

Assessment of Performance Report 2009/10

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10 : Hampshire



Contact Name	Job Title
Adrian Hughes	Compliance Manager

The report will produce a summary of the performance of how the council promotes adult social care outcomes for people in the council area.

The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below – see Grading for Adult Social Care Outcomes 2009/10 in the Performance Assessment Guide web address below, for more detail.

Performing Poorly - not delivering the minimum requirements for people.

Performing Adequately - only delivering the minimum requirements for people.

Performing Well - consistently delivering above the minimum requirements for people.

Performing Excellently - overall delivering well above the minimum requirements for people.

We also make a written assessment about

Leadership and

Commissioning and use of resources

Information on these additional areas can be found in the outcomes framework

To see the outcomes framework please go to our web site: [Outcomes framework](#)

You will also find an explanation of terms used in the report in the glossary on the web site.

2009/10 Council APA Performance

Delivering outcomes assessment Overall council is:	Well
Outcome 1: Improved health and well-being	Well
Outcome 2: Improved quality of life	Excellent
Outcome 3: Making a positive contribution	Excellent
Outcome 4: Increased choice and control	Well
Outcome 5: Freedom from discrimination and harassment	Excellent
Outcome 6: Economic well-being	Well
Outcome 7: Maintaining personal dignity and respect	Well

Council overall summary of 2009/10 performance

The council benefits from strong leadership in its senior management team which is supported by the elected members. The development of the way in which Hampshire County Council commissions and delivers services has been subject to wide consultation and has been designed to be fit for the future. There is universal and cross party support to funding adult social care with much work undertaken to avoid cuts to adult front line services. The vision and direction of travel is articulated well within the council, amongst its staff, statutory partners the voluntary sector and within the commissioned services sector.

The performance management culture within the council is now well imbedded in practice and this results in the council being able to closely monitor its performance and, if necessary, take remedial action. Staff are encouraged and expected to understand their contribution to the overall delivery of the council's vision and targets for delivering excellent services.

Self directed support is now the key driver for the council and during the performance year the council has demonstrated how it has moved from local pilots to county wide roll out of policy initiatives. The development of pilot areas to test out new ways of working has been instrumental in helping the council understand and respond to unaccepted or unplanned consequence of policy initiatives. The council has also been able to identify the level and type of support required. The use of pilot sites has strengthened the work of the council with its district and borough councils and in particular has assisted the latter to understand and respond to some of the additional demands borough about by self directed support. An example of this is work with a local council's planning department to help them understand that a shift to self directed supported and more community based services may have implications for planning consultations and decisions. The council recognises that the commitment and support of local councils is vital to the delivery of the transformation agenda and has established strong links all both officer and elected member level.

There is active engagement with people who use services to design, shape and review service delivery. Information on social care is comprehensive and consistent, whether accessed via the council's website, call centre or the numerous information centres located across the county. Policy development is based on full impact assessments, so that service delivery is designed to service whole communities with specific reference to minority groups. Hampshire takes a broad view of adult safeguarding and works with partners to support individuals to be safe within their communities and increasingly free from discrimination, harassment and potential abuse. When abuse does occur the council is quick to respond to the individual and concludes any required investigations. However more work is required to ensure that more staff within the independent sector are fully aware of safeguarding issues and what this means in practice.

Leadership

"People from all communities are engaged in planning with councilors and senior managers. Councilors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce".

Conclusion of 2009/10 performance

The council continues to work on the implementation of its three year plan, The Hampshire Model. This is a well publicised and understood plan by the whole council, its staff, partners and the wider community. It is an ambitious plan, which has been developed with engagement with the council's partners, stakeholders and people who use services and those who may need to use services in the future. The senior management team ensure that staff within the directorate fully understand the implications of the Hampshire Model, the consequences for them as frontline staff and understand that this is the sole driver for the future work of adult services. There are established project management processes in place to ensure implementation of the model, but also to receive feedback and identify potential risks so that immediate action may be taken if required.

