

Somerset County Council
Scrutiny for Policies, Adults and Health Committee
– 4 December 2019

Adult Social Care Performance Update

Lead Officer: Mel Lock, Director of Adult Social Services

Author: Jon Padfield, Performance Lead, Adults & Health

Contact Details: jpadfield@somerset.gov.uk / 07731 105872

Cabinet Member: David Huxtable, Cabinet Member for Adult Social Care

Division and Local Member: All

1. Summary

- 1.1. This report follows on from previous reports provided to Scrutiny Committee and highlights key performance activity and indicators relating to Adult Social Care. The report is supported by an accompanying appendix which provides further detail in relation to some of those indicators being monitored closely by the service and helps to evidence the improvements and areas for further development identified within the covering report.
- 1.2. This update also includes initial analysis of the 2018/19 Adult Social Care Outcomes Framework (ASCOF) figures, published by NHS Digital on 22 October 2019.

2. Issues for Consideration/Recommendations

- 2.1. For members of the Scrutiny Committee to note and comment on the updates in relation to Adults and Health performance trends captured within the report and the actions being taken to continue to improve the service.

3. Key Achievements

- 3.1. **Managing Demand** - Our continued focus on managing demand, improving outcomes and investing in strengths-based conversations with those seeking assistance via Somerset Direct (our call centre) has enabled the Adults team to meet or be very close to our target of 60% resolution at first point of contact. (*Appendix 1.1 refers*)

The number of overdue assessments for Locality Teams stood at 76 at the end of September 2019. This represents a reduction of approximately 82% compared to the same point last year. The number of overdue reviews has reduced by more than 50% and stood at 1,530 at the end of September 2019. Our planned trajectory will see all overdue reviews cleared by September 2020 whilst maintaining the quality of the reviews. 1,400 (87%) of people with an overdue review have received a review within the last 2 years. The majority of the overdue reviews relate to one locality area that has had significant recruitment and retention issues. There is a robust plan in place to rectify this.

- 3.2. **Care provider quality** - The quality of local regulated care provision in Somerset has seen steady and continuous improvement over recent years, evidenced by the high proportion of providers judged by the Care Quality Commission (CQC) to be 'Good' or 'Outstanding'. In November 2016, 83% of

providers were 'Good' or better. This figure rose to 87% in November 2017, and latest statistics for September 2019 reveal that Somerset had approximately 88% of providers achieving a 'Good' or better rating (*Appendix 1.4 refers*), comparing positively to a national average of 84%.

3.3. **Permanent Placements into Residential and Nursing Care** – An important part of Somerset's Promoting Independence Strategy is to reduce the reliance on permanent placements into Residential and Nursing care. Whilst for some people a nursing care service is the best service for them to receive care and support, for others it is not. Some of the reasons for this are as follows:

- Placing people into permanent care often reduces their independence;
- It can limit peoples' choices and control. Residents have less control over who comes into their home and they may lack privacy;
- The council has a duty to provide the least restrictive support and, in some cases, residential care can restrict a person's liberty;
- We want to enable Somerset residents to live their best life;
- It often does not provide best value for the Council or residents.

Appendix 1.5 highlights the year-on-year reduction of placements of people aged 65 and over. The Better Care Fund target for 2018/19 was 520 placements per 100,000 population and Somerset reported 512.2 placements.

For 2019/20 the target has been stretched to 468 placements per 100,000 population. This represents a 10% reduction compared to the target for the previous year.

Between April and September we have made 283 actual placements. Assuming we continue at the current rate, the projected figure per 100,000 population by year end will be 452.3.

3.4. **Self-Directed Support** – this measure examines the number of eligible service users that have been offered either a personal budget or a direct payment. Changes to the way that assessments are recorded that were introduced in August 2018 have seen a significant improvement in local performance. Our performance exceeded 90% for the first time in March 2019 and at the end of September our performance was approaching 95% (*Appendix 1.6 refers*).

3.5. **Safeguarding** – the proportion of concluded safeguarding enquiries where the risk was reported as 'reduced' or 'removed' was 90.6% for all enquiries concluded between April and September 2019. The safeguarding service routinely audit those cases where the risk 'remains'; this is commonly due to respecting the individual's capacitated wish to continue to have contact with the alleged perpetrator of the abuse.

