

Adult, Culture and Community Services

# PERFORMANCE IMPROVEMENT PLAN

**Areas for Improvement 2009-2010**

Following APA for 2009-2010 dated 04 October 2010

(October 2010)

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## Council overall summary of 2009/10 performance

The council addressed the importance of progressing the adult social care agenda, particularly in the context of the CSCI / CQC service inspection findings early in 2009. It used the resulting improvement action plan effectively to address areas for improvement, particularly in the area of safeguarding which was significantly strengthened. This was assisted by strong political and senior leadership, while positive partnerships with stakeholders including service users and carers.

The balance of care continued to shift towards support in the community. Helped by its strong commissioning capability and the resulting access to good services, this increasingly reflected the person-centred “*Putting People First*” agenda. Nonetheless although self-directed care and outcome-focussed care planning developed through the use of direct payments and through personal budget pilots, progress in these key policy areas was less marked and should be given strategic priority at the next stage.

Adult Social Care is **Performing Well**, consistently delivering above minimum requirements for people and is cost-effective and makes contributions to wider outcomes for the community.

### Delivering Outcomes Assessment

Outcome 1 - Improved Health and Well-being	<b>Well</b>
Outcome 2 - Improved Quality of Life	<b>Well</b>
Outcome 3 - Making a Positive Contribution	<b>Well</b>
Outcome 4 - Increased Choice and Control	<b>Adequate</b>
Outcome 5 - Freedom from Discrimination and Harassment	<b>Well</b>
Outcome 6 - Economic Well-being	<b>Well</b>
Outcome 7 - Maintaining Personal Dignity and Respect	<b>Well</b>

## Leadership

*“People from all communities are engaged in planning with councilors and senior managers. Councilors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce”.*

	Service User Group	Performance Assessment	CQC Findings	How will we measure success?				Status		Lead Officer
				National Indicator (Measure)	Action	Outturn 09/10	Target 10/11	RAG	Progress	
L1	All	Area for improvement	Further reduction in the numbers of delayed transfers of care	NI 131	Daily Tele-conferencing between Haringey and Health to assist in problem-solving on discharge cases	13.5	11		Significant reduction in delayed discharges from 17 in 2008/09 to 13.5 in 2009/10. The significant improvements made in 2009/10 have continued this year with a further reduction to <b>6.9</b> as at September 2010	Assistant Director, Adult Social Care & Commissioning
L2	All	Area for improvement	The council should give strategic priority at the next stage to the <i>“Putting People First”</i> agenda and in particular from personal budgets pilots and embedding self-directed care options	NI 130	By the end of 2010/11, all new service users (all groups) will have personal budgets. All service user support plans will be reviewed at least annually and when change is required to the support plan, their needs will be reassessed using the self directed support pathway.  Monitored at monthly performance call-overs	26.00%	30.00%		Increased the take-up of self-directed care by widening access to existing users and carers through the care review process and have had an action plan in place since the early part of 2010.  Performance at half year (September 2010) was <b>22.1%</b> above profiled target	Assistant Director, Adult Social Care & Commissioning
L3	All	Area for improvement	Further developments in quality assurance should emphasise obtaining systematic evidence of impacts and outcomes for individuals	N/A	Ensure that we gather outcome data; analyse it; and, use it to inform strategic, systematic planning, commissioning and personalised care delivery.  Ensuring up to date outcome-focused self-assessments support	N/A	N/A		Adult, Commissioning & Safeguarding Quality Board set up in September 2010. The board oversees quality assurance across adults, commissioning and safeguarding services to ensure it is systematic, outcome-focused and informs the strategic direction	Assistant Director, Adult Social Care & Commissioning  Head of Governance & Partnerships

					plans and information informs future commissioning, design & development of services and standards using information from a wide range of sources.				of service delivery. Standing item at Quality Board, sample case file audits and customer feedbacks to ensure improvements made and actions implemented. (Safeguarding case file audit too will be reviewed / implemented (Jan 2011) following alignment with the PAN London procedures sign-off in December 2010)	
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## Commissioning and use of Resources