The council has provided ample evidence to demonstrate improved outcomes for people in a wide variety of areas of work. This is also reflected in the performance data provided by the council, examples of this are captured within the outcome areas, which have been assessed as part of the performance assessment process. The council has made significant progress in delivering self directed support in relation to its previous performance, however, in comparison with other councils, Hampshire has not made as much progress to meet the national target. It is recognised that the pilot projects have provided the infrastructure, which should allow the council to improve its performance in the 2010/11 performance year. Work with the council's partners has resulted in improved outcomes for people. Examples include the improvements in safeguarding practice and the reduction of the numbers of people waiting to leave hospital. The Hampshire Health and Wellbeing Board is designed to help people to remain independent, active and healthy and is increasingly successful.

The council has based its strategic planning on the information provided by the Joint Strategic Need Assessment, which has looked at the health and social care needs of the people of Hampshire. People who use services and their carers, through their

feedback to the council on their own needs have also contributed to the council's strategic planning. The council has also used its knowledge of the local social care market to help it develop its strategic approach to the changes in the types of services that need to be available in order to fully implement the personalisation agenda. There has been consultation with stakeholders to inform council strategies, such as the "You Trust" to increase the take up of telecare for people with learning disabilities and the Hampshire Autistic Society on the autism strategy.

The council has a good rate of staff retention and the numbers of staff leaving during the year has fallen, however there is still room to improve performance in this area. The council manages staff turnover and vacancies efficiently, ensuring that vacant posts are filled. The council monitors its staffing information and managers are able to respond to any problems that arise. Hampshire has worked to reduce sickness absences within its residential services, which has helped to reduce costs and improved the quality of the care provided.

The council continues to use performance management as a tool for the improvement of its services. Managers receive regular monthly monitoring reports that highlight emerging trends and quickly identify if resources or actions are needed to improve performance. There is an expectation that all staff, but particularly managers at all levels have a responsibility and contribution to the overall performance management culture of the council.

Key strengths

- Performance Management culture established by the senior management and embedded throughout Adult Services.
- Clear strategic plan, understood and owned by the council and its partners.
- Cross party commitment to Adult Social Care, resulting in protection of the Social Care budget within the performance year.

Areas for improvement

- The council has made significant progress in delivering self directed support in relation to its previous performance, however, in comparison with other councils, Hampshire has not made as much progress to meet the national target.

Commissioning and use of resources

“People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value”.

Conclusion of 2009/10 performance

The council’s commissioning strategy continues to be based on developing services by listening to people who use those services. There are extensive programmes in place to gain the views of service users, their carers and sponsors. This is balanced with evidence from the Joint Strategic Needs Assessment and in particular developing services to reduce health inequalities. There is a strong commitment to commissioning services that respond to the needs of rural communities. The council recognises, as a commissioning body, its role in improving performance within the independent sector and has developed positive relationships with providers. Extensive training opportunities and other forms of support are made available to the independent sector.

As part of the Hampshire Model, the council has begun to develop the local market in preparation for personalisation of care services. Resources have been invested in the new Hantsweb Market Development service, which gives information for providers about how to prepare for personalisation. In addition to this work, the council has also increased the number of extra care houses that are available to people who need them. The council is helping providers to identify opportunities to diversify in response to the emerging services required as part of self directed support.

The quality of care services is monitored closely by the council and it takes action to help providers improve if there are any issues with their performance. Providers are clear that the council will provide support to enable them to achieve and sustain the required standard and that the council will not continue to support services which fall below required standards.

Hampshire has made significant efficiency savings in recent years and its work to reduce high cost placements in care homes, develop re-ablement services and early intervention have helped to reduce costs. Senior Managers ensure value for money from services through the close monitoring of the costs for care and the demographic changes that are increasing demand for care. The council believes that it has robust plans to cope with the pressures on public funding and is working with its partners in the NHS to reduce the impact of those pressures.

Key strengths

- The council commissions services in response to feedback from those who use services to encourage maximum autonomy, choice and control.
- As part of the Hampshire Model, the council has begun to develop the local market in preparation for personalisation of care service.
- The council closely monitors the quality outcomes of the services available in Hampshire.

