



Report of the Chief Officer Commissioning

Scrutiny Board - Adult Social Care

Date: 11 November 2009

Subject: Performance of Homecare Service Providers (Independent and Indirectly provided)

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary.

This report updates members of the Adult Social Care Scrutiny Board with regard to the overall performance of home care providers in the City (both directly provided and independent sector). Allied to the assessment of their performance, information is offered in relation to the assessed quality of the service they provide.

In practical terms the performance monitoring meetings referred to in previous reports continues between Council officers and providers and in addition further development has strengthened processes to monitor service quality more closely involving service recipients in the monitoring of home care provision.

As reflected in this report, the overall position charts the continuing stable development of provision within the system. Measurable improvements in service delivery have been achieved alongside more efficient operations.

Appendix 1 attached to this report contains details in relation to the contract performance monitoring of the independent sector providers in the fourth quarter of 2008/09 and the first quarter of 2009/10. The report also contains information in relation to the Council's own directly provided home care service for the same period.

1.0 Purpose of Report

1.1 This report updates members of the Adult Social Care Scrutiny Board with regard to the overall performance of home care providers in the City (both directly provided and independent sector). Allied to the assessment of their performance, information is offered in relation to the assessed quality of the service they provide.

2.0 Background Information

2.1 In October 2006, the Director of Adult Social Services presented a report which informed the Scrutiny Board of the background to the commissioning process which had been followed in relation to the provision of independent sector homecare services in Leeds. A series of update reports have followed

2.2 The last update on the performance of independent sector and directly provided service was received by the Board on the 30th March 2009, that report contained data relating to the penultimate quarter of the 2008/09 performance year, this monitoring report therefore includes information for the fourth quarter of the financial year ending March 2009 and the 1st quarter of the financial year 2009 -2010(Appendix 1).The presentation of data follows the same template as that given in the March report and shows comparison for the two quarters

3.0 Main Issues.

3.1 During the first quarter of 2008,a serious performance issue occurred with one independent sector provider (Jays Homecare). As outlined in the March report the (former) Commission for Social Care Inspection rated their service as 'poor'. All service providers under this contract have been consistently informed that it is the Council's objective to ensure that all providers receive at least a 'good' rating for their service. Following the announcement of the inspection result, The Jays organization remained at the poor rating in January 2009 and the decision was then taken not to extend their contract. Since March 2009 no other significant performance issues have arisen. All main contracted providers having achieved assessments of 'Good' or better.

3.1 During the last report Members were advised of the steps which had been taken to replace the Jays agency which had failed to achieve an independent assessed rating (by the Care Quality Commission) of 'Adequate' or better.

3.2 Members were advised that a tendering process had been conducted to replace this contract and following this process the decision was taken to award the contract to the Allied organisation to provide services in East via the delegated decision Director of Adult Social Care on 26 March 2009. Jays Home Care Services whose contract with LCC ceased as of April 20th 2009. During the period of transfer services to care recipients were not disrupted.

3.3 The current cost and volume contracts have now come to the end of their initial 3 year period. All the contracts (with the exception of Jays)originally entered in to, have

been extended for a further year (to 31st March 2010) through the delegated decision of the Director of Adult Social Services taken on 19th February 2009.

3.4 Contract Monitoring meetings are held every quarter with all the independent sector providers. The last two contract monitoring meetings were held during April 09 for the fourth Quarter of the financial year 2008 - 2009 and July 2009 for the first quarter of the financial year 2009-2010.

3.5 An improved template for collecting information on which to monitoring the performance of the homecare contracts has now been introduced to ensure greater accuracy in recording hours of care provided, and an improved account of the independent sector's performance in completing annual reviews of the care plans for the people they serve and supervision records of their staff performance against those care plan objectives.

3.6 The monitoring aims to recognize good practice and to establish areas for improvement. Since the last report, monitoring has focused on a "zero tolerance" to missed calls. Missed calls are now monitored through a weekly spread sheet completed by all providers, to support this, unannounced visits to the provider's local offices are carried out by Contract officers, to target areas of identified weakness or poor performance, targets are then agreed with providers to initiate further improvement.

