

ADULT SOCIAL CARE, HEALTH AND HOUSING

QUARTERLY PERFORMANCE DIGEST

**Third Quarter
October - December 2009**

Quarterly Performance Digest

Table of Contents

1. Significant Events Or Publications This Quarter	3
2. Achievements and Areas for Improvement	3
2.1 Achievements	3
2.2 Areas for Improvement	3
3. Strategic Projects – Update	5
4. Performance Indicators	9
4.1. All Performance Indicators – Summary of Progress	9
4.2. Local Area Agreement	9
4.3. Progress of Indicators that are not on track	11
5. Customer Feedback	14
5.1 Feedback by Service Area	14
5.2 Learning from Complaints that were upheld	16
5.3 User surveys	16
5.4 Mystery Shopping	16
6. Equalities and Diversity	17
6.1. Feedback from Equality Impact Needs Assessments (EINAs)	17

1. Significant Events or Publications This Quarter

During Older People's week in October the council held an **Older People's Day Fair**. 30 local organisations provided information for local residents and over 170 people attended.

An **Older People's Housing Options Fair** was held in the same week with about 250 residents aged between 50 and 90 attending. The fair provided access to information from over 22 different schemes/organisations including information on sheltered and extra care housing in the social rented sector and opportunities in the private sector to rent or buy. The fair also provided information for those wanting to stay in their own homes.

The **annual performance ratings for Adult Social Care** were published in December. They showed that all services for vulnerable adults and older people in Richmond upon Thames are performing well, and are excellent in some areas. The report published by the Care Quality Commission (CQC) grades all local authorities nationwide. While the grading system has changed – we were previously awarded stars for our level of performance – the overall rating of 'performing well' can be considered excellent progress from our '2 star' status, this time last year. There was particular praise for our safeguarding standards and the Self Directed Support (SDS) programme which is considered to be performing excellently

2. Achievements and Areas for Improvement

A brief summary of key achievements and areas for concern over the last quarter

2.1 Achievements

- Adult Social Care was shortlisted for a **Local Innovation Award** (the successor to the Beacon Council Scheme) in recognition of our progress in developing personalised services. Our bid was submitted in partnership with Richmond User Independent Living (RUILS), our user-led support partner, under the theme of 'Taking control of care – empowering adults to control their own care'. It highlighted our success to date as one of the leading local authorities in the country in the development of Self Directed Support, reflected in the high number of people allocated a personal budget and also in the positive outcomes being delivered for individuals. For the next stage of the assessment, the IDeA recently visited the borough and undertook a programme of activities including meetings with service users and providers. The outcome of the process will be announced in March. Our progress thus far is, however, an accolade in itself and testimony to the commitment of staff and partner




organisations. If we are successful in gaining the Award, we would have the opportunity to share our learning and good practice with other authorities.

- For the first time the Age Concern **mystery shopping** of the Richmond Direct call centre achieved 100% positive response. This is as a result of work undertaken by the manager of the team in using the feedback from Age Concern to address poor practice and putting in place more robust procedures and processes.
- We have worked with six **residential providers** in the borough in this financial year that have had a poor (zero star) or adequate (one star) rating. In all cases at their next inspection by the Care Quality Commission all providers had an improvement in their rating. Currently in the borough (@ January 2010) there are no poor providers in the borough and only one home with a one star rating.
- **New homecare contracts** were introduced during the last quarter requiring transfer of about 320 people to new homecare providers with another 30 people transferring to a direct payment. Staff in the council worked closely with both the new and exiting homecare providers to facilitate a smooth transfer. Feedback from homecare service users this quarter showed that 96% of service users were either very satisfied or quite satisfied with their homecare service.