Areas for improvement

- None

Outcome 1: Improving health and emotional well-being

“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 1** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform **“Well”** in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 2: Improved quality of life

“People who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so that children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighborhood. They are able to have a social life and to use leisure, learning and other local services.”

Conclusion of 2009/10 performance

There is strong evidence that Hampshire provides a wide range of advice and information for people who use services and their carers. Information is available to people in a variety of formats, including traditional leaflets, the HantsDirect call centre and also a comprehensive website. People are helped to make informed choices about the care that they receive. The council's Care Choice website helps people to assess their needs and also has information about local care homes and care at home. The council's own monitoring has shown that more people are using the website and contacting the HantsDirect call centre for information. An integrated service for people with learning disabilities provides a single access point for information, advice and support about health and social care services.

The council's model for the transformation of adult social care focuses on prevention through information and also services that are integrated with partner agencies in both the public and third sector. The council helps a high number of people to be supported in their own homes. For example the council provides a free service that offers practical support to assist individuals when recovering from injury or illness. People have benefited from the increase in the number of "reablement" beds available, which have been designed to avoid the need for people to go into a care home or hospital. In addition active support is provided via the council's Community Response Team, which helps people who leave hospital who want to return home rather than to a care home. Examples provided by the council have demonstrated positive feedback, which shows the effectiveness of the service. People are helped to maintain their independence by the council and its partners as evidenced by the relatively high numbers of individuals supported to remain in their own homes. There is evidence that the quality of life for individuals has been enhanced by this because of the way in which the council and its partners responded. Despite an increase in demand, waiting times for adaptations are shorter than in previous years. The benefit of this has been demonstrated by the results of a survey in which 71% of users reported that the timely provision of minor and major adaptations had improved their quality of life.

People in Hampshire have access to a wide variety of transport provided both by the council and the voluntary sector. This includes community bus services such as the Cango bus service and Dial a Ride. The council has a County Travel Demand Centre that assists vulnerable adults to have access to taxi services that have been approved as being safe. The importance the

council places on travel services results in improving transport arrangements across the county provided by district councils with a particular emphasis on rural communities. Detailed information about transport is made available on the Hantsweb website and the call centre.

There is a wide range of leisure, social and learning activities available to people who use services and their carers in Hampshire. This includes the South East Hampshire Personal Assistant Service, which supports people to take part in social activities and leisure interests. This can be paid for via a direct payment. The council also supports a number of grant funded projects that enable people to have the opportunity to make social contacts with others. Examples include the L8Nite Dash social group for people with physical disabilities and the "MIND IT" educational scheme for people with mental health problems, which supports individuals to gain formal qualifications. There are increasing opportunities for individuals to access mainstream social, leisure and learning opportunities. However work is required to ensure that equality of access is available to all across the whole county.

The council's recognition of the needs of carers has resulted in increasing support services available to them. This includes emergency support to carers for up to 2 days free of charge. Carers also can have breaks from their caring roles through the use of personal budgets. There are examples of very positive outcomes for people and there has been positive feedback from carers in Hampshire. This demonstrates that the council is working with carers as partners to determine the nature of support that is required. The needs of children and young people who have caring roles are recognised and there is joint working between the Adults and Children's services in Hampshire through the Carers Development Officers. Further improvement to support services for young carers is being developed by the council.

There is a strong emphasis on ensuring that older people in regulated services have access to and benefit from a range of social activities and access to social activities. This is provided through a number of initiatives that support individuals within the homes, however consideration could be given to creating opportunities for individuals to access activities in mainstream settings. The council has a range of supported and extra care housing. Some services have been improved with the addition of night time care. The council has provided examples of positive outcomes for residents of care homes that have been able to move into extra care housing and improve their quality of life. There are plans to expand the numbers of extra care houses in 2010/11, although there have been no new extra care units provided in the current year.

