

Homefirst Community Legacy Trust (now part of Northern Health and Social Care Trust)

IMPLEMENTATION PLAN TO ADDRESS RECOMMENDATIONS OF SSI INSPECTION REPORT

Recommendation	Action	Who	Timescale
<p>SUMMARY OF RECOMMENDATIONS</p> <p>Introduction – Chapter 1</p> <p>1. The Trust should consider how to increase the engagement with carers and families who have other caring commitments to ensure that permanent care reviews take place at a time and place that suits them. In addition, consideration should be given to providing additional practical support which ensure the carer can attend reviews without placing extra stress on other members of the family (Para. 1.31).</p>	<p>The introduction of the Permanent Care Review Team has significantly increased carer involvement in the reviews. In all cases carers are invited to reviews and these can be facilitated at a time and place that is convenient for the carer.</p>	<p>Permanent Care Review Team</p>	<p>Ongoing</p>

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<p>Planning, Commissioning, Delivery and Review of Social Care Services – Chapter 2</p> <p>2. The Trust, in partnership with Carers NI, should identify where there is most need for support and concentrate on setting up new groups in those locations, as well as continuing the support for existing groups (Para. 2.35).</p>	<p>The Director of Carers Northern Ireland. Will sit on the Trust's Carers Strategy Steering Group and this will afford an opportunity for identifying particular areas where carers groups will need to be established and supported.</p>	<p>Trust Strategy Steering Group and Project Team</p>	<p>Ongoing</p>
<p>3. The Trust and Carers NI need to consider ways in which information on carers' groups is developed and circulated to Trust staff so that it can be passed on to all existing carers and to new carers as they are identified (Para. 2.39).</p>	<p>The Trust Strategy Steering Group has identified this action as part of their core action plan. Currently negotiating with Carers Northern Ireland to take this work forward within the Trust.</p>	<p>Trust Strategy Steering Group & Carers Northern Ireland</p>	<p>June 2008</p>
<p>4. The NHSSB, the Trust and Carers' NI should begin discussions on how information on carers' groups</p>	<p>The Trust's Carers Strategy Steering Group incorporating representations from NHSSB, and Carers Northern Ireland will take this forward as part of their Action Plan.</p>	<p>Steering Group & Project Team NHSSB Carers N.I.</p>	<p>June 2008</p>

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<p>and other general information of value to carers is distributed and maintained in the Trust's key locations (Para. 2.40).</p>			
<p>5. The NHSSB, the Trust and Carers NI urgently need to review the process of promoting the work of the IDWs so as to ensure that they have regular and meaningful dialogue with Trust staff in order to better promote support systems for carers (Para 2.43).</p>	<p>The Trust is currently in negotiations with NHSSB regarding the transfer of the existing contract to the Trust with a view to more closely aligning the work of the IDWs with the Trust's Carers Strategy.</p>	<p>NHSSB & Trust Strategy Steering Group.</p>	<p>February 2008</p>
<p>6. The Trust needs to ensure that awareness of and ownership of carers' issues is placed on the agenda by senior officers who can promote partnerships and co-ordinated work which will benefit carers (Para. 2.44).</p>	<p>The Trust has identified a lead Director within the Trust and established a Strategy Steering Group with representation at Director and Assistant Director level from all relevant Directorates.</p>	<p>Trust Strategy Steering Group</p>	<p>Achieved</p>

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<p>7. The Trust should put systems in place which will monitor and assess the referrals to external supports which complement Trust services. Individual carer” care plans should reflect consideration of the range of resources available and recording clearly show where these have been offered to carers (Para. 2.46).</p>	<p>The Steering Group has identified that there are a number of information monitoring gaps, which need to be addressed, and this work will be incorporated into the Action Plan. The Steering Group includes representation from the Trusts Information Services Department. The Trust will examine information systems to identify what needs to be done to achieve this.</p>	<p>Trust Strategy Steering Group and Project Team</p>	<p>June 2008</p>
<p>8. The NHSSB needs to further develop its monitoring and reporting systems with Carers NI to ensure that action plan targets are clear and are being met. In addition the NHSSB and Carers NI need to begin a process of engagement with the Trust to ensure that appropriate structures are put in place which allow for greater monitoring of referrals (Para. 2.47).</p>	<p>NHSSB Action</p>	<p>NHSSB and Carer’s NI</p>	

