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## Report of the Deputy Director, Strategic Commissioning

### Scrutiny Board – Adult Social Care

Date: 22 September 2010

Subject: Performance of Independent Homecare Service Providers

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#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## Executive Summary

This report updates Members as requested, in line with previous reports following on from the procurement of Community Support Services in 2006, on the overall performance of independent home care providers in the City. Allied to the assessment of their performance, information is offered in relation to the assessed quality of the service they provide.

The performance monitoring meetings referred to in previous reports continue 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.

The report also briefly outlines the wider Homecare Transformation Programme within which this work sits

Appendix 1 attached to this report contains information in relation to independent sector providers service delivery in the first quarter of 2010/11.

## **1.0 Purpose Of This Report**

- 1.4 This report updates members of the Adult Social Care Scrutiny Board with regard to the overall performance of independent home care providers in the City. 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**

- 2.4 In October 2005, 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.
- 2.4 The last update on the performance of independent sector was received by the Board on the 11 November 2009, that report contained data relating to the 2009 performance year, this monitoring report therefore includes information for the first quarter of the financial year 2010-2011 (Appendix 1). The presentation of data follows the same template as that given in the November report, as requested by Members of the previous Board.
- 2.3 The monitoring of performance sits within the wider transformation of Homecare Services in the city. A full report on this is being prepared for the October Executive Board. This will cover updates, including performance, on the in house Community Support Service, which is currently undergoing a programme of change, particularly in relation to the development of a reablement service and ongoing service efficiency improvements. In addition, the report will cover further information on the implementation of the Homecare Framework Contract (outlined in 3.4 and 3.5 below) and work on Market Analysis to provide information to support Members in regard to decisions on the future configuration and management of the Community Support Service.
- 2.4 In addition there is to be a scrutiny Inquiry into 'The Future Provision of Domiciliary Care and Reablement Services' during September – October 2010. This will look at current provision of Domiciliary Care and the requirement for modernisation to meet customer demand whilst providing a quality service to those who receive home care (sourced internally or externally) or those who may wish to use a direct payment/personal budget to purchase this service from the Council or other providers. It is also recommended that the inquiry considers the development of the Reablement Service, the benefits this service will bring and how this service is and will be delivered,

### **3.0 Main Issues**

- 3.4 During the last quarter of the financial year 2009/2010 adverse weather conditions impacted on service delivery for all the independent sector providers. Contract Officers monitored daily throughout heavy snow falls and icy conditions all home care providers' ability to maintain and deliver services to their service users'. Members should note that all providers, both in house and independent, were outstanding in their commitment to their clients in providing essential services and very supportive to family members. Home Care/Community Support Workers' walked miles in treacherous conditions, made hot drinks and hot food for people unable to attend day centre's, and made sure that all people who lived alone, who did not have any family support had basic food such as milk, bread and tea. Additional work included arranging for minor roads to be gritted to ensure safe access. Many Home Care/Community Support Workers worked above and beyond their duties to cover all scheduled visits. Independent Providers were commended and Contract Officers took the opportunity to thank them for their efforts in the quarterly contract monitoring meetings.
- 3.4 During the first quarter of this year, home care services were threatened by the possibility of Swine Flu pandemic. The independent providers Business Continuity Plans were revised and updated in line with the advice and guidance from both Leeds City Council and NHS Leeds. Contract Officers received daily reports on staff members who had been diagnosed with Swine Flu. All providers working across Leeds and the outer local authority boundaries were contacted as part of emergency planning process to ensure services would be maintained. All the independent sector Community Support Workers were offered the opportunity to receive the Swine Flu vaccination from NHS Leeds. Members should note that there was no reduction in service delivery throughout the period of the threatened pandemic, and the emergency planning activities were only stood down as the extreme weather conditions improved and the number of reported cases subsided.
- 3.4 Members have been previously advised that the current cost and volume contracts are coming to the end of their life cycle. New interim contracts with revised Terms for independent sector providers not to receive an annual inflationary increase have been agreed and adopted via the Delegated Decision of the Director of Adult Social Services taken on 4 March 2010. Therefore the price for purchasing home care services will remain at the same rate for fees charged in 2009 /10 for the new contract period 1 November 2009 – 31 October 2010. The Delegated Decision to put into place new contracts with the main home care providers has given Adult Social Services the opportunity to replace the existing cost and volume contracts with Framework Contracts which are jointly commissioned with NHS Leeds. This will significantly increase the number of providers available to the Directorate without any disruption to the 2,200 service users currently receiving services from the independent sector home care

