

AGENDA MANAGEMENT SHEET

Name of Committee	Adult & Community Overview & Scrutiny Committee						
Date of Committee	22 November 2005						
Report Title	Performance Report Half Year 2005/06 For Adult Social Services						
Summary	The following report summarises the performance of the Adult Social Services Department for the half-year 2005/06 (1 st April to 30 th September 2005).						
For further information please contact:	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">John Bull</td> <td style="width: 50%;">Jon Reading</td> </tr> <tr> <td>Head of Adult Services</td> <td>Assistant Service Manager</td> </tr> <tr> <td>Tel: 01926 412464</td> <td>Tel: 01926 721079</td> </tr> </table>	John Bull	Jon Reading	Head of Adult Services	Assistant Service Manager	Tel: 01926 412464	Tel: 01926 721079
John Bull	Jon Reading						
Head of Adult Services	Assistant Service Manager						
Tel: 01926 412464	Tel: 01926 721079						
Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]	No						
Background papers	None						

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>	
Local Member(s)	<input type="checkbox"/>	
Other Elected Members	<input type="checkbox"/>	
Cabinet Member	<input checked="" type="checkbox"/>	Cllr Colin Hayfield, Adult and Community Services Portfolio Holder
Chief Executive	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	Victoria Gould, Legal Services
Finance	<input checked="" type="checkbox"/>	Martin Jones, Head of Resources Management
Other Chief Officers	<input type="checkbox"/>	
District Councils	<input type="checkbox"/>	
Health Authority	<input type="checkbox"/>	

Police ☐

Other Bodies/Individuals ☐

FINAL DECISION Yes

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee ☐

To Council ☐

To Cabinet ☐

To an O & S Committee ☐

To an Area Committee ☐

Further Consultation ☐

**Adult & Community Overview & Scrutiny Committee
– 22 November 2005**

**Performance Report Half Year 2005/06 For Adult Social
Services**

Report of the Director of Social Care and Health

Recommendation

The Adult and Community Services O&S Committee is asked to:

- a) Consider Adult Social Services department's performance for the half-year 2005/06
- b) Endorse any proposed remedial actions
- c) Request any additional information required

Executive Summary & Headlines

The following report summarises the performance of the Adult Social Services Department for the half-year 2005/06 (1st April to 30th September 2005). The performance is set out in terms of Corporate Headline Indicators (CHIs), departmental key performance indicators, corporate and departmental objectives, customer satisfaction indicators, consultations and complaints / compliments.

The report shows that:-

- 50% of key objectives are forecast to be achieved for 2005/06 compared with 40% in 2004/05.
- Of 17 key performance 12 are expected to meet or exceed the targets set, 4 should be within 10% of target but 1 (intensive home care) is likely to miss the target by a considerable margin.
- Information relating to complaints is not currently available but will be added at the earliest possible opportunity.

The Committee will also be considering a separate report on the agenda for this meeting that sets out budget proposals for Adult Social Care Services. In drawing together proposals, the department has identified the additional investment required to improve performance against specific target areas which are crucial to the Council's overall externally assessed rating:

- The numbers of adults helped to live at home (through lowering eligibility criteria)
- The extent to which intensive home care packages are supported and funded

MARION DAVIS
Director of Social Care and Health

Shire Hall
Warwick
October 2005

Adult Social Services Performance Report For Half-Year 2005/06 (1st April To 30th September 2005)

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CHAPTER ONE – PERFORMANCE RESULTS

1. Introduction

This section describes the Adult Social Services Department's performance against Corporate Headline Indicators (CHIs), departmental key performance indicators and corporate and departmental objectives. The report forms part of WCC's well established performance management system, which requires twice-yearly performance reports.

This is the half-year report, which gives a forecast and estimate of the full year performance of the department.