2.2 Areas for Improvement

- Although there was a significant (16%) improvement in the percentage of **assessments completed within 28 days** from date of initial contact it is now impossible to achieve the annual target for this indicator. Work is now underway to put in place the excellent practice in one social work team that has no waiting list and embed into the working practices in the remaining two teams.
- **Delayed discharges from hospital**, the number of people delayed each week has reduced from an average of 18.9 in Q1 to an average of 9.85 in Q3. For the first time in 2009/10, delays in December were better than the target. However it is not possible to achieve target for this indicator in this financial year. We will continue to performance manage individual delays, involving senior managers when necessary to escalate issues. A high proportion of delays are due to waiting for continuing care assessments in West Middlesex Hospital which are done by nursing staff working in Hounslow PCT. We are meeting with West Middlesex hospital senior management to discuss how we can rectify this problem and also working with Hounslow Social Services in providing monitoring data to the Hospital to highlight the extent of the problem.

3. Strategic Projects – Update

Key to symbols used in tables:		
	G – (Green)	On track to achieve target (PIs) or deliver project to timescale
	A – (Amber)	Not on track but likely to achieve target (PIs) or deliver project to timescale
	R – (Red)	Not on track and not likely to achieve target (PIs) or deliver project to timescale
	↑ Improving	↓ Deteriorating
		↔ No change

Issue/Project Name and Brief Description	Progress Q3	Status Q3	Responsible Officer	Action Needed
Develop & implement a re-ablement service	Specification for service has been completed and agreed for tender. Cabinet decision 22 nd March. Work with providers in developing more capacity to deliver services. Developing training program for reablement providers	Amber	Ged Taylor	Procure new reablement provider and identify implementation date. Tender started. OJEU 16/4 and Guardian advert 21/4 Deliver training program alongside competencies identified by CSED working group.
Deliver council commitment to a zero tolerance of abuse or neglect of	Communication strategy to raise awareness of safeguarding in wider community agreed at Safeguarding Board i27th January. Quality of Safeguarding investigations continues to	Green	Ged Taylor	

Issue/Project Name and Brief Description	Progress Q3	Status Q3	Responsible Officer	Action Needed
vulnerable adults.	improve with external audit providing a grading of excellent practice for one safeguarding investigation.			
Implement PLD Change Programme	<p>To manage costs of residential costs a care funding calculator will be introduced. Vacancies in block contracts as a result of deaths of service users. Meetings planned with block providers to review the services provided and consider reconfiguration.</p> <p>A needs and dependency analysis for the 431 service users currently known to LBRuT is being undertaken and used to correlate individual needs to service type and costs, identify where there is a mismatch and how to be rationalised.</p>	Amber	Ged Taylor	<p>Care funding calculator to commence April 2010</p> <p>Block contract review and reconfiguration to shape resource to meet needs.</p> <p>Clarify pathway and impact of new service users through transitions.</p>
Transform social care delivery system	Staff consultation completed and response with final structure to be completed by 2 February 2010. Programme plan developed and agreed. Work commenced on the detailed implementation plan	Green	Ged Taylor	
Complete Joint MH Commissioning Strategy and implement the delivery plan	Joint Mental Health Commissioning Strategies (Older People and Working Age Adults) were signed off by Cabinet and PCT Board in March 2010 following engagement in their development from service users, carers and professionals. Implementation planning is nearly complete for year 1 of the five year strategies with a Mental Health Polysystems Steering Group and the Mental Health Joint Commissioning Group overseeing the work.	Green	Ged Taylor	
Introduce Transport	All identified efficiencies are on target for year end	Green	Robert	

Issue/Project Name and Brief Description	Progress Q3	Status Q3	Responsible Officer	Action Needed
efficiencies			Flowers	
Improve the school scores of children in temporary accommodation	We have identified KS1 and KS2 scores of all children in Richmond schools who live in our temporary accommodation. Property Officers have been identifying potential barriers and possible assistance within homes on their quarterly visits.	Amber	Brian Castle	Further work with Children's service to establish how the results of the property officers visits can be taken forward
Implement Telecare strategy	On Target to reach end of year target Demonstration site for telecare through Age Concern is now open and publicity leaflets and posters in circulation.	Amber	Ged Taylor	Reminder to all teams to ensure telecare is routinely offered
Develop new supported living accommodation.- PLD and MH	<p>MH - The MH Accommodation Review has been finalised with work going forward forming part of the implementation of the MH Joint Commissioning Strategy for working age adults. The Supporting People Review has also been signed off with final agreement on recommendations for year 1 actions to be signed off at DMT end of April 2010. There has been an increase in mental health floating support provision in 2009/10 with further development going forward in 2010/11 as part of the providers proposed reconfiguration of services.</p> <p>PLD - Moves into the supported living scheme at Ferry Road have been largely completed. Initial support is being reduced over time as residents settle.</p>	Amber	Ged Taylor	Work in progress to identify service users for Seymour Road.
Develop Adults' Strategic Plan	A Project Group has been established to co-ordinate the development of the plan which will present a vision for improving health and wellbeing,	Green		




