

# **Adults and Communities**

## **Annual Complaints Report**

**2016-2017**

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## 1. Introduction

This report deals with complaints received by the Adults and Communities Delivery Unit and Social Care Direct in 2016-17.

Adults and Communities is a Delivery Unit within Barnet Council, providing statutory social care services along with a range of preventative services. Social Care Direct acts as the front door for new adult social care enquiries, and is operated by the Council's Customer Support Group.

Comments, concerns, complaints and compliments are welcomed by the Delivery Unit and are seen as a tool to help improve and develop services and practice as well as provide an opportunity to put things right for an individual when they have gone wrong.

Barnet Council is required, under statutory regulations, to report annually to the relevant Council committee on adult social care complaints.

This report provides information about complaints for Barnet Adults and Communities for the period 1 April 2016 to 31 March 2017. The report considers complaints dealt with through both the statutory adult social care and corporate complaints procedures where these relate to adult social care.

## **2. Adult social care statutory complaints**

The Council is required to operate a separate statutory complaints and representations procedure, in accordance with the Local Authority Social Services and National Health Services Complaints (England) Regulations 2009 and the Local Authority Social Services and National Health Service Complaints (England) (Amendment) Regulations 2009 (hereby referred to as 'the Regulations'). Any complaint which does not fall under these requirements is considered under the Council's corporate complaints procedure.

In order to continuously improve the way the Delivery Unit manages and responds to complaints a total review of complaints management was undertaken in 2016-17. A new Complaints and Information Manager was successfully recruited, all policies and procedures have been updated and improvements to recording, systems and reporting have been implemented.

In September 2016 the Delivery Unit participated in an internal audit review of statutory complaints, which resulted in a finding of 'reasonable assurance' – a 'Green' rating. Recommendations for improvement identified as a result of this inspection have been acted upon and implemented. These mainly focused on improving the Delivery Unit's systems for learning from complaints.

### **Local Government Ombudsman**

The Local Government Ombudsman (LGO) is an independent organisation which investigates complaints where the Council's own investigation has not resolved the issues raised.

The person making the complaint retains the right to approach the Local Government Ombudsman at any time. However, if the Council's own internal complaints procedure has not been exhausted, the Local Government Ombudsman's policy is to allow the Local Authority to consider the complaint and the LGO will refer the complaint back to the Council for a response unless exceptional criteria are met.

### 3. Accessing the complaints procedure

Adults and Communities continually seeks to encourage people who use social care, and carers, to give feedback – good or bad – on the services that they have received.

The complaints process is publicised to citizens and staff through the following means:

- The Comments, Compliments and Complaints booklets are widely distributed to public offices in the borough.
- The Easy Read version of the booklet 'Comments, Compliments and Complaints' is also widely distributed. This is aimed at people with learning disabilities and people whose first language is not English.
- Information about making a comment, compliment or complaint in relation to Adult and Communities is published on the Council website at [www.barnet.gov.uk/comments-and-complaints-adult-social-care](http://www.barnet.gov.uk/comments-and-complaints-adult-social-care)
- Managers are asked to feature compliments and complaints as a standing item in their team meetings and briefing sessions.
- Compliments are shared with staff and promoted internally through the staff newsletter, notice boards, TV screens and staff awards.
- Staff and managers are also reminded and encouraged to utilise the support services provided by the Complaints Team.
- Information about complaints is shared with the management team and with staff, to improve practice.

Adults and Communities have commissioned Barnet Citizens' Advice Bureau as the local lead provider for specialist information, advice and advocacy support. This ensures that the Council has a dedicated support service in place for people who require access to independent information, advice and advocacy. Barnet Citizens' Advice Bureau works with two subcontracted partners (Advocacy in Barnet and Mind in Barnet), and with other partners, to provide a range of advocacy services and support. Adults and Communities staff are trained in accordance with the Care Act 2014 and staff understand their statutory duties in relation to advocacy.

## 4. Overview

Between 1 April 2016 and 31 March 2017 the Adults and Communities Social Care Direct Team received 54,224 requests.

Of these:

- 33% resulted in information and advice being provided
  - 85% were resolved by SCD and did not need a social care service
  - 7% were signposted to another organisation for advice and support
  - 15% were referred for assessment by our social work teams.
- 
- In the same period the following complaints and compliments were received from service users, carers and/or their representatives:
    - 428 Compliments
    - 96 Complaints
    - 9 Government Ombudsman complaints (Provisional data).
  
  - Of the 96 complaints, 83 resulted in an outcome, 13 were withdrawn.
    - 21 (25%) were not upheld
    - 28 (34%) were upheld
    - 34 (41%) were partially upheld
  
  - Common themes which can be seen across multiple complaints include:
    - Issues with the quality of service in relation to a particular provider
    - Timeliness – delays in commencing or changing a service
    - Decision – disagreement with the outcome of a care assessment; with a financial decision, or a decision made as a result of a statutory duty or national policy.
  
