

Adults Performance Report

December 2019



Yn agored a blaengar - Open and enterprising


Powys



What's working well?

- Budget Management – Adult Services remain on target to achieve efficiency savings. The overspend has reduced by £314k between Periods 7 and 8 (current overspend is £212k)
- Delayed Transfers of Care – positive feedback received from NHS England. Positive impact being seen from having a hospital based social work team. Following considerable work within the Service, delayed transfers of care for social care reasons was 2 as at 14/01/19; the overall total is 19
- Safeguarding – the number of enquiries completed within timescales continues to remain high
- The new assessment, care and support plan and review forms went “live” in WCCIS in early January 2020
- New care home in Newtown opened in January 2020 which has eased some of the pressures in relation to bed capacity
- Compliance in respect of quality audits has improved
- ASSIST – the average call wait times and percentage of calls answered continue to improve; 2-year comparison attached for information
- Ask Sara – following work undertaken in collaboration with the Disability Living Foundation, the link on the internal council website has gone “live” - <https://asksara.dlf.org.uk/?auth=powys>
- Service provisions for residential and nursing care are now “live” on WCCIS
- The criteria for the in-house Bridging Team has been reviewed, updated and circulated to teams for implementation to support reduction in waiting times
- Training has been provided to Community Connectors to enable the prescription of low-level equipment in the community which supports our early intervention/prevention agenda
- Adult Services are supporting a project which the Wales Co-Operative Centre are leading on with the aim of enabling a group of Personal Assistants to establish a co-operative which would provide domiciliary care locally. This project is at an early stage.
- Framework for Accommodation and Support for Living a Good Life – the first phase contracts were awarded in December with positive feedback received from Providers in relation to information handover and how the contract award was undertaken
- Following development of a new tenancy in the South of the county, the first resident has moved in and the feedback has been extremely positive in relation to the resident transitioning to their new home
- Two positive Moving with Dignity Stakeholder events (singled handed care) have been held with high attendance by domiciliary care providers - external and in-house, social workers, Reablement team and health colleagues. The events included a demonstration of equipment with question and answer sessions
- Reduction in number of complaints received (2), 1 of which was withdrawn
- Technology enabled care continues to develop with the number of unique individuals supported in the year totally 510



What are we worried about?

- The knock-on impact of Winter pressures funding only being available until the end of March 2020 continues to remain a concern
- The impact of domiciliary care provider not being in a position to take on new packages of care from 9th December 2019 until the New Year due to pre-planned rotas and impact of Christmas leave. Adult Services saw an increase in delayed transfers of care for adult social care reasons over the Christmas period
- Number of individuals continuing to be placed in interim beds due to lack of domiciliary care provision, rehabilitation and therapy support which in turn impacts on the availability of permanent beds within care homes
- Ongoing concerns remain about the continued volatility and sustainability in the external domiciliary care market
- Ongoing concerns remain in relation to the impact of care homes within the community increasing fee rates over and above Powys' agreed fee rates which may impact on our ability to transfer individuals to care home placements from hospital
- The impact of one out of the three agency workers recruited into the dedicated hospital team leaving the local authority with little notice and leaving work incomplete. This meant that the team's ability to assess in a timely manner was impaired and had a knock-on impact on community based teams with them having to pick up additional caseload
- Delays in Direct payments being set-up in a timely manner
- The Reablement Team continue to remain hampered with the flow to the Bridging Team and on to the external domiciliary care providers due to market availability
- Reduction in percentage of case supervisions undertaken
- Observations of practice being fully embedded and rolled out across all teams remains an outstanding action
- ASSIST – reporting in relation to call coding has been an issue due to this only being captured via one telephone line but of those calls coded ASSIST received a high level of inappropriate calls
- TRIBE – delays in progressing which platform TRIBE will be hosted on; consideration has been given to this and discussions will be undertaken in January 2020 to finalise the hosting platform which is likely to be DEWIS
- Waiting lists continue to remain high in occupational therapy and sensory loss teams
- A number of experienced reviewing CSOs are due to go on placement and if the Service are not able to recruit in a timely manner this could have significant impact on the ability to reduce the number of reviews outstanding in a timely manner. The Service are also having to respond to Winter pressures and other priority workload which has an impact on day to day work

What do we need to do?

- Undertake in collaboration with Business Intelligence, definition of measure workshops with Senior and Operational Managers. In addition, the workshops will confirm where we gather our data from. Following the workshops, Business Intelligence will undertake new builds were required. It is anticipated that going forward we will be able to map an individual's journey as opposed to numbers in a calendar month to improve our understanding of the service user's journey
- Winter Pressures funding – put in place exit strategies for all projects which have been allocated funding
- Winter pressures - continue to work in partnership with health colleagues and providers to reduce the impact as much as possible
- Dynamic Purchasing System (DPS) – finalise tender paperwork to enable tender to “go live” in January 2020
- Continue to undertake reviews in a timely manner
- Continue to embed requirements in relation to case supervision in practice
- Continue to implement the action plan to close all documents on WCCIS
- Understand in more detail, demand vs capacity with the Service through use of the workforce planning tool
- Safeguarding – deliver on the actions identified within the QA action plan within timescales and work with Commissioning to proportionately dovetail agendas
- Continue to develop the Adult Services Induction Programme to ensure that strengths-based practice is embedded from start of employment for both permanent and agency staff
- “Ethel” – evaluate the pilot being undertaken in the North of the county in respect of being able to undertake reviews with residents remotely
- Continue to work to reduce the waiting lists within sensory impairment and occupational therapy
- Framework for Accommodation and Support for Living a Good Life – second phase of tenders to “go live” in January 2020
- Cae Glas – plan and finalise engagement events; this is an exciting opportunity for new residents to get a feel for their new homes



What's working well?

1a – In addition 803 contacts were made to the social services line which contributes to the overall total of 1509

2 – Feedback from the NHS England UEC Operations Manager (31/12/19) is as follows – “Thank you for supplying your Powys delays data each week. These delays are showing an overall decline in Shropshire, however they remain at a stable level in Herefordshire”

2 – Delayed transfers of care for adult social care reasons in December were 8 at point of return date. However, this increased over the Christmas period, stats awaited

2 – The new care home in Newtown opens in Quarter 4 which will reduce some of the pressures in relation to bed capacity

2 – Winter pressures funding – hospital based social work team - 70 appropriate referrals were received and 23 inappropriate referrals. The average time taken to first visit was 3 days; reasons for delays include weekend/bank holiday, family wishing to be present, awaiting medical/therapy results, client remained unwell. The majority of cases were allocated within 24 hours (25 in less than a day, 31 within 24 hours, 4 within 48 hours, 5 within 72 hours and 5 in excess of 72 hours). Verbal feedback on this project remains positive, ie response time has reduced and patients are being allocated and seen much sooner

3 - Only 2 out of 61 enquiries were not completed within timescales. Safeguarding are compliant with statutory legislation

5 – 40 out of a possible 49 audits were completed which equates to 82% compliance showing an improvement of 10% in comparison to November when compliance was 72%



What are we worried about?

2 – Winter pressures - one out of the three agency workers recruited to work in the dedicated hospital team left the authority with little notice and left work incomplete; this has impacted on the ability to assess in a timely manner in Hereford and Llandrindod Wells. This has had a knock-on impact on the community-based teams in them having to pick up additional caseload

2 – Increase in Delayed transfers of care for adult social care reasons over Christmas period. This, in part, was due to domiciliary care providers not taking on new packages of care over the Christmas period due to pre-planned rotas and impact of annual leave

2 – Ongoing ability to maintain delayed transfers of care at a lower level with the continued impact of Winter pressures

2 – Number of individuals continuing to be placed in interim beds due to lack of domiciliary care provision, rehabilitation and therapy support; this in turn impacts on the availability of beds within care homes

2 – Impact on budget remains due to having to place residents out of county

4 – Percentage of case supervisions undertaken.

In response to the query at the last Board on what does 10% equate to in this measure: 142 practitioners required supervision monthly (this varies monthly). Therefore, 10% of supervisions not undertaken equates to 14 individuals.

5 – Observation of practice has not been fully embedded and rolled out across all teams



What do we need to do?

1a – Redeployee to commence trial as ASSIST Team Co-Ordinator role in January 2020

1a – Continue to work jointly with Customer Services (lead department) to improve our citizen’s experience of contact with the Council (work being undertaken to map journey of the customer at point of contact in order to provide a professional corporate customer experience); this should address the issues with the 2 phone lines still being in place and will also consider sensory impairment requirements

1a – Identify how many on-line forms are being completed to enable us to capture the on-line demand – Channel Access Officers to review how they can provide information

1a – Webchat – no calls received during December (calls previously reported as low). This means that we will not be able to evaluate as effectively as previously planned; the trial will continue in Quarter 4

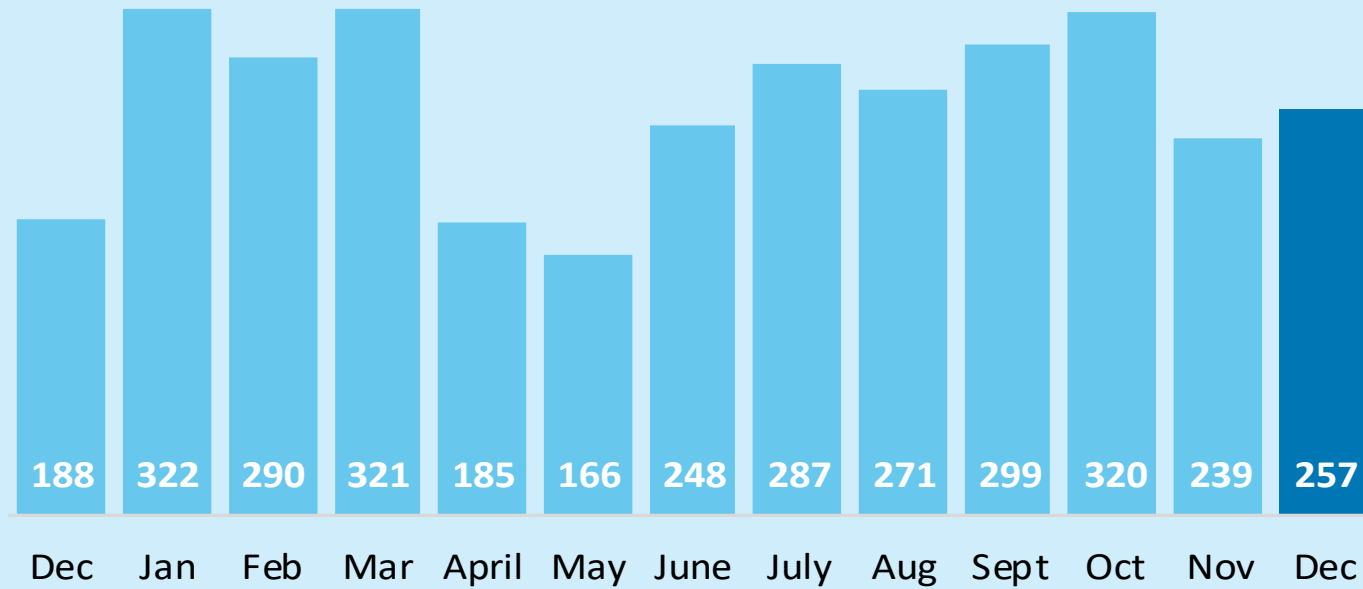
2 – Continue to work with Powys Teaching Health Board, Herefordshire and Shropshire Health Authorities to support Winter pressure arrangements and planning

2 – Winter pressures – hospital based social work team – professional and client surveys to be circulated in quarter 4

