

Summary Sheet

Council Report

Health Select Commission 1st December 2016

Title

Adult Care – Local Measures Performance Report – 2016/17 Quarter 2

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Anne Marie Lubanski, Strategic Director of Adult Care and Housing

Report Author(s)

Scott Clayton, Interim Performance & Quality Team Manager

Ward(s) Affected

All

Executive Summary

The first Local Measures Performance report was requested to be submitted to the Health Select Commission (HSC) following the consideration of the provisional year end 2015/16 performance report, held on 16th June 2016 and was presented at the HSC 28th July 2016 meeting.

A further reported was requested to be submitted for the 1st December 2016 meeting, plus four existing corporate plan measures were requested to be included in future reports and these have been included in this refreshed report.

Recommendations

That members of Health Select Commission:

Note the contents of the report.

List of Appendices Included

Appendix A - Adult Care Local Measures Performance Scorecard

Background Papers

Agenda and minutes of HSC meeting held 28th July 2016 provide additional information that has informed this report.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

1. Recommendations

That members of Health Select Commission:

- 1.1. Note the contents of the report.

2. Background

- 2.1 As part of the continued performance management framework and to support the business needs of the Adult Care Directorate Leadership Team, a number of key local measures have been developed. These measures contain performance targets for 2016/17 and are designed to complement the statutory ASCOF measures referenced in the 1st December 2016 report to the Health Select Commission. The specific measures are referenced in the Local Measures Scorecard attached as Appendix A.
- 2.2 The local measures have been prioritised to ensure that they reflect areas of Adult Care service activity and that they link back to the Council's overarching strategic policies and strategies e.g. Improvement Plan, Corporate Plan plus delivery flows from the key work streams of the Adult Social Care Development Programme. A number of the Local Measures were formerly national measures which are no longer reported, but they retain local value in providing assurance on service responsiveness and outcomes for customers.
- 2.3 In addition to the Local Measures included in the scorecard, it should also be noted that a range of other measures of activity are also performance managed and reported via alternative reporting streams, for example Safeguarding Adults Board performance measures. Service level management information measures are also regularly reported internally to Senior Management Teams.
- 2.4 The reporting arrangements on the range of Local Measures included in the scorecard and compilation of the data from within existing Adult Care reporting systems also enable any necessary and agreed, new in-year prioritised local measures to be incorporated and performance monitored readily.

3. Key Issues

- 3.1 The targets for 2016/17 reflect the progress and expectation of the Adult Care and Housing Directorates Development Programme actions and key delivery milestones. The measures provide an assurance opportunity to gauge the pace, impact and effectiveness of changes being implemented. This is particularly important as more traditional service offers are re-

modelled, alternatives to traditional service delivery are developed and personalisation is further rolled out. These provide insight into the customer journey experience.

3.2 Current Performance as at 30th September 2016 - Qtr 2 data

3.2.1 LM01 – Reviews

This measure accumulatively counts the number of service users in receipt of long term services (over 12 months), who have had a review of their care packages and received on-going support in the financial year.

The minimum target of 75% of good quality reviews has been set for 2016/17. This is not likely to be achieved by year end. Q2 completion rate has reached 21% from 9% in quarter 1. The anticipated increase in pace of reviews has been delayed and affected by the phase II social work team restructure, which has only been in place since end of quarter 2 (September) and necessary preparation of the launch of new Liquid Logic Adult Services recording system from mid-December 2016.

Changes to processing via Liquid Logic will bring added management controls via mandatory fields which should contribute to improving processing business routines that enable improvement actions to be better tracked across a range of measures.

A performance clinic was held in July to identify how the re-modelled service can project a work programme to work towards achieving the target rate and provide the impetus to improve current performance. This 'clinic' explored with services how to undertake alternative approaches to conducting reviews but will still meet good practice and deliver good outcomes/experiences for customers and more detailed actions will be determined by the service, post 'go-live' in early January 2017.

Review activity in quarter 3 has been focussed on specific service users cohorts including high cost packages, Continuing Health Care and Direct Payments which impact significantly to existing budget spend. The service will also consider reviewing plans for service users who are less than 12 months on service as these do not count in this measure but draw on the available staff resource for this activity.

3.2.2 LM02 - Support plans % Issued

This tracks that customers support plans are updated in line with their assessment so that they are informed of the outcome and aware of the level of care/support required to meet their needs.

Current activity data demonstrates attainment of 75% of assessments being accompanied by an up to date Support Plan, this

has reduced from 83% at quarter 1 and reflects in part the impact of possible delays in assessment completion backlogs or being authorised, as these are not accessible to be sent to customers.

3.2.3 LM03 – Waiting times assessments

This measure tracks the time to complete new customer's assessment so that they are undertaken in a timely manner. The service aims to complete within 28 days from date of first contact.

Current activity demonstrates stable attainment of 78% (up 2% from Q1) being completed within 28 days. Service re-modelling impact should positively impact in year and continued monitoring will inform decisions as to if any further remedial actions are required.

3.2.4 LM04 – Waiting times care packages

This measure tracks the time to put in place a customer's support plan services. The measure tracks the time from the date the assessment is completed until all services have been set up. The service aims to complete within 28 days from the date of the completed assessment.

Current activity demonstrates attainment of 73% (down 3% from Q1) being completed within 28 days. The increased demand on front door requests due to demographic pressures contribute to the pace with which the service can complete assessments. Service re-modelling impact should positively impact in year and continued monitoring will inform decisions as to if any further remedial actions are required.

