

LONDON BOROUGH OF BRENT

Executive - 11th July 2005

Report from Director of Social Services

For action/information

Wards affected:
All

Report Title: Older People's Services Inspection

Forward Plan Ref: SS-04/05-32

1. SUMMARY

- 1.1 This report details the outcomes from the joint inspection of older people's services in Brent carried out by the Commission for Social Care Inspection, Audit Commission and Healthcare Commission during December 2004 and February 2005. The full inspection report is attached at Appendix A. The attached report is in two main parts. Part one addresses services provided by Social Services, the whole council and local National Health Services, whilst Appendix 1 of the report focuses specifically on the work of Social Services.
- 1.2 The report will inform external inspectorate judgements relating to the Comprehensive Performance Assessment for the local authority and the star rating for Social Services.
- 1.3 The inspection report identifies many positive examples of effective joint working and noteworthy services which reflect the diversity of the borough. Most older people are pleased with the care and treatment they receive. Appendix 1 identifies that Brent social services is judged as serving most people well and its capacity for improvement is promising.
- 1.4 A number of recommendations for improvement are identified in the report. Action plans have been developed by the relevant council and NHS agencies to address these issues and are attached. Planned actions set out in Appendix B relate to issues identified in the main body of the report and cover all council and NHS agencies. A separate action plan relating specifically to Social Services is attached at Appendix C

2.0 RECOMMENDATIONS

- 2.1 This report asks the Executive to:
- Note the contents of the inspection report
 - Agree the action plans attached at Appendix B and C
- 2.2 Request that the Director of adult and social care thank and congratulate staff on behalf of the Executive

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are possible financial implications arising directly from the action plan.
- 3.2 However, some actions to deliver improvement as set out in Appendices B and C will have financial implications. Whilst most of the actions will be met through existing budgets, there are a small number which may require additional resources, subject to growth bids for 2006/07, or re-allocation of existing funds.
- 3.3 Within the overarching action plan the issues which may require funding and the likely amounts are:
- Action 1 - £50,000 – from PCT and Social Services
Action 3 – cost to be determined – from relevant health partners
Action 9 - £25,000 – from relevant partner agencies
- 3.4 In addition, the financial implications of Action 7 in the Social Services specific action plan are being reviewed by the department.
- 3.5 The local authority and NHS partners are engaged in dialogue through established joint commissioning and partnership arrangements to identify additional resourcing requirements and options.
- 3.6 If additional resources cannot be identified it may not be possible to deliver the improvements detailed at Appendix B and C.

4.0 STAFFING IMPLICATIONS

- 4.1 There are no additional staffing implications for adult social care services arising from the inspection report. The joint commissioning strategy has set out the plan to achieve an integrated approach with the PCT by 2009.

5.0 LEGAL IMPLICATIONS

- 5.1 The **Commission** for Healthcare Audit and Inspection and the Commission for Social Care Inspection were formed by the Health and Social Care (Community Health and Standards) Act 2003 and launched on 1st April 2004. The Audit Commission operates under the Audit Commission Act 1998

6.0 DIVERSITY IMPLICATIONS

- 6.1 The inspection report acknowledges the range of services in Brent which reflect the rich ethnic diversity of the borough and notes that 'diversity issues are a priority for all agencies in Brent'.
- 6.2 There are areas for improvement noted in terms of access to interpretation services within elements of the local NHS, and also with regard to monitoring uptake of services by black and minority ethnic communities. Measures to address these are included in the action plan at Appendix B.
- 6.3 All developments will have a positive impact on improving access to services.

7.0 BACKGROUND

- 7.1 During December 2004 and January 2005 a joint inspection of older people's services in Brent was undertaken by the Commission for Social Care Inspection (CSCI), Audit Commission and the Healthcare Commission (HCC). This was the first inspection of its kind in the country. It was also the first inspection of Brent's adult social services for some years.
- 7.2 The inspection analysed how the needs of older people are being met in Brent specifically by local NHS services and by Social Services. It considered progress in implementing national service framework (NSF) standards for care of older people and subsequent policy development in older people's services. It also included a high level overview of services provided by Brent Council to people over the age of 50.
- 7.3 Inspectors interviewed a range of staff in Social Services, other council departments and local NHS services. Meetings were also held with representatives of local independent sector organisations and with carers and users of services. A sample of Social Services case files were studied in detail and the relevant service users interviewed in depth. A survey of users of Social Services and their carers was also undertaken.