Issue/Project Name and Brief Description	Progress Q3	Status Q3	Responsible Officer	Action Needed
	and also cover wider areas such as financial inclusion. A stakeholder event has been arranged for February in order to consult on the priorities to be covered within the plan.		Mandy Skinner	

4. Performance Indicators

4.1. All Performance Indicators – Summary of Progress

There are **48** indicators for Adult Social Care, Housing and Health that monitor progress against National Indicators (41), Community /Corporate plans (7) and LAA (5 included in the National Indicators).

Information is available for 44 (92%) of indicators and the status of these is shown below

Status	Indicators	
	Number	%
	28	63.6%
	11	25.0%
	5	11.4%

4.2. Local Area Agreement

The following are the Adult Social Care and Housing indicators in the Local Area Agreement

Indicator	Baseline	Data provided	08/09	09/10 Target	09/10 Q2	09/10 Q3	Lead Officer	Status	Progress and Comments
NI 125 – Number of people living at home, 3 months after discharge from intermediate care /reablement	Not available	Six monthly	77.4%	79.7%	88.6%	84.0%	Ged Taylor	G	Target of 79.7% has been agreed with Government Office for London
NI 129 - End of life care – % of people who die at home	05/06 18.8%	Annually	19.3%	26%	Not available	Not available	Ged Taylor	N/A	Strategy and action plan developed with PCT and now in draft

Indicator	Baseline	Data provided	08/09	09/10 Target	09/10 Q2	09/10 Q3	Lead Officer	Status	Progress and Comments
									form.
NI 138 - Satisfaction of people over 65 with home and neighbourhood	88.9%	Bi-annually	88.9%	88.9%	Not provided this qtr	Not provided this qtr	Cathy Kerr	G	Place survey – Results are top in London
NI 155 - Number of affordable homes delivered	398 homes over 3 years	Quarterly	Outturn 185	119	19 this qtr 20 yr to date	1 this qtr 21 yr to date	Mandy Skinner	A	This quarter's performance is as expected, the balance of this years programme of 28 units is due for completion in Q4. A submission made to GOL Dec 09 to reduce the three year target to 337; outcome expected end Mar 2010.
NI 187 - Tackling fuel poverty–people on income based benefits in homes with low energy efficiency rating	<35 13.2% >65 24.5%	Annually	<35 13.2% >65 24.5%	<35 12.95% >65 25.8%	Not provided this quarter	Not provided this quarter	Brian Castle	G	Provided annually. 08/09 performance is 8 th and 11 th in London

4.3. Progress of Indicators that are not on track

Indicator	2008/09 Actual	2009/10 target	Q2	Q3	Direction of travel	Lead Officer	On track?	Comments	Action to improve
NI 131 - Delayed transfers of care – number of people delayed per week	15.7 people delayed pw	7.25 people pw	14.3 People pw	9.85 People pw	↑	Ged Taylor	R	Case managing individual delays has made a significant reduction in the people delayed. In December delays were better than target	Continue to escalate issues of individual delays to senior managers in council and NHS Richmond. Meet with West Mid Hospital regarding delays waiting a continuing care assessment
NI 179 Value for money - total net value of ongoing cash-releasing value for money gains that impacted since the start of 08-09 financial year	(£000) 1,793	(£000) 2,065	(£000) 1,094	(£000) 1,153	↑	Jeremy De Souza	R	NI179 replaces data provided in the Annual Efficiency Statement - only ACS data is reported here. Planned savings from re-ablement and the Learning Disability Change Programme are behind target.	The original re-ablement target of £900k will not be met; a revised target of £200k has been off set with one off funding earmarked to balance the budget this year. Analysis indicates significant savings 2010/11 onwards. Action plan in place to expand the service.
NI 132 - Timeliness of social care assessment	75%	90%	65% Whole year	74% Whole year	↑	Ged Taylor	R	16% increase in performance in Q3 but very unlikely to meet	Work underway to share best practice from the team with no waiting lists to the two