3.2.5 LM05-07 – Commissioning KLOE's

Achieving effective commissioning approaches is one of the key measures in The Improvement Plan for Rotherham and therefore the Local Government Association's *Commissioning for Better Outcomes* measures are deemed to be best practice for Adult Social Care. Further, these measures are regularly benchmarked across the Yorkshire and Humber region, enabling Rotherham's progress to be effectively measured. There is also the potential for a peer review, facilitated by ADASS,¹ from best in class local authorities across the region to provide independent feedback on current approaches, share best practice and assist in propelling the Council towards achieving commissioning excellence.

There is evidence of co - production activity where people who use services their families and professionals are engaged in consultation and influence the direction of service design - Learning Disabilities Services. There is also evidence of projects taking place to develop

¹ Association of Directors of Adult Social Services

services in a partnership approach with third sector organisations and key partners where a budget envelope is identified and service users agree how their needs will be utilising the available budget in collaboration with professionals and their and their peers - Sensory Impairment Service. Service users are regularly involved in the quality monitoring of services and services are specified in an outcome focused way. There is a good level of knowledge and capability within the commissioning function about the requirement for outcome focused person centred care. Contracted providers are required to enquire about the views of service users and their carers. Advocacy is widely available to assist service users and their carers to have their views heard. Advocacy providers attend consultation events to support service users who need support.

Stable strategic leadership is now in position - with a new role of Assistant Director of Strategic Commissioning inducted. Robust governance and business processes in place and embedded in the day to day operations. Elected members are engaged in regular dialogue regarding issues Adult Care Commissioning issues. Relationships with VCS and independent sector providers are nurtured with regular contact/forums/business meetings. Relationships with Health Partners are effective with collaboration with senior staff at Rotherham Clinical Commissioning Group. Collaboration with neighbouring authorities is taking place to exploit opportunities that may be afforded to jointly commission.

Commissioning activity needs to secure more diversity in the market place. Commissioning Team staff have undergone Certificate of Commissioning and Contracting in Public care and are motivated to increase learning. A wide scope of learning methods/opportunities is utilised by the commissioning team i.e. attending conferences/commissioning master classes, management theory and learning opportunities afforded by collaboration with neighbouring Local Authorities and inviting key speakers (NICE). A review of market sustainability is being undertaken against a background of austerity measures. Work is underway with the market which focuses on achieving best value in areas where high cost placements exist.

3.2.6 **LM08** – CP2.B3 No. of people provided with information and advice first point of contact (to prevent service need)

This Corporate Plan measure tracks the numbers of Adult Care service users who following contact with the service were able to have their needs met through effective provision of good information and advice at the first point of contact.

Current Q2 activity demonstrates 1543 people were able to be supported in this way. This shows an upward trend and the rate increase contributes to the prevention of higher long term services being required.

3.2.7 LM09 – CP2.B5 No. of carers assessments (only adult carers and not including young carers)

This Corporate Plan measure tracks the number of Adult care carer assessments.

Current Q2 activity demonstrates 771 Carers have received an assessment this year. This shows a downward trend. Investigations have identified that some of this fall has been that previously counted joint assessments processes have post Care Act implementation not been captured in the same way. Service re-modelling should positively impact in year, these include enhanced capturing of Carer assessment activity including when respite services are offered. Continued monitoring will inform decisions as to if any further remedial actions are required.

3.2.8 LM10 – CP2.B7 No. of admissions to residential rehabilitation beds (intermediate care)

This Corporate Plan measure tracks the number of admissions into intermediate care beds.

Current Q2 accumulative score of 322 shows an upward trend and is on track to exceed target.

3.2.9 LM11 – CP2.B9c % spend on residential and community placements new measure 2016/17

This Corporate Plan measure tracks the Council current actual percentage spend on residential and community placements, compared to the percentage budget allocation. This helps demonstrate the progress being made to focus spend on the prioritised areas through switches being made in the support packages for service users enabling them to remain for longer in the community, achieving better outcomes, rather than more traditional 24 hour care residential models.

Current quarter 2 activity demonstrates that the gap between actual and budget for both residential (Q2 gap 0.65% v 3.13% at Q1) and community (Q2 gap 3.44% v 5.67% at Q1) spend has reduced for both spend areas. Providing a more positive Q2 direction of travel which is currently rated amber. Service re-modelling should positively impact in year and continued monitoring will inform decisions as to if any further remedial actions are required.

4. Options considered and recommended proposal

4.1 None

5. Consultation

5.1 None

6. Timetable and Accountability for Implementing this Decision

6.1 None

7. Financial and Procurement Implications

7.1 Commissioning activity in line with the recommendations of *Commissioning for Better Outcomes* should inform procurement approaches and ensure best value is attained.

8. Legal Implications

8.1 Compliance with statutory requirements under the Care Act 2014.

9. Human Resources Implications

9.1 None

10. Implications for Children and Young People and Vulnerable Adults

10.1 Adult Care primarily provides services to vulnerable adults and therefore the attainment of local measures demonstrates a higher quality of service being offered to customers.

11. Equalities and Human Rights Implications

11.1 The *Commissioning for Better Outcomes* standards ensure compliance with the Human Rights Act (2004) and duties under the Equality Act (2010).

12. Implications for Partners and Other Directorates

12.1 Improved Adult Care services have positive benefits for health partners and young people transitioning into Adult Care from Children's Services.

13. Risks and Mitigation

13.1 Non-compliance with the Care Act requirements, mitigated by implementing the Adult Care and Housing Directorates Development Programme.

14. Accountable Officer(s)

Approvals Obtained from:-

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Nathan Atkinson, Assistant Director, Strategic Commissioning

Scott Clayton, Interim Performance and Quality Team Manager

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