

CSCI Inspection of Social Care Services for Older People (June 2006) – Action Plan

Recommendation / Action Point	Action Plan Ref	Planned action	DMT Lead (bold) / Lead Officer	Timeframe
Standard 1: National Priorities and Strategic Objectives				
Report Recommendation 2.1 The council should ensure that the well being agenda is reflected in all developments including the implementation of the Three Year Plan. (para 4.7)	1.1	<ul style="list-style-type: none"> • Strategic approach to preventative services currently being developed. Once agreed it will be reflected in Commissioning Plans and 3 Year Plan Implementation Plan. • This will provide the strategic platform for fuller development of the well-being agenda, supporting a more mixed economy of provision and underscores a more commissioning-led approach to our future work with the VCS, etc. 	Beverly Hone, Assistant Director Strategy & Commissioning Mark Stainton, Assistant Director Operations Barry Atkins, Head of Strategic Commissioning Jessie McArthur, Head of Policy & Service Development	2006/07 to 2008/09
	1.2	<ul style="list-style-type: none"> • ASC 3 Year Plan sets out our commitment to increase provision: • Additional areas we will develop: • Development of new initiatives to promote enhanced wellbeing for those with less complex needs – the so-called ‘preventative’ or ‘non-care-managed’ services, which provide ‘upstream’ 		

	<p>1.3</p> <p>1.4</p>	<p>support to help promote and sustain independence at home, and prevent 'downstream' crises.</p> <ul style="list-style-type: none"> • ASC Service and Team level plans will reflect the department's objective relating to the preventative agenda and team meetings / supervision will be used to increase awareness. • Local Area Agreement target 10.1: Improving the well-being of older people by increasing the number who are actively participating within the community • Involvement in appointment process of new Director of Public Health as a means of reinforcing and building our joint activity in wellbeing service developments 	<p>Samantha Carr, Head of Performance & Engagement Angie MacDonald, Operations Manager – service development</p> <p>Vicky Smith, Older People's Involvement Manager</p> <p>Beverly Hone, Assistant Director Strategy & Commissioning</p>	
<p>Report Recommendation 2.2</p> <p>The council should ensure that the views of older people's and carers are sought in a systematic way through the forums and other events and that those views inform and effect developments and planning. (para 4.12)</p>	<p>1.5</p>	<ul style="list-style-type: none"> • Continued development of Older Peoples Forums. • Older People's Involvement Strategy workplan 06/07 • 1.2 Ensure robust representation of older people on appropriate strategic and service planning partnerships, based on the principle of collective representation. • 1.5 Develop a training plan to support effective involvement of older people and successfully implement the Strategy for Involving Older People. 	<p>Beverly Hone, Assistant Director Strategy & Commissioning Mark Stainton, Assistant Director Operations</p> <p>Vicky Smith, Older People's Involvement Manager</p>	<p>April 06 – March 07</p>

	1.6	<ul style="list-style-type: none"> Local Area Agreement Target 10.1.1: Increase the number of older people taking part in forums which will set the agenda for involvement in designing and delivering public services 	Judy Richards, Equality Officer	2006/07 to 2008/09
	1.7	<ul style="list-style-type: none"> Invest to Save BME Outreach & Engagement Project 		2006/07 to 2008/09
	1.8	<ul style="list-style-type: none"> Regular customer feedback surveys carried out & feedback discussed at team level and reported at DMT. Care plans reflect the views of clients & carers identified during assessments. Review of client satisfaction surveys for Older Peoples Services to reflect White Paper Outcomes 	Heads of Service - operations Judi Dettmar, Quality & Consultation Manager	
	1.9	<ul style="list-style-type: none"> Development of Local Involvement Networks (established for local authority areas with social services responsibilities) incorporating involvement in the development of health and social care services. New framework is currently being consulted on by the Dept of Health Continued involvement of Carers on Carer Strategy Group Annual carer satisfaction questionnaire Carer Development Groups feed into Carer Strategy group & action plan 6 Carers are involved in developing the Carer Commissioning Strategy 	Barry Sugg, Strategic Commissioning Manager (Carers)	National timeframe to be confirmed