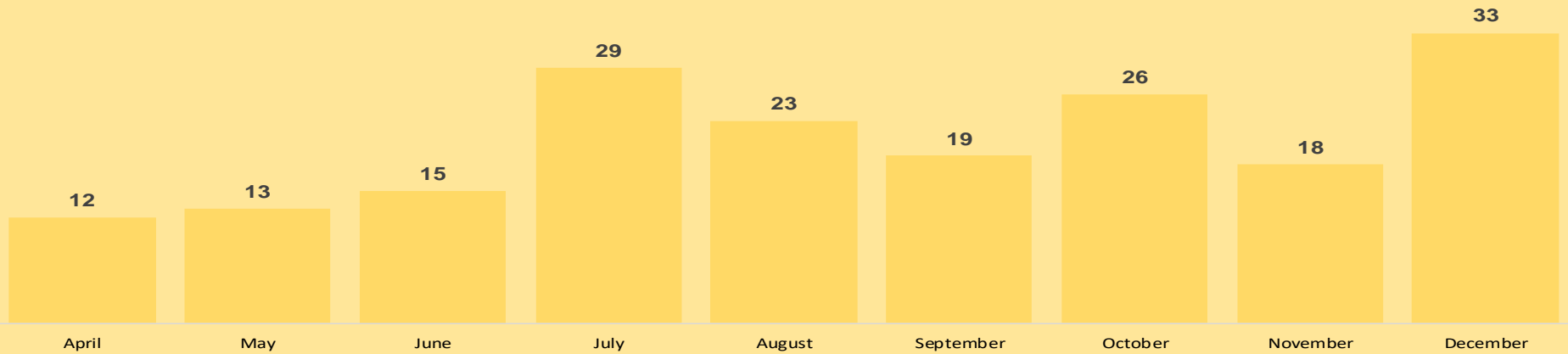
4 – The Head of Adult Services continues to address areas of non-compliance in relation to case supervision

5 – Fully embed and rollout direct observation of practice on a countywide basis across all teams. Senior Practitioner posts will support the embedding of observation in practice in the South of the county. In the North, the Consultant Social Worker does undertake some observations of practice across disciplines

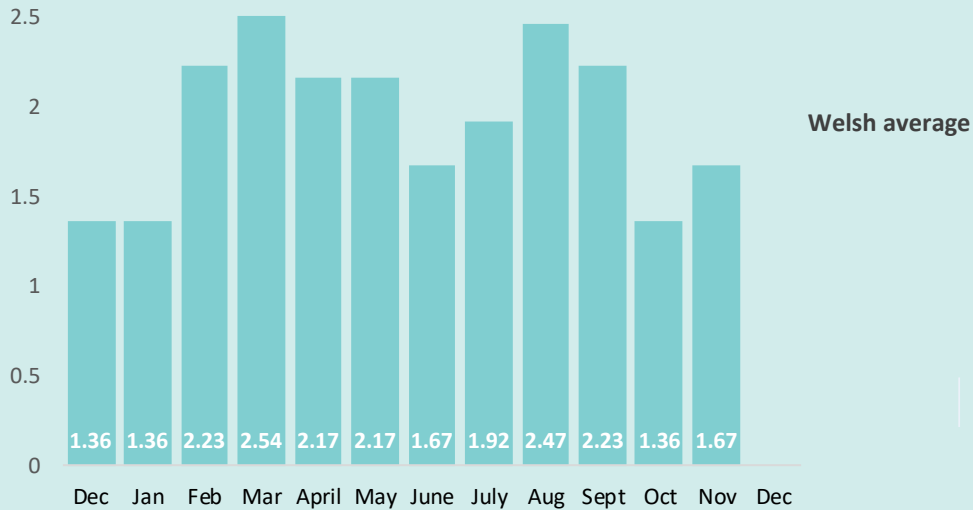
1a. Number of Contacts to ASSIST



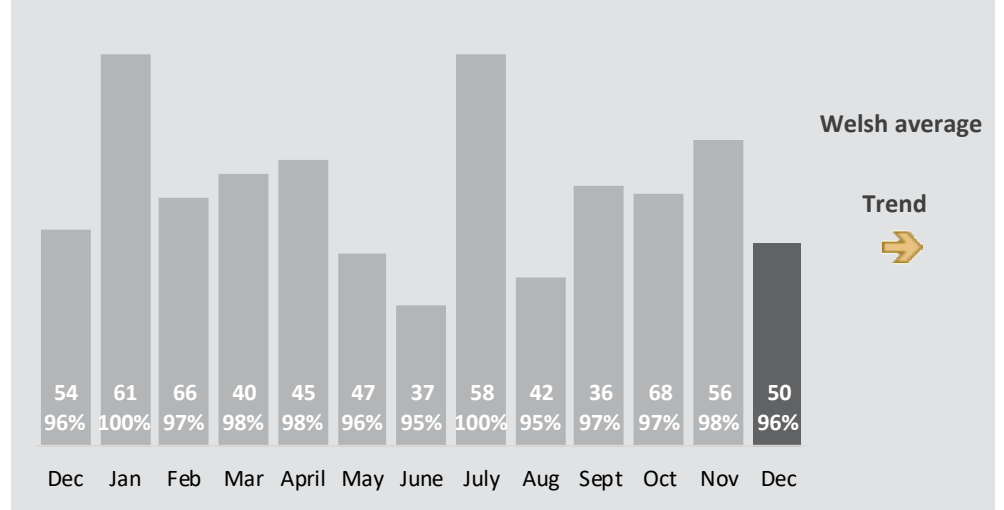
1a. Number of Contacts from ASSIST to Community Connectors



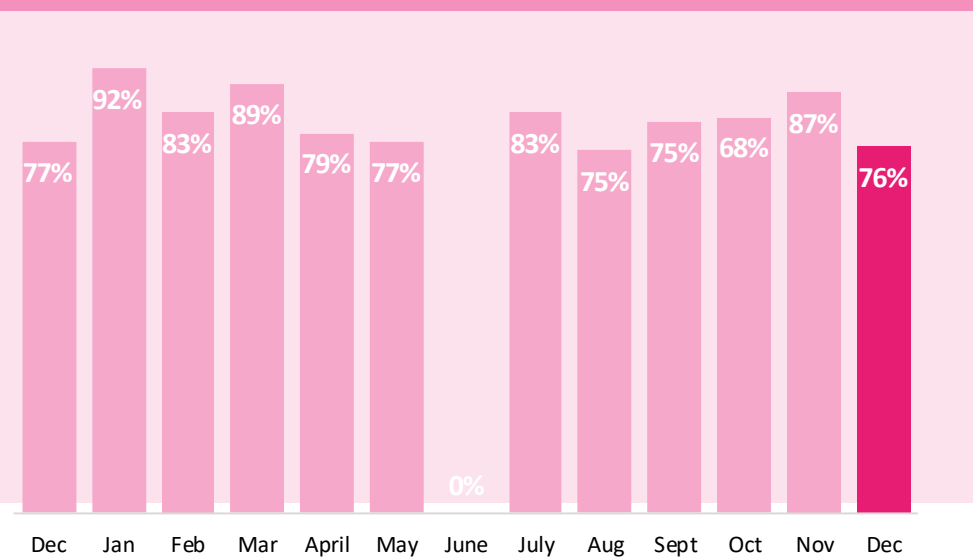
2. No. of persons (per 1000 population) aged 75 and over who experience a delay in returning to their own home or social care setting following hospital treatment



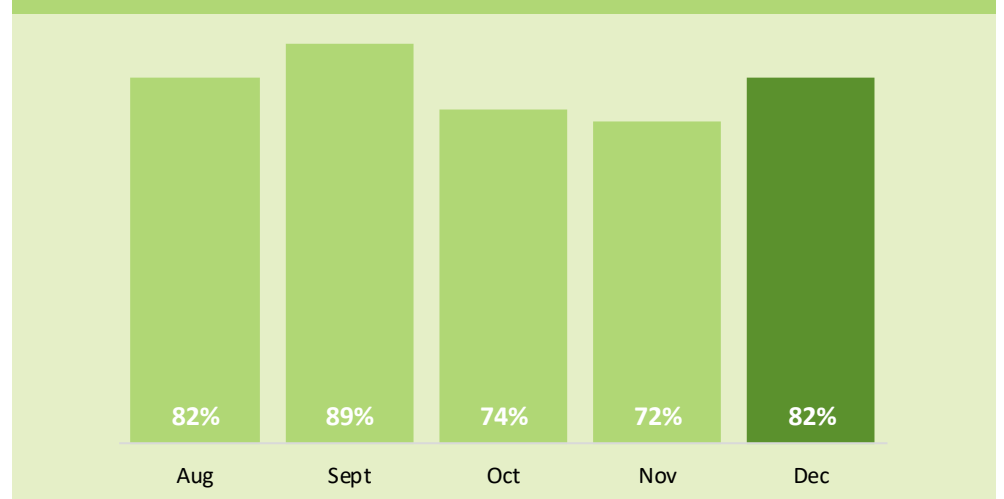
3. Measure 18 – The Percentage of adult safeguarding enquiries completed within statutory timescales



4. % of case supervisions held



5. Compliance against QA Policy





What's working well?

6a On average it took 45 seconds in December to take a call which is on a par with November

6 – The attached document shows improvement in the average call wait times and percentage of calls answered over a 2-year period

ASSIST – there continues to be good uptake in relation to the prescription of low level technology enabled care with positive feedback still being received

ASSIST – call coding requirements have been updated to make more meaningful

Ask Sara - following work undertaken with the Disability Living Foundation, the link on the internal council website has gone "live"



What are we worried about?

ASSIST – call coding – reporting is only pulling through from one phone line but the data available is indicating a high level of inappropriate calls being received by ASSIST

ASSIST – whilst funding has been identified to support a Contact Officer to undertake Welsh language training to ensure the Active Offer is available, we do not currently have anyone to answer the Welsh Language line when the member of staff in Children's Services who provide support is not in work; it should be noted that the number of calls received via the Welsh language line are minimal

ASSIST – cover arrangements continue to remain inconsistent to enable the team to have team meetings or reflective practice sessions

TRIBE – delays in progressing which platform this will be hosted on; consideration has been given to this and it is likely that this will now be hosted on the DEWIS platform



What do we need to do?

ASSIST – low level prescription of technology enabled care – review with TEC Team how this is working

ASSIST Team Manager to be a member of the Active Offer Steering Group from January 2020

ASSIST – call coding – job logged with ICT

ASSIST – Welsh language – identify if there are other options which can be used as an interim measure to support individuals who wish to have a service through the medium of Welsh

ASSIST – fully implement, in Quarter 4, training to enable delivery of Part 10 of the Social Services and Wellbeing Act

ASSIST – work jointly with Customer Services (lead department) to improve our citizen's experience of contact with the Council (work being undertaken to map journey of the customer at point of contact in order to provide a professional corporate customer experience)

ASSIST – Quality Audit Tool developed to assess quality of the experience for individuals who have contacted the Service to be implemented in Quarter 4

ASSIST – review current processes to ensure they remain fit for purpose in Quarter 4; this work will also cover information requirements

Choice Policy for residential/nursing/domiciliary care with exception of flow chart which is to be developed to go through relevant groups for sign off

Implement final version of Choice Policy in Quarter 4

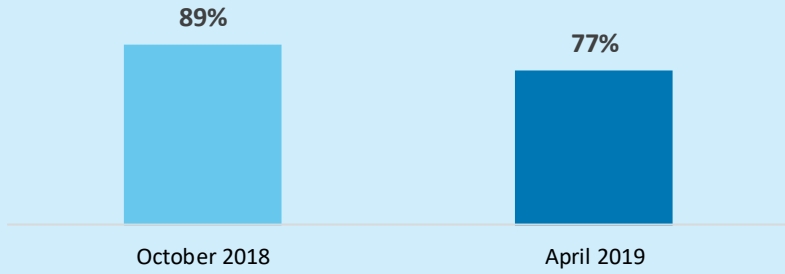
Virtual wallet – complete evaluation of proposals received from 3 companies with a view to contract award in late January 2020

Virtual wallet – provide information and advice along with training to frontline operational teams to support their understanding of direct payments and where a managed account may be appropriate

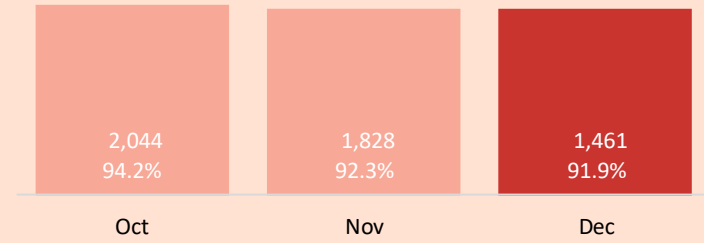
TRIBE – meetings to be held in January 2020 to finalise the hosting platform and launch the final product in Quarter 1 2020-21

Ask Sara - the external link will go "live" in January 2020

6. Measure 23: % of adults who have received support from the IAA service and have not contacted the service again for 6 months (Reported biannually)



6.a. Percentage of calls answered





What's working well?

