

Report of:

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| Meeting of: Health and Care Scrutiny Committee | Date: | Ward(s): |
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| Delete as appropriate | Exempt | Non-exempt |

SUBJECT: Quarter 1 Performance Report
1. Synopsis

- 1.1 The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the council's Corporate Plan. Progress on key performance measures are reported through the council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out Quarter 1 2021/22 progress against targets for those performance indicators that fall within the Adult Social Care outcome area, for which the Health and Care Scrutiny Committee has responsibility.
- 1.3 It is suggested that Scrutiny undertake a deep dive of one objective under the related corporate outcome over a 12-month period. This will enable more effective monitoring and challenge as required.

2. Recommendations

- 2.1 To note performance against targets in Quarter 1 2021/22 for measures relating to Health and Independence
- 2.2 To suggest one objective under related corporate outcome for a deep dive review, to take place over a 12-month period.

3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board and Joint Board, and externally through the Scrutiny Committees.
- 3.2 The Health and Care Committee is responsible for monitoring and challenging performance for the following key outcome area: Adult Social Care.
- 3.3 Scrutiny Committees can suggest a deep dive against one objective under the related corporate outcome. This will enable a comprehensive oversight of suggested objective, using triangulation of data such as complaints, risk reports, resident surveys and financial data and, where able to, hearing from partners, staff and residents, getting out into the community and visiting services, to better understand the challenge and provide more solid recommendations.

4. Quarter 1 performance update – Adult Social Care

4.1 Key performance indicators relating to Adult Social Care.

| PI No. | Indicator | 2020/21 Actual | Target 2021/22 | Q1 2021/22 | On target? | Q1 last year | Better than Q1 last year? |
|--------|--|----------------|-----------------------------|-------------|------------|--------------|---------------------------|
| ASC1 | Percentage of ASC service users receiving long term support who have received at least one review | 39% | 52% | 48% | No | 45% | Yes |
| ASC2 | New admissions to nursing or residential care homes (all ages) | 186 | 159 (40 per quarter) | 66 | No | 28 | No |
| ASC3 | Percentage of service users who have been supported with safeguarding and who are able to comment, report that their desired outcomes were fully achieved (making safeguarding personal) | 67% | 70% | 62% | No | 70% | No |
| ASC4 | The proportion of adults with a learning disability in paid employment | 7.8% | 8.2% | 7.9% | Yes | 8.1% | Similar |
| ASC5 | Percentage of service users receiving services in the community through Direct Payments | 27% | 30% | 27% | No | 28% | No |

4.2 **Percentage of ASC service users receiving long term support who have received at least one review**

As of Q1 2021/22, 48% of service users who have been receiving services since the beginning of the year have had a review in the last 12 months. Although below the target of 52%, it is important to note that performance has significantly improved since last quarter (39%) and better than Q1 2020/21 (45%). 386 reviews on service users receiving long term support were completed this quarter, 53 more reviews than Q1 2020/21.

Overall, the service has completed more reviews in 2021/22 than at this point in 2020/21, despite the increased pressure on the service. This indicator also only captures reviews completed with residents who have had support from Adult Social Care for more than a 12-month period. However, the actual number of reviews completed with all residents receiving support has been considerably higher. Reviews relating to the Health provided Covid funding streams, which initially provided 6 week, now reduced to 4 week funding to support discharges from hospitals have understandably had to be prioritised.

The prioritisation of these covid related reviews has enabled Adult Social Care to review all these cases in a timely manner enabling the department to ensure that the best possible outcomes are achieved for residents.

Why is this not on target?

