

Committee: Social Services and Health Scrutiny Committee

Purpose: To advise the Committee on progress made in relation to the implementation of recommendations made through the Council's Best Value Review of Home Care Services

By: Director of Social Services

Date: 25th July 2001

Title: Home Care services Best value Review

Recommendations:

1. That the Committee note the progress made.
2. That the Committee note that a further report is to be presented to Cabinet on 31st July outlining proposals for the future direction of the service and for accelerating the pace of transfer of service activity to the independent sector.
3. That the Committee consider the outcomes of Cabinet on 31st July and the potential impact this will have on home care services.

1. Introduction:

- 1.1 This report sets out for the Committee progress made in the implementation of recommendations made through the Council's Best value Review of Home Care Services, following agreement by the full Council in January 2001.

2. Background:

- 2.2 The Council's Best Value Review of Home care Services established a number of recommendations both in relation to strategic change and in pursuit of continuous improvement. Activity has been undertaken along Project Management methodology and progress has been managed by a Project Board.
- 2.3 The Committee requested a further report in approximately six months to advise them of progress made.

3. Progress made:

- 3.1 Contracts for the transfer of approximately 350 weekly hours (approximately £99,000 per annum) from the Directly Provided Home Care Service have now been awarded from the Bexhill service base. A further £70,000 has been

saved from the Eastbourne service base available with immediate effect. (240 hours per week). Work is now underway to transfer service activity in Eastbourne and High weald to the independent sector.

- 3.2 To achieve the refocusing of the Council's Directly Provided Home Care Service across the County (the home care service) in line with government guidance, has developed an intake/Rehabilitation Service throughout the County. This provides emphasis on focused rehabilitative services in consultation with the user / carer. Through the Intake Service home care builds on co-operation and partnership with internal and external agencies and minimises long term dependency.
- 3.3 A quality forum has been established to disseminate, implement and monitor Care standards, with an emphasis on client –centred care. (*National service framework for Older People*, (DoH) April, 2001. Its aim is to continuously review and evaluate the standards of care and highlight training needs of staff. It will also link in with the Home care Training Strategy group being supported by the Contracts Unit with independent sector service providers. A client feedback system is being implemented by 1 August to involve users and carers in the delivery, planning and development of services.
- 3.3 The National Care Standards require that 50% of care staff will be trained to a minimum of NVQ level 2 or equivalent by 2004 (Fit for the Future, DoH (1999); National Care Standards, DoH (April 2001). It is planned that by 2004 this target will be met. Further support is being provided to the independent sector in meeting these targets through a joint bid to the European Social Fund.
- 3.4 Steps are being taken to ensure that the DPS provides some limited capacity to provide a service to 'hard to place' users or those with multiple complex needs, for whom locally available independent service providers have been unable and unwilling to deliver a service. Operation's Managers monitor the referrals closely to ensure that capacity is not 'blocked' by inappropriate referrals.
- 3.5 Considerable activity is now being undertaken as joint work with Health in accordance with guidance in *Intermediate Care*, HSC/LAC 2001(01) DoH, February 2001. To comply with this guidance and meet Best Value recommendations, the following work is in progress:
 - A rapid response service to users needing rehabilitation in the Peacehaven area
 - A back up for an integrated collaborative community rehabilitation team, (CCRT) in Hastings and Rother (the first service for which budgets are being pooled under the new health act flexibility's as outlined in *The NHS Plan*, (DoH 2000) with the Bexhill and Rother Primary Care Trust).
 - Plans are under way to develop a 'hospital from home scheme' in Eastbourne with Eastbourne and County Health Trust.

- As part of planning towards future working as multidiscipline integrated community teams (HSC/LAC 2001 (01) agreement with Hastings and Rother chief nurses to jointly revise written records, kept in the clients home, to provide seamless care between health and social services and improve communications.
- 3.6 Referrals to the Directly Provided Service from Departmental Commissioners are now subject to monitoring, which will reduce the volume of referrals for standard personal care services. Independent service providers' have limited capacity to manage large scale transfers of service activity had been highlighted through Best Value Review. Through further consultation, this reduced capacity is understood to have been exacerbated through problems recruiting and retaining staff.
 - 3.7 The original 10% transfer figure was arrived at with due and careful consideration of Transfer of Undertakings of Employment (TUPE) implications, through analysis of staff turnover rates within the Directly Provided Service and indications of capacity given by the independent sector.
 - 3.8 The Department has now awarded a pilot cost and volume contract this is enabling services to be more effectively deployed yielding transaction savings. Initial indications are that savings will be readily achieved, mileage cost savings being a good example which resulted in an advantageous hourly rate.
 - 3.9 Through increased flexible working patterns and restructuring of the DPS, a reduction in deficit hours (contracted hours that are not fully utilised) has been achieved most notably of 130 weekly hours within Polegate. Such activity has led to efficiency savings.
 - 3.10 In relation to the introduction of enhanced contract monitoring and performance evaluation the Department is piloting new methods of involving stakeholders in monitoring and review activity. These have achieved the involvement of stakeholder groups in 'lay' inspection alongside current internal monitoring and will build upon progress made in introducing new contractual and commissioning arrangements with the independent sector.

4 Conclusions:

- 4.1 Implementation activity is set to achieve the recommendations made through the review. Committee are however advised that a further report is to be presented to Cabinet on 31st July outlining proposals for the future direction of the service and for accelerating the pace of transfer of service activity to the independent sector.

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