7/8 No backlogs of assessments/carers assessments for allocation in the Older People's Teams or Disability Team

7/8 - Caseloads in the South Older People's Team have improved with very few workers having over 30 on their caseload

7/8 - Request has been submitted to enable workers to use their dashboards differently, which will enable them to view eg active cases vs those who are awaiting a package of care

7/8 - Plans are in place to have a duty line for the teams in Older People which is the number which will be provided to individuals in the community or professionals to enable contact to be made more effectively with the teams. The line will be for use by new and existing service users. This should also have an impact on volume of inappropriate calls going through ASSIST

The ROVI Officers in Adult Sensory Loss are no longer required to undertake work on behalf of Children's Services which will free up capacity to reduce backlogs within Adult Services

13a – Individuals leaving the Reablement Service – 155 did not require ongoing support with 53 requiring an ongoing service (10 unknown). 118 had a reduction in care package, 87 did not have a reduction in care package (13 unknown)

14 – Number of outcomes achieved for those receiving reablement will continue to be variable month on month. Goals were achieved for 103 individuals, partially achieved for 57 and not achieved for 32 (unknown 12)



What are we worried about?

7/8 Volume of demand for new community-based assessments within Older People's Services has been high and we are seeing increased complexity; this has been high in December compared to previous years

7 Disability Service have received a number of referrals which are not appropriate, this is reviewed on a case by case basis

Sensory Impairment Waiting Lists – the waiting list for visual impairment has increased to 111 (from 108) but there has been a decrease in hearing impairment to 27 (from 33)

Waiting lists within Occupational Therapy – whilst continuing to remain high, the OT team members in both the North and South of the county are working additional hours for 12 weeks to try and address the issue; the funding for this is from slippage monies. In the North there are 51 individuals on the waiting list with the longest wait being 9.3 weeks; the team received 45 referrals in December which is a decrease from the 102 received in November; 12 referrals were closed before allocation with the majority being signposted or already having been seen by Powys Teaching Health Board Community Therapy team. In the South, there are 109 individuals on the waiting list with the longest wait being 14 weeks; the team received 45 referrals which is the same number received in November; 9 referrals were closed before allocation, 2 of these were inappropriate and others were signposted to the Powys Teaching Health Board OT

Volume of documents outstanding which still need to be closed remains a concern with work remaining ongoing

The ability to accurately reflect and capture demand through the system



What do we need to do?

7- Continue to pilot more efficient ways of managing the demand in the South of the County, areas covered will be allocation, peer supervision and funding panel. Support will be provided via an external researcher who is working within the Service on strengths-based practice (meeting due in January 2020)

Teams to continue to work on reducing waiting lists within Sensory loss and OT

Continue to engage with IT to obtain a contact skype number for the duty line; this will commence in the South for Older People

Work to continue within teams to close open documents – reports regularly run to support teams in achieving this

Work to be undertaken to understand demand vs capacity

Agreement to be reached on what form should be used by the OT Service

Sensory Loss – recruit to temporary CSO post which is currently out as an expression of interest (closing mid-January)

Reablement/Bridging Team – Brokerage to continue to prioritise domiciliary care within given resources available internally and externally



What's working well?

Reablement has seen an increase in the number of primary referrals in December (116) with 18 involvements. Primary referrals accepted by Powys Teaching Health Board equated to 43%/58 referrals and by Powys County Council 57%/74 referrals. The Health Board allocate to adult social care if ongoing care and support is required as health staff do not complete the integrated assessment, care and support plan or documentation for Panel or Brokerage. It is noted that there are 10 fte Health Board therapists and 8 Council reablement support offices in the Section 33 Reablement agreement

The Reablement Service has had some short-term sickness within the team but managed to maintain a flow in service delivery

The Reablement Service has seconded 3 x 25-hour frontline workers to work alongside the new Home First Team in North Powys to promote people going home earlier and prior to reablement intervention



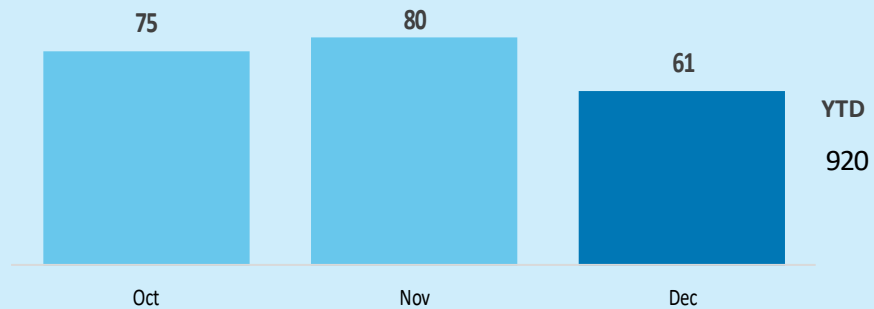
What are we worried about?

The Reablement Team continue to remain hampered with the flow to the Bridging Team and on to the external domiciliary care providers due to market availability challenge

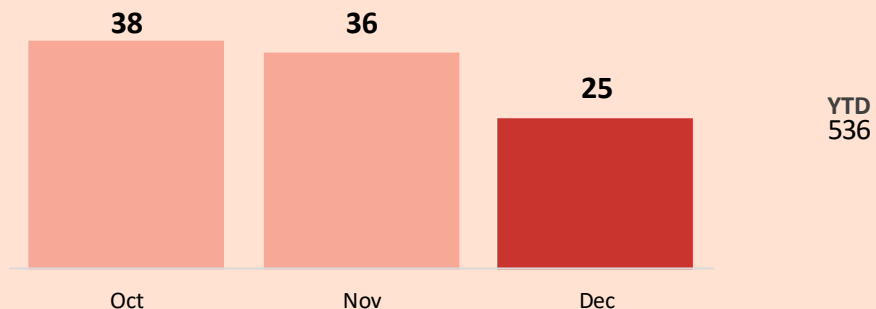


What do we need to do?

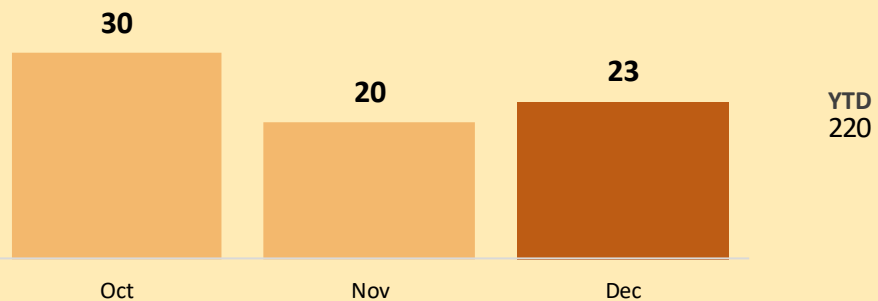
7. No. of assessments of need for care and support undertaken



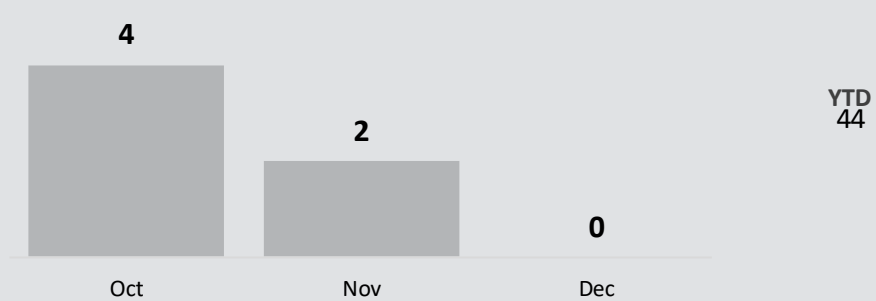
7a. Of these, no. of assessments that led to a care and support plan



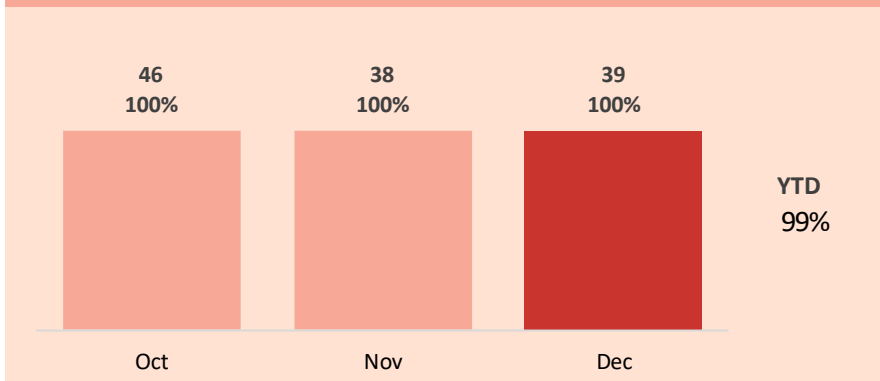
8. No. of assessments of need for carers undertaken



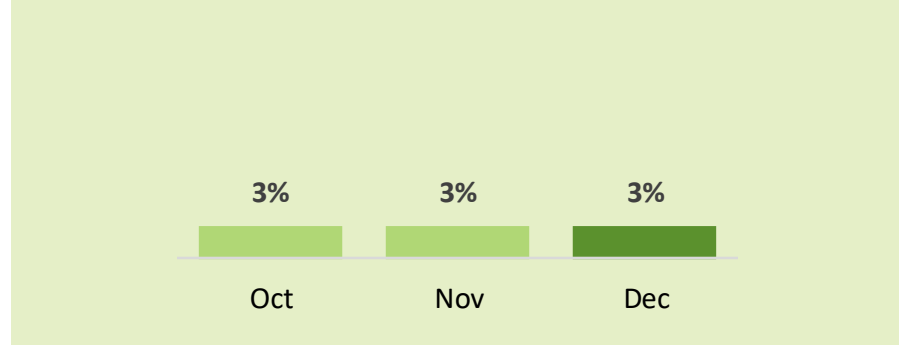
8a. Of these, no. of assessments which led to a care and support plan



