

<b>Item No.</b> 10.	<b>Classification:</b> Open	<b>Date:</b> 17 September 2013	<b>Meeting Name</b> Cabinet
<b>Report title:</b>		Home Care Annual Contract Performance Report	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Councillor Catherine McDonald, Cabinet Member for Health, Social Care and Equalities	

## **FOREWORD - COUNCILLOR CATHERINE MCDONALD, CABINET MEMBER FOR HEALTH, SOCIAL CARE AND EQUALITIES**

Our home care services provide an essential support to vulnerable people with social care needs in order to help them live independently and safely in their own homes. The quality of these essential services is paramount and as a council our fairer future promises underline our strong commitment to high quality personalised services. This is one of our most important duties and this is why my cabinet colleagues and I have taken a keen interest in the performance of our two main home care contracts, delivered by MiHomecare (formerly Enara Community Care) and London Care, over the first two years of operation.

In April cabinet considered and welcomed the principles set out in Unison's Care Charter which were a useful checklist that supports the council's wider quality improvement agenda. A great deal of progress has been made by this council on many of the charter's principles and confirming our commitment to high quality personalised home care service. Cabinet set up a task and finish group to look at the charter in more detail, to develop a set of best practice principles and an approach to commissioning high quality home care services that embraces the principles of the charter. I look forward to this group reporting back to cabinet in later in the autumn.

The many hundreds of local people who make up the home care workforce, who provide a vital and demanding role that is critical to service users and their carers, are also important to us and this council recognises the need to ensure that people are paid fairly for their work. Linked to improvements in the quality of services for users, I am proud to confirm that we have implemented the requirement to pay at least London Living Wage (LLW) and are ensuring our homecare agencies to pass this on to their employees.

This report details the delivery, quality and performance monitoring record of home care services provided by MiHomecare and London Care and I am pleased to confirm that both contracts have met the quality and performance requirements over the second year of operation and there has been an improvement on the first year of operation.

## **RECOMMENDATION**

1. That cabinet note the delivery of the contracts over the second year has met the council's requirements and that the council and providers remain committed to working together to continually improve the quality and consistency of home care delivery.

## **BACKGROUND INFORMATION**

2. In January 2011 cabinet approved the award of contracts for two universal contracts and one specialist contract for continuing drinkers and acquired brain injury.

## **KEY ISSUES FOR CONSIDERATION**

3. Over 1,000 adults receive some form of home care service in Southwark so ensuring the delivery of good quality and cost effective home care services is an important part of adult social care provision in Southwark.
4. Since June 2011 the new contracting arrangements for home care services in Southwark is two borough-wide cost and volume contracts (demand-led) for universal home care and one contract for specialist home care.
5. The contracts have agreed minimum volumes of 200,000 hours in year 1, 150,000 hours in year 2 and 100,000 hours in year 3. The minimum volumes were commissioned in year 2.
6. This report summarises the monitoring of the contracts for the second year of full operation. Appendix 1 details the background data in relation to delivery, performance and quality.
7. The delivery of home care services under the two home care contracts has met the quality and performance standards under the contract over the second year of operation.
8. The council and providers remain committed to working together to continually improve the quality and consistency of home care delivery. The mechanisms used to manage and monitor the contracts include:
  - Weekly contact between monitoring staff and branch managers.
  - Designated contacts in the operational teams.
  - Monthly senior managers meeting to discuss issues and agree or review improvement plans.
  - Monthly reporting of service alerts and safeguarding data.
  - Director level meetings are held with the providers as required.
9. In addition, over this second year of the contract an operational meeting has been established to enable earlier identification of potential issues and agree changes to be made. This meeting also ensures that areas that are working well are acknowledged so they can be retained. These meetings are quarterly and attended by branch managers from both providers, and representatives from operational teams and commissioning.

### **Contract activity summary**

10. There are a number of key measures the council considers when assessing the performance and quality of home care services. A summary of performance against all key measures, along with explanatory notes is contained in Appendix 1. The key measures include:
  - Service quality alerts – this is where someone is concerned about the way the service is delivered, for example care worker's punctuality or poor communication.