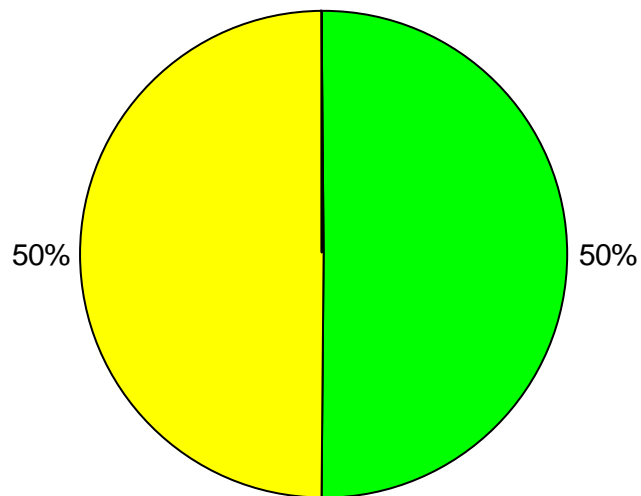
Medium term objectives for 2005/06 are:-

- Begin implementing actions arising from the Best Value Review of Older People's Services.
- Avoid charges levied under the Community Care Delayed Discharges Act and invest savings to further reduce delayed discharges from hospital.
- Continue to modernise our home care and other community support services to help older people to live at home, and to improve the quality of domiciliary services.
- Consolidate the new Integrated Community Equipment Service and improve the efficiency and effectiveness of the service.

2. Summary of Performance for 2005/06

Objectives/Priorities	No. of Key Tasks	% of Total	2004/05 % (Comparison)
Forecast to achieve by target date	2	50%	40%
Forecast to be part met or delayed by less than 6 months of target date	2	50%	60%
Forecast as not achieved or delayed by more than 6 months from target date	0	0%	0%
Deferred or superseded	0	0%	0%

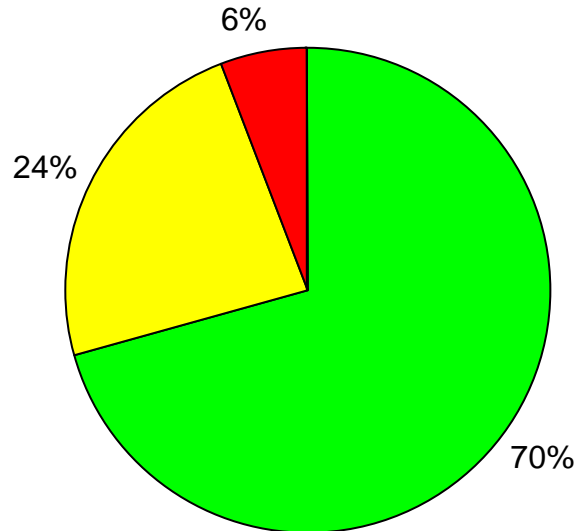
Performance of Objectives / Priorities



- ☒ Forecast to achieve by target date
- ☒ Forecast to be part met or achievement delayed < 6 months from target date
- ☐ Forecast to not be achieved or achievement delayed > 6 months from target date
- ☐ Deferred or superceded

Key Performance Indicators - Targets	No. of KPIs	% of Total	2004/05 % (Comparison)
Forecast to achieve or exceed target	12	70.6%	46%
Forecast to miss target by 10% or less	4	23.5%	23%
Forecast to miss target by more than 10%	1	5.9%	31%

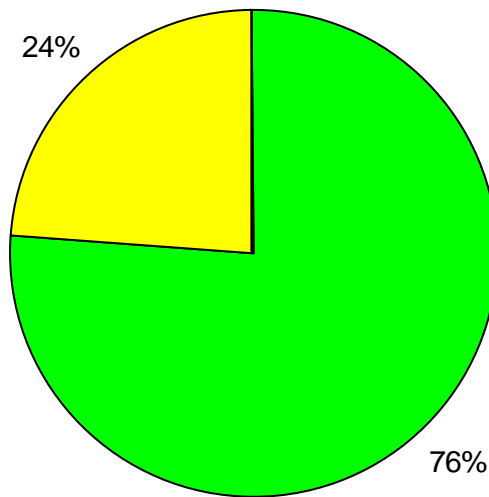
Performance of Objectives / Priorities



- | | |
|---------------------------------------|--|
| ■ | Forecast to achieve by target date |
| ■ | Forecast to be part met or achievement delayed < 6 months from target date |
| ■ | Forecast to not be achieved or achievement delayed > 6 months from target date |
| □ | Deferred or superceded |

Key Performance Indicators - Trends	No. of KPIs	% of Total
Forecast continuous improvement over last 3 years (or 2 if no data) or sustained 'best of class'	13	76%
Forecast flat (below best in class) or fluctuations above and below target, or some improvements but not yet consistent	4	24%
Forecast reverse trend to the aim of the indicator	0	0%
Only current value available	0	0%

Performance of Objectives / Priorities



- Forecast to achieve by target date
- Forecast to be part met or achievement delayed < 6 months from target date
- Forecast to not be achieved or achievement delayed > 6 months from target date
- Deferred or superceded

3. Performance Against Departmental and Corporate Objectives/Priorities

The aim of this section is to account for any “Red” or “Amber” objective results for estimated performance of departmental and corporate priorities/objectives.

