

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE - 23RD MAY 2011

REPORT ON: MANAGEMENT OF EXTERNAL PROVISION OF COMMUNITY BASED SOCIAL CARE SERVICE

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 162-2011

1.0 PURPOSE OF REPORT

The purpose of this report is to demonstrate how the external provision of social care services will be managed, with particular reference to the quality of the service.

2.0 RECOMMENDATIONS

It is recommended that the Social Work and Health Committee:

- 2.1 Note the Quality Assurance Measures to manage and monitor the quality of the external provision of community based social care services as outlined in paragraph 4.2 of the report.

3.0 FINANCIAL IMPLICATIONS

There are no financial implications directly relating to this report.

4.0 MAIN TEXT

4.1 Background information

Dundee City Council has externalised a percentage of its social care service on a 'block contract' basis since 2004.

In 2009/10 a full tendering exercise was undertaken, and domiciliary care contracts were awarded to five domiciliary care providers. The contracts are for a period of three years. The benefit of contracting with a small number of external providers is that it is then possible to work closely with each provider.

The Social Care and Social Work Improvement Scotland (SCSWIS) Grading for the domiciliary providers (including our own internal service) are as follows:

Name of Organisation	Date of Inspection	Quality of Care and Support	Quality of Staffing	Quality of Management and Leadership
Allied Healthcare	24/09/2010	4	4	4
Care Watch	22/07/2010	5	not inspected	4
Cornerstone	11/06/2010	3	4	not inspected
Crossroads	31/08/2010	4	not inspected	4
Dundee City Council - Care at Home	10/05/2010	5	not inspected	5
Options for Independence - Scotland North	17/12/2009	5	5	not inspected

The National Care Standards are graded from 1 to 6, with 6 being excellent. As you see above all providers received grades of 4 and above, with the exception of Cornerstone who received a 3 for one of the standards. A senior manager or contracts officer from Dundee City Council attends the Social Care and Social Work Improvement Scotland (SCSWIS) Inspection Feedback sessions, following each Social Care and Social Work Improvement Scotland (SCSWIS) inspection, and has an opportunity to discuss with the Social Care and Social Work Improvement Scotland (SCSWIS) Officer, the reason for the grades.

It is recognised that it is very important to ensure that the quality of care received by citizens of Dundee City is of a high standard, and in order to achieve this, a number of quality assurance measures have been put into place.

4.2 Quality Assurance Measures

The aim is to ensure that the citizens of Dundee City receive a high quality service, be it provided by our own internal service, or by one of our external providers. In order to achieve this we must have robust systems in place in order to monitor the quality standards of the externally provided social care service, and to work in partnership with the providers in order to improve practice for all social care delivery.

We have developed the following quality assurance measures:

4.2.1 The Tender Process

We have a rigorous process, consisting of a written tender submission which is scored against given criteria, and includes the Social Care and Social Work Improvement Scotland (SCSWIS) inspection grades and the organisations own quality monitoring systems. Using a scoring system, some organisations are screened out at this stage. During stage 2 of the process, organisations are invited for interview. The interview consists of the organisation giving a presentation, and the interview panel has the opportunity to ask detailed information regarding the organisation. Those organisations who successfully complete this stage of the process, then receive a visit by the DCC panel, to their premises, where their service users files are randomly audited, and their paperwork, policies and procedures etc are scrutinised.

The whole process is scored against the criteria, with the successful organisations being the ones that have the highest scores.

4.2.2 Eight Weekly Contract Monitoring Meetings

A Service Manager and Contracts Office meet with the individual external providers on a eight weekly basis, and the providers are required to complete a detailed monitoring report, which includes such things as the number of complaints/compliments received, any accidents or incidents that have occurred, staffing issues such as sickness absence figures, disciplinary action, training and qualifications of staff, and general information such as the current capacity etc.

Discussion takes place regarding any issues that have been raised by service users or staff, and any updates regarding the service. We also keep a log of any complaints which have come to our attention, and require a satisfactory outcome to the complaint.

4.2.3 Annual visits to providers premises

Every year a small team from Dundee City Council, including a senior staff member, contracts officer and two operational managers visit the organisations premises in order to carry out a random audit of service user's files, and scrutinise paperwork, policies and procedures etc. A report is then compiled, highlighting areas of good practice identified, and noting any recommendations regarding areas which we feel could be improved.

4.2.4 **Practice Forum**

We very much work in 'partnership' with our providers, and the Practice Forum focus on improving everyone's practice. We share areas of good practice, and learn from each other's experience. We also share policies and procedures and any other written guidance which leads to an improvement in the quality of the service.

4.2.5 **Joint Service User Survey**

As part of the Practice Forum a joint service user survey was developed.

There was recognition that as each organisation uses its own service user satisfaction surveys, it was difficult to bench mark the service quality. It was agreed that a joint service user survey be developed and that each provider, including our own internal service provision, would use the survey annually, in order that a bench marking exercise can be carried out. The survey has now been developed, and will be used over the course of the coming year.

4.2.6 **Resource Allocation Meetings**

Following a period of enablement, service users who require an ongoing package of care, have their case presented at a resource allocation meeting. In attendance are the external providers, our internal service provision, and the team managers who present the cases. This method of allocation allows a discussion about the care required, and allows important information about the service user to be passed on. The meeting also allows for any quality matters relating to service users to be raised and discussed, and provides an opportunity to build good working relationships.

4.2.7 **Care Manager**

Each service user has an identified person from Dundee City Council Social Work, usually a Care Manager, who manages the case, and who carries out a minimum of one review each year. The review looks at the package of care in place, and the needs of the service user, and it is also an opportunity to discuss any issues regarding their care providers. Any unresolved issues are passed to the Service Manager who addresses them with the provider organisation.

4.2.8 **Development of a Social Care Coordinator Role**

As the percentage of external provision is due to rise, there is a requirement to develop a new type of post who will be responsible for the case management and monitoring of the service users with the lower level of care needs, and who have their care provided by an external provider. This is in order to ensure that these cases are appropriately monitored and reviewed. The posts will sit within the Care Management and Assessment Teams and will be created through the reconfiguration of existing posts.

Service users with the more complex needs will primarily have their service provided by one of our in house specialist teams and will be managed by a Care Manager.

4.3 **Conclusion**

The above measures will enhance systems in place to monitor the quality of care and will promote the development of good practice across social care provision. The views of the service users and carers are very important in assessing the quality of the care they receive, and we will actively seek their feed back regarding this.

5.0 **POLICY IMPLICATIONS**

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>.

6.0 CONSULTATIONS

The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted in preparation of this report.

7.0 BACKGROUND PAPERS

Social Work and Health Committee Report No 679-2010
Equality Impact Assessment

Alan G Baird
Director of Social Work

DATE: 12th May 2011