Standard 2: Cost and Efficiency

<p>Report Recommendation 2.3</p> <p>The council should ensure that the development of a joint commissioning strategy with shared needs analysis is a priority and receives full support across the health economy. (para 5.1)</p>		<p>2.1</p> <ul style="list-style-type: none"> • ASC Three Year Plan: • Joint Commissioning Strategy for Older People's services September – April 2007 • 5.2 Working in partnership <p>We have set ourselves an ambitious and challenging programme; we know that we cannot deliver this without the close involvement of partners including those in health, housing and the voluntary and independent sector. The achievement of closer, more effective partnership working is therefore one of our main aims. This will involve development of robust joint commissioning strategies and action plans, underpinned by intelligent and creative use of collective resources.</p> <p>2.2</p> <ul style="list-style-type: none"> • Development of the strategy will link with client & carer needs identified through care planning 	<p>Beverly Hone, Assistant Director Strategy & Commissioning Mark Stainton, Assistant Director Operations</p> <p>Barry Atkins, Head of Strategic Commissioning</p> <p>David Millen, Head of Assessment & Care Management</p>	<p>October 06 to April 07</p>
<p>Report Recommendation 2.4</p> <p>The council should ensure all key stake holders, with special reference to independent sector providers are engaged in strategic planning processes. (para 5.2)</p>		<p>2.2</p> <ul style="list-style-type: none"> • ASC Three Year Plan: • Stakeholder events held during the 	<p>Beverly Hone, Assistant Director Strategy & Commissioning</p> <p>Julian Fowler, Three Year Plan Co-ordinator</p>	<p>2007/08 to 2009/10</p>

		<p>development of the Three Year Plan.</p> <ul style="list-style-type: none"> On-going stakeholder involvement framework being established as part of the Three Year Plan Implementation programme. 5.2.4 Independent Sector ASC sees the independent sector as key partners in the delivery of our core business, whether in helping people to live at home or, when that is not possible, in providing residential and nursing care. We will continue to engage productively, ensuring their inclusion and early engagement in strategic planning and commissioning forums. Stakeholder views will be cascaded from the Three Year Plan, through the Adult Social Care Business Planning structure. 		
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Standard 3: Effectiveness of Service Delivery and Outcomes for Service Users

<p>Report Recommendation 2.5</p> <p>The council should ensure that robust systems are in place to encourage and support the take up of direct payments amongst older people. (para 6.4)</p>	<p>3.1</p>	<ul style="list-style-type: none"> Direct Payments Support Service contract – new contract developed and tendering process scheduled for completion by Dec 2006. New contract to commence March/April 2007 Support service has been redesigned to ensure that all client groups can receive appropriate and cost-effective support in considering and using Direct Payments. Agency Direct Purchase option will be available from November 2006 to facilitate uptake by 	<p>Beverly Hone, Assistant Director Strategy & Commissioning Mark Stainton, Assistant Director Operations</p> <p>Jessie McArthur, Head of Policy & Service Development</p> <p>Andrew Bruce, Service Development Manager (DP)</p>	<p>Dec 06 – April 07</p>
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		those who don't wish to use an employment model.		
	3.2	<ul style="list-style-type: none"> Independent Living Trust developments 	Jaine Huntley	In accordance with national timeframe
	3.3	<ul style="list-style-type: none"> As national guidance emerges from the 'In Control' national pilots, systems will be developed to move to individualised budgets. 	Susan Anderson-Carr, Senior Procurement Manager	
	3.4	<ul style="list-style-type: none"> Existing service users are being given the option to transfer from their existing care package onto Direct Payments 	David Millen, Head of Assessment & Care Management	
<p>Report Recommendation 2.6</p> <p>The council should ensure that carers assessments are a priority by setting improvement targets at team level, including the promotion of general information for carers. (para 6.11) (para 6.13)</p>			<p>Beverly Hone, Assistant Director Strategy & Commissioning</p> <p>Mark Stainton, Assistant Director Operations</p>	
	3.5	<ul style="list-style-type: none"> Carer Assessments are regarded as a key management responsibility across the assessment & care management service 	David Millen, Head of Assessment & Care Management	September – December 06
	3.6	<ul style="list-style-type: none"> Review of Carer Assessment / Services performance being undertaken by the Implementation Forum. Monthly team level assessment and services report. 	Samantha Carr, Head of Performance & Engagement	
	3.7	<ul style="list-style-type: none"> Roll out of InfoView across all services – contains team & individual based reports on carer assessment and services activity 	Mick Acott, Information Services Manager	
	3.8	<ul style="list-style-type: none"> Carers Joint Strategy Action Plan: To provide accessible and timely information. <ul style="list-style-type: none"> Improve distribution system for carer leaflet and information 	Barry Sugg, Strategic Commissioning Manager (Carers)	
				Completed by April 07
				2006/07 action plan