- Teams across Adult Social Care have been responding to the pressures associated with the pandemic, for example discharges from hospitals, increased safeguarding as well as increased isolation and concerns relating to mental wellbeing, in addition to the business as usual remit. Teams have had to find a balance throughout the pandemic period. However, they are now able to focus more on the scheduled reviews of residents with long-term support. The Community Placement and Review Team (CPRT), North and South Integrated Community Social Work Teams and Occupational Therapy teams have reprioritised work throughout the pandemic depending on need. This included welfare checks for people who were most at risk during the pandemic and following up on safeguarding concerns. There was also the need to complete a large number of Continuing Health Care (CHC) reviews
- As noted above during the pandemic Health funding has been provided to aid the safe and timely discharge of residents from hospital. Funding was initially for a 6-week period and subsequently is now provided for a 4-week period. There is a requirement for Adult Social Care to review all residents receiving this funding within these timescales with a focus on strengths and the best possible outcomes for the individual. This area has been a priority for the department, and has been successfully managed throughout.

What action are you taking to get it back on track?

- Weekly review check in meetings with team managers and heads of service
- Monthly review board to monitor progress.
- The department's dedicated review team (CPRT) has designed a revised review framework to manage a higher volume of reviews more effectively and this has enabled the team to complete an increased number of reviews, and in addition relieve the pressure on the North and South Locality teams by taking 100 cases that were awaiting a review. This work continues with more cases being prioritised in this way.

When do you expect it to be back on track?

We expect to continue the upward direction of travel and see improvements in reviews in the next quarter.

4.3 **New admissions to nursing or residential care homes (all ages)**

The Council provides residential and nursing care for those who are no longer able to live independently in their own homes. The aim is to support more people to remain independent and within the community for longer, therefore keeping admissions to a minimum. At the end of Quarter 1 2021/22, we have had 66 new admissions, above the target of 40 per quarter (159 total placements for the year).

In the past year, Adult Social Care has seen an increase in hospital discharges, safeguarding concerns and complex cases. The change in demand due to the pandemic has affected the overall number of new admissions to care homes. Listed below are some reasons why we have a high number of admissions this quarter.

Why is this not on target?

- There has been an increasing complexity of need associated with the pandemic and this has seen more people requiring long-term support in a care setting following discharge from hospital.
- Hospital discharges peaked in Q4 2020/21 and the impact of this will be seen in Q1 and Q2 of 2021/22

What action are you taking to get it back on track?

- Daily Integrated Quality Assurance Meeting (IQAM) and daily hospital panel to sign off any packages of care. Admissions to Care Homes from hospital and in the community are scrutinised and approved by Heads of Service and the senior leadership team in Adult Social Care. A strengths based approach to support planning is taken with an emphasis on supporting people to remain in their own homes wherever possible, and appropriate, with support from home care, Telecare, assistive technology, voluntary community services, equipment, informal/community support and Health when needed.
- Management actions in place to provide assurance that all support packages are recorded in a timely manner on the electronic care records system (LAS) to enable accurate performance recording in this area.

When do you expect it to be back on track?

When the pandemic has stabilised and the number of hospital admissions and discharges reduces to a more appropriate level.

4.4 **The proportion of adults with a learning disability in paid employment**

This national Adult Social Care Outcomes Framework (ASCOF) measure intends to improve employment outcomes for individuals with a learning disability. The reason for including this as a new corporate indicator this year is threefold. Firstly, we know that COVID-19 has affected employment nationwide, with the unemployment rate in the UK higher than what it was pre-pandemic. Secondly, we know there is a strong link between employment and quality of life. Being in paid employment benefits an individual's health, wellbeing, finances and the economy. Finally, we know that adults with learning disabilities experience inequalities when seeking to enter the job market.

Local performance is on target, with 7.9% of individuals with a primary support reason of learning disability in paid employment. This is similar to Q1 2020/21 (8.1%) and within 5% of the target (8.2%).

What action has been taken

- Islington's iSet service is due to launch in October, the re-branded employment service supporting residents with learning disabilities (previously known as the Community Access Project).
- The learning disability and autism subgroup meet every quarter. This group brings together council (iSet) and employment support providers to review data, discuss any challenges and share networking opportunities across the system.
- Employment support partners reported 8 new job starts in Quarter 1.

