

Somerset County Council
Scrutiny for Policies, Adults and Health
Committee
– 13 March 2019

Adult Social Care Performance Update

Lead Officer: Stephen Chandler, Director of Adult Social Services

Author: Jon Padfield, Performance Lead, Adults & Health

Contact Details: jpadfield@somerset.gov.uk / 07976 690066

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

Division and Local Member: All

1. Summary

- 1.1. This report seeks to serve as an annual update outlining key performance achievements and developments within Adult Social Care over the last 12 months, as well as capturing those areas where continued efforts and focus are required. The accompanying appendix provides detail in relation to some of the key measures monitored closely by the service which help to evidence the improvements identified within the main report.

2. Issues for Consideration/Recommendations

- 2.1. Members of the Scrutiny Committee to note and comment on the updates in relation to Adults and Health performance trends captured within the cover report and supporting appendix.

3. Key Achievements

- 3.1. **Managing Demand** - Our continued focus on managing demand, improving outcomes and having strengths-based conversations with those seeking assistance within Somerset Direct (our call centre) has enabled the Adults team to routinely meet and maintain our target 60% resolution at first point of contact since July 2018 (*Appendix 1.1 refer*). Training and investment in call advisers has been crucial in achieving this and has also had the knock-on benefit of fewer repeat calls, fewer abandoned calls, and enhanced customer satisfaction levels. Somerset County Council's Customer Service team was awarded the best customer contact centre of its size in the region in the summer of 2018 in the South West Contact Centre Forum Awards.

In addition, we have seen significant improvements in the performance of our operational locality teams, with the number of overdue assessments reducing by 89% between June 2016 and December 2018, the average time for assessment completion improving from 53 to 18 days during that same time period (66% reduction) and the number of overdue reviews reducing by 50% (*Appendix 1.2 and 1.3 refer*).

- 3.2. **Hospital Interface** – We are committed to supporting people to maximise their independence and reduce or overcome the need for longer term support by working with therapists, social workers and community agents to support successful reablement and help by providing the right support at the right time. Our Home First initiative is enabling community partners, the NHS and

ourselves to facilitate the early discharge of people from hospital across the County. Organisations are working together with people and their families to support the early discharge and reablement of people in their home environment as well as in short term reablement placements where appropriate. The Home First service has developed significantly in the last 12 months and on average we are now seeing approximately 75 people being discharged per week onto a pathway across the county. This has contributed to our improved delayed transfers of care performance.

- 3.3. **Delayed Transfers of Care** - An increased understanding of themes and scrutiny of long stay patients with a more robust oversight of data and multi-disciplinary decision making has seen the DTOC performance of the Somerset system significantly improve over the last 6 months. At the end of December 2018 we achieved a DTOC result of 1.38% against a target of 2.5% and this has been sustained. The proportion of delays attributable to Adult Social Care has decreased significantly for the second month running to 29% in November (October's performance was 40%). The national average for November was 30.0%. This is the lowest this figure has been since we've been recording in this way and is the first time we've ever been below the national average. (*Appendix 1.4 and 1.5 refer*)
- 3.4. **Care provider quality** - The quality of local regulated care provision in Somerset has seen steady and continuous improvement over recent years, evidenced by the growing 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 February 2019 reveal that Somerset had over 92.9% of providers achieving a 'Good' or better rating, with no inadequate provision. Somerset's performance in this area exceeds regional and national averages and is testament to hard work and a rigorous focus on ensuring quality across our system. We work closely with the CQC and our health commissioning partners to monitor struggling providers and take robust action to support their improvement. (*Appendix 1.6 refer*)
- 3.5. **Staff Satisfaction and Health Check survey results** – The results from the most recent Staff Survey on Engagement painted a positive picture of progress across Adults Services over the last 12 months. With a total of 172 staff across the service responding (a response rate of 42%, above the Council average of 40%), feedback suggests that our staff feel confident with our strategic vision for promoting independence and adopting person-centered approaches, are equipped to 'do it their way' and have the freedom and support to use their initiative and challenge the status quo, and are benefitting from approachable management.
- 3.6 Initial analysis of themes and comments to emerge from the Social Work Health Check also indicate that our staff are generally positive about working for the service, satisfied with training opportunities on offer, and also with communication. The average caseload reported by Social Workers is 18.