3.6. **Quality Monitoring Audits and Activity** – The Principal Practice Leads within the service have worked closely with the Strategic Manager responsible for Quality & Performance to ensure quality monitoring is

strengthened and contributes to a more holistic understanding of performance within Adult Social Services. Over the last couple of months, a significant amount of auditing has taken place to complement our focus on quantitative data:

- The new online auditing approach to routine quality monitoring across adult services was launched on 6 September 2019 as planned and has proved a very effective way of enabling the service to gather more accessible and robust qualitative performance data. Between launch date and end of October 2019, a total of 162 audits were undertaken by adult social care staff at all levels and across all teams. Auditing data currently demonstrates that practice quality standards are most commonly being evidenced and observed within Adult Social Care Reviews (30.3% of all audits undertaken awarded a 5 star-rating overall to date), Safeguarding Enquiries (29.4% 5 star rated to date) and 'What Matters to Me' Assessment Conversations (27.3% 5 star rated to date). The approach is further assisting us in promoting and embedding a learning culture that both recognises and celebrates excellent activity as well as support practitioners to reflect on and improve their practice where needed as part of continuing professional development. The findings are being discussed at individual worker level as part of supervision, with detailed thematic reports also issued on a monthly basis to managers and presented to Performance Improvement Meetings (PIMs) outlining performance trends, areas of good practice and opportunities for improvement or closer monitoring.
- Work is also being explored with ICT & Children's Social Care colleagues to develop a new app for gathering routine service user feedback to complement our quality monitoring activity.
- In September 2019, an annual Supervision Records audit took place. The findings from this evidenced that supervision frequency has improved since previous audits. This can be attributed to a more settled service structure, fewer staff shortages, and the reinforcement of expectations and the value of supervision. It is evident from feedback (including that from our external training provider), as well as audited records, that the majority of our staff now receive supervision, predominantly within the recommended timeframes. Staff fed back having really positive experiences of supervision, with supportive, approachable managers. Factors identified as affecting regularity include sickness absence, leave, staff shortages, and other work pressures. The recording of supervision appears to an area of more challenge, both in terms of timeliness but also the quality and extent of what is being captured. Activity to address this area is now being progressed by our Principal Social Worker and Principal Occupational Therapist, to include a revised supervision template and visits to all teams.
- The service has also completed detailed analysis of the latest Somerset County Council-wide Staff Survey results which focused on

communication and awareness of corporate developments. Findings from this investigation will be explored in depth by the Senior Leadership Team later this month.

4. Adult Social Care Outcomes Framework (ASCOF) - 2018/19

- 4.1** The 2018/19 ASCOF figures were published by NHS Digital on 22 October 2019. Some initial analysis has been completed and key findings are included in this report.
- 4.2** The ASCOF measures are derived from one of 3 sources: The Adult Social Care Survey, the Carers Survey, or the statutory Short and Long Term (SALT) return.
- 4.3** Of the seven measures derived from the Adult Social Care Survey, Somerset's performance has improved in six of them. This compares with the national picture where four out of the seven measures have declined and with the South West region where three measures have declined.

Highlights in this section are;

- ASCOF 1B – 'Proportion of people who use services who have control over their daily life' where Somerset's performance of 80.2% is above both the national (77.6%) and regional (79.7%) figures.
- 3D(1) – 'Proportion of people who use services who reported that they had as much social contact as they would like'. Again, Somerset's performance is better than both the national and regional averages,

The measure where Somerset's performance has declined since 2017/18 is 3A – 'Overall satisfaction of people who use services with their care and support'. Somerset's performance of 60.6% is below both the national (64.3%) and regional (67.1%) figures and has declined from 63.2% in 2017/18.

- 4.4** Details of the measures derived from the Carers Survey were reported to Scrutiny Committee on 2 October. Somerset's performance has declined against all 5 measures but the ASCOF publication shows that this is a trend that is mirrored both nationally and across the South West region.
- 4.5** There are a total of fourteen measures that are derived from the annual SALT return. Somerset's performance has improved since 2017/18 against ten of them and has only declined against two measures (the other two measures show no change).

