

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Social Care, Health and Housing Board Cabinet Board

15 September 2016

Report of the Director of Social Services Health and Housing - N Jarman

Matter for Information

Wards Affected: All

Report title:

Information and update on the Remodel of Care and Support and Older Persons Day Services.

Purpose of the Report

This report seeks to inform members of the progress achieved in delivering a remodel of the Care and Support and Older Persons Day Services.

Executive Summary

On the 12th May'2016 Social Services Health and Housing Cabinet members approved a new model of support for the current Care and Support and older person's day services.

The new team known as "The Community Connecting Team" is an amalgamation of existing day service teams. The good news:

- Ratios' of support will decrease to 1:5 across the whole service area. Currently Older Persons services staffing ratios are 1:10.

- As services are localised long travel times will be significantly reduced for people.
- Services will be more individualised and based upon common interests as opposed to age or disability specific.
- Services will be community based therefore increasing opportunities for social inclusion, developing naturally occurring support networks and encourage positive images of people with disabilities.
- The service will be open Monday to Fridays and can work during the evenings where there is clear need to do so.
- Referrals to service are now assessed in relation to “eligibility” under the new Social Services and Wellbeing Act. This means that services are being targeted to those in most need.
- Transport is no longer an assumed function rather an “assessed need”. Again this allows us to target our resources where they are most needed.

The services identified as being affected by this remodel are as follows:

Older Persons:	Care and Support:
Croeserw	Rhodes House
Ty-Twyn-Teg	Bronleigh
Gelligron	Pontardawe Patch
Trem-Y-Glyn	
Rhodes House	

Background:

During October'2015 an extensive consultation period took place. This included a 90 day public consultation and a 45 day staff consultation. These were run simultaneously. This was a fierce consultation with many opposed to the concept of a new service model. The messages provided throughout this process have been clear:

- This is not a closure of services it is a remodel of services.

- Our intention is: to support people in developing naturally occurring, relationships and opportunities that are available to everyone. It will strive to redress the balance of people being viewed as “passive recipients” rather, contributing individuals with skills to share. At its’ heart lie the principles of equality, self- worth, integration and progression. This is co-production in line with new Social Services and Wellbeing Act.
- Everyone affected will have their needs formally assessed and services will be provided in relation to these assessments.
- Carers have been repeatedly advised that they should take up a formal “carers’ assessment”. This way services will be built around the need of both the person and those supporting them.
- Direct payments although an option, are by no means mandatory.

At the start of the consultation process there were 228 people accessing the 8 services identified earlier. By the time formal consultation was concluded and approval given by members for a new model of support to be implemented this had dropped to 148 people.

The drop in numbers was for multiple reasons:

- During the consultation process referrals to the affected service areas were suspended.
- A small number of people passed away or were admitted to residential care due to escalating needs.
- The largest proportion simply decided not to attend and engaged in pre-existing community activities with no support.

Social work demand and assessment:

There has been significant pressure placed upon the social work teams involved in this process, they have and are still undertaking assessments. These address the issues outlined below;

- Is the person eligible for formal care and support provision from Social Services?
- What are the individuals' explicit needs?
- What is important to the person?
- Does the person have the resources or capability to transport themselves independently?
- What if any risk does a person require support in managing?
- What are carers' requirements? (identified via formal carers assessment)
- Financial charging assessments where required

The table below captures the number of cases aligned to each social work team from May'2016

Alignment to Social Work Teams		
Neath Network	Afan Network	Complex Case Team
60	27	61
Total number of assessments to be delivered - 148		

The following tables illustrate the assessments that have taken place to date across each team. Please note the figures will alter on a week to week basis as assessments are currently ongoing.

Neath Network – Fran Goodman – Team manager	
Assessment outcomes to date	<ul style="list-style-type: none"> • 27 discharges – deemed ineligible for formal care and support services • 3 discharges – transfer into day hospitals for individuals with advanced dementia • 2 discharges – transferred into residential care • 1 discharge – Increasing needs now supported at home • 4 eligible – direct payment referrals undertaken

	<ul style="list-style-type: none"> • 5 eligible – Opted for input from new team (CCT)
Assessment resources	1 allocated Community Wellbeing Officer with responsibility for undertaking assessments for those cases unallocated and gathering assessment detail from allocated cases.
Outstanding assessments	18 assessments outstanding although all but a few now have review date set against them or actions arising from reviews

Afan Network – Siobhan Mathias – Team manager	
Assessment outcomes to date	<ul style="list-style-type: none"> • 3 discharges – left of own accord • 2 discharges – deemed ineligible for formal care and support services • 10 people eligible – Opted for input from new team (CCT) • 2 eligible – direct payment referrals undertaken
Assessment resources	1 allocated social worker and 1 allocated Community Wellbeing Officer with responsibility for undertaking assessments for those cases unallocated and gathering assessment detail from allocated cases.
Outstanding assessments	10 assessments outstanding but have review dates agreed.

