

The Annual Local Account Report



A Review of Adult Social Care in Harrow

2013/14

“Personalisation runs through Harrow’s work
like letters in a stick of rock”

- **Glen Mason,**
*Director of People, Communities
and Local Government*

Department of Health



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*Personal budgets have
changed my life completely,
now I have piece of mind*

- Mahesh



Foreword by the Portfolio Holder

Councillor Margaret Davine

Adults and Older People Portfolio Holder



Welcome to Harrow Adult Social Care's 2013-14 Local Account. This is our chance to share with you how well we are doing at meeting the needs of vulnerable adults across Harrow, to share our plans for the future, and to invite you to tell us what you think.

Adult Social Services faces several challenges. We know more people are living longer, and with more complex long term conditions at some point they will therefore require social care help. At the same time, councils are receiving less funding overall and so will have to find different ways of doing things in order to continue to meet the needs of our most vulnerable people.

The people of Harrow have told us they want real choice in their care, they want personalised care which suits them and they want to stay independent for as long as possible. Our commitment to achieving this was rewarded

with the national accolade of having the highest percentage of cash personal budgets in the Country.

There continue to be big challenges ahead in adult social care, we are changing the way in which we deliver our services so we can continue to offer quality care and value for money for the future. We are also committed to improving social care outcomes within the constraints of a challenging financial climate.

This Local Account was developed by our Local Account group, which includes those who use our services and their carers. They have helped us to decide what people wanted to know about our services and how we perform. I would like to thank all those who contributed.

Please take the time to read this document and to share your views with us.

Executive Summary

by Bernie Flaherty

Director of Adult Social Services

Harrow's Adult Social Care team continues to face some of the biggest changes ever; with the Care Bill receiving Royal Assent in May 2014 and becoming the Care Act, this Local Account captures our preparation for the important duties it lays out for us as a local authority in delivering health and social care.

As always, we seek to improve the lives of vulnerable adults and in response to the various challenges, it never fails to impress me, how Harrow council officers, with our partners endeavour to achieve the best possible outcomes for our clients.

Safeguarding

2013 saw adult social care receiving its first formal Peer Challenge Review of our Safeguarding services. The peer team consisted of senior social care staff from other authorities and a national expert on safeguarding. One of the headline messages in their feedback was: 'There is very impressive safeguarding adults practice which is overseen by strong leadership and commitment from senior officers and elected Councillors and they informed us that the local safeguarding adults arrangements continue to move from 'good' to 'great'.

The Safeguarding Team have worked closely with both Harrow Police and the London Fire Brigade to raise the awareness of those most vulnerable about keeping safe both at home and in the community. Events have taken place across the community to



share information about safeguarding and to offer people free home fire safety checks and also to introduce people to smartwater to prevent burglaries.

Work is currently underway to introduce the "Safe Place" scheme to Harrow which will help people with disabilities to feel more safe and supported in their local communities.

Our unique 'Safety Helix' is a tool we have developed to ensure more robust and sophisticated quality monitoring and we have created a Safeguarding Assurance and Quality Services team to make sure services are achieving the required standards.

Personalisation

Through pioneering initiatives we have continued to passionately support the personalisation agenda. A user-led ethos underpins our approach and this has resulted in Harrow's recognition as a consistent national and regional leader in this area. During 2013/14, Harrow's social care department have welcomed

number of visitors to the Council to see how personalisation works. Dignitaries and Senior Health and Social Care representatives from across the UK, Sweden, and Japan's first minister have come to Harrow to see this ground-breaking work.

Innovation

A highlight for us has been the growing use of 'My Community ePurse' (MCEP) for personal budgets, with Harrow now having the highest number of people nationally using a cash personal budget. We are seeing the development of MCEP's potential in responding to the Care Act's technological requirements.

Our integration with Public Health partners has made the development of projects like 'Ballet Burst' a reality. This is a research programme on the links between Learning Disability and Obesity. Ballet Burst has been

accredited by esteemed academics at the Tizard Centre based at the University of Kent who are working with us to deliver its benefits.

You will read about these initiatives and others and about the people who make it happen in this Local Account. Each of our initiatives contributes to improving the quality of care, support and wellbeing in Harrow.

The Local Account Group

This report is an important aspect of our overall approach to improving quality and we give a special thanks to the Local Account Group, alongside whom we have co-produced some excellent work throughout the year.

We have widened the participation in the Local Account Group, and continue to support the team of enthusiastic and committed experts-by-experience, to improve and develop Harrow's adult social care system.



Inclusive fun for everyone: 'A Ballet Burst' taster session

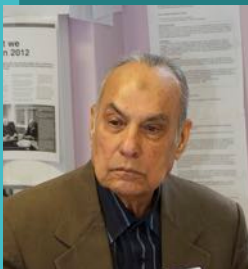
Welcome to Harrow's Local Account Report 2013/14

An introduction by the Local Account Group

Lee: "As a service user, I like the fact that I am able to give something back to adult social care and also see things from other perspectives."



Karrar: "Being on the local account has enabled us as a group to look at how Harrow council is working towards meeting the needs of all service users."



George: "This group allows us to widen our knowledge of what is happening in Harrow and also being able to share this further afield."

Sally: "It's nice to feel part of a group that showcases what is happening in social care."



Peter: "Being on the group gives me the opportunity to share my ideas and I can then share these with other service users across Harrow."



The Local Account group co-produced this report, incorporating the views and feedback from both service users and carers. The Local Account group members are all experts by experience who have an interest in making sure that we represent the views of people who use services in Harrow. They have chosen what goes in this report and how it should look. They said “We feel real stories by service users, carers and their families are the best way to give evidence as to how Harrow’s adult services has delivered it’s social care outcomes”.

This Local Account Report demonstrates a commitment to service user and carer engagement and co-production.



The Local Account Report provides evidence of the ways in which Harrow Council have engaged with the local community and the ways in which they have responded to their collective voice.

In this year's Local Account report, we will:

- Explain adult social care and give you the chance to read about people who use our services.
- Explain the National and local context for adult social care, including the Care Act 2014 and our priorities for the future.
- Publish facts and figures about how we have spent our money and how we have performed compared to other Local Authorities.
- Look at the new and exciting initiatives that have been taking place and hearing from people who are involved.
- Give an insight into what our Safeguarding Assurance and Quality Services Team has been doing over the last year to protect vulnerable people and demonstrate our commitment to driving up Quality Standards.

...vinda: “As one of the first people to receive a personal budget (for my mother’s care) it has been good to meet other people and spread the word about personalisation and to see how this has grown in Harrow.”



The National & Local Context

The Care Act Update

The Care Act received Royal assent in May 2014 and will come into force in two phases: April 2015 and April 2016. The final guidance for the implementation of the first phase was published in November 2014, with draft guidance expected in January 2015 for phase two implementation.

The Act focuses on the 'wellbeing' principle and the concept of coordinated, person-centred services. The Act also puts Carers on the same legal footing as those they care for and brings together years of good practice and updates outdated Social Care Law. In the second phase of the Act it will bring in a cap on social care costs with the introduction of Care Accounts in April 2016.

The Care Act underlines the importance of Personalisation, giving service users and carers choice and control over the money spent on their care. Harrow as National Leaders in Personalisation have already introduced Personal Budgets for all Service Users and Carers in the Community. This makes Harrow well placed to meet the requirements of the Care Act.

Integration of Health and Social Care

The Health and Social Care Act 2012 replaced Local Involvement Network (LINK), with a new body called Harrow Healthwatch in 2013. This will benefit patients, users of services, carers and the public by helping to get the best out of services, improving outcomes, and helping services to be more responsive to what people want and need. The expectation is that Healthwatch will bring important issues to the Harrow Health and Wellbeing Board.

Over the last year the integration agenda has developed both nationally and at the North West London level. Nationally, there is a recognition that increasing the integration of NHS and local authority/social care activity between both the commissioners and providers of services will make significant improvements to people's quality of life, experience and outcomes

Our Progress

We have developed an Integrated Care Pilot which involves GPs, healthcare professionals and local authorities working in a more cohesive way to improve health and social care for vulnerable patients. This is developing into the 'whole systems' integrated care programme, which is Harrow's part of the North West London Integration Pioneers Early Adopters programme.

The development of Harrow In case of Emergency vulnerable adults programme

Social care reablement and reablement plus services has underpinned the Harrow In Case of Emergency (HICE) project which had the overall aim of reducing the number of older people who are regularly admitted to hospital. The HICE programme provided a range of preventative support mechanisms and saw significant reduction in admissions as well as improvements in outcomes including Health and Wellbeing, Safety and Carers quality of life.

Funding Challenges

Like all councils, we are facing tough times but we are committed to support the most vulnerable and will target resources where they are most needed.

We will continue to work in partnership with Harrow Clinical Commissioning Group (CCG), Voluntary Sector organisations and other Community Groups to find new ways of delivering more integrated care services and help people to remain independent.

Local Account 2013/14

Our Objectives

This is our third Local Account and it provides a method for demonstrating accountability for performance and outcomes. It helps plan improvements through engagement with people who use services and getting feedback on their experience.

The Department of Health provides a framework which we use to assess adult social care outcomes and enables us to measure our performance in key areas.

The Adult Social Care Outcomes Framework (also known as ASCOF) tells local authorities what we must do to improve outcomes.

The ASCOF is divided into four sections (called domains). These are:

- **Safeguarding adults whose circumstances make them vulnerable and protecting them from unavoidable harm**
- **Enhancing quality of life for people with care and support needs**
- **Delaying and reducing the need for care and support**
- **Ensuring that people have a positive experience of care and support**

A Guide to Adult Social Care in Harrow



Some people need support to lead an active life and do the everyday things that most of us take for granted. The social care system for adults provides this support for those who need it and to help them keep their independence and dignity. The adult social care department, part of Harrow Council's social services, is responsible for assessing people's need for 'community care' or 'social care' services.

Safeguarding and Quality Assurance is at the centre of everything we do in Adult Social Care. Over the next few pages we will take you, step by step through each of the stages above, explaining what they are and giving examples of our achievements in each area.