Key highlights from the SALT return are as follows:

- 1C(1A) – 'The proportion of people who use services who receive self-directed support'. For the 2017/18 reporting period Somerset were an outlier for this measure with performance of 58.7%. This has significantly improved to 91.5% for 2018/19 which puts us ahead of the national average of 89%,

- 1G – ‘Proportion of adults with learning disabilities who live in their own home or with their family’. Somerset’s performance improved slightly to 80.8% and remains above the national and regional averages,
- 2A(1) – ‘Long-term support needs of **younger adults (aged 18-64)** met by admission to residential and nursing care homes, per 100,000 population’. Our performance has improved significantly to 13.1 in 2018/19 (from 18.7 in 2017/18). This is better than the regional and national averages.
- 2A(2) – ‘Long-term support needs of **older adults (aged 65 and over)** met by admission to residential and nursing care homes, per 100,000 population’. This measure has also improved significantly from 2017/18 – reducing by approximately 25%. As above, Somerset’s performance is better than the national and regional averages.

5. **Adult Social Care Workforce**

The Adult Social Care Workforce Board meets on a monthly basis to monitor recruitment and retention challenges and opportunities. It is attended by senior representatives of the service and HR, as well as a representative from the Registered Care Providers Association (RCPA) and Skills for Care. Most recently published national estimates (2018/19) for the adult social care workforce (across the LA and Independent sector) were presented to the August 2019 Board, and is shared as a supporting appendix to this performance report. It highlights that:

- 19% of workers were employed on zero-hour contracts in Somerset (compared with a national average of 24%),
- Turnover rate of 35% (compared with 30.8% nationally). In Somerset approximately 78% of leavers remain in the sector indicating there is significant ‘churn’ between services. It is known at a national level that turnover rates are higher for those on zero-hour contracts,
- 84% of sector female; 16% male (compared with 83% female, 17% male nationally),
- 24% 55 years old and older; 12% under 25 years old (25% aged 55 years and above nationally),
- 48% of the workforce did not have a qualification relevant to social care (compared with 51% nationally).

6. **Performance priorities for the year ahead**

We want all Somerset residents to be able to have equal access to mainstream support within their local community, and tailored assistance to support where they require it. As such, a key transformational priority for the service over the coming year will be to focus further attention on carers, experience of and outcomes achieved by individuals with Learning Disabilities and/or Mental Health social care needs.

As part of the corporate service planning process we have reviewed all of the reported performance measures and have agreed stretch targets to ensure

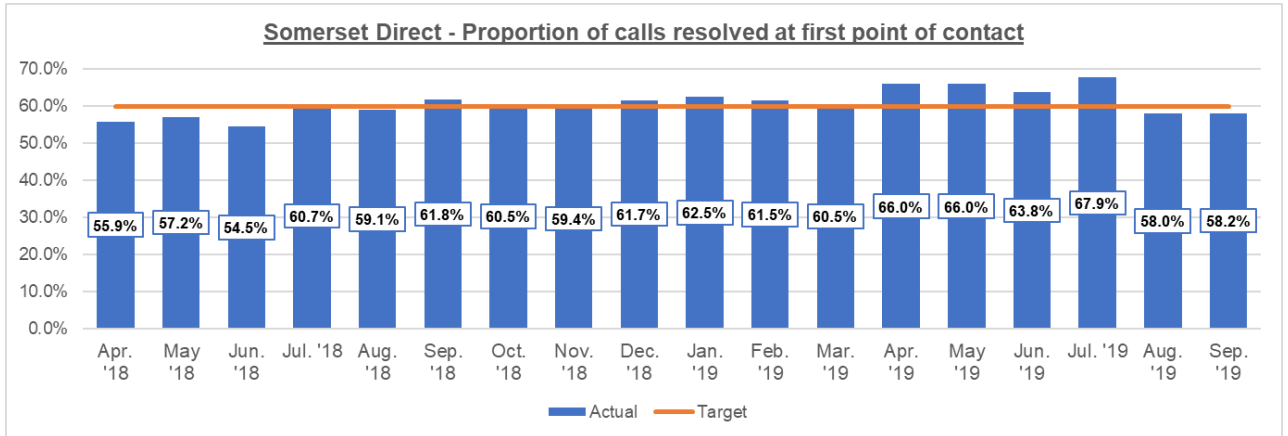
that we are seeking continual improvement. We also routinely benchmark Somerset's performance against both our regional neighbours and the local authorities in our "family group" to ensure we are able to identify and learn from best practice in other areas.