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<p>9. The NHSSB and Carers NI needs to reconsider the outline plan for the next 3 years and begin a process of in-depth consultation with the Trust. This will help ensure that the Trust fully engages with the plan (Para. 2.48).</p>	<p>NHSSB Action</p>	<p>NHSSB and Carer's NI</p>	
<p>10. The NHSSB and Trust need to work cojointly to drive forward the Carers agenda within the Trust. It may also be appropriate to include the Causeway HSS Trust in these discussions as the process of carers" support is similar there.</p> <p>The basis for these discussions should reflect changes in the HSS structure in the wake of the Review of Public Administration and the Carers Strategy issued by the Department in January</p>	<p>The Trust's Strategy Steering Group incorporates representation from the former Homefirst and Causeway Legacy Trusts to ensure a co-ordinated approach to the Carers' agenda. The NHSSB is also a member of this Strategy Steering Group. Discussions are on-going with Carers NI and the NHSSB to move towards the development of the Carer Co-ordinator role which will be located within the Trust.</p>	<p>Trust Strategy Steering Group, Carers NI</p>	<p>Ongoing</p>

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<p>2006. In particular, attention should be paid to the recommendation which states that “the potential for change is maximised where the carer co-ordinator is located in the Trust” (Para. 2.49).</p>			
<p>11. The Trust needs to develop a fuller more meaningful partnership with Carers NI which creates an environment of real partnership and joint working based on needs identified by both organisations (Para. 2.53).</p>	<p>The Director of Carers NI is part of the Trust’s Strategy Steering group which will meet on bimonthly basis to ensure a partnership approach to the carers agenda.</p>	<p>Trust Strategy Steering Group, Carers NI</p>	<p>Ongoing</p>
<p>Assessment, Care Planning and Review – Chapter 3</p> <p>12. The Trust needs to ensure that staff adhere to the principle that assessment is needs based rather than resource driven and that all unmet need</p>	<p>The Trust will ensure that training for staff emphasises the importance of Carers Assessment to ensure that assessment is needs based rather than resource driven. The Steering Group has identified that there are a number of information monitoring gaps, which need to be addressed, and this work will be incorporated into the Action Plan. The</p>	<p>Trust Strategy Steering Group</p>	<p>August 2008</p>

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identified through holistic assessment is properly recorded and identified for planning purposes (Para. 3.3).	Steering Group includes representation from the Trusts Information Services Department. The Trust will examine information systems to identify what needs to be done to achieve this.		
13. The Trust should review its training on Carer Assessment to reinforce the understanding that appropriate professional assessment is a support in itself as well as a tool for identifying and meeting need (Para. 3.5).	The Trust's Carers Strategy Project Team includes representation from the Social Service Training Department. Part of the work of the Project Team will be to identify training needs in relation to carers' issues.	Strategy Project Team Social Services Training Department	February 2008
14. The Trust should ensure that specific information regarding carers, the carer's assessment and other pertinent information is kept as a separate record. Files should be cross referenced to ensure that the carer and service user files are linked (Para. 3.6).	This will be identified in the Trust's Training Strategy.	As above	August 2008

