

Haringey Council

Adult, Culture and Community Services

PERFORMANCE IMPROVEMENT PLAN

2007 – 2010

Progress Report
on
Areas for Development
(31 October 2007)



Haringey Council

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1. Vision and Key Service Objectives

The Haringey Strategic Partnership (HSP), in consultation with residents and partner organisations, is currently developing a Sustainable Community Strategy (SCS) 2007-2016. This will help enable Haringey to be a Borough we can all be proud of. The Adult Service is committed to helping the HSP meet this vision and the work of the service will help deliver of the strategy's priority of 'Healthier people with a better quality of life.'

The Council Plan takes its priorities from the Sustainable Community Strategy (SCS) and there is a clear golden thread that links the SCS to the Council Plan and down to the Adult Services Business Plan. One of the Council Plan's key priorities is to 'Promote independent living whilst supporting adults and children where needed' and the outcomes that the Adult Service delivers play a key role in supporting the council to deliver this priority.

The government has developed strategic plans for the health and social care sector as a whole, through the auspices of the Social Care Institute for Excellence, setting out its vision for the future. The vision that this sets out is fully supported by Haringey's Adult Services. The vision is:

- To promote and enhance people's independence, safety and quality of life
- To provide services that meet each individual's specific needs
- To provide services in a fair, transparent and consistent way
- To provide services which are effective and meet clear standards
- To ensure service users have a say, and are involved in planning

We were recently rated by our external assessors, the Commission for Social Care Inspection (CSCI), as providing a 1 star 'Adequate' service, with 'Promising' capacity to improve. In 2007/08 we are committed to providing a service that will be deemed at the very least a 'Good' 2 star service. This will demonstrate the high quality services we provide for vulnerable people based on the principles of early intervention and high quality support for those with long-term needs.

2. OUTCOME 1 – Improving health and emotional wellbeing

Key to RAG Status Symbols								
G	GREEN – On target and no major risks/issues have been uncovered.							
A	AMBER – Some slippage has occurred but this can be managed.							
R	RED – Slippage has occurred that is not recoverable and will have a major impact on the project.							
N	NO INFORMATION – This information has not been provided or unobtainable by the project.							
Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer
Older People	Area for development	<p>Delayed Transfer Of Care</p> <p>Initial data provided by DH indicated that Haringey had more Delayed Transfers of Care than any other council in the country, and placed performance against PAF D41 in band 1.</p>	PAF D41	<p>The council challenged this data and DH has since provided amended data that is yet to be validated. The indication from this amended data is that Haringey still has one of the highest rates of delayed discharges in London, and that performance is at the same level as reported in 2005/6, i.e. at band 3.</p> <p>In March 2007, the council advised that there are no significant council delays, and that health delays increased due to a lack of old age psychiatrists at the North Middlesex Hospital and because of patient choice</p>	39.78	G	<p>Performance as at October 07 was at 32.67, which is band 4.</p> <p>Haringey now has social workers present at hospitals' multi-disciplinary team meetings, which helps to direct service users in the right direction. We also now have more resources available to us in the terms of additional dementia beds and a funded social work post in North Middlesex Hospital. All of this has helped us to significantly improve in reducing the number of delayed discharges</p> <p>The Director has written to Chief Executive at Whittington Hospital</p>	Tom Brown



Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
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				<p>issues at the Whittington Hospital.</p> <p>In response to concerns raised by Acute Trusts about the number of people delayed through Patient Choice, and in particular a sizeable number of people who choose to make private arrangements for the provision of their care, partners in the s31 Pooled Budgets agreed to fund a pilot advocacy service to help reduce DTOCs caused as a result of Patient Choice (Routine Business Meeting Briefing document 4.11(d))</p>			<p>requesting a review of the anomalous way of counting NHS delays. LA delays are currently at minimal levels. Advocacy service is working well and partners agree is having an impact. However LBH still ranks 143 out of 150 in 06/07 against other local authorities.</p>	
All SUG's	Area for development	<p>Clients Receiving A Review</p> <p>The council made good improvement against PAF D40, in line with the 2006/7 plan, but performance is still amongst the lowest in London. The 2007/8 plan is ambitious and if met would place Haringey at around the London average, but the council needs to do further work in relation to reviews for mental health and physical disabilities in</p>	PAF D40	<p>Reviews will be monitored through the balanced scorecard, and discussed with each individual service on a regular basis at performance call over.</p> <p>We are implementing a systematic review process for all ongoing cases and making better use of provider feedback. In addition we are ensuring that services are the most appropriate means of meeting eligible needs.</p>	80%	G	<p>Overall the service is projected to hit target.</p> <p>Following reorganisation of the service, Mental Health has a back log of reviews to be recorded on system. An action plan is in place to ensure these are logged.</p> <p>The CMHTs were reconfigured on 1.10.07 so that the 3 longer term Support & Recovery Teams could concentrate on reviewing the</p>	Paul Knight/ Bernard Lanigan

Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?	
	SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer
		2007/08.			<p>To improve value for money in the Physical Disabilities service by:</p> <p>(1) Reviewing all care packages and examination of the potential for using the continued care criteria.</p> <p>(2) Reviewing all residential placements in the light of the criteria above.</p> <p>(3) Maximising and exploring new methodologies and flexible work patterns towards a 24/7 service</p>			<p>needs of those placed in residential care, supported housing, and with large case packages.</p> <p>Additional administrative staff have been recruited to ensure Framework-i is updated. The problem of Implementing both RIO & Framework-i is being addresses by a project to reduce double entry.</p> <p>Release staffing resources to improve ability to undertake more frequent reviews where appropriate. Adaptations Service has reviewed SARA, a self assessment tool for community equipment. Service to make tool available at the OT Assessment Clinic where staff will be available to assist people with the tool. Overall the service is projected to hit target.</p> <p>To date 7 cases have been successfully presented and accepted for continuing care</p>	

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				<p>Physical Disabilities are planning to increase resources dealing with visual impairment through a new rehabilitation officer post in the SIT team. In addition, we are planning to establish a new assistant rehabilitation officer post.</p> <p>In Learning Disabilities temporary staff are being recruited to undertake outstanding reviews</p>			<p>funding.</p> <p>In the Adaptations Service we are currently reviewing all major pieces of equipment and major adaptations. The service is aware of outstanding reviews, and is in the process of resolving these.</p> <p>An officer is currently training to qualify as a Rehabilitation Officer with a view to enhancing the level of resources in this area. Officer will qualify in June/July 08. Service is developing a sensory impairment clinic to run in parallel with the OT Assessment Service. Service started a SIT assessment clinic for deaf/hard of hearing people, once a month this started in October 2007</p> <p>One member of staff has been recruited to undertake reviews; service is planning to recruit another in the new year</p>	

3. OUTCOME 2 – Improved quality of life

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Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer
Learning Disability	Area for development	<p>Learning Disabilities - Helped to live at home</p> <p>The number of adults with learning disabilities helped to live at home (PAF C30) increased slightly in 2006/7, but performance against this indicator is Band 2 and amongst the lowest in London.</p> <p>Approximately 50% of services users accessing day care services are also in residential placements.</p>	PAF C30	<p>In 2005/2006 12 LD clients were admitted into residential care in comparison to 8 in 2006/2007. This decrease is a result of an active drive to reduce residential admissions across all client groups, and will have a positive impact on supporting clients to live in the community.</p> <p>In addition we will support people to live independently at home by:</p> <ul style="list-style-type: none"> ▪ Benchmarking with high performing Councils. ▪ Review the allocation of NHS professional support 	1.7	A	<p>The October outturn is 1.55. We have further identified clients who have not previously been counted and expect to achieve target.</p> <p>The rate of admission into residential care for Learning Disabilities has also been managed with only 4 new clients being admitted this year.</p>	Gary Jefferson

4. OUTCOME 3 – Making a positive contribution

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Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer

No Areas for Development for this Outcome

5. OUTCOME 4 – Increased choice and control

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Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer
Older People	Area for development	<p>Waiting times for assessment 88% of assessments of older people began within 48 hours of first contact with social services – this is slightly below the London average.</p> <p>51% of assessments of Older People were completed within 2 weeks, and 74% within 4 weeks – these figures are also below the London average.</p> <p>Overall, the proportion of people assessed within an acceptable period (PAF D55, 81%) has</p>	PAF D55	<p>Improve performance on assessments -</p> <ul style="list-style-type: none"> ▪ Managers to monitor all new referrals closely ▪ Managers to tightly manage performance of teams and individuals <p>The adaptations team deal with a high number of clients aged 65+. Targets will be achieved by: (1) Capturing the complete end to end process for all minor and major adaptations on Framework-</p>	91.5%	G	<p>97.1% of assessments of older people began within 48 hours of first contact with social services between April-October</p> <p>74.9% of assessments of Older People were completed within 2 weeks, and 95.92% within 4 weeks</p> <p>The service will look to have a single workflow for both public and private adaptations, currently adaptation design and contract letting are dealt with in-house with the Adaptations Service for</p>	Tom Brown/ Bernard Lanigan

Service User Group	PAN Analysis	CSCI Findings	How will we measure success?			Status		Who will do it?
			Measure	Action	Target 07/08	RAG	Progress	Lead Officer
		increased well above plan, but is still low in relation to the London average and dropped within Band 3.		I as a single point of reference and monitoring. (2) Assistance required from performance/IT/procurement to achieve this.			private adaptations, with public adaptations designed by Homes for Haringey. Overall, the proportion of people assessed within an acceptable period (PAF D55) is 96.5% which places us comfortably in band 5, top banding. This has been consistently achieved throughout the year	
All SUG's	Area for development	<p>Statement of Need 89% of people receiving a services in 2006/7 had received a statement of their needs and how they will be met (PAF D39) – this is the lowest in London by some margin and band 2 performance, but the plan figure for 2007/8 to increase to 98% indicates a good commitment to improving this to a good level within the next year.</p> <p>At 81%, the rate was especially low for people with physical disabilities and this should be addressed urgently.</p>	PAF D39	<p>Providing clients with written statements of need and the services to be provided gives a clear expectation of what will be delivered. Performance in this are will be improved by:</p> <ul style="list-style-type: none"> ▪ Management action to ensure that assessments and reviews are not authorised without SoN being sent out ▪ Exception reporting to Service Manager from Framework-i <p>All current cases are being given SoN's and work is being undertaken to resolve historical anomalies.</p>	98%	G	<p>94% of people receiving services in October 2007 had received a statement of their needs and how they will be met.</p> <p>In November it is planned to send a SoN to all clients identified as not having one which will ensure we meet target.</p> <p>The provision of a statement of needs is improving in the CMHTs and is on target</p>	All/ Bernard Lanigan

6. OUTCOME 5 – Freedom from discrimination or harassment

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No Areas for Development for this Outcome

7. OUTCOME 6 – Economic Wellbeing

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SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	RAG	Progress	Lead Officer

No Areas for Development for this Outcome

8. OUTCOME 7 – Maintaining Personal Dignity and Respect

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SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R A G	Progress	Lead Officer

No Areas for Development for this Outcome

9. Leadership

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All SUG's	Area for development	<p>ESCR</p> <p>The council reported that the October 2007 target for implementation of the Electronic Social Care Record (ESCR) is not likely to be met. The completion of this is contingent on the corporate EDRM strategy, which is due by February 2008, with social care identified as a priority. The DASS needs to ensure continued high level support for this at corporate and member level.</p>		<p>All records since 2005 are electronic and staff scan supplementary documents to the electronic case file.</p> <p>The October 2007 deadline falls within 2007/08 and will be reported in this year's SAS</p>		G	<p>An audit of case files was carried out and DMT agreed a policy not to back scan old files prior to the implementation of Frameworki . This meets the October 2007 criteria for ESCR</p>	Sarah Barter