3.7 The numbers of complaints that have been made against each organisation, in the two periods, are included in the independent sector provider information attached as Appendix 1 These are complaints that have been formally recorded within the Complaints Section in ASC.

3.8 Training forms a significant element of improving user experience of care, to this end, representatives at a senior level from all independent providers attended a Safeguarding Briefing organized by Adult Social Care, all providers' have received a copy of the Leeds Safeguarding Adults Partnership Policy and Procedure documents, and guidance on completing the forms to notify ASC of any incidents or suspected incidents where safeguarding issues may need further enquiry or action. To ensure that all providers maintain their "good rating " the Care Quality Commission (CQC) has an expectation that staff delivering personal care services are trained and skilled to a high competency level and have attended all mandatory training including a full and comprehensive Induction, Health and Safety, Care Planning ,Diversity Medication, Food Hygiene and Moving and Handling.

3.9 The Government is changing the way that qualifications are organized and structured in all sectors including social care. The current National Qualifications Framework which includes NVQs will be replaced by the Qualifications and Credit Framework (QCF) . The QCF will present units and qualifications in a simpler way and it will lead to qualifications that are flexible and meet the skills and knowledge needs of the workforce. The current targets for numbers of staff to be NVQ qualified have ceased pending the introduction of these new arrangements.

3.8 Working in partnership with NHS Leeds ,a training programme on the provision of medication is planned for all providers under contract throughout September and October. All providers with care workers working in the West and North West of Leeds will be the first to attend the training. The programme will be rolled out to all areas of Leeds in the next year.

3.9 Finally, Adult Social Care's complaints officers will be providing the "Complaints made easy" training day for all front line staff working for the independent providers in the Autumn 2009.

3.10 Members have previously been provided with information setting out the desire and intent to increase and improve services user representation in the overall monitoring process. While there has been some success in this regard, a review of current user involvement is underway with the aim of achieving an increased representation of users from BME communities, those with sensory impairments; and to ensure that all geographic areas of Leeds are represented on the Forum. Service Users have contributed to the improvement of both independent sector policies and procedures as well as making recommendations for improving documentation used in the Quality Standard Assessment.

3.11 A companion report on the agenda of the Board today deals with the ways in which the monitoring processes described previously are now being aligned much more closely with the Dignity in Care Agenda.

3.12 In terms of anticipated developments, in 2010/11 Adult Social Care Officers will be working towards procuring community home care services through a Framework Arrangement. This framework arrangement offers ASC many more opportunities to respond to the increasing influence of the 'personalisation' of social care services by increasing the number of available service providers and at the same time developing a changing market for the provision of community home care services. It is believed that these arrangements provide the most effective means of stimulating innovation whilst continuing to emphasise value for money.

3.13 We recognize the importance of ensuring that our common interests with NHS Leeds colleagues are recognized and addressed, to that end, a timetable of meetings has been set up with representation from the Council's Procurement unit ASC Commissioning, ASC Contracts and NHS Leeds to jointly commission domiciliary home care services in 2010/11.

4.0 Governance and Policy Implications

4.1 There are no implications for Council Policy or governance.

5.0 Legal & Resource Implications

5.1 Our whole commissioning approach to home care services is to maximise efficiency and value while ensuring good quality care is provided to those people who need it irrespective of the provider of that care service. To that end, this report summarises the processes which are in place, and those which are planned, to ensure that the progress made in recent years in both efficiency and quality improvement is sustained in future arrangements.

6.0 Conclusion

6.1 This report and the detail covered in its Appendix demonstrate progress in improving the overall quality and performance of home care providers in the City, the market is stable and ready for growth which will be stimulated by the advent of much greater numbers of people exercising individual choice and control over their care circumstances.

6.2 It is also recognized that Adult Social Care and its commissioning partners continue to have a crucial role to play in ensuring that the whole system continues to be well monitored, regulated and assured irrespective of who purchases the care supplied. To that end, the arrangements described in this report continue to need to be developed and refined as the care market is stimulated and grows.