  - Common themes identified for improvement from lessons learnt were:
    - Staff/people – work to address issues relating to the behaviour or conduct of a member of staff
    - Provider – work with a provider to review working practices, policies and contract compliance
    - Systems – updates and amendments to, or training on, a business/information system

## 5. Compliments

Compliments are just as useful as complaints in helping the Delivery Unit to improve its services. By having people tell us when we get things right, we can make sure that we continue to recognise and build on our strengths.

The table below provides an overview of the total number of written compliments recorded in Adults and Communities from 1 April 2016 to 31 March 2017 and shows this in comparison to the previous two years.

	2014-2015	2015-2016	2016-2017
Compliments	69	109	428

There is a marked increase in the number of recorded compliments received in 2016-2017. This is a continuing increase, year on year, in the amount of positive feedback received and formally recorded.

The table below provides a more detailed picture of compliments by service area

Service Area	2015-2016	2016-2017
Localities (Older People & Physical Disabilities)	18	15
Integrated Care Learning Disabilities	16	9
Integrated Care Quality	0	16
Assessment & Prevention	0	8
Other teams / functions	11	17
The Network	64	363
<b>Total</b>	<b>109</b>	<b>428</b>

2016-17 has seen a substantial increase in the number of compliments received by the Network, the Council's mental health enablement service. This increase can be attributed to the service's proactive implementation of recommendations made by its client feedback groups, and to the development of better joint working with partner agencies, including improved referral pathways.

Work was undertaken with service users to measuring the Network's impact on clients' lives and on their recovery from crisis and this also resulted in the receipt of an additional number of compliments.

The Delivery Unit has also seen a rise in the number of compliments attributed to the Integrated Care Quality team and a decrease in the number of complaints and quality alerts received, evidencing the ongoing success of the service redesign which took place in 2015/16.

The compliments received were varied, and ranged from individual messages of gratitude to specific members of staff to thank you cards to whole teams for their work. Below are some examples of the compliments received in 2016-2017:

*“You must be a highly valued member of the social care team, as I've seen first hand that you really do care, which has helped me immensely, and has completely put my mind at rest”.*

*“X dealt with what was a very difficult situation. His demeanour and interaction was calming and diffused, on a number of occasions, heightened tensions”*

*“Thank P for all her courageous efforts and having gone out of her way to help me. You're all shining lights and an example to all in your professions!”*

*“F's demeanour is respectful and kind and she gave my mother so much confidence. Her ability to recognise my mother's needs was fantastic”*

*“We recognise that Q has been an extremely effective advocate for Y and has been supportive through an extremely stressful period in our family's life. We would like to thank her for all her tenacity and focus; managing this essential transition for Y and us with composure and indomitability!”*

A number of service users that compliment staff and teams provide verbal feedback in care meetings or by phone; it has not been possible to reflect these in the above figures.

### Benchmarking Data

Benchmarking data provided by members of the North West London Complaints Social Care Network shows that Barnet has received by far the highest number of compliments of any organisation for the period April 2016- March 2017.

Compliments received (Adults Social Care)	2015-2016
Barnet	428
Bucks	101
Hillingdon	79
Royal Borough of K&C	19
Brent	17
Westminster	8

## 6. Complaints

### 6.1 Number of complaints received

From 1 April 2016 to 31 March 2017, a total of 93 statutory complaints and 3 corporate complaints were received by Adults and Communities.

	2014-15	2015-16	2016-17
Complaints	106	94	96

This was broadly similar to the numbers received in 2015-16 and a fall from the 106 received in 2014-15.

### 6.2 Number of complaints received broken down by month

Month	Statutory complaints received	Corporate complaints received
April 2016	4	0
May	8	1
June	6	2
July	8	0
August	8	0
September	8	0
October	9	0
November	7	0
December	4	0
January 2017	12	0
February	6	0
March	13	0
<b>Total</b>	<b>93</b>	<b>3</b>

The number of complaints received peaked in January and March 2017, at 12 and 13 complaints respectively.

### 6.3 Complaints received by category

Of the 96 complaints received between 1 April 2016 and 31 March 2017, 93 were dealt with under the Statutory Social Care Complaints Procedure.

Of the 93 statutory social care complaints received:

- 75 were considered as straightforward complaints
- 5 were considered as serious and/or complex complaints

- 13 were withdrawn.

Again, this was broadly similar to the breakdown of straightforward/complex complaints in 2015-16.

Category	2015-2016	2016-2017
Statutory Straightforward (Low/Moderate risk)	83 (88%)	75 (81%)
Statutory Serious and/or Complex (High risk)	4 (4%)	5 (5%)
Withdrawn	7 (7%)	13 (14%)
<b>Total complaints</b>	<b>94</b>	<b>93</b>

#### 6.4 Complaint type by outcome

Most complaints were fully or partially upheld, although 19% were not upheld.

Outcome	Number	%
Not upheld	18	19%
Partially upheld	34	35%
Upheld	31	32%
Withdrawn	13	14%

#### 6.5 Complaints by service area

The majority of statutory complaints (excluding withdrawn complaints) were received by the Assessment and Prevention service and the Localities service.

#### Statutory complaints

Service Area	No. of Statutory Complaints (2015-16)	No. of Statutory Complaints (2016-17)	% of all statutory complaints
Localities (Older People & Physical Disabilities); Assessment & Prevention*	42	47	59%
Integrated Learning Disabilities	22	14	18%
Mental Health	4	3	4%
Social Care Direct	6	1	1%
Customer Financial Affairs	7	3	4%

Integrated Care Quality	7	2	2%
Hospitals & Health Partnerships	2	10	12%
Total	90	80	100%

\* The Localities and Assessment & Prevention teams both deal with older people and people with physical disabilities. The Assessment and Prevention Service is a new service area formed in 2016-17, taking in components of the Prevention and Wellbeing Service and the Front Door teams.

## Corporate Complaints

Service Area	Total
Financial processes	3

### 6.6 Complaints by service area (with outcome)

Most complaints were fully or partially upheld, with the highest numbers of upheld complaints falling to the Assessment & Prevention service (figures exclude withdrawn complaints)

Service Area	Upheld	Partially Upheld	Not upheld
Localities (Older People & Physical Disabilities); Assessment & Prevention	16	19	12
Integrated Learning Disabilities	6	5	3
Mental Health	1	1	1
Social Care Direct	0	0	1
Customer Financial Affairs	0	1	2
Integrated Care Quality	1	1	0
Hospitals & Health Partnerships	2	6	2
Other team/function	0	0	0
Corporate	2	1	0
<b>Total complaints</b>	<b>28</b>	<b>34</b>	<b>21</b>

The Assessment and Prevention Service had a number of teams move in and out of the service area throughout the year, which partly contributes to the number of complaints recorded; however, the main reason behind the high volume of complaints is attributed to the failure of a new service provider and the subsequent termination of the contract.

The service area also adopted a new approach to undertaking annual reviews, using an external provider to increase the capacity of the reviewing team. There were some issues in the early stages of this contract, but the service worked with the provider to overcome these and the contract was an important factor in making sure that more service users received an annual review in a timely fashion.

## 6.7 Complaints by category

The table below shows the number of complaints by subject and the proportion that were upheld, partially upheld and not upheld by Adults and Communities. The following section of the report gives more information about the definitions of these subjects.

Category	2016-2017	Upheld	Partially upheld	Not Upheld	Withdrawn
Quality of Service	40	13	16	11	-
Decision	22	6	9	7	-
Timeliness	16	9	7	0	-
Communication	5	3	2	0	-
<b>Total</b>	<b>96</b>	<b>31</b>	<b>34</b>	<b>18</b>	<b>13</b>

### Quality of Service

Complaints regarding the quality of service received from care providers and care homes are passed to providers for initial investigation. If the outcome of their investigation is not satisfactory to the complainant or to the Care Quality Service, Adults and Communities may take further action. There were relatively high numbers of upheld and partially upheld complaints regarding the quality of service received from providers (48%). These reflect the challenges faced by the Assessment and Prevention Service (described in section 6.6 above) in relation to the issues experienced with a new service provider in September 2016. The Delivery Unit responded by acknowledging the issues and promptly identified concerns about the provider's ability to deliver the service safely and effectively, resulting in the rapid termination of the contract. Staff from the Council made regular calls to service users throughout this period to ensure their safety and their enablement care was also reviewed through home visits throughout the period. However, even though their safety was assured, it is reasonable to expect service users to have been dissatisfied with the shortcomings in the service they received and to have reported reduced satisfaction.

The remaining 15 complaints that were upheld or partially upheld regarded services provided directly from Barnet and in the main relate to processes and/or the attitude or behaviour of staff employed by the provider. All quality issues are addressed through the Delivery Unit's learning from complaints procedures which can influence changes to working practice and disciplinary action and are monitored through the Adults & Communities Quality Board.

