

<u>CSCI Findings</u>	<u>Action</u>	<u>Person Responsible</u>	<u>By When</u>
Outcome 1 Improving Health and emotional well being			
<p><i>Older People</i></p> <ul style="list-style-type: none"> The number of people who received intermediate care in a residential setting was low, being below the figure for 2004/05, and did not achieve the 2005/06 plan. The number of people in non-residential intermediate care, was also below the figure for the previous year. 	<p>Non-residential intermediate care – Continuing to develop the admission prevention and the enabling team.</p>	<p>Mary Hennigan / Alex McTeare (PCT)</p>	<p>Ongoing</p>
Outcome 2 – Improved quality of life			
<p><i>General</i></p> <ul style="list-style-type: none"> Work on improving the number of adults with learning disabilities and mental health problems to live at home should be a priority for 2006/07. Performance in these areas clearly shows a strong downward trend over the last three years. 	<p>Please see actions detailed below</p>		
<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> The council has a comparatively high number of adults with learning disabilities supported in residential care, and although there a focus on reducing admissions, the rate of admissions of adults to residential care was still higher than the average for comparator councils. 	<p>The strategy for people with learning disabilities will continue to be delivered. A project team needs to be set up to look at how performance can be improved. Targets and performance are being</p>	<p>Gary Jefferson</p>	<p>End of March 2007</p>

	monitored on a monthly basis at performance call over meetings.		
<p><i>Mental Health</i></p> <ul style="list-style-type: none"> ▪ The number of adults with mental health problems helped to live at home, was significantly below the 2005/06 plan and well below the average for comparator councils 	<p>The strategy for Mental Health will continue to be delivered. As part of this, a project team needs to be set up to look at how Day Services figures can be captured in this indicator. Targets and performance are being monitored on a monthly basis at performance call over meetings.</p>	<p>Siobhan Harper</p>	<p>End of March 2007</p>

<p><i>Learning Disabilities</i></p> <ul style="list-style-type: none"> ▪ The council reported no non-care managed services for people with a learning disability. 	<p>We have robust systems in place to support LD service users. Areas that CSCI are keen on such as supporting access to mainstream leisure services are covered comprehensively in our Day Opportunities strategy.</p>	<p>Gary Jefferson</p>	<p>N/A</p>
<p><i>Mental Health</i></p> <ul style="list-style-type: none"> ▪ The council were unable to provide information on non-care managed support in the reporting year. 	<p>The development of the Haringey User Network will be a source of information and data. We will continue to fund a number of agencies providing non-care managed support through the Mental Health Grant.</p>	<p>Siobhan Harper</p>	<p>By end of March 2007</p>
<p><i>Older People</i></p> <ul style="list-style-type: none"> ▪ 50% of service users who responded to a survey were very or extremely satisfied with their home care services, but that level is below the national average. 	<p>An independent Homecare Conference will discuss how to improve services 20th November. The outcomes from this will inform our response.</p>	<p>Eva Darlow / Angie Langley</p>	<p>By end of March 2007</p>

Outcome 4 – Increased choice and control

<p><i>Older People</i></p> <ul style="list-style-type: none"> Older people wait too long for an assessment of their needs. The council's performance on this indicator has not met the key threshold. The rate of admissions to residential and nursing home care is still high. 	<p>Service review required to evidence why we cannot meet this target.</p> <p>Continue to develop community provision and intermediate care services to ensure we remain in the top PAF banding.</p>	<p>Tom Brown / Eva Darlow</p> <p>Tom Brown</p>	<p>By end of March 2007</p> <p>By end of March 2007</p>
<p><i>General</i></p> <ul style="list-style-type: none"> The council suggests that following implementation of a new client database, there should be improvements in assessment timescales but performance was well below comparator authorities. Performance on acceptable waiting times for assessments is a key threshold indicator. 	<p>To improve from our current levels (D%% - PAF Band 1, D56 – PAF Band 4) the monthly performance call over meetings are drawing up action plans to deliver sustained improvements.</p>	<p>All Service Managers</p>	<p>By end of March 2007</p>
<p><i>Carers</i></p> <ul style="list-style-type: none"> The level of services for carers is well below the comparator average - The outturn figure for carers services was only 20% of the plan for 2005/06 	<p>Currently we are unable to use Framework I to collect the relevant information to accurately report on performance in this area. We are currently working on a project to pick up</p>	<p>John Haffenden / Patrick O'neill / Jan Bryant</p>	<p>By end of March 2007</p>