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<p>15. The Trust should consider putting in a prompt into all assessment processes used by all professionals in all settings which will ensure that carer assessment referral is given a more central focus (Para. 3.11).</p>	<p>The Trust has commented on the proposed single assessment process with a view to incorporating a prompt that will direct professional staff to offer a carers assessment. The Project Team will review all existing processes to ensure that appropriate reference to a carers assessment is included in assessment documentation.</p>	<p>Steering Group Project Team</p>	<p>June 2008</p>
<p>16. The Trust should ensure that staff fully record activity in case files to ensure that an accurate picture of outcomes is available. In addition, the Trust should ensure that mechanisms are in place to ensure that the outcomes from complaints and compliments processes are available, where appropriate in the main service user/carers file (Para. 3.15).</p>	<p>The Trust has mechanisms in place to ensure that the outcomes of complaints and compliments are sent to the case holder for filing in the service users file.</p>	<p>Complaints Department Managers</p>	<p>Ongoing</p>
<p>17. The Trust should provide a clear written policy on all aspects of case management</p>	<p>The Trust is currently reviewing all of policy from the 3 legacy Trusts to ensure the development of Northern Trust policies. This</p>	<p>Equality Unit / Directors</p>	<p>December 2008</p>

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<p>from screening to closing of cases and ensure that it is constantly applied by staff and managers (Para. 3.18).</p>	<p>recommendation will be incorporated into this work.</p>		
<p>18. The Trust should ensure that the draft information exchange document changes are discussed with both carers and cared for people to ensure that it meets their needs and takes account of their sensitivities (Para. 3.19).</p>	<p>Homefirst Trust in conjunction with Carers' NI have developed a revised Carers Assessment and consideration is being given to rolling this out.</p>	<p>Trust Strategy Steering Group</p>	<p>March 2008</p>
<p>19. The Trust, in partnership with the various carers' local support groups and regional organisations, needs to develop a proactive approach to engagement with and circulation of information on the range of support that can be made available to individual carers. This is directly to</p>	<p>The Trust is currently in negotiations with NHSSB regarding the transfer of the existing contract to the Trust. A core part of the activity of the Trust's Carers Co-ordinators will be to develop information for staff on the range of carers support available externally and also to develop information for carers on the range of support available from the Trust.</p>	<p>NHSSB, Carers NI, Trust Strategy Steering Group</p>	<p>April 2008</p>

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<p>carers as and when they are identified by Trust staff as well as ensuring that information (as already recommended in Paras. 2.39) and 2.40) is available at appropriate Trust offices (Para. 3.21).</p>			
<p>Support Services – Chapter 4</p> <p>20. The Trust should investigate ways in which it can remedy the limitations in transport so that all potential day care users have equal opportunity to access the service (Para. 4.11).</p>	<p>The Trust has begun to financially support a number of Community Transport Schemes, which transports clients to and from a number of day centres. The Trust will continue to review transport arrangements for individuals and their carers regarding various methods of transport to and from day care facilities.</p>	<p>Director of Strategic Planning & Performance Management</p>	<p>Ongoing</p>
<p>21. The Trust should encourage all statutory Day Centres to examine the possibility of setting up a short term sitting service, accessible to carers on a short notice basis (Para. 4.14).</p>	<p>The Trust actively encourages the use of day care facilities for short terms sitting services.</p>		<p>Ongoing</p>

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<p>22. The Trust should build on the good practice available with regard to user involvement in some Day Centres and ensure that similar models are available at all Trust Day Centres. Consideration should also be given as to how this model might be used in other appropriate Day and Residential Trust services (Para. 4.17)</p>	<p>The Trust continues to support service user involvement in service delivery via members committee and residents groups in our day care and residential settings.</p>	<p>Trust Managers</p>	<p>Ongoing</p>
<p>23. The NHSSB and the Trust need to address the issues with regard to limits to residential respite care and develop a strategy on how this can be addressed as quickly as possible (Para. 4.31).</p>	<p>Since April 2006 the NHSSB has provided funding to extend home-based respite for people with Dementia. The Trust has also increased the number of respite beds available within its own facilities. The demand for and availability of respite will be kept under review.</p>	<p>Director of Emergency, Primary Care & Older People's Services, Director of Mental Health & Disability Services.</p>	<p>Ongoing</p>