Priorities/objectives with “Green” results have also been listed.

This section reports against the highest level of departmental objectives for 2005/6.

Key:

End of Year status against Departmental Objectives/ Priorities		Risk to the delivery of Corporate Priorities	
Amber	Forecast to be part met or achievement delayed by less than 6 months of target date	High	Major potential impact
Red	Forecast as not achieved by year end or delayed by more than 6 months of target date	Medium	Moderate potential impact
●	Deferred or superseded	Low	Minimal potential impact
		Nil	No impact

Departmental and Corporate Objectives

Ref No (if used in Service Plan)	Departmental Objective	Milestone (success measure and date)	Status	Risk to delivery of Corporate Priorities	Remedial Action
	Begin implementing actions arising from the Best Value Review of Older People's Services.	<p>Stage 1 progress to be reported to members by the April 2005</p> <p>Full details of stage 2 to be worked up in light of outcomes of stage 1 and to be reported to members by the end of October 2005</p>	Green	Medium	<p>Stage 1 is now complete and has been reported to COMT and Cabinet.</p> <p>Approval has been granted for the implementation of the Older People's Partnership Board and Members Reference Group. An appointment has been made to the Modernisation post.</p> <p>A Strategic Partnership event is scheduled for 21st October and agreement has been obtained for a follow up visit by Dame Yve Buckland in January or February.</p>

	<p>Avoid charges levied under the Community Care Delayed Discharges Act and invest savings to further reduce delayed discharges from hospital.</p>	<p>Continuous review of delayed transfers from hospitals with remedial action as appropriate to meet targets set for 2005/06</p> <p>An enhanced methodology for monitoring reimbursements in place and robust reporting in place by April 2005</p> <p>Further develop the use of transitional, assessment and intermediate care provision to meet targets set in the Commission for Social Care Inspection "Delivery and Improvement Statement" for 2005/06</p> <p>Introduction of new specialist hospital discharge home care service in at least 1 area of Warwickshire by the end of June 2005</p>	Amber	Medium	<p>A Reimbursement Monitoring Spreadsheet has been designed, following the progress of all Section 2 submitted to each of the hospitals. This will be rolled out to all hospitals during October.</p> <p>Well-used Assessment beds now exist at Abbotsbury (Rugby), Orchard Blythe (Coleshill) & Mayfield (Bedworth). Discussions continue with the PCT about further Intermediate Care services at Abbotsbury. At Orchard Blythe there are 2 reablement beds in addition to the assessment beds. Planning is well advanced to launch a reablement service for older people in the community and the beds at Orchard Blythe will be integrated into this service. Discussions continue with the PCT about remodelling intermediate care services in the North possibly involving the use Mayfield and another HEP as a base for intermediate care services.</p> <p>In April staff were selected to form the Hospital Discharge rota and a training programme set up. Early dialogue with external Home Care agencies was organised, given that all 19 Home Carers are committed to ongoing personal care tasks with 94 service users, and therefore need continuity of service - the service to those people could not simply be terminated. Sadly the lack of spare capacity has inhibited progress, the scheme is now due to start in October.</p>
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	<p>Continue to modernise our home care and other community support services to help older people to live at home, and to improve the quality of domiciliary services.</p>		Amber	High	<p>In-house home care modernised services are now being introduced on a wider scale Warwick Hospital Discharge service starts at the end of Oct 05 and Nuneaton will begin Social Reablement in Jan 06.</p> <p>The specialist dementia home care tender has been awarded. Training is being undertaken before implementation. Delays in the transfer of service users have occurred. Service in the North will start in Nov 05 and elsewhere by the end of Dec. Lessons have been learnt regarding the difficulties identifying service users who meet the eligibility criteria for new services.</p> <p>The re-tendering of the independent sector has been implemented milestones include: National advert & expressions of interest – 22/08/05 Pre-tender briefing for providers – 08/09/05 Pre-qualification questionnaire completed and returned – 26/09/05</p> <p>The Voluntary Sector audit findings, and action plan were reported and endorsed by Cabinet on 8-Sep-05, for implementation in conjunction with the work already underway on the corporate strategy for the Council's relationship with the voluntary sector. To progress adult services' compliance with contract standing orders (and ensure all commissioning initiatives are strategically co-ordinated), a Commissioning Project Team has been established to deliver the agreed Voluntary Sector and Contract Schedule Plans.</p> <p>It is intended that an Adult Services Commissioning panel, will shape the future strategic commissioning approach to meeting adult needs.</p>
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	Consolidate the new Integrated Community Equipment Service and improve the efficiency and effectiveness of the service.		Green	High	<p>The number of items of equipment delivered within the DH timescale of 7 days is currently 86% exceeding the target of 84%. In addition to this 94% of <u>standard</u> pieces of equipment so far this year have been delivered within 7 days.</p> <p>Work on the first consumer satisfaction questionnaire, identifying a baseline prior to the implementation of the ICES service was completed in July.</p>
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4. Performance Against Key Performance Indicators