*'Ballet Burst' Officially
launched in 2014*

What to expect from Adult Social Care

Access Harrow: The customer journey starts with Access Harrow as the first point of contact with Harrow Council. Based on the callers response to a series of questions, an officer from Access Harrow will follow up with the necessary action. This could be giving you information and advice as appropriate, for example details of health related resources or referring you to an appropriate partner organisation such as the Citizen's Advice Bureau. If the reason for the call cannot be resolved at first point of contact the caller is transferred to the Reablement team.

Reablement: The reablement service provides planned, short term intensive support to people who may have had a set back in their life, for example an injury caused by a fall. Reablement is designed to help people restore their independence, regain lost skills, build confidence and help people to do as much as possible for themselves rather than someone doing things for them. The aim is to enable people to live in their homes for as long as possible.

The Reablement service in Harrow is available to residents aged 18 years and older. The team provides a multi-disciplinary approach that sign-posts and supports people to be as independent as possible for as long as possible. Typically a Reablement support package may be offered for a maximum of up to 6 weeks.

Personalisation: Personalisation is delivered by three different teams in Harrow.

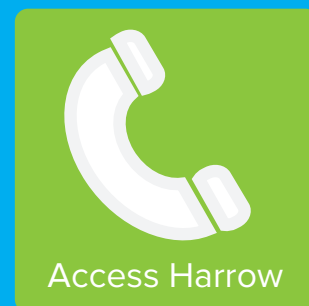
The Personalisation 1 team undertake initial assessments of people, using a supported self-assessment which is essential for determining a Personal Budget amount.

When the necessary information is gathered, the Personalisation 2 team follow up by developing a Support Plan with the individual.

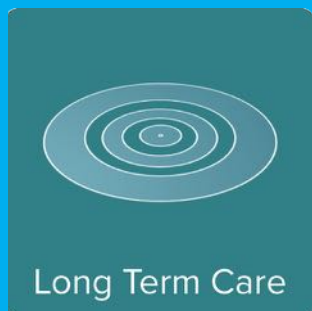
The Support Plan is developed using 'My Community ePurse'. This online technology is a website that gives you access to a social care directory and useful information including the rated quality of care and an idea of what you should pay.

Support Plans are reviewed every year by the Personalisation 3 team or more frequently if required. All services are monitored by the 'Safeguarding Assurance and Quality Services team'.

Please see our case studies for more information about how personalisation is working in Harrow.

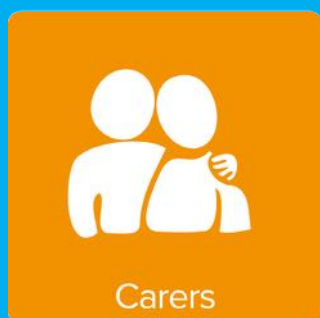


Long Term Care: The Long Term team deals with more complex needs that are likely to need ongoing support and long term care.



The Team primarily work with people who need supported living arrangements, residential or nursing placements.

The team work in partnership with the sensory services team supporting people living in Harrow who may have visual impairments, are hard of hearing or are deafblind. They provide information, advice, support and assessments for specialist equipment adaptations.



Support for Carers: With the refresh of the National Carers' Strategy and the equality of carers' rights under the Care Act, carers are being put at the forefront more than ever before. We were pleased to find that in 2013/14, carers in Harrow rated their quality of life as third highest in London. Harrow contributes to the wellbeing of carers by working closely with third sector groups, and hosting regular carer events and opportunities that actively encourage carers to give their feedback.



Health Integration: The vision for integrated care is based around three key commitments to people using services. People and their carers and families will be empowered to:

- Exercise choice and control,
- Manage their own health and well-being
- Receive the care they need in their own homes or in their local community.

GPs will be at the centre of organising and coordinating people's care.

Integrated initiatives have included 'Winter Warmers' and the Harrow In Case of Emergency project targeting people over 75 with high hospital admission rates with the aim of reducing the number of avoidable admissions.

Safeguarding Adults

Safeguarding of Vulnerable Adults during 2013/2014

The safeguarding of vulnerable adults is a legal responsibility placed on health and social care organisations to work together through a duty of partnership.

A vulnerable adult is defined as a person aged 18 or over, who is or may be in need of community care services by reason of mental health or other disability, age or illness; and who is or may be unable to take care of him or herself or unable to protect him or herself against significant harm or exploitation.

The Local Safeguarding Adults Board (LSAB) is chaired by Bernie Flaherty (Director – Adult Social Services, Harrow Council) and is the body that oversees how organisations across Harrow work together to address the safeguarding agenda. The board met four times in 2013/14. This included an Annual Review Day.

Key safeguarding activities through 2013/14 have included:

- **A Safeguarding Peer Review:** Peer reviews have been developed by the London Government Association to develop excellence in adult social care. In November 2013 a Peer Review team led by Cathy Kerr, Director of Adults Social Care in Richmond reviewed Harrow's safeguarding practices and procedures. The team concluded that Harrow has a very impressive service with evidence of strong practice and leadership. The review team judged that Harrow is placed in a strong position to tackle future challenges and provided recommendations to enable us to move 'from good to great'.
- **Specialist Training:** A total of 2176 people received safeguarding training in 2013/14 - this was an increase of 698 people from 2012/13. A new three year training strategy was developed and agreed by the board.

Deprivation of Liberty Safeguards (DoLS)

The use of these safeguards is important in the Board's oversight of the prevention of abuse and as they are relevant for some of the most vulnerable people known to local services (and those that are placed out of borough), the LSAB needs to be reassured that they are carefully monitored.

There were a series of briefings about DoLS to more than 250 individual stakeholders e.g. social care staff, school staff and police.



Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. They aim to make sure that people in care homes, hospitals and supported living are looked after in a way that does not inappropriately restrict their freedom.



Service users produced and presented a film to the Local Safeguarding Adults Board annual review day

There were 14 requests for authorisations last year (an increase of 1 from the previous year) of which 9 were granted. The main change is that there were 5 requests from hospitals compared to none in 2013/2013. The remaining 9 were from registered care settings, primarily nursing homes.

- 5 authorisations were for 18 – 64 year old (younger) adults and 9 were for older people
- 9 authorisations were for men and 5 were for women

The 14 referrals were across a range of disabilities: 6 for people with a physical disability; 3 for people with a mental health difficulty; 3 for people with a learning disability and 2 for people with more than one disability (learning disability / mental health and sensory).

1003 people raised a safeguarding concern. This was an increase of 346 in the last year which demonstrated that more people were coming forward to raise safeguarding concerns. This reflects the impact of awareness raised by the Local Safeguarding Adult Board.

The Safeguarding Team have worked closely with both Harrow Police and the London Fire Brigade to raise awareness to those most vulnerable about keeping safe both at home and in the community. Events have taken place across the community to share information about safeguarding and to offer people free home fire safety checks and also to introduce people to smartwater, an innovative scheme to identify stolen property and prevent burglaries.

See page 54 for Safeguarding contact details

Our Approach & Achievements

Safeguarding Assurance & Quality Services

We protect the most vulnerable residents. This process puts the service user at the centre and uses techniques we have developed.

Our last local account introduced the Quality Assurance Quadrant (QAQ), a regular internal report which looks at four key areas of our work; Reablement; Personalisation; Safeguarding and Providers.



2013/14 sees the development of a dedicated Safeguarding Assurance and Quality Services team. This team will incorporate a monitoring role responsible for checking compliance across all social care services through inspection and tracking actions that arise.

Local Quality Charter printed and promoted

Disturbing levels of poor care and ill treatment by some staff in care homes has been reported in the media over the last couple of years. The Safeguarding Assurance & Quality Services team in Harrow monitor all care homes in the Borough and homes outside Harrow where Harrow clients are based to ensure that all minimum standards are met and the quality of care meets those published in our Quality Charter. This is now available to all providers who wish to deliver personalised services in Harrow

The team continues to focus on helping care homes to improve their standards and works closely with the homes to ensure the needs of residents are met with dignity and respect. The attention in the media highlights the importance of the continuation and strengthening of this service to ensure that standards of care are exceeded.



Winterbourne View in-Depth Review

Following the abuse that occurred at Winterbourne View, a private hospital in South Gloucestershire, Harrow Council has worked tirelessly to address factors highlighted in the national response to the Winterbourne View scandal through our safeguarding adults partnership board. The safeguarding assurance team has successfully developed a framework to ensure that Harrow remains a forerunner in relation to issues highlighted and we are building a strong culture of joint working with the Harrow Clinical Commissioning Group (CCG).

In March 2014 Harrow was notified that the Department of Health intended to conduct an in-depth review (IDR) of progress regarding the Winterbourne View Concordat. We were chosen in part due to the diversity and demography of the borough.

Responding to Winterbourne View -

Progress to date:

- Joint Winterbourne View panel and processes: Working with service providers and families to review people in learning disability or autism inpatient hospital beds to agree a personal care plan based on needs
- Personalised care and care in community settings: Assessments and support plans have been completed with families and service providers. In addition Harrow are first across London for cash Personal Budgets
- Established Winterbourne View Task and Finish group: to deliver the concordat requirements and develop and deliver local action plans with accountability to the Health and Wellbeing Board
- Guidelines for placements and panel decisions: Terms of Reference in place to support placements and panel decisions
- Increased availability of local services: Universal access to all services for clients with learning disability and autism, specialist multi-disciplinary community team and newly commissioned CAMHS (Child and Adolescent Mental Health services), learning disability and challenging behaviour service.
- Internal Specialist Provision: Roxborough Park Residential Unit has gained National Autistic Society Accreditation
- Assessment and Treatment placements: All cases are subject to regular multi agency, in depth reviews with clear action plans to step down into lower intensity care settings
- Funding arrangements: Funding arrangements are jointly discussed and agreed via multi-agency panels with agreement to joint fund as required
- All clients have a named coordinator: Named health and social care professional for every admission
- Dispute Resolution Policy in place and adopted by other London Boroughs.
- Dedicated Transition Team for children with learning disabilities and challenging behaviours moving to Adult Services: Joint future care planning.

