

Modernisation of Day Opportunities Scrutiny Review Action Plan Update

V1 – 12/11/2008

This action plan should be cross-referenced to the Adult Social Care Service Plan 2008 – 09, pages 27 – 28.

Ref:	Recommendation:	Action:	Timescales:
4.1 (R1)	Health and social care needs are inextricably linked. Services should be designed to meet both health and social care needs. Personal care needs are essential and should be given the same priority as social needs. Laundry services are also an essential requirement for some elderly people and these services should be made available in more day care facilities. The PCT should be involved in the joint funding of day care services, to enable a seamless health and social care service to be delivered.	<p>Re Personal Care: The Shaw Healthcare contracted services at Woodside, Leadon Bank and Waverley House have very good bathing facilities.</p> <p>This contract will be revisited by the Commissioning and Contracts Team, working with the PCT, to explore the possibility of incorporating a bathing facility into the service specification.</p> <p>We will explore any changes to day service provision and community services in line with Intermediate Care and Rehabilitation developments.</p> <p>The PCT has historically contributed to day care services, especially Learning Disabled and Mental Health day care via pooled budget arrangements.</p>	<p>December 2008</p> <p>October 2008</p>
4.1 (R1)	Update:	<p>Re Personal Care: Discussions have taken place with Shaw Healthcare Management re Leadon Bank and Waverley House day service provision. Agreement has been reached that a bathing facility does form part of the service specification for day care, providing it has been identified on the individual's care plan. Bathing will be provided as part of the day service contract.</p>	
4.2 (R2)	Future services must incorporate a diverse range of stimulating activities, to engage with both 'younger' and 'older' older people, and to attract more interest, both from potential service users and volunteers. The complexity of introducing new services alongside the personalisation agenda must be carefully managed, to ensure services won't be out-of-date immediately.	<p>Detailing and mapping of activity currently taking place across all communities within Herefordshire, is being undertaken. This activity will be chronicled and maintained as a database directory.</p> <p>Further refinement of the different pathways and user experiences, for younger and older adults, when using</p>	

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		<p>day services will be undertaken, to achieve consistency and ensure these pathways effectively meet service specification and achieve outcomes for service users.</p> <p>An understanding of the difference between younger adult activities and older adult activities; what is wanted and how these activities can be best delivered, will be determined through user engagement.</p> <p>All activity will be cross-referenced to the personalisation agenda with on-going monitoring and review of day services, to ensure flexible activities that can be sessional in nature and outcome focused in terms of impact.</p> <p>All activity will be cross-referenced to the outcomes from the Darzi Review for 'Staying Healthy and Independent'.</p> <p>Engagement with volunteer centres in Herefordshire, across both younger and older adult services, will raise awareness of day services and encourage increased volunteer participation.</p>	<p>October 2008</p> <p>July 2008 – November 2008 but ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2008 – November 2008 but ongoing</p>
4.2 (R2)	Update:	<p>As a result of feedback from countywide consultation events, the modernisation programme for day opportunities has been expanded to include all adults. Consultation with existing service users within physical disability services, has taken place and wider consultation is now underway through partnership working with the voluntary sector.</p> <p>New Possibilities are working with the service users at Canal Road to introduce person centred planning. Part of this work is to support them to take up the opportunity to have a personalised budget to enable</p>	

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		<p>them to meet their assessed needs. Regular meetings are taking place with existing providers from voluntary and independent sector, to explore new ways of working within the realms of personalisation and individualised budgets. Outcomes have been developed for three of the pilot schemes. These have been linked to the ASC Service Plan and the Darzi Review. Pilot schemes for two of the proposed models have now been agreed in principle and are awaiting sign-off by Director.</p>	
4.3 (R3)	<p>Because the county's population has a disproportionately high number of older people, which is predicted to rise more rapidly in Herefordshire than elsewhere in the country, the Council needs to invest in quality day care, in order to prepare for a perceived increase in service need.</p>	<p>Links will be maintained with Herefordshire Information and Research Network (HIRN) to keep updated re demographic trends.</p> <p>Referral patterns will be monitored across all Adult Social Care day services and data will be acquired from social work teams re take up of day service places. This information will identify trends in terms of take up and exercise of choice, and will be used to maintain quality and ensure fit for purpose.</p> <p>Further consideration of additional community services and timings for implementation will be influenced by findings from data analysis.</p>	<p>Ongoing</p> <p>July 2008 – November 2008</p> <p>Ongoing</p>
4.3 (R3)	<p>Update:</p>	<p>Trend analysis undertaken re patterns of day service attendance and utilisation. Questionnaire devised for social care workers to identify referral activity to day services and outcomes of such referrals. Now awaiting responses, to enable analysis of data submitted.</p>	
4.4 (R4)	<p>Although considered 'low level' services, for a certain group, socialisation and the provision of a hot meal are very important. Totality of service is needed, to meet</p>	<p>The implications of making one or more of the models, e.g. Community Mentor and Home Share Schemes, 'low level', preventative and self funding services will</p>	