providers. Details of the procurement of the Framework Contract are set out in 3.5.below.

3.4 The main benefits for moving from cost and volume contracts to a Framework Contract are as follows:

3.4.1 Significant increase in the number of providers available to Adult Social Care, therefore increasing choice for service users

3.4.2 The ability to incorporate the Personalisation Agenda within the provisions of the contract including individual service funds and managed budgets

3.4.3 Potential for greater competition on price with the ability to review prices during the period of the contract and potential to introduce volume discounts on the price depending on the amount of work taken by a provider

3.4.4 Ability to undertake a greater number of work packages due to the increased number of providers available

3.4.5 Services that are locality based to support a network of community services

3.4.6 Services that offer a range of care and support services that are responsive to the changing demographics and meet the personal needs of the ageing population of Leeds

3.4.7 Providing culturally sensitive services through an improved marketing strategy and the engagement of specialised and dedicated BME service providers

3.4.8 Added value – bringing innovation to home care services

3.4 A Project Board has been set up to manage the joint commissioning partnership with NHS Leeds for the Framework Contract. A project group has been set up, including the involvement of service users, to take the work forward. A number of actions have been completed as follows;

3.5.1 The production of new contractual Terms and Conditions approved by the Project Board for the framework has been developed; which include clauses that improve performance management, ensures compliance by providers with Leeds Multi-Agency Safeguarding Policy and the Leeds Multi - Agency Medication Policy, gives ASC the ability to suspend a poor performing provider in accordance with the Suspension Policy and meets current legislative requirements. The new contract will be in place as of 1 November 2010.

- 3.5.2 Following an extensive consultation programme with service users and independent home care providers, the production of a new outcome focused Service Specification has been jointly developed with NHS Leeds, this will be implemented alongside the introduction of the Framework agreements.
  - 3.5.3 A number of events have been held with independent home care providers working in Leeds, and from other parts of the country, to seek out their views, ideas and experiences on delivering outcome focused services, and working the Personalisation Agenda.
  - 3.5.4 Working sub-groups have carried out market analysis, benchmarking on hourly rates for home care services with other Local Authorities, and have visited other Local Authorities who have already completed their procurement of Framework Contracts.
  - 3.5.5 The Project timetable is on target to complete the procurement and tendering process by August 2010, with approved Contracts in place by 1 November 2010.
- 3.4 With the introduction of the new Framework Contracts, no further work packages will be placed under the present cost and volume contracts.
  - 3.4 Contract Monitoring meetings are held every quarter with the independent sector providers. Their emphasis is on reviewing complaints received by ASC in the quarter period, a continuous improvement programme is then agreed to ensure service user satisfaction. Monitoring meetings review training and safeguarding and sharing good practice. Issues of poor performance are addressed and action plans for improvement are implemented with target dates for completion. The independent sector continues to increase their capacity through successful recruitment drives and increase their service provision.
  - 3.4 The numbers of complaints that have been made against each organisation, in the quarter period is 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.
  - 3.4 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. ASC, working in partnership with the Independent sector providers, offers training on safeguarding, medication management and complaints. The standard of training, contents of training programmes and compliance with the National Minimum Standard are all evaluated through Leeds Quality Standard Assurance (QSA) see 3.11. In compliance with ASC Contract Monitoring Framework all independent sector providers are required to submit their annual training programme for all staff at all levels.

