

Action Plan following panel report. July 2003.

	Recommendations	Responsible Officer	Timetable	Comments
	Strategic vision			
1	Identify strategic vision for the Adult Physical Disability Service in partnership with Brent Primary Care Trust, users and carers that firmly sets out what the service will 'look like', how will users and carers experience the service. The NHS Plan provides much of this vision but needs to be adapted for the specific functions of the PDSU.	SSD Senior Management Team. PCT Managers. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	January 2004	Link to Priority Action Group work plan Service Development plan.
2	Prepare mission statements and associated strategies for Physical Disability Service Unit and ensure that they complement departmental strategies by 2003.	SSD Senior Management Team. PCT Managers. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	December 2003	To be considered in service development plan
3	Leaders need to clearly communicate the vision, aims and objectives of a jointly managed service. There is consensus at a strategic level through the Health & Social Care Partnership, but this needs to be communicated by senior managers to all members of staff. This could be achieved by a formal launch of the document above when completed.	SSD Senior Management Team. PCT Managers. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	April 2004	Outcome contingent on 1 & 2 above being achieved.
4	Ensure that pooled funds, lead commissioning and integrated provision are a central part of the corporate strategy of the Council and the Local Delivery Plan of Brent Primary Care Trust (PCT) and that the specific effects of this on services to people with physical disabilities are identified and publicised.	Corporate Management Team SSD Senior Management Team. Service Unit Manager. Joint Commissioner PD/SI	March 2004	To be taken forward as part of overall Social Services strategy on pooled budgets.
	Developing stronger partnerships			

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5	Facilitate the development of stronger links with other departments such as housing at all organisational levels particularly at the Adult Physical Disability/Sensory Impairment Priority Action Group.	SSD Senior Management Team. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	Ongoing	To involve Housing in pages appropriate and ensure links with supporting people strategy.
	Performance management			
6	Identify a lead Officer with responsibility for developing a strong culture of performance management in Adult Physical Disability Unit, identifying targets for achievement, measures for those targets and reporting processes.	Service Unit Manager to identify lead officer. Team Managers also must own responsibility.	July 2003	Work in conjunction with Social Services care group
	Fair Access			
7	Implement the Fair Access to Care Services guidance in partnership with the community and voluntary sector with a clear strategy for those not eligible for services.	Service Unit Manager to develop strategy for those not eligible for services. Priority Action Group.	Fair Access Implemented April 2003 and ongoing December 2003	Link with Social Services growth bid for developing role of specialised One Stop Shop advice and information service.
8	Develop with partners, a strategy for physical disability services across Council Services.	SSD Senior Management Team. PCT Managers. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	April 2004	Link to Priority Action Group work plan Service Development plan. Also link to 1, 2 & 3 above
9	Develop single assessment in line with Fair Access.	Single Assessment Task Group	April 2004	PCT has lead and project manager to be appointed.
	Service development plan			
10	Develop a clear business plan setting out the mission statement, service objectives and based on a clear analysis of the incidences of disability using national statistical information complemented by housing needs survey, local outreach work and user	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	April 2004	To link with Commissioning Strategy

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	consultation.			
	Commissioning strategy			
11	Develop a commissioning strategy and procurement plan based on a robust evidence base, a clear picture of existing services, consulting with users, carers and service providers.	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	December 2003	Consultation with users scheduled for mid July 2003 to start process.
12	Establish a forum of service providers to develop and improve the commissioning strategy, improve performance and raise standards.	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	Autumn 2003	Joint commissioning strategy to start process.
13	Develop a clear strategy for meeting the needs of hidden vulnerable groups i.e. deaf/blind users and their carers.	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	March 2004	As Above
14	Improve flexibility in contracts by developing block and spot contracts with providers.	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group.	March 2004	To be considered as part of a Joint Commissioning Strategy.
	Information Technology			
15	Plan and implement new IT systems incorporating the need to allow information to be shared with Brent Primary Care Trust and North West London Hospitals Trust. Improve arrangements for shared information. Improve and develop IT systems. Ensure that information is accurate. Develop IT system for joint equipment store.	Corporate Management Team SSD Senior Management Team. Brent PCT managers, e.g. Director IT and Information Service Unit Manager. Joint Commissioner PD/SI	April 2004 and ongoing	Link to Single assessment work and fora with PCT and Acute trusts. Data Protection Act issues. Implementation of Corelogic Care Management system will assist in this area.
	Communication			
16	Develop and implement clear user-focused communications and consultation strategy in partnership with Brent PCT, the community and voluntary sector.	Corporate Management Team SSD Senior Management Team. Brent PCT managers e.g. Head of Joint Commissioning. Service Unit Manager. Joint Commissioner PD/SI Priority Action Group	April 2004 and ongoing	Link to Brent's corporate consultation processes and Social Services strategy to be developed.