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	all levels of need. This needs to be addressed through future service contracts.	<p>be explored. This would develop opportunities for service users with 'low level' needs who would not meet FACS criteria. (These criteria are currently subject to national review and this review may lead to changes both nationally and locally)</p> <p>It is intended to run some of the models as pilot schemes, to test out their viability, especially in rural locations. Results of the evaluation will influence future commissioning of day opportunities services.</p>	<p>July 2008 – December 2008</p> <p>July 2008 – December 2008</p>
4.4 (R4)	Update:	<p>Early proposals for Home Share pilot schemes were rejected due to the high unit cost, which would have been beyond the affordability of most service users who might have wished to access them.</p> <p>A variant of the Community Mentor Scheme model is one of the pilots that has been agreed in principle. If the pilot proceeds, the findings from the 6-month pilot phase will help determine the feasibility of such a model being delivered as a 'low level', preventative and self funding service.</p> <p>Evaluation of the pilot schemes will then influence future commissioning intentions.</p>	
4.5 (R5)	All staff engaged in the delivery of day care services, must be trained to a higher level, to ensure the quality of service provision. There are some opportunities for appropriate training to be accessed free of charge through training organisations, which would reduce the provider costs to replacement hours. This should then enable the provider to budget for other specific training. The role of volunteers within the new services must be carefully considered. Volunteers should be recognised for the valuable contribution they make and made to feel valued but this contribution should be viewed as additional support rather than place heavy reliance on	<p>A workforce skills audit will be undertaken to assess what training is required, and how any necessary training could be accessed by the service providers at minimal cost. We will link with the Department's Learning and Development Team to review how we can increase the take up of training and support opportunities offered by the Council to providers.</p> <p>A similar skills audit will be undertaken with providers who use volunteers, to establish what type of training they might wish to access, and how this training could be made available, which might encourage increased</p>	<p>September 2008</p> <p>September 2008</p>

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	<p>them for core provision. It is essential that volunteers are offered training to help them develop within their volunteering role.</p>	<p>volunteer participation.</p> <p>Requirements around workforce and volunteer training, with reference to the modernisation agenda, will also be written into any future service specifications and contracts.</p>	<p>September 2008</p>
<p>4.5 (R5)</p>	<p>Update:</p>	<p>A Workforce Development Strategy is being developed in partnership with the PCT.</p> <p>Discussions have taken place with the Contracts and Commissioning Team, to highlight the importance of including training requirements for staff and volunteers in any future service specification.</p>	
<p>4.6 (R6)</p>	<p>Suitable premises must be secured that can accommodate the level of need being supported in that locality. Consideration must be given to the size, layout, heating and accessibility of these buildings. A good sized main hall with various small meeting rooms to enable a diverse range of activities and services to take place simultaneously, would offer service users more choice. Premises must have adequate storage facilities to enable day care supervisors to broaden the range of activities that can be offered, as it would allow ease of setting up and packing away materials and minimise the need to transport equipment and materials to each session. A fully equipped kitchen would add value to services, as meals could be cooked on site, which would offer service users a choice of menu. The aroma of food cooking does whet the appetite in anticipation of the meal to come. This would be a healthier alternative to meal delivery, as the risk of contamination and food temperature falling below food safety standards is substantially reduced.</p>	<p>A template will be produced of the basic minimum requirements for a facility / venue to accommodate quality day services. An audit of all current facilities will be undertaken using this template, to assess suitability for day service provision.</p> <p>Issues and risks re use of current service venues will be documented.</p> <p>A risk matrix will be used to assess any health and safety issues, and prioritise risk control measures in all buildings where services are currently offered. Links with the Council's Asset Management Strategy will be made, to map council owned buildings across the county, to explore suitable potential buildings.</p> <p>It will be ascertained where there are good quality buildings across the County that have on site kitchens or facilities for meal provision, to enable flexible cooking and meal arrangements. Individual Budgets will offer more choice.</p>	<p>September 2008</p> <p>September 2008</p> <p>December 2008</p>