- The prime purpose of this section is to report “Red” and “Amber” results for key performance indicators, relating to forecast performance against targets or trends. “Green” results are shown with commentary – in the appendix to this chapter.

Key:

Target status against Key Performance Indicators		Trends status against Key Performance Indicators	
Amber	Forecast to miss target by 10% or less	Amber	Forecast flat (below best in class) or fluctuations above and below target, or some improvements but not yet consistent
Red	Forecast to miss target by more than 10%	Red	Forecast reverse trend to the aim of the indicator

Key Performance Indicators

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Intensive home care per 1,000 population aged 65 or over	8.5	7.3	7.56	8.5	Red	Amber	High	<p>The figures relating to Intensive Home Care are submitted to the DH in November and relate to a sample week in September. We are expecting to see an increase in the number of people receiving intensive home care packages as a result of the departments policy to maintain people in their own homes wherever possible.</p> <p>However, the increase has not been of a sufficient size to reach the ambitious target set for 05-06.</p>
Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Older people helped to live at home per 1,000 population aged 65 or over	77	60.6	64.2	65	Amber	Amber	High	Over the last 3 months there has been an average increase of 37 people per month. A forecast figure for 05-06 has been calculated on the presumption that this rate of increase will be sustained over the next 6 months.
Acceptable waiting times for care packages (PAF D56)	94.2	86.7	81	89	Amber	Amber	Medium	Difficulties in sourcing Home Care as the Internal Home Care Service begins modernisation resulting in pressure on the external sector has caused

								some time delays in service provision. It is, however predicted that there will be a significant increase in the number of packages being put in place within the required timescales across 2006-07 when the beneficial effects of Home Care Modernisation and re-tendering are felt.
Adults with physical disabilities helped to live at home per 1000 population aged 18-64 (PAF C29)	2.6	2.97	2.9	3	Amber	Amber	Medium	The number of younger adults with physical disabilities receiving services has remained fairly constant since the beginning of the financial year. At the current time it we appear to be just slightly below the target.

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Percentage of people receiving a statement of their needs and how they will be met. (PAF D39)	94	91.8	96	96	Amber	Green	Low	Current performance is below the target set for 05-06 however work has just begun to identify those clients who are not showing as having received a statement of need on Care First and rectify the situation.

Appendix- "Green" Key Performance Indicators

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Delayed Discharge from Hospital	50	43.35	23.5	33.05	Green	Green	High	It should be noted that the calculations for this indicator are, for monitoring purposes based on Warwickshire residents placed in Warwickshire hospitals. The full DH definition includes all Warwickshire residence regardless of the location of the hospital to which they are admitted, however information relating to non Warwickshire hospitals is not readily available throughout the year, it is only made available at the end of the financial year for PAF outturn calculations.
Intensive home care as a % of intensive homecare and residential care (PAF B11)	24	22.3	24.47	25	Green	Green	High	The increase in the number of services users receiving intensive home care as an alternative to admission to residential care can again be seen in the improvements made in this indicator.
Clients receiving a review (PAF D40)	72	60.6	67.27	65	Green	Green	Medium	Performance in this area has been excellent this year. So far more than half of all clients on the books have received a review. Projections suggest that we will exceed the target.

