

Cabinet

On 15 December 2009

Report Title

Care Quality Commission's Annual Performance Assessment of Adult Social Care 2008/09

Report authorised by **Director of Adult, Culture and Community Services**

Signed:

Dated:

Contact Officer : Helen Constantine, Head of Governance & Partnerships
 Telephone: 0208 489 3905
 E-Mail: Helen.Constantine@Haringey.gov.uk

Wards(s) affected: **All**

Report for: **Non-Key Decisions**

1. Purpose of the report

- 1.1 To inform Cabinet of the outcome of Care Quality Commission's (CQC) Annual Review of Social Care for 2008/09.
- 1.2 To highlight some of the key achievements and areas for development for the Directorate.

2. Introduction by Cabinet Member

- 2.1 The Annual Performance Assessment by the Care Quality Commission has judged that overall, our Adult Social Care Services are **Performing Well**. The next highest score is *Performing Excellently*. This is a very good result for Adult Services.
- 2.2 Significant improvements have been made in all of the Performance Indicators, and Haringey is among the top ten for most of the indicators. Among the key

achievements are: Haringey is ranked first across London for self-directed support for all clients; and, we are third best authority in England and Wales for carrying out assessments of older people's needs within the national target of 28 days.

2.3 Recognition of **Promising Capacity to Improve** following the recent Independence, Well-being and Choice service inspection reflects that the council is well placed in 2009/10 to build on the significant improvements already made.

2.4 CQC (January 2009) determined that "...keeping people safe was a priority across the council. The effectiveness of the Adult Safeguarding Board had improved and it had begun to provide improved high-level leadership that was needed to drive forward the improvement of safeguarding work. Strategic arrangements for safeguarding, through the Adult Safeguarding Board, had been strengthened and this had contributed to raising the profile of adult safeguarding in Haringey."

3 State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.2 The report contributes to the achievement of:

- **Priority 3 – Encouraging lifetime well-being at home, work, play and learning.**
- **Priority 4 – Promoting independent living while supporting adults and children when needed.**
- **Priority 5 – Delivering excellent customer focussed cost effective services**

3.3 The Well-being Strategic Framework is well established, and encompasses the seven *Our Health, Our Care, Our Say* (OHOCOS) outcomes. It recognises that promoting well-being and prevention requires creative and integrated solutions beyond the traditional health and social care agenda, which focuses on people as service users rather than people living independent lives. Resources have been targeted towards delivering an innovative programme from our universal services such as libraries and leisure centres, which will improve well-being and help us make best use of our resources. There is a key focus on prevention, as well as re-ablement and diversion from traditional models of care, for example residential care.

3.4 The Haringey Strategic Partnership (HSP) is committed to safeguarding vulnerable adults. It has a zero tolerance policy to abuse, neglect or harm. We have a high level commitment to safeguarding both children and vulnerable adults. The HSP has established a Safeguarding Adults Board (SAB), a multi-agency partnership to provide strong leadership on safeguarding adults locally. The Board ensures that all agencies in the partnership work together to determine policy and co-ordinate services to safeguard and promote the welfare of adults in Haringey. The Board provides the governance as it monitors the effectiveness of these services and (importantly) facilitates joint training across the agencies.

- 3.5 Our Multi-Agency Safeguarding Adults Policy & Procedure is a unified and consistent approach to safeguarding adults, and is embedded within each client group. Safeguarding adults continues to be a high priority for the service and we have invested in additional resources. Safeguarding is included in our key plans and strategies and performance is scrutinised at monthly performance callovers, as well as introducing a new local performance indicator to ensure cases are dealt with promptly.
- 3.6 The service has produced an Action Plan for Safeguarding of Vulnerable Adults and Statement of Priorities for 2009-10, that includes the following **outcomes** and Haringey objectives:
- **Preventing and minimising incidence** – To promote awareness of the need to safeguard vulnerable adults, through the SAB, so that everyone, including children, can recognise abuse, know how to report it and access services to protect and to prevent further abuse;
 - **Taking action in response to threats of incidents of harm** – To assure quality to secure good practice;
 - **Supporting fairness and justice so that some people get extra support to challenge, change harmful or abusive situations and access safe services** – To ensure that any action taken by organisations in the SAB to safeguard an adult meets human rights standards and is proportionate to the perceived level of risk and seriousness.
- 3.7 The Adult Social Care judgement, which includes safeguarding adults, is a key component part of the Comprehensive Area Assessment and is fed into the matrix of information that informs the final judgement for the council's overall performance rating published by the Audit Commission.