3.6. **Investment in recruitment, leadership and team culture development -**
With support and investment from our HR colleagues, a range of activity has been undertaken over the past year to enhance leadership capabilities, team cohesion and professional development, including the provision of tailored, bespoke support. In response to a recognised challenge in recruiting to vacant Locality Lead positions across our operational teams, we have recently launched an Adults Locality Lead Development Programme, to develop leadership skills across the ASC service and support our own staff to step up into a leadership role.

3.7. **Practice Quality Conversations** - Our Practice Quality auditing tool was designed as a means of monitoring and evidencing the quality of practice in promoting independence and strengths-based approaches, and intended to engage frontline staff in constructive, reflective conversations alongside senior managers. Launching in April 2018, it has proved to be an effective way to share learning and improve the visibility of managers with staff across the county. We are seeing growing number of monthly audits achieve a 'high assurance' rating overall (*Appendix 1.7 refer*) and continue to have positive feedback from both staff and service users in relation to the process itself and the service received. Comments received last month from frontline staff include in the following:

“As a newly qualified OT I want to know if I am doing what is expected of me. I also want to continually improve my practice and therefore having a mechanism to do this was really positive. Also, as we work on our own for much of the time, it is really beneficial to receive some constructive feedback, including written feedback with some learning / action points to take forward”

“I found it useful as it gives you time to sit and talk through the processes and reflect on the work that I carried out, as I think some times we get caught up in the processes and don't have time to reflect. I think it covers all the areas that we need to be considering as ASC practitioner and that naturally leads to a forum for good case discussion”

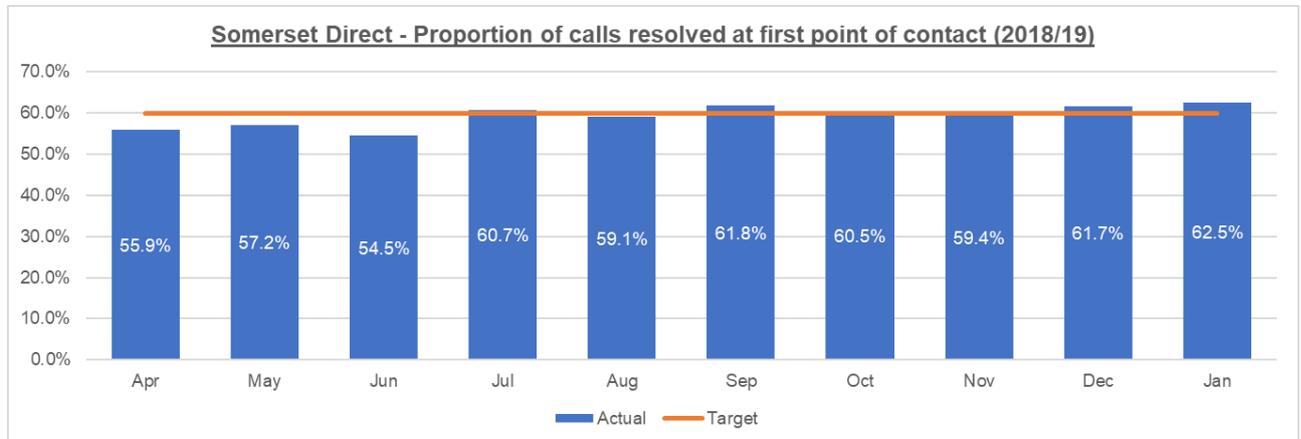
4.0 **Performance priorities for the year ahead**

4.1 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 the experience of and outcomes achieved by individuals with Learning Disabilities and/or Mental Health social care needs.