Areas for further development

- Guidance to be revised on the recording of employment information to ensure the department is capturing all people with a learning disability in paid employment.
- There are plans being rolled out that will increase the number of reviews completed with people with learning disabilities. This will support the identification of more residents who can access paid employment.

4.5 **Making Safeguarding Personal (An individualised approach to safeguarding that focusses particularly on what the resident would like the outcome of the safeguarding to be)**

This indicator measures the percentage of service users who have been supported with safeguarding, and who are able to comment, report that their desired outcomes were fully achieved.

This is a new indicator for 2021/22 and it helps the service monitor safeguarding. The safeguarding adult's duties are enshrined in the Care Act 2014. The Care Act formally introduced the requirement for local authorities to safeguard people using a personalised approach. This approach is Making Safeguarding Personal (MSP). MSP places the service user at the centre of safeguarding conversations, decisions and actions.

One of the assurance mechanisms to track that the Making Safeguarding Personal principles are being followed is achieved is by asking service users if their desired outcomes were fully met from the safeguarding investigation.

In Q1, 62% of service users reported that their desired outcomes were fully achieved, below the target of 70% and Q1 last year (70%).

Why is this not on target?

- Capturing this outcome accurately on the system has not been consistent. There are robust management actions to remedy this.
- There are management action plans in place that focus on developing and improving practice across all service areas. These plans have shared ownership and responsibility with agreed timescales on actions.

What action are you going to take to get it back on track?

- Working with Islington Digital Services (IDS) to review the safeguarding module of our electronic case records system (LAS) to ensure that this, and other key questions, are mandatory to answer for staff completing.
- Performance reporting the figures to team managers and sending validation reports to pick up missing data
- Safeguarding audits and reviews at the point the case is closed, led by the Safeguarding Team leads, will focus on improving this indicator, as well as providing assurance in relation to other key elements of the safeguarding process.
- Raising practice issues at bi-monthly practitioner forums and via managers meetings

When do you expect it to be back on track?

We expect to see a small impact in Q2 with noticeable improvements in Q3.

4.6 **Percentage of service users receiving services in the community through Direct Payments**

Adult Social Care is currently below the target of 30%, in Q1 2021/22 with 27% of Islington community care and support provided via a Direct Payments. It should be noted however that this % equates to 626 service users receiving services in the community via a direct payment this quarter which is a higher number than Q1 2020/21 when there were 564 service users. Therefore, the % is based on a higher number of residents requiring support which is in the main due to the increased pandemic demand.

Why is this not on target?

- Service user recruitment of new personal assistants was paused during the pandemic. This is due to the risk of bringing a personal assistant into the home and other COVID-19 associated risks. This 'pause' has now been lifted and recruitment can proceed as before.

What action are you going to take to get it back on track?

- Identified 72 new people with learning disabilities eligible for direct payments and the team is in the process of transferring these individuals over to direct payments
- There are a number of Direct Payments (DPs) User and carers forums and working groups that have been commenced that are focussing on improvements to processes, co-production work to further develop the offer, peer support initiatives and improved Personal Assistant finding via an online offer in particular but also the overall support offer for DP users.
- Other work within the department includes the review and refresh of Direct Payments (DPs) policies and procedures to ensure that DPs are as streamlined as possible to set up, for the resident but also the Adult Social Care staff. This work also includes a new commissioning framework for managed DP accounts, for residents who might not be able to manage a DP independently, that will enable more residents to benefit from the increased independence and autonomy a DP can provide

When do you expect it to be back on track?

Improvements should be seen next quarter with the additional 72 individuals transferred to direct payments.

5. Implications

Financial implications:

- 5.1 The cost of providing resources to monitor performance is met within each service's core budget.

Legal Implications:

- 5.2 There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

- 5.3 There are no environmental impact arising from monitoring performance.

Resident Impact Assessment:

- 5.4 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).
- 5.5 The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

6. Conclusion

- 6.1 The Council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take over the next four years to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

Signed by:

[Corporate Director and Exec Member]

Date: [add date]

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