

# Review of Orkney Islands Home Care Service

October 2012

# 1. Conclusion and Recommendations

The Orkney Islands Home Care Service has a number of strengths to build on, not least the quality of its Home Carers and managers of the service. The key drivers for change mean that the status quo is no longer an option. Redesign is essential to meet the challenges of growth in the older population, to provide a personalised service to improve outcomes for service users and to meet the complexity of needs of people against a context of budgetary pressures for local authorities. This review has provided an opportunity to examine the statistical data available, to gather the views of staff and other stakeholders, consider relevant reports and examine options. The recommendations below are based on national best practice and initiatives, benchmarking with other authorities who have redesigned their Home Care Services and the expertise of the author.

The above proposals provide a means of improving the quality, range and focus of the Council's in-house service provision in Home Care services and an opportunity to commission services for the future with more confidence and with greater financial accuracy.

The proposed visions for the Orkney Islands, including three areas of examination and associated recommendations, form the main product of this review of Home Care. These recommendations are summarised below:

Testing a mixed economy, including how services in remote islands should be commissioned and in the provision of a financial framework for sustaining the development of the service, it is recommended that the Orkney Islands:

1. Consider the financial imperatives relative to a decision about a mixed economy and have a financial framework for Home Care
2. Market test the feasibility of a mixed economy of Home Care provision
3. Consider variations to create relevant commercial incentives
4. Consider variations for modelling for the remote islands
5. Continue to provide Re-ablement in-house
6. Enhance preventative and universal services as complementary to Home Care (duplicated with recommendation 13 for emphasis)

Focussing on need rather than perceived entitlement to deliver improved outcomes and Re-ablement for service users, it is recommended that the Orkney Islands:

7. Commit to an eligibility criteria that targets care and support to those who have the greatest need
8. Consolidate the line of eligibility between moderate and substantial
9. Include formal goal plans as part of the outcomes approach of assessment and care management
10. Provide Re-ablement for people prior to taking up Direct Payments
11. Integrate Re-ablement and intermediate care rehabilitation to provide a targeted continuum of Re-ablement and rehabilitation in the community
12. Introduce Telecare tracking and testing of equipment for individuals during the Re-ablement period
13. Enhance preventative and universal services as complementary to Home Care (duplicated with recommendation 6 for emphasis)

Addressing areas for improvement, including integrated approaches, hospital discharge, staffing, training, technology and performance, it is recommended that the Orkney Islands:

14. Provide formal integrated approaches between Home Care and Nursing, Intermediate Care and Telecare by firstly developing formalised joint protocols
15. Include Home Care Managers in multi-disciplinary hospital discharge planning meetings and up-date the Discharge Policy to include Home Care

16. Invest in the competency of front line Home Care staff
17. Use spare capacity of non-contact downtime to develop non-guaranteed low level preventative services for people
18. Connect Home Carers by issuing mobile phones and formalising communication
19. Improve the facility to manage large numbers of telephone calls using voice recognition to text
20. Improve performance further by investing in reporting capacity from Staff Plan Roster
21. Link the performance reporting to the financial framework of Home Care Service targets
22. Increase understanding about capacity issues for Home Care

The summary of the key components of the financial framework discussed throughout this report, which will require performance information that tracks impact are:

- Testing a mixed economy of care provision of Home Care with the range of variations
- Consolidated Eligibility Criteria to target Home Care to those who need it most
- 100% Re-ablement improving activities of daily living and reducing care hours
- Impact of integrated approaches and improved practices on effectiveness and efficiency of services
- Investment impact from preventative elements to reduce demand for more complex Home Care

The Orkney Islands Council is asked to consider this vision for a sustainable Home Care Service and debate the challenges outlined.