The council continues to support a number of individuals in out of county placements but with the development of specialist support, fewer new out of county placements are being made. The emerging picture is that this is a benefit of self directed support, which enables individuals to identify their specific needs and to access services locally. The council and its partners in the national health service are also reviewing the existing placements with a view to developing specialised support within the county.

The council's own surveys have shown that most people who use services feel safe at home and in the local community. The needs of vulnerable people play an important part of the council's community safety strategy and senior managers are closely involved with this work. The council and its partners have agreed a Vulnerable Adult Protocol for people with learning disabilities and autism. Hampshire has taken action to promote awareness of safety issues such as financial abuse and hate crime for people with learning disabilities.

Key strengths

- The council has tested out within particular areas in Hampshire what level and type of service is required to support increasing numbers of individuals living being in control of their own lives through self directed support. This will inform a wider implementation of self directed support across the whole county.
- The council has met its Local Area Agreement target for the number of vulnerable people who are supported to maintain independent living and the number of people with learning disabilities in settled accommodation is good.
- A high number of people are helped to live at home by the council.
- There is a relatively very fast response to the provision of major and minor adaptations.
- Information on social care is comprehensive and consistent, whether accessed via the council's website, call centre and information centres.
- Carers are supported in their caring role and are able to access respite services easily.

Areas for improvement

- The council should continue to build on its support services for young carers.
- The council should ensure that equality of access to mainstream leisure services is available to all across the whole county

Outcome 3: Making a positive contribution

“People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organisations are thriving and accessible. Organisations for people who use services and carers are well supported”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 3** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform at an ‘**Excellent**’ level in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 4: Increased choice and control

“People who use services and their carers are supported in exercising control of personal support. People can choose from a wide range of local support”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 4** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform '**Well**' in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 5: Freedom from discrimination and harassment

“People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighborhoods”.

Conclusion of 2009/10 performance

Hampshire is committed to ensuring that all citizens have access to the council's advice and information services and has developed a call centre and 125 contact centres to ensure that it is able to respond to the demand. This model is described as the universal offer, which at a minimum will provide advice and signposting to appropriate services. This means that Hampshire has collated extensive and comprehensive information about services available across the county. The level of access to the call centre and contact centres is high, providing citizens with a wide range of information. The council provides information in a number of minority ethnic languages such as Polish and Bengali.

The eligibility criteria for care services provided by the council remains at “substantial”, but there are a number of services designed to support individuals to remain within or return to the community, for which an assessment is not required. People who do not meet the council's eligibility criteria are referred to a variety of alternatives for care by different teams within adult social care. For those eligible for council funding a growing range of responses including direct payments and individual budgets are available. This ensures individuals are able to purchase services to meet their specific needs. People are helped to decide on the best choices for any support they might need when choosing self directed support.

The council monitors the take up of its services on a monthly basis to help to make sure that there is equality of access and to ensure there is no discrimination and people get what they are entitled to. The council routinely uses equality impact assessments to develop its strategies and plans.

The council has employed community development officers to raise awareness of mental health issues with ethnic minority communities and has engaged with those communities to identify their service and information needs. This has resulted in the

services being developed being responsive to the needs of minority ethnic communities. Initiatives have included the promotion of English lessons, enabling the Traveller community to meet with a district council about site provision and work to engage and support young people such as carers, people with mental health problems or learning disabilities.

The needs of vulnerable people are considered in the council's community safety planning. The key themes of the community safety planning now include responding to harassment of vulnerable people.

Key strengths

- The council has a Universal Offer to its citizens to provide advice and information regardless of their eligibility status for council funded services and to signpost to appropriate services.
- There is a strong commitment to equality of access, which includes the council working with minority groups to scrutinise and challenge council policy and delivery.
- The council has employed community development officers to work in partnership with minority communities to identify and develop services that are responsive to their needs. This has resulted in increased take of services.

Areas for improvement

- None

Outcome 6: Economic well-being

“People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment”.

Conclusion of 2009/10 performance

The Care Quality Commission has agreed to carry forward the judgement awarded for **outcome 6** from the 2008/09 year into the 2009/10 assessment. The council has confirmed, through self declaration that it is continuing to perform **‘Well’** in 2009/10 for this outcome. CQC will continue to monitor this performance.