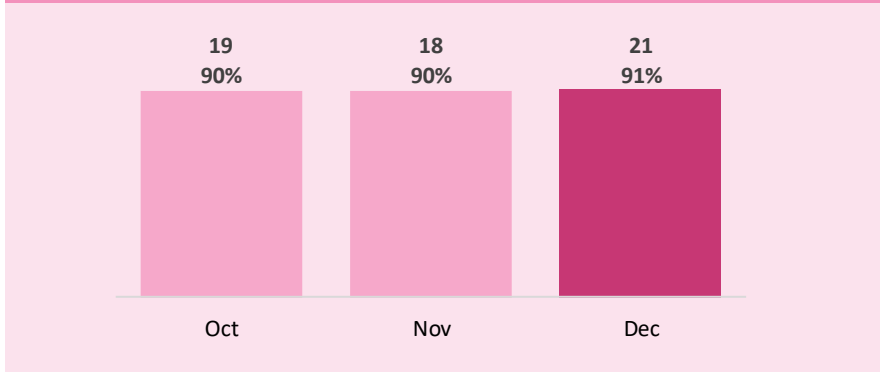
11. % of carers identified offered an assessment



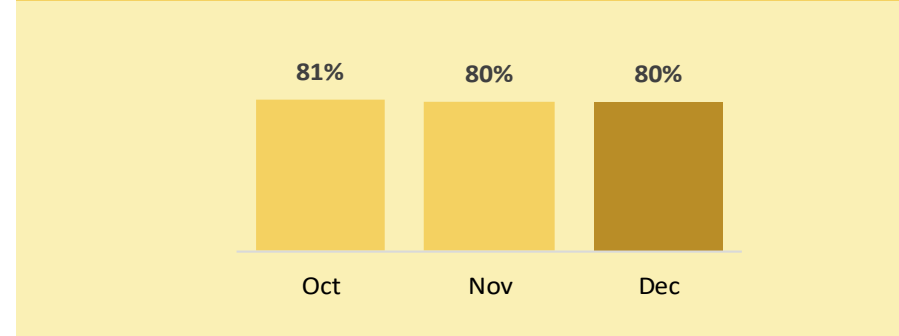
13. Measure 20a: % of adults who completed a period of Reablement and have a reduced package of care and support 6 months later



14. % of Reablement clients achieving outcome



13a. Measure 20b: % of adults who completed a period of Reablement and have no package of care and support 6 months later





What's working well?

Good progress has been made in reducing the volume of reviews outstanding and work will continue on this in line with the team action plans in place



What are we worried about?

15 – The potential impact Winter pressures will have on the ability to continue to reduce the number of outstanding reviews at pace and the ability to prioritise these. There is the additional impact of experienced reviewing staff who are due to go on placement at the end of January and the ability to fill these posts in a timely manner

As at 7th January 2020, the backlog of reviews outstanding are as follows giving a total of 383 which is a reduction on last month's report of 88:

- Older People Brecon – 52
- Older People Ystradgynlais – 27
- Older People Llandrindod Wells – 57
- Older People North – 82
- Older People Reviewing Team North – 56
- Sensory Impairment – 8
- Disabilities – 48
- Mental Health – 33
- Occupational Therapy – 20

The Older People's teams continue to experience the knock-on effects of reduced availability of domiciliary care, eg staff are still having to undertake well-being calls to ensure safety of individuals within the community whilst awaiting a package of care

Whilst the Disability's Team have reduced the volume of reviews outstanding in December, the ability to continue to reduce these at pace has been impacted by a priority piece of work to review service users who are supported in employment or actively looking for work and have received information and advice; this has removed one full-time worker from the team for approximately 4-6 weeks



What do we need to do?

15 – Work remains ongoing to reduce the backlog of reviews. Review will be scheduled, undertaken, and closed in a timely manner whilst prioritising other urgent/priority workload

15 – Data Quality Clerks to continue reviewing documents workers which have a blank review date; of note there is currently a Data Quality Clerk vacancy in the North of the county

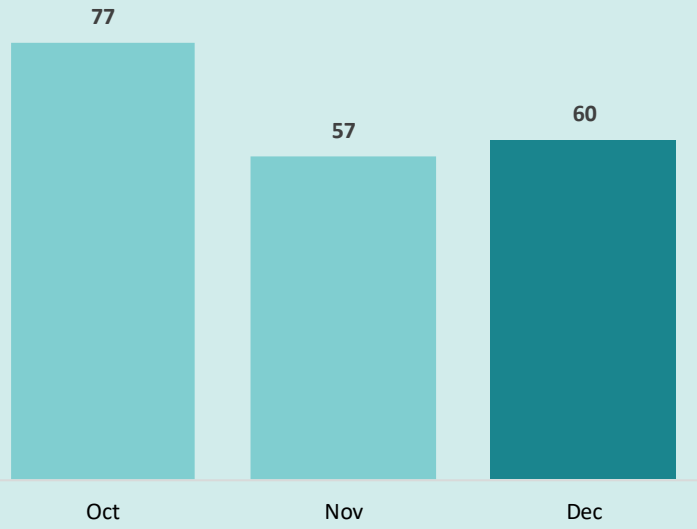
15 – Where experienced reviewing staff are due to go on placement at the end of January, recruitment to these temporarily vacant positions. Expressions of interest are out for staff

Ensure safeguarding plans are incorporated into care and support at appropriate juncture – advice has been provided to operational teams

Commence pilot of "Ethel" in 2 care homes in the North of the County (The Rhallt and Llys Hafren). The intention is that this will enable social care workers to pilot the undertaking of reviews with residents remotely rather than visiting the care home in person

Documentation for assessments, care planning and reviews have been tested within WCCIS and will go live in January 2020; these improved documents will support teams in their work with individuals to identify what matters to them and any outcomes identified along with any associated risks

15. Review dates that are blank and referral open over 6 weeks





What's working well?

18 – Only 2 out of 61 enquiries were not completed within timescales

Safeguarding are compliant with statutory legislation

Communicated to staff the training available via Social Care Wales (e-learning, APP, face to face) on new safeguarding policy and procedures



What are we worried about?

Reduction in capacity within the safeguarding team remains a concern; this impacts on the recording of management oversight and the ability to manage demand in relation to incoming safeguarding enquiries

QA Safeguarding Action Plan – the capacity to deliver on the actions in a timely manner due to reduction in workforce resource within the team

Training on Threshold document remains an outstanding Regional action in respect of re-commissioning it

Breakdown in respect of category of abuse/neglect is as follows:

- Physical – 13
- Sexual – 5
- Emotional/Psychological - 14
- Financial – 12
- Neglect – 17

The breakdown of where the alleged abuse/neglect occurred is as follows:

- Own home – 39
- Care Home Setting – 8
- Health Setting – 2
- Other - 12



What do we need to do?

QA Safeguarding Action Plan – meet the timescales for delivery of actions

Recruit to vacant Safeguarding Specialist Social Worker post – interviews 21/01/20

QA Safeguarding Audits – any issues identified will continue to be addressed appropriately. Group audits will also be undertaken to support learning

Continue to support the DLMs to consistently apply the principles of the Mental Capacity Act when managing safeguarding enquiries. Safeguarding DLMs to undertake refresher training in Quarter 4. MCA is a standing agenda item for team meetings. Team Manager provides ongoing support and advice

Safeguarding to consistently capture “what matters” outcomes for individuals at the point of contact and undertake follow-up contact calls at the point of closure

Ensure safeguarding plans are incorporated into care and support plans at appropriate juncture – advice has been provided to operational teams

Risk assessments – review effectiveness of current risk assessment process. Link any developments within the Region on any risk assessment framework

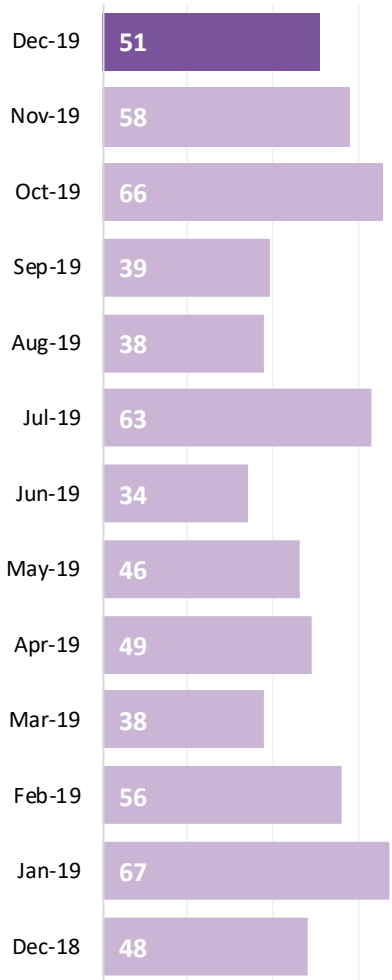
Continue to work with commissioning to ensure that commissioning and safeguarding agendas dovetail proportionately; attendance at quarterly QA sessions continue

Training on Threshold document – staff/providers to attend training when available following recommissioning by the Region

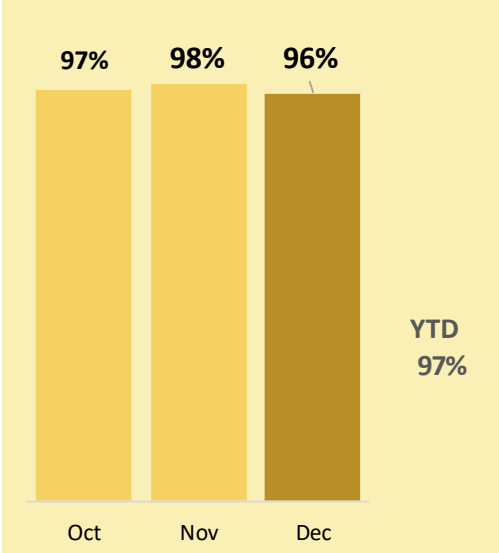
LPS – Safeguarding and Contact Senior Manager and LPS Lead Officer to attend operational team meetings to explain new process (Quarter 4). Short survey under development for operational staff about their competence and confidence in application of MCA

Continue to work with Business Intelligence to ensure reporting is correct in relation to where information is “pulled from”

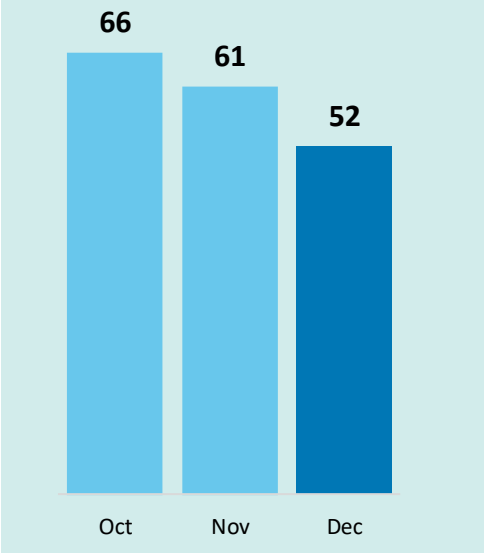
17. No. of clients referred to the adults safeguarding team 18/19



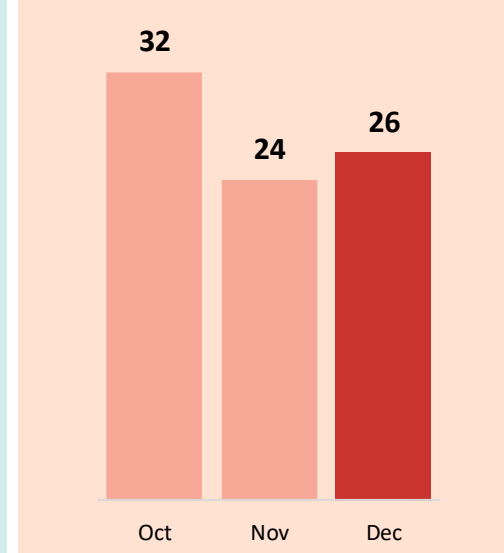
18. Measure 18 - % of adult safeguarding enquiries completed within statutory timescales