		<ul style="list-style-type: none"> ○ Check on availability of information ○ Monitor feedback from carers on information provided through annual carer survey <ul style="list-style-type: none"> ● Development of Voluntary Sector provision of Carers Assessments – to be piloted before Christmas ● Annual ‘Carers Days’ to reach wider groups of carers whose dependents may not be known to Adult Social Care 	Kelle Kingsley, Project Officer Carers Grant	
<p>Report Recommendation 2.7</p> <p>The council should ensure that there is improved consistency with regard to safeguarding case practice across the county. (para 6.15)</p>	<p>3.10</p> <p>3.11</p>	<ul style="list-style-type: none"> ● Review of Adult Protection systems and processes to be carried out. Consistency of practice will be addressed as part of this work. ● Operational Practice workstream of Business Transformation will address variability of practice issues 	<p>Mark Stainton, Assistant Director Operations</p> <p>Marion Johnson, Head of Service – Adult Protection</p> <p>Alex Garnett, Project Manager – Operational Practice Stream</p>	Completed by April 2007
Standard 4: Quality of Services for Users and Carers				
<p>Report Recommendation 2.8</p> <p>The council should ensure that assessments and care plans focus on improving outcomes for older people including; (para 7.5)</p> <ol style="list-style-type: none"> 1. Develop a more holistic analysis of overall needs, including well being and social inclusion 2. Develop multi-disciplinary working across all teams, including single 	<p>4.1</p> <p>4.2</p>	<ul style="list-style-type: none"> ● Operational Practice workstream of Business Transformation will address issues relating to risk management and holistic assessments, through the care management (and Social Care Direct elements of this work. ● Care Management Network will take forward a number of management actions relating to this 	<p>Mark Stainton, Assistant Director Operations</p> <p>Alex Garnett, Project Manager – Operational Practice Stream</p> <p>David Millen, Head of Assessment & Care</p>	

<p>assessment</p> <p>3. Record risk and contingency planning</p> <p>4. Consistently meeting target times</p>	<p>4.3</p>	<p>recommendation, to ensure that all elements of this recommendation are fully addressed i.e. care plan methodology, culture and assessment practice.</p> <ul style="list-style-type: none"> SAP implementation plan in place – focus on paper-based forms due to delays in delivery of electronic solution. Roll out to most Adult Social Care Teams and key health teams completed by Christmas 2006. 	<p>Management</p> <p>Jessie McArthur, Head of Policy & Service Development</p>	
<p>Report Recommendation 2.9</p> <p>The council should ensure that there is evidence of consistent quality monitoring of practice across all teams. (para7.9)</p>	<p>4.4</p> <p>4.5</p>	<ul style="list-style-type: none"> The operational practice workstream of the business transformation programme will address quality monitoring of practice. Pilot of revised carefile quality monitoring toolkit being run across Assessment & Care Management teams. Toolkit to be rolled out across other services excluding Mental Health. The East Sussex Quality Strategy, agreed in 2004, sets the context for continuous improvement of our services. Peer review model to be developed for quality monitoring of case files & practice 	<p>Mark Stainton, Assistant Director Operations, Beverly Hone, Assistant Director Strategy & Commissioning</p> <p>Alex Garnett, Project Manager – Operational Practice Stream</p> <p>Care Management Implementation Group (Chair Jessie McArthur)</p> <p>Judi Dettmar, Quality & Consultation Manager</p> <p>Judi Dettmar, Quality & Consultation Manager, Operations Managers</p>	<p>Pilot to be evaluated in October 06</p> <p>Model developed by April 2007</p>