Complex Case Team – Rhian Evans – Team manager	
Assessment outcomes to date	<ul style="list-style-type: none"> • 20 discharges – for those in supported living or residential care situations. • 2 discharges – service no longer met requirements • 1 discharge – left of own accord • 4 direct payment applications approved
Assessment resources	1 allocated Community Wellbeing Officer with responsibility for undertaking assessments for those cases unallocated and gathering assessment detail from allocated cases.
Outstanding assessments	34 assessments remaining 17 of the 34 have made a clear statement that they wish to pursue direct payments as a form of support in the future there are now dates in place for this group. The remaining 17 will be assessed at beginning of September'16.

The below table provides detail on the totality of the assessment process across the adult services teams.

Overview	Numbers to date:
Discharged including; Ineligible, supported living, opted out, moved to residential care	61
Direct payments: Applied for - 10 Expressed an interest - 17	27
Community Connecting Team;	15
Outstanding assessments	45

Managing the assessment process:

Once approval was provided a meeting was held with relevant Principal Officers and Team Managers outlining what needed to happen and by when. This established the need for dedicated social work input which is identified in the above tables.

Subsequently fortnightly meetings were agreed with those carrying out the assessments. These meetings allow an exchange of ideas, update on progress of assessments or an early detector of any problems arising. This group also has “shared drive” with all relevant individual details, allowing us all to track where in the process the group or individuals are.

Work from within services:

Staff from within the day service teams have been working alongside social workers in discharging people. This has included;

- Providing practical support to people in visiting or arranging access to external third sector provision
- Signposting to resources – each service now has it’s own discharge information which includes a timetable of pre-existing community activities in each locality
- Worked with individuals to transition from their current service into alternative services. This includes a number of transfers

from the Bronleigh and Pontardawe Patch services into the Work, training and employment service.

15 cases in total from the original Care and Support services now have some or all their needs met via the work, training and employment team.

11 – Partial transfers of support and 4 – Full transfers of support

Service capacity:

The below tables demonstrate the capacity that is available and allocated across the affected service areas. For the purposes of this report I have captured readings taken during September'2015 and then in July'2016. The figures are related to placements available per day.

These figures clearly depict the numbers of people that have left us and the impact of the assessment process so far. They also demonstrate the rationale for a “phased” closure of bases as discussed later in this document.

Older Persons services	Mon.	Tues.	Weds.	Thurs.	Fri.	Total weekly capacity
Available Capacity	100	90	100	70	70	430
Allocated Sept'15	70	63	70	55	51	309
Allocated July'16	43	28	34	35	20	160

Care & Support services	Mon.	Tues.	Weds.	Thurs.	Fri.	Total weekly capacity
Available Capacity	85	85	85	85	85	425
Allocated Sept'15	74	68	74	67	63	346
Allocated July'16	40	39	42	39	32	192

See Appendix 1 for individual service capacity from Sept'15 – July'16

Delivering the change:

The assessment process will continue and run through September'16. As people's direct payments become active they will leave their current service.

Throughout September those who choose to remain with the community connecting team will meet with staff from the service and, those important to them and complete an Individual Service Agreement. This will clarify exactly what people are doing, when, where, and will include identifying how they are getting there.

See Appendix 2 – Individual Service Agreement

As a result of significantly reducing numbers across the service area (see above capacity table) there is a planned phased closure of bases. On the 31st August'2016 the following bases will close; Trem-Y-Glyn, Ty-Twyn-Teg, Croeserw, Gelligron. Individuals still remaining in these services will transfer to the following bases for the month of September'2016; Rhodes House, Bronleigh and Herbert St in Pontardawe. These sites will close on the 27th September'2016.

The services will be closed for a three day period at the end of September'2016 (28th,29th,30th). This is to enable a period of staff training, a move to new office bases in Tregellis Court and finalising any outstanding arrangements in relation to activities. Mobile technology will also be issued to staff during this period. The new team will start on the 3rd October'16.