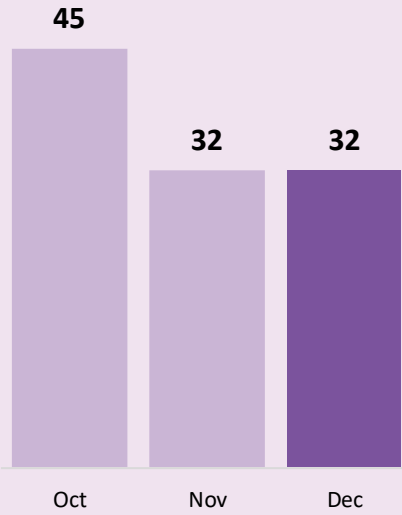
19. No. of referrals made to adult safeguarding during the year



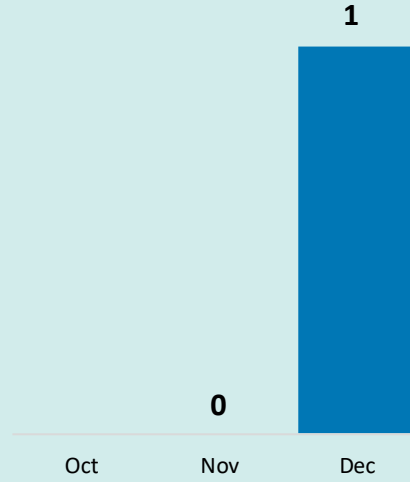
19a. Of these, how many led to an enquiry



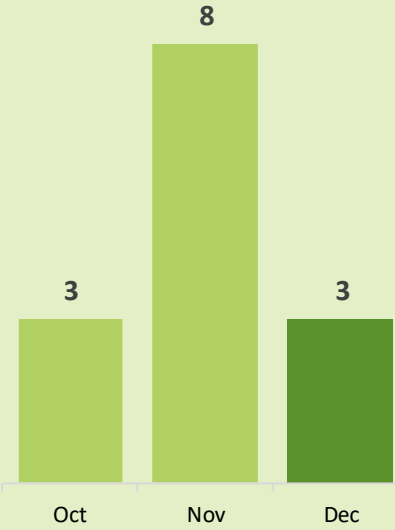
20. No. of enquiries which concluded that action was required



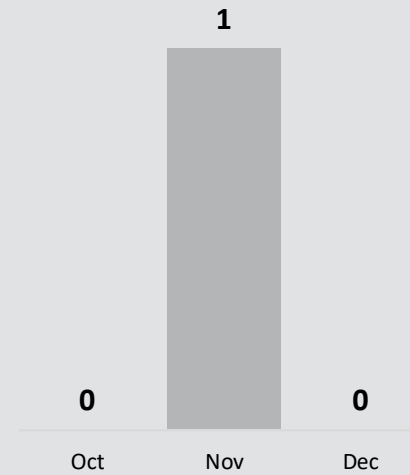
21. No. of non-criminal investigations concluded during the year



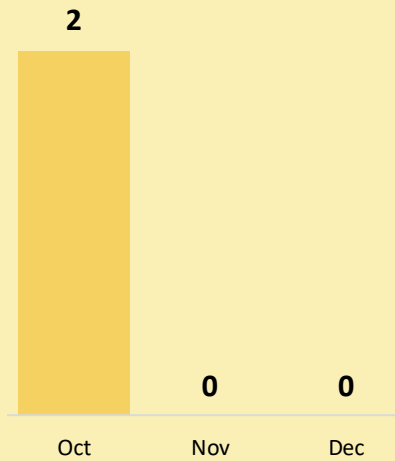
22. No. of strategy meeting which have taken place



23. No. of case conferences completed



24. No. of Adult safeguarding plans complete





What's working well?

27 – TEC – the number of unique individuals supported in December was 57 bringing the total in the year to 510; it is projected that this will deliver cost avoidance savings within the financial year of £420,188. The 510 individuals received 680 prescriptions (deliveries) equating to 1117 items of technology enabled care

27 – The Service continue to remain ahead of target for prescribing technology enabled care to 600 individuals

27 – Training has been provided to community connectors to enable the prescription of low level equipment in the community

27 – TEC - Additional financial resource has been identified which will ease requirements up to the end of financial year

Residential/Nursing Care – all adult clients in receipt of residential or nursing care now have their service provisions on WCCIS. All information is up-to-date includes start date in placement, contract type, provider and cost along with recording whether the placement is in or out of county. This sees a move away from spreadsheets for reporting

29 – Domiciliary Care – the criteria for the in-house Bridging Service has been reviewed and updated and circulated to teams for implementation to support reduction in waiting times

Direct Payment Policy – review of the policy has commenced, which includes looking at best practice from other local authorities. The timescale for completion is end of the financial year



What are we worried about?

Concerns remain about the continued volatility and sustainability in the external domiciliary care market which impacts on the available capacity for care packages along with the ongoing financial stability of Providers

The “knock on” impact of Winter pressures funding only being available until the end of March 2020

The impact of Providers not being able to take on new packages of domiciliary care from 9th/16th December 2019 due to pre-planned rotas and impact of Christmas leave

Accommodation – concerns remain about the impact of care homes within the community increasing fee rates over and above Powys’ agreed fee rates; this may impact on our ability to transfer individuals to care home placements from hospital

Accommodation – concern remains about step-up/step-down beds and the availability of therapy based support in a timely manner

29 – Brokerage continue to have difficulties in placing domiciliary packages of care

29 - Brokerage – care home placements rollout in the South of the county project has not yet commenced. Rollout has been delayed until January 2020

29 – The unmet need for the number of individuals has decreased to 97 (from 103) along with the unmet need in hours which equates to 1265 (from 1332). Of these instances, 35 individuals (equating to 443 hours of care) are awaiting care with no current support provision.

29 – The number of individuals who are having their needs met by the Bridging Team have reduce to 79 (from 91) but the number of hours has increased to 1008 (from 983)



What do we need to do?

27 – Evaluate the pilot of “Ethel” within care home environment for undertaking of reviews remotely

27 – Target awareness raising and training within Children’s Services

27 – Provide additional training to ASSIST Contact Officers who were not able to attend first tranche of training

29 – Brokerage to continue to prioritise domiciliary care within the given capacity available, internally and externally

29 – Review Brokerage to support removal of the spreadsheets which the Brokerage function are heavily reliant on. This work links to the future removal of the X drive and review of Panel. Brokerage have commenced design of the Sharepoint structure and will fully transition to this in Quarter 4

29 – Brokerage – following review of the process for care home placements in the North of the county, full rollout to the South of the county (Older People’s Team) will commence and be completed in January 2020

Winter pressures funding is only available to the end of March 2020; exit strategies required for all projects allocated funding; projects are ongoing

Dynamic Purchasing System (DPS) - tender paperwork is being prepared to enable tender to “go live” in January 2020. Evaluations will be undertaken on a phased approach between January and March 2020 to enable providers to join the DPS North and South. DPS will be used to Broker compliant packages of care from 1st April 2020



What's working well?

Personal Assistants - the Wales Co-operative Centre are currently leading on a project in Brecon, which the Local Authority is supporting. The aim is for a group of Personal Assistants to establish a co-operative which would provide domiciliary care locally. This service could support people who have been assessed by the local authority either via directly commissioned services or a direct payment, provide respite care to support unpaid carers, and could also be accessed by self-funders. This project is at an early stage with communication and support ongoing

Winter pressures monies – Bridging Team - resource for additional capacity within domiciliary care has been identified and allocated

Winter pressures monies – 3 providers have been identified who are able to provide additional step-up/step-down beds to support individuals within the community and hospital; we continue to anticipate that this will avoid unnecessary admissions and delayed transfers of care

Framework for Accommodation and Support for Living a Good Life – first phase contracts were awarded in December. Verbal feedback from the Providers was positive who reported being impressed with information handover and how contract award was undertaken

Accommodation for individuals with a disability – all new developments and renovations remain on track

Following development of a new tenancy in the South of the county, the first resident has moved in and the feedback has been extremely positive in relation to transitioning to new home



What are we worried about?



What do we need to do?

Domiciliary Care – Plan on a Page – deliver requirements within the plan

Update Domiciliary Care position statement by end of financial year

Direct Payments Policy – complete the review by end of March 2020

Awaiting stock photographs, clarification on DBS and final amendments to the Direct Payments leaflet which has been developed for service users. The leaflet will “go live” in Quarter 4

Direct Payments – arrange partnership event in Summer 2020

Microenterprise approach – Community Catalyst project worker to hold initial meetings with local stakeholders in early January 2020. Community Catalyst to complete detailed induction plan (commenced in post early December 2019)

Microenterprise approach – communication plan to be finalised to ensure we reach communities, partners and staff to provide information on our new approach (January/February 2020)

Supported Living – the review of all relevant day and night-time packages continues; this work will ensure that packages are right size and outcome focussed Completion is by end of Quarter 4 which will inform the re-tendering process

Framework for Accommodation and Support for Living a Good Life – second phase of tenders to “go live” in January 2020. Phase 3 (final phase) is due to be completed in Quarter 2 2020-21



What's working well?



What are we worried about?



What do we need to do?

