

## **1. SUMMARY**

The purpose of this report is to update the Area Committee on the findings of the 3rd quarterly evaluation of the Care at Home provision within the Oban, Lorn and Isles area.

This report has been broken down to show the progress and joint working that has been put into place to ensure that a high quality service is provided, as it is recognised that this service is provided to vulnerable individuals predominately by lone workers, in the home environment.

## **2. RECOMMENDATIONS**

The remit of the Procurement and Commissioning Team together with the Homecare Procurement Officers is to ensure best value, contract compliance, quality of services and customer satisfaction. This will support Community Services to commission quality care at home services via the formal procurement and commissioning procedures.

## **3 DETAIL**

### **OUTCOME OF TENDER**

The Oban, Lorn and Isles area was unique within the tender exercise in that it has retained a mix of externalisation and in house provision. Internal services remain on the Island of Mull, Tiree, Coll and Colonsay. A part time Homecare Procurement Officer is in the process of being recruited and will take on the monitoring of internal homecare provision within these areas.

A condition of the tendering exercise was that all services within the framework would have an electronic call monitoring system to log visits to service users which would minimise missed or late visits and allow the Council to monitor continuity of care. Two out of three of these systems are in place and operational. This will enhance the service monitoring visits carried out by the Homecare Procurement Officers and Case Managers due to the reports provided by these systems. British Red Cross, who came onto the framework at a later stage are in the process of building a system to match their IT equipment.

Community Services are in the process of purchasing an electronic call monitoring system for their in house care at home provision to keep them in line with the external providers. This is intended to be implemented within the 2014/2015 financial year.

## CARE AT HOME PROVISION

As at 31st December, 2013 an approximate total of 3,200 hours per week were being provided to 236 service users within the Oban, Lorn & Isles area by both in house provision and external providers. A further 418 hours are being delivered in the form of Direct Payments. A breakdown of the provision is detailed in the table below:

| Providers on Framework from tender exercise |   | Weekly hours commissioned      |                   |
|---|---|--------------------------------|-------------------|
|   |   | Hours at 30 <sup>th</sup> Sept | Hours at 31st Dec |
| 1 <sup>st</sup> preferred provider          | Carr Gomm                                   | 286                            | 281               |
| 2 <sup>nd</sup> preferred provider          | Mears Care                                  | 583                            | 540               |
| 3 <sup>rd</sup> preferred provider          | British Red Cross, Options for Independence | 237                            | 173               |

| Existing Providers                   |                    | Weekly Hours Commissioned      |                               |
|--------------------------------------|--------------------|--------------------------------|-------------------------------|
|                                      |                    | Hours at 30 <sup>th</sup> Sept | Hours at 31 <sup>st</sup> Dec |
| Allied Health Care (previously Saga) |                    | 351                            | 0*                            |
| Carers Direct                        |                    | 615                            | 838                           |
| Care+Oban                            |                    | 338                            | 415                           |
| Affinity Trust                       |                    | 48                             | 7                             |
| Crossroads                           |                    | 50                             | 39                            |
| Colonsay Homecare                    |                    | 16                             | 16                            |
| Mull Homecare                        |                    | 663                            | 660                           |
| Tiree Homecare                       |                    | 42                             | 41                            |
| Bowman Court Homecare                |                    |                                | 190                           |
|                                      | <b>Total Hours</b> | <b>2123</b>                    | <b>2206</b>                   |
| Direct payments                      |                    | 418                            | 418                           |
|                                      | <b>Total Hours</b> | <b>2541</b>                    | <b>2624</b>                   |

\*Allied – This provider gave notice to quit providing services in Oban. It was no longer cost effective for the provider to continue. The service was re-commissioned and awarded to Carers Direct and Careplus. The replacement service commenced 7<sup>th</sup> October 2013.

## CONTRACT MANAGEMENT PROCESS

Argyll & Bute Council's Procurement and Commissioning team continue to carry out quarterly contract management meetings with each provider to manage the risk rating of each contract. All contracts are risk rated using a combination of Care Inspectorate grades, service concerns and complaints. This is complimented by the service monitoring and review process carried out by Homecare Procurement Officers.