7.0 Recommendation.

7.1 Members are asked to note the content of this report and its Appendix.

Documents referred to in this report

- Domiciliary Care – National Minimum Standards
- ASC Quality Standards Assessment
- Leeds Multy - Agency Policy On Assistance With Medication in a Domiciliary Setting
- Service User Involvement – 10 step programme for Impendent Community Home Care Providers
- Dignity in Care – establishing a Service User' Consultative Group ASC Commissioning Board Report
- Delegated Decision Report March 26th 2009 – Allied Health Care Group
- Delegated Decision Report February 19th 2009 – Extensions to Home Care Contracts
- Leeds Safeguarding Adults Partnership Policy and Procedures 2009

Appendix 1. January to March 2009 and April to June 2009

Homecare Providers Performance

1/ Name of Provider: Anchor Homecare Services

This company covers the North West, West and the South local authority areas of Leeds City Council.

Category	January to March 0'9 Quarter 4	April to June '09 Quarter 1	Remarks			
Hours provided	31,227	35,100	Anchor continue to maintain a steady increase on the provision of hours to meet the ever increasing demand			
CSCI Inspection Report	Two Star Good	Two Star Good	Last Inspection report on 13/03/2008 rated as 'Good'			
Number of Complaints	1	0	All complaints have been resolved			
Number of Compliments	10	8	compliments received telephone, thank you cards and in correspondence			
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 31/03/009	0	0	67	72	193	
Number of Service Users supported as at 30/06/09	0	0	85	80	214	
Number of Community Support Assistants as at 31/03/09	0	0	16	26	60	
Number of Community Support Assistants as at 30/06/09	0	0	14	24	64	A successful recruitment drive in the South increase Anchor's capacity to provide service in the south
Total Number of Community Support Assistance employed as at 30.6.09	Number of staff completed NVQ 2		Percentage against staff group (50%NMS)		Anchor 's new training programme has enable them to exceed the 50%vtarget . Three Supervisors are now qualified NVQ assessors.	
102	72		70 %			

2/ Care UK Homecare Services

This company covers the North West and West Leeds local authority areas.

Category		January to March '09 Quarter 4		April to June '09 Quarter 1		Comments
Hours provided		11,700		12,192.		There has been an improvement in the number of hours provided in this quarter
CSCI Inspection Report		Two Star Good		Two star Good		Care UK had a recent announced inspection. No results to date .
Number of Complaints		5		2		All complaints have been resolved from both quarters
Number of Compliments		3		5		Correspondence and telephone calls
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 31/03/09	0	0	69	112	0	
Number of Service Users supported as at 30/06/09	0	0	73	119	0	An increase of 11 users on the previous quarter
Number of Community Support Assistants as at 31/03/09	0	0	20	21	0	
Number of Community Support Assistants as at 30/06/09	0	0	28	26	0	Staff recruitment and retention has improved on this quarter
Total Number of Community Support Assistance employed as at 30.6..09	Number of staff completed NVQ 2		Percentage against staff group (50% NMS)		Comments	
54	3		27%		Care UK has 26 Community Support Workers undertaking the NVQ2 qualification which will bring this into line with the 50% requirement.	

3/ Claimar Homecare

This company operates in the East, North East, North West and South of Leeds local authority areas.

Category		January to March '09 Quarter 4	April to June '09 Quarter 1	Comments		
Hours provided		21,884.33	24,642	Claimar have restructured at a Senior level to improve monitoring Safeguarding Adults , improve uptake on the ISA and to increase their business opportunities.		
CQC Inspection Report		Two star Good	Two star Good	Inspected on 15.6.2009		
Number of Complaints		3	1	All complaints have been resolved – missed medication safeguarding incident.		
Number of Compliments		6	3	2 telephone calls 1 verbal compliment passed to care worker		
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 31/03/09	130	52	0	10	40	
Number of Service Users supported as at 30/06/09	157	29	0	40	13	An increase of 45 users on the previous quarter
Number of Community Support Assistants as at 31/03//09	45	10	0	10	21	
Number of Community Support Assistants as at 30/06/09	49	11	0	11	13	Two staff disciplined and an their contracts were terminated
Total Number of Community Support Assistance employed as at 30.6.09	Number of staff completed NVQ 2		Percentage against staff group (50%NMS)		Comments	
84	35		42%		33 Community Support Workers are undertaking the NVQ2 qualification, which will bring Claimar into compliance of the 50 % target	