The Winterbourne View Concordat can be viewed at gov.uk - search 'Winterbourne View Concordat'

Our Approach & Achievements

Autism Strategy Update

In February 2014, the Autism Lead for Association of Directors Adult Social Services (ADASS) plus representatives from the Department of Health Policy Unit, the Local Government Association, and The National Autistic Society visited Harrow. They met a group of people from Adult Social Services, Harrow Clinical Commissioning Group (CCG) and the voluntary sector. The group explored how well Harrow was doing to put the strategy into practice locally and which challenges they were coming across.

The visitors were particularly impressed with Harrow Council's training model which involves a local support organisation and people with autism in delivering autism awareness training to health and social care professionals. Consequently, Harrow Council was the only London borough (a) selected to take part in this review, and (b) invited to the autism strategy launch session.

The service user led awareness training in Harrow has been published as a case study representing a model of good practice in the Government's latest Autism Strategy refresh presented by Norman Lamb, April 2014 'Think Autism: Fulfilling and Rewarding Lives, the strategy for adults with autism in England: an update.'

They quote:

Autism awareness training for staff in Harrow

Harrow Adult Social Care has worked with a local voluntary organisation to set up Autism Awareness training for staff. The training model involves adults with autism and parents or carers as part of the local Empowering Ourselves to be Heard Project. Using local speakers brings a unique insight into autism and personal experiences of services. Attendees then have the opportunity to participate in group sessions with speakers, ask questions and discuss how to improve their practice. As well as social care, training places have been extended to housing, customer services and voluntary sector advocacy staff. The inclusion of customer services has proved particularly effective. The courses have been popular and will continue to run regularly. This work has also led to links being made between the Empowering Project and other parts of the Council, providing adults with autism opportunities to participate in improving the delivery of a range of services.

To read the whole document:

Think Autism, Fulfilling and Rewarding Lives, the strategy for adults with autism in England: an update
Visit:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/299866/Autism_Strategy.pdf

Peter:

“Having recently joined the local account as someone with autism I find it refreshing to be part of a group where we can all contribute, we are listened to and make a difference. I have been very impressed by the improvements that have been made in adult social care and all within a tight budget. As a former accountant I can appreciate that this is quite an achievement. I have been involved in the Autism Awareness training all the way through as an adult with autism and have been very impressed by the response from the staff members attending. One positive change resulting directly from the training related to the often highly stressful experience of autistic people coming to the Civic Centre requiring help. Some found the procedure they needed to go through to get help too stressful and had to give up and go home in some distress. On hearing about this during the training, one member of staff worked out a stress-free way that we could come and get help, avoiding the previous procedure. This was tested out on one of those who had experienced difficulties and worked well. It has now become available to all autistic people.”



MyCommunity ePurse



MyCommunity ePurse is a web-based online solution that uses PayPal's payment technology to administer personal budgets. Also known as MCEP, this pioneering approach to personalisation and delivering outcome focussed personal budgets goes from strength to strength. The solution addresses many barriers to cash personal budgets including improved management of fraud risk and accountability. Harrow has now secured intellectual Property Rights (IPR) to MCEP and has already attracted several expressions of interest from other local authorities to buy and use the technology. Please see our case studies for examples of how it is being used.

Our Approach & Achievements

Complaints and Compliments

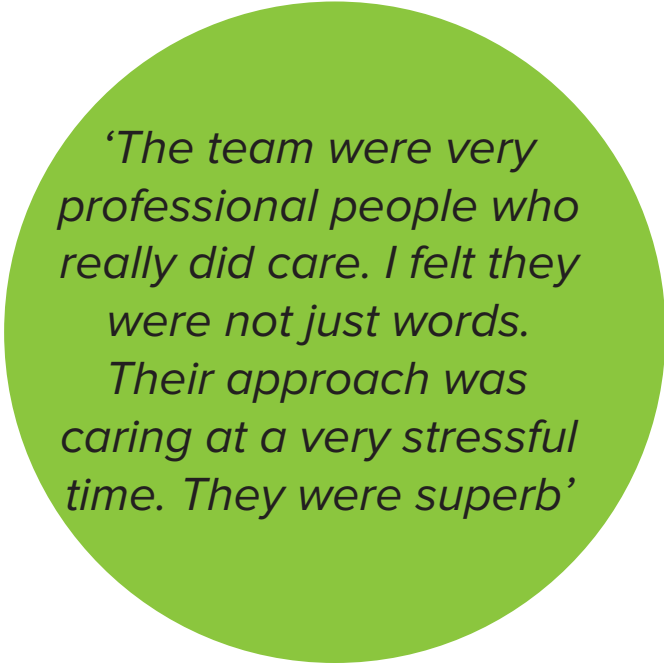
A year on from the last report has seen some improvements in the number of complaints compared to the previous Year.

5.4% of complaints escalated to stage 2 of the complaints process. We attribute that this low rate is due to the sound practice in resolving complaints effectively. It also suggests that service users concerns are being heard and resolutions found at the earliest point in the complaints process, in line with best practice.

Harrow has been committed to try to resolve complaints as quickly as possible. All service areas exceeded targets with an overall level of 86% of complaints being dealt within ten days

In addition to formal mediation meetings there were numerous informal meetings with complainants as a way to assist them with the process or engage with them to discuss specific issues.

Feedback about the service we provide is important to us and we welcome comments or suggestions whether good or bad as they help us learn and improve. In addition to complaints we also received 44 compliments.



'The team were very professional people who really did care. I felt they were not just words. Their approach was caring at a very stressful time. They were superb'

Complaints Team Contact Details

Telephone: 0800 136 104

email: Complaints.adultsandchildrens@harrow.gov.uk

Fax: 020 8736 6882

Text: 07584 464628

Market Position Statement

Our first Market Position Statement (MPS) is a summary of what we have learned from feedback and sets out how providers can make Harrow the best place to receive adult social care and support.

The Institute of Public Care (IPC), who are helping councils to develop MPS said they were “Really struck by the service user input and sense of community and personalised care articulated through the MPS giving the user a voice”. They also described Harrow’s MPS as “Very Compelling” and “Having a really good tone”.



Global interest in Harrow

Four dignitaries from the Swedish Association of Local Authorities and Regions visited Harrow in late-March. They were given presentations about personalisation and a variety of initiatives we use to achieve high-quality outcomes for service users and carers. Jennie Björstad, Swedish Association of Local Authorities and Regions, said “the visit gave them a lot of inspiration! We want to further explore some of the very interesting activities mentioned to spread to others back home.” In particular they were interested in Ballet Burst, Harrow’s Local Account and Quality Charter.



Carers Update



National Carers Week 2013

We launched Harrow's very own "carers' shopping centre" in June 2013.

31 organisations joined forces to become a live shopping centre where carers could meet with organisations face to face to see what they were able to offer and how they may be able to provide information, advice, care, and support. The event was extremely well attended from start to finish and the general consensus was that the event was a great success and should be repeated on a regular basis. The stall-holders said that they had benefited from attending and having the opportunity to not only meet with carers but also to see what other organisations were able to offer.

With the refresh of the National Carers' Strategy and equality of carers' rights under the Care Act, it is positive to see carers more than ever before are being put at the forefront of the local community. We were pleased to find that carers in Harrow rated their quality of life as third highest in London. Harrow contributes to the wellbeing of carers by working closely with third-sector groups, and have hosted regular carer events and opportunities where carers are actively encouraged to give their views and feedback.



The Carer's strategy

In March 2013 the Carer's Task and Finish group – comprising members from Adult Social Care, Public Health and Harrow Clinical Commissioning Group – hosted a workshop to gather views and experiences from carers and voluntary organisations. The feedback was used to improve future events and contributed directly into the development of the Carer Strategy 14/15.

Carers Revival

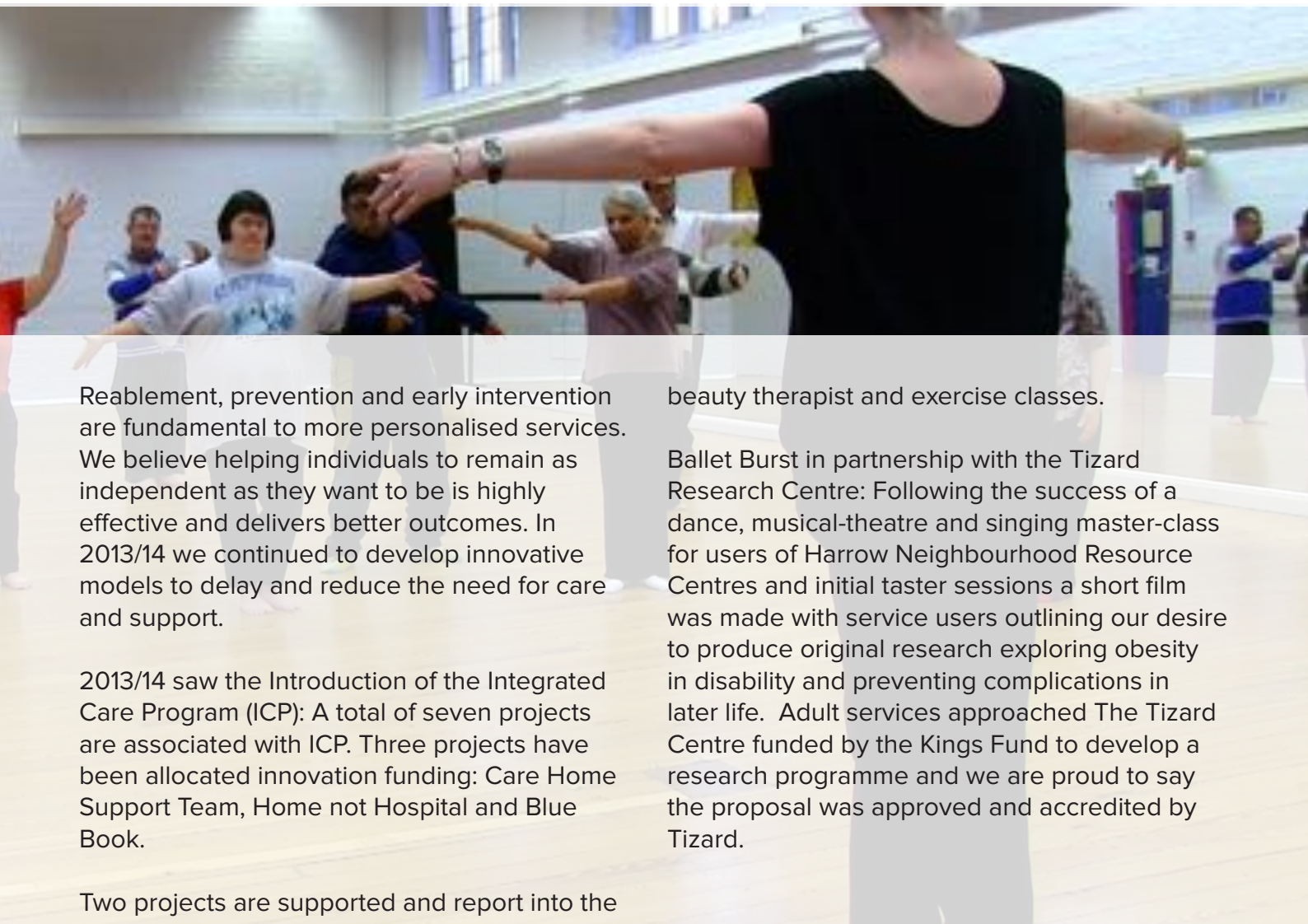
All carers were invited to attend a local church on a monthly basis to learn more about the support that is available for unpaid carers in Harrow.