- Safeguarding - this is where an allegation is received that someone is subject to abuse. This can be financial abuse, physical abuse, neglect etc. It may be an allegation related to a care worker or an allegation related to a third party.
  - Complaints and compliments.
  - Regulatory compliance – all care providers are regulated by the Care Quality Commission who inspects them and publishes their findings on their website.
11. A summary of performance against each item is noted below:
- Service quality alerts – there were 64 service quality alerts. Examined against the number of hours this was an average of 13.6 per 100,000 hours. This is reduced from the first year of operation.
  - Safeguarding – both providers are achieving the performance indicator in this area of no more than 1% safeguarding alerts per 100,000 hours delivered. Actual safeguard alerts received were down from the first year of operation.
  - Complaints and compliments – the providers received 39 complaints in the second year of the contract. This is within the performance indicator for this measure.
  - Regulatory compliance – the Care Quality Commission carry out regular inspections of home care providers and both providers have been inspected and found to be compliant in all domains.
12. All service quality alerts and safeguarding allegations are investigated and any action points are monitored by Adults' Commissioning. In addition, management regularly review activity in both areas and meet with both providers to ensure continuous improvements are underway that address any issues raised.
13. Overall, the council is satisfied with the performance of the contracts for the second year of operation.

### **Future developments**

14. As home care is delivered to individuals in their own home, the council is continuously reviewing monitoring processes to see how we can better capture good information on the impact the service has on their lives and their experience of the service.
15. Age UK has worked with the council to introduce a lay inspection scheme for home care and this has been running for several months now. People approach the lay inspectors if they want to discuss their care and related issues and the lay inspector then visits to talk to them. The inspectors feed back on any areas of potential improvement or issues to the council who shares these with providers.
16. Early themes brought to the council's attention from these meetings are:
- Where an individual's needs have changed and their support plan needs to be reviewed by the social work teams. (Some service users will wait until their regular review to advise social services their needs have changed but when the lay inspectors visit, will mention this to them). These cases have been referred to the access team for further action as Southwark want to ensure that people have the right levels of care to meet their needs.

- Providers are issued with a limited number of parking permits so that staff who drive can park within a reasonable distance of their service user's home and avoid visits being rushed or overshadowed by stresses about parking. Care workers have reported that there are not enough permits for the number of workers who drive. This is being followed up by commissioning.
- 17. Analysis from these visits suggests that those who have met with the lay inspectors have been satisfied with the quality of their care.

### **Provider quality assurance**

- 18. Both providers have extensive quality assurance systems which capture information in a variety of ways to ensure that they maintain high standards. Of particular relevance is the collection of information from service users on what they think of the quality of their service.
- 19. MiHomecare's annual survey of Southwark customers had a response rate of 31.3%. Their survey has a score of between 0 and 4, with 4 indicating strong agreement. In key sections their results were:
  - About your carer / support worker (covering positive attitude, uniforms tidy, respectful, punctual, reliable, willing and helpful, wearing ID badges and complete duties). The average score for each question was 3.09. Highest scores were in 'I am shown respect by my care/support worker' and my care support staff are willing and helpful'.
  - The office (covering polite, good listeners, helpful). All results over 3.29, with best result in 'the office staff are polite'.
  - Your care (covering health, community, positive contribution, planning, choice and control, respect, able to voice comments and safety). Average score was 3.01 but areas for development are feeling less isolated in their community and being more involved in planning, choice and control. Strongest areas were positive impact on health and wellbeing, comfortable to voice their concerns, safe at home and support having a positive contribution to my life.
- 20. London Care's annual survey had a response rate of 34.1%. Their survey had 3 to 4 options for people in response to specific questions. A summary of some key results were:
  - Confidentiality and privacy – 94% said always or mostly
  - Dignity – 94% said always or usually
  - Courtesy and respect – 94% said always or usually
  - Working at a comfortable pace – 86% said always or usually
  - Care workers competent to provide service – 81% said all or most
  - Planning – 54% felt totally involved and 35% somewhat involved
  - Encourage to do things for yourself where you are able to – 70% said always or usually
  - Trust care workers – 87% said a lot of entirely
  - Treat possessions with care – 93% said always or usually
  - Office staff – 70% said happy or quite happy, 14% neutral
  - Knowing how to complain – 77% said yes
  - Comfortable to complain – 63% said yes, 18% don't know
  - Overall how happy – 86% said very satisfied or satisfied, 6% neutral
  - Areas for improvement – advice about which care worker is visiting and if they are going to be late.