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17	Review whether the disabled registration scheme should continue after consultation with users. Consider more efficient ways of operating the scheme.	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group	December 2003	Review delayed and to conclude April 2004.
18	Develop a local equalities plan	Service Unit Manager. Joint Commissioner PD/SI Priority Action Group	Work in progress and ongoing Complete by September 2003	
	Direct Payments			
19	Develop a clear policy and strategy for implementing direct payments across all user groups, with their full involvement.	AD Community Care and Direct Payments Steering Group	April 2004	Tender for specialist support service being evaluated Jan 2004.
	Complaints			
20	Develop a strategic overview of complaints and ensure effective responses and information is fed back into the commissioning and service planning process.	Service Unit Manager. Joint Commissioner PD/SI Service Unit Administrator	March 2004	
21	Instigate review of existing agreements with service providers.	Service Unit Manager. Joint Commissioner PD/SI Service Unit Administrator	March 2004	
22	Consult widely with users about developing a disabled registration service that is more cost effective and efficient.	See 17 above		See 17.
	Consistency between social services, PCT and acute trusts			
23	Ensure consistency between acute and primary care trusts (i.e. consistency of interpreting service) with clarity at the interface between the medical and social care models.	Brent PCT managers e.g. Head of Joint Commissioning. Service Unit Manager. Joint Commissioner PD/SI Relevant officers in acute services to be identified.	March 2004 and ongoing	To consider through joint commissioning process.
	Training			
24	Develop joint training with Housing, Brent Primary Care Trust and service providers, where appropriate in order to break down professional barriers	Departmental & PCT Learning & Development Managers	By March 2005 & ongoing	Appropriate training package needs to be explored and funding identified

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25	Provide complaints training in partnership with the Social Services Complaints Officer and the Corporate Complaints Team.	Complaints Officer Service unit Manager Learning & Development Manager	Autumn 2003	Training commissioned and dates being circulated.
26	Improve staff training in needs-led assessment and care management skills	Departmental Learning & Development Manager Service unit Manager Team Managers	March 2004	Link to improvement plan for assessment and care management service, relevant training planned for delivery in Summer/ Autumn 2003 & ongoing
27	Ensure all supervision and training opportunities are accessible to all disabled staff e.g. providing sufficient notice to book a BSL interpreter.			This is a standard that is already incorporated in the work of the PDSU.
28	Provide staff training on how to offer carer's assessments appropriately.			See 26 above
29	Ensure supervision evaluates the knowledge and understanding of the training programme.	Service Unit Manager Team Managers	March 2004	Being implemented as part of IIP process.
	Recruitment and retention			
30	Establish a monitoring system to identify why staff leave and what are the local 'retention' factors (flexible working etc.) in partnership with the departmental HR strategist.	Service Unit Manager HR Strategist	Ongoing	Exit questionnaire and interviews carried out. Data needs to be analysed on a regular basis
31	Investigate the feasibility of secondments between Social Services, Brent PCT and Acute Trusts.	AD Community Care Service Unit Manager Locality managers in the PCT HR Strategists (SSD & PCT)	March 2004	To have principles in place. In some respects this is more relevant to Occupational Therapy staff than Social Workers but there may be different opportunities
32	Develop a joint 'signposting' protocol to encourage staff to move between local health and social care agencies.	As above		See 31 above
33	Evaluate the feasibility of joint recruitment with Brent Primary Care Trust and Acute Trusts.	As above		See 32 above Joint funding of a Social Work post is being considered at present between PCT (Young disabled Unit Willesden Community Hospital) and PDSU