4/ Goldsborough Homecare

This company operates in North East, West and South of Leeds local authority areas.

Category	January to March '09 Quarter 4	April to June '09 Quarter1	Comments			
Hours provided	25,049	27,079	Goldsborough are currently providing 21,879 hours over their cost hours			
CSCI Inspection Report	Two star Good	Two Star Good	Last Inspection dated March 2008. Standard ' <u>Good</u> '			
Number of Complaints	3	1	1 complaint is yet to be resolved satisfactorily due to the service users hospitalization; all other complaints have been resolved			
Number of Compliments	1	15	Letters , cares and phone calls			
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 31/03/09	11	52	21	3	110	
Number of Service Users supported as at 30/6/09	20	47	19	3	113	Goldsborough have increased their service users group by 5 new users.
Number of care workers as at 31/03/09	9	20	9	4	43	
Number of care workers as at 30/06/09	10	22	10	4	45	Overall addition of 6 Community Support Assistants employed
Total Number of Community Support Assistance employed as at 30.6.09 91	Number of staff completed NVQ 2 23	Percentage against staff group (50%NMS) 25%	Comments Currently 12 Community Support workers are undertaking the NVQ2 training and 11 have registered, however until all assistance have completed the NVQ2 programme Goldsborough currently fall short of the 50% requirement;			

5/ Jays Homecare Services

This company operates in the East and North East of Leeds local authority areas.

Category	January to March '09 Quarter 4	Contract ceased April 2009	Comments			
Hours provided	7,449		All referrals to Jays ceased as at 22.9.08 until further notice			
CSCI Inspection Report	0 Star		Last Inspection February 2008 Standard ' <u>Poor</u> '			
Number of Complaints	1		Resolved			
Compliments	0					
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 31/03/09	68	10	0	0	0	
Contract Ceased						
Number of Community Support Assistants as at 31/03/09	22	0	0	0	0	
Contract Ceased						
Total Number of Community Support Assistance employed as at 31.3.09	Number of staff completed NVQ 2		Percentage against staff group (50%NMS)		Comments	
22	0		0		Currently 3 community support workers are undertaking the NVQ2 training.	

6/ Springfield Homecare

This company operates in North East, East, North West and South Leeds local authority areas.

Category	January to March '09 Quarter 4	April to June '09 Quarter 1	Remarks			
Hours provided	31347	31,716	Springfield is currently providing 29,116 hours over the cost hours.			
CSCI Inspection Report (rating)	Two Star Good	Two Star Good	Last Inspection was April 2008. 'Good'			
Number of Complaints	3	2	All resolved			
Number of Compliments	5	3	cards and verbal comments.			
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 31/3.09	192	129	0	54	91	
Number of Service Users supported as at 30/06/09	183	124	0	51	101	A number of high packaged cancelled due demise of the service users'
Number of Community Support Assistants as at 31/03/09	89	34	0	14	15	
Number of Community Support Assistants as at 30/06/09	99	35	0	12	18	Springfield have been very successful recruiting through the internet
Total Number of Community Support Assistance employed as at 30 6.09	Number of staff completed NVQ 2		Percentage against staff group (50% NMS)		Comments	
164	34		21%		Springfield are striving to reach the 50% target, they have a good training programme in place and will ensure all community support workers achieve the NVQ2 qualification.	

7/ Allied Health Care Group

This company operates in North East, East, North West, West and South Leeds local authority areas.