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<p>24. The NHSSB and the Trust should review the provision of Domiciliary care services to ensure that waiting lists are decreased and set targets to achieve this (Para. 4.41).</p>	<p>In October 2006 the NHSSB and Homefirst Trust conducted a 'capacity and demand' analysis in respect of Domiciliary care. This resulted in additional funding being provided to the Trust for the development of a Domiciliary care service provided by an external provider. This commenced in July 2007. The Trust is about to commence a further 'capacity and demand analysis' in respect of Domiciliary care and other services. The Trust is also currently commenting on draft regional guidance on access to Domiciliary care.</p>	<p>Director of Emergency, Primary Care & Older People's Services, Director of Strategic Planning & Performance Management</p>	<p>February 2008</p>
<p>25. The Trust needs to urgently review the level of service provision directed to carers in order to ensure that lack of support does not lead to carer breakdown and ultimately an increase in otherwise avoidable admission to long term residential care (Para. 4.44).</p>	<p>The Trust has identified a priority group for provision of services as those people who are at imminent risk of admission or readmission to hospital or residential/nursing home. The Steering Group and Project will review current service provision and support services to carers and identify priority areas.</p>	<p>Trust Strategy Steering Group, Project Team</p>	<p>September 2008</p>

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<p>26. The Trust should put in place a central contact point which ensures that cover is provided whenever the Home Care service breaks down (Para. 4.47).</p>	<p>The Trust is currently reviewing its out of hours response to breakdowns in the provision of Domiciliary care. At present the response is via the out of hours social work service.</p>	<p>Head of Domiciliary Care Services</p>	<p>February 2008</p>
<p>27. The Trust should ensure that the Carers' Training Project and its value are promoted among all Trust staff and other voluntary sector service providers (Para. 4.55).</p>	<p>The NHSSB has provided additional funding for the Family Carers Training Project in 2007/2008 and the Scheme Co-ordinator has provided information on the Scheme to relevant Trust staff and relevant carers organisations.</p>	<p>Director of Mental Health & Disability Services</p>	<p>Ongoing</p>
<p>28. The Trust should ensure that its engagement with its independent providers demonstrates clarity about the content of contracts and notice of variation to ensure that there is no room for misinterpretation of service level agreements (Para. 4.68).</p>	<p>The Trust engages regularly with independent providers and there are specific contracts with each provider detailing price, activity and monitoring arrangements.</p>	<p>Director of Strategic Planning & Performance Management</p>	<p>Ongoing</p>

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<p>Information for Service Users – Chapter 5</p> <p>29. The Trust should develop an information development and dissemination strategy which will ensure that information about its services and other relevant information is readily available at key strategic points in the Trust’s own premises (Para. 5.3).</p>	<p>The Strategy Steering Group has identified this as a key action for the Project Team to take forward.</p>	<p>Trust Strategy Steering Group, Project Team</p>	<p>June 2008</p>
<p>30. The Trust needs to work closely with Carers NI to ensure that information that is developed within the Trust area is detailed, inclusive, accurate and updated regularly (Para. 5.6).</p>	<p>The Strategy Steering Group has identified this as a key action for the Project Team to take Forward. The Trust works in partnership with Carers Northern Ireland in the development of information for carers.</p>	<p>Trust Strategy Steering Group, Project Team</p>	<p>June 2008</p>

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<p>Workforce Planning, Workforce Management, Training, Supervision and Support – Chapter 6</p> <p>31. The Trust should continue to build on its commitment to a range of flexible and staff friendly policies and practices to ensure that they are making a positive difference (Para. 6.6).</p>	<p>The Trust is currently reviewing the flexible and staff friendly policies of the 3 legacy Trusts to produce a Northern Trust range of flexible and family-friendly policies.</p>	<p>Director of Human Resources</p>	<p>September 2008</p>
<p>32. The Trust needs to develop the Equality agenda to respond to the changing needs in the community. In particular responses may be needed to address the needs of minority ethnic groups and individuals from minority ethnic backgrounds moving into the area (Para. 7.10).</p>	<p>The Trust is committed to addressing the changing needs of its community.</p>	<p>Equality Unit</p>	<p>Ongoing</p>