*“People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value”.*

	Service User Group	Performance Assessment	CQC Findings	How will we measure success?				Status		Lead Officer
				National Indicator (Measure)	Action	Outturn 09/10	Target 10/11	RAG	Progress	
CR1	All	Area for improvement	Maximise opportunities for commissioning activity to contribute to the <i>“Putting People First”</i> agenda and especially self-directed care.	N/A	<p>Increased availability of services, including personal assistants</p> <p>In 2010/11, Adult Social Care will be working towards maximising achievements in self-directed care through commissioning, including the availability of a suitable and culturally diverse workforce and support infrastructure such as advocacy.</p> <p>Further development of local responsive advocacy services to meet individual needs. This will enable and empower service users to have better control and exercise choice via advocacy services that are accessible to meet individual needs.</p> <p>In order to develop Advocacy across difference client and community groups, organisations with an excellent track record in the specifically required areas, i.e. mental health, will be asked to work</p>	N/A	N/A	<p>RAG</p>	<ul style="list-style-type: none"> <li>• Survey completed across provider market re availability of personal assistants</li> <li>• Market Development framework to be presented to TSC Board November 2010</li> <li>• Procurement Committee approved new adult social care contracting framework 21/10/10.</li> <li>• Accreditation framework to be rolled out from Dec 10/Jan 11 – to be implemented by April 2011</li> <li>• Investment secured across all service groups for appropriate advocacy services</li> </ul>	Head of Commissioning

CR2	All	Area for improvement	<p>Reduce the level of use of out-of-borough care placements.</p> <p><b>COUNCIL NOTE:</b> Placements made in Enfield (10% of placements) and Barnet (9.3% of placements) are generally within 1 mile of the borough boundary.</p> <p>A number of block contracts are in place with care homes outside of Haringey (approximately 5), offering the Council better VFM with costs maintained through the contracts. These out of borough block beds account for 7% of all placement activity.</p> <p>Only 16% of placements in 2009/10 were located outside of the greater London area.</p>	N/A	<p>jointly to progress.</p> <p>40 bed in-borough extra care housing scheme coming on stream in January 2011 for older vulnerable adults.</p> <p>Work with providers in MH and LD in reducing reliance on residential care.</p> <p>Remodelling existing provision.</p>	N/A	N/A	<p>Project team established to begin identifying appropriate users to move into the scheme such as; high end users receiving intensive home care packages at risk of needing residential placement imminently; those in residential already that could be moved to extracare; supporting hospital discharge.</p> <p>Following 'the quality of care services purchased by councils' published in November 2010, Haringey has scored 96% for commissioned residential care users and 99% for commissioned home care users (non – residential care) receiving services rated "excellent" or "good"</p>	Head of Commissioning
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## Outcome 4: Increased choice and control (Performing Adequately)

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

	Service User Group	Performance Assessment	CQC Findings	How will we measure success?				Status		Lead Officer
				National Indicator (Measure)	Action	Outturn 09/10	Target 10/11	RAG	Progress	
04.1	All	Area for improvement	The council should give priority to accelerating the take-up of self-directed care options for service users.	N/A	See L2	N/A	N/A	█	See L2	Assistant Director, Adult Social Care & Commissioning
04.2	All	Area for improvement	Personal budgets should be closely monitored in order to maximise learning and further implementation.	N/A	Undertake Self Directed Care (SDS) Survey. Findings and analysis to be presented at the TSC Board and Directorate Quality Board.  All new eligible users to receive Personal Budgets. Current service users will receive Personal Budgets following review.  Personal budgets are closely monitored in order to maximise learning and further implementation via monthly performance call-overs	N/A	N/A	█	Care/support planning focuses on users/carer’s aspirations & outcomes/ improvements they want, empowers users to look holistically at their life, including cultural &/or religious needs & facilitates greater choice & control.  Feedback from those receiving Personal budgets include; “made a good difference”, “more control of the type of care, more suitable”, “made life easier, eased family pressure & helps me get what I need”, “plan my needs myself & pay for them”, “they represent a ‘huge difference; completely in control; have more independence; less	Assistant Director, Adult Social Care & Commissioning