### Decision

This category is used for complaints where the complainant is unhappy with a decision reached by the Council, relating to, for example, the outcome of a care or financial assessment, disagreement in relation to a financial decision, or policy decisions. A high percentage of these complaints are not upheld as the complaint results from a statutory duty in relation to finance or national policy, where the Delivery Unit cannot influence the outcome. Where complainants are unhappy with the outcome of an assessment, the DU can offer a reassessment or take into consideration changes of circumstances where these are relevant.

### Timeliness

Complaints in this category relate to the time taken to carry out an assessment or provide a service. Waiting times for assessments and for reviews are the main cause of complaints relating to timeliness. The Council always seeks to avoid delays in assessing or reviewing clients but as social care is a demand led service this is not always possible. The Delivery Unit has introduced a number of measures to manage waiting lists more effectively including work to target resources in order to ensure the most urgent cases and people with the highest levels of need are prioritised, and use of Care Space 'hubs' to organise assessments more effectively.

### Communication

These complaints are usually due to a lack of communication between workers, teams or departments within the Council. The hand-over of cases from staff that have left the organisation and issues with communication from the aforementioned new service provider were the main cause for complaints relating to communication in 2016/17. The issues have been addressed and policy reiterated as part of the Delivery Unit's learning from complaints process.

## **6.8 Timeliness of acknowledgements to complaints**

Quarter	Number of Complaints	Number acknowledged within 3 working days*	Percentage %
1	21	21	100%
2	24	24	100%
3	20	20	100%

4	30	30	100%
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Figures include corporate complaints and complaints that were acknowledged but withdrawn at a later date

The proportion of acknowledgements sent within 3 days has improved from 90% in 2015-2016 to 100% in 2016-2017.

### 6.9 Timeliness of responses to statutory complaints within 20 working day target

Quarter	2015-16			2016-17		
	No of complaints (ex withdrawn)	No responded to within target	%	No of complaints (ex withdrawn)	No responded to within target	%
1	16	13	81%	17	12	71%
2	17	17	100%	24	19	79%
3	21	18	86%	18	15	83%
4	33	25	76%	21	17	81%
<b>Total</b>	<b>87</b>	<b>73</b>	<b>87%</b>	<b>80</b>	<b>63</b>	<b>79%</b>

There has been an increase in the number of complaints about providers being received through the Delivery Unit's complaints process. These must either be signposted to the provider's internal complaints process or managed through Adults and Communities complaints procedures on behalf of the complainant. There are also an increasing number of complaints which deal with integrated care, are made as joint Adult Social Care/NHS complaints, and therefore require a multi-agency approach.

This requirement can have a detrimental impact on the Delivery Unit's performance against its internal response target as the co-ordination of responses means that the Council may be obliged to work to the statutory social care and National Health Service timescales, which allow a much longer timeframe for the initial response. The statutory requirements for both the NHS and social care organisations require complaints to be resolved within a 6 month period commencing on the day on which the complaint was received, or such longer period as may be agreed by the complainant and the responsible body. Barnet's internal target is set at 20 working days for straightforward complaints to ensure these are responded to in a timely manner but partner organisations are under no obligation to sign up to this timeframe and the Council has limited power to enforce it.

In 15 out of the 16 cases that were delayed in 2016/17 the complainants were sent a holding letter prior to the target response date to inform them of anticipated delays and were offered a new deadline. It is standard practice to maintain communication with complainants (with their agreement), informing them of progress throughout the

life of their complaint and offering support, guidance and advice prior to formal complaint resolution.

#### Adult social care statutory complaints – Benchmarking

Benchmarking data provided by members of the North West London Complaints Social Care Network shows that Barnet is in the middle of the range for the number of complaints received and recorded.

Borough	Total no. of Adult statutory complaints received
Royal Borough of K&C	175
Hammersmith & Fulham	112
Westminster	106
Barnet	93
Brent	83
Bucks	78

## 7. Learning from complaints

Learning from the complaints it has received provides the Delivery Unit with an opportunity to gain wider learning and presents an additional means of improving service quality from specific findings in relation to complaints that are upheld or partially upheld.

As part of the implementation of the 2016/17 complaints audit recommendations, lessons learnt forms are now completed for all complaints which are partially or fully upheld. Any learning or training needs identified are required to be recorded by theme, with relevant actions identified and implemented in order to prevent further occurrences.

This information is recorded and reviewed by the Delivery Unit's Leadership team on a quarterly basis. During the review, Heads of Service are asked to confirm that actions have been implemented and the outcomes shared with staff, where appropriate. When the Leadership Team is satisfied that follow-up actions have been put into effect, the action is signed off; providing assurance around the implementation of actions.

The themes and the types of actions which could be taken in response to such a complaint are set out below:

### 7.1 Themes

**People** - issues relating to the behaviour or conduct of a member of staff

**Policy** - review or amendment of a formal policy to reflect the need for change

**Systems** - updates