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34	Produce workforce development strategy in partnership with local colleges.	As above		See 32 above. PDSU is in the process of recruiting 2 unqualified staff and has made the commitment to support them in qualifying over the next 3 to 5 years.
35	Complete salary review for care managers	Completed and implemented April 2003		
	Staff Appraisals			
36	Ensure that staff appraisals and training fit within service objectives when defined.	Service Unit Manager Team Managers Learning & Development Manager	Ongoing	Requirement of IIP.
	Pilot skills mix			
37	In partnership with HR managers pilot 'skills mix' project, to maximise the use of experienced staff, assessing cost effectiveness, safety and satisfaction of staff, users & carers.	AD Community Care Service Unit Managers HR manager		Will need to be consider at a departmental and divisional level not just with in PDSU
	User and carer awareness			
38	Programme of staff awareness to instil culture that the views of service users and/or their advocates' are important and should be respected.	Service Unit Manager Team Managers Learning & Development Manager	Ongoing	Link with recommendations on training above
	Management Information			
39	Promote awareness in staff of importance of entering client information into SSID, ensuring that it is accurate and comprehensive and can be used to manage the service more effectively.	Service Unit Manager Team Managers Service Unit Administrator	Ongoing	Link with recommendations on training above
	Information, Consultation and Communication			
40	Maximise user involvement in shaping services through implementation of a user and carer consultation strategy	See above		Link to sections on Developing stronger partnerships, Complaints, Communication and Strategic vision

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41	Establish of a system to ensure regular and appropriate communication between care manager, users and carers ensuring that they are aware of the status of their case, when their care package will be subject to a review etc.	Service Unit Manager Team Managers Service Unit Administrator	March 2004	Establish quality assurance system in PD Assessment and Care Management
42	Introduce clear exit strategy for staff who are leaving to include handover periods, reviewing case records and informing users and carers of changes.	Service Unit Manager Team Managers Service Unit Administrator	March 2004	Underway.
	Direct payments			
43	Review the direct payments scheme with a view to having one scheme with a manager employed by LBB.	AD Community Care and Direct Payments Steering Group	April 2004	See 9 above.
44	Improve the time taken from assessment to first payment (Direct Payments Scheme).	Service Unit Manager Team Managers	April 2004	Links with Social Services development of DP Scheme.
45	Ensure that all care managers understand the current status of Direct Payments and the current drive to increase the number of users receiving direct payments.	Service Unit Manager Team Managers	Ongoing	Link to section on Training above
46	Set clear targets for increasing the number of users receiving direct payments.	Service Unit Manager Team Managers	Ongoing	Reviewed in Spring & Autumn Position Statements for DoH.
	Referral & Assessment			
47	Define clear boundaries between Adult Physical Disability, OSS and Contact Centre. Improving co-ordination between Adult Physical Disability Services, One Stop Shops and the Contact Centre particularly ensuring accurate information on OSS/CC referrals (ethnicity, gender). Improve quality control of OSS/CC referrals. Develop liaison with the OSS through regular meetings.	Service Unit Manager Team Managers	March 2004	AD Quality & Support is leading on revising OSS/SSD Contract/SLA
48	Ensure staff enter client information into the Social Service Information Database	Service Unit Manager Team Managers	ongoing	More frequent auditing needs to take place. Implementation of new I T system 2004 requires 100% input.

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49	Investigate the reasons for low take up of carer's assessments by ensuring that all clients' assessments record the reasons for refusal. Introduce recording, monitoring and audit systems.	Service Unit Manager Team Managers	March 2004	Set up information recording system
50	Develop clear documented policies and procedures for joint social and health care assessments, monitoring and evaluation.	Service Unit Manager Team Managers Joint Commissioning Manager PD/SI	March 2004	Partly in place because of changes in new staff at PCT and introduction of new continuing care criteria
51	Ensure assessments are holistic, sign-posting users and carers to other community services that promote independence, i.e. employment, leisure etc.	Service Unit Manager Team Managers Joint Commissioning Manager PD/SI	Ongoing	See also section on Training above
52	Complete review of Duty System, identify key performance indicators and evaluate after 6 months to test effectiveness.	Service Unit Manager Team Managers Service Unit Administrator	March 2004 and ongoing	Review is ongoing of changes made earlier in year. Available staff numbers insufficient to keep pace with demand at present.
	Monitoring & Review			
53	Ensure clear targets are set for reviewing care packages under Fair Access to Care Services Guidance	Service Unit Manager Team Managers Service Unit Administrator	Implemented April 2003	Ability to under take Reviews subject to staff availability
54	Ensure a speedy response to requests for changed care packages through the review system.	Service Unit Manager Team Managers Service Unit Administrator	March 2004 and ongoing	Speed of response subject to staff availability
55	Review the effectiveness of contract monitoring and compliance being based in Older People's Service or as a centralised Unit	AD Community Care Service Unit Managers AD Quality & Support	April 2004	Options under consideration depending on available resources.
	Complaints			
56	Ensure accurate recording of complaints and joint resolution with service providers. Complaints information to be used to improve service and for future provision.	Service Unit Manager Team Managers Service Unit Administrator	Ongoing	See section on Complaints above