As we approach the end of the calendar year, Managers across the service have been working with Directors to refresh the current Promoting Independence Strategy, ensuring it reflects the Council's commitment to Improving Lives and ensuring it remains focused on recognised improvement activity. The revised strategy will concentrate on delivery across two key strands:

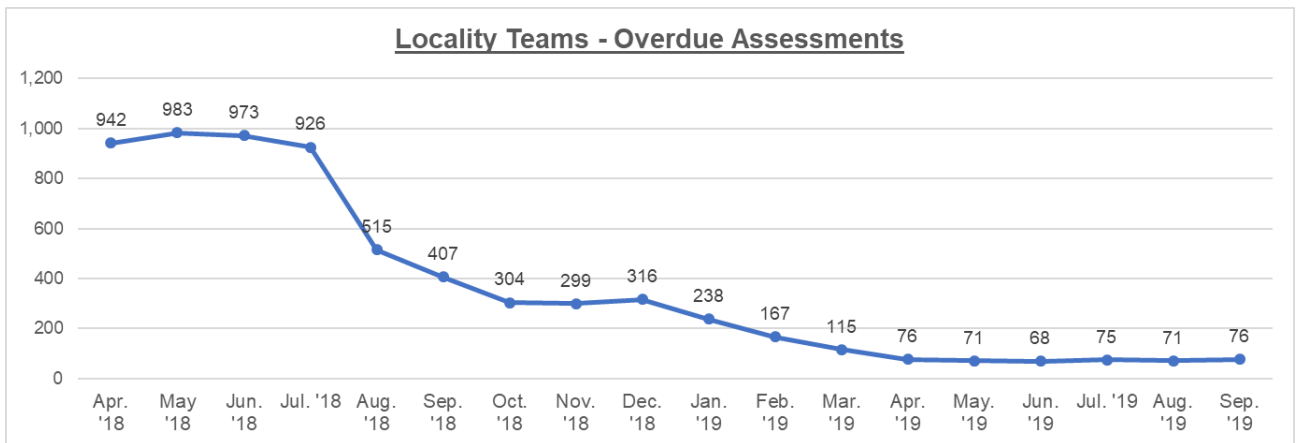
- How I live within my community – *to encompass stronger communities, equipment and digital enablers, support at home, carer support, employment opportunities, and the wider workforce*
- Where I live – *to encompass the development of a robust Accommodation Plan outlining our vision and approach to nursing and residential provision, supported living and extra care housing, shared lives and more*

Appendix – ASC Performance Trends

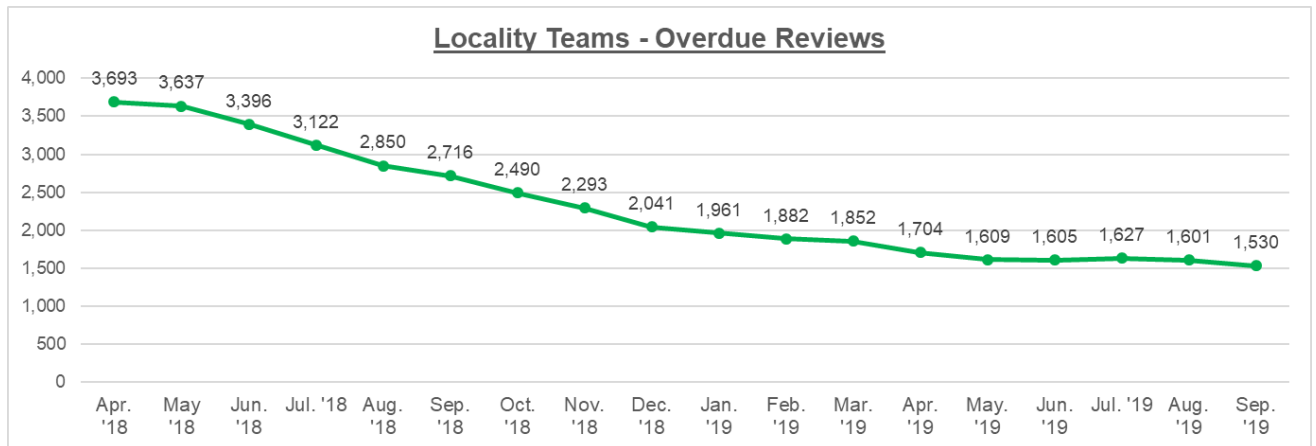
1.1 Somerset Direct – proportion of calls signposted from April 2018 to September 2019.