3.4 In response to the previous Government's "Dignity in Care Challenge", ASC has taken a number of steps to move forward the Dignity in Care Agenda. In commissioning and shaping community home care services for the future ASC wants to drive on with the dignity message, promote good practice amongst the independent providers of home care services and to ensure dignity remains a priority in all areas of service delivery.

3.10.1 A 'Dignity in Home Care Project has been established to promote a partnership approach between commissioners, providers and service users to meeting the Dignity Challenge. This has included establishing a Service User Advisory Group to discuss Dignity in Home Care. The Group members contribution has been positive, honest in their experience of receiving home care services and constructive in their suggestion for improvements.

3.4 ASC are continually striving to raise standards in home care services. Leeds Quality Standard Assurance (QSA) sets the standards and quality expected in the delivery of home care services. This includes evidence of user involvement (Appendix 2). The QSA is an essential part of ASC's Contract Monitoring Framework and a means of ensuring that providers deliver services to national standards and in accordance with contractual expectations. The QSA is a self assessment tool; the assessment is intended for self-assessment by service providers first and foremost to provide evidence of a high standard of flexible and responsive care services being delivered to vulnerable service users with changing and complex needs by skilled and competent staff.

3.4 In order to achieve the higher performance levels, providers need to have integrated service user involvement into their approach to service management and delivery. Whilst demonstrating good practice by providing opportunities for service users to be involved in the running of their services, the right of service users not to be involved must also be respected. Evidence of minutes of meetings involving service users must be submitted when the service is validated. The QSA is continually reviewed to reflect changes in legislation, good practice, compliance with the essential standards of quality and safety and has recently been updated to reflect the recommendations in 3.9 put forward by the Service Users Advisory Group.

#### **4.0 Implications For Council Policy And Governance**

4.4 There are no implications for Council Policy or governance.

#### **5.0 Legal And Resource Implications**

5.4 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 Conclusions**

- 6.4 This report and the detail covered in it Appendix 1 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.
- 6.4 It is also recognised that ASC 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.
- 6.4 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.

## **7.0 Recommendations**

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

### **Background Documents referred to in this report**

- Domiciliary Care – National Minimum Standards
- Leeds Quality Standards Assessment (QSA)
- Leeds Multi - Agency Policy on Assistance with Medication in a Domiciliary Setting
- Dignity in Care – establishing a Service User' Consultative Group Adult Commissioning Board Report
- Delegated Decision Report 4 March 2010 – new agreements for existing contracted home care providers
- Leeds Safeguarding Adults Partnership Policy and Procedures 2009

## Appendix 1

### Independent Homecare Providers Performance - April to June 2010

#### 1/ Anchor Homecare Services

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

Category	April to June 2010 Quarter 1		Comments		
Hours provided	36,291		Anchor continue to maintain a steady increase on the provision of hours to meet the ever increasing demand		
CQC Inspection Report	Two Star Good				
Number of Complaints	3		All complaints have been resolved		
Number of Compliments	2		All telephone calls		
Local Authority Areas	North West	North East	West	South	Comments
Number of Service Users supported as at 30/04/2010	83	15	44	122	Anchor have closed their office in their office in Wetherby and will concentrate on the North West , West and South in future
Number of Community Support Workers as at 30/04/2010	22	7	15	76	Anchor continue to successfully recruit in the South
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		A number of staff who had been awarded NVQ2 certification have left the company; new staff on the programme will bring the percentage back in line with the required 50% when they have completed the programme.
120	36		30%		



## 2/ Care UK Homecare Services

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

Category		April to June 2010 Quarter 1				Comments
Hours provided		15,897				Care UK's ability to pick up services in this period has suffered from a relocation into a Leeds located office and the change in management. This has now settled down and there has been an overall improvement in performance.
CQC Inspection Report		Two star Good				Inspected on 15/6/2009
Number of Complaints		5				All complaints have been resolved
Number of Compliments		8				Cards and verbal compliments passed to community support workers
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	0	29	76	102	0	
Number of Community Support Workers as at 30/04/2010	0	15	35	31	0	The relocation of this provider into a Leeds office will improve their recruitment and resources
Total Number of Community Support Workers employed as at 30/4/2010		Number of staff completed NVQ 2		Percentage against staff group - target		Comments
81		17		50%		12 Community Support Workers are currently working on achieving NVQ2 this will improve their percentage. Many home care providers have been waiting for funding.
				20%		

