

## Draft Executive Response to Recommendations – January 2011

<b>Recommendation No. 1</b>	The Review Group recommends that the Care Brokerage Team within the Integrated Commissioning Directorate is fully resourced as a matter of urgency.			
Executive's Response	The Internal Care Brokerage Team's current remit is to arrange home care packages with Council contracted service providers. In light of the Government policy directive to introduce more movement towards a mixed market, the council will be working with service users and providers across all client groups in 2011 to widen and develop brokerage and the range of services they access. The Putting People First target of 100% of ASC clients to be in receipt of a Personal Budget by 2013 requires that both the support planning and brokerage function are clearly defined and developed in line with this increased take-up to ensure that adequate, appropriate support is easily accessible and available.			
Action	Owner	By when	Target/Success criteria	Progress
Work with specialists in the field to accelerate progress towards meeting the Putting People First targets.	PPF Programme Lead	31/12/10	Agreed action plan to achieve PPF milestone targets.	External agency appointed 29/12/10
Develop and define brokerage options to underpin self-directed support based on good practice models in other LAs and adapted for Herefordshire.	PPF Programme Lead	14/02/11	Support planning and brokerage roles clearly defined.	
Develop high level brokerage specification.	PPF Programme Lead	01/03/11	Clearly defined outcomes, standards and expectations in relation to brokerage role.	
Develop implementation plan for extended brokerage service.	PPF Programme Lead	01/03/11	Clearly defined actions and timescales to achieve full implementation.	

<b>Recommendation</b>	The Review Group recommends that the Authority's Workforce Development and Training Teams should work in close
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<b>No. 2</b>	partnership with service providers to develop career pathways and progression for paid carers. Caring should be seen as a 'valued' career and one that will be in increasing demand in the future. Every effort should be made to ensure that school leavers are fully informed and encouraged to take work placements in the caring profession			
<b>Recommendation No. 3</b>	The Review Group recommends that the Authority's Workforce Development Team should assist with and/or co-ordinate group training to allow service providers to share the cost of training sessions and to ensure consistent standards and quality.			
Executive's Response	In line with the Vision for Adult Social Care, the Council will play an important role, working with local employers across all sectors and organisations to commission the workforce of the future and lead local change. Encouraging co-production with all stake-holders including User and Carer led organisations will help organisations at all levels focus on personalisation and think about individual needs and design services that can meet those needs. It is accepted that peoples' perception of the caring profession needs to change but the responsibility for this does not lie solely with the Council.			
Action	Owner	By when	Target/Success criteria	Progress
To provide support to Service Providers through our 'A Fit for the Future Workforce' programme.	Workforce Development Lead	Ongoing	Two events to be delivered annually across the health and social care economy to improve workforce planning, development and engagement.	Two events delivered – July and October 2010
In line with the emerging Vision for adult social care and increase in individual and personal health budgets it is important to stimulate the market to enable local pooling of budgets and new providers of care such as social enterprise to emerge.	Maximising Independence Programme Lead	Ongoing	Work with existing and potential new providers to create new entities and forms of provision.	Event planned for February 2011. Invite tenders from Spring 2011 onwards.

<b>Recommendation No. 4</b>	The Review Group recommends a change in policy once an electronic monitoring system is fully implemented to only pay for hours of care actually delivered according to the banding rates agreed with the providers. Clear policy, procedure and
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	guidelines should be produced for internal staff as well as service providers in order to ensure value for money services.			
Executive's Response	It is intended to review all current contractual policies in order to identify efficiency savings and ensure that costs are minimised and income maximised. The ability to validate invoices prior to payment together with the implementation of a more sophisticated financial system will enable more robust budgetary control. However, this approach to home care procurement does not fit well with the personalisation agenda and new vision for Adult Social Care. The new vision requires development of individuals using personal budgets to arrange their own care or to employ personal assistants, to meet individually defined outcomes. In 2011/12 EMS will need to be reviewed in the wider context of the future of care support outside hospital.			
Action	Owner	By when	Target/Success criteria	Progress
Implement AGRESSO financial system.	ICT Project Manager	Early in the new financial year	Availability of Budget Commitment reports	First month's data to be available by end of January 2011
Evaluate EMS implementation to identify overall impact.	ICT Project Manager		Projection of savings to be delivered in year for 2010/11 Payment policy agreed	
Plan and implement policy guidance.	ICT Project Manager		Robust and effective policies to follow evaluation of system going live	Guidance to be produced February 2011
Review how all care and support services are contracted in line with the new vision for Adult Social Care	Maximising Independence Lead	September 2011	New commissioning intentions and phased implementation to be agreed by September 2011 in line with role out of individual budgets	