Indicator	2008/09 Actual	2009/10 target	Q2	Q3	Direction of travel	Lead Officer	On track?	Comments	Action to improve
			64% Q2	80% Q2				target for the year	teams which have waiting lists
NI 40 - Drug users in effective treatment	364 Users	408 users	357 users	Data a qtr behind	↓	Ged Taylor	R	Data is provided a qtr behind as the indicator reports on people who are in treatment for 12 weeks. The PCT are predicting that the target will not be met.	To engage new service users we are providing more publicity about services and are working with providers to assist them in retaining people once in treatment
NI 135 - Carers receiving assessment/review and services including advice and information	1036	1300	271	476	↑	Ged Taylor	R	We monitor the number of completed carer assessments as a proxy for the national indicator – this information relates to completed carer assessments.	Carer's awareness session at team managers meeting. Introducing mandatory fields into carer's assessment form. Carer's Officer appointed to help improve recording and carer awareness.
Value of welfare benefits generated by Richmond Community Partnership (joint visiting team)	£1.7m	£1.2m (Q4)	£0.168 m (Q1)	£0.466 m (Q2)	↑	Jeremy De Souza	A	Data is not available until 13 weeks after the end of the reporting period. Figure for Qtr 1 was unrealistically	More rigorous local monitoring has been put in place to ensure we achieve target.

Indicator	2008/09 Actual	2009/10 target	Q2	Q3	Direction of travel	Lead Officer	On track?	Comments	Action to improve
								high and has been adjusted.	
NI 145 Clients with Learning Disabilities in settled accommodation	35.5%	55%	27%	34%	↑	Ged Taylor	A	Performance for this indicator is dependent on all people in the community having a review.	The learning disability team have been set weekly targets to achieve.
NI 146 - Adults with learning disabilities in employment	9.5%	14.2%	7.8%	8.8%	↑	Ged Taylor	A	Indicator is reliant on all people in employment having a review.	As above
% of people receiving reablement who do not need a service at the end of their reablement	New	38.5%	43%	25%	↓	Ged Taylor	A	Dip in performance is attributed to unexpected influx of referrals to reablement service due to adverse weather condition during winter months.	Action plan in place to build capacity within the team to expand the service and we are in the process of tendering for a specialist re-ablement home care provider.

5. Customer Feedback

5.1 *Feedback by Service Area*

In Adult Social Care, the Quality Assurance (QA) team gather feedback from service users either directly or through Care Managers, asking questions about the quality of service at review. The purpose of the monitoring is to gather feedback from service users who are not satisfied with the quality of the care delivered. All service users that say they are dissatisfied with their service are followed up by the QA team with the service provider to resolve the issues identified.

Service Area	2008/09	2009/10 Q1	2009/10 Q2	2009/10 Q3	Comments
Homecare					
% people very satisfied	58%	44%	48%	47%	Our survey of service user satisfaction has focussed on people who transferred their homecare provider as a result of the new homecare contracts. Maintaining satisfaction level at 96% shows that support to service users throughout this process has been very good
% people quite satisfied	32%	52%	48%	49%	
Total % people satisfied	90%	96%	96%	96%	
No. of concerns upheld	83 per qtr	39	89	95	
Stage 1 complaints closed	13	0	2	1	
Residential and Nursing Care					
% people very satisfied	63%	71%	57%	60%	The one dissatisfied person is struggling to adjust to life in a care home.
% people quite satisfied	36%	26%	39%	37%	
Total % people satisfied	99%	97%	96%	97%	Overall satisfaction remains steady with an improvement in the number of people reporting they are very satisfied.
No. of concerns upheld	7	0	0	2	
Stage 1 complaints closed	0	0	1	1	
All community services i.e. homecare, meals, daycare					
% people very satisfied	61%	43%	47%	47%	Overall satisfaction remains high with only 4