There have been a wide variety of speakers including Caroline Tomlinson, a co-founder of In Control* – who focused her presentation on the introduction of personal budgets for carers and support planning. Carers were given the opportunity to engage in practical exercises which enabled them to gain more understanding of how personal budgets may be of benefit to them. Many guest speakers are invited to share information about their organisations and carers are given the opportunity to develop more understanding of how new initiatives and plans for carers are supported by Harrow council.

Carers revival is also an opportunity to engage with carers when shaping new services as Harrow Council recognises their roles as experts by experience and values their thoughts, ideas and feedback.

**In-Control are a national charity 'working for an inclusive society where everyone has the support they need to live a good life and make a valued contribution' for more information please visit: www.in-control.org.uk*

Health Integration Update



Reablement, prevention and early intervention are fundamental to more personalised services. We believe helping individuals to remain as independent as they want to be is highly effective and delivers better outcomes. In 2013/14 we continued to develop innovative models to delay and reduce the need for care and support.

2013/14 saw the Introduction of the Integrated Care Program (ICP): A total of seven projects are associated with ICP. Three projects have been allocated innovation funding: Care Home Support Team, Home not Hospital and Blue Book.

Two projects are supported and report into the Integrated Management Group: Harrow In Case of Emergency and a Telehealth pilot. A further two projects are 'branded' with ICP support and information is regularly shared through ICP: These are:

Annie's Place and Ballet Burst in partnership with the Tizard Research Centre.

Annie's Place: Annie's Place is a Drop-In service at Milmans Day centre every Thursday. The Drop-in is available for people with Dementia, their carers and wider family. Annie's place provides information on services available, support and practical advice on reminiscence and other therapies, support for carers and access to personal services such as hairdresser,

beauty therapist and exercise classes.

Ballet Burst in partnership with the Tizard Research Centre: Following the success of a dance, musical-theatre and singing master-class for users of Harrow Neighbourhood Resource Centres and initial taster sessions a short film was made with service users outlining our desire to produce original research exploring obesity in disability and preventing complications in later life. Adult services approached The Tizard Centre funded by the Kings Fund to develop a research programme and we are proud to say the proposal was approved and accredited by Tizard.



Whole System Approach

Many of services across health and social care are inter dependent, but are managed (and funded) separately by the Council or the local NHS. Across the country this is also largely the same, although in some areas services are provided jointly. The Better Care Fund (BCF) was announced by Government in the June 2013 spending plans, and requires the NHS and local government to work more closely together around people, placing their well-being as the focus of health and care services in local areas, pooling resources to make best use of available funding. In Harrow, given the collective financial pressures faced by both organisations, working in this way has proved difficult, however after much joint working and negotiation there is now an agreed plan. The integrated care pilot (ICP) shares these principles, and is expected to build on the innovative local authority-led initiatives such as Harrow In Case of Emergency (HICE) and the WLA Commissioning Framework to develop, in the longer term, a whole-system plan, which may (across the whole system) achieve efficiencies which enable the wider health and social care economy to respond to the reducing funding envelope that is expected.

Harrow In Case of Emergency (HICE) Pilot

Recognising through the Integrated Care Programme (ICP) the challenges from increased admissions to hospital in Harrow's health and social care economy, Harrow Council developed a six week pilot programme targeted at people with two or more admissions to hospital in the previous six months. The pilot analysis has demonstrated that there was an average reduction in admissions to hospital for the 25 pilot participants from 18.5 admissions per month before completion of the pilot to 4.2 admissions per month post pilot. This average monthly reduction of 14.3 admissions for this client group, translates into a 77% reduction in admissions over this period.

The HICE programme provided arrange of support mechanisms; advice, physiotherapy led exercises and pharmacy consultation for a cohort of 25 service users with sessions based at Milmans Neighbourhood Resource Centre. Feedback from the programme has been very positive following the programme with significant improvements on outcomes including health and wellbeing, safety and carers quality of life.

A Session at Milmans Neighbourhood Resource Centre



Personalisation Update



Personalisation of adult social care services saw the introduction of personal budgets. Research indicates that personal budgets impact positively on well-being, increase choice and control and improve outcomes.

A pioneering approach to Personalisation in Harrow has involved the development of new technology to support an outcome focussed approach to Personal Budgets. This is being achieved through the continued development of My Community ePurse (MCeP).

This solution addressed the barriers that existed to cash personal budgets (formerly known as direct payments); including the concerns raised around accountability and potential fraud.

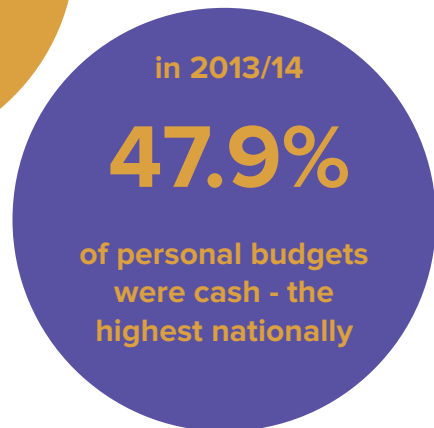
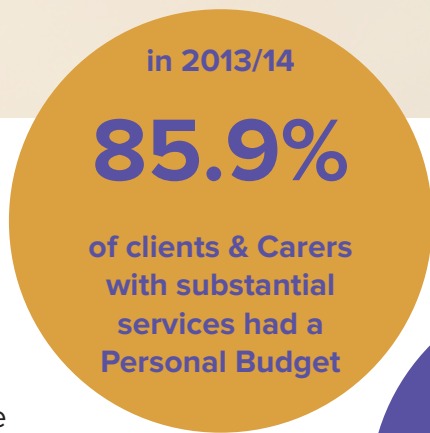
We chose to use PayPal as the method of payment for My Community ePurse because PayPal protects financial information with industry-leading security and fraud prevention systems. They have extensive fraud and risk detection models and dedicated security teams that work to help keep their customers' accounts secure from fraudulent transactions.

Harrow is the first local authority in the country to be able to offer a solution that addresses these issues and has successfully secured all Intellectual Property Rights (IPR)

to this technology to ensure that the Harrow Community benefits from the major interest we have already received from other local authorities.

In 2013/14 85.9% of all Harrow clients and carers with substantial adult services have a personal budget.

When it comes to the proportion of people who use services who have control over their daily lives 47.9% received their personal budget as a 'cash' payment. This means having control over making payments to the service provider directly through the use of direct payments or MyCommunity ePurse



You said, we did: *user engagement*

User engagement is crucial to us to ensure we are fulfilling our duties to the residents of Harrow. Surveys are an important source of feedback and there can be several different surveys each year as well as feedback through forums, reviews, consultations, the local account group and through our partners including the voluntary sector. Some examples are:

The Department of Health Adult Social Care Outcomes Framework User Survey:

This happens every year. In 2014 The Department of Health User Survey was sent out to a random sample of 1,397 services users across the borough. The Council received 443 responses, a 38% increase in the number received the previous year. Overall the survey results show that satisfaction has been sustained at a similar level to the previous survey in 2012-13.

Strategic review of day services:

We consulted service users and their families, staff, community groups and the voluntary sector in relation to proposed changes to the Neighbourhood Resource Centres (NRCs) including reviewing service users attending Bentley NRC to assist with a smooth transition to Byron NRC and the closure of Bentley.

Review of learning disability residential accommodation:

We developed local residential service provision for adults with learning disabilities that responds to current and future demand for residential services. Through a more efficient and responsive service, not only were we able to be responsive to need but also to meet the council key financial planning document called MTFS 'medium term financial strategy'. This was achievable through sustaining local resource and not being dependant on expensive resources that in some cases can be a considerable distance from Harrow.

You said, We Did

We constantly strive to improve our services, the case studies from page 32 onwards are examples of how key strategic decisions are connected to a person centred approach. For example David's story on page 34.

David was one of the first service users to use Pay Pal to manage his personal budget and we recognise that when introducing new systems there will be challenges to overcome. Although David told us initially he experienced a long delay in getting a personal budget set up we responded by realigning the adult social process (see pages 14-15) in readiness for the roll out of MyCommunity ePurse to all service users eligible for a personal budget.

Case Studies: *Real stories from real people* Over the next few pages you can read about:

Harrow's Local Account 2013/14

'I can now see a future for myself'

With one in four people suffering from a mental health issue, facilities such as Wiseworks, provided by the Disability Day Services of Harrow Council, are leading the way in mental health recovery. Service user Alan Franks explains how Wiseworks has turned his life around.