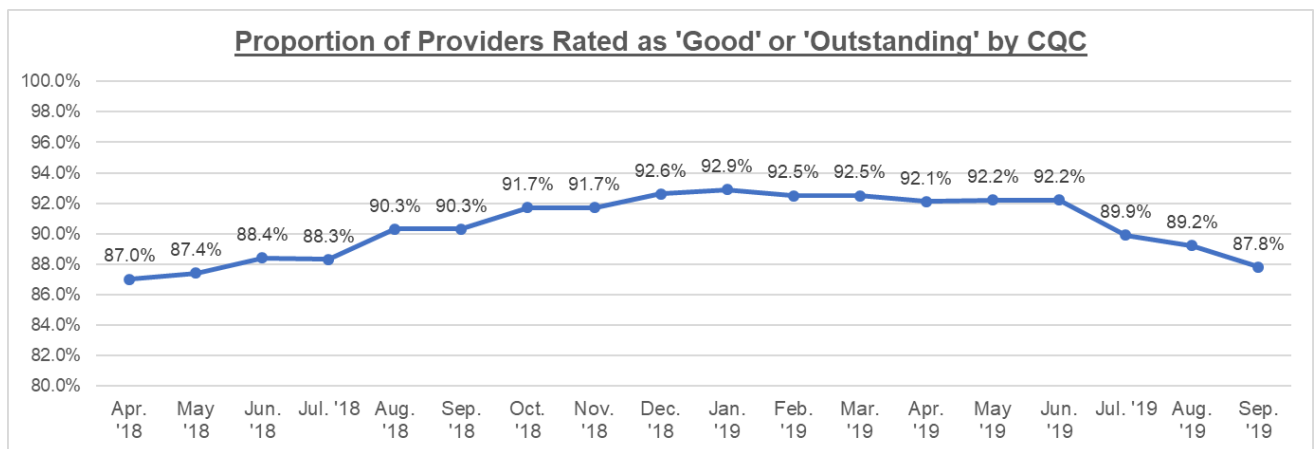
1.2 Locality Teams – reduction in overdue assessments from April 2018 to September 2019.



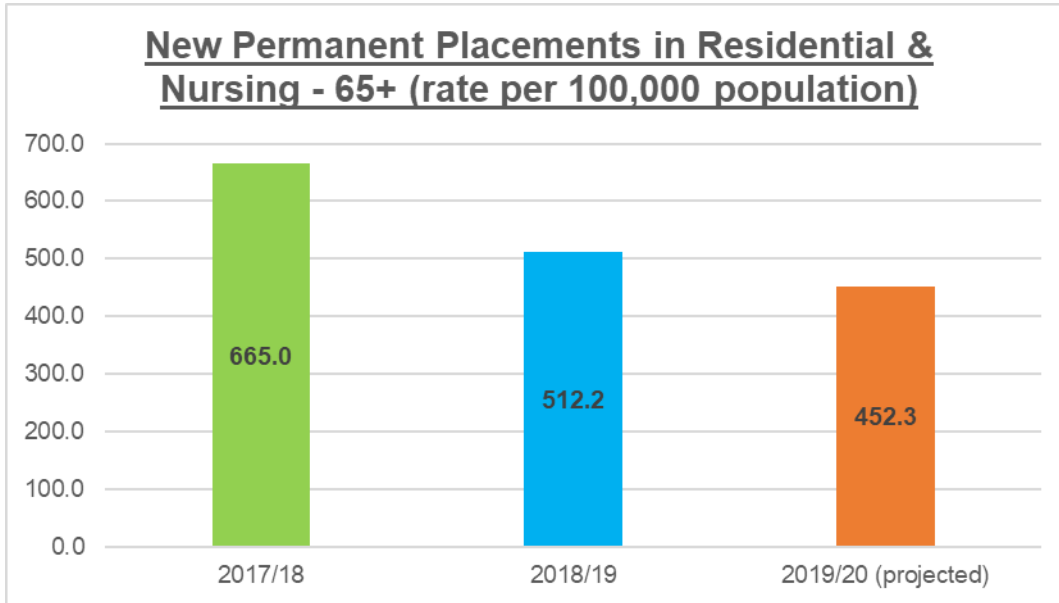
1.3 Locality Teams – reduction in overdue reviews from April 2018 to September 2019.



1.4 Providers with CQC rating of 'Good' or 'Outstanding' from April 2018 to September 2019.



1.5 Permanent admissions to Residential and Nursing care:



1.6 Self-Directed Support from April 2018 to September 2019:

