



Report of the Chief Officer Commissioning

Scrutiny Board (Adult Social Care)

Date: 15th October 2008

Subject: Performance of Homecare Service Providers (Independent and Directly Provided Service)

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary.

The Appendix attached to this report contains details in relation to the contract performance monitoring of the independent sector providers in the fourth quarter of 2007/08 (January – March) and the first quarter of 2008/09 (April – June). The report also contains information in relation to the Council's own directly provided home care service that is not subject to the same contractual conditions.

The overall position reflects the consolidation of stability within the system, however, a performance issue has arisen with an independent sector provider which has required measures to be taken to avoid serious breakdown of care. Staff turnover rates within the organisations continue to be reflective of industry standards, but independent sector providers (with the exception of the organisation mentioned above) continue to make significant efforts to recruit and retain staff within the sector however, recruitment and retention of staff is still an issue with the expansion of the current contracts.

Performance monitoring meetings continue to undertaken between Council officers and providers and further developments have now commenced to engage and involve service users in a more inclusive way in the monitoring of their home care provision, with the dignity monitoring project.

1.0 Background Information

- 1.1 In October 2006, the Director of Adult Social Services presented a report which informed the Board of the background to the commissioning process in relation to the provisions of independent sector homecare services in Leeds. The Board therefore asked to receive further updates on home care services in Leeds to satisfy members that adequate monitoring and performance management arrangements were in place.

2.0 Monitoring of Homecare Sector Providers

- 2.1 The last update on the performance of independent sector and directly provided homecare providers was received by the previous Scrutiny Board on the 18th February 2008. This monitoring report (shown in Appendix 1) follows the same template as that given in the February report and shows a comparison for the two quarters since the last report. The report also contains figures showing compliments reported by the Providers.
- 2.2 The current cost and volume contracts have now been in operation for 2 ½ years and are coming to the end of their initial 3 year period. The contracts do contain the option for the Council to request an extension of the initial period by a further 12 months subject to agreement of all parties. Discussions are currently underway with commissioning officers about the use of this extension period and the options to secure provision in the future. However, future commissioning of such care services will be taking place in a context of increasing use of individualized budgets/Direct Payments and careful thought and planning will be required to ensure that individuals have choice within a diverse market of provision. This will need to be achieved alongside a continuing service purchased by the Authority on behalf of people who do not wish to avail themselves of the option of purchasing their own care.
- 2.3 Formal contract monitoring meetings are held every quarter with all the independent sector providers. The last contract monitoring meetings were held during July 08 for the first quarter of the financial year. The next set of formal meetings are due to be held during October 08. These meetings have a standard agenda and look at all areas of contract performance including such elements as current hours provided, staffing levels, current training requirements (NVQs), compliments and complaints and the CSCI inspection reports. In addition to the meetings, the Contracts Section has now developed a Quality Standard Assessment Framework. This Framework will assist the team to gather evidence on provider performance and will cover areas that include needs, risk and care planning, health and safety, safeguarding and protection from abuse, diversity and inclusion, service user satisfaction and staff skills and competency. The framework will include guidance for providers and will also undertake a sample service user satisfaction survey. It is planned to roll out the framework over the next couple of months and meeting have been scheduled with the providers to introduce this.

- 2.4 In addition to the formal contract monitoring meetings, a Service User Forum is now well established, this meets with contract officers and with each independent sector service providers. This allows Service Users the opportunity to question the service provider's management in relation to issues of quality in the care they are providing. Work has also recently started on the introduction of dignity monitoring within the homecare contracts which should greatly improve our ability to evidence that homecare organisations are providing quality services and tackle issues where they are not. A small working group of officers and service users have commenced discussions on the introduction of procedures to set this in place later in this financial year.
- 2.5 During the last quarter, a serious performance issue has occurred with one independent sector provider on the contract (Jays Homecare). Following the scheduled CSCI inspection, Jays were awarded 0 stars for their service, which indicates a poor service. Throughout the period of the contract, all service providers have been informed that it is the Council's objective to ensure that all providers receive at least a good (2 star) rating for their service.
- 2.6 Following the announcement of the inspection result, an urgent meeting was held with Jays Homecare to inform the company of the Council's disappointment with the inspection and to require their detailed action plan to improve the service within a short but reasonable timeframe. At this meeting Jays were informed that unless they could demonstrate significant improvement within a period of two months, the Council would be required to consider its options in continuing the contract with the company. Close monitoring of Jays was put in place following this meeting which has included regular visits to the company and a requirement that they submit weekly updates of progress in improving the service.
- 2.7 At the time of writing this report, contract officers continue to have concerns about the quality of service being provided. This is notwithstanding some limited progress which the company has made in terms of addressing some of the deficiencies identified by our contract monitoring process and the independent regulatory report. Further meetings will be held and careful evaluation made of whether ultimately sanctions of withdrawal of the contract may be appropriate in the future. Should this be necessary, contract officers would seek to work closely with the organisation to effect as seamless transfer of care as possible to any subsequent provider. It is intended that all possible options are employed to avoid any breakdown of the care services provided, prior to the option to terminate the contract being exercised.

3.0 Skills Base

- 3.1 The requirement, under standard 20.4 of the National Minimum Standards is for providers to ensure that at least 50% of staff are qualified to NVQ level 2 by 1st April 2008. To date, all independent sector contracted providers are failing to meet this requirement. However, all providers have indicated their commitment to achieve the target and in mitigation, most have stated that the

increase in numbers of staff recruited and the length of time it take for a member of staff to undertake the NVQ (this has been indicated at 6 to 12 months), has had a affect on reaching the required target.

- 3.2 Where NVQ levels have been particularly low with a provider, contract officers have started to track staff taking the NVQ from start to completion, to ensure progress is being made on achieving the targets. The take-up of NVQ's is also a regular item on the formal contract monitoring meeting agenda. Contract officers will continue to monitor NVQ levels at quarterly monitoring meetings and request information from providers on a monthly basis on their progress towards the target.

4.0 Complaints and Compliments

- 4.1 The number of complaints that have been made against each organisation, in the period, are shown in the report. These are complaints that have been formally recorded within the Complaints Section.

5.0 Recommendation

- 5.1 Members are asked to consider the information contained in this report.

Background Documents

Report of the Director of Adult Social Services to the Scrutiny Board (Health & Adult Social Care) dated 23rd October 2006 – Homecare Commissioning 2006

Report of the Chief Officer Commissioning to the Scrutiny Board (Health & Social Care) dated 18th February 2008 – Performance of Homecare Service Providers (Independent and Directly Provided)

Appendix 1

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 '08 Quarter 4	April to June '08 Quarter 1	Remarks
Hours provided	28,302 Hours	28,181 Hours	
CSCI Inspection Report	Two Star	Two Star	Last Inspection report on 13/03/2008 rated as 'Good'
Number of Complaints	11 cases	6 cases	All cases were resolved.
Number of Compliments	13 cases	10 cases	

Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	0	0	70	117	229	
Number of Service Users supported as at 30/06/08	0	0	75	121	231	Overall addition of 11 Service Users supported
Number of Community Support Assistants as at 30/03/08	0	0	11	32	48	
Number of Community Support Assistants as at 30/06/08	0	0	11	29	57	Overall addition of 6 Community Support Assistants employed

2/ Care UK Homecare Services

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

Category	January to March '08 Quarter 4	April to June'08 Quarter 1	Remarks
Hours provided	10,398 Hours	11,232 Hours	Care UK is underachieving in North West
CSCI Inspection Report	-	-	Next CSCI inspection due September '08. Not Yet Rated
Number of Complaints	1	1	
Number of Compliments	0	3	

Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	0	0	74	89	0	
Number of Service Users supported as at 30/06/08	0	0	77	88	0	Overall addition of 2 Service Users supported
Number of Community Support Assistants as at 30/03/08	0	0	15	14	0	
Number of Community Support Assistants as at 30/06/08	0	0	16	16	0	Overall addition of 3 Community Support Assistants employed

3/ Claimar Homecare

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

Category	January to March '08 Quarter 4	April to June'08 Quarter 1	Remarks
Hours provided	19,973 Hours	23,849 Hours	Claimar has requested an increase in the Cost hours of 200 hrs in South Leeds
CSCI Inspection Report	-	-	Standard Not Yet Rated
Number of Complaints	3 cases	3 cases	All resolved and none outstanding
Number of Compliments	14 cases	6 cases	1 letter and 4 telephone calls and 1 card

Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	117	33	0	44	36	
Number of Service Users supported as at 30/06/08	136	28	0	49	52	Overall addition of 35 Service Users supported
Number of Community Support Assistants as at 30/03/08	36	6	0	13	12	
Number of Community Support Assistants as at 30/06/08	44	10	0	15	15	Overall addition of 17 Community Support Assistants employed

4/ Goldsborough Homecare

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

Category	January to March'08 Quarter 4	April to June'08 Quarter 1	Remarks
Hours provided	14,532 Hours	18,332 Hours	
CSCI Inspection Report	2 Star	2 Star	Last Inspection dated March 2008. Standard ' <u>Good</u> '
Number of Complaints	2 cases	1 case	resolved
Number of Compliments	3 cases	1 case	

