



*Making Social Care  
Better for People*

## **RECORD OF PERFORMANCE ASSESSMENT FOR ADULT SOCIAL CARE 2005-06**

Name of Adult Services Authority

Dudley

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Business Relationship Manager:	Barbara Skinner
Performance Information Manager:	Kathy Francis
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## **Part 1:**

### **Summary of Improvements**

- Plans for the majority of improvements this year have been met and ongoing plans seem suitably ambitious in aiming to provide good services to all client user groups.
- The council continues to work well with all partners, particularly Health, to deliver social care in Dudley.
- The council has made increased use of intensive homecare and intermediate care packages to improve the speed of hospital discharge or prevent admission to hospital, particularly for older people, ensuring that they have support necessary to remain in the community.
- An increasing number of the public are involved in planning and shaping services through a wide range of Partnership Improvement Boards and consultative groups.
- Community care and support packages have been provided to enable older people to maintain their independence and remain in the community with even fewer people admitted to residential care than in previous years.
- The use of direct payments has increased significantly over the past year ensuring that an increasing number of service users in Dudley have the opportunity to control and direct how packages of care are arranged to meet their own needs.
- Dudley has over the last year successfully reduced the length of time people wait for major adaptations to support them in their own homes.
- The number of breaks provided for all carers in Dudley has increased significantly over the past year.

### **Summary of Areas for Improvement**

- The council should continue with its plan to continue increasing the number of packages provided of intensive homecare (and intermediate care where appropriate) to enable even more people to retain their independence where possible.
- The council should continue with its plans to engage with housing providers to encourage innovation and variety in types of housing made available beyond traditional sheltered housing developments.
- Strategies for the Commissioning of Services and Joint Commissioning arrangements with Health need to remain a priority so that the development and implementation of arrangements for all client user groups are afforded equal attention.

## **STANDARD 1: National Priorities And Strategic Objectives**

The council is working corporately and with partners to deliver national priorities and objectives for adult social care, relevant National Service Frameworks and local strategic objectives to serve the needs of diverse local communities

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Older People*

As recommended last year the council has continued to develop the older peoples strategy with on going improvements in service and delivery of services for older people having improved. The Older Peoples Strategy launched at the Older Persons Conference in April 2006 was developed to ensure provision of a universal /comprehensive approach to services focussing on promotion of independence. Partnership working between older people and Dudley Council is evidenced in the Older People's Forum and widespread grant funded support to community groups.

#### *Prevention of Hospital Admission / Timely Discharge*

Strong partnership working with health to improve hospital discharge and prevent hospital admission is having a positive impact in Dudley with intensive home care support provided in response to a variety of urgent needs.

#### *Learning Disability*

The Council is taking a lead role in encouraging and ensuring that services provided now and those planned for the future are less 'traditional or out-dated' with more emphasis on supporting and maximising independence through a range of accommodation and day activity alternatives that people with learning disabilities want. The Council has been working with health on the re-settlement of learning disabled adults from Ridge Hill Hospital the majority of whom are now living in appropriate settings in the community.

#### *Physical and Sensory Disability*

Representatives from voluntary organisations, user groups and statutory services work together at a partnership board level with the aim of improving co-ordination across agencies to plan and develop services for disabled people.

#### *Mental Health*

The strategy for mental health services in Dudley reflects the National priorities and objectives of providing local services with less reliance on hospital-based services for the local population. The Council and partners are intent on developing and providing services for all adults who experience mental health problems that are increasingly integrated with other services, including people over 65 yrs of age.

### *Drugs and Alcohol*

Users of drug and alcohol services are actively involved in change and improvement planning. The strategy in Dudley is based on a co-ordinated approach from statutory and voluntary sector providers.

### *HIV / AIDS*

Through a service level agreement the council is ensuring that HIV/AIDS services are delivered that are sensitive to and supportive of those people who are affected.

### *Carers*

Participation with partners is supported by the current carers strategy, which is being reviewed in collaboration with health and voluntary sector providers. Services have been expanded as intended in the current strategy ensuring that carers are well supported in Dudley. The number of breaks provided for all carers through the Council increased significantly over the year with performance better than comparator councils.

## **Areas for improvement**

### *Extra Care Housing*

Dudley should continue with plans already in place to encourage the timely development of extra care tenancies and multi tenure schemes to support all client groups with a particular focus on the housing needs of older people.

### *Learning Disability*

The Council should continue to liaise frequently with health and housing partners to ensure that progress on final development that will enable learning disabled adults to move from Ridge Hill into community provision as planned.

### *Drugs and Alcohol*

The Council should monitor the commissioning of drug and alcohol services to ensure that the new measures introduced in commissioning have a positive impact.

### *Carers*

The councils intention to utilise the feedback from the review of the carers strategy will inform and shape how support services are provided to carers by the council and its partners.