Category	Not under contract prior to April '09	April to June '09 Quarter 1	Remarks			
Hours provided		8,808	Contract commence in April 2009			
CSCI Inspection Report (rating)		Two Star	Last inspection 6 .11 .2008			
Number of Complaints		3	All resolved			
Number of Compliments		1	Verbal to care worker .			
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Contract commenced in April 2009						
Number of Service Users supported as at 30/6/09	76	35	12	19	45	
Number of Community Support Assistants as at 30/06/00	40	22	14	19	28	
Total Number of Community Support Assistance employed as at 30.6.09	Number of staff completed NVQ 2		Percentage against group (50% staff NMS)		Fully compliant .	
123	110		89%			

8/ LCC – Community Support Services (CSS)

This is for the Local Authority directly provided Community Support Services. The service has undergone a management restructure from April-September 2009. To assist comparability of figures, activity has been shown on a weekly basis.

Following the management restructure from April- September 2009, the statistics are no longer collected in the 5 wedges.

The service operates to an East /West split with 3 Managers in both East and West Leeds.

Category	Details	Jan 09 to March 09 Quarter 4 weekly activity	April 09 to June 09 Not available	Remarks
Hours provided	<ul style="list-style-type: none"> ➤ CSS hours City-Wide ➤ Extra Care Services (North West, East & West) hours ➤ Mental Health Reablement (previously POPP) ➤ Mental Health Long Term 	<p>24,574 hrs</p> <p>1,773 hrs</p> <p>638 hrs</p> <p>190 hrs</p>	<p>September 09 figures as below following restructure</p>	<p>To establish the new mental health services city wide, less new work has been taken by the directly provided service</p> <p>Phased recruitment into these two services</p>
CSCI Inspection Report (rating)	<p>CSS East</p> <p>CSS North East</p> <p>CSS North West & West</p> <p>CSS South</p>	<p>Two Stars Good</p> <p>Two Stars Good</p> <p>Two Stars Good</p> <p>Two Stars Good</p>	<p>Improved rating by CSCI</p>	<p>Awaiting confirmation from Care Quality Commission that service will be inspected as east and west in future</p>

Directly Provided Community Support for week ending 25th September 2009

Local Authority Areas/ Details	East Leeds	West Leeds	Total	Remarks
Community				

Support Services Hours	14,215	10,041	24256	
Extra Care Service	685	1,125	1810	
Mental Health (previously POPPS) Reablement	0	1,219	1219	This service is citywide but managed in the West
Mental Health Long Term	0	952	952	This service is citywide but managed in the West
Total Hours	14,900	13,337	28,237	
No. of Supervisory staff	17	17	34	

Following the management restructure from April- September 2009, the statistics are no longer collected in the 5 wedges.
The service operates to an East /West split with 3 Managers in both East and West Leeds.

Complaints by Service Area Jan 09 – March 09

Service Area Home Care	Number	%
East	1	9.1%
North East	4	36.4%
North West	4	36.4%
West	2	18.2%
Total	11	100.0%

Complaints by Service Area April 09 – June 09

Service Area Home Care	Number	%
East	4	28.6%
North East	4	28.6%
North West	1	7.1%
South	5	35.7%
Total	14	100.0%

Appendix 2

Service User Involvement Standard for QSA

1. Evidence in communication with service users

- Evidence of surveys – analyse feed back - improvement programme
- One – one visits , telephone surveys
 - Results in a letter ,new sheet
 - staff news letter , memo

2. Evidence of continuity in services - staff rotas, care notes, time sheets

3. Handbook – plain language, strap lines offering translation, font size, Braille

4. Entry into service – evidence of discussion with Service users and or family members on taking up the service, copies of information provided, example of a signed agreement with service users

5. Evidence of Customer Care training, sensory impairment awareness training

6. Evidence of Diversity Training

7. Complaints policy and procedure

8. Complaints Log

9 Evidence of a complaint investigate and resolved satisfactorily for the service user, evidence of an changes made as result of the complaint

10 Evidence that complaints are use as tool for discussion at staff meetings, for learning opportunities and service improvement.