<b>Recommendation No. 5</b>	The Review Group recommends that any further premiums awarded to recognise high standards of quality should only be awarded to drive up the standard and quality of home care services.
Executive's	The intention is to make every effort to drive down unit costs therefore no further premiums will be paid over and above the

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Response	standard hourly rate for home care introduced in November 2010. Market position statements will help define a preferred model of high quality, service user outcomes and associated cost benefits. It is intended that the large number of contracted external home care provider agencies will reduce as a more diverse market is introduced.			
Action	Owner	By when	Target/Success criteria	Progress
Develop market position statements.	Maximising Independence Programme Lead	April 2011	Improved understanding of the local market	A PID has been written to deliver an enhanced solution to home care. The project team is being assembled and the initial meeting will take place in mid Jan 11.
Define a preferred model of service delivery to be shared with providers and service users.	Maximising Independence Programme Lead	Dec 2011	Consistent quality of service delivered across all providers	

<b>Recommendation No. 6</b>	The new standard price for home care services must be applied to the proposed Rapid Response Emergency Care – there should be no supplement for emergency care (although End of life Care may be more expensive if specialist care is required).			
Executive's Response	The Rapid Response Emergency Care system commenced operation at the end of August 2010 and continues to develop. It is intended that all contracted rates will be regularly reviewed in order to ensure that proposed contract efficiencies are achieved and that costs are fair and equitable across all service provision including personal budgets.			
Action	Owner	By when	Target/Success criteria	Progress
Continue to evaluate new service and the benefits/impact	Unplanned Care Programme Lead	On - going	Clear understanding of benefits / outcomes of the RREC service to inform future service planning	A PID has been written to deliver an enhanced solution to home care. The project team is being assembled and the initial meeting will take place in mid Jan 11.
Review home care contracts to ensure people on individual budgets can use home care agencies that the council has contracts with.	PPF Programme Lead / Contract Manager	May 2011	Consistent cost applied across all types of service provision  Reduced administration	
Develop review programme for all contracted rates	Maximising Independence	April	Contracted rates and efficiencies clearly	

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across Health and Social Care	Programme Lead	2011	identified	
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<b>Recommendation No. 7</b>	It is recommended that telecare and other equipment is easily accessible and readily available to the user at the earliest opportunity to maximise independence and prevent further decline and the need for more intensive support.			
<b>Recommendation No. 8</b>	The Review Group recommends that current small packages of care are reviewed to see whether or not other support can be offered as an alternative to a visit e.g. telecare / equipment service. New packages of care should follow a process of considering these alternatives as a first option (in line with the proposal for an Instant Care Service).			
Executive's Response	Assistive technology will be considered as part of the assessment and care management process for people who meet the Council's FACS criteria of critical or substantial. In line with the strategic priorities of prevention and early intervention reflected within the Government's Vision for Adult Social Care, anyone who is not eligible for support from social care will be given advice and information on how to access assistive technology.			
Action	Owner	By when	Target/Success criteria	Progress
Develop a strategic approach to Assistive Technology including telecare and tele-healthcare	Maximising Independence Programme Lead	April 2011	Targeted and increased take-up at an early stage i.e. whilst intermediate care/reablement are taking place	Working with new ICO to develop wide access to reablement and intermediate care Jan – March 2011

<b>Recommendation No. 9</b>	It is recommended that a clear overall strategy to support the move from hospital based services to community based care be implemented. This should include a robust framework explaining how funding will be allocated across the services and how necessary changes to current staffing levels across the organisations will be managed.			
Executive's Response	The recommendation is accepted. Commissioners will ensure that support when required will sustain communities and help people regain and retain independence, matching the variety of people' needs with diverse service provision.			
Action	Owner	By when	Target/Success criteria	Progress
Develop Commissioning Intentions for Maximising Independence workstream that focus on reducing, diverting and managing demand	Maximising Independence Programme Lead	April 2011	Clear systems and processes to support and outcome-based framework.  Clear understanding of available resources and any required shift in resources.	

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<b>Recommendation No. 10</b>	It is recommended that reablement services should be maximised in order to enable people to regain their independence and reduce the need for long-term packages of care.			
Executive's Response	The recommendation is accepted. Service providers will be incentivised to support well being and recovery rather than increased dependency. Access to intermediate care and reablement will be seen as a first option to support people to regain skills and confidence to maintain independence in their own homes for as long as possible with reduced reliance on ongoing support from statutory Health and Social Care Services.			
Action	Owner	By when	Target/Success criteria	Progress
Joint Intermediate Care Team will incorporate health and social care teams and streamline operational processes and care pathways.	Interim Locality Manager	Operational	To increase reablement so that 60% of all clients coming through the service no longer require long-term support.	Joint Intermediate Care Team established
Partnership working with Strategic Housing to promote independence and social inclusion through Supported Housing and Extracare.	Maximising Independence Programme Lead	On-going	Reduced dependency on state funded care beds.	
Commission innovative solutions for reablement and other post discharge services for the first 30 days after a patient leaves hospital.	Maximising Independence Programme Lead	On-going	Increased service user choice. Individual's independence is maximised	