"After becoming unwell, had lost my confidence and was finding it hard to believe in myself" said Alan.

"I visited Wiseworks and immediately felt I was somewhere I could feel comfortable and supported and, importantly, where people would understand my health issues. Wiseworks offered me work-related activities programmes where I had the chance to learn new skills and feel productive again.

"I started on the desktop publishing programme. The great thing is the classes are taught in small groups and tailored to learners' needs. I had never thought of myself as creative, but with the guidance of the Wiseworks staff, I discovered a new talent. Wiseworks also helped me to take on further study. I went to college in the evenings and gained a certificate in Graphic Design."



Alan Franks

Day Services in Harrow

Harrow Council is responsible for five "in-house" (staffed and funded by Harrow Council) day centres providing services for older people, people with physical disabilities and people with learning disabilities. As a pre-vocational centre, Wiseworks provides work-based assessment, rehabilitation and training for people recovering from mental health problems. Based in Harrow, and provided by the Disability Day Services, the centre delivers a programme of courses which can help service users to move on to further education, voluntary work or paid employment.

Through these activities, service users are able to develop social skills relating to work, build confidence to seek work opportunities, and understand the effects of mental health on work related activities.

"I now help other service users, assisting with the photography and desktop publishing classes. I also helped to design and construct the water feature in our Wisecore garden. Wiseworks has been invaluable for me. I feel like I have come a really long way since I first came here and can now see a future for myself."

Further information

Wiseworks is a pre-vocational day care centre for people with mental health issues, offering education, training, employment support and opportunities for personal development.

Wiseworks is based in Marlborough Hill, Harrow. It provides work assessment, rehabilitation and training for people recovering from mental health problems. If you are aged 16 or over with a mental health issue and are interested in attending Wiseworks, you can ask your care coordinator about it further.

Alternatively contact the Service Manager on 020 8863 8704.

Alan Franks: How Wiseworks opened up life changing opportunities

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Harrow's Local Account 2013/14

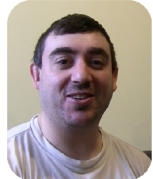
Choosing the right support: David's Story

David lived with his grandmother for a large part of his life and they supported each other. David eventually became his grandmother's primary carer and she passed away. When David moved into a flat of his own, coping with everything alone was proving difficult.

It was then that David contacted Adult Services seeking some help and support. As he was struggling to manage essential daily tasks, he was keen become independent as he could and realised that he would possibly have to learn new skills.

Following the assessment stage, David developed his own support plan to meet his social care outcomes. At that time, Harrow was embarking on an existing new partnership with PayPal for people to receive their personal budget payments electronically, online. David identified that this would be a good way for him to manage his personal budget, with no added paperwork. David acknowledges he wanted to pick the people who work with him and to be able to make sure his personal budget was spent on achieving his goals.

David was fully involved in interview potential providers to support him. The first provider David chose didn't work in terms of meeting his specific personalisation outcomes. It was then that he met Matt who at the time was doing some support work. David and Matt got on extremely well and Matt was approached to register his agency with Harrow's online social care directory as a provider. This way, David could take control and work directly with Matt to organise his support plan. Matt's job paid directly through PayPal and he says he never gets a late payment.



David's lifestyle has changed significantly since having a personal budget. Initially Matt got involved in helping with everyday things like menu planning and being a qualified fitness instructor means David can balance his workout with a regular fitness regime and now goes to the gym at least once a week.

Matt says "I decided I wanted to give something back to people and enjoy working with people... It's the fact that personal budgets can be person-centred".

David says "It's made a massive difference and is an amazing opportunity."

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David House: Personal budgets offer personalised solutions but you need to have the right choice on offer

"It's made a massive difference and is an amazing opportunity"
- David House

Annie's Place: Offering a supportive environment

Annie's Place offers a supportive environment where information is made available and discussion about the experience of the dementia illness can be shared with other people in the same situation.

The Drop-in is available for people with Dementia, their carers and their wider family. It provides information on services, support and practical advice on reminiscence and other therapies. This includes relaxation, computer support, carer support, access to a hairdresser and beauty therapist, yoga and gentle exercise sessions provided via the STARRS team physiotherapist.

There are currently over 2,876 people who have been diagnosed with dementia in Harrow. This number is projected to increase at least 30% by 2025.

Dementia can lead to people feeling isolated and confused. Advice and support should be provided at the earliest possible time to offer reassurance and information about dementia and services available.

Over the last year the Council have been working closely with Health and Voluntary sector partners to develop dementia services and have established a pilot of an innovative Drop-in Service to support people in the early stages of dementia. The Drop-in has been called 'Annie's Place'.

Annie's Place offers a supportive environment where information is made available and discussion about the experience of the dementia illness can be shared with other people in the same situation.

The Drop-in is available for people with Dementia, their carers and their wider family. It provides information on services, support and practical advice on reminiscence and other therapies. This includes relaxation, computer support, carer support, access to a hairdresser and beauty therapist, yoga and gentle exercise sessions provided via the STARRS team physiotherapist.

Every Thursday 10am to 12pm
Harrow People's Centre, Harrow, London HA1 1JF

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Harrow's Local Account 2013/14

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Ron and Joan Howard

In our last Local Account we featured a story about Ron and Joan who attend Annie's Place and we are delighted to let everyone know that after an announcement was published we also had an article in the Harrow People featuring their story and as a consequence of this a friend of Ron's, who is now 90 years old, contacted him at Middlesbrough. Joan said it actually brought a tear to her face. It's because of Annie's Place that we have re-established our friendship and we are so thankful for this. We think of ourselves as very lucky to have learnt about dementia and to be able to go for help, advice and support is so important. I have been encouraged to be involved and invited to different meetings and events. I feel much more confident in knowing that to do for the best for Ron. It's the little snippets of information that get which make all the difference.

Philomena and Neville De Mello

Philomena has a diagnosis of Alzheimers and lives with her husband Neville in Harrow. She started to attend Annie's Place a few months ago and this has now become a regular event for us. It's the opportunity to go to a regular club for people with dementia however my husband isn't able to join me so we are looking for someone to go together. At Annie's Place we get to spend time with other people who we are able to share our experiences with a gain support from each other. Another positive is how less isolated we feel now that we have somewhere to go on a regular basis. Neville would stay at home doing his crossword but now he gets to go out and spend time with really nice people. Our favourite aspect of Annie's Place is the physiotherapy sessions that take place every other week we both enjoy taking part in these!

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Annie's Place: The launch of an innovative drop-in service offers support to people newly diagnosed with dementia and those who care for them



'I love being a shared lives carer because I make a difference in people's lives'
- Terry

Joanne and Terry: Harrow's Shared Lives Scheme

Harrow Shared Lives Scheme offers local people the opportunity to open their home and their lives to supporting a vulnerable person. Whether this is long term (living with a carer and their family on a full time basis) or for respite (staying with the carer for a short break) many people have been able to take advantage of the scheme.

Without the need to have had extensive training or any experience in social care, Shared Lives creates an opportunity for people to develop skills and an understanding of what it takes to support a person who is unable to manage for themselves.

Harrow Shared Lives has had an amazing year. More carers have been recruited taking the total from 92 to 35. This has included identifying prospective carers, taking them through an intensive induction and training process and then finally approval at panel. Raising awareness of a scheme that is a person centred service takes time, but we have seen an increase in service users being up a placement from 19 to 32 and several more people are waiting to be matched. We hear positive stories of change at a daily basis and our carers do an amazing job in promoting the independence of all for the people they support.

Terry has been a Shared Lives Carer for 3 years.


Terry says: I love being a Shared Lives Carer because I make a difference in people's lives. I would encourage other people to consider the scheme as there are so many people who would love to become a part of a family. I have two wonderful ladies who live with me and my husband and we all get on great together because we respect each other and talk about everything. The ladies are a part of my extended family and we socialise together at family events.

Joanne has been living within the scheme for two years with Terry.

Joanne says: I have been in the Shared Lives Scheme living with Terry for nearly two years and so much has happened in that time. Terry is really funny and great at helping me to become more independent, she is also good company when we go out to places like the cinema, swimming and for meals. Terry helps me to manage my home skills like washing and shopping and also supports me to keep in regular contact with my family who are welcome to visit me anytime.

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Shared Lives: Joanne and Terry share their experience of a family orientated solution to long term care needs



'I didn't realise how much was on offer'
- Joyce Davis

Gerald and Joyce: Experiencing Reablement and MyCommunity ePurse

Joyce lives with husband Gerald in Stanmore. Gerald was a salesman by trade and enjoyed a fit and active life until he developed Parkinson's Disease which then progressed to dementia.

After a period in hospital Gerald was directed through to the reablement service in Harrow, this was their first encounter of the integrated support offered by health and social care.

Gerald was supported for six weeks with the aim of regaining as much independence as he could. During this period, Gerald was assessed and assessed as eligible for further support. It was then that a personal budget was discussed. They were visited by a MyCommunity ePurse care manager and shown how the process of having a personal budget linked to an online social care marketplace worked. They opted for a culturally specific, day service that was accessible through the website and Gerald now attends for two days per week.

Joyce was supported to use a PayPal account that is linked to MyCommunity ePurse. Joyce can now manage this account online making sure the money is spent on the support Gerald receives without having to provide additional receipts or paperwork.

The support that Gerald gets also enables Joyce to have a well deserved break from her caring role and they can continue to live a very fulfilling life together. Joyce is a fan of quizzes and has appeared on many television programmes including 'Name that Tune', 'Stikes it Lucky', 'The Chase' and 'Pointless'. Gerald and Joyce have always enjoyed the arts including theatre and music and they are avid supporters of the University of the Third Age (U3A) and acknowledge that belonging to U3A has enabled them to have a wide range of experiences including holidays and visits to places of interest.