4 Recommendations

- 4.2 That Cabinet notes the content and outcome of CQC's annual review for 2008/09 and proposed action to respond to the identified areas for development.

5 Reason for recommendation(s)

- 5.2 Not applicable

6 Other options considered

- 6.1 Not applicable

7. Summary

- 7.1 The Commission for Social Care Inspection (CSCI) joined the Health Care Commission and the Mental Health Act Commission on 1 April 2009 to become the Care Quality Commission (CQC).
- 7.2 CQC hold an annual review monitoring meeting with all Councils with Social Care responsibilities. Following the meeting, CQC inform the Director of Adult Social Care Services outlining progress against performance targets in the year, drawing our key strengths and areas for improvement. It is a requirement that the CQC assessment and any action or improvement plan in response, is placed before the Council's relevant Executive Committee in open session. The CQC assessment is based on a set of national standards and criteria. The CQC judgement is provided to councils in the following November of the year being judged and councils have the opportunity to challenge the results before they are made public in the form of grade awarded for delivery of outcomes, early December.
- 7.3 CQC use a variety of sources of information to carry out the annual performance assessment. These include an annual Self Assessment Survey, submitted in May 2009, routine business meetings, the annual review meeting and findings of any service inspections. A key contributor to this year's performance assessment was the findings of the ['Independence, Well-being and Choice' service inspection](#) which took place in early 2009. The findings of this inspection were presented to Cabinet on 21 July, 2009.
- 7.4 The annual review monitoring meeting for Haringey took place on 13 August 2009. The purpose of the meeting was to review progress on performance across a range of targets and delivering outcomes for Adult Social Care Services.
- 7.5 CQC sent the Council their summary report for 2008/09 annual performance assessment of social care for Adult Services on 12 October 2009 (see Appendix 1).
- 7.6 This was based on a Performance Assessment Notebook (PAN). The purpose of the PAN is to provide the council with an assessment from CQC which outlines strengths, achievements, and areas for development.
- 7.7 A Performance Improvement Plan (PIP) has been drawn up to ensure that identified areas for development in the PAN and the key areas for improvement, in CQC's summary letter, are addressed. The PIP is available [here](#).
- 7.8 The judgement reached by CQC draws on evidence from a variety of sources, including:
- The published Performance Indicators and other statistical data up to 31st March 2009, plus data supporting planned targets for 2009/10;

- Evidence agreed in the course of routine business meetings;
- Service user visits and interviews, during the service inspection; and
- Monitoring information from the Self Assessment Survey completed in May 2009.

As a result of this judgement, CQC award an overall grade for delivering outcomes and a separate grade for each of the seven outcomes – *Grade 1: performing poorly; Grade 2: performing adequately; Grade 3: performing well; and, Grade 4: performing excellently*. The commentary of the two domains of leadership, use of resources and commissioning will be directly transferred to the Comprehensive Area Assessment.

7.9 The overall judgements in our 2007/08 performance rating were:
 (a) Delivering outcomes judgement determined as **Good**, with
 (b) Capacity to improve as **Promising**.

7.10 The overall grade awarded for Delivery of Outcomes in 2008/09:
 (a) Adult Social Care Services is **Performing Well**, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community. The next (and upper level) is *Performing Excellently*.

The Service Inspection (2009) found:

(b) The Council’s capacity to improve as **Promising**, judged using the ‘Leadership’ and ‘Commissioning and Use of Resources’ domains.

