

Report of the Head of Commissioning, Adult Social Care

Be Independent – Contract Monitoring Information

Summary

1. This paper provides an update to Members on the performance of Be Independent for 2016/17. It advises Members on the key performance areas included within the Council's contract, highlights areas where increased monitoring is required and advises Members of any concerns regarding performance of the organisation.
2. The key issues that the report highlights are;
 - A lack of qualitative data due to the next customer survey not being due until June 2017.
 - Clarity about outcomes for customers.
 - The need to have a revised business plan.
 - How the service is contributing to enable people to live independently.

Background

3. The City of York Council previously provided a community alarm, telecare and equipment service. These services were externalised in 2014 and as a result a Social Enterprise was established which was awarded the contract to manage services for an initial five year period. The new organisation, Be Independent, is now in its third year of operations.
4. Following the externalisation of Be Independent and York Explore, an audit of monitoring processes was carried out by Veritau in October 2014. This audit demonstrated that effective processes were in place to monitor the contract for Be Independent with the exception that

monitoring data should be reported to this Committee on a half yearly basis.

- Monitoring indicators reflecting customer satisfaction were assessed as a baseline before the service was externalised and were initially derived from the National Adult Social Care Survey. A further national survey and a specific consultation carried out by the Council indicated equivalent levels of overall customer satisfaction of 87% and 91.3% respectively (baseline 90.5%). It was reported to this committee on 16th September 2015 that as part of the contract monitoring, a service specific customer consultation would be carried out annually with a 10% customer sample applied. However, to prevent survey fatigue and confusion for older people with the ASC National Survey taking place in January/February 2017, the consultation will not take place until after the National ASC Survey and will be reported in 2017 to Members.

Be Independent Monitoring Information

Telephone calls

- The service provides a 24 hour call and response service depending on the package of service they receive. Receiving calls in a timely manner is therefore an essential requirement to providing a good quality service:

Indicator	Indicator Values 2016/17 to date			
	14/15	15/16	Q1	Q2
Telephone calls answered promptly				
% calls responded to in under 30 seconds	94.7%	95.8%	96.1%	96.7%
	Target: 90%	Target: 90%	Target: 90%	Target: 90%
Total number of telephone calls received	<i>Average per quarter = 39,434</i>	<i>Average per quarter = 35,220</i>	35,770	30,869

The results demonstrate that there is sufficient staffing and telephone lines to provide responsive customer care and that there has been a continuous improvement in response times since the service was externalised. The outcome of the calls are evidenced through quarterly performance data and validated through annual quality assurance visits. The service also records customer calls so they can ensure suitable responses are provided and staff individual performance can be recognised or improved.

7. Outcomes are recorded through direct views of customers receiving the service and are as follows:

Outcome	Applicable to	Monitored By
preventions during service provision	Community Alarm	Number of Customers received advice
		Number of Customers signposted to additional services
		Number of anxiety calls where re-assurance was given
		Number of times emergency services contacted for genuine reasons due to fire alarm activation

Outcome	Applicable to	Monitored By
Satisfaction with service received	Equipment Loan and telecare	Council consultation, aligns with National Adult Social Care Survey
Enhanced quality of life		
Increased independence		
Improvement in feeling safe		
Improved wellbeing		
An increase in the number of people who are enabled to remain living in their chosen home		Council consultation

A reduction in the number of people requiring admission to hospital, residential or nursing care		Council consultation
Evidence of efficient hospital discharges facilitated by a responsive Equipment Service		Council consultation/ stakeholder feedback/ case studies
Evidence that the provision of appropriate equipment can in some cases prevent deterioration of a condition or the complications of additional related health problems		Stakeholder consultation
Reduced fear of falls or accidents		Council consultation
Their Carer/s are more confident and able to look after them safely		Carers Survey
Their Carer/s have peace of mind knowing that the person they care for is safe in their own home		Carers Survey

8. The quantity of calls has reduced during the lifetime of the service, decreasing from an average of 39,434 a quarter in 2014-15 to 35,220 in 2015-16 with evidence of a further reduction in Quarter 2 of this year. This further reduction is due to Be Independent risk assessing very persistent callers that were using the telephone line inappropriately, particularly those with dementia. Alternative telecare provision was put in place to better meet their needs and determine where an intervention is required.

Community alarm customers

9. One of the potential benefits for externalising the service was to place a greater emphasis on developing the private market place and therefore creating economy of scale with eligible customers funded by City of York Council. Financial planning for the service is based on 3% annual growth in customer numbers.

Community Alarm Connections	14/15 at year end	15/16 at year end	Indicator Values 2016/17 to date	
			Q1	Q2
Total number of community alarm customers (across all tiers)	2,769	2,575	2,366	2,408
Total number of self funding customers (across all tiers)	1,435	1,363	1,296	1,338
Total number of eligible customers (across all tiers)	1,334	1,212	1,070	1,070
% of eligible community alarm customers	48.2%	47.1%	45.2%	44.4%

10. New data for 2016/17 shows a further reduction of 9% during the year to date albeit with a small recovery in the number of self-funding customers reported for Quarter 2.
11. Officers have highlighted the need for Be Independent to revise its Business Plan. The revised plan should focus on marketing the service directly to the public, developing partnerships with external organisations, developing new business and encouraging increased referrals from CYC adult social care.
12. Be Independent have also reviewed their marketing and communications strategy with support from the CYC performance improvement team. This has included;

- A successful pilot scheme has been developed with Be Independent technicians working alongside ward staff at York District Hospital
- Working with the Council to develop an initiative where telecare is offered initially free of charge to customers of reablement services, who are discharged from hospital with a need for adult social care services.
- Promoting the service to Council teams through attending team meetings.
- Providing equipment open days.
- Promoting services via carers representatives.
- Promoting service via Connect 4Support and direct payment customers.
- Improving ease of referral through online referral form.
- Contacting third sector providers and care homes.
- Promoting bogus call telecare device to mental health providers.
- Promotion of services to health practitioners
- Leafletting in targeted areas to increase quantity of private customers.
- Pop-up stalls at supermarkets and other locations.
- Bus advertising
- Exploring other business areas that utilise the 24 hour service and telecare devices.

