

DERBYSHIRE COUNTY COUNCIL

CABINET

2 DECEMBER 2014

REPORT OF THE ACTING STRATEGIC DIRECTOR FOR ADULT CARE

**SECTOR LED IMPROVEMENT PEER REVIEW OF ADULT CARE
JULY 2014**

ADULT SOCIAL CARE

1. Purpose of the Report

To report on the Local Government Association Peer Review of Adult Care in July 2014.

2. Information and Analysis

The formal inspection models of Adult Care service improvement changed when the Audit Commission was decommissioned and Care Quality Commission was established. The Local Government Association developed, with the Association of Directors of Adult Social Care, an improvement model to support service improvement and increased efficiency in Adult Care.

The review process is designed to be a constructive external challenge to the particular department being reviewed not a formal inspection of performance. The approach is characterised as that of a critical friend which examines service arrangements and challenges the reviewed department to consider whether those arrangements are the most effective way to deliver progress towards achieving stated objectives.

The Derbyshire review over 3 days in July 2014 was led by the Director of Adult Care from Lincolnshire, supported by senior managers from each of Derby, Leicestershire and Milton Keynes and with Elected Member input from Lincolnshire. It was part of the East Midlands cycle of Peer Reviews which commenced in 2012 and which will conclude in November 2014. The focus of the review in Derbyshire Adult Care was agreed after a review of the annual performance data submitted to the Department of Health. Derbyshire Adult Care identified a number of potential key lines of enquiry

(KLOE) for the Review Team in this assessment and the Adult Care Cabinet team identified two issue areas for the review to prioritise.

The two subjects chosen for review were Adult Safeguarding, including Mental Capacity Act and Deprivation of Liberty standards, and Admissions to Residential and Nursing homes. These areas were selected because as they were described in the preparatory self-assessment:

- 'We feel that our approach to safeguarding is generally effective. There is good engagement from Partners in the operation of the Safeguarding Board. We would be interested in observations about how we can improve the cross-agency delivery of Safeguarding Board priorities. In respect of MCA/DOLS we would be interested in observations about whether the service that Derbyshire has developed is an effective way to fulfil these responsibilities'.
- 'For a number of years our care home admissions for older people have been higher both than we would wish and than in comparator councils. We know that we have a high proportion of admissions from acute hospitals. We would be interested in establishing whether we could reduce our admissions through both changing the culture, including our contribution to the 'bed-side' conversation in hospitals and whether we could improve the effectiveness of our services that could divert people from care home admissions.'

The review process took as its starting point the 'Storyboards' prepared by Adult Care relating to the two themes that had been identified for review. These outline the issue areas, provided detailed performance information and a description of present arrangements and key lines of enquiry. A range of policy documents and high level financial information was also provided ahead of the review for the team to consider and discuss with the Acting Director of Adult Care so that the review timetable and participant scope was agreed.

The review process involved structured focus group meetings with the Chief Executive, the Cabinet Member for Adult Care, members of the Safeguarding Board, front line practitioners and senior operational and commissioning managers in a number of agencies including the voluntary and independent sector and CCGs.

The review concluded with verbal feedback to Adult Care Members and adult care senior management team outlining positives and areas for the development that the review team had identified and made observations about.

The review findings/recommendations have been confirmed in a letter to the Chief Executive. Adult Care has developed an Action Plan in response

to the review team recommendations which responds to the individual points made in the letter and sets out a time table for concluding a review of present arrangements.

The report made a number of recommendations for further investigation but importantly acknowledged that Safeguarding Adults has an appropriate profile in the Council and the necessary processes in place to deliver safe responses to the community.

The report acknowledged that a number of the areas of development work to reduce residential care admissions were underway already following an internal review.

The review team made a number of observations and suggestions which are summarised below. A timetable for completing actions in response to the review is attached as Appendix 1.

Safeguarding

The review team identified Call Derbyshire as a particular asset and suggested that consideration should be given to extending the contribution that Call Derbyshire makes to Safeguarding processes. This should be seen in the context of national developments of Multi Agency Safeguarding hubs and the Starting Point initiative that is being developed in Derbyshire by Children and Younger Adults Department.

The review team noted that in the context of the statutory status that Adult Safeguarding Boards will be given from April 2015 a review of membership and seniority of board members should be undertaken. This and work to further improve the performance reporting of all agencies to the Board, establish shared funding arrangements for the new board and considering how to increase dedicated support to the board has been incorporated in an action plan response to the review.