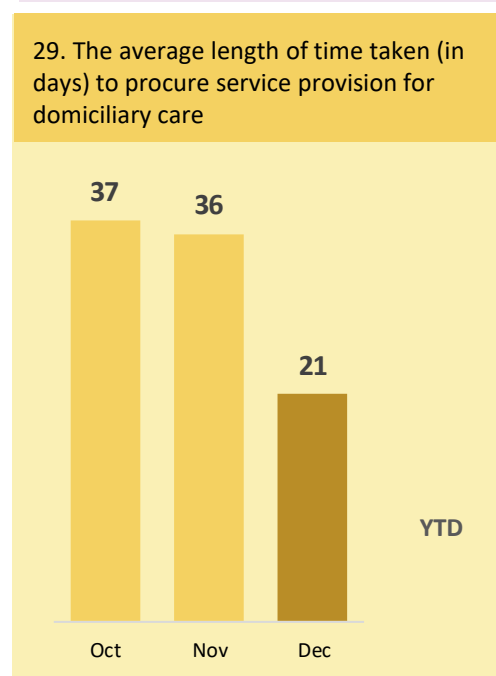
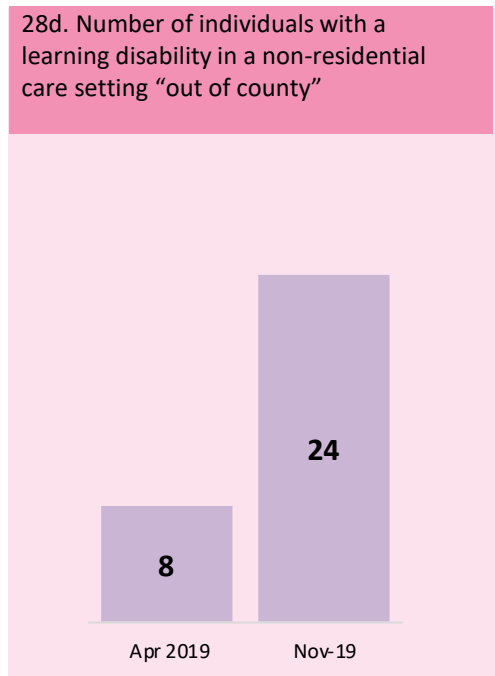
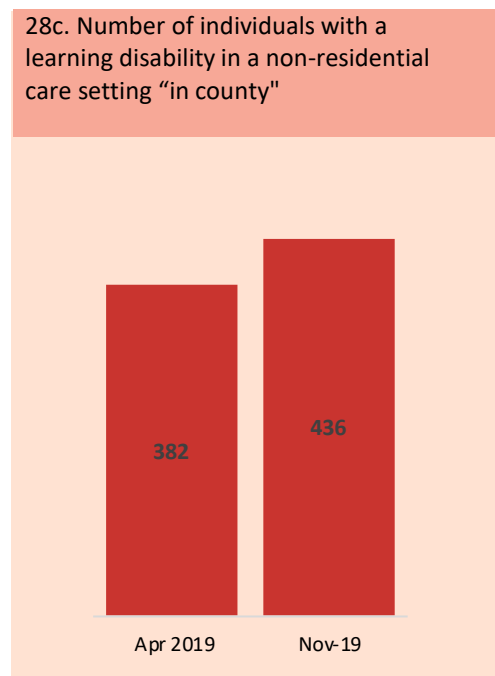
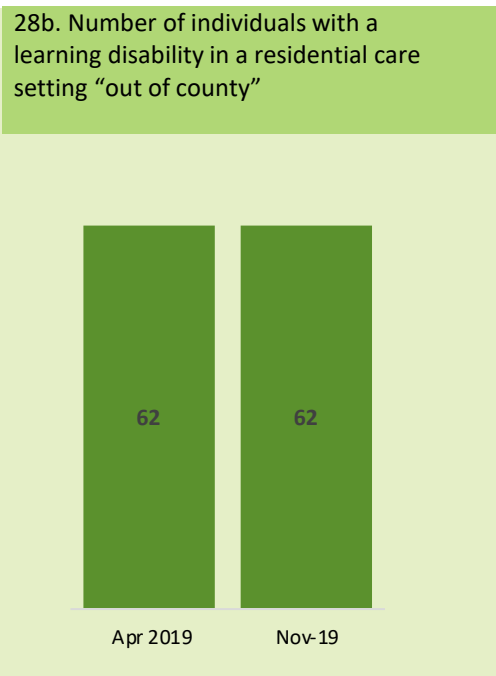
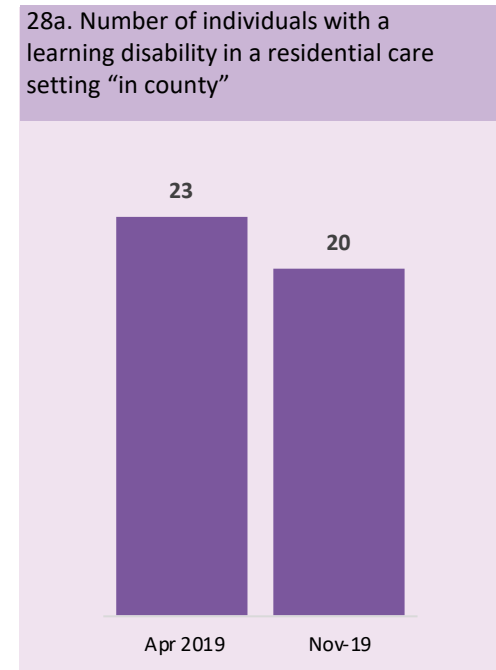
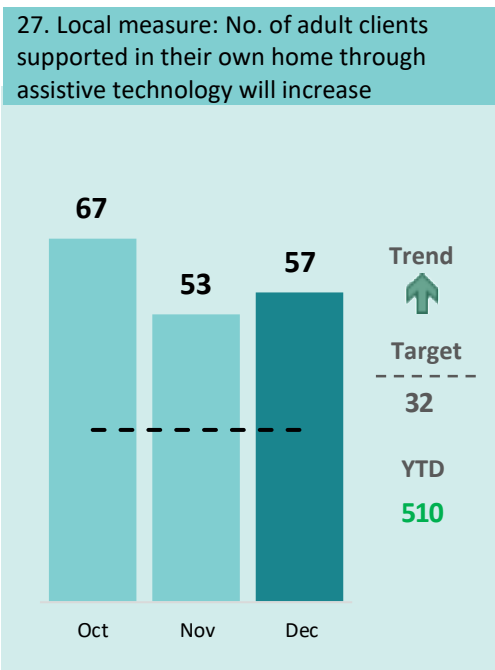
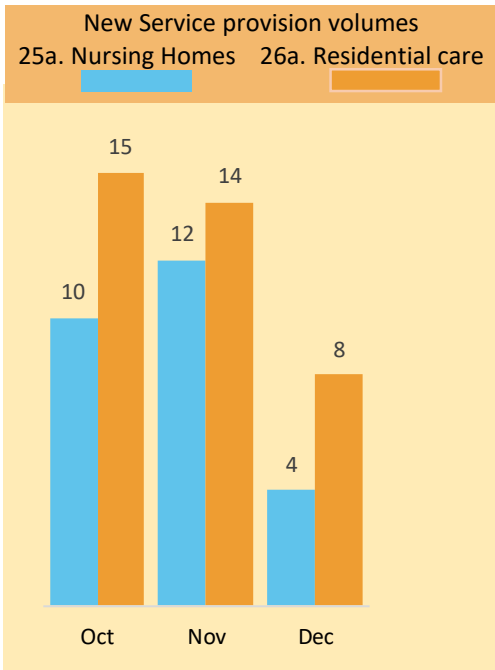
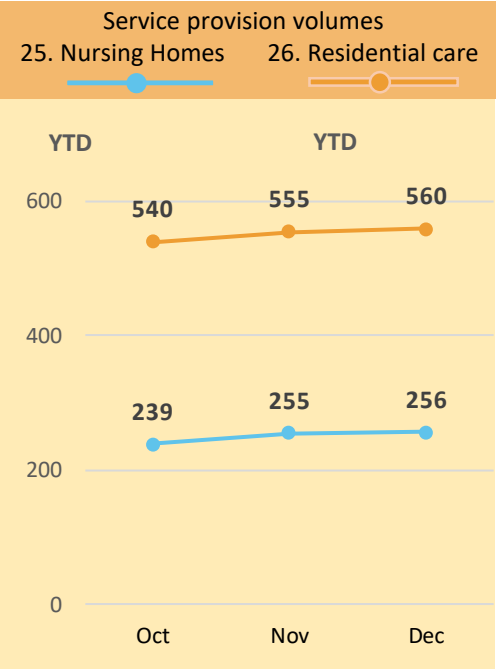
28 -Accommodation Request Form – following testing of the new form, consideration to be given to reporting element before going “live” with the form operationally. The form will now go “live” in Quarter 4

28 – Accommodation/Provisions Tracker – the database being developed for tracking flow of individuals within and out of county will be “live” by end of Quarter 1 2020-21

28 – Continue to meet with developers for Disability Accommodation and social work teams as required

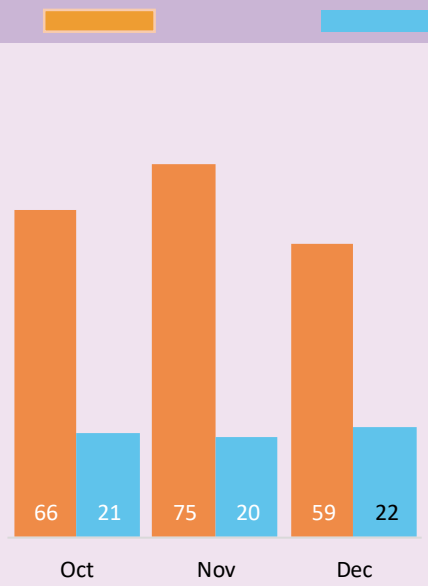
28 – Service User engagement events are planned for development in the North of the County in early Quarter 4. As previously noted, the events will be an exciting opportunity for new residents to get a feel for their new homes

28 – Accommodation – short stay respite – the current contract has been extended to a 12-month period whilst work is undertaken to review the future service model and delivery



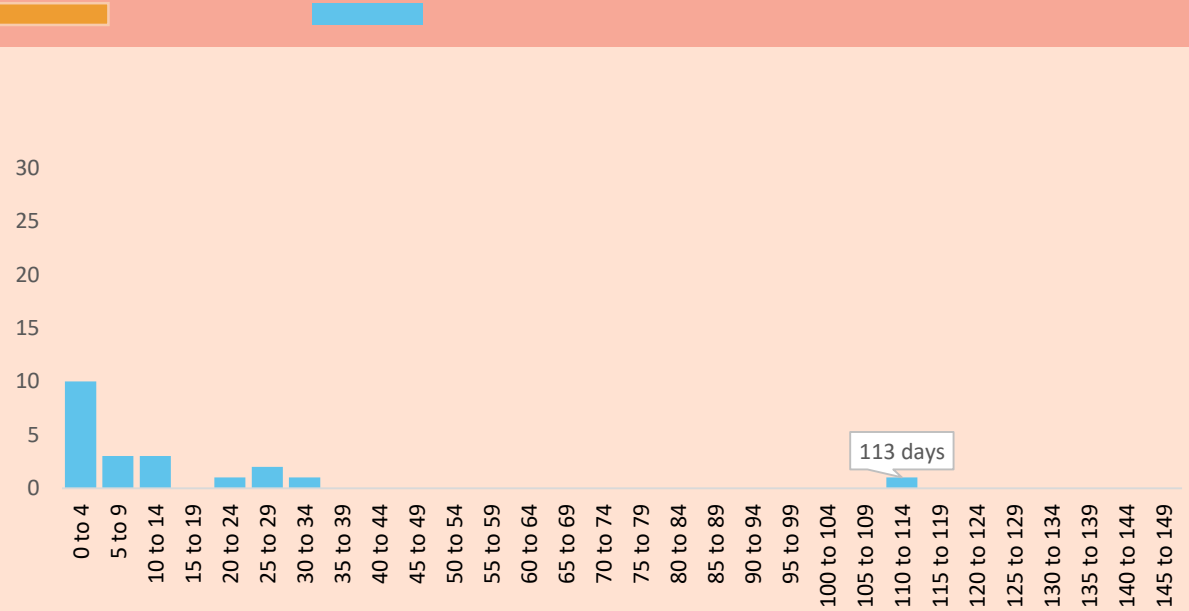
30. Number of individuals receiving a service

Domiciliary Care Nursing/Residential (North)

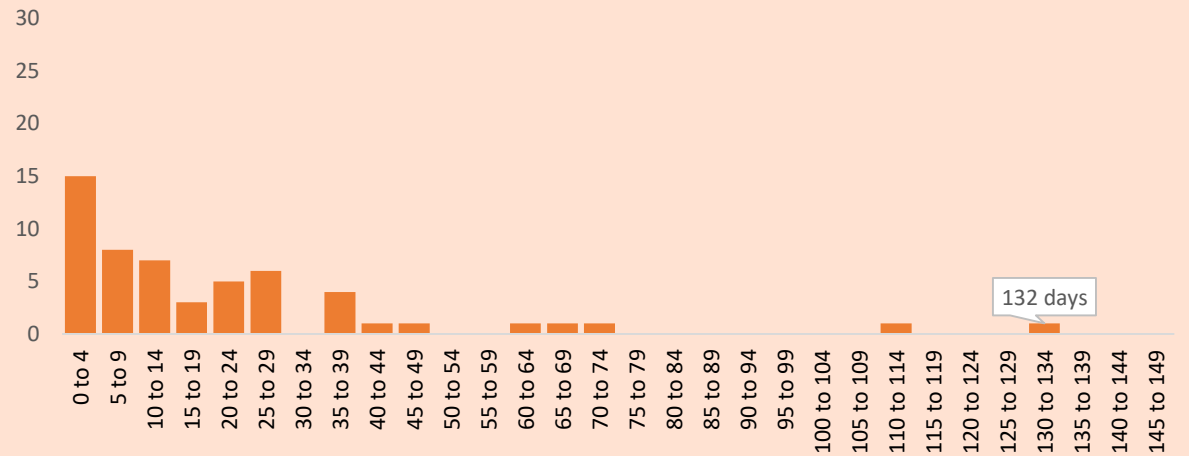
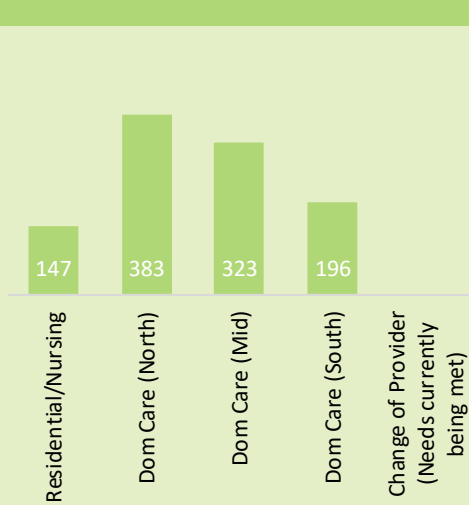


31/32. Shortest/Longest length of time to broker a service by service type (days)

Domiciliary Care Nursing/Residential (North)



30a. Longest current wait for service (days)





What's working well?