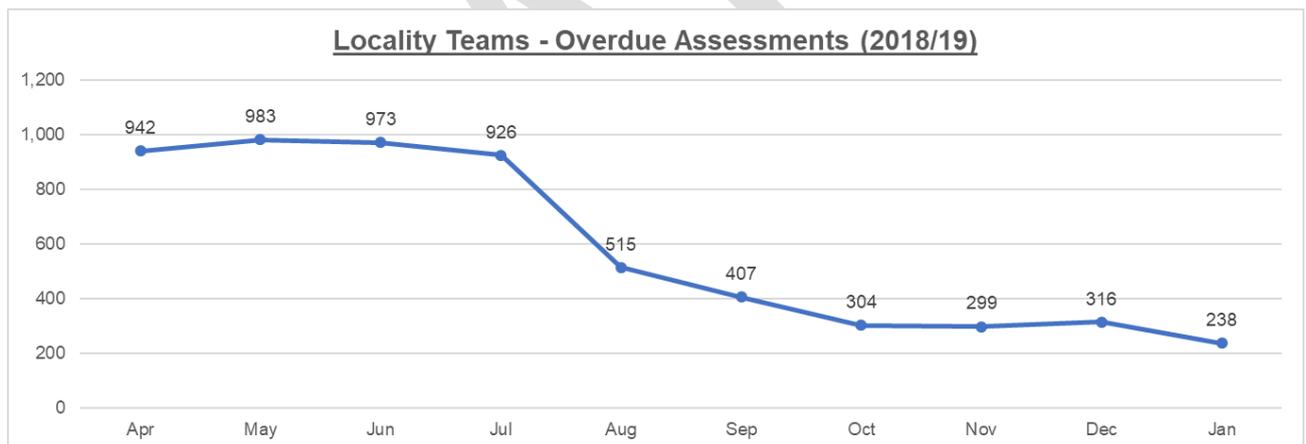
4.2 Though proud of our progress over the past year, we recognise there is more to be done and a range of areas whether we can make further improvements. As part of the corporate service planning process we are reviewing all of the reported performance measures and will be introducing stretch targets 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.

Appendix – ASC Performance Trends

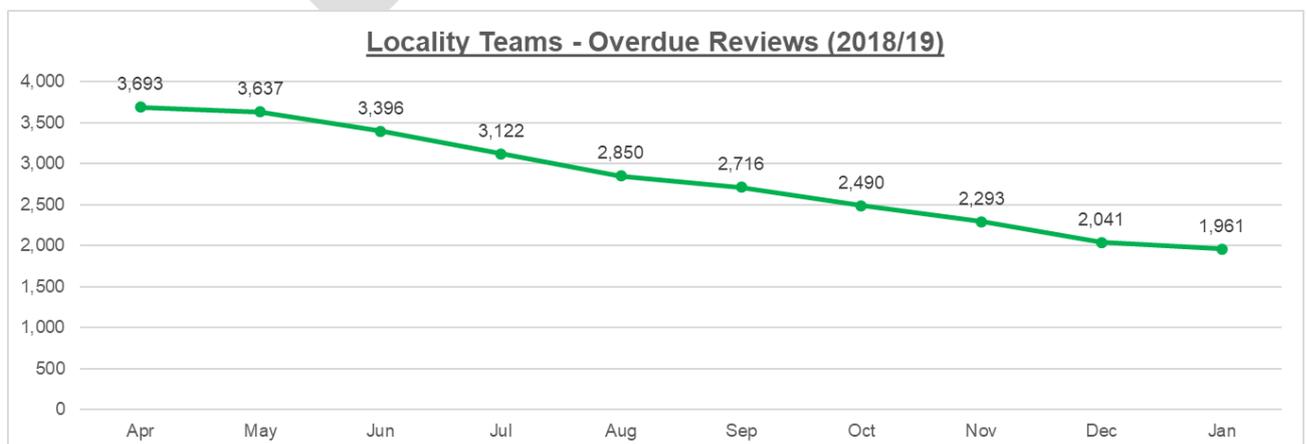
1.1 Somerset Direct – proportion of calls signposted from April 2018 to January 2019.