13. However the number of new referrals has generally remained less than the relatively high numbers of customers no longer requiring the service resulting in net loss of customers from the service.
14. Previous concerns have been raised about data quality in customer records for Warden Call as an internal service and, subsequently, Be Independent as an external organisation. This raises the possibility that reported customer numbers may be affected, for example by customer records remaining open after customers have left the service.
15. These concerns have been considered through an annual quality assurance visit carried out by council staff on 30th September 2016. This year's visit included an audit of the current customer data-base on the Be Independent management system (PNC7). A sample of 50 customer records from PNC7 were checked against CYC Adult Social Care records and out of the sample of 50 customers, only two had no

footprint in adult social care records, whilst the other 48 had some previous contact with adult social care. There was no strong evidence of inaccuracies in the Be Independent customer data-base.

16. In respect to general validation of the quality of the service, this is undertaken by an annual quality assurance visit and a customer consultation exercise. In addition the Council receive quarterly performance data, carry out regular Business Meetings alongside an annual Contract Review. The level of monitoring takes into consideration the size of the contract and the fact this is a non-statutory low level service.
17. Information on reasons for customers leaving the service shows that 42% of customers no longer using the service have passed away, 37% are no longer able to continue living independently, 19% “no longer require the service” and less than two percent leave the service due to reasons specifically identified as dissatisfaction with the service, cost reasons or preference for another service provider. Further work will be requested of Be Independent to try to get a more detailed breakdown moving forward to reduce the proportion of “other”. However it is recognised that customers may choose not to provide a reason for leaving a service.

Deceased	325	154	42.1%
Moved to sheltered housing	33	9	3.7%
Moved to SHEC	7	5	1.1%
Moved to hospice or long term hospital admission	14	5	1.7%
Moved to Care Home or Care Home with nursing	175	103	24.4%
Moved to in with family or equivalent (away)	45	22	5.9%
Evicted/abandoned tenancy/imprisoned	2	0	0.2%
Dissatisfied with service	1	2	0.3%
Financial reasons	8	5	1.1%
Transferred to other agency	0	3	0.3%
Other (No longer required)	166	54	19.3%

18. Work has been completed which provides assurance about data quality for customer records currently held on Be Independent systems and provides some insight into reasons for customers leaving the service. This data shows that at least 80% of customers leaving the service no longer require the service due to a significant change in circumstances.
19. The Adult Commissioning Team is continuing to engage regularly with Be Independent to develop understanding of the performance of different aspects of the service provision.

Number of Loan Equipment Deliveries

Indicator			Indicator Values 2016/17 to date	
	14/15	15/16	Q1	Q2
Number of Deliveries	<i>Average per quarter = 4337</i>	<i>Average per quarter = 3404</i>	4,160	4,384
Priority 2D (Within 5 working days) - % Deliveries completed on time	93.7%	94.7%	96.9%	97.9%
			Target: 90%	Target: 90%

20. Previous reports have highlighted that the number of deliveries decreased in the second year of operations (2015/16), compared to the previous year. However an upward trend in the number of deliveries has been maintained and new data for 2016/17 shows that the volume of deliveries in the current year matches volumes of activity in the first year of operations. Deliveries completed within 5 working days are performing strongly, with the indicator values showing continuous improvement in this area.
21. Reporting information generally indicates that the quality of service in respect to outputs for delivery remained good since it was externalised in April 2014. Outcomes are less easy to obtain due to services being one off pieces of work rather than a continued service. Feedback cards are provided by Be Independent with a satisfactory level of positive responses. In addition a sampling of customer satisfaction will

be carried out alongside the telecare consultation to demonstrate outcomes.

22. Be Independent are working alongside the OT team to ensure there is good communication and a shared expectation with respect to service delivery.

Implications

Financial

23. There are no financial implications associated with this report.

Equalities

24. There are no direct equality issues associated with this report

Other

25. There are no implications relating to Human Resources, Legal, Crime and Disorder, Information Technology or Property arising from this report.

Risk Management

26. There are at present no risks identified with issues within this report.

Recommendations

27. It is recommended that future reports include:
 - (i) The reasons why alarms were activated.
 - (ii) What the assessed outcome for the customer would be if the service was not offered (for example in the last quarter 6.9% of referrals would have likely to have remained in hospital if the service was not available).
 - (iii) Further exploration and detail from Be Independent regarding why a customer has left a service.

Reasons:

- (i) This will help to demonstrate how the service has contributed to a customer's independence.
- (ii) This would provide greater clarity regarding the benefits of this preventative service.
- (iii) This would reduce the proportion of reasons classified as "other".

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Report
Approved

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✓

Specialist Implications Officer(s)

Wards Affected:

All ✓

For further information please contact the author of the report