Residential /Nursing Care Admissions

The review team noted the extensive range of support services across the health and social care community in place to avoid unnecessary hospital and residential and nursing care admissions and the wide ranging review of these services that is underway across the Derbyshire social and health care community including voluntary sector. It was noted that the review was necessary because these services are not available consistently and equitably across the county. The observations that the review team made about the potential of the Better Care Fund to shape a better integration of responses have been incorporated into the Derbyshire Better Care Fund submission.

General Observations

The Review team reviewed performance, demand forecasts, financial data and demographic projections and has made observations about the alignment that is required between the current accommodation and support strategy and the proposed consultation in local areas about future accommodation requirements for older people. The review team has suggested that this consultation provides an opportunity to shape planned accommodation developments to reduce residential care admissions and maximise the financial benefit of the investments which are being made. The review team noted the value of work undertaken already to improve processes and service pathways to encourage prevention and self-service approaches to arranging social care support and concluded that there is potential to develop these further. A number of the recommendations and observations made by the review team already featured in the Adult Care Departmental Service Plan and preparations for the responsibilities created by the Care Act 2014. Those which do not have been incorporated in a work plan which will explore practice in other local Authorities. Examples of different practice to be explored will include the range of responses available from contact centres and what are described as self-service models of identifying relevant social support services.

The review team is not a formal inspection team but concluded that Derbyshire Adult Care do provide a good level of protection to vulnerable people and that there is a high priority being given to maintaining the independence of people in all communities supported by strong and effective relationships with all organisations with a contribution to meet this objective.

3. Financial Considerations

None directly related to this report

4. Human Resources Considerations

None directly related to this report

5. Other Considerations

In preparing this report the relevance of the following factors has been considered: - Legal and Human Rights, equality of opportunity, health, environmental, transport, property and crime and disorder considerations.

6. Key Decision

No

- 7. Call-in** Is it required that call-in be waived in respect of the decisions proposed in the report? NO

8. Background Papers

Storyboard Submission to Review Team
Review Timetable
Lead Reviewer Letter to Chief Executive

9. OFFICERS RECOMMENDATION

That the content of the report is noted.

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MATLOCK

Appendix 1

2014 Peer Review Action Timetable

SAFEGUARDING

1. A review of Adult Safeguarding Board Membership will be completed by **March 2015**.
2. A review of the use and dissemination of Safeguarding Performance information available to the board will be completed by **March 2015**.
3. A series of briefing and training events about the implications of the Care Act for Safeguarding will be delivered to the Board and the wider workforce before **March 2015**.
4. The operational and business support arrangements to the Safeguarding Board will be strengthened by **December 2014**.
5. Agreement about the financing of the Safeguarding Board and its support arrangements will be reviewed and agreed with partners by **January 2015**.
6. Derbyshire County Council Adult Care will be a full participant in the Making Safeguarding Personal project by **December 2014**. The Independent Chair of the Safeguarding Board will be a participant in this programme which has practice implications for organisations. Approaches to incorporating personalisation in a safeguarding context, and how it can be measured will be developed on an on-going basis.
7. The Safeguarding Board was fully briefed on the Transforming Care agenda and presented with information with which to scrutinise progress during **September 2014**.
8. A review will be completed by Adult Care to consider how to respond to the developments such as Multi-Agency Safeguarding Hubs by **February 2015**.
9. As part of a wider review of the potential to increase the contribution that Call Derbyshire could make to further improving the customer experience Adult Care will review the current safeguarding pathway to ensure that it represents the most effective and consistent approach to receiving and responding to safeguarding concerns by **February 2015**.
10. The Performance sub group of the Safeguarding Board will develop a plan to ensure wide dissemination of lessons from Case file audits so that learning by **February 2015**.

DOLS

1. A review of the governance arrangement which establishes DOLS as a sub-group as a part of Safeguarding Board will be reviewed by **January 2015**.

ADMISSIONS TO RESIDENTIAL CARE

1. Derbyshire performance has improved. To support further improvement a clearer alignment with the details of the financial cuts programme needs to be developed by **March 2015** to assist the setting of realistic delivery targets.
2. A review of the business model to support admission avoidance and facilitate discharge to improve consistency across the county will be completed by **December 2014**.