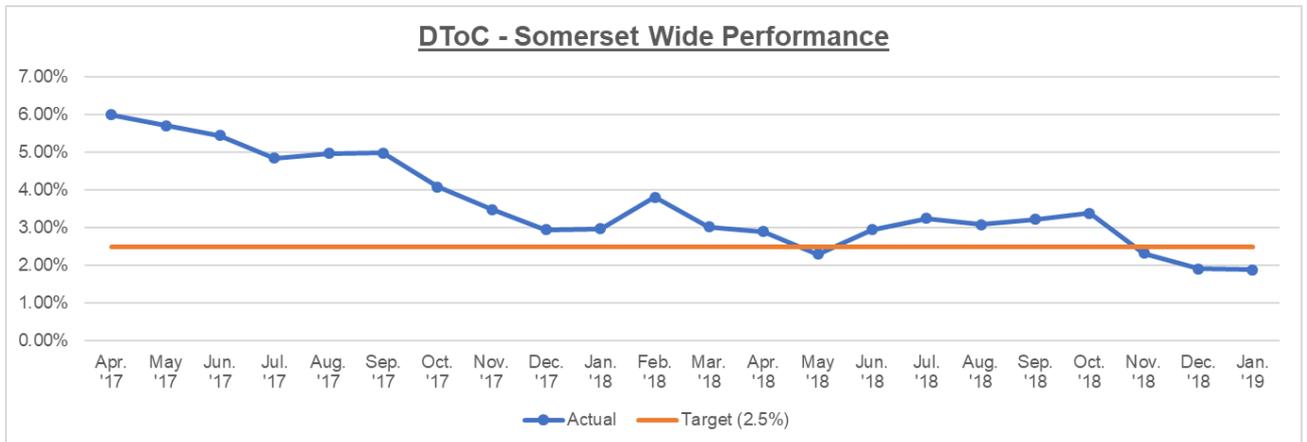
1.2 Locality Teams – reduction in overdue assessments from April 2018 to January 2019.



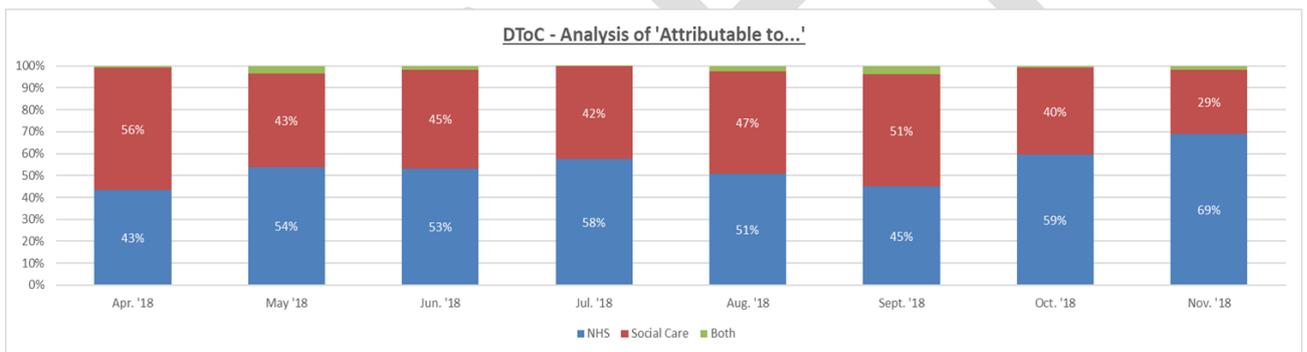
1.3 Locality Teams – reduction in overdue reviews from April 2018 to January 2019.



