



## COUNCIL CABINET 17 JANUARY 2006

Cabinet Member for Adult Services

### **Best Value Review Of Home Care For Older People**

#### **SUMMARY**

- 1.1 The Best Value Review of Home Care for Older People is part of the Council's programme of Best Value Reviews. It has been undertaken using the Authority's approved methodology and toolkit.
- 1.2 We need to consider the recommendations of this Review and the Improvement Plan. The major objectives are described in 1.8 of this report.
- 1.3 Subject to any issues raised at the meeting, I support the following recommendation.

#### **RECOMMENDATION**

- 2.1 To approve the report and the key recommendations from the Best Value Review and the Improvement Plan.

#### **REASON FOR RECOMMENDATION**

- 3.1 The Council's process for signing off completed Best Value Reviews and their associated Improvement Plans require that they be presented to Cabinet.
- 3.2 Home Care for Older People is an area of great significance to the Council as it meets the needs of many older people in Derby and takes up a large amount of resources. The Best Value Review has highlighted the need for significant change if the service is to continue to meet the needs of older people in the future, provide value for money and enable performance targets to be achieved.

## **Best Value Review Of Home Care For Older People**

### **SUPPORTING INFORMATION**

- 1.1 Home care is provided to just under 3000 older people in Derby, 365 days a year. During 2004 / 2005 in excess of 505,000 hours of in-house home care was provided and 201,000 hours of care provided by the independent sector. Service users and carers have expressed their appreciation of the home care service, evidencing this with statements of support and satisfaction, which can be found in the supporting papers. During the consultation phase of the review, service users and carers commented:

*"I have had my carer for a long time and she does so much for me, I would be lost without her". Service User*

*"My mother really looks forward to her carer coming, I am really pleased she gets on so well with her, it makes my life easier". Carer.*

- 1.2 Derby is fortunate in having a skilled and committed home care workforce who work very hard to enable older people to remain living at home safely. There is much to be proud of in what is already being achieved as well as focusing on the need for change so that the service will continue to be fit for purpose in the future.
- 1.3 This Best Value Review of Home Care for Older People has been undertaken using the Authority's approved methodology and toolkit. Through the completion of the baseline assessment and through the "four Cs" analysis a substantial amount of data and information about the service has been gathered. This is available separate to the main report for inspection and consideration. The main body of the report summarises this information and draws together those key issues that are reflected in the Improvement Plan.
- 1.4 The review has been led by the Assistant Director (Community Care) together with a project team. As well as the contributions made by officers within the Social Services Department there has been direct input from Health, voluntary sector, independent providers and older people themselves. Two key events have been held during the Review. The first was a scoping event and the second was a challenge event.

## 1.5 Options Appraisal and Improvement Plan

The Project Team, having examined the Baseline Assessment and the “four Cs” analysis, then discussed the main issues for home care delivery and the best options to ensure that older people were helped in the most effective way. A matrix format was used to visualise some of the options around these issues. This ensured the team had a clear visual recognition of the options selected and a consensus on the choice had been reached.

The Options Appraisal is presented under the following headings, which the Review found to be the main issues for the home care service in Derby.

- overall numbers of older people being supported at home are gradually decreasing as more “intensive” home care packages are commissioned from within the same resource base.
- the home care service is not effectively geared to ensuring older people remain as independent as possible for as long as possible
- the balance between internal provision and external commissioning needs to be addressed with a sharper focus on value for money
- procurement and contracting arrangements need to be improved so they are fit-for-purpose
- recruitment and retention of home care staff should be more joined-up and strategic
- home care staff need more focused training and infrastructure in order to support commissioning objectives
- information about standards is not always shared consistently or effectively
- the capacity to strategically monitor and improve home care standards is lacking
- current procurement arrangements are too fragmented to enable consistent and effective monitoring of standards
- there is no common way of defining and measuring preventative services
- overall numbers of older people being supported at home are gradually decreasing so “lower level” prevention is benefiting fewer people
- “higher level” prevention is not resulting in significantly fewer older people being admitted to residential or nursing care
- many stakeholders in this review have felt that clear communication is often lacking.

The Improvement Plan is a self-contained document and is included as an appendix to the Best Value Review Report.

## 1.6 Core objectives

The Review has considered the issues outlined in 1.5 above and agreed two core objectives which are expanded upon in the attached report and Improvement Plan.

- More older people will be supported to remain living at home for longer
- Home care resources, including staffing, will be re-designed to deliver value for money and stability for the future.

These objectives will be achieved by:

- expanding the role of the voluntary and community sector in providing local, socially inclusive preventative services
- reconfiguring the in-house service to provide a short-term intensive, reablement service, crisis response and specialist services
- enhancing the ability of the independent sector to provide a higher proportion of longer-term, stable packages of care.

1.7 The objectives will be achieved through a programme of planned, but gradual, change, transferring appropriate cases to the independent sector as Home Care Assistants change. This process will be carefully managed to ensure that stability within the service overall is maintained.

1.8 The major objectives outlined in the Improvement Plan are as follows:

- extend “intermediate care” principles to home care delivery by enabling the in-house service to provide a time limited reablement service
- develop in-house home care in specialist directions, for instance to more effectively provide dementia care
- refocus commissioning of low level home care support on independent sector agencies, particularly in the voluntary and community sector
- transfer longer-term stable home care arrangements from the in-house service to independent sector agencies
- establish a basic “cost of care” for current spot contracting to ensure quality and sustainability in the independent sector
- improve access to services for people from ethnic minority backgrounds
- tender for block contracts on a locality basis
- establish a multi-agency workforce strategy
- clarify “health” and “social care” tasks with PCTs
- improve contract monitoring arrangements and introduce a care broker role
- develop a multi-agency Prevention Strategy that will define preventative services and validate successful outcomes
- provide better information to older people.

1.9 Copies of the full Report, Improvement Plan and backing information are available from the Review’s Project Manager, Beverley Baldwin (01332 256731 – email: [beverley.baldwin@derby.gov.uk](mailto:beverley.baldwin@derby.gov.uk)). They will also be made available on Derbynet.

## OTHER OPTIONS CONSIDERED

2. The Review is required to be presented to Cabinet.

<b>For more information contact:</b>	Mick Connell, 01332 256702 e-mail <a href="mailto:mick.connell@derby.gov.uk">mick.connell@derby.gov.uk</a>
<b>Background papers:</b>	None
<b>List of appendices:</b>	Appendix 1 – Implications Appendix 2 – Best Value Review of Home Care for Older People Appendix 3 - Improvement Plan

<b>IMPLICATIONS</b>
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**Financial**

- 1.1 The Best Value Review has been completed. The Improvement Plan indicates where input is needed from existing resources within the service. Ultimately, the achievement of the objectives outlined in the Improvement Plan should enable the Council to achieve better value from the resources made available.
- 1.2 The allocation of a Project Manager will need to commence immediately. A member of staff will be identified from the existing workforce.

**Legal**

2. None.

**Personnel**

3. There are significant issues involved in reconfiguring the in-house service. Proposals will be brought forward for consultation with staff and Trade Unions through the usual consultative arrangements.

**Equalities impact**

4. Equalities issues have been specifically addressed in the review and are referred to directly in the Terms of Reference. Home care services are vital in enabling vulnerable people to be supported safely in the community. Ensuring that services are accessible to all sections of the community is essential.

**Corporate Themes and Priorities**

5. This accords with the Council's objectives of **healthy, safe and independent communities** and furthers the priority of **modernising social care, including adult home care**.