Standard 5: Fair Access

<p>Report Recommendation 2.10</p> <p>The council should ensure that there is a consistent approach to the application of Fair Access to Care across the funding panels. (para 8.3)</p>	<p>5.1</p> <p>5.2</p> <p>5.3</p>	<ul style="list-style-type: none"> • County-wide Head of Assessment & Care Management appointed. • Development of risk management tool to support those awaiting service and to ensure greater equity at panel. • Review of resource allocation including adjustments in DPS provision. • Business Transformation programme – consideration to alternatives to the current funding panel process to be explored which will provide for improved delegation to Practice Managers. 	<p>Mark Stainton, Assistant Director Operations</p> <p>David Millen, Head of Service – Assessment & Care Management</p> <p>Alex Garnett, Project Manager – Operational Practice Stream</p>	<p>31 March 2007</p> <p>Completed by Sept 07</p>
<p>Report Recommendation 2.11</p> <p>The council should ensure that a broad range of services is available for older people with mental health needs. (para 8.7)</p>	<p>5.4</p> <p>5.5</p>	<ul style="list-style-type: none"> • Age Well project – residential and day care facilities • Living Well – Extra Care and Supporting Housing developments • £922,000 Preventative Technologies Grant (over 2 years) – Telecare equipment to be available from Autumn 2006. • 2 x POPP projects – intensive home support on extended hours and Memory Assessment team pilot in Bexhill 	<p>Mark Stainton, Assistant Director Operations & Beverly Hone, Assistant Director Strategy & Commissioning</p> <p>Loryane Ferguson – Project Manager, Age Well East Sussex</p> <p>Jessie McArthur, Head of Policy & Service Development</p> <p>Martin Packwood, Independence First Programme Manager</p>	

<p>older people and carers. (para 9.6)</p>		<p>undertaken within Strategy & Commissioning to inform service development, commissioning strategies and target setting.</p> <ul style="list-style-type: none"> Peer review model to be developed for quality monitoring of case files & practice 	<p>Judi Dettmar, Quality & Consultation Manager Samantha Carr, Head of Performance & Engagement</p> <p>Judi Dettmar, Quality & Consultation Manager, Operations Managers</p>	
<p>Report Recommendation 2.15</p> <p>The council should ensure that closer working is encouraged between directorates to enable a corporate approach to meeting the needs of older people and their carers. (para 9.10)</p>	<p>6.5</p> <p>6.6</p>	<p>Older Peoples Involvement Strategy Workplan 06/07:</p> <p>2.1) Develop a co-ordinated and strategic approach to older people's services and projects, covering as a minimum:</p> <ul style="list-style-type: none"> Lifelong Learning Healthy lifestyles Information about services Financial Health Transport Health and Social Care <ul style="list-style-type: none"> Establish cross-directorate officer working group <ul style="list-style-type: none"> Development of 'first point of contact' centres across East Sussex County Council 	<p>Beverly Hone, Assistant Director Strategy & Commissioning Mark Stainton, Assistant Director Operations</p> <p>Vicky Smith, Older Peoples Involvement Manager</p> <p>Access Programme Board</p>	<p>Sept 06 to April 07</p>
<p>Report Recommendation 2.16</p> <p>The council should ensure that the work continues on developing more effective partnerships between social care and some of the health organisations to develop more</p>	<p>6.7</p>	<ul style="list-style-type: none"> Joint Commissioning Team established for Mental Health services. Mental Health Commissioning Strategy to be developed by September 2007. Older Peoples Mental Health Services will be incorporated into the Joint Commissioning Strategy for Older Peoples 	<p>Beverly Hone, Assistant Director, Strategy & Commissioning</p> <p>Kate Dawson, Head of Mental Health</p>	<p>Completed by Sept 07</p>

<p>integrated strategic planning, development, commissioning and service delivery to achieve better outcomes for older people and their carers. (para 9.12)</p>	<p>6.8</p> <p>6.9</p> <p>6.10</p>	<p>services.</p> <ul style="list-style-type: none"> • Joint Older Peoples Commissioning Strategy • Existing effective joint working arrangements include: <ol style="list-style-type: none"> 1. Integrated Discharge Team – protocols developed and resources agreed. Multidisciplinary approach to enable people to return home. 2. Firwood House – intermediate care and rehabilitation centre. Partnership between the ASC and Eastbourne Downs PCT. • ASC Three Year Plan longer term ambitions include: <ul style="list-style-type: none"> • modernise services in line with the objectives in the White Paper '<i>Our health, our care, our say: a new direction for community services</i>', by developing alternative ways to deliver care within identified resources and through integrated work with partners 	<p>Commissioning</p> <p>Barry Atkins, Head of Strategic Commissioning</p> <p>Julian Fowler, Three Year Plan Co-ordinator</p>	<p>October 06 to April 07</p> <p>2007/08 to 2009/10</p>
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