

ANNUAL PERFORMANCE ASSESSMENT OF SOCIAL CARE SERVICES FOR ADULTS SERVICES FOR CAMBRIDGESHIRE AND ACTION PLAN

To: Cabinet

Date: 22nd February 2011

From: Service Director: Strategy and Commissioning (Adult Social Care).

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: To present to Cabinet:

- The Assessment of Performance Report 2009 / 10 for Adult Social Care Services by the Care Quality Commission
- The work to be undertaken to address the areas for improvement set out in Assessment of Performance Report.

Recommendation: Cabinet is asked to:

- i) Note and comment on the content of the Assessment of Performance Report 2009 / 10 for Adult Social Care Services for Cambridgeshire.
- ii) Approve the action plan set out in Appendix 2 (circulated separately in Cabinet Members Pack) to address the areas for improvement identified by the Care Quality Commission.
- iii) Confirm that updates on progress against the Action Plan will be received by Cabinet and the Adults Wellbeing and Health Scrutiny Committee at a minimum of six monthly intervals.

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1 BACKGROUND

- 1.1 The Care Quality Commission (CQC) makes an annual assessment and judgement on Adult Social Care Services. The judgement is made drawing from the following information collected throughout the year:
- Regular meetings with the Area Manager
 - The annual Self Assessment Survey, which contains quantitative (including the formal performance indicators (PIs)) and qualitative information, submitted in May
 - Any fieldwork inspections
 - Extended Summer Routine Business Meeting, held in July 2010.
- 1.2 In 2009/10, CQC did not undertake a fieldwork inspection of adult social care services in Cambridgeshire, nor request to meet with service users and family carer focus groups, but did speak on the telephone to family carers as part of the extended Summer Routine Business Meeting in July.
- 1.3 The Assessment of Performance framework uses the 7 outcomes set out in the White paper: Our Health, Our Care, Our Say:
- Improved health and emotional well-being
 - Improved quality of life
 - Making a positive contribution
 - Increased choice and control
 - Freedom from discrimination or harassment
 - Economic well-being
 - Maintaining personal dignity and respect
- 1.4 The assessment is made of two components:
- Delivery of Outcomes Assessment: a grading scale of “poor, adequate, well and excellent”, on the delivery of the seven outcomes,
 - A written assessment for Leadership and Commissioning and use of resources.
- 1.5 The process for the Assessment of Performance was revised in 2009 – 10, with a Self-Declaration process being introduced for the annual Self Assessment Survey. This resulted in councils being required to submit a Self Assessment only for the outcome areas where it wanted to demonstrate improvement from the previous year’s assessment, except for the outcome area Maintaining Personal Dignity and Respect, which considers safeguarding amongst other information. For Cambridgeshire, this meant that the Self Assessment Survey comprised information from Outcome areas 2,3, 4 and 7 (see below). The Care Quality Commission did, however, reserve the right to request a full Self Assessment Survey from up to a quarter of councils and therefore Cambridgeshire Adult Social Care Services worked hard to ensure that it retained evidence across all outcome areas
- 1.6 The Care Quality Commission has judged that overall Cambridgeshire County Council is performing ‘Well’ in its delivery of outcomes for people using Adult Social Care services.

2 ADULT SOCIAL CARE PERFORMANCE JUDGEMENTS FOR 2009/10

- 2.1 The judgements made by Care Quality Commission for 2009/10 are set out in the Assessment of Performance report of Adult Social Care Services for Cambridgeshire, at Appendix 1 which has circulated separately to Cabinet due to its size). The table, from Appendix 1, setting out the judgements is below:

Delivering Outcomes Assessment - Overall Cambridgeshire County Council is performing:		Well
Outcome 1: <u>Improved health and well-being</u>	The council is performing:	Well
Outcome 2: <u>Improved quality of life</u>	The council is performing:	Excellent
Outcome 3: <u>Making a positive contribution</u>	The council is performing:	Excellent
Outcome 4: <u>Increased choice and control</u>	The council is performing:	Well
Outcome 5: <u>Freedom from discrimination and harassment</u>	The council is performing:	Well
Outcome 6: <u>Economic well-being</u>	The council is performing:	Well
Outcome 7: <u>Maintaining personal dignity and respect</u>	The council is performing:	Well

- 2.2 As part of the overall summary of Cambridgeshire's performance the Care Quality Commission have said:

The Council has a clear vision of the transformation of adult social care services and has made significant progress on the transformation pathway. The progress on this aspect of service delivery has not been achieved at the expense of any other service and the Council has demonstrated the necessary drive and ambition to deliver improved outcomes and to address increasing demand for services related to demographic growth within a period of economic constraint.

