following people have all now completed the training: XXX, XXX, XXX, XXX and XXX.

So if you want to talk about how things are going, or discuss ways of using the new tool, you can talk to your team leader or to any of the people above.

Finally, some of you will have seen our [our feedback survey](#). For those of you who haven't, this is a short 5-minute survey to get your feedback on how things are going and how useful the training has been. We would ask that you all take a couple of minutes today to complete these (even if you did it two weeks ago). Every time you complete it you will earn one extra entry into a lottery to win a £25 Amazon gift card.

Thanks,

Email 4:

Dear all,

Our work with the Behavioural Insights Team is now really gaining momentum. 13 of you have now been through the new training and it's great to see people using the new OAT tool to help them get customers where they need to be first time.

A reminder that if you want to talk to anyone about the training and how things are going, you can speak to any of the following people who have all been through the training: XXX, XXX, XXX, ..., XXX and XXX. You are also always welcome to speak to me or to your team leader if you have any questions.

A quick reminder for those who have been trained recently, please avoid discussing the training in detail with colleagues who haven't been on it yet. We have worked hard with BIT to carefully design an evaluation to make sure this training works as it should. If people who have not been trained yet start using the new tools early, it will make it impossible for us to do this.

Finally, we always welcome your feedback. Please take 5 minutes today to fill in [this survey](#) (and please do it again if you have done it before). Every time you complete it, you get another entry into a lottery to win a £25 Amazon gift card.

Thanks,

Email 5:

Dear all,

We are coming up on the final weeks of the Behavioural Insights Team project, and most of your colleagues have now been trained - 17 in total! From your feedback so far, we can see that [add some feedback once gathered].

It has been interesting to see how each of you has responded to this training, and we are learning a lot about how it works in practice. Once we have finished our rollout, we will make sure we let you know how it has worked and what we have learned. Remember, we are training you in small groups so we can fairly compare between those of you who are and aren't

Thank you for keeping the details of the OAT training between yourselves, and we promise you can discuss with everyone in a few weeks. If you do want to talk to someone about it or ask a question, you can talk to me or to the other people who have received the training: XXX, XXX, XXX, XXX and XXX.

As always, it is really helpful to get your feedback (in this survey) so we can learn and keep improving. So please take a couple of minutes to complete the [feedback survey](#). And, as always, if you take the 3 minutes you need to complete this you could win a £25 Amazon gift voucher.

Thanks,

Email 6:

Dear all,

This is the final email of the project with the Behavioural Insights Team, as only 4 of your colleagues have not received the OAT training yet. They will be trained in the coming two weeks, and then you will be free to discuss this with everybody in the office. We really appreciate that you have kept most of the detail amongst yourselves, and we look forward to sharing our insights with you in a few weeks.

The people that will receive their training this week or the next are XXX, XXX, XXX and XXX. We would really appreciate it if you could refrain from talking to them about OAT for just a little bit longer.

As always, please take 2 or 3 minutes to complete our [regular feedback survey](#). And, as always, if you take the 3 minutes you need to complete this you could win a £25 Amazon gift voucher.

Thanks,

Email 7 (final email):

Dear all,

Last week we finished our programme of training with the Behavioural Insights Team (BIT). Thank you all for your enthusiasm and commitment throughout the process, and we hope you've found it useful.

Over the next few weeks we'll be reflecting on the lessons from the rollout. BIT will also be completing their evaluation, which will tell us whether the training made any difference to the way we handle calls here at Westgate. Once we have some findings we'll be sure to let you know.

Finally, we have now drawn the lottery for people who completed our feedback survey. The lucky winner was.... XXX!

In the meantime, thanks again for your involvement and we hope the new tool continues to be useful.

Thanks,

Annex 4: Regular Feedback Survey

A preview of the survey online can be seen [here](#).

The text is as follows:

"This survey is to get your feedback on the new OAT process and the training you recently completed. We want to know how you found the training and how the process is working in practice so please be honest. Your responses will go straight to the evaluation team and your individual answers won't be shared with Leeds City Council.

1. What is your CSO number? *(remember: your individual answers will NOT be shared with Leeds City Council)*
2. How many weeks have you been using the OAT tool? *(drop down 1-12)*
3. How many times have you used the OAT tool the past week? *(multiple choice, 0; 1-2; 3-4; 5-6; 7-10; 11-15; 16-20; 20+).*
4. If you have used the OAT process, why did you decide to use it? If you have not, why not? *(free text response)*
5. Have you used the 'Try' option? *(Y/N)*
6. If so, have you had cases 'come back' to you? *(Y/N)*
7. Do you think callers are happy with the 'Try' option? *(definitely yes, probably yes, might or might not, probably not, definitely not)*
8. Do you find the OAT process useful? *(definitely yes, probably yes, might or might not, probably not, definitely not)*
9. Do you have any other comments? *(free text)*