A breakdown of the Care Inspectorate grades are detailed in the table below:

| Provider       | Risk Rating | Care Inspection Grades      |                     |                                      |
|----------------|-------------|-----------------------------|---------------------|--------------------------------------|
|                |             | Quality of Care and Support | Quality of Staffing | Quality of Management and Leadership |
| Affinity Trust | LOW         | 5                           | 4                   | 5                                    |
| BRC            | LOW         | N/A *                       | N/A *               | N/A *                                |
| Care + Oban    | MEDIUM      | 4                           | 3                   | 3                                    |
| Carers Direct  | LOW         | 5                           | 4                   | 6                                    |
| Carr Gomm      | LOW         | 6                           | 5                   | 6                                    |
| Crossroads     | LOW         | 4                           | 5                   | 4                                    |
| Mears- Oban    | MEDIUM      | 3                           | 3                   | 3                                    |
| OLI Homecare   | LOW         | 4                           | 4                   | 3                                    |

\*This provider is still awaiting it's Care Inspectorate registration.

With one notable exception both independent and Council Care at Home provision is providing Grade 4 or above service to service users and carers. One provider who was previously achieving grades 2/3 for their provision has been re inspected. This has led to an increase in grades to 3's.

|              |             |
|--------------|-------------|
| 6– Excellent | 3- Adequate |
| 5- Very Good | 2- Weak     |
| 4- Good      | 1- Poor     |

## MONITORING ARRANGEMENTS

A robust ongoing monitoring programme is in place with both the Homecare Procurement Officers and the Commissioning Monitoring Officer having close contact with the external providers and service users.

A detailed list of contact with service users and providers for the 2<sup>nd</sup> quarter is detailed below:

| Contact   | Total number carried out<br>Between 1 <sup>st</sup> October –<br>31 <sup>st</sup> December, 2013 | Council Officer involved   |
|---|--|--|
| Review of care needs with service users, family and provider  | 70   | Homecare Procurement Officer and/or Care Manager                 |
| Spot checks/monitoring visits carried out in Service User's homes.  | 31   | Homecare Procurement Officer/Care Manager/<br>Monitoring Officer |
| Quarterly Contract and Supplier Meetings with Providers in line with the Scottish Government Guidance on the Commissioning of Care and Support Services | 6  | Procurement and Commissioning Team /<br>Social Work              |
| Provider Forums, meetings set up for networking to share good practice and training opportunities.  | 0  | Procurement and Commissioning Team/Social Work/NHS               |

## SERVICE MONITORING VISITS

Training has been provided to all Homecare Procurement Officers on individual service monitoring. A schedule of monitoring visits has been agreed and a process to report the outcome of these visits to the Procurement and Commissioning Team has been developed. This information will feed into the quarterly Contract and Supplier monitoring meetings. Over the course of these meetings individual risk ratings are adjusted as required. The monitoring activity and results for the quarter are detailed below:

| <b><u>Provider</u></b> | <b>Number of Spot Checks/Monitoring Visits</b> | <b>Satisfied/ Unsatisfied</b> | <b>Service User Comments</b>                                     |
|------------------------|--|-------------------------------|--|
| Provider A             | 2 announced<br>1 unannounced                   | 3 satisfied                   | Happy with service, no improvements.                             |
| Provider B             | 3 announced<br>1 unannounced                   | 3 satisfied<br>1 unsatisfied  | Happy with service, carers very good.                            |
|                        |  |                               | No improvements all carers kind and helpful                      |
|                        |  |                               | Careplans are out of date.                                       |
|                        |  |                               | Could not be better service                                      |
| Provider C             | 6 announced<br>2 unannounced                   | 8 satisfied                   | Happy with service, no improvements.                             |
|                        |  |                               | Carers are all very nice, staff should wear uniform at all times |
| Provider D             | 2 unannounced<br>5 unannounced                 | 7 satisfied                   | Don't know who all carers are, changing provider soon.           |
|                        |  |                               | Carers are fantastic, very patient                               |
|                        |  |                               | Carers sometimes come too early                                  |
| Provider E             | 2 announced<br>6 unannounced                   | 5 satisfied<br>3 unsatisfied  | Happy with service, no improvements.                             |
|                        |  |                               | Recording do not reflect actual service provided.                |
|                        |  |                               | Late visits, sometimes do not know who is coming                 |
|                        |  |                               | Do not like all carers, changing provider                        |