- 7.4 The report will inform external inspectorate judgements relating to the Comprehensive Performance Assessment for the local authority and the star rating for Social Services. Appendix 1 of the report judges Social Services as serving most people with well with promising prospects for improvement.
- 7.5 As well as commenting positively on the range of services in Brent and the partnership arrangements in place to further develop strategies and joint working, a number of areas for improvement are identified. These are addressed in action plans at Appendix B and C

8.0 DETAIL

8.1 During December 2004 and January 2005 a joint inspection of older people's services in Brent was undertaken by the Commission for Social Care Inspection (CSCI), Audit Commission and the Healthcare Commission (HCC). This was the first inspection of its kind in the country

8.2 Agencies inspected were:

- Brent Social Services Department
- Brent Teaching Primary Care Trust (PCT)
- North West London Hospitals NHS Trust
- Central and North West London (CNWL) Mental Health NHS Trust
- Harrow PCT

A high level overview of services for people over the age of 50 provided by Brent Council was also included, and London Ambulance Service and NHS Direct also participated in the inspection.

- 8.3 In advance of the inspection the main agencies were required to submit self-assessments to the inspectorates along with a range of supporting information. A joint agency project group was set up to manage the process.
- 8.4 Following consideration of this information, inspectors met with senior managers from the NHS and council to present initial findings and agreed that the inspection would look in particular detail at mental health services.
- 8.5 Kings College were engaged to undertake a series of 'listening events' where older people were invited to put forward their views and experiences of services in Brent. More detailed comments were also gathered through a survey of 100 users of social services and 50 of their carers.
- 8.6 During the on-site fieldwork of the inspection interviews were held with a range of staff working in local NHS services, Social Services and other council departments. Meetings were also held with representatives of local independent sector organisations.

- 8.7 The full report is attached at Appendix A. This includes an 'overview' report addressing services provided by Social Services, the whole council and local National Health Services, whilst Appendix 1 of the report focuses specifically on the work of Social Services.

Summary of inspection findings

- 8.8 The report identifies many positive elements of provision for older people in Brent. Examples are set out below, under the key them headings of the report and the inspection fieldwork.

Community Summary

- Work on developing a joint strategic framework is at an advanced stage and includes the joint commissioning strategy, which forms a sound base for coordinating the future development of services.
- Older people benefit from the range of services provided in Brent, which reflects the rich ethnic diversity of the borough. Most older people are pleased with the care and treatment they receive. Carers of older people with mental illness commend the skills and sensitivity of staff.
- some noteworthy services were visited, and discussions held with managers and staff about ambitious plans for further developments.
- Managers and staff from all agencies are keen to prove their commitment and ability to work in partnership, and provide good quality services. In recent years, the priority has been to establish a good base of services and good progress has been made.
- Staff in the council and health communities enjoy working in Brent. They have been energised by developments in services and are enthusiastic about the opportunities to make further progress

Person-centred Care

- Many participants in the consultation exercise praised the care, concern and sensitivity of individual staff and the quality of services they provide.
- Most of the older people who responded to the questionnaire about the help they receive from social services said they were involved in deciding what help they needed. Most older people and carers said staff were easy to contact and treated them with respect.
- Older people value the minor accident treatment service and nurse led drop-in service. They also like the informality and accessibility of their GPs in smaller practices
- The performance of the council and health organisations in reducing the number of delayed discharges from hospital has been better than average for London boroughs over the last year, reflecting the success of a multidisciplinary approach

Vision

- A shared vision for older people's services has been developed, which focuses on outcomes and promotes equal access. Senior managers of all agencies are committed to fulfilling this vision

Commissioning

- Partner agencies have recently agreed a joint commissioning strategy, which lays good foundations for the future commissioning of services by the council and PCT

Range of Services

- The collaborative care team is praised for its work in preventing hospital admission and facilitating discharge. The development of the care coordination service (CCS) is commended.
- The integrated community equipment service (ICES) is a responsive, efficient and effective service.
- Extra care accommodation is helping older people continue to live independently who would otherwise need residential care.
- The council has a range of positive initiatives to meet the specific needs of adults over 50, including access to parks and dedicated exercise classes.
- The council's provision of access to free transport and the community transport scheme are highly valued.