Adult Social Care continue to remain on target to meet their efficiency savings

Managing demography within current budget via early intervention/prevention



What are we worried about?

In period 9 there was an overspend in Adult Services of £212k which is a reduction of £314k compared to Period 8

Concerns continue to remain regarding financial viability and sustainability of Providers

Concerns continue to remain in respect of compatibility of new finance system with the WCCIS finance module



What do we need to do?

Budgets are ready to be devolved to operational level – Corporate Finance will engage with Systems to enable this – delayed until Quarter 1 due to staff availability

Provide continuing support and advice to budget holders following devolvement of budgets

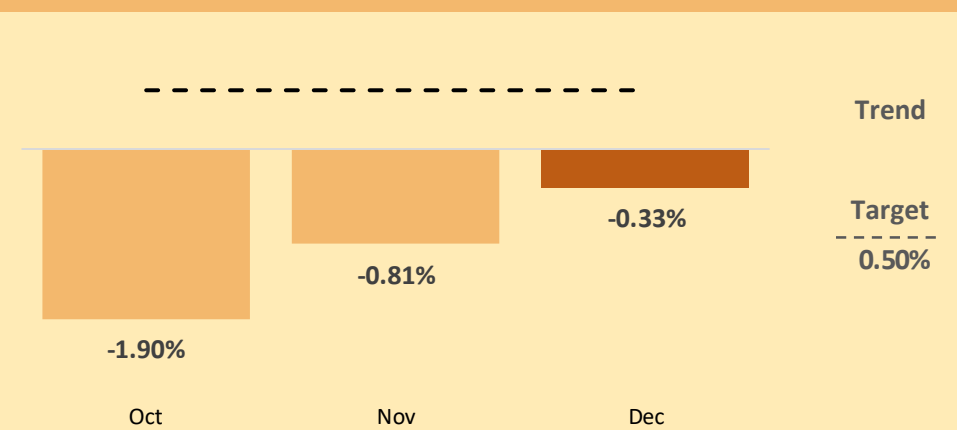
Assessment and review forms are to be implemented in WCCIS (January 2020); review to ensure we are able to accurately capture efficiencies/cost avoidance

Continue to work towards achievement of efficiencies identified within the efficiency tracker and recording of cost avoidance

Continue to work with Commissioning and Providers on financial viability and sustainability

Continue to work with the WCCIS Team on any developments in relation to finance team

33. Service delivered with 0.5% variation revenue





What's working well?

34- November 2019- 1.03 Cumulative Average days lost per FTE

35- The increase in agency workers relates to the 3 agency social workers who have been recruited via Winter pressures monies

35 – An agency senior practitioner in mental health became a permanent employee with the council as from 1st December 2019

36- 2 but no leavers from frontline Social Worker Teams

1fte Occupational Therapist has commenced in post following Dragon's Den bid (17/12/19) in the North of the county. The candidate for the South of the county is going through pre-employment checks

Positive Moving with Dignity (single handed care) Stakeholder events – 2 events held in December. High attendance by domiciliary care providers, external and in-house, social workers, reablement team and health colleagues. The event included a demonstration of equipment and a good question and answer session. Next steps will be to train the trainer (for providers) in single handed care – moving with dignity



What are we worried about?

Ability to find cover for experienced Community Support Officers due to go on placements which will have an impact on workload including reviews

Caseloads in Disability Service are currently at a high level especially when the increased level of complexity and risk is taken into consideration; the team have also been impacted by 2 members of staff on long-term sick

Availability of qualified social workers in particular those with AMHP qualifications



What do we need to do?

Recruit to Vacancies:

Data Quality Clerk – North (interviews January 2020)

Disabilities 1 fte Transition Social Worker (North) on-hold

Older People

26 hours Social Worker (North) (interviews January 2020)

1 fte Senior Practitioner (North)

1 fte Senior Practitioner (South)

1 fte Social Worker (South)

Mental Health

30 hour Senior Practitioner – Welshpool (being covered by Agency)

1 fte Social Worker – Newtown

30 hour Social Worker – Brecon/Llandrindod Wells (in recruitment process)

Train the trainer events (for providers) in single handed care – moving with dignity – before end of financial year

Following the 2 positive recruitment events held in Knighton and Llanfair Caereinion, 2 further events are planned for Brecon and Llandrindod Wells/Rhayader. These events are being delivered alongside Social Care Wales' "We Care" Wales campaign and are targeted at people who would like to work in the social care sector. Attendees include private and third sector domiciliary care providers, the council's direct payment support provider and a community catalyst representative



What's working well?



What are we worried about?



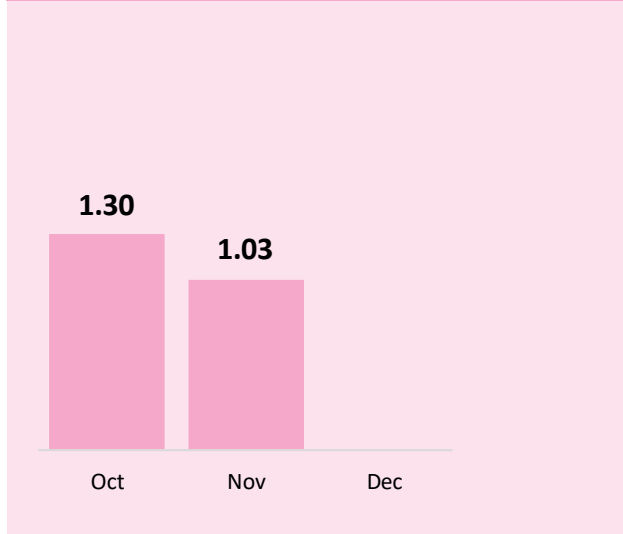
What do we need to do?

Where experienced reviewing staff are due to go on placement at the end of January, recruitment to these temporarily vacant positions in a timely manner. Expressions of interest are out for staff

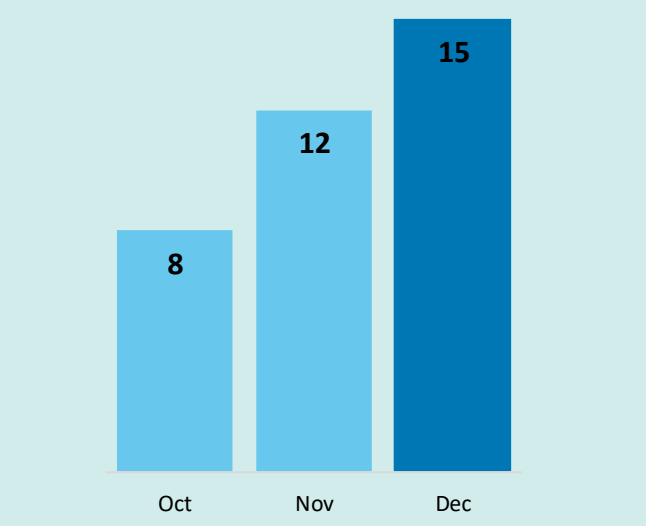
Continue to work with HR to review terms and conditions in respect of availability of AMHPs

Develop the Adult Services Induction Programme to ensure that strengths- based practice is embedded from start of employment for both permanent and agency staff

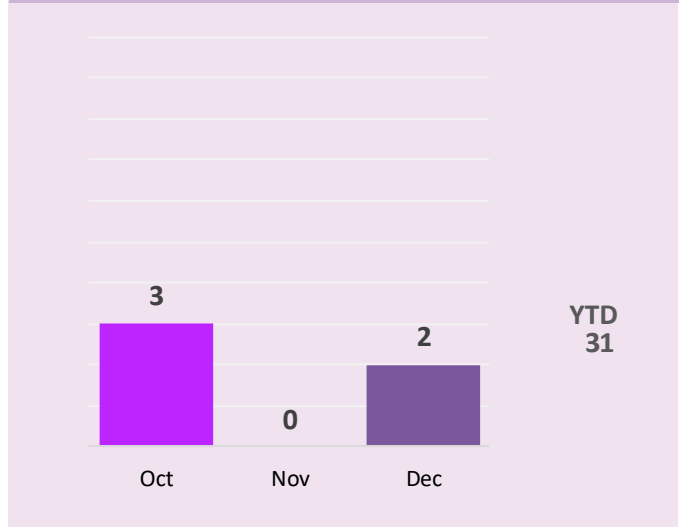
34. Average days sickness absence per FTE



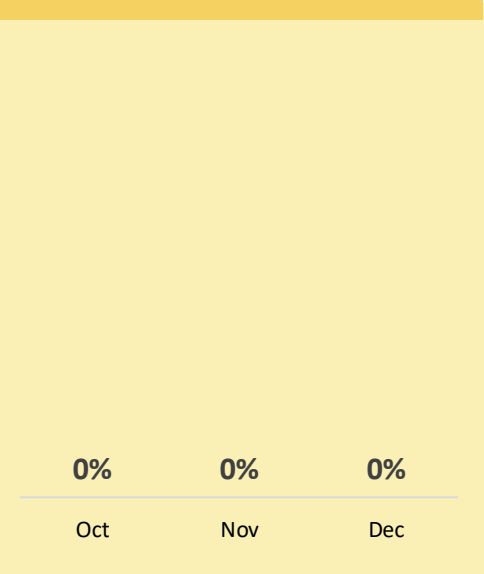
35. No. of agency social workers in post



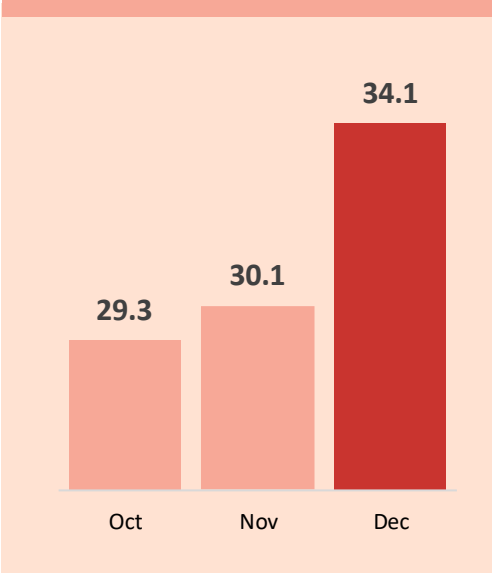
36. No. of leavers



38. The percentage of leavers who receive an exit interview



40. Number of FTE staff providing Integrated Social Care & Health services





What's working well?