For more information about the University of the Third Age visit www.U3A.org.uk

Facts about MyCommunity ePurse

- MyCommunity ePurse is very secure as it uses PayPal technology
- You do not need to have your own computer, or necessarily have computer skills as you will be supported at all times
- You do not need to open a separate bank account and you do not have to show the council receipts of services you receive as a full statement of transactions is produced and held in your account information
- You can look at the range of services available to you including services you currently receive
- MyCommunity ePurse will enable more choice in selecting the services and social care support that best suit your needs
- It is a flexible and adaptable system enabling you to make changes to your Support Plan within your current Personal Budget

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Gerald and Joyce: Set backs in life can occur at any time, Gerald and Joyce share their experience of reablement and getting on with their lives with the reassurance of a personal budget and MyCommunity ePurse



Reablement and STARRS

Lucy 97 has returned to living independently in the community following a fall.

Lucy's son says: My mum is 97 and has worked hard all her life. Mum has had problems over the last ten years or so with falls and we have attended the falls clinic at Northwick Park Hospital. Sometimes minor falls have resulted in injuries where she has needed hospital treatment. A recent fall resulted in a fractured wrist, following discharge mum went to stay with our brother and she deteriorated. An assessment with the STARRS team resulted with an offer of support through a placement at Denham Lodge where she spent three weeks, and with gradual encouragement from the physiotherapists and nurses, mum was helped to get back on her feet.

Amazingly mum has made a great recovery and with support from the reablement team we now have our mum back.

'Denham Lodge is a reablement unit in Harrow.'

Lucy

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June and Jim

June is 86 years old and has a diagnosis of dementia. June is well supported by her family, her son Jim lives locally and visits several times a day to support with shopping, medication and other tasks. With this support June is able to live independently in the community.

Jim says: "Following a fall that saw my mother admitted into hospital, we were supported by Harrow Council's reablement team and the STARRS team (short term assessment, rehabilitation and reablement service). Helpthru was installed at mum's house as well as mobility aids including bed side bath aids and a bath lift and. We were also supported to a handymans scheme.

We were told about 'Amie's Place' dementia drop-in where we have been attending for a few weeks. Mum feels very blessed with the help that she has been receiving"

June and Jim

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Lucy, June and Jim: Getting back on their feet with a little help from STARRS (short-term assessment, rehabilitation and re-ablement service)

'I can now see a future for myself'

With one in four people suffering from a mental health issue, facilities such as Wiseworks, provided by the Disability Day Services of Harrow Council, are leading the way in mental health recovery. Service user Alan Franks explains how Wiseworks has turned his life around.

"After becoming unwell, I had lost my confidence and was finding it hard to believe in myself," said Alan.

"I visited Wiseworks and immediately felt I was somewhere I would feel comfortable and supported and, importantly, where people would understand my health issues. Wiseworks offered me work related activities programmes where I had the chance to learn new skills and feel productive again.

"I started on the desktop publishing programme. The great thing is the classes are taught in small groups and tailored to learners' needs. I had never thought of myself as creative but with the guidance of the Wiseworks staff, I discovered a new talent.

"Wiseworks also helped me to take on further study - I went to college in the evenings and gained a certificate in Graphic Design. On top of this, with Wiseworks support I successfully completed a teaching course.

"Being at Wiseworks has undoubtedly aided my recovery. I've learnt new skills and have been helped to think about what I might go on to do in the future.

As the programmes at Wiseworks are work-focused we get to work on real jobs for clients, such as producing leaflets and booklets, which has given me invaluable experience.

"I now help other service users, assisting with the photography and desktop publishing classes. I also helped to design and construct the water feature in our Wiseacre garden.

"Wiseworks has been invaluable for me. I feel like I have come a really long way since I first came here and can now see a future for myself."



Alan is lead designer on Wisewords; Wisewords clients quarterly newsletter



*'It's made a massive difference
and is an amazing opportunity'
- David House*

Choosing the right support: David's Story

David lived with his grandmother for a large part of his life and they supported each other. David eventually became his grandmother's primary carer until she passed away. When David moved into a flat of his own, coping with everything alone was proving difficult.

It was then that David contacted Adult Services seeking help and support. As David was struggling to manage essential daily tasks, he was keen to regain his independence and realised that he would quickly have to learn new skills.

Following the assessment stage, David developed his own support plan to meet his social care outcomes. At that time, Harrow was embarking on an exciting new partnership with PayPal for people to receive their personal budgets payments electronically online. David identified that this would be a good way for him to manage his personal budget, with no added paperwork. David acknowledges he wanted to pick the people who work with him and to be able to make sure his personal budget was spent on achieving his goals.

David was fully involved with interviewing potential providers to support him. The first provider David chose didn't work in terms of meeting his specific personalised outcomes. It was then that he met Matt who at the time was doing some support work. David and Matt got on extremely well and Matt was approached to register his agency with Harrow's online social care directory as a provider. This way, David could take control and work directly with Matt to organise his support plan. Matt is paid directly through PayPal and he says he never gets a late payment.



David's lifestyle has changed significantly since having a personal budget. Initially Matt got involved in helping with everyday things like menu planning and being a qualified fitness instructor means David can balance his nutrition with a regular fitness regime and goes to the gym at least once a week

Matt says 'I decided I wanted to give something back and I enjoy working with people...I like the fact that personal budgets are person centred'

David says 'it's made a massive difference and is an amazing opportunity'.



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Dementia can lead to people feeling isolated and confused. Advice and support should be provided at the earliest possible time to offer reassurance and information about dementia and services available.

Over the last year, adult services have been working closely with health and voluntary sector partners to develop dementia services and have established a pilot to offer an innovative Drop-in Service to support people in the early stages of dementia. The drop-in has been called “Annie’s Place”.

Annie’s Place offers a supportive environment where information is made available and discussion about the experience of the dementia illness can be shared with other people in the same situation.

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Annie's Place: Offering a supportive environment



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Philomena and Neville De Mello

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- Terry



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Without the need to have had extensive training or any experience in social care, Shared Lives creates an opportunity for people to develop skills and an understanding of what it takes to support a person who is unable to manage for themselves. Harrow Shared Lives has had a successful year. More carers have been recruited taking the total from 10 to 35. This has included identifying prospective carers, taking them through an intensive induction and training process and then finally presenting to an approval panel.

Raising awareness of a scheme that is a person centred service takes time, but we have seen an increase in service users taking up a placement from 19 to 32 and several more people are waiting to be matched. We hear positive stories of change on a daily basis and our carers do an amazing job in promoting the independence of the people they support.

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Joanne has been living within the scheme for two years with Terry.

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- Joyce

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- **You can look at the range of services available to you including services you currently receive**
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- **It is a flexible and adaptable system enabling you to make changes to your Support Plan within your current Personal Budget**

Reablement



Lucy, 97, has returned to living independently in the community following a fall.

Lucy's son says: My mum is 97 and has worked hard all her life. Mum has had problems over the last ten years or so with falls and we have attended the falls clinic at Northwick Park Hospital. Sometimes mums falls have resulted in injuries where she has needed hospital treatment. A recent fall resulted in a fractured wrist. Following discharge mum went to stay with our brother and she deteriorated. An assessment with the STARRS team (short-term assessment, rehabilitation and reablement service) resulted in an offer of support through a placement at Denham Lodge where she spent three weeks, and with gradual encouragement from the physiotherapists and nurses, mum was helped to get back on her feet.

Amazingly mum has made a great recovery and with support from the reablement team we now have our mum back.

**Denham Lodge is a reablement unit in Harrow.*

June and Jim

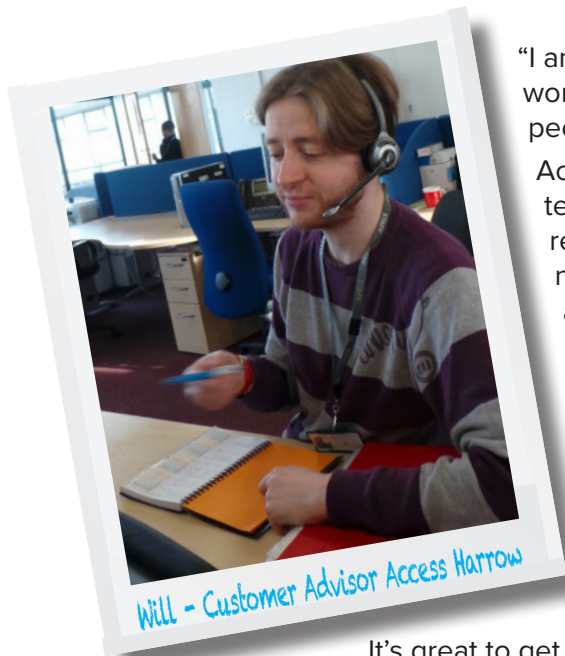
June is 86 years old and has a diagnosis of dementia. June is well supported by her family, her son Jim lives locally and visits several times a day to support with shopping, medication and other tasks. With this support June is able to live independently in the community.

Jim says: "Following a fall that saw my mother admitted into hospital, we were supported by Harrow Council's reablement team and the STARRS team (short-term assessment, rehabilitation and reablement service). Helpline was installed at mum's house as well as mobility aids including bed rails, bath rails and a bath lift, We were also signposted to a handyman scheme".

"We were told about 'Annie's Place' where we have been attending for a few weeks. Mum feels very blessed with the help that she has been receiving"



Staff Snapshots



"I am Will, a Customer Advisor working in Access Harrow. I have worked for Harrow Council for 6 years previously working in older people services, concessionary travel and reablement,

Access Harrow is the frontline support for six Social Services teams. My work involves taking calls from customers, checking records, linking customers with their social care worker, adding new clients to our database and establishing what their needs are, looking at current activities of daily living and seeing what the current difficulties they are experiencing.

Most importantly we take safeguarding referrals for vulnerable people being reported at risk of abuse. These calls require time and sensitivity to allow the caller to open up about often very difficult issues.

The core of what we do is to support the Social Workers and Care Managers to ensure they have more time to spend helping people.

It's great to get calls where people are just calling in to say thanks to their worker. It's easy to forget that we can make a real difference in people lives if only by listening and a few kind words".

