

# **BEST VALUE REVIEW OF HOME CARE FOR OLDER PEOPLE IMPROVEMENT PLAN**

**JUNE 2005**

## **Key Objectives Best Value**

### **Overall Project Delivery**

1. To ensure focused and effective project management that will successfully deliver the Best Value Review key objectives in relation to Commissioning, Workforce Planning, Standards, Prevention and Communication

### **1) Commissioning**

1. To increase the numbers of older people benefiting from home care services
2. To make sure home care is geared to ensuring older people remain as independent as possible for as long as possible
3. To improve the balance between in house and independent sector home care provision
4. To make sure that home care services are procured effectively

### **2) Workforce planning**

1. To create a more stable basis for the recruitment and retention of home care staff
2. To ensure that the home care workforce is equipped to deliver commissioning objectives

### **3) Standards**

1. To more effectively capture and share information about service standards
2. To build capacity to enable services to be monitored consistently
3. To develop contracting arrangements that will better support effective monitoring

### **4) Prevention**

1. To develop a clear understanding of what effective preventative services are and how they should be measured
2. To extend preventative services to more older people consistent with Commissioning objective 1
3. To make sure that more services are geared to prevention consistent with Commissioning objective 2

### **5) Communication**

1. To communicate more clearly with key stakeholders, especially older people and their carers, about home care priorities and standards

## Project Dependencies

Successful outcomes from the Best Value Review of Home Care for Older People Improvement Plan will themselves be enhanced by other initiatives currently in train within the Council and with partners.

### **Derby's Local Area Agreement**

In Year One of the LAA Derby has established three "blocks" as catalysts for partnership working across the city. One of these is focused upon "Healthier Communities and Older People" and this block's role in planning more integrated service delivery to benefit older people is likely to encompass home care arrangements.

### **Local Public Services Agreement (second wave)**

One target area for Derby's LPSA2, yet to be signed off but intended to be delivered in partnership, relates to minimising unnecessary "bed-days" for older people in the city's hospitals, whether by increasing avoidable admissions or allowing more expedient safe discharges. Home care services will have a preventative part to play at both ends of the process.

### **Review of Procurement in Social Services**

This review, using external consultancy, is currently underway and will report by November 2005. It is likely to suggest procurement and contracting methods that may well have applications to home care and will refine the findings of this review.

### **Older People's Supported Accommodation Strategy**

This process is using external consultants to look at older people's needs from a housing angle, and will consider support services including home care provision. Its findings, due to be published by October 2005, will develop the relationship of home care with forms of supported housing.

### **Extension of Direct Payments for Older People**

Consistent with central Government direction, Social Services are committed to expanding the number of older people in Derby who receive a Direct Payment (cash for the older person to purchase their own care in lieu of home care or other community care services).

### **Establishment of a single stream of assessment for older people within Social Services**

Derby's in-house home care service currently has an assessment function as well as a provision function. To ensure consistency of assessment and service provision across the Department, all assessment is planned to move into Assessment and Care Management Teams.

### **Development of Carers Services**

The Carers and Disabled Children Act 2000 empowered Local Authorities to provide services directly to carers to meet their own assessed needs and extend Direct Payments to carers for carer services. The Carers (Equal Opportunities) Act 2004 made it a duty for Local Authorities to consider carers' outside interests (work, study or leisure) when carrying out an assessment. A work programme is in train for the development of carers services but the implications are clear: support in the home may need to be provided for eligible carers who look after older people, some of whom who may be older people themselves.

## Overall Project Delivery

<b>0.1</b>	<b>Objective</b>	To ensure focused and effective project management that will successfully deliver the Best Value Review key objectives							
<b>What needs improving?</b>		<b>How will it be improved?</b>		<b>What resources will be required including financial resources?</b>	<b>Performance indicator</b>	<b>Target including timescale</b>	<b>Responsible officer</b>	<b>Reference</b>	<b>Progress against action and outcomes</b>
1	Capacity of the Department to provide the strategic focus necessary to deliver this review	1	Allocation of a Project Manager within the existing workforce	No new resources	Achievement of objectives within this Improvement Plan	Achievement of objectives within 2 years	Sarah Davis (SD)		
<b>Monitoring</b> How will improvements be monitored?		Through establishment of Implementation Project Plan.							
<b>Public Outcome</b>		Effective delivery of the Best Value Review outcomes (see following pages)							