See Appendix 4 – Training and information plan

If, there are any outstanding assessments, people will transfer directly into the Community Connecting Team with their existing agreements honoured until the assessment takes place.

All operational processes are in place including “community kit” bags for team members, risk assessments, Individual Service agreement

process, register system linked to financial charging, reporting and recording systems.

See Appendix 3 – Risk assessment index

Financial Impact

This financial year 16/17 we will present a partial year saving of 360K.

The following financial year 17/18 the project will present its full effect saving of 530k per year.

Additionally, there is 460k per annum savings within the Environment Directorate. Although these funds are not reflected in the Social Services budget saving, it has only been achieved by the work undertaken in remodelling this area of support.

Equality Impact Assessment

Not applicable as this report is to update previously approved decisions.

Workforce Impacts

A formal Management Of Change process was conducted throughout June'2016 with all affected teams. ERVR options were offered to people identified as being “at risk”, along with placing people on the prior consideration list.

There were 56 posts deployed across the eight day services which reflected as a full time equivalent of 36.5 staff. These staff ranged from grades 1 to 7 and some staff held two posts ie: part time care and domestic positions.

- 19 people have chosen to leave on ERVR – their departure date will be the 31/8/16
- 5 people left on ERVR on 31/3/16
- 4 people have been successfully re-deployed into suitable alternatives

- 16 people will transfer directly into the new Community Connecting Team

In acknowledgement of the impact this remodel has had on the Environment Directorate an additional ERVR “trawl” was undertaken across the whole of direct services. Any vacancies presented were “ring fenced” to Environment staff.

- Only one person from the Environment team expressed an interest and will be transferred from the 1/9/16.
- Subsequently vacancies have now been ring fenced for those at risk on Homecare.

The new staffing structure was approved at Personnel Committee during July’2016.

Legal Impacts

The work undertaken has been fully compliant with the principles of the Social Services and Wellbeing Act.

To date there have been no legal challenges from any services provided by the Council as a result of this remodel.

Risk Management

If a persons assessment has not been completed by the end of Sept’16. They will transfer directly into the new service on their current days until a review is held. This is to avoid anyone who is eligible being without a service any point.

Consultation

Whilst under no obligation to continue to meet with families, carers and the people we support. All involved felt this was appropriate given the level of change being delivered within services. As a result of this a further:

- 6 public parent/carers meetings have been held

- 8 meetings for the people supported in each service with external advocacy support present
- Written updates sent to people via the post as requested by carers

These meetings have proven fruitful and enabled us to exchange information and allay some people's anxieties about the pending changes. However, there are still a few people who are clearly unhappy with changes now being implemented. This small group continue to be vocal and challenging at provided opportunities and in writing and, we continue to respond accordingly.

Number of complaints received:

Complaints information has been taken from the 12/5/16.

Total number of complaints received –

Relating to social work assessment process –

Relating to outcome of assessment process –

Relating to direct service delivery including the model itself –

This was by any means a large, difficult and contentious consultation. People did not want any change. It attracted much attention at all levels including Local Councillors, Assembly Members, Voluntary Organisations and the local media. But as the consultation process evolved some people started to see the positive differences these changes would make to their lives. Continuous communication with all affected even post Cabinet approval of a new model has been integral to the process.

The engagement of external advocacy enabled the people we support to engage fully within the process. This was an emphatic success on a number of levels, and was probably the most powerful piece of the consultation process.

Recommendations

It is suggested that a formal review of the service is undertaken in September'17 with external advocacy support to seek people's views on how they view the new service and, to reflect on the journey undertaken by all involved including our parents/cares and frontline teams.

That in future service re-models; external advocacy is commissioned to support the individuals directly affected by the changes.

Reasons for Proposed Decision No decision required for information only.

Implementation of Decision

No decision required for information only.