Johanna, Care Manager, Long Term Team:

"I am Johanna, a care manager of many years working in the Long Term Team in the Civic Centre. The team supports vulnerable adults aged 18 years and upwards who have learning disabilities, physical disabilities and older people, all who are either in residential or nursing placements, supported living accommodation or need to be moved from the community into 24 hour care.

My role is extremely varied and diverse. I carry out needs led assessments which involve visiting the client and family as well as liaising with General Practitioners, hospital staff, district nurses and carers. I also liaise with placement managers. Once my assessment is completed I present the client's case to a panel of senior managers who manage the council's budgets. When the client is placed I carry out a review in the placement to ensure their ongoing needs are being met and he/she is happy and settled.

Another aspect of my job is to assess people moving into supported living accommodation in order for them to live in the community and to develop the skills they need for independent living in a safe and secure environment.

Although my job is very hectic I thoroughly enjoy my role and get immense satisfaction at successfully finding a suitable placement or accommodation. It is extremely satisfying to see a placement having a positive affect on the person's health and well being. I particularly enjoy building up a rapport and good working relationship with my clients and their families and all the agencies involved. I also enjoy the support and camaraderie I receive from my colleagues in my team as we all work together towards a shared goal".

Examples of Harrow Council officers who work in the different areas of adult social care...



Rebecca - Care Manager, Personalisation Team 2:

"I've worked at Harrow Council for nearly 25 years, starting as a Residential Social Worker in a residential unit, then moving to Older Care Management and now Personalisation 2 where I am a Care Manager.

I really enjoy my job which is wide ranging and includes planning support with some of Harrow's most vulnerable people. These could be people who are existing personal budget users or may be new to our team. We use 'My Community ePurse' and 'Paypal' technology to create a support plan and help people to set up services using their personal budget.

Personalisation is about providing a person centred approach, using resources available locally to support people to meet their assessed needs.

It's my job to help find the right services and support organisations who can help them with the right care package. This involves working with people in their homes to search online via My Community ePurse for businesses and local services and then set up a payment system via Paypal. This approach enables people to have greater control over their lives. Overall it's a very fulfilling and rewarding job and it's great when I see how positively a support plan is working for someone".

Michelle – Care Manager Personalisation 1

"My main job role is to assess client's needs in the community often liaising with health partners, care agencies and different departments within Harrow as well as the private sector.

Our referrals come from the reablement team, Personalisation 3 team and the long term team. The outcome from our assessment s could result in a care package, day centre placement, sitting service, supported living, shared lives or other specialised services to meet the clients' individual needs. Another part of my job role is to assess carers to support them in their caring role.

The ever changing needs of the various different client groups require the ability to manage one's time and prioritise whilst maintaining high standards of care being and good health and safety practice following policy, procedure and legislation.

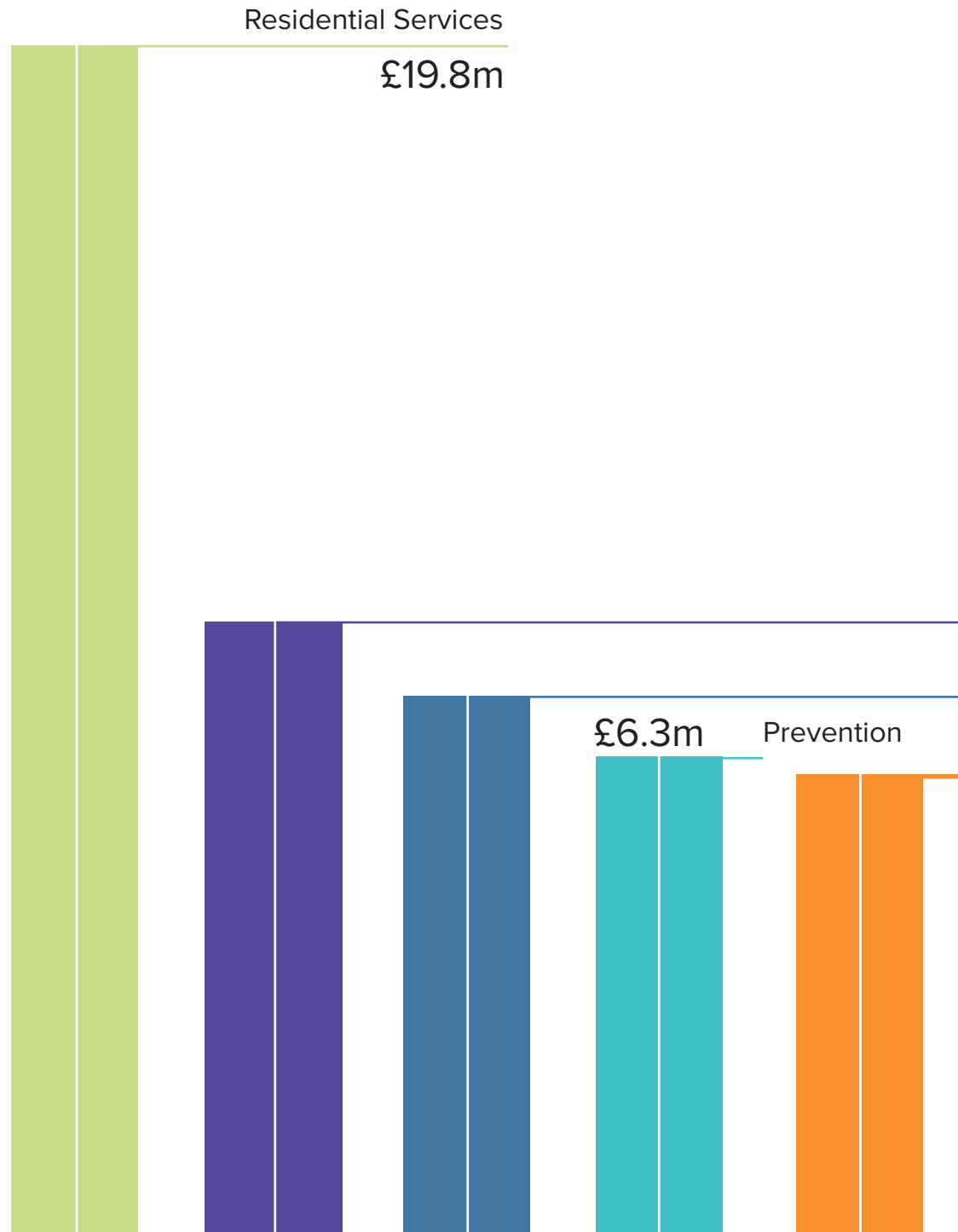
I work in a great team which is complimented by good management which makes it a happy working environment.

I absolutely love my work and am very passionate about getting the best outcome for my clients. I find this very rewarding".



Finance Summary

How did we spend our money in 2013/14?



Breakdown of Adult Social Care Expenditure

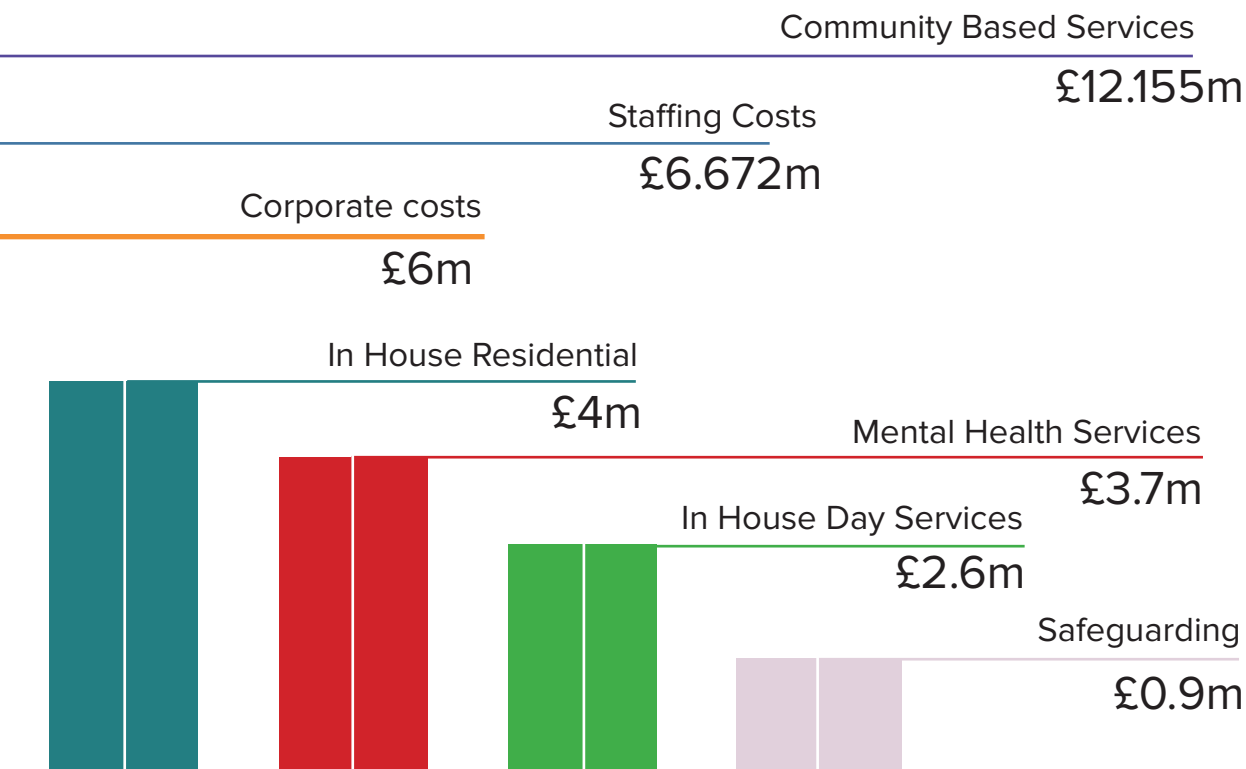
The total Adult Social Care budget for 2013/14 was £62.2 million pounds

We provide services that support people in their own homes including home care, day care, reablement services and equipment. Our services concentrate on enabling people to remain at home or return home after hospital treatment or time spent in a residential home.