## Commissioning

1.1	<b>Objective</b>	To increase the numbers of older people benefiting from home care services						
<b>What needs improving?</b>		<b>How will it be improved?</b>	<b>What resources will be required including financial resources?</b>	<b>Performance indicator</b>	<b>Target including timescale</b>	<b>Responsible officer</b>	<b>Reference</b>	<b>Progress against action and outcomes</b>
1	More efficient use of resources to enable more low-level support to be provided	1 Refocusing of in house home care away from low-level support. 2 Increased commissioning of low-level home care support to independent sector agencies, especially within the voluntary and community sector.	Within current resource allocation	PAF C32 / BV54 – older people helped to live at home	110 (to be reached in 05/06 and then sustained for future years**)	Mick Connell (MC)		
2	More flexible delivery of low-level home care support to increase choice for older people	1 and 2 as above 3 Local voluntary and community sector agencies to be supported to develop low-level home care support that is more flexible and reflective of older people's needs	Within current resource allocation	PAF C32 / BV54 – older people helped to live at home	110 (to be reached in 05/06 and then sustained for future years**)	MC		
<b>Monitoring</b> How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement  ** many voluntary sector “low-level” services will not be eligible for counting under the C32 indicator. A further indicator will need to be developed in Social Services that quantifies the targeted increase in voluntary sector home care						
<b>Public Outcome</b>		More older people having the option of receiving support at home. More choice for older people in how they are supported at home						

## Commissioning

<b>1.2</b>	<b>Objective</b>	To make sure home care is geared to ensuring older people remain as independent as possible for as long as possible						
What needs improving?		How will it be improved?	What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	More focused support at the point of crisis to enable older people to recover as much independence as possible	<div>1</div> <div>Extension of “intermediate care” principles to home care delivery.</div> <div>2</div> <div>Provision of a time limited reablement service that would work with older people in their own homes after illness or accident.</div> <div>3</div> <div>Refocusing of the in-house home care service to provide this.</div>	Within current resources	PAF C28/BV53 – intensive home care	11 (05/06) 12 (06/07) 13 (07/08)	<b>MC</b>		
<b>Monitoring</b> How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement						
<b>Public Outcome</b>		Older people being given more opportunity to regain independence and confidence Greater value-for-money through recycling of home care resources to those at most immediate need						

## Commissioning

1.2	Objective	To make sure home care is geared to ensuring older people remain as independent as possible for as long as possible							
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	More flexible support to older people with complex and unstable needs	1	Provision of flexible services for older people with very unstable and complex needs that can step up and step down at short notice.	Within current resource allocation	PAF C28/BV53 – intensive home care	11 (05/06) 12 (06/07) 13 (07/08)	MC		
		2	Refocusing of the in-house home care service to provide this.						
2	More cost-efficient support for older people with longer-term stable needs	1	Transfer of longer-term stable home care arrangements to independent sector agencies	Within current resource allocation	PAF C28/BV53 – intensive home care	11 (05/06) 12 (06/07) 13 (07/08)	MC		
Monitoring How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement							
Public Outcome		Increased value-for-money from in-house and independent sector home care provision More clearly focused home care provision that will better meet the needs of older people in particular situations							

## Commissioning

1.2	<b>Objective</b>	To make sure home care is geared to ensuring older people remain as independent as possible for as long as possible						
What needs improving?		How will it be improved?	What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	Access to support services for older people with "specialist" needs (e.g. dementia) and from minority backgrounds (e.g. BME communities)	1 Commissioning of specific services, which meet specific need 2 Developing neighbourhood-focused commissioning approaches 3 Identifying specialisms within current workforce to enable matching of service user need with workforce skills (in-house and independent)	Within current resource allocation	Increased take up of services from people from Black and minority ethnic communities.  E48 Ethnicity of older people receiving services following an assessment.	219 (04/05) 250 (05/06)  PAF E48 1.0 to be sustained	<b>SD, MC</b>		
<b>Monitoring</b> How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement						
<b>Public outcome</b>		Increase choice of services local to service users available Better outcomes for older people from minority backgrounds						