41 – 40 out of a possible 49 audits were completed which equates to 82% compliance showing an improvement of 10% in comparison to November when compliance was 72%

41- 14 out of possible 15 audit questions reached over 80% good to excellent standard

41 - Peer auditing continues in Disabilities, and MH teams. Feedback from staff remains positive in respect of shared learning

41 – 100% (24) of cases demonstrated a good to excellent practice in applying the principles of the MCA. This represents a significant increase of 23% on November's performance of 77%

41 – 97% (20) of cases reached a good to excellent standard of practice in regard to proportionate assessments that clearly demonstrated the person's eligibility for the level of statutory services provided. This is a slight decline of 3% on November's performance of 100%

41 - 100% (20) of cases reached a good to excellent level of liaison with providers. This is a positive increase in performance of 9% in comparison to November where 91% achieved this standard

42 – Reduction in the number of complaints received. It is noted that out of the 2:

- 1 – Stage 2
- 1 - Withdrawn



What are we worried about?

41 - 70% (12) of cases were found to show good to excellent standard of monitoring and reviewing. This is a significant decline in performance of 15% in comparison to November where 85% reached this standard



What do we need to do?

41 – Sustain compliance with completion of audits

41 - Protected time for Mentors to support staff in embedding and sustaining a strengths-based and outcome focused approach

41 - Team Managers, Assistant Team Managers, Senior and Lead Practitioners to return assessments and care and support/treatment plans that do not represent a strengths-based outcome focused approach or meet the required standard in other areas

41 - Continue to embed reflective practice discussions across all teams

41 - Deep dive audits undertaken on Care Planning in Q3; a report will be produced along with any required actions in Q4

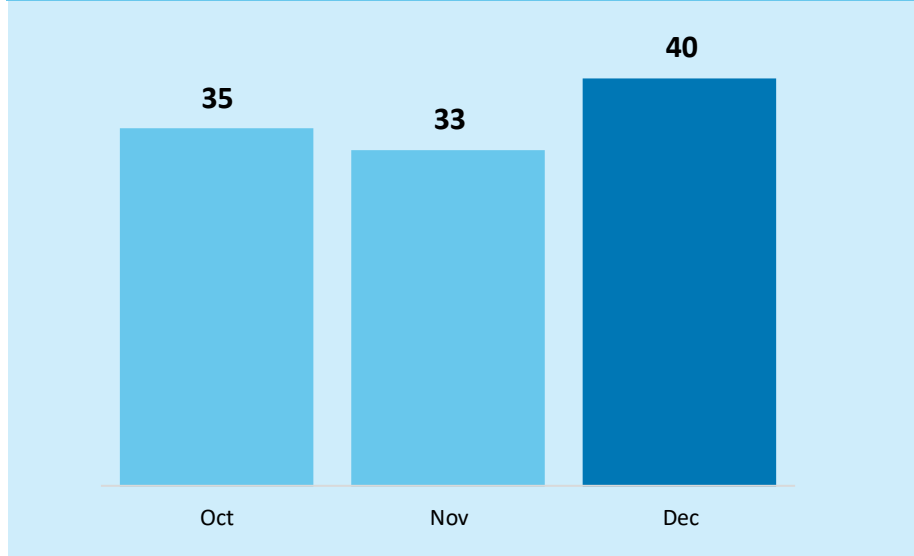
41 - Managers to support the embedding of all mandatory training, e.g. case recording, collaborative communication and Mental Capacity Act into practice

41 - Team Managers, Assistant Team Managers, Senior and Lead Practitioners to support a robust approach to reviews and ensure that all outcomes are reviewed

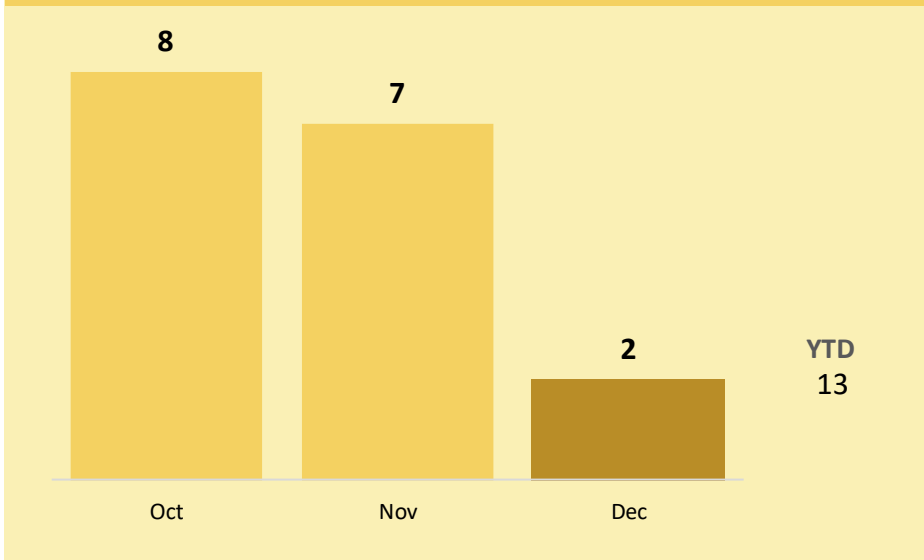
41 - Monitored action (QA panel) in place to address key audit concerns where areas of practice that do not achieve over 80% good to excellent. Each service area is required to provide monthly updates on open actions to make the required improvement

41 – Senior Management Team to complete strengths-based training in Quarter 4

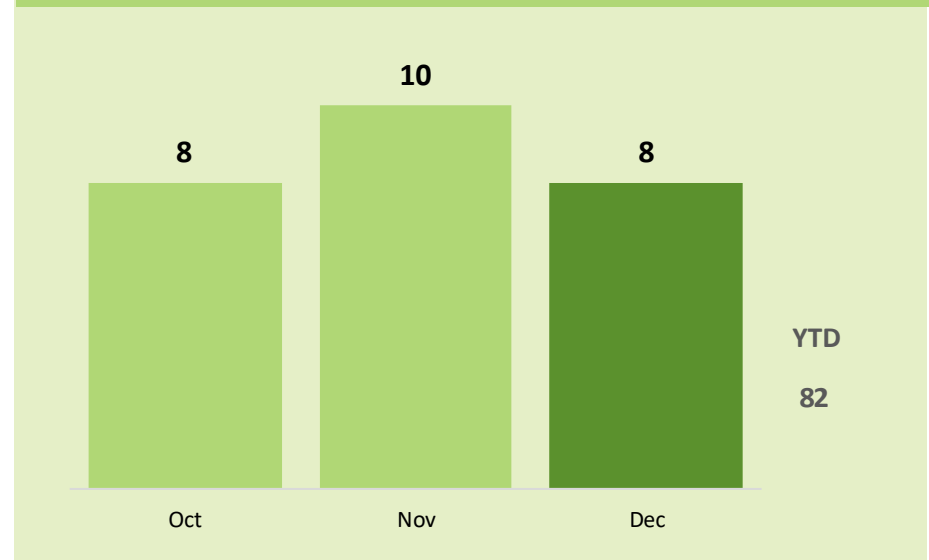
41. No. of case review quality audits undertaken



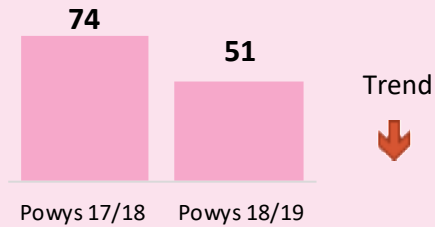
42. Volume of complaints received



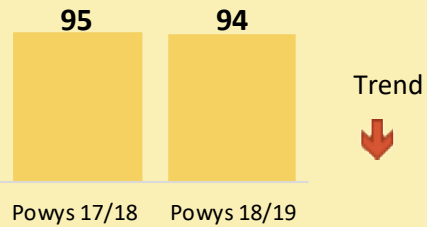
43. Volume of compliments received



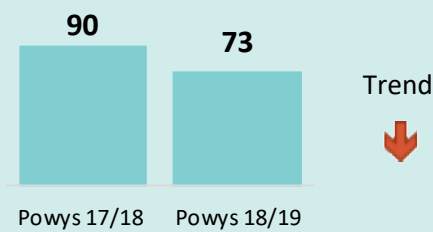
44. SSWB measure 7: People reporting they have received the right information or advice when they needed it



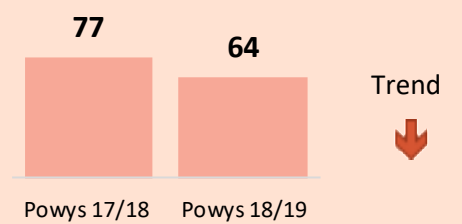
45. SSWB measure 8: People reporting they have received care and support through their language of choice



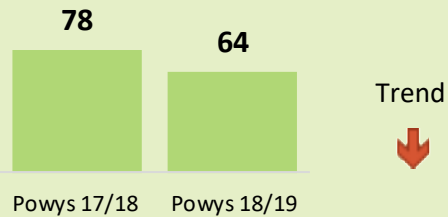
46. SSWB measure 9: People reporting they were treated with dignity and respect



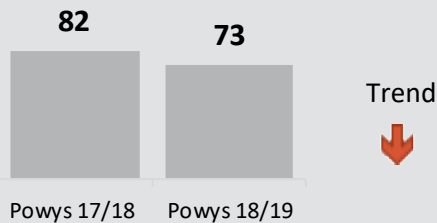
47. SSWB measure 11: People with a care and support plan reporting that they have been given written information of their named worker in social services



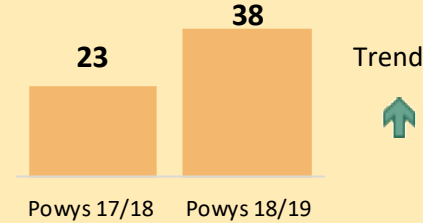
48. SSWB measure 12: People reporting they felt involved in any decisions made about their care and support



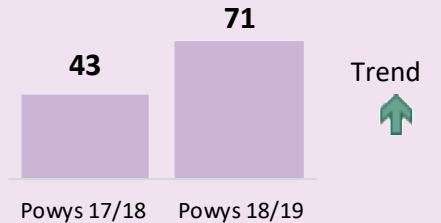
49. SSWB measure 13: People who are satisfied with care and support that they received



50. SSWB measure 15: Carers reporting they feel supported to continue in their caring role



51. SSWB measure 16: Carers reporting they felt involved in designing the care and support plan for the person that they care for



Trend arrows on this page show performance from year to year



What's working well?



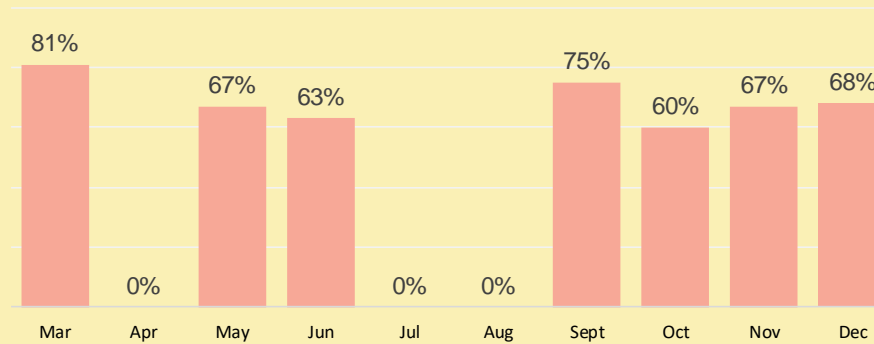
What are we worried about?



What do we need to do?

Continue to work with individuals who currently receive support to identify their on-going employment support needs – timescales by end of January 2020

52. Scrutiny – Attendance at Health, Care and Housing Scrutiny Committee



53. Equalities - Increase the number of LD users in paid employment above 16 hours