### 3/ Claimar Homecare

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

Category		April to June 2010 Quarter 1			Comments	
Hours provided		24,997			Claimar are at present transferring to be part of the Housing 21 group and will greatly benefit from their service experience and quality standards.	
CQC Inspection Report		Two star Good			Inspected on 15/6/2009	
Number of Complaints		8			All complaints have been resolved	
Number of Compliments		9			2 telephone calls 7 cards	
Local Authority Areas	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	149	26	0	31	36	
Number of Community Support Workers as at 30/04/2010	56	7	0	6	18	
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Comments	
87	33		37%		17 Community Support Workers are currently undertaking the NVQ2 programme, when they have completed their qualification more than 50% of the staff will have achieved NVQ2	

#### 4/ Goldsborough Homecare

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

Category	April to June 2010 Quarter1					Comments
Hours provided	12,032					Goldsborough continue to increase their hours
CQC Inspection Report	Two Star Good					Last Inspection dated March 2008. Standard ' <u>Good</u> '
Number of Complaints	6					All complaints have been resolved
Number of Compliments	7					Cards and telephone calls
Local Authority Areas/ Details	East Leeds	North East	West Leeds	North West	South Leeds	Comments
Number of Service Users supported as at 30/04/2010	14	48	15	4	122	
Number of care workers as at 30/04/2010	7	18	6	7	46	Goldsborough have completely restructure their senior manger level, a new manager in post is keen to achieve a 3 star rating for this service
Total Number of Community Support Workers employed as at 30/ 4/2010	Number of staff completed NVQ 2	Percentage against staff group - target 50%		Comments		
84	39	46%		Currently 16 Community Support Workers are undertaking the NVQ2 training and Goldsborough are on target to achieve the 50% requirement.		

## 5/ Springfield Homecare

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

Category	April to June 2010 Quarter 1					Comments	
Hours provided	36,791					Springfield are steadily picking up services in all areas	
CQC Inspection Report	Two Star Good					Inspection planned for 2010 Last Inspection was April 2008. <b>'Good'</b>	
Number of Complaints	2					All resolved	
Number of Compliments	21					Cards, telephone 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 30/4/2010	188	125	1	33	135		
Number of Community Support Workers as at 30/04/2010	102	38	0	10	21		
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Comments		
171	39		22%		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. 16 are currently on the NVQ2 programme.		

## 6/ Allied Health Care Group

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

<b>Category</b>	<b>April to June 2010 Quarter 1</b>					<b>Comments</b>	
<b>Hours provided</b>	39,601						
<b>CQC Inspection Report</b>	Two Star					Last inspection 6/11/2008	
<b>Number of Complaints</b>	0						
<b>Number of Compliments</b>	6					Verbal to care worker.	
<b>Local Authority Areas/ Details</b>	<b>East Leeds</b>	<b>North East</b>	<b>West Leeds</b>	<b>North West</b>	<b>South Leeds</b>	<b>Variation</b>	
Number of Service Users supported as at 30/4/2010	94	51	42	35	68	Allied has a strong presence in all areas of Leeds	
Number of Community Support Workers as at 30/04/2010	58	41	36	32	44	Allied are successfully recruiting all the time	
Total Number of Community Support Workers employed as at 30/4/2010	Number of staff completed NVQ 2		Percentage against staff group - target 50%		Fully compliant.		
211	174		82%				

## Appendix 2

### Service User Involvement - Standard for QSA

1. Evidence of 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 any changes made as result of the complaint
10. Evidence that complaints are used as a tool for discussion at staff meetings, for learning opportunities and service improvement.