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		Education sites will also be explored for potential links with day services, for meal provision.	December 2008
4.6 (R6)	Update:	Site visits have been made to identify which of the current day centre buildings offer the most appropriate facilities. The findings have influenced the recommendations contained within the trend analysis report.	
4.7 (R7)	<p>In order to provide 'low level' preventative services locally for people in such a sparsely populated rural county, local amenities should be utilised, such as pubs and village halls, and links should be forged between day care services, nurseries and schools. Links should also be made with voluntary organisations, e.g. the U3A, to maximise choice and minimise costs. Localised services would reduce the distances having to be travelled currently, cutting transport costs, and would lengthen the duration of the day care session.</p>	<p>The Community Regeneration Team holds a list of village halls and community buildings in Herefordshire and is developing an online resource, providing details of village halls to provide booking details which will be available to council departments, other service providers and members of the public. It is also in the process of mapping certain other essential services, although this work would need to be expanded if it is to include pubs etc.</p> <p>There is a strong case to develop a brokerage role between existing venues and service providers, to ensure more effective delivery of services in rural areas.</p> <p>A need has also been identified to develop a comprehensive directory of information which can be used by service providers and users of services, including carers. There is an existing online database of community and voluntary groups, Findgroups.org; and ABLE's printed directory of resources for disabled and vulnerable people. However, neither provides a comprehensive list of information and services available and there is potential to review both of these tools to ensure more effective provision of information on services across the County.</p> <p>In order to pursue these initiatives, a financial plan will be developed outlining costs.</p>	July 2008 – December 2008

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		Education services will also be included, to explore potential and mutually beneficial links with day services, for work experience and volunteering activities.	July 2008 – December 2008
4.7 (R7)	Update:		
4.8 (R8)	Transport provision must be more securely arranged with more equitable availability. Effective engagement with community transport schemes would help address this issue and possibly reduce costs. The Review Group recommends that the transport strategy should be looked at for all services, not just day care. There is a need to determine who is responsible for this strategy and identify the timescales for delivery. However, due to the urgent need to address the issue of transport for day care, the Review Group acknowledges that this element of the transport strategy will have to be prioritised by the Prevention Services Project Team, possibly as a pilot scheme, which would then fit in to the overall transport strategy.	<p>Links will be made with the Corporate Transport Strategy steering group, to ensure that day services are included within the overall transport review.</p> <p>The Adult Social Care Transport Section has recently appointed a transport planner, to oversee transport provision. The transport planner will conduct a review of transport provision within day services as part of this new role.</p> <p>Increased use of community transport will be championed through engagement with community transport providers, to seek ways of streamlining activity.</p> <p>Reliance on expensive transport systems will be reduced. This process will begin with analysis and costing of current spending on day services. Fee structures will also be looked at.</p>	<p>September 2008</p> <p>October 2008</p> <p>Ongoing</p> <p>August 2008</p>
4.8 (R8)	Update:	<p>A review of transport provision within day services is being carried out by the Transport Team and is well underway.</p> <p>Community Transport Scheme providers have been invited to attend a forthcoming consultation event and engage with the day service modernisation process.</p>	
4.9 (R9)	The current ad-hoc access to day care must be addressed for future services. There must be a clear assessment process that all social care workers and	Access to all social care services is being reviewed as part of the work to develop personalisation and the use of Individualised Budgets.	September 2008

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	providers adhere to. This process must be needs led rather than client / age specific and must focus on prevention services.		
4.9 (R9)	Update:	In addition to the above review of access to all social care services, a recommendation has been put forward within the trend analysis report, to create a formal brokerage role for day service access.	
4.10 (R10)	Bromyard should have the same access to day care services as other market towns.	An action plan will be developed to address this recommendation. First steps will include the undertaking of a demand analysis / needs analysis within the Bromyard area. Links will be made with social work locality teams to support this process and the Council's Public Contact Team will be asked to assist with the work. Findings will feed into the commissioning strategy.	September 2008
4.10 (R10)	Update:	Links have been made with Age Concern, Bromyard, to utilise their Charity Log database to help identify need within that area. The social care worker questionnaire re referral activity to day services will also help support the needs analysis. It is planned to run one of the pilot schemes in Bromyard, to test out the level of interest in that locality.	
4.11 (R11)	Resource centres, to include adult education, should be developed as a hub for the wider community. These centres could be utilised by the health sector, voluntary organisations and adult social care to offer seamless services for all adults. The Council should look at the Tanbrook Centre, as a model for this.	The possibility of deploying model 4 into market towns across the County will be explored. Links to be made with services provided for other service user groups, e.g. Learning Disabilities, to pursue joint provision. A model of outreach from community buildings to access community activities to be explored.	July 2008 – December 2008 August 2008
4.11 (R11)	Update:	The 3 strands of project work for day service modernisation have now been linked to ensure that any	