21. Both survey results show areas that could be developed more and both organisations use the results of their survey to improve practice within their organisation. However, the surveys show that the majority of people are satisfied with the quality of their care and in important areas like respect, dignity and satisfaction with the service both organisations have achieved good results.

### **Community impact statement**

22. These services are provided to people affected by all six strands of the council's equality agenda as the diverse nature of Southwark's population is reflected in those people needing care and receiving home care services.
23. Under CQC registration all home care providers are required to proactively demonstrate their commitment to equal opportunities and have been assessed to ensure that they have a satisfactory record in relation to diversity.
24. The universal services and the specialist service are able to meet a wide range of needs sensitivity.

### **Financial implications**

25. The council has agreed to the introduction of London Living Wage (LLW) and will be requiring providers to evidence that all employees working on Southwark contracts are being paid at least LLW. The introduction of LLW is expected to deliver improvements in service quality; by valuing staff through their remuneration it is, for example, expected that there will be improvements in the recruitment of well skilled and motivated care workers and a reduction in staff turnover which can contribute to better continuity of care. A set of quality measures will be agreed to track these matters and this will be captured in future performance reporting for these contracts. The financial implications of implementing LLW were outlined in the gateway 3 variation report agreed in July 2013.
26. Further work on UNISON's ethical care charter will be reported back to cabinet in November 2013 and will contain a full analysis of any resource implications. There are none in relation to this performance report.
27. The original contract was awarded in 2011/12. Since then there has been a variation to the contract terms in a cabinet report dated 18 July 2013. This variation proposes to implement LLW and will further see improvements in Quality of care. The funding of the additional financial requirement from applying LLW is being deliberated and is outside the scope of this report. Aside from the above there are no new financial implications arising from this report.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Director of Legal Services**

30. There are no specific legal implications.

#### **Strategic Director of Finance and Corporate Services (FC13/062)**

31. This report notes the delivery of the contracts over the second year has met the council's requirements. The financial implications are detailed in paragraphs 25

to 27 and it confirms there are no new financial implications arising from this decision.

32. The strategic director of finance and corporate services notes the performance and quality assurance indicators. Continued monitoring of this service, including reports to the cabinet member for health, adult social care and equalities will help prevent additional costs associated with poor quality.
33. Further work on UNISON's ethical care charter is underway and a full analysis of any resource implications will be included in the report to cabinet in November 2013. Officer time to implement these decisions can be contained within existing resources.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Gateway 1 Procurement Strategy	<a href="http://moderngov.southwarksites.com/ceListDocuments.aspx?MeetingId=1015&amp;DF=08%2f04%2f2008">http://moderngov.southwarksites.com/ceListDocuments.aspx?MeetingId=1015&amp;DF=08%2f04%2f2008</a>	Jonathan Lillistone 020 7525 2940
Gateway 2 Contract Award	<a href="http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3337#AI14804">http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3337#AI14804</a>	Jonathan Lillistone 020 7525 2940
Care Quality Commission – Compliance standards	<a href="http://www.cqc.org.uk/">http://www.cqc.org.uk/</a>	Jonathan Lillistone 020 7525 2940
Home Care Contract Monitoring Report	<a href="http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3823#AI24249">http://moderngov.southwarksites.com/ieListDocuments.aspx?CId=302&amp;MID=3823#AI24249</a>	Jonathan Lillistone 020 7525 2940
Home Care Annual Performance Report	<a href="http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MID=4248#AI25763">http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MID=4248#AI25763</a>	Jonathan Lillistone 020 7525 2940

## APPENDICES

No.	Title
Appendix 1	Contract data

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Catherine McDonald, Health, Social Care and Equalities	
<b>Lead Officers</b>	Romi Bowen, Strategic Director of Children's and Adults Services	
<b>Report Author</b>	Jonathan Lillistone, Head of Commissioning, Children's and Adults' Services	
<b>Version</b>	Final	
<b>Dated</b>	4 September 2013	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Legal Services	Yes	No
Strategic Director of Finance and Corporate Services	Yes	Yes
Director of Adult Social Care	Yes	Yes
Cabinet Member for Health, Social Care and Equalities	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 September 2013