7.11 Performance against the seven outcomes for adult social care as set out in the White Paper ‘*Our Health, Our Care, Our Say*’ is:

| Overall Grade Awarded for Delivery of Outcomes | Performing Well |
|--|----------------------|
| Delivering Outcomes | Grade Awarded |
| Improved health and well-being | Well |
| Improved quality of life | Well |
| Making a positive contribution | Well |
| Increased choice and control | Adequate |
| Freedom from discrimination or harassment | Well |
| Economic well-being | Well |
| Maintaining personal dignity and respect | Adequate |

7.12 Significant improvements have been made in all of the National and Performance Indicators and Haringey is among the top ten for most of the indicators when compared to other London Boroughs, and to those with the same demographics. Key achievements in 2008/09 include:

- Stable workforce, with decreasing and relatively low levels of vacancies, turnover and sickness absence;

- Haringey is ranked first across London for self-directed support for all clients, and is doing better across England and Wales with a ranking of 2;
- Performance on reviewing care packages improved from 80% of clients receiving a review in 2007/08 to 81% of clients being reviewed in 2008/09;
- The percentage of items of equipment and adaptations delivered within seven working days rose from 97.8% in 2007/08 to 98% in 2008/09;
- The outturn for the number of clients receiving intensive home care, enabling them to remain in the community has improved;
- The number of clients with Physical Disabilities supported to remain in the community through community based services increased;
- There was an increase in the number of people with mental health issues who we helped to live at home;
- There was an increase of 30% in referrals from 2007/08 (471) to end of 2008/09 (626) for older people with mental health, which indicates early intervention work and improved access to assessment for people with dementia at earlier stages in their illness – a key priority from the National Dementia Strategy;
- The number of Older People supported to live in the community has increased with 2,928 people supported to live in the community in 2008/09, against 2,156 in 2007/08;
- Continued improvement in direct payments from 214 in 2007/08 to 300 in 2008/09;
- The number of Older People admitted into residential care was managed and remained low, as we are supporting more people to live in the community. Please note that a low number equates to good performance;
- The percentage of people receiving a statement of their needs exceeded our plan and rose to 99.2%;
- We completed over 96% of assessments of Older People within 28 days. Again Haringey has shown improvement across all groups and is third across England and Wales;
- 95% of care packages were in place within 28 days of the completion of assessment. This exceeds our target by 2%; and
- In the Learning Difficulties service, we supported 38 people into paid employment and voluntary work. This is a key local and national performance and policy objective.

Also:

- 1,007 people received day opportunity services;
- There are four drop-in centres for older people in Haringey, which are fully part of the day opportunity spectrum, offer prevention and well-being services for vulnerable older people. Over 600 people use the preventative drop-in service for older people, with an average of 1,600 individual contacts made each month. This is an 'open access', 'non-charged' for service to provide monitoring, support and advice to older people in Haringey;
- We looked after 1,074 people in permanent placements in residential or nursing homes throughout the year, and continued reduction in number of new

admissions;

- The Community Alarm Service provides a service to 4,700 frail and vulnerable service users, 24 hours a day, including people at risk of racist and homophobic attack or domestic violence. The service receives some 250,000 calls a year. A key part of our prevention is [‘telecare’](#). We installed 213 additional telecare sensors in 2008/09, making a total of 631;
- Delivered 11,611 hours of home care per week; and
- Delivered meals on wheels every day to 455 clients in 2008/09.

CQC noted that:

- The Council provided strong political leadership and contributed to good partnership arrangements, promoting the modernisation of adult social care;
- The Service Inspection noted these strengths and the clear vision for older people and self-directed care services and judged the council’s capacity for improvement to be **Promising**;
- The local market for regulated service was of generally good quality, while in-house services improved;
- A wide range of joint interventions promoting re-ablement and healthy living outcomes;
- The Service Inspection found a good range of traditional services and commendable developments in independence-oriented services;
- More carers were supported both through short breaks and other service developments. Carers were also involved in service development and evaluation;
- The Service Inspection identified good examples of service user involvement in the design and planning of services;
- The Service Inspection also noted improvements in care planning such as timeliness and reviewing, and the appropriateness of programme and project planning for self-directed care; and
- A wide range of employment-related initiatives including developments in social firms.

- 7.13 The Directorate is on course to further enhance its performance, with a focus on:
- (a) Further reducing the level of delayed transfers of care from hospital (acute and non-acute);
 - (b) The needs of older people with mental health problems and their carers are fully met;
 - (c) Further reducing waiting times for major adaptations;
 - (d) Moving to a system which offers greater choice and control through self-directed support choices (personalised care); and
 - (e) Implementing the Service Inspection action plan (available [here](#)).