	<p>information from the panels approving these services to compare the manual system to our database.</p> <p>DMT have considered a report on the problems in this area and have agreed a way forward to resolve this problem. Collecting the data manually shows improved performance.</p> <p>Carers Centre to be launched which will enable a central hub for information about services for Carers.</p>		
<p><i>General</i></p> <ul style="list-style-type: none"> Although reviews conducted are compliant with Fair Access to Care guidance, performance in this area declined notably, and is well below comparator average 	<p>Performance to be addressed and improvement plans developed for all services as a result of monthly performance call over meetings.</p>	<p>All service managers</p>	<p>By end of March 2007</p>
<p><i>General</i></p> <ul style="list-style-type: none"> The number of service users in receipt of direct payments 	<p>We are developing a</p>	<p>John</p>	<p>Improvements</p>

<p>showed a small improvement from the 2004/5 position.</p>	<p>number on initiatives to develop the numbers on Direct payments:</p> <ul style="list-style-type: none"> ▪ Trying to identify funding sources to fund a Support Service. ▪ Focus on 'Review process' to identify if DPs may be appropriate. ▪ Refresher training for Social Workers. ▪ Individual initiatives in OP, LD and MH to improve performance. 	<p>Haffenden / Pete Lewington / Patrick O'neill</p> <p>Individual service managers</p>	<p>in Older People expected by March 2007. Other service areas by August 2007.</p>
<p><i>General</i></p> <ul style="list-style-type: none"> ▪ Statements of need were provided to only 70% of service users; performance has been falling over the past two years and is well below the average for London councils. 	<p>Performance has improved since April to 80% (Sep) however, this needs further improvement as we are still in PAF Band 1 (the lowest). This is an area that monthly performance call over meetings are looking at in detail. There is a particular emphasis on Mental Health as performance is low.</p>	<p>John Haffenden / Mary Hennigan / Jackie Shaw</p>	<p>By end of March 2007.</p>
<p>Outcome 5 – Freedom from discrimination</p>			

<p><i>Carers</i></p> <ul style="list-style-type: none"> ▪ Asian carers, are under-represented among carers. 	<p>The Carer's Development Manager is making explicit links with appropriate groups such as Asian day Centre and Goan Community Centre.</p> <p>We are funding the Asian Carers Support Group through the Carer's Grant and they are being supported to carry out Carer's assessments.</p>	<p>Jan Bryant</p>	<p>August 2007</p>
<p>Outcome 7 – Maintaining personal dignity and respect</p>			
<p><i>Older People</i></p> <ul style="list-style-type: none"> ▪ Delayed transfers of care have remained consistently high. 	<p>We have improved substantially since May. To sustain and increase performance we will use the pooled budget to invest in services that prevent admission and facilitate discharge.</p> <p>We will ensure we have enough intermediate care</p>	<p>Tom Brown</p>	<p>By end of March 2007</p>

	placements and continue to work in partnership with our PCT colleagues.		
Leadership			
The capacity of partners to implement the Carer's Strategy has been tested by uncertainties over funding in the voluntary sector, pressures on non-NHS expenditure within the Primary Care Trust and changes in the Carer's Partnership Board.	<p>The council has agreed working groups to deliver improvements. A report delivered to the Council executive made the following recommendations which are now being implemented.</p> <ol style="list-style-type: none"> 1. Reprofile the Carers Development Manager post 2. Rewarding and recognising carers) 	Jan Bryant / Patrick O'neill	By end of March 2007
Commissioning and use of resources			