10. Commissioning and use of resources

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SUG	Pan Analysis	CSCI Findings	Measure	Action	Target 07/08	R A G	Progress	Lead Officer

No Areas for Development for this Outcome

11. Glossary

Officers

Abbreviation	Name	Job Title
MTP	Mun Thong Phung	Director Adult, Culture & Community Services
JH	John Haffenden	Interim Assistant Director: Commissioning & Strategy
DE	Diana Edmonds	Assistant Director: Culture, Libraries and Adult Learning
JM	John Morris	Assistant Director: Recreation Services
MP	Mathew Pelling	Programme Manager, Supporting People
GJ	Gary Jefferson	Head of Service Learning Disabilities
BL	Bernard Lanigan	Service Manager Physical Disabilities
TBr	Tom Brown	Acting Assistant Director, Adult Services
SH	Siobhan Harper	Head of Mental Health Commissioning
HC	Helen Constantine	Head of Business Management
HP	Helena Pugh	Service Manager Policy & Strategy
SR	Steve Russell	Head of Adaptations

Abbreviation	Name	Job Title
TB	Tracey Baldwin	Chief Executive (HTPCT)
ChG	Christina Gradowski	Director of Corporate Services & Partnerships (HTPCT)
HT	Harry Turner	Chair, Joint Service Priorities Group (HTPCT)
GT	Gerry Taylor	Acting Chair, Mental Health Partnership (HTPCT)
VH	Vicky Hobart	Head of Inequalities & Partnerships (HTPCT)
AM	Alex McTeare	Head of Strategic Commissioning (HTCPT)
JS	Jackie Shaw	Assistant Director of Haringey Community Services (BEHMHT)
EP	Eve Pelekanos	Corporate Head of Performance & Policy
PM	Philippa Morris	Head of Organisational Development & Learning
GP	Gail Priddy	Deputy Director HAGA
PK	Paul Knight	Interim Service Manager Mental Health



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SB	Sarah Barter	E-Care Business Process Change Manager & Interim Performance Manager
ED	Eva Darlow	Service Manager Home Care
AL	Angie Langley	Contracts Manager
JB	Jan Bryant	Carers Commissioning Manager

MHan	Monique Hanjaree	Finance Manager (Corporate)
NS	Niyazi Soyel	Finance Manager (Community Care)
HG	Helen Gaffney	Personnel Manager Central Services
PL	Peter Lewington	Directs Payments Officer

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Terminology

Abbreviation	Meaning	Service/ further explanation
ACCS	Adult, Culture and Community Services	Name of directorate
ADASS	Association of Directors of Adult Social Services	
AO	Adjudicating Officer	In relation to Social Services complaints
AS IS	Current business process	eCare
ASW	Approved Social Worker	Some mental health social workers
BEHMHT	Barnet, Enfield and Haringey Mental Health Trust	
Business Process Modelling	The documenting of business processes	eCare

Abbreviation	Meaning	Service/ further explanation
FACS	Fair Access to Care Services	Eligibility criteria for accessing social care services
FiFi	Framework Interim Financial Information	eCare
Framework-i	Haringey's Electronic Social Care System	
Haringey TPCT	Haringey Teaching Primary Care Trust	NHS
ICT	Intermediate Care Team	Care support following discharge from hospital or to prevent unnecessary admission
LD	Learning Disabilities	
MHT	Mental Health Trust	



Haringey Council

CASSRs	Council with Adult Social Service Responsibilities	
CSCI	Commission for Social Care Inspection	Inspection body for adult social care
DASH	Drugs and Alcohol Advisory Service	A commissioning service working with Physical Disabilities and Sensory Impairment
DDA	Disability Discrimination Act	
DFG	Disabled Facilities Grant	Funding for adaptations to homes for those living in private accommodation
eCare	The name of the Project Team implementing Framework-i and Finance module	eCare

Phys Dis	Physical Disabilities Service	
POVA	Protection of Vulnerable Adults	POVA register: a Department of Health database listing individuals who have been suspended pending an adult protection investigation
SAS	Self-Assessment Survey	Annual assessment of adult social care
SU	Service User	