- 7.14 Detailed actions to address identified areas for development are embedded in the Business Plans for Adult, Culture and Community Services and key activities are monitored through the [PIP](#).

- 7.15 Haringey and Sutton are leading on developing a Pan-London Risk Assessment Tool. This will offer a consistent quality tool and a strategic approach to complement personalisation and safeguarding.
- 7.16 The following are examples of performance activity against our local indicators and national indicator set that are already contributing to sustained improvement and positive progress to October 2009:
- The number of older people permanently admitted into residential and nursing care stands at 65 and on course to meet performance target of 115 at year-end;
 - Six adults have been permanently admitted into residential and nursing care and on course to meet end-year target of 20;
 - We are exceeding our target of 11.2% with 14.3% carers receiving services and/or information and advice and expected to meet LAA target. Haringey has made great strides in assessments of need for carers and has moved from 124th place in 2007/08 to 68th place in England and Wales, 12th across all London and 4th across comparator boroughs;
 - Current performance for service provision within 28 days is 90%, a significant improvement and on course to meet this year's target of 93%;
 - Continued good performance of admissions to permanent residential care, for both younger and older adults;
 - Reviews are stable and performance continues to increase monthly and on course to meet the target of 82% in 2009/10;
 - Continued good performance in delivery of equipment – performance as at half-year 2009/10 is 98% and on course to meet target of 98% for year;
 - Stage 1 complaints continue to exceed our performance target by 3%, with 98% being dealt within timescale; and
 - Osborne Grove Nursing Home won the National WOW! Award (the largest National Awards for Customer Service in the world) for the best healthcare provider. The Haven Day Centre and the Alexandra Road Crisis Unit were also finalists in the National Wow! awards.
- 7.17 These performance indicators are robustly monitored and scrutinised through monthly performance call over with Service Heads and Team Managers.
- 7.18 To validate the performance indicators, managers undertake 5 case file audits per month.
- 7.19 Analysis of Homecare User Survey in 2008/09, determined that 83.3% of clients said they were satisfied with the help from Adult Social Care Services that they received in their homes. When asked how they felt about the way their care workers treated them, 55.6% were happy with the way they were treated by their care worker, 44.1% felt care workers were usually or sometimes happy and 0.3% felt their care workers were never happy.
- 7.20 In-house Home Care Services established a robust system of quality assurance in

September 2008, which is in line with the developing agenda of *proving* outcomes for clients. This includes unannounced checks based on skills for care criteria, which generates management information to inform further improvements and positive outcomes for clients. In addition, we undertake monthly *cold-calling* to 20% of current service users in order to determine general satisfaction levels.

7.21 CQC's recognition that Adult Social Care Services is **Performing Well**, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community, and the Service Inspection's verification of capacity to improve as **Promising**, reflects that the council is well placed in 2009/10 to build on the significant improvements made in 2008/09.

8. Chief Financial Officer Comments

8.1 There are no specific financial implications included in this report. The financial implications of the work undertaken by the service are monitored via the monthly budget management process and are reviewed annually as part of the Council's PBPR and budget setting process.

9. Head of Legal Services Comments

9.1 There are no legal implications to this report.

10. Head of Procurement Comments

10.1 Not applicable

11. Equalities and Community Cohesion Comments

11.1 CQC is positive about our performance on Access to Services and equalities issues, and reflective of the diverse communities. Compliance with ethnic monitoring of people assessed or received services improved further. Equality Impact Assessments relating to safeguarding, carers support and self-directed care contributed to service improvement.

11.2 in 2009/10, Adult Social Care will ensure that all care planning will be holistic and include cultural and religious issues

12. Consultation

12.1 Not applicable

13. Service Financial Comments

13.1 Not applicable

14. Use of appendices /Tables and photographs

Appendix 1 – CQC Annual Performance Assessment of Adult Social Care for
London Borough of Haringey 2008/09.

15. Local Government (Access to Information) Act 1985

15.1 Performance Assessment Notebook