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	1	61	19	0	68	
Number of Service Users as at 30/06/08	8	52	20	4	98	Overall addition of 33 Service Users supported
Number of care workers as at 30/06/08	0	21	12	0	35	
Number of care workers as at 30/06/08	2	25	12	2	35	Overall addition of 8 Community Support Assistants employed

5/ Jays Homecare Services

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

Category	January to March'08 Quarter 4	April to June'08 Quarter 1	Remarks
Hours provided	10,185 Hours	9,462 Hours	
CSCI Inspection Report	0 Star	0 Star	Last Inspection February 2008 Standard ' Poor '
Number of Complaints	0	14 cases	One case is still outstanding from last quarter.
Compliments	3 cases	7 cases	All telephone calls no written evidence. Jays was advised to log all calls.

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	114	7	0	0	0	
Number of Service Users supported as at 30/06/08	98	10	0	0	0	Overall reduction of 13 Service Users supported
Number of Community Support Assistants as at 30/03/08	28	0	0	0	0	Cover E and NE
Number of Community Support Assistants as at 30/06/08	20	0	0	0	0	Overall reduction of 8 Community Support Assistants employed

6/ Springfield Homecare

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

Category	January to March'08 Quarter 4	April to June'08 Quarter 1	Remarks
Hours provided	26,573 Hours	25,790 Hours	
CSCI Inspection Report (rating)	1 Star	Two Star	Last Inspection was April 2008. 'Good'
Number of Complaints	6 cases	8 cases	
Number of Compliments	7 cases	5 cases	

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Variation
Number of Service Users supported as at 30/03/08	250	124	0	39	40	
Number of Service Users supported as at 30/06/08	177	101	0	43	44	Overall reduction of 88 Service Users supported
Number of Community Support Assistants as at 30/03/08	63	32	0	7	9	
Number of Community Support Assistants as at 30/06/08	59	35	0	10	14	Overall addition of 7 Community Support Assistants employed

6/ LCC – Community Support Services (CSS)

This the local authority In-House Community Support Services.

Category	Details	October to December 2007 Quarter 3	January to March '08 Quarter 4	April to June '08 Quarter 1	Remarks
Hours provided	<ul style="list-style-type: none"> ➤ CSS hours City-Wide ➤ Extra Care Services (North West, East & West) hours ➤ POPPS North West only hours 	67,139 Hrs	56,164 Hrs	52,630 Hrs	Hours shown are hours of delivered care.
		4,821 Hrs	4,355 Hrs	4,461 Hrs	
		367 Hrs	433 Hrs	665 Hrs	
CSCI Inspection Report (rating)	CSS East	NYR	This year's Inspection 2008		
	CSS North East	NYR	This year's Inspection 2008		
	CSS North West	NYR	This year's Inspection 2008		
	CSS South	NYR	This year's Inspection 2008		
	CSS West	Good	This year's Inspection 2008		
Complaints	City-Wide	11 cases	Complaints are from April to June 2008 only.		
Compliments	City-Wide	N/A			

NYR = Not Yet Rated

In-House Community Support for October to December 2007 – Quarter 3

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Remarks
Community Support Services Hours	17,565	11,844	11,820	12,817	13,093	
Extra Care Service	1,489	0	734	2,597	0	0= Scheme not operational in areas
POPSS	0	0	0	343	0	Scheme is operational only in North West
Total Hours	19,054	11,844	31,608	15,757	13,093	
No. of Supervisory staff	18	13	0	25	21	Staff in West Leeds merged into South and North West Leeds LA areas.

In-House Community Support for January to March 2008 Quarter 4

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Remarks
Community Support Services	13,372	10,115	9,865	9,795	13,016	
Extra Care Service	1,021	0	736	2597	0	0= Scheme not operational in areas
POPSS	0	0	0	433	0	Scheme is operational only in North West
Total Hours	14,393	10,115	10,601	12,825	13,016	
No. of Supervisory staff	18	13	0	25	21	

In-House Community Support for April to June 2008 Quarter 1

Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Remarks
Community Support Services	13,201	10,156	0	13,201	14,799	LA management merged the part of the West services to North West and South Leeds.
Extra Care Service	1,174	0	690	2,597	0	0= Scheme not operational in areas
POPSS	0	0	0	665	0	Service in North West only One Supervisor for NW for POPSS
Total Hours	14,375	10,156	690	16,463	14,799	
No. of Supervisory staff	18	13	0	25	21	