<ul style="list-style-type: none"> Although budgets and expenditure in 2005/06 were brought more into line with comparator authorities than in previous years, analysis of activity in 2005/06 shows performance was below that of 2004/05. This raises the question about relative value for money that Haringey achieves in relation to its comparator councils, and attention needs to be given to the control of unit costs. 	<p>A comprehensive needs analysis is being developed to inform a commissioning framework. It is expected that this will help reduce costs.</p> <p>Action plans have been developed in certain areas i.e. Intensive Home Care and Cost of Intensive Social Care. These are designed to realise efficiencies.</p>	<p>Catherine Galvin</p>	<p>By end of March 2007</p>
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<p><i>Older People</i></p> <ul style="list-style-type: none"> The unit cost of home care has increased by 25% over the figure for the preceding year and is well above the average for comparator councils; the unit cost of intensive social care is in line with comparator average. 	<p>Following a business process review and an efficiency review of homecare an Action plan has been developed to respond to the recommendations of these two reviews. This has already seen a downturn in unit costs for internal homecare.</p>	<p>Eva Darlow / Angie Langley</p>	<p>By end of March 2007</p>
<p><i>Physical Disabilities</i></p> <ul style="list-style-type: none"> The pattern for physical disability budget allocation has fallen further below the IPF group from the previous 3 year average, being 11% below in 2005/06 	<p>Budget allocation has meant PD service has had to look at creative ways of managing demand. There is recognition that this service needs to evidence a bid for a greater share of the total budget if we are to maximise independence and choice in the Borough.</p>	<p>Catherine Galvin / Patrick O'neill</p>	<p>By end of March 2007</p>
<p><i>Physical Disabilities / Substance Misuse</i></p> <ul style="list-style-type: none"> The infrastructure to support substance misuse services needs further development. Funding issues need to be clarified and 	<p>Funding issues are being addressed with a more co-</p>	<p>Patrick O'neill</p>	<p>By end of March 2007</p>

<p>service consolidation has been identified by the council, to ensure that effectiveness of service delivery is upheld. New premises to provide co-location of staff, need to be identified for DASH, in order to benefit service users.</p>	<p>ordinated approach from the commissioning services involved. CSRI are the new contractors providing a seamless service for Substance Misuse.</p> <p>To deliver better services for ex-offenders in danger of substance misuse we have recently joined the Pan-London Resettlement Group.</p> <p>Project group to be established to identify new premises for DASH.</p>		
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<p><i>Physical Disabilities / HIV</i></p> <ul style="list-style-type: none"> Reduction in the AIDS grant places pressure on service provision. A partnership approach is needed to ensure efficiency improvements can be achieved, and that communication and service delivery is improved. 	<p>Increase the scope and range of the Sexual health and HIV Partnership Board and increase integration in areas such as substance misuse and sex workers. Working with Health and the Voluntary sector will ensure a more co-ordinated and efficient response.</p>	<p>Patrick O'neill / Paul Hatchman</p>	<p>By end of March 2007</p>
<p><i>Carers</i></p> <ul style="list-style-type: none"> The average spend on mental health carers increased by 34% per carer, but there was a 30% decrease in the number of mental health carers during the same period. A 49% increase in older people's carers was not matched by an increase in spend in this area. 	<p>We are predicting the same number of MH Carers and a very similar level of funding for 2006/07 – analysis needs to be given as to whether the allocation of Carers Grant needs to be reconfigured.</p> <p>We are predicting an increase of 37% OP carer's for 2006/07 whilst the spend is due to increase by 13%. Analysis needs to be given as to whether the allocation of Carers Grant needs to be</p>	<p>Jan Bryant / Janice Woodruff</p> <p>Patrick O'neill / Jan Bryant</p>	<p>By end of March 2007</p> <p>By end of March 2007</p>

	reconfigured in light of these changing demographics.		
<p><i>General Performance Management</i></p> <ul style="list-style-type: none"> ▪ The introduction of Framework-I has lead to problems with data capture. ▪ The council has recognised that the number and complexity of indicators on the stand alone balance score cards requires a high level of review and monitoring to make it effective for cascading a clear understanding of objectives and priorities down to operational level, and externally to partner organisations. ▪ It is expected that the October 2006 targets for Electronic Social Care Record will not be met, and this, as well as problems with performance reporting encountered following the implementation of Framework-I suggest that the council had inadequate arrangements to ensure data quality through this process. 	<p>The development of a Business Support Programme and the setting up of a Business Support Team are expected to realise improvements in performance.</p> <p>Through discussions in the monthly performance call over meetings we will looking at how to streamline the balanced scorecard.</p>	<p>Sarah barter</p> <p>Carol O'brien</p>	<p>By end of March 2007</p> <p>By end of March 2007</p>
<p><i>Human Resources</i></p> <ul style="list-style-type: none"> ▪ Although local services were performing below national minimum standards for medication and staff training in some areas, the council is investing training funding to improve performance in these areas. 			

<ul style="list-style-type: none">▪ The percentage of days lost through sickness absence increased to above the national average.	Sickness figures are reported to Service Managers on a monthly basis. This information will inform appropriate action.	John Haffenden	By end of March 2007
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