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<b>Recommendation No. 11</b>	It is recommended that appropriate checks must be in place to ensure that anyone choosing an Individual Budget is protected from all forms of abuse, and that funds are spent in a manner appropriate to the needs of the individual.			
Executive's Response	The recommendation is accepted. The aim is to ensure a well-managed and co-ordinated approach to all aspects of personalisation including personal budgets, money management and risk management.			
Action	Owner	By when	Target/Success criteria	Progress
Develop a risk enablement panel.	Personalisation Programme Lead	April 2011	Forum for consideration of cases where potential abuse has been identified.	
Financial reviews focus on outcome success and include budget management criteria	Social Care Exchequer Manager	Ongoing	Financial reviews identify any signs of inappropriate charging and use of Personal Budget	Review process in place

<b>Recommendation No. 12</b>	It is recommended that regular contract monitoring and review should be undertaken in order to ensure that high standards are being achieved and that both staff and service users are being treated according to the appropriate regulations.			
Executive's Response	The recommendation is accepted. A set of agreed service user outcomes and associated cost benefits will inform quality standards and the development of a robust monitoring system.			
Action	Owner	By when	Target/Success criteria	Progress
Develop market position statements.	Maximising Independence programme Lead	April 2011	Improved understanding of the local market	
Define a model of service delivery to be shared with providers and service users.	Maximising Independence programme Lead	Dec 2011	Consistent quality of service delivered across all providers.	

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<b>Recommendation No. 13</b>	The Council should continue to co-ordinate and/or provide safeguarding training across all sectors and organisations as well as monitor attendance and compliance.			
Executive's Response	This recommendation is accepted. Safeguarding procedures will be further strengthened to identify, protect and respond to the safety of vulnerable people.			
Action	Owner	By when	Target/Success criteria	Progress
Training programme to deliver a wide range of training as agreed within the Training Strategy	Safeguarding Trainer/Learning, Training & Development- Skills for Work/ Skills Officer(Adult Safeguarding)	On-going	All planned training sessions delivered. Increased uptake of training Increased awareness of Single Access Point number Supported training in Further Education settings for tutors working with Vulnerable Adults	Training programme in place Progress will be monitored via Adult Safeguarding Board
Working in Partnership with HHT to include Safeguarding Adults Training in Core training sessions		Dec 2011	3 x 8 hour basic level sessions delivered to train in excess of 500 employees at all levels in the organisation	Sessions/venue and times booked Progress will be monitored via Adult Safeguarding Board
Review and evaluate training programme	Safeguarding Trainer/ Skills Officer (Adult Safeguarding)	April 2011	Further training needs identified and being met Continual improvement to training available/delivered	Training courses have been improved as a result of review and feedback
Monitor and review attendance figures	Safeguarding Trainer/ Skills for Work Admin team	April 2011	Identify regular non-attendees. Understand reasons for non-attendance and address as necessary. Improve attendance rate at all courses	Regular non-attendees in 09-10 identified and targeted for training this year



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<b>Recommendation No. 14</b>	The number supported housing schemes for older people should be increased. Interested service providers and developers should be encouraged to work in collaboration and partnership.			
Executive's Response	Sustainable Communities and Integrated Commissioning Directorates are developing an Older People's Housing Plan. This will inform the new commissioning strategy for older people.			
Action	Owner	By when	Target/Success criteria	Progress
Commission Older Person's Housing Plan	Housing Needs & Development Manager/Supported Housing Manager	March 2011	Clear Strategic Priorities	Work commissioned and commenced

<b>Recommendation No. 15</b>	The Review Group recommends that there is a continuing focus on joint strategies which cross all directorates and organisations including Housing, Social Care, Regeneration and Health in order to plan, commission and provide for the increasing ageing population in Herefordshire.			
Executive's Response	This recommendation is accepted. The JSNA will inform all strategies to ensure a joint and consistent approach. A priority for the Maximising Independence workstream within Integrated Commissioning is to support all independent living for older people.			
Action	Owner	By when	Target/Success criteria	Progress
Develop Integrated Commissioning Strategy	Director of Resources and Delivery	January 2010	Draft Strategy circulated and being finalised	On track
Develop Older People's Commissioning Strategy	Interim DASS/Interim Project Director	March 2011	Clear strategic priorities to be defined for 2011	In hand