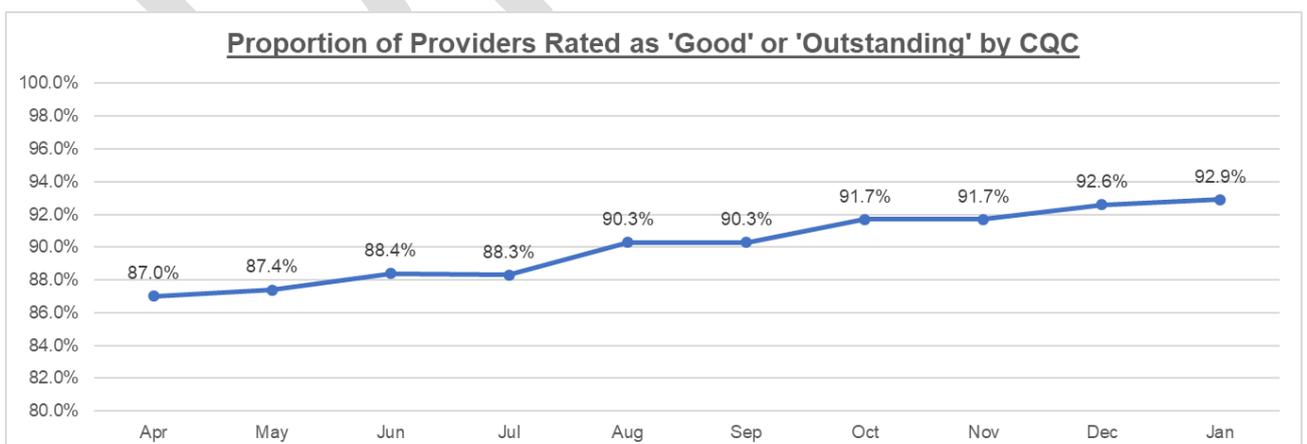
1.4 Delayed Transfers of Care (DToC) – system-wide performance from April 2017 to January 2019.



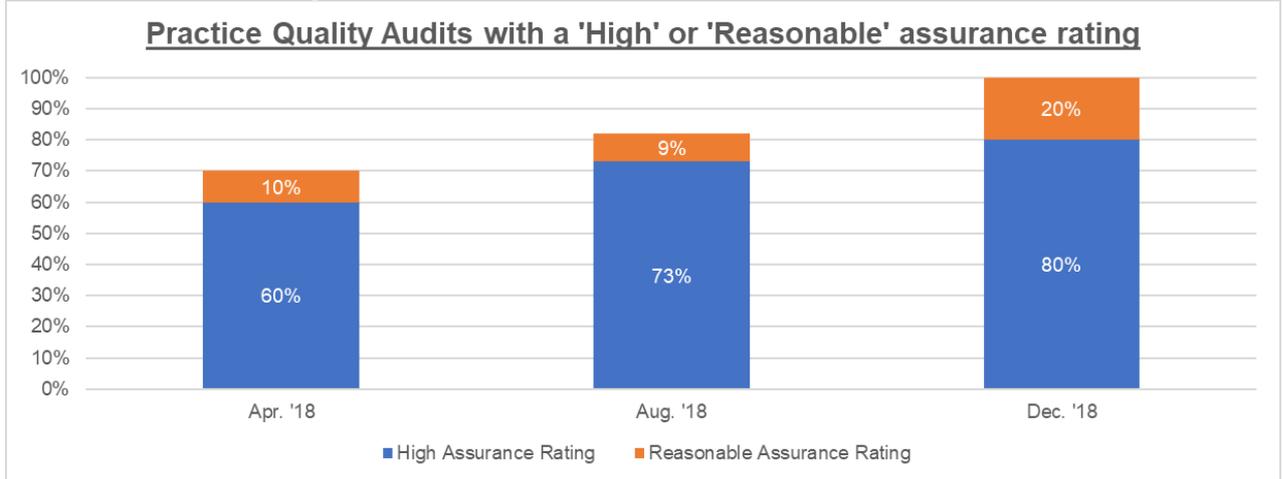
1.5 Delayed Transfers of Care (DToC) – analysis of attributable organisation from April to November 2018.



1.6 Providers with CQC rating of 'Good' or 'Outstanding' from April 2018 to January 2019.



1.7 Practice Quality Audits.



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