Appendices

Number:	Information:
1	Individual service capacity Sept'15 – July'16
2	Community Connecting Team – <ul style="list-style-type: none">• Individual Service Agreement• Weekly planner
3	Community Connecting Team – Risk Assessment Index
4	Community Connecting Team – Closure day information

List of Background Papers

Officer Contact

Lisa Livingstone

Project Manager

l.e.livingstone@npt.gov.uk

07816999081

Appendix 1:

Direct Services Capacity - Sept'15

	Monday		Tuesday		Wednesday		Thursday		Friday	
	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated
Service:										
Older persons:										
Arwelfa	20	16	20	11	0	0	0	0	20	17
Rhodes (MA)	30	21	30	25	30	28	30	25	0	0
Ty-Twyn-Teg	20	17	20	12	20	11	20	12	0	0
Trem-Y-Glyn	0	0	20	15	20	16	20	18	20	16
Gelligron	30	16	0	0	30	15	0	0	30	18
TOTALS:	100	70	90	63	100	70	70	55	70	51
Care & Support:										
Bronleigh	40	33	40	27	40	34	40	28	40	28
Pontardawe	20	20	20	22	20	23	20	21	20	21
Rhodes (PYC)	25	21	25	19	25	17	25	18	25	14
TOTALS:	85	74	85	68	85	74	85	67	85	63

Direct Service - Capacity - February'16

	Monday		Tuesday		Wednesday		Thursday		Friday	
	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated
Service:										
Older persons:										
Arwelfa	20	8	20	11	0	0	0	0	20	11
Rhodes (MA)	30	18	30	16	30	18	30	18	0	0
Ty-Twyn-Teg	20	13	20	11	20	6	20	12	0	0
Trem-Y-Glyn	0	0	20	9	20	15	20	14	20	9
Gelligron	30	15	0	0	30	14	0	0	30	15
TOTALS:	100	54	90	47	100	53	70	44	70	35
Care & Support:										
Bronleigh	40	17	40	13	40	20	40	18	40	12
Pontardawe	20	10	20	10	20	10	20	9	20	10
Rhodes (PYC)	25	17	25	18	25	15	25	16	25	13
TOTALS:	85	44	85	41	85	45	85	43	85	35

Direct Services Capacity - May'16

	Monday		Tuesday		Wednesday		Thursday		Friday	
	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated
Service:										
Older persons:										
Arwelfa	20	6	20	8	0	0	0	0	20	8
Rhodes (MA)	30	13	30	11	30	13	30	17	0	0
Ty-Twyn-Teg	20	11	20	8	20	5	20	10	0	0
Trem-Y-Glyn	0	0	20	7	20	14	20	14	20	8
Gelligron	30	11	0	0	30	11	0	0	30	13
TOTALS:	100	43	90	34	100	43	70	41	70	29
Care & Support:										
Bronleigh	40	16	40	13	40	19	40	17	40	12
Pontardawe	20	10	20	10	20	10	20	8	20	10
Rhodes (PYC)	25	17	25	18	25	14	25	16	25	13
TOTALS:	85	43	85	41	85	43	85	41	85	35

Direct Services Capacity - July'16

	Monday		Tuesday		Wednesday		Thursday		Friday	
	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated	Capacity	Allocated
Service:										
Older persons:										
Arwelfa	20	4	20	6	0	0	0	0	20	6
Rhodes (MA)	30	12	30	11	30	12	30	15	0	0
Ty-Twyn-Teg	20	7	20	4	20	4	20	6	0	0
Trem-Y-Glyn	0	0	20	7	20	13	20	14	20	8
Gelligron	30	10	0	0	30	5	0	0	30	6
TOTALS:	100	43	90	28	100	34	70	35	70	20
Care & Support:										
Bronleigh	40	16	40	13	40	19	40	17	40	10
Pontardawe	20	7	20	8	20	9	20	6	20	9
Rhodes (PYC)	25	17	25	18	25	14	25	16	25	13
TOTALS:	85	40	85	39	85	42	85	39	85	32

Appendix 2:

Service Agreement - Community Connecting Team – Neath & Port Talbot Council

Name of person being supported:	
Address:	
Contact details:	Landline: Mobile: Email:
Date of birth:	
Next of Kin:	
Contact details:	Landline: Mobile:
Social worker:	
Contact details:	
Keyworker:	

1. A service will be provided to the person on the following days:

Days:	Please state if this is AM or PM only or, a full day
Monday	
Tuesday	
Wednesday	
Thursday	
Friday	

2. The service does not provide transport unless there is a clear and assessed need to do so.

Travelling options:	Please state individual arrangements:
Independently:	
Personal mobility vehicle or monies:	
Arranged by Social Services:	

3. The service does not provide lunch. Individuals may require money to pay for their lunch or a packed lunch dependant on the activity taking place. This will be made clear in the person's activity planner.
4. This is a charged for service. Your contribution to the service will determined by a means tested financial assessment. No-one will pay more than £60 per week, which will be inclusive of all services you may access. This is accordance with the "Fairer Charging" guidance as defined by the Welsh Assembly Government.