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57	Ensure all contracts with external service providers include requirement to train staff on complaints procedures. For example, Stage 1 complaints are dealt with in 15 days and complainants are advised how to go to Stage 2.	A D Community Care AD Quality & Support Service Unit Manager Team Managers Service Unit Administrator	Ongoing	See 55.
	Information and consultation			
58	Consult users and carers about their information needs and develop and publicise an accessible, information i.e. plain language directory of services, care standards, complaints procedures etc. These should be distributed at key community locations, the One Stop Shop, Contact Centre, audiology, ophthalmic units, clinics, GP's etc.	Service Unit Manager Team Managers Joint Commissioning Manager PD/SI Priority Action Group	Ongoing	Funding for publicity is an issue See sections on user involvement communication and Strategic vision above.
59	Develop and disseminate clear information (response times, standards, service objectives, and eligibility criteria) in a range of forms (leaflet etc.) at key community locations, particularly the One Stop Shops.	Service Unit Manager Team Managers Joint Commissioning Manager PD/SI Priority Action Group	Ongoing	Funding for publicity is an issue See sections on user involvement communication and Strategic vision above.
60	Introduce processes to keep customers informed about progress/likely waiting times etc.	Service Unit Manager Team Managers Service Unit Administrator		
61	Support advocacy for vulnerable people who make complaints	Service Unit Manager Team Managers Service Unit Administrator		
62	Review Adult Physical Disability Services staffing resources with a view to providing additional support for service development.	Service Unit Manager Team Managers Service Unit Administrator	March 2004	Depends on further resource availability.
63	Continue caseload reviews through supervision sessions.	Service Unit Manager Team Managers		Ongoing
	Policy development			
64	Improve strategic support for policy development from Quality & Support Unit.	AD Community Care AD Quality & Support Service Unit Manager	March 2004	Progress being made with improved links with PAG and joint commissioning.

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	Financial management			
65	Tighten financial systems to relate activity data to budgets and project expenditure accurately.	Service Unit Manager Unit Finance Manager SSD finance Unit Corporate Finance AD Community Care	Ongoing	New IT system April 2004 will improve information.
66	Prepare estimates of expenditure likely to arise under National Assistance Act (1948).	Service Unit Manager Unit Finance Manager	July 2003	Completed.
69	Ensure housing representation on the Physical Disability/Sensory Impairment Priority Action Group Ensure that <i>housing needs</i> information is considered as a part of the service planning process for this Unit.	Service Unit Manager Joint Commissioning Manager, Priority Action Group	In place.	
70	Develop joint protocols with Mental Health Trust, Learning Disability Partnership Board, Children & Families Unit.	Service Unit Manager Joint Commissioning Manager,	December 2004	Work underway.
71	Establish closer links with Supporting People Team.	Service Unit Manager Joint Commissioning manager, Priority Action Group	Ongoing	Link through joint commissioning
72	Develop inter-Unit planning structures and information sharing.	AD Community Care Service Unit Managers AD Quality and Support	December 2004	Joint PCT away day progressed this.
73	Improve communication between Adult Physical Disability, Learning Disabilities, Mental Health Team, Housing etc.	AD Community Care Service Unit Managers AD Quality and Support	Ongoing	See 73.
74	Establish clear service objectives, service standards outcomes and local performance indicators.	Service Unit Manager Joint Commissioning Manager Team Managers Quality & Support staff	April 2004.	To be published in Better Care Higher Standards for April 2004.

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75	Establish a performance monitoring framework and review performance against agreed outcomes and indicators.	Service Unit Manager Joint Commissioning Manager Team Managers Quality & Support staff	Ongoing	Review of information undertaken.
76	Promote a culture of performance management amongst staff, particularly recording information that is essential for managing the service effectively.	Service Unit Manager Joint Commissioning Manager Team Managers Quality & Support staff	Ongoing	Quality and Support unit have provided focus and targets.
77	Ensure that PDSU is working in line with corporate strategy, develop measurable outcomes and a quality audit system.	AD Community Care Service Unit Manager Joint Commissioning Manager Team Managers Quality & Support staff	Ongoing	See 76.
78	Review the complaints process in order to identify whether people are indirectly excluded. Record, analyse and monitor complaints as part of performance management.	Service Unit Manager Team Managers Complaints Manager	Ongoing	See sections above on complaints