Key strengths

Areas for improvement

Outcome 7: Maintaining personal dignity and respect

“People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life”.

Conclusion of 2009/10 performance

The council has developed the Safeguarding Board to include a range of stakeholders who have an active role in promoting safeguarding across the county. This includes the NHS, the Fire and Rescue service and the Ambulance service. The annual report demonstrates a commitment to consistently protecting vulnerable people in the county. There is also strong partnership working with the NHS across neighbouring authorities such as Portsmouth, Southampton and the Isle of Wight.

Close working with Children’s services ensures that there is effective communication between Adult and Children’s Services. This is particularly important for young people in transition from Children’s care to Adult social care and also children and young people who are carers.

The council and its partners provide a range of information and advice on safeguarding issues to raise awareness of the issue. This includes information in different languages and formats that is available in libraries, GP surgeries, care homes and online. The promotion of awareness of adult abuse being unacceptable and the safeguarding board adopting a zero tolerance approach has resulted in an increase in the number of safeguarding referrals in the last year. Although this has nearly doubled there is no evidence to suggest that adult abuse has increased, but rather the awareness of it has encouraged people to report. People in Hampshire who use services and are subject to safeguarding investigations experience the investigation being undertaken in a timely manner. The council is committed to individuals being actively involved in the investigation process. The evidence demonstrates that the response to safeguarding referrals and the conclusion of the investigations is faster than in similar councils.

Quality assurance and monitoring processes are in place and scrutiny of safeguarding practices including the checking of case files has shown that practice is good in most cases, but there were some areas for improvement. There is an action plan to respond to these issues. The council has improved on its previous good performance of the number of its own staff being trained

to identify risks to vulnerable adults. This is above the average for England and similar councils. Although there has been some increase in the percentage of staff within the independent sector, this remains below average to the levels in similar councils and work will be required to improve performance.

Information from inspections of care homes shows that the quality of protection and personal care has continued to improve in Hampshire, with 85% of places rated as good or better by CQC. The quality of care purchased by the council has also improved. Overall the quality of personal care and the environment in care homes is high and generally better than in similar areas. Support plans for people in care homes generally take into account people's personal preferences and there has been an improvement in the number of homes that meet this standard.

The quality of services that the council uses is consistently above average when compared to other council areas and the council routinely monitors the quality of the services that it uses through its Quality Outcomes and Contract Monitoring framework. Information on the quality of services is also shared with other neighbouring councils. This enables the council to identify services that may require additional input to improve outcomes for users. This has resulted in the council suspending services from its contract and in some cases ceasing future placements.

Following feedback from people who use services about their experience of the safeguarding service, the council has put in place an action plan to respond to the issues raised. It is recognised that this is an innovative approach to engage with people who have experienced varying degrees of abusive situations. Hampshire takes the views of carers seriously and they are given the opportunity to contribute their needs and wishes, which are reflected in the council's policy documents.

The council has a specialist Deprivation of Liberty Safeguards team, which provides training, tools and practical help for its staff. There has been significant awareness raising within the independent sector to ensure the providers understand their obligations and what constitute potential deprivation of liberty. The team provide advice and guidance in response to specific examples or more general issues.

Key strengths

- The promotion of awareness of adult abuse being unacceptable and the safeguarding board adopting a zero tolerance approach has resulted in an increase in the number of safeguarding referrals in the last year.
- The evidence demonstrates that the response to safeguarding referrals and the conclusion of the investigations is faster than in similar councils.
- The council actively engages with individuals who have been subject of safeguarding investigations to learn from the experience, improve practice and review policy. It is recognised that this is an innovative approach to engage with people who have experienced varying degrees of abusive situations.
- Children and Adult Services working collaboratively to engage with young people who are carers and may be subject to abuse to provide support to all parties.

Areas for improvement

- The council should increase the number of staff within the independent sector who receive training to recognise the signs of abuse.
-