Capacity

- There are regular opportunities for chief officers of health and council services to meet. Joint planning between the council and health communities is improving
- There are many committed and enthusiastic staff in health agencies and the council. They are well supported by their managers and view their organisations as having open, learning cultures with leadership that allows and encourages innovation.
- Councillors have scrutinised a range of council and health services for older people and are clearly committed to improving services for older people and carers. Scrutiny task groups have carried out a number of cross-cutting scrutiny reviews and a review of intermediate care has been completed
- The plans for Brent Emergency Care and Diagnostic Centre are well developed and offer an opportunity to provide a more streamlined and targeted service

8.9 There are also a number of areas for improvement identified in the report. Among the key issues are:

- A widespread recognition that mental health services for older people are under-resourced. Initial strategic work has been undertaken, but improved joint working at an operational level and additional capacity are required
- A mental health strategy for older people with an action plan should be developed

- Implementation of the Single Assessment Process needs to be completed
- More effective mechanisms to engage older people in strategic development and commissioning need to be established
- Opportunities for joint commissioning should be further explored
- Joint business planning and performance management should be established across partner agencies
- More services should be developed to promote independence and to enable people over 50 to lead full and active lives

8.10 In addition to the issues detailed above which are set out in the 'overview' inspection report, specific details relating to the work of Social Services are set out in Appendix 1 of that report.

8.11 Appendix 1 also contains a judgement on services provided which will inform the star rating for the department in 2005. Social Services are, in terms of services to older people, judged to be serving most people well with promising prospects for improvement.

8.12 The report details a number of examples of and comments on effective service delivery by Social Service. These include:

- Older people in Brent have access to services which support independent living and reflect the rich cultural diversity of the borough. This is supported by the department's performance on national indicators and confirmed by the older people who participated in this inspection
- Managers and staff are committed to providing good quality services which are responsive to the needs of older people and carers
- The department is making progress with partner agencies in developing jointly managed and jointly funded services
- The department's performance on the Department of Health's performance assessment framework has shown steady improvement in older people's services over the last four years. Eight of 18 indicators relating to older people show very good or good performance, with a further five at an acceptable level
- The department's performance in delivering equipment within seven days is good
- There is evidence of substantial investment in older people's services in recent years, and of resources being reallocated to support the modernisation of services

The report also identifies a number of areas for improvement. These include:

- Improving the involvement of older people and their carers in assessment and care management processes
- Reviewing the range of performance information produced for members and senior managers
- Ensuring adequate monitoring systems are in place to assess the quality of commissioned and directly provided services

- 8.13 Action plans relating to the areas for improvement identified in both the overview report and the Social Services specific appendix have been developed by partner agencies. These are attached at appendix B and C. Progress against these plans will be monitored regularly through the multi-agency Older People's Local Implementation Team. In addition, a joint agency officer group will oversee implementation of specific service delivery changes.

9.0 BACKGROUND INFORMATION

Joint Commissioning Strategy for Older People 2004-2009 (reported to Executive on 17th January 2005)

Christabel Shawcross, Assistant Director Community Care
6th Floor, Mahatma Gandhi House, 34 Wembley Hill Road
Wembley, Middlesex HA9 8AD

Telephone No: 020 8937 4048, Fax: 020 8937 4230
e-mail: christabel.shawcross@brent.gov.uk

Mike Bibby, Strategy, Planning & Performance Manager
6th Floor, Mahatma Gandhi House, 34 Wembley Hill Road
Wembley, Middlesex HA9 8AD

Tel 020 8937 4164
e-mail: mike.bibby@brent.gov.uk

Ros Howard, Service Unit Manager Older People's services
13-15 Brondesbury Road, Kilburn NW6 6BX

Tel 020 8937 4030
e-mail ros.howard@brent.gov.uk

JENNY GOODALL
Director of Social Services