									<p>struggle for personal &amp; domestic care. 'Being able to participate in Care Packages is very useful &amp; important', 'gives him a break; made him more social; has more opportunities, made a lot of difference, more social, less anxious'.</p> <p><b>445</b> new service users receiving personalise budgets as at the end of <b>October 2010</b> (2010/11)</p> <p>A number of current service users with Direct Payments who are receiving reviews and will be converting to Personal Budgets.</p>	
<b>04.3</b>	All	Area for improvement	Quality assurance developments should emphasise systematic evidence of the impact and outcomes for individuals of self-directed care.	N/A	Continue to collect focused feedback on our services to ensure impact and outcomes of self-directed care through a variety of measures including self-directed support surveys and case studies.	N/A	N/A		<p>Self Directed Support (SDS) Survey to be conducted in January 2011. Evaluation / recommendation and actions to be presented to TSC Board. Evaluation and action plan to address improvements to be presented to Quality Board</p>	Transforming Social Care Programme Coordinator
<b>04.4</b>	All	Area for consideration	A new quality assurance system for home care identified positive satisfaction levels overall, but also concerns about the reliability and timeliness of staff.	N/A	<p>Action Plan to address areas for further improvement</p> <p>Quality Board will have oversight to ensure implementation and further improvement</p>	N/A	N/A		<p>Reviewed at Adult, Commissioning &amp; Safeguarding Quality Board (December 2010)</p>	Head of Provider Service (Older people/mental health)

## Outcome 7: Maintaining personal dignity and respect (Performing Well)

*“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.*

	Service User Group	Performance Assessment	CQC Findings	How will we measure success?				Status		Lead Officer
				National Indicator (Measure)	Action	Outturn 09/10	Target 10/11	RAG	Progress	
07.2	All	Area for improvement	Consolidate key safeguarding partnerships with NHS colleagues and general practitioners.	N/A	Progress and further strengthen partnerships with NHS commissioners and GPs	N/A	N/A		The NHS has been actively engaged with the safeguarding agenda through the Safeguarding Adults Board since 2008/09. Local arrangements for taking forward a new partnership with GP Commissioners are in place and improved collaboration with GP practices is part of the SAB's current work plan.	Assistant Director, Safeguarding & Strategic Services  Head of Service Safeguarding Adults / DOL Team
07.2	All	Area for improvement	Ensure that higher numbers of <b>independent sector staff</b> receive training in safeguarding.	N/A	The target is 57% of all staff trained will come from external agencies. This target will be stretched to 60% across the year.  Increased emphasis on the 'Bitesize' training sessions to catch staff in external agencies. This will follow up on requests from the Crown prosecution Service and GP practices to target magistrates and reception staff in particular. Private providers will also be targeted through provider forums and dedicated meetings across all	300 (54%)	57% / (60%)		The council's three level safeguarding training programme involves appropriately wide range of groups, including GP's, other health staff, elected members and those applying the Deprivation of Liberty Safeguards. (All relevant council staff receive essential training)  This programme is to be reviewed in line with awaited guidance from CQC on outcome-focussed training for staff and external providers et al.	Assistant Director, Safeguarding & Strategic Services  Head of Service Safeguarding Adults / DOL Team

					care groups.				
07.3	All	Area for improvement	Continue developments in quality assurance, emphasising observation of individual outcomes as well as processes.	N/A	Continue case file audits and risk assessments.  Quality Assurance Framework in development	N/A	N/A		Roll out the usage of the safeguarding risk assessment tool and Pan-London case file audit tool kit.  Assistant Director, Safeguarding & Strategic Services  Head of Service Safeguarding Adults / DOL Team