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		<p>future development of service has a more holistic, integrated and inclusive approach. Links have also been made with mental health teams to ensure the needs of this service user group are not overlooked.</p>	
4.12 (R12)	<p>There should no longer be any involvement with long-term block contracts, as service needs change dramatically over a short period of time. The maximum duration should be a rolling three-year block contract but with built in flexibility to allow for market changes.</p>	<p>An analysis of current day care contracts was undertaken in August 2007. This looked at contract duration, type and service specifications.</p> <p>We need to ensure a balance between flexibility and sustainability for providers. To achieve this it is expected that the majority of contracts will be for a maximum of 3 years and are likely to be a mixture of spot and block type contracts</p>	December 2008
4.12 (R12)	Update:	<p>Discussions continue to take place with the Contracts and Commissioning Team, to work on the development of an appropriate service specification and contract for future services, though it is expected that the majority of future service will be accessed directly from providers by service users through their individualised budgets.</p>	
4.13 (R13)	<p>A formal recommendation is made to review all existing day care contracts, to establish what the under-utilisation of day care services is costing the Council. This applies in particular to the 30-year Shaw Healthcare contract, as any remodelling of service will be restricted by the terms of that contract. Action must be taken to increase utilisation of Shaw Healthcare day care services as an urgent priority. When considering the personalisation agenda, all services will need to improve their quality and market themselves, in order to attract personalised budget holders. Shaw Healthcare needs to be more flexible in approach to service provision, to maximise take-up of places and reduce</p>	<p>Levels of utilisation across all Adult Social Care funded day services (to include older adults, learning disability, physical disability and mental health settings) should be part of regular management information. Analysis will help determine where there is under-utilisation and what action will then be taken based on the findings.</p> <p>Those sections of the Shaw Healthcare contract, as it relates to day services, will be shared with Scrutiny Review Group Members.</p> <p>Further work on the Shaw Healthcare contract, as it relates to day services, to enable a more robust</p>	<p>September 2008</p> <p>August 2008</p> <p>September</p>

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	the number of vacancies that Adult Social Care are currently paying for.	analysis of value for money considerations will be undertaken. Meetings will be arranged, to engage with Shaw Healthcare and explore innovative ways of utilising existing day service contracts, to develop a more flexible approach to service provision.	2008 July 2008
4.13 (R13)	Update:	Meetings are taking place with Shaw Healthcare to agree appropriate ways of utilising capacity within the day service contracts. The recommendations contained within the trend analysis report, if approved, will help to maximise day centre occupancy overall by rationalising service provision. Migration of services from poorly attended centres in to the Shaw Healthcare Day Centres will help maximise occupancy and reduce the number of vacancies being paid for.	
4.14 (R14)	Remodelled day care services must be provided more cost-effectively than current services, to ensure that these new service models are affordable for all service users including those on low incomes. Service users must not be expected to subsidise these services through fund-raising activities such as raffles. Any plans to introduce personalised budgets must take account of the additional costs levied on service users, e.g. meal provision and transport.	All activities regarding the modernisation of day opportunities and this Scrutiny Review, and any recommendations arising from the review will be linked to the work being undertaken on the personalisation agenda and development of the Resource Allocation System (RAS) formula.	June 2008 – April 2009
4.14 (R14)	Update:	Close links are being maintained with the Challenge Team, to ensure all activity connected to modernisation of day services feeds into the personalisation agenda. Links are also being maintained with the Fairer Charging Team, to ensure any policy changes do not unfairly disadvantage day service users.	
4.15 (R15)	The emerging themes from the recent public consultation events must be taken into consideration	Consultation on the proposed models continues to take place and model development will progress with	Ongoing

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	when remodelling day care services, to ensure they are needs led and service user focused.	<p>service users having an input into service development.</p> <p>Relevant service user group representatives will be invited to the next planned stakeholder consultation event, to meet and engage with other stakeholders. Their input will help shape the proposed models and ensure that the schemes to be taken forward to the commissioning stage are needs led and service user focused.</p>	July 2008
4.15 (R15)	Update:	<p>Stakeholder consultation event scheduled for 04/12/08, to update representatives with progress of the modernisation programme.</p> <p>Wider consultation with younger adults is planned with support from voluntary sector organisations, to ensure effective engagement with disabled and vulnerable adults.</p> <p>All findings will feed into the modernisation strategy.</p>	
4.16 (R16)	The Review Group should look at day care services again in twelve months time, to see which, if any, of the pilot schemes are working and consider their effectiveness, and if possible implement those that prove effective.	Given the nature of change under consideration and the importance of issues raised, the Scrutiny Review Group is asked to consider whether 6-monthly reporting cycles are more appropriate than a 12-month cycle.	September 2008 – April 2010
4.16 (R16)	Update:	This report has been provided as a response to the above recommendation.	