

Chief Executive Department
Town Hall, London N1 2UD

Report of: Director of Adult Social Care

Meeting of: Health and Care Scrutiny Committee	Date: 21 February 22	Ward(s):

Delete as appropriate	Exempt	Non-exempt
------------------------------	--------	------------



SUBJECT: Quarter 2 (July-September 2021) 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 2 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 2 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 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 2 performance update – Adult Social Care

4.1 Key performance indicators relating to Adult Social Care.

PI No.	Indicator	2020/21 Actual	Target 2021/22	Q2 2021/22	On target?	Q2 last year	Better than Q2 last year?
ASC1	Percentage of ASC service users receiving long term support who have received at least one review	39%	52%	48%	No	48%	Similar
ASC2	New admissions to nursing or residential care homes (all ages)	186	159 (40 per quarter)	116	No	53	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%	58%	No	72%	No
ASC4	The proportion of adults with a learning disability in paid employment	7.8%	8.2%	8.8%	Yes	8.0%	Better
ASC5	Percentage of service users receiving services in the community through Direct Payments	27%	30%	27%	No	26%	Better

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

As of Q2 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. It is important to note that this indicator 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 compared to last year. 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 have reprioritised work throughout the pandemic depending on need and risk. 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 joint Continuing Health Care (CHC) reviews with Health colleagues. This was due to a backlog from NCL and not an Adult Social Care delay. These reviews would not count against this indicator.
- 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. These reviews have understandably had to be prioritised. This prioritisation has enabled Adult Social Care to ensure that the best possible outcomes are achieved for residents.

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

- A service improvement action plan has been set to review practice in relation to the appropriate recording of what constitutes a review of a resident's needs, to monitor performance and update policy as needed.
- Service improvement targets have been set for teams and the trajectory will be monitored by the senior leadership team.
- Specific targeted work has started in two teams where review targets are lower than anticipated to ensure that all review work is being appropriately captured and to undertake appropriate LAS updates as needed.
- Additional reviews capacity is currently being explored to support an improved end of year position, with the caveat that it is a very difficult social care locum market at present.
- Weekly review check in meetings with Team Managers and Heads of Service
- Monthly review board to monitor progress and agree actions to Improve performance.
- The department's dedicated review team has designed a revised review framework to manage higher volume of reviews more effectively and this has enabled the team to complete an increased number of reviews and this should improve the indicator performance in the next quarter.
- The North and South team who are having to concentrate on other key priorities have transferred 100 cases that were awaiting a review to the dedicated Review Team. This team is using the review framework to prioritise and complete. 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 2 2021/22, we have had 116 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. This is a trend that has been seen across all our NCL partnership boroughs. 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.
- We have seen hospital discharges peak in Q4 2020/21 and they have remained high in Q1 and Q2 2021/22.

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

- Daily Integrated multi-disciplinary Quality Assurance Meeting (IQAM) and daily hospital meeting to sign off any packages of care or requests for placements. Chaired by member of the Senior Leadership Team at Assistant Director level or above. The purpose of the meeting is to be assured that a strength based approach is being taken when assessing or reviewing residents and that the least restrictive options are explored with innovative solutions being used to meet need and to achieve the best outcomes for residents.
- Specific project to bring together Community Health and Social Care colleagues to manage urgent need in a more targeted and integrated manner to ensure we are supporting residents to remain living in the community for as long as possible, as well as preventing hospital admission that can ultimately lead to a decrease in function and increase in needs.
- 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 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 8.8% of individuals with a primary support reason of learning disability in paid employment. This is above the target of 8.2% and above the 2020/21 performance for England (5.1%) and London (6.1%).

What action has been taken

- Islington's iSet service launched in October 2021, 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 1 new job start in Quarter 2.

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 by asking service users if their desired outcomes were fully met from the safeguarding investigation.

In Q2, 58% of service users reported that their desired outcomes were fully achieved, below the target of 70% and Q2 last year (72%).

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.
- It should be noted that the data sources for this indicator are not just from Adult Social Care, for example the Mental Health Trust also feed into this indicator, and this has lowered the indicator performance. There are measures in place to ensure the Trust improve performance in this area, these are being overseen by a member of the senior leadership team.
- The restrictions on contact with service users and carers and the reduced access to alternative means of support due to closures in services linked to COVID has directly impacted on the ability to fully meet the desired outcomes of service users.
- It should also be noted that Adult Social Care are working with some adults who may disagree with the protection measures that are proposed, especially when the safeguarding involves a family member or friend. For these reasons they may not feel their outcomes have been met.

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

- Working with Islington Digital Services to review the safeguarding module of our electronic case records system to ensure that this, and other key questions, are mandatory to answer for staff completing
- Safeguarding audits and reviews at the point the case is closed, led by the Safeguarding Team leads, will focus on improving this indicator
- A weekly safeguarding closure panel is now in place to oversee the outcomes of safeguarding enquiries and to support the embedding of best practice in this area.
- We are looking at improving our understanding of key factors that influence service user satisfaction in safeguarding enquiry outcomes and are developing an improvement plan around Making Safeguarding Personal

When do you expect it to be back on track?

We expect to see 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 Q2 2021/22 with 27% of Islington community care and support provided via a Direct Payment. Although off target, performance for this indicator is slightly better than Q2 in 2020/21 (26%). Islington performance is above the 2020/21 performance for London (24.4%) and similar to England (26.6%).

An additional 75 people with learning disabilities have been identified to transfer over to direct payments by the end of November with a further 23 having been identified as new direct payment users, and who will be transferred once reviews have been completed later in the year, when capacity within the Learning Disability Service (ILDP) allows.

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?

- 75 people with learning disabilities have been identified as new direct payments users and will be transferred to direct payments by the end of November. These additional people will increase performance to 29% (if nothing else changes).
- An additional 23 will be added later in the year once reviews have been completed. This will enable us to reach the target of 30% (if no other factors change).
- There are a number of Direct Payments User and carers forums and working groups that have been commenced that are focussing on improvements to processes that will simplify the Direct Payment process.
- Other work within the department includes the review and refresh of Direct Payments (DPs) policies and procedures
- Direct Payments are being discussed in the daily quality assurance meetings with the aim to identify residents who would benefit from having a direct payments to more flexibly manage their support.

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:

Director of Adult Social Care

Date:

Report Author: Evie Lodge
Tel: 7536
Email: Evie.lodge@islington.gov.uk