

Agenda item:

[No.]

Cabinet

On 21 July 2009

Report Title.

CQC Service Inspection Report

Report authorised by **Director of Adult, Culture and Community Services**

Signed:

Dated:

Contact Officer :

Helen Constantine, Head of Governance & Partnerships

Telephone: 0208 489 3905

E-Mail: Helen.Constantine@Haringey.gov.uk

Wards(s) affected: **All**

Report for: **Non-Key Decisions**

1. Purpose of the report

- 1.1 To inform Cabinet of the outcome of Care Quality Commission's (CQC) service inspection for older people, safeguarding across all adult care groups and the Directorate's ability to continue developments.
- 1.2 To highlight strengths and areas for improvement as identified by CQC (see Service Inspection Report – Appendix 1).
- 1.3 That Cabinet notes proposed Service Inspection Action Plan for Improvement to respond the CQC's recommendations (see Appendix 2).

2. Introduction by Cabinet Member (if necessary)

- 2.1 The CQC report highlights strengths and areas for improvement in relation to safeguarding and personalised services for older people. The inspection report fits with many of our scheduled areas for improvement and the Service Inspection Action Plan for Improvement will respond to CQC's recommendations.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.1 The report contributes to the achievement of:
- **Priority 3 – Encouraging lifetime well being at home, work, play and learning.**
 - **Priority 4 – Promoting independent living while supporting adults and children when needed.**
 - **Priority 5 – Delivering excellent customer focussed cost effective services.**
- 3.2 Our safeguarding strategy is embedded within each client group. Safeguarding adults continues to be a high priority for the service and we have invested in additional resources to create a new safeguarding service. The 'No Secrets' Guidance was published by the Department of Health (DH) in 2000. This is currently being reviewed. The aim of 'No Secrets' is to ensure that key local agencies, particularly but not solely health, adult services and the police, are able to work together to protect vulnerable adults from abuse, by developing local multi-agency policies and procedures.
- 3.3 The Green Paper, *Independence, Well being and Choice (2005)* and the White Paper, *Our Health Our Care, Our Say (2006)* proposed a vision of social care services that includes personalisation and *Putting People First (2007)*. Within Haringey, an incremental approach is being taken to planning and implementing the programme over three years by running pilot projects. The first years' projects will cover: access pathways; self assessment; developing the resource allocation system and the individual budget; support planning; focussing on the following service user groups; Learning Disability; and Physical Disability.

4. Recommendations

- 4.1 That Cabinet notes the content and outcomes of CQC's judgement from the service inspection (Appendix 1).
- 4.2 That Cabinet approves the Directorate's action plan for improvement to respond to CQC's recommendations (Appendix 2).

5. Reason for recommendation(s)

5.1 Not applicable

6. Other options considered

6.1 Not applicable

7. Summary

- 7.1 A service inspection was carried out by CQC between January and April 2009, focusing on 'Independence, Well-being and Choices' for older people, safeguarding across all adult care groups and the Directorate's ability to continue developments and move forward.
- 7.2 CQC is the external inspectorate for Adult Social Care in England. Service inspections provide the Commission with a detailed view of specific service areas and issues than the Annual Performance Assessment. The judgement following a service inspection contributes to the overall judgement of Adult Social Care within the Annual Performance Assessment process and is a prime component of the Adult Social Care annual judgement and rating.
- 7.3 It is a requirement that the CQC assessment and any action or improvement plan in response is placed before the Council's relevant Executive Committee in open session. The council has the opportunity to challenge the results before they are made public.
- 7.4 A Service Inspection Action Plan for Improvement has been drawn up to ensure that CQC's recommendations are implemented (See Appendix 2).
- 7.5 The judgement reached by CQC draws on evidence from a variety of sources, including:
- Reviewing a range of key documents supplied by the council;
 - Assessing information on how the council was delivering and managing outcomes for people;
 - The council's self assessment of overall performance;
 - Meeting with older people and their carers, staff and managers from the council and representatives of other organisations.
- 7.6 The Commission rates council performance using four grades. These are: poor, adequate, good and excellent.
- 7.7 The Commission's overall judgements are that:

- a) Safeguarding of adults was **adequate**,
- b) Personalised services were **adequate**, and
- c) Capacity to improve was **promising**.

7.8 In summary, the Commission concluded that:

Safeguarding Adults

- There are established arrangements in place, that were effective in safeguarding some people;
- The council had promoted an increased awareness of safeguarding across the community;
- High level arrangements for safeguarding, through the Adult Safeguarding Board, had been strengthened and this had contributed to raising the profile of adult safeguarding in Haringey;
- Staff working across Haringey were supported in their practice by a comprehensive set of multi-agency safeguarding procedures which were risk based and promoted good practice;
- Staff were generally alert to safeguarding issues, recognising the need to take action to secure people's immediate safety;
- The quality of safeguarding training was rated as good by social care staff;
- There was a broad range of preventative services and community safety initiatives in place.