2.3 What the Council does well

The Care Quality Commission has highlighted, within each Leadership and Commissioning and use of resources and in each of the Outcome areas, aspects of services where the council performs well, and where the council could improve further. The areas in which the Council is performing well, taken from the Assessment of Performance Report in Appendix 1, are listed below:

Leadership

- The Council has a clear and consistently articulated vision about the transformation of Adult Social Care and about the outcomes to be secured for people using these services.
- There is strong corporate and political support with aligned business planning and budget setting arrangements in place.

- Joint working and partnerships arrangements with health have secured optimum efficiencies without compromising outcomes.
- Effective performance management strategies has contributed to improved performance across all aspects of service delivery

Commissioning and use of resources

- Effective and targeted use of Joint Strategic Needs Analysis.
- Introduction of outcome based commissioning and contract monitoring processes.
- Outcome monitoring processes within assessment and review processes demonstrating improvement across all outcomes.
- There is an established culture of service development based on the views of people who use services and their carers.

Outcome 2: Improved quality of life

- A specific short term independence unit has been established for people with physical and/or learning disabilities that has helped more people to become independent.
- The range of general and specialist inpatient and day attendance rehabilitation services provided has supported more people to return home early from inpatient treatment and has supported some people to need reduced packages of care.
- Carers have well developed support plans, including emergency care plans and have ease of access to free and independent advocacy.
- Assistive technologies and equipment have been well promoted by the Cambridgeshire who have used a variety of strategies to ensure that people who use services and staff are aware of the wide range of equipment that is available, with an increased uptake amongst some client groups.

Outcome 3: Making a positive contribution

- Partnership boards are actively involved with the Council in the development of all services and promotion of issues of particular relevance to specific client groups.
- User led organisations are well established and feed into service development and ongoing service review, and have been particularly active in respect of the use of self directed support.
- There is a strong and active voluntary sector which provides a range of support to people who use services and carers across the county.
- The Council is engaged with the local involvement network (LINK).
- User groups who are not part of a wider network are also able to be involved in providing an insight to inform service delivery and design.

Outcome 4: Increased choice and control

- Significant progress has been made in ensuring that more people who use services receive self directed support.
- Cambridgeshire have systematically introduced self directed support via specific teams utilising ongoing learning from the experiences of staff and people who use services to minimise problems and maximise opportunities.

- The Council has improved both the timeliness of social care assessments across all client groups and improved on the time people wait for a service when the assessment has been completed.
- The Council has increased the number of people receiving a review across client groups with the exception of people who mental health services.
- The customer care team and client specific care teams have received additional awareness training in respect of the receipt of complaints and more is planned with increased capacity being provided to the customer care team.

Outcome 7: Maintaining personal dignity and respect

- Improved management of information systems related to safeguarding demonstrated that the Council is active ensuring that a high number of safeguarding referrals are dealt with and resolved to the point of closure in a timely manner.
- Safeguarding leads are in place within hospitals, the police force and Cambridgeshire Community Service with active involvement in the safeguarding board.
- Feedback from people who use services and their carers is used to inform improvements and contributes to the annual review of procedures.
- There is strong engagement with voluntary bodies to introduce a range of support measures for survivors of abuse.
- Council has engaged seven carer support managers to provide individual and group support to carers across the county.
- Good use has been made of the Dignity and Care funding from the Department of Health to enhance and improve communication pathways for people with dementia with positive outcomes.
- There are clear and consistent safeguarding thresholds and signposting information, supported by clear access routes.
- Robust governance and monitoring arrangements.
- Strong commitment to safeguarding training across most key partners.
- Person centred planning and support is embedded in practice

3 RESPONSE TO THE 2009 / 10 ASSESSMENT OF PERFORMANCE REPORT.

- 3.1 The last year has been a further positive year for Adult social care across Cambridgeshire, delivering improved services for the people of Cambridgeshire, and being recognised for this through another performing “Well” assessment for 2009 – 10. Staff in the County Council and partner agencies have worked hard to deliver these improvements, supported by County Councillors and Non-Executive Board Members of NHS Cambridgeshire, and we are continuing to work to further improve services.
- 3.2 The Care Quality Commission have also noted a number of areas for improvement under each of the 7 outcome areas. An Action Plan has been developed in response to these areas and is provided at Appendix 2 which due to its size has been circulated separately for Cabinet Members. It should be noted that in many of the areas for development, work on implementation is already well underway.
- 3.3 The Care Quality Commission have also noted a number of areas for improvement under each of the 7 outcome areas. A Plan has been developed in response to

these areas and is attached as Appendix 2. It should be noted that in many of the areas for development, work on implementation is already well underway.