## Commissioning

1.3	<b>Objective</b>	To improve the balance between in house and independent sector home care provision							
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	Differentiation of home care services to provide a better pathway for older people, more clarity for providers and improved value for money for the Council	1	Focus Council's in-house service upon a) time-limited rehabilitation and b) complex and fluctuating need.	Within current resource allocation  Redistribution of existing resources will be required	PAF C32 / BV54 – older people helped to live at home  PAF C28/BV53 – intensive home care	110 (to be reached in 05/06 and then sustained for future years**)  11 (05/06) 12 (06/07) 13 (07/08)	<b>MC, SD</b>		
<b>Monitoring</b> How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement							
<b>Public Outcome</b>		Increased value-for-money from in-house and independent sector home care provision More clearly focused home care provision that will better meet the needs of older people in particular situations							

## Commissioning

1.4		Objective		To make sure that home care services are procured effectively					
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	More stable and fit-for-purpose contracting arrangements with independent sector providers	1	Tendering for block contracts on a locality basis	Within current resource allocation	PAF B12 cost of home care	January 2007	SD		
		2	Exploration of block contracts around specialist need		Completion of tender processes				
		3	Establishment of protocols around spot contracting in certain situations						
2	More sustainable payment rates for independent sector providers	1	Establishment of a basic “cost of care” for current spot contracting (Note also implications for Direct Payment rates)	Modelling work will need to be completed before any new rate can be established	PAF B12 cost of home care	June 2006	MC		
Monitoring How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement							
Public outcome		More stable and sustainable home care delivery for older people More effective monitoring of standards							

## Workforce planning

2.1	<b>Objective</b>	To create a more stable basis for the recruitment and retention of home care staff							
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	"Fit" between workforce planning and commissioning objectives	1	Multi agency establishment of a joint workforce development strategy.	Within current resource allocation	Delivery of the strategy	June 2006	<b>MC</b>		
2	Collaboration of home care providers to safeguard the sector as a whole	1	Accessing external funding streams	Within current resource allocation		June 2006	<b>MC</b>		
		2	Developing approaches to training						
		3	Managing CSCI accreditation						
		4	Others as identified by participants						
3	Increase support to the independent sector around recruitment and retention	1	More sustainable payment rates as identified in 1.4.2	As identified in 1.4.2	As identified in 1.4.2	As identified in 1.4.2	<b>MC</b>		
<b>Monitoring</b> How will improvement be monitored?		Implementation Project Plan; Business Plans; Delivery and Improvement Statement							
<b>Public outcome</b>		Improved service delivery through better supported, motivated and focused home care staff							

## Workforce planning

2.2		Objective		To ensure that the home care workforce is equipped to deliver commissioning objectives					
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	Capacity of in-house home care staff to deliver rehabilitative service	1	Establishment with Derby PCTs of integrated home care training grades and job descriptions that enable rehabilitation	Within current resource allocation: focusing of these job descriptions on remodelled in-house service	Establishment of posts	Establish workforce development strategy by June 2006; establish new posts by April 2007	MC		
2	Clarification of “social care” home care tasks as compared to “health” tasks undertaken by District Nurses etc	1	Agreement with Derby PCTs about appropriate delineations.	Within current resource allocation	Joint operational agreement between Social Services and PCTs	Delivery of Joint operational agreement by September 2006	MC		
		2	Broadening of job tasks where consistent with older persons’ needs and pay grades.						
Monitoring How will improvement be monitored?		Implementation Project Plan; Business Plans; Delivery and Improvement Statement							
Public outcome		Less duplication and intrusion for older people because of better coordination between health and social care							

## Standards

<b>3.1</b>		<b>Objective</b>							
		To more effectively capture and share information about service standards							
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	Develop a strategic approach to monitoring standards	1	Protocols for information sharing about service quality between care management and contracts teams	Within current resource allocation	Developed protocols, which detail procedures for information sharing with targets and timeframes	April 2006	<b>MC / SD</b>		
		2	Processes for information sharing with CSCI about registration or quality concerns						
		3	Consistency of monitoring with in-house service						
2	Report more clearly and act more promptly and consistently	1	Production of management information on a quarterly basis that informs scheduled Contract Review meetings	Within current resource allocation	Quarterly production of reports about and meetings with each home care provider	June 2006	<b>SD</b>		
<b>Monitoring</b> How will improvement be monitored?		Implementation Project Plan; Business Plans; Delivery and Improvement Statement							
<b>Public outcome</b>		More high quality services for older people More Value for Money for the Council from information that is more effectively gathered to relate price to quality							