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Assessments of older people leading to provision of service (PAF E50)	39	48	Not Yet Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Notification was recently received from the DH of a change in the definition for this indicator. In future the indicator will only count the outcome of NEW assessments where currently the definition includes the outcome of reassessments and reviews. Therefore the targets set according to the old definition are no longer relevant. Work is being undertaken to calculate our current performance against the new definition and benchmark it against a recalculated performance for last year.
Admission of people aged 65 or over to supported permanent residential/nursing care per 10,000 head of population aged 65 or over (PAF C26)	77	80.6	79	79	Green	Green	High	At the current time figures suggest that we are continuing to successfully limit residential admissions and are in line to achieve the target of 79 for the full year 05-06

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Availability of single rooms – the % of single adults and older people going into permanent residential/ nursing care who were allocated single rooms. (PAF D37)	88.4	88	88	88.4	Green	Green	Low	Performance in this area remains constant month on month.
Ethnicity of older people receiving a service following an assessment (PAF E48)	0.7	0.98	1	1	Green	Green	Low	This performance indicates equal access to services regardless of ethnic group
Admissions of supported residents aged 18-64 to residential/nursing care per 10,000 population aged 18-64 (PAF C27)		1.2	1.48	1	Green	Green	Medium	The target of 1 is based on 35 clients being admitted into residential care. Based on the first few months of the year we are projecting that there will be a total of 48 admissions to residential care.

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
% of items of equipment and adaptations delivered within 7 working days (PAF D54)		83	86	84	Green	Green	High	The number of piece of equipment delivered within the DH timescale of 7 days is currently 86% exceeding the target of 84%. In addition to this 94% of standard pieces of equipment so far this year have been delivered within 7 days.
Adults with learning disabilities helped to live at home per 1000 population aged 18-64. (PAF C30)		2.34	2.3	2.3	Green	Green	Medium	Current levels of performance suggest a consistent level of performance than the target set for the year.
Adults with mental health problems helped to live at home per 1000 population aged 18-64. (PAF C31)		5.73	5.73	5.73	Green	Green	Medium	We are expecting to maintain our Department of Health rated "very good" performance this year.

Indicator	Actual 2003/04	Actual 2004/5	Forecast 2005/6	Target 2005/6	Target Status	Trend Status	Risk to the delivery of Corp Priority	Remedial Action or Commentary
Ethnicity of older people receiving an assessment (PAF E47)		1.57	Not Yet Available	Not Applicable	Not Applicable	Not Applicable	Low	Notification was recently received from the DH of a change in the definition for this indicator. In future the indicator will only count the outcome of NEW assessments where currently the definition includes the outcome of reassessments and reviews. Therefore the targets set according to the old definition are no longer relevant. Work is being undertaken to calculate our current performance against the new definition
Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over. (PAF C51)		45	64	63.8	Green	Green	High	Based on the increase over the last six months in the take up of Direct Payments. We expect to have exceed the target set for the year by 5 people by the end of March.
Services for Carers (PAF C62)		3.56	4	4	Green	Green	Medium	We are expecting to achieve our target of percentage of carers supported this year

5. Customer Results

Citizen satisfaction surveys take place in the second half of the year and so results will be reported in the full year report. Similarly, our Home Care satisfaction survey is scheduled for February 2006. The results of this years' mystery shopping exercise (direct payments and access issues) will be available at the end of November.

6. Financial Results

The Committee will also be considering a separate report on the agenda for this meeting that sets out budget proposals for Adult Social Care Services. In drawing together proposals, the department has identified the additional investment required to improve performance against specific target areas which are crucial to the Council's overall externally assessed rating:

- The numbers of adults helped to live at home (through lowering eligibility criteria)
- The extent to which intensive home care packages are supported and funded

CHAPTER TWO – CONSULTATION

1. Introduction

This section aims to provide the committee with an indication of what public consultation has been carried out, what priorities and areas of concern the public have raised, how this information has been used and the actions taken as a result.

2. Consultation this year

The table shows the main consultations (not all) undertaken during the first half of the financial year.