There has been extensive work carried out within this quarter to support the providers and service users. The feedback from service users and families who have received individual announced/unannounced monitoring visits has been positive. Of 30 visits, 26 service users are happy with the quality of the service delivered. This equates to a 87% satisfaction rate. On-going work is continuing with the remaining three service users to reach an outcome agreeable to all concerned.

## COMPARABLE SATISFACTION RATES

| Area                        | Satisfaction Rate |
|-----------------------------|-------------------|
| Helensburgh & Lomond        | 92%               |
| Bute and Cowal              | 92%               |
| Oban, Lorn and the islands  | 87%               |
| Mid Argyll, Kintyre & Islay | 100%              |

## SERVICE CONCERNS

There is a clear service concern process in place and in the period 1<sup>st</sup> October to 31<sup>st</sup> December, 2013 there has been a total of 6 service concerns received, 5 in connection with external providers and 1 in connection with internal Homecare. All of these concerns have been fully investigated and the appropriate action has been taken to ensure that these issues are addressed by the providers.

An escalation protocol is in place whereby any initially unresolved concerns are passed to Procurement and Commissioning Team for attention.

| <u>Provider</u> | Number of Concerns | Details of Concern            | Upheld and appropriate action taken |
|-----------------|--------------------|-------------------------------|-------------------------------------|
| Provider A      | 1                  | Administration of Medication  | 1 Partially upheld                  |
| Provider B      | 1                  | No personal Care Received     | 1 Not upheld                        |
| Provider C      | 3                  | Inappropriate staff behaviour | 1 Upheld<br>2 Not Upheld            |
|                 |                    | Missed/late visits            |                                     |
| Provider D      | 1                  | Inappropriate staff behaviour | 1 Upheld                            |

For information – The above concerns (6) represent the total received in this quarter. The total weekly service currently being delivered by the providers concerned is 3,200 hours per week.

## **COMPLAINTS**

No complaints have been received for the quarter for Care at Home services delivered by these providers.

## **RECRUITMENT/RETENTION**

There have been ongoing problems with attracting and retaining staff with the required skills, knowledge and experience within the care at home sector. This is true for both in-house and external providers. The procurement and Commissioning Team has been working with the independent providers to identify possible solutions. Part of this work involved collating high level detail on current pay levels. This activity was undertaken out with the formal contract and supplier management process with the cooperation of the providers. A number of the respondents requested that their individual information would not be released into the public domain. The results in terms of hourly rates paid compared favourably with industry standards. All providers who responded confirmed that they comply with national minimum wage standards. The providers at the lower end of the scale all confirmed they also paid travel time and mileage where appropriate, in addition to this.

## **4.0 CONCLUSION**

From the evidence gathered, including service users and families input, services are being provided according to the terms and spirit of the contract. Due to the fluctuations within human services, in terms of demand for services and providers capacity to respond, service concern issues are inevitable. All issues identified within this quarter have been addressed, with the intensive support of the Procurement and Commissioning Team together with the Homecare Procurement Officers to maintain continuous improvement. On-going evaluation and monitoring will ensure good practice and customer satisfaction.

Concern still remains with regards to shortages of staff, resulting in providers being unable to take on packages at short notice. The private providers are actively looking at innovative ways of attracting staff especially within the rural areas. This is a nationally recognised problem across all aspects of the care sector.

## **5.0 IMPLICATIONS**

|     |                  |  |
|-----|------------------|--|
| 5.1 | Policy           | Consistent with Best Value and National Policy on Re-shaping Older People's Services |
| 5.2 | Financial        | None   |
| 5.3 | Legal            | None   |
| 5.4 | HR               | None   |
| 5.5 | Equalities       | None   |
| 5.6 | Risk             | None   |
| 5.7 | Customer Service | None   |

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