<b>3.2</b>		<b>Objective</b>		Build capacity to enable services to be monitored effectively and consistently.					
<b>What needs improving?</b>		<b>How will it be improved?</b>		<b>What resources will be required including financial resources?</b>	<b>Performance indicators</b>	<b>Target including timescale</b>	<b>Responsible officer</b>	<b>Reference</b>	<b>Progress against action and outcomes</b>
1	The Department's capacity to monitor home care standards, ensure compliance and deliver value for money	1	Establishment of a home care brokerage function in Care Management Teams that specialises in market management and monitoring quality.	Within current resource allocation	Completed deployment	June 2006	<b>MC</b>		
		2	Increasing of central Contracts Team capacity to strategically manage home care procurement and quality.				<b>SD</b>		
<b>Monitoring</b> How will improvements be monitored?		Implementation Project Plan; Business Plans							
<b>Pubic Outcome</b>		More capacity to quickly and effectively resolve compliance issues and improve quality for older people More Value for Money for the Council from information that is more effectively gathered to relate price to quality: this should be regarded as an "Invest to Save" initiative							

## Standards

3.3		Objective		To develop contracting arrangements that will better support effective monitoring					
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	Contracting arrangements with independent sector providers that allow for more systematic monitoring	1	Establishment of more block and cost/volume contracting that can be monitored more straightforwardly (consistent with 1.4)	Within current resource allocation	Completion of tender processes	January 2007	SD		
		2	Redrafting of current domiciliary Contract terms and conditions and service specifications		Production of revised Terms and Conditions for spot contracting	January 2006	SD		
Monitoring How will improvements be monitored?		Implementation Project Plan; Business Plans; PAF indicators; Delivery and Improvement Statement							
Public outcome		Safer, more secure and more cost efficient services.							

## Prevention

<b>4.1</b>	<b>Objective</b>	To develop a clear understanding of what effective preventative services are and how they should be measured							
<b>What needs improving?</b>		<b>How will it be improved?</b>		<b>What resources will be required including financial resources?</b>	<b>Performance indicator</b>	<b>Target including timescale</b>	<b>Responsible officer</b>	<b>Reference</b>	<b>Progress against action and outcomes</b>
1	The evidence base for what a preventative service is and how to measure its outcomes	1	Development of a multi agency Prevention Strategy that will define preventative services and validate successful outcomes	Within current resource allocation	Delivery of Prevention Strategy	Delivery of Prevention Strategy by December 2006	<b>SD</b>		
2	A Corporate approach to prevention that involves all stakeholders within and outside the Council	1	Use of appropriate forums (e.g. Derby City Partnership) and drivers (e.g. Local Area Agreement) to establish a city-wide approach to prevention for older people that includes homecare but extends beyond into (e.g.) leisure, transport, housing.	Within current resource allocation	Local Area Agreement	Delivery of corporate approach to older people by December 2006	<b>SD</b>		
<b>Monitoring</b> How will improvements be monitored?		Through PAF indicators such as C26: Admissions to Residential and Nursing Care Through the development of a validated evidence base about successful outcomes of preventative working Through benchmarking with evidence bases around preventative working being developed nationally and in best practice areas							
<b>Public outcome</b>		Services that are more focused towards preventative outcomes for older people that limit future dependency A visible and transparent evidence base for services so all stakeholders can see "what works"							

<b>4.2</b>	<b>Objective</b>	To extend preventative services to more older people consistent with Commissioning objective 1
<b>4.3</b>	<b>Objective</b>	To make sure that more services are geared to prevention consistent with Commissioning objective 2



## Communication

5.1	Objective	To communicate more clearly with key stakeholders, especially older people, about home care priorities and standards							
What needs improving?		How will it be improved?		What resources will be required including financial resources?	Performance indicator	Target including timescale	Responsible officer	Reference	Progress against action and outcomes
1	A strategic approach delivering clear and consistent communication with older people and other stakeholders	1	Establishment of key forums (e.g. older people; carers; elected members; home care providers)	Within current resource allocation	Minutes of identified forums	March 2006	MC / SD		
		2	Regular reporting to key forums about commissioning intentions and standards			March 2006			
		3	Establishment of communication approaches across the Health and Social Care community compliant with the Information Strategy for Older People		Delivery of Derby Information Strategy for Older People	September 2006			
Monitoring How will improvements be monitored?		Best Value Review Implementation Project Team.							
Public outcome		Stakeholders will be better informed and able to access information when they need it.							