Title & Purpose	Start Date	Methodology	Key Results	Action Taken	Corporate Objective
3rd Annual Customer First Conference	May 2005	Conference	10 key priorities identified	Report to Directorate/ Adult Services Managers taking forward priorities	Promote the Health and Social Care of our Citizens
Carers Conference	June 2005	Conference	Carers informed Managers of how they would like to be involved in future.	Report to Adult Services Managers. Carer Support Services to establish Carer Forums.	Promote the Health and Social Care of our Citizens
Carers Questionnaire	March 2005	Questionnaire	Carers informed future strategy and provided a baseline for assessing short breaks and Carers Support Services	Informed short breaks review, information strategy.	Promote the Health and Social Care of our Citizens
Older People 'Have Their Say'	July 2005	Locality Meetings	Older People invited to 'have their say' on the modernisation of home care services.	Managers fed the views of older people into the review of home care.	Promote the Health and Social Care of our Citizens

Additional consultation is scheduled with home care service users, HEP residents and Carers during this financial year.

CHAPTER THREE – COMPLAINTS

Committee members are reminded that a full report covering compliments, representations and complaints is covered elsewhere on this agenda. A few key points are repeated here for convenience.

Adult Services Complaints & Representations April – September 05

Representations Received:

111 compliments – 87% about services for older people

100 complaints – 95% at Stage 1

3 representations against policy –
1 about access criteria
1 about service standards, and
1 about charging and financial policy

We are continuing to receive high numbers of compliments, particularly in relation to our services for older people, about high quality support to help people to live at home, and about high standards of care in our in house residential care homes.

We continue to resolve the majority of complaints at the earliest stage within our complaints procedures, keeping problem solving as close as possible to where the difficulty occurred.

Who were complaints from (or on behalf of):

71% re older people

11% re people with physical disabilities

9% re people with learning disabilities

7% re people with mental health needs

2% re vulnerable adults

The spread of complaints activity mirrors the spread of service provision across Adult Services, as would be expected.

What services were complaints about:

33% about domiciliary care services

20% about residential care services

20% about care planning

11% about social work support

9% about aids and adaptations

Most complaints relate to areas of direct service provision – the same areas which receive the most compliments for high service standards!

What issues were complaints about:

61% were about service standards

13% were about staff behaviour issues

10% were about information issues

7% were about financial issues
6% were about physical environment issues
1% were about protection issues
1% were about data protection issues

Most complaints relate to service standard issues, such as eligibility, disputes about care plans, service delivery, or withdrawal of services.

Processed:

108 investigations completed;
103 Stage 1, 5 Stage 2

95% of complaints are at Stage 1 of our complaints process.

Outcomes:

Stage 1 – 45% upheld, 18% partly upheld
Stage 2 – 40% upheld

Our outcomes demonstrate that we are open to listening to concerns, acknowledging where things have gone wrong, and putting things right.

Timescale compliance:

Stage 1 – 39% in 14 days, 62% in 28 days – 36 day average
Stage 2 – 60% in 3 months, average 94 days

Whilst we are not fully complying with timescale requirements, this demonstrates that most people are getting a response within a reasonable time frame.

Remedies offered:

54 explanations
37 apologies
10 changes to service provision
5 changes of worker or re-training of worker
4 financial remedies

Most complainants want a clear explanation of what has happened, and an apology if something has gone wrong. Sometimes, we need to do more to put things right, such as changes to service provision or allocated worker, or revising financial assessments.

Feedback from questionnaires about complaints process:

We ask complainants to tell us what they think about our complaints procedures, and use this to help us to identify areas for improvements. Our feedback shows that we provide a service which people value as polite, clear, and achieving outcomes, but

that we need to do better about keeping people informed about the progress of their complaint investigation.

	Question	Very Satisfied	Fairly Satisfied	Neither Satisfied Dissatisfied	Fairly dissatisfied	Very dissatisfied
Number of surveys sent ____ 65 ____	Kept regularly informed of progress of investigation	36%	0%	27%	27%	9%
	Staff dealing with complaint were polite	21%	75%	0%	4%	0%
Number of surveys returned ____ 24 ____	Final response answered my questions	15%	70%	0%	5%	10%
	Response was clear	0%	95%	0%	6%	0%
	Pleased with outcome	14%	72%	0%	5%	10%