Personalised Services

- In some areas of care management performance had improved over the last 12 months, these included waiting times for assessments, number of reviews and the provision of statement of need;
- There was an impressive range of support services available outside of office hours that were widely used by people;
- The provision of services to promote independence and well-being was commendable particularly in the use of libraries where there was a wide range of activities for older people to participate;
- There was extensive use of telecare, which was being successful in preventing hospital admission and in promoting the independence of older people;
- The council had successfully remodelled its homecare into an enablement service, which provided short term support when people were discharged from hospital and to avoid hospital admission. People who use services and carers spoke highly of this service;
- Services were in place to support carers in their role and there were positive reports where support had been received;
- There was a good range of services to meet the needs of people from black and minority ethnic communities available;
- The number of direct payments for older people continued to increase alongside a similar rise in the number of people from black and minority ethnic communities using them.

Capacity to Improve

- There was a clear vision for the future of older people's service based on the promotion of independence, well-being, choice and control that was well known across the community;
- The vision was reflected within the adult service business plan;
- The council had responded well to the transformation of the adult social care agenda and a high level plan was in place;
- Keeping people safe was a priority across the council. The effectiveness of the Adult Safeguarding Board had improved and it had begun to provide improved high-level leadership that was needed to drive forward the improvement of safeguarding work;
- Overall staff felt supported and had regular access to supervision and annual performance appraisals;
- Elected members recognised the accountability they held for service provision and safeguarding;
- The council had a comprehensive and ambitious Health and Well-being Strategy for Older People that had begun to improve the lives of older people;
- Effective working relationships had been developed with the independent and voluntary sector providers.

7.9 CQC further noted:

Safeguarding Adults

- The involvement of the police in safeguarding work was inconsistent;
- The quality and consistency of practice and compliance with safeguarding procedures was variable and records of safeguarding activity were not always comprehensively completed;
- Despite multi-agency safeguarding procedures being risk based, risk assessment was not well profiles within case files;
- The council had yet to develop a prevention of abuse strategy that would pull together preventative approaches.

Personalised Services

- Assessment, care planning and reviews processes were not holistic, person centred or outcome focused;
- There were critical gaps in services for older people with mental health problems;
- The progress of direct payments would benefit from greater strategic oversight and co-ordination particularly in preparation for the planned developments in individual budgets;
- Advocacy services were available but they were not sufficiently promoted or appropriately used to consistently support older people.

Capacity to Improve

- There were a lack of multi-agency plans that reflected joint priorities for the modernisation and improvement of services;

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| <ul style="list-style-type: none"> • More work was needed to ensure that elected members receive the right information about key issues for older people and the quality of frontline practice; • The effectiveness of the council-wide performance management framework was reduced by the lack of consistently specific targets and timescales in the adult services business plan and the adult services commissioning strategy against which performance could be measured and reported; • The lack of a specific commissioning strategy for older people and the vague commissioning intentions for older people in the adult service commissioning strategy meant that the council could not fully demonstrate that it was fully meeting the needs of older people despite a robust joint needs analysis. <p>7.10 Detailed actions to address CQC's recommendations are embedded in the Directorate's Business Plans and key activities are monitored through the Service Inspection Action Plan for Improvement (Appendix 2).</p> |
| <p>8. Chief Financial Officer Comments</p> <p>8.1 There are no specific financial implications included within this report. Any indirect costs incurred as a result of implementing the action plan will be met from within existing resources or may require future PBPR bids to be made. The financial implications of the work undertaken by the service are monitored through the regular financial and performance management framework of the council.</p> |
| <p>9. Head of Legal Services Comments</p> <p>9.1 Not applicable</p> |
| <p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1 Not applicable.</p> |
| <p>11. Equalities and Community Cohesion Comments</p> <p>11.1 The council is aware that there was more work to do to embed equality and diversity across the workforce. The council is aiming to achieve Level 3 of the Local Government Equality Standards. Equality Impact Assessments (EIA) will be used to drive service improvement so that the diverse needs of people are met.</p> <p>11.2 The Directorate's Equalities Board, which meets every 2 months, has been focusing on embedding and improving the use of both EIAs and Equalities Performance Indicators, aligned to the Well-being outcomes, across our business</p> |

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| planning and project management activity. The Directorate has rolled out EIA training to improve consistency and quality. |
| 12. Consultation 12.1 Not applicable |
| 13. Service Financial Comments 13.1 Not applicable |
| 14. Use of appendices /Tables and photographs 14.1 Appendix 1: Service Inspection Report 14.2 Appendix 2: ACCS Service Inspection Action Plan for Improvement |
| 15. Local Government (Access to Information) Act 1985 15.1 Service Inspection Report |