For the purposes of charging a session at the service will be considered as a morning or afternoon, a consecutive full day session will count as two sessions.

Date of financial assessment:	
Eligible to pay:	
Arrangements in place for payments:	
Number of sessions per week:	
Other services accessed:	

5. The service will in very specific case administer medication. However, these will need to be supported by guidelines from a health professional and that relate to administration in community settings. By specific case we mean emergency rescue medication.
6. The service should be provided with a full history of medication taken by the individual, ie: names, times administered and dosages. Any changes of medication should be notified to the service immediately in writing. It is the responsibility of the individual and those that may support them in ensuring that this information is current.
7. The service will be closed for all statutory bank holidays and a fortnight over the Christmas period. You will be notified annually of this in writing by the Service Coordinator.
8. The service will have an additional 10 closure days per annum for the purposes of staff training. You will receive wherever possible a minimum of 8 weeks notice for these dates in writing.
9. You will have a designated "Keyworker" in the service. It is this persons' responsibility to attend meetings with you to, ensure that contact with other relevant professionals or family members is maintained. And, track your progress and identify any other opportunities for you. This person is the first point of contact if you have any queries in relation to your support.

10. In Case of Emergency (I.C.E) – The service operates an I.C.E card system; this will be completed with you during entry to the service. You will be expected to carry this with you during any sessions you undertake with us. This holds very basic information on a person and is for the purpose of an individual needing to return home if they become unwell or, if there is ever a need to contact the emergency services when an individual is with us.

11. If an individuals needs change whilst attending the service this may call for a formal review of eligibility for service to take place. This is to ensure that we can provide a safe, meaningful and appropriate service to the individual concerned. This will include all necessary parties involved with the person.

12. Service may be suspended on the following grounds:

- Changing support needs
- Violence or aggression to others
- Adult Safeguarding guidance

If a service is suspended for any reason there will be a meeting held with all relevant people within 5 working days of the initial suspension. This will be to agree and plan a way forward. You will be notified in writing by the Service Coordinator of the reasons surrounding any suspension of service.

13. The service will offer a preliminary 12 week placement. This is to ensure suitability of services to all parties. At 12 weeks a formal review will take place with the service and permanent arrangements established.

Review date:.....

14. Any future requests to increase services must be supported by a social worker with a subsequent formal referral to the Direct Service Referral panel.

Attached to this agreement are the following documents;

- Your weekly activity planner – This will tell you what you will be doing, where, when, transport and lunch arrangements.
- Working not working – What are you good at? What do you need help with?
- One page plan – A simple overview of your support needs, this will be shared with all staff who may support you from the Community Connecting Team.

Date of meeting:		
Name:	Signature:	Designation:
		Person supported
		Parent/Carer
		Service Coordinator
		Snr. Comm. Connector
		Social Worker or CWO

Weekly activity planner – Community Connecting Team

Name of person being supported:	Date activity planner agreed:
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	Monday	Tuesday	Wednesday	Thursday	Friday
What am I doing?					
Where will it happen?					
What time will it start?					
How will I get there?					
What will I need?					
What time will it finish?					
How will I get home?					

Appendix 3:

Community Connecting Team

Risk Assessment index

R/A number:	Title:
1	Short staffing
2	Lone working
3	Staff support
4	Inclement weather
5	Suspending service
6	Vulnerable adult reporting
7	Emergency admission to hospital
8	Administering rescue medication
9	Missing person
10	Generating individual risk assessments

Appendix 4:

Community Connecting Team – Closure days – 28th, 29th, 30th Sept'16

All training based at “The Laurels” – Portacabin – unless otherwise advised

9.30am start time – 4pm finish

28th September'2016	29th September'2016	30th September'2016
Mobile Phones	Weekly rota's and activities	Team meeting
Community kits	Administering Epipen medication	Review all car for business purpose documents
Risk assessments	Reporting and recording refresher	Confirm team meeting dates and supervision arrangements.
Individual Service Agreements	Adult safeguarding refresher	Finalise any queries and confirm all arrangements are in place
Claiming your mileage	Case study examples of what to do when.....	