Most people prefer to be cared for in their own home so these services are crucial for helping people live independent lives. We also provide services to unpaid carers who look after people with adult social care needs.

Local authorities receive funding from central government that is allocated according to a formula. The delivery of care has changed significantly following a range of legislative, organisational and demographic changes.

Harrow is one of the lowest grant-funded boroughs in London. Despite the financial challenges, Harrow's Adult Social Care department delivered its commitments within a managed budget resulting in no overspend.



Performance Summary

We are measured independently, and regularly assess ourselves. These are a few of the indicators which show our strength and activity in personalisation, reablement and support for carers during 2013/14. Data figures are from the ASCOF (Adult Social Care Outcomes Framework and the ACCUE(Adult Community Care User Experience) surveys.

Performance was very strong at the end of the year with all corporate and departmental targets achieved. Adult Services achieved 85.9% of all clients and carers with substantial services now with a personal budget and of those 47.1% receive this as a cash payment.

Other performance highlights include 91.7% had their care needs reviewed during the year, and 19.6% of people with a learning disability were in paid employment.

47.1%

of people receiving personal budgets received them as cash

5667

social care reviews completed

1st

Highest nationally for the proportion of people receiving cash personal budgets

85.9%

of clients & Carers with substantial services had a Personal Budget

1st

in London for adults in contact with secondary mental health service who are in paid employment (9%)

2nd

Our national position of adults with learning disabilities in paid employment (19.6%)

6th

In London for delayed transfers of care following a hospital admission

**Carers
Revival**

Free monthly event throughout 2013/14

300

people attended the carers support civic roadshow as part of Carers Week

6700

carers packs sent out giving information & advice

Glossary of words used

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| Adult social care | Personal care and practical help for adults who have care or support needs due to age, illness or disability, to help them live their life as independently as possible. |
| Advocacy | Help for people to express their views about their needs and choices. |
| Care Quality Commission | An independent regulator of all health and social care services in England. |
| Carer | Someone who provides unpaid support to a family member or friend who cannot manage without this help. |
| Clinical Commissioning Group (CCG) | Clinical Commissioning Groups are responsible for implementing the commissioning roles as set out in the Health and Social Care Act 2012 |
| Commissioning | Process the Council uses to plan and buy services for adults with care and support needs. |
| CNWL | Central and North West London NHS Foundation Trust |
| Deferred payment scheme | The deferred payment scheme which allows someone who goes into care to keep their property and still get help from the local authority with paying care home fees. The local authority recovers the fees from the proceeds when the property is sold. This scheme can also be used if there is a delay in selling a property. |
| Dementia | A syndrome (a group of related symptoms) associated with the ongoing decline of the brain and its abilities. Problems include memory loss, language and thinking speed. |
| Direct Payments | Cash payments given to people to pay for the community care services they have been assessed as needing. They are intended to give people greater choice in their care. The payment must be sufficient to enable the person to purchase services to meet their needs and must be spent on services that he or she needs. |
| Director of Adult Social Services (DASS) | The Director of Adult Social Services (DASS) is a staff position that every local authority must have. The DASS has responsibility for ensuring high quality, responsive adult social services, promoting wellbeing and ensuring better integration of adult social services with a range of partner agencies in the local community. |
| Domiciliary care | See home care below. |

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| Eligibility criteria | Guidance has been issued from the Department of Health about how each Council should set the criteria they use for a person to be eligible for social care services. Councils should ensure that each decision about a person's eligibility for support is taken following an appropriate community care assessment. |
| Equipment and adaptations | Specialist items provided to service users following an assessment by an occupational therapist or physiotherapist to help them remain safe in their home and perform daily activities. |
| FACS (Fairer Access to Care Services) | Government guidance for councils to help them set eligibility criteria for adult and social care services. |
| Health and Wellbeing Board | The Government has given local authorities a duty to set up these Boards. The aim is to bring together local Councillors, patient representatives and key decision-makers across health and social care so that local people benefit from coordinated and joined up local services. There is to be a focus on addressing health inequalities, combining resources across health and social care, and the empowerment and involvement of local people. |
| HealthWatch | An organisation established as a new independent consumer champion for health and social care. HealthWatch England is a statutory part of the Care Quality Commission. |
| Home care | Home care or Domiciliary care is care provided in an individual's home, normally of a personal nature such as help with dressing, washing or toileting. It can be arranged by Social Services following an assessment of need, or can be arranged privately by the individual themselves, or someone acting for them. |
| Joint Strategic Needs Assessment (JSNA) | This is a process to identify current and future health and well-being needs of the local population; informing the priorities and targets set by local authorities and the local NHS PCTs. It enables agreed commissioning priorities that will improve outcomes and reduce health inequalities. The Local Government and Public Involvement in Health Act 2007 places a duty on local authorities and PCTs to undertake these assessments. |
| Local accounts | Local accounts are reports used by councils across the country to tell residents what adult social care is doing and to assess how well adult social care services are performing. |

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| Local Safeguarding Adults Board (LSAB) | Harrow's LSAB is a multi-agency partnership, made up of a wide range of statutory, independent and voluntary agencies and organisations, all working together to keep adults, particularly those who are more vulnerable, safe from the risk of abuse, harm or exploitation. |
| Market Position Statement | This is a tool that is designed for providers, and potential providers, of care and support services. |
| MyCommunity ePurse | A support planning and personal budget tool for service users and carers, which gives service users the facility to receive and manage their cash personal budget online. |
| My Support, My Way | This is Harrow Council's Quality Assurance Charter. It defines what local people have said is important to them. It is the basic standard of what local people should expect when they receive care and support in Harrow. |
| NHS continuing care funding | This describes a package of continuing health care provided outside hospital, arranged and funded solely by the NHS, for people with ongoing health needs. To decide if a person is eligible for this funding an assessment of healthcare needs takes place. Eligibility for continuing care funding is reviewed on a regular basis. |
| Nursing care | Care carried out or supervised by a qualified nurse, including injections and dressings paid for by the NHS. |
| Outcome | End result, change or benefit for an individual who uses social care and support services. |
| Preventative Services | Services that involve early interventions to prevent long term dependency or ill health. |
| Personal Budgets | An allocation of funding given to users of community care services after a community care assessment. The amount should be enough to meet their assessed needs. People can take them either as direct payments (see above) or – while choosing how their care needs are met and by whom – leave local authorities with the responsibility to commission the services; or they can have a combination of the two. |
| Personalisation | Personalisation is a social care approach described by the Department of Health as meaning that "every person who receives support, whether provided by statutory services or funded by themselves, will have choice and control over the shape of that support in all care settings". The purpose is to ensure that services are tailored to the needs of every individual, rather than being delivered in a "one-size-fits all" fashion. |

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| Portability | The portability of social security benefits is the ability of workers to preserve, maintain, and transfer acquired social security rights (and social security rights in the process of transferring) from one private, occupational, or public social security scheme to another. |
| Portfolio Holder | A Portfolio Holder is a Cabinet member with a specific responsibility that has been delegated by the Leader of the Council. |
| Providers | These are organisations or agencies who are commissioned to provide services on behalf of the Council. |
| Quality Assurance Quadrant (QAQ) | The QAQ is a regular internal report which focuses on four areas: consumer/citizen challenge, independent challenge, provider challenge, and professional challenge. |
| Reablement | Timely and focussed intensive therapy and care in a person's home to improve their choice and quality of life and maximise long term independence. The aim is that, through short term intervention, people are helped to recover skills and confidence to enable them to live at home. |
| Residential care | Care in a care home providing personal care such as washing, dressing and taking medication. |
| Safeguarding | Protecting vulnerable people from neglect or physical, financial, psychological or verbal abuse. |
| Self Directed Support | A description of how a Council plans to arrange social care support by carrying out an assessment of need with an individual; agreeing what help is needed and then determining how much money will be provided to pay for it (this is called a Personal Budget). The Council then agrees a plan with an individual about how the money will be spent and who will manage the "personal budget". Some people chose to manage the money themselves. |
| Telecare | Equipment, devices and services to help vulnerable people stay safe and independent at home, including fall sensors and safety alarms. |
| Telehealth | Telehealth is the use of electronic information and telecommunications technologies to support long-distance clinical health care. |
| Vulnerable adult | A person aged 18 or over who may be unable to take care of themselves, or protect themselves from harm or exploitation due to mental health problems, disability, sensory impairment, frailty or other condition. |

Useful Contacts

Safeguarding Team Contact Details

Telephone: 020 8420 9453
Out of Hours: 020 8424 0999
email: safeguardingadults@harrow.gov.uk

For information on Deprivation of Liberty Safeguards (DoLS)

Telephone: 020 8736 6153
email: dols@harrow.gov.uk

Harrow Council: Adult Services Golden Number

020 8901 2680
www.harrow.gov.uk

Safeguarding Assurance and Quality Services Team

020 8424 1205
email: saqs@harrow.gov.uk

Emergency out-of-hours Social Worker

020 8424 0999

Police non-emergency number

101
www.met.police.uk

NHS – fast but non-emergency medical help

111

Harrow Citizens' Advice Bureau

020 8427 9477
www.harrowcab.org.uk

Harrow Mencap

020 8869 8484
www.harrowmencap.org.uk

Harrow Association of Disabled People

020 8861 9920

www.had.org.uk

Mind in Harrow

020 8426 0929

www.mindinharrow.org.uk

Rethink Mental Illness

0300 5000 927

www.rethink.org

Stroke Association

0303 3033 100

www.stroke.org.uk

Parkinson's UK

0808 800 0303

www.parkinsons.org.uk

Age UK Harrow

020 8861 7980

www.ageuk.org.uk

Alzheimer's Society

020 7423 3500

www.alzheimers.org.uk

Carers UK

020 7378 4999

www.carersuk.org

Crossroad Care Harrow

020 8868 0903

www.carers.org

Harrow Carers

020 8868 5224

www.harrowcarers.org

London Taxicard

0845 415 4156 or 020 7934 9791

<http://www.londoncouncils.gov.uk/services/taxicard>

www.harrow.gov.uk