Service Area	2008/09	2009/10 Q1	2009/10 Q2	2009/10 Q3	Comments
% people quite satisfied	36%	53%	51%	49%	people dissatisfied across all 3 quarters. Action has been taken to resolve all issues raised.
Total % people satisfied	97%	96%	98%	96%	
Disabled Facilities Grant					
% people very satisfied/satisfied with DFGs	96%	100%	100%	100%	
Meals					
No. of concerns upheld	3	1	6	1	Re hot meals service with the wrong meal received. Person was not charged for the meal.
Stage 1 complaints closed	3	0	0	0	No complaints in this year
Care Management					
Stage 1 complaints closed	15	3	5	7	
Finance					
Stage 1 complaints closed	11	0	3	2	
Housing					
Stage 1 complaints closed	10	3	2	4	

5.2. Learning from Complaints that were upheld

One complaint identified a service user who was very adversely affected by a change in Home care provider and a large increase in Day Care charges. As a result of the complaint we will in future identify service users in similar situation far earlier in the process so that the financial implications can be discussed and alternative options explained with service user and carer.

5.3 User surveys

Two consultation surveys have been undertaken in Transport Services this quarter which will form part of the Transport Services EINA.

1,394 questionnaires were sent to clients of the Accessible Transport Unit. This survey focussed on the six schemes managed by the Accessible Transport Unit and covered a) Awareness of Services Available, b) Access to Services, c) Application and Assessment Process, d) Satisfaction with Services and e) Meeting Needs. A 50% response rate was achieved with this survey and initial findings appear positive. A full report is to be compiled and submitted next quarter.

524 questionnaires were sent to clients of Richmond Transport Services. This survey focused on the provision of transport to various day centres and also SEN transport to schools and colleges. It covered a) Referral to Services, b) Quality of Services – including vehicles, drivers, escorts, office team and complaint and c) Meeting Needs. A 40% response rate was achieved with this survey. A full report is to be compiled and submitted next quarter.

A further consultation around the wider transport provision available within the borough, encompassing the public transport network, patient transport services (hospital transport), dial a ride, voluntary care groups and Shopmobility & Scootability options will be taking place between January to March 2010

5.4 Mystery Shopping

There were 12 mystery shops of Richmond Direct undertaken by Age Concern during this period and for the first time there was a 100% positive response rate. Feedback from the mystery shopping is used to identify areas of good practice as well as areas that

could be improved. The information gathered is also used to inform the development of resources to support the new Access Service.

6. Equality and Diversity

6.1. Feedback from Equality Impact Needs Assessments (EINAs)

Three EINAs were completed in Q3 for Grants Policy and Review, Complaints and the Alcohol Strategy. In the main these assessments showed services were broadly compliant with equality and diversity expectations. In respect of the Alcohol Strategy the report identified the need for better data, particularly in regard to the impact on physical and mental health conditions, to ensure that the allocation of resources is sharply focussed.

6.2 This section sets out work done so far on previous EINAs that have been completed in the last year

In addition, the Directorate Equalities Board received a report setting the improved outcomes that have resulted from work to address the recommendations of EINA's signed off over the past six months.

For EINA's signed off three months ago there is limited tangible change to report (because these relate to broad strategic change programme ((Physical and Sensory Disability Services and Lifelong Opportunities – Ageing Well in Richmond upon Thames) but for EINA's signed off six months ago there has been much more tangible progress.

For example, the Out of Hours Service are now working to the expectations set out in the recommendations, Day Services have improved the availability of information and made on-going links with EMAG, across the board improvements to the recommendations set out in the Young People's Housing Strategy and Self Directed Support EINA's and developing the evidence base within the Housing and Homelessness Strategy EINA.