- 3.4 Progress towards the Areas for Improvement will be monitored by each of the appropriate Boards / Working Groups identified in the plan as leading on work in this area. This is in order to avoid duplication of information being received at meetings and Boards and at the Quality for Adults Programme Board, and in order to enable the Quality for Adults Programme Board to focus on a number of key projects and workstreams.
- 3.5 Subject to approval of the recommendation within this report, progress against the action plan will be presented to Cabinet and Adults Wellbeing and Health Scrutiny Committee at a minimum of six monthly intervals. Progress will also be monitored by the Care Quality Commission at Business Meetings.

4. SIGNIFICANT IMPLICATIONS

4.1 Resources and Performance:

- 4.1.1 Successful implementation of the Area for Improvement Plan, which includes actions in relation to a number of specific indicators, is required to continue to improve local services and build on the improved performance judgements of previous years. This requires the following resources to be deployed to support the necessary work:
- 4.1.2 Continued capacity for project management to support the work within the Quality for Adults Programme. This resource has been secured, following identification of resources from the Office of Corporate Services and use of the Modernisation Grant for the Transformation of Adult social care.
- 4.1.3 Work being undertaken within existing resources, using current staff expertise to develop policies and procedures, improve processes and deliver necessary training.

4.2 Statutory Requirements and Partnership Working:

- 4.2.1 NHS Cambridgeshire, Cambridgeshire Community Services and Cambridgeshire and Peterborough NHS Foundation Trust play key roles in delivering parts of the action plan on behalf of the County Council. Existing governance arrangements will be used to ensure that partners deliver their responsibilities in respect of the action plan.
- 4.2.2 The introduction of Self Directed Support has been required by Government via the Local Authority Circular Transforming Social Care (January 2008), and is being taken forward in close partnership with social care delivery partners, especially NHS Cambridgeshire, Cambridgeshire Community Services and the Cambridgeshire and Peterborough NHS Foundation Trust.
- 4.2.3 Separate work is being undertaken with Providers, including the Council's in-house services, via a "champions" group, who are working alongside contracting colleagues in a positive way to meet the challenges of Self Directed Support. The group has representation from across the local social care sector, including voluntary organisations. This group will help the Council (and its commissioning

partners) think through the best approaches to maintaining market stability for vulnerable groups, whilst choice will increase and undoubtedly people directing their own support will begin to move around an evolving market place. This will challenge Providers, including in-house services, to provide high quality services at affordable prices that individuals will wish to purchase, as the Council moves away from block contracting and service users (and their support networks) become the main “customer” of Providers.

4.3 Climate Change

- 4.3.1 There are no significant implications for any of the headings within this category, although as services move to more modern and more localised arrangements, environmental considerations will play a greater part, and it is possible that less people (staff and service users) will be travelling as often or as far.
- 4.3.2 Working on service improvement across the county and across organisations requires staff who are based in different parts of the county to work together. Wherever possible travel will be minimised by less reliance on face-to-face meetings. Where meetings are required, attempts will be made to rationalise these so that staff can cover a number of meetings at one site. Hot desking, for Council staff and partners, in each others’ buildings will continue to be promoted to support this approach.

4.4 Access and Inclusion

- 4.4.1 A greater role for the voluntary sector (and community groups in general) is envisaged in the future, as individuals begin to make their own choices about support in their local communities, including possibly moving away from the more traditional sources of support.
- 4.4.2 Work is underway to make information about services on offer easily accessible to people directing their own support and to employees, especially care managers, contact centre staff and other community groups. This is crucial to enable individuals and their supporters to make informed choices, and to help the Council and its partners make good judgements about “market shaping” based on individual purchasing decisions, whether “self funders” (people who pay the full cost of their social care services) or not.

4.5 Engagement and Consultation

- 4.5.1 Building on the positive work of engaging service users and family carers, we need to continue to ensure that minority groups and communities are included within these arrangements. Contacts and communication channels that have been established will to be used to improve the involvement of people within minority communities.

Source Documents	Location
Annual Assessment of Performance Report 2009 / 10, Crea Quality Commission	Room ----- 3 rd floor, C wing Castle Court Cambridge