## **STANDARD 2: Cost and efficiency**

Adult Social Care commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Value for money and efficiency*

The Council are rated by the Audit Commission as being able to provide good value for money and have demonstrated that efficiencies and savings made over the past two years have been delivered (and in some cases have exceeded) targets for savings without a loss of quality of provision.

#### *Supporting People*

Initiatives and developments in supporting people have been enhanced by the merging together of housing and adult social care into one Directorate, evidence of close working and collaboration are in evidence in the borough.

#### *Physical and Sensory Disability*

The Council is working with partners with the intention of providing support to adults with physical or sensory disabilities who want to move from residential care to more independent living in the community.

#### *Mental Health*

The appointment of a joint commissioning officer for mental health services has contributed to the knowledge that the Council and partners has of support and services available in the community. The officer has commenced work on looking at all mental health services that are available focussing in part on employment opportunities for people with mental health needs helping them back to work and off benefits.

#### *Commissioning*

Commissioning by the Council of social care services has been further developed and enhanced through contract monitoring officers. Each of the partnership boards with user involvement for mental health services, older people services and learning disability services has a service specific commissioning strategy. Dudley has commenced work on further developing outcome based commissioning with performance monitoring and service user feedback used to determine premiums paid or inadequacies that need to be addressed.

## **Areas for improvement**

### *Commissioning*

The Council should ensure that an overarching commissioning strategy, which will ensure cohesion between service specific commissioning strategies, is developed and introduced as planned.

### **STANDARD 3: Effectiveness of service delivery and outcomes**

Services promote independence, protect from harm, and support people to make the most of their capacity and potential and achieve the best possible outcomes

#### **Improvements achieved/achievements consolidated since the previous annual review**

##### *Older People*

The Council has continued to achieve progress on outcomes that support the older people's agenda. The steady decrease in the number of admissions of older people to residential care indicates that the Council have delivered improvements for people of Dudley. The number helped to live at home is much higher than in previous years and outcomes in this area indicates Dudley is doing well against similar councils. Intensive home care packages assist in delivering positive outcomes for Dudley residents and play a major role in preventing hospital admission.

##### *Telecare*

The planned investment to introduce telecare into more homes, building on existing provision, will be supported by the Homecall infrastructure in Dudley that is currently being reviewed. The use of expanded mobile warden services is being promoted as an additional support resource.

##### *Learning Disability*

The number of learning disabled people helped to live at home remains high with performance better than similar councils.

##### *Physical and Sensory Disability*

Initiatives which support people with physical or sensory disabilities to live at home with or without care support has ensured that overall numbers have increased with the council performing better than those in similar groups. Service user groups are consulted and involved in planning to re-provide residential care with supported housing.

##### *Equipment and Adaptations*

The Council have successfully responded to last years recommendation to improve the timely provision of major adaptations. The waiting periods for major adaptations has been reduced by half in one year exceeding Dudley's own planned improvement and bringing performance nearer to that likely to be experienced in similar councils.

### *Mental Health*

Admissions of people with mental health problems to in-patient facilities reduced in Dudley last year; a trend which has continued this year with more and more people making use of community services.

### *Direct Payments*

The use of direct payments in Dudley to all user groups has increased over the past year bringing Dudley nearer to comparator councils. Plans for the forthcoming year whilst ambitious appear achievable by the Council.

### *Carers*

The Council have successfully responded to last year's recommendation to increase the number of carers of learning disabled people who receive an assessment or review.

## **Areas for improvement**

### *Telecare*

The Council should ensure that information gathered through ongoing monitoring and reviewing of the support mechanisms particularly the homecall service and mobile warden service is utilised to confirm that the expanded use of telecare is being delivered in line with plans and expectations.

### *Mental Health*

The councils should ensure that analysis and evaluation of the activity and performance of the relatively newly formed Early Intervention Team is shared and utilised to direct and shape future service development.

### *Direct Payments*

The Council should continue with its plan to improve the support offered to service users with Direct Payments, particularly hard to reach groups.



## **STANDARD 4: Quality of services for users and carers**

Services users, their families and other supporters, benefit from convenient and good quality services, which are responsive to individual needs and preferences

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Older People*

As recommended last year the Council has made adjustments to the quality banding system for nursing and residential care. Performance on acceptable waiting times and completion of assessments is good and broadly in line with or slightly better than comparator councils. The number of people receiving a statement of their needs continues to be good and is slightly better than similar councils. Performance in respect of services provided within four weeks of assessment is good and better than that of comparator councils. Performance in respect of people receiving a review is also good and again is above that of comparator councils.

#### *Learning Disability*

Transition planning arrangements and specialist social workers are available to support young people with learning disabilities as they transfer from children's to adult's services.

#### *Physical and Sensory Disability*

A multi agency group (which includes parents of young people with physical or sensory disabilities) works to support the improvement of the transition process. Regular meetings between Children's Services Teams and Adults Teams ensure that essential and informative knowledge is shared early on in the process prior to transition.

#### *Mental Health*

The Council provides two crisis resolution and home treatment teams offering comprehensive 24 hour 7 day week support which is positively impacting on and providing an alternative to hospital admissions.

#### *Carers*

The Council carers strategy is being reviewed in collaboration with partners. The stated vision of the Council to actively encourage and support carers to participate is apparent through the delivery of a range of groups that carers are fully involved in. A carers co-ordinator continues to provide support to carers. Carers have benefited from a higher number of breaks during the year.

## **Areas for improvement**

### *Physical and Sensory Disability*

The Council should monitor the roll out of training on the regional transition pathway to ensure that it is delivered as planned and provides an improved service to young adults with physical or sensory disabilities.

### *Mental Health*

The Council reported on having a strong recruitment drive in place to fill Approved Social Work positions in the crisis resolution/home treatment teams to reduce dependency of agency staff. The use of agency staff did not impact negatively on meeting targets or producing positive outcomes for people using these services. The lack of mental health beds in residential care homes for older people should be targeted as an area in need of improvement.

## **STANDARD 5: Fair access**

Adult Social Care services act fairly and consistently in allocating services and applying charges

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Older People*

The Council has ensured that specialist organisations and community groups provide advocacy services to older people and their carers. The ethnicity profile of older people receiving a service following assessments is similar to and reflects the ethnicity profile of the council.

#### *Learning Disability*

Access to advocacy services for learning disabled adults is well provided for by the Council, with both paid staff and volunteer staff available to provide support. The partnership between the Directorate of Adult, Community & Housing Services and Health is apparent in the funding of a support worker to support people being resettled from long stay hospital.

#### *Physical and Sensory Disability*

Self advocacy groups linked to day services and the independent living team offer support to adults with physical or sensory disabilities.

#### *Mental Health*

The strategy to improve mental health services for black and minority ethnic communities is delivering early improvements through the appointment of a race equality lead officer who will oversee the implementation of the race equality action plan.

#### *Drugs and Alcohol*

An alcohol strategy for Dudley has been completed. Although there is no specific advocacy service for drug and alcohol users the advocacy services for mental health service users included people with substance misuse problems.

#### *Interpretation services*

The Council provides access to interpreters for all community languages and supports translation needs of some other agencies in the borough.

### *Carers*

The carers co-ordinator has strong links with voluntary and community providers of care, encouraging them to provide self-advocacy.

## **Areas for improvement**

### *Physical and Sensory Disability*

Advocacy services for people with physical or sensory disabilities are currently provided through self-advocacy groups. The council should ensure that access to other types of advocacy is made available to this service user group when requested by individuals.

## **STANDARD 6: Capacity for improvement**

The council has corporate arrangements and capacity to achieve consistent, sustainable and effective improvement in Adult Social Services

### **Improvements achieved/achievements consolidated since the previous annual review**

#### *Commissioning*

Effective commissioning strategies for specific client groups are delivered through partnership boards and the council has plans in hand to draw together the separate strategies under one overarching strategy.

#### *Partnership Working, etc.*

The Council is working well with partners especially health which is evidenced through outcomes already achieved. Opportunities and advantages presented by the bringing together of social care and housing in one directorate are being used to bring about improved outcomes for adults using social care. Priorities for the forthcoming year have been influenced and shaped by the council working with statutory agencies, voluntary organizations and users of services.

#### *Human Resources*

The Council has put in place a number of strategies to further develop skills, qualifications and stability of the workforce. The Council's performance on days lost to sickness is better than comparator councils.

#### *Training*

The Council is committed to investing in its own staff through core and post qualification training, and is engaged with private and independent sectors to encourage the use of resources to increase the qualification levels of social care staff in those sectors.

#### *Financial management*

The council is effective in managing its financial resources which is also reflected in the jointly managed arrangements that exist with partners and health. Improvements in commissioning are having a positive impact with the trend and movement of resources from residential care to support for independent living is realising benefits for service users.

### *Performance management*

The management of data and IT systems contributes effectively to the performance management of the Council. Adult social care is working alongside other Council departments to support performance management across the whole Council.

## **Areas for improvement**

### *Commissioning*

The Council should ensure that the overarching commissioning strategy being developed is based on analysis of needs taking into account current availability so that services developed to provide support are aligned to what is required.

### *Human Resources*

Whilst performance is better than comparable authorities the Council should continue with its intention to remain focused on its plans to continue reducing levels of staff sickness.

### *Vulnerable Adults*

Training for staff working with vulnerable adults needs to be rolled out as planned to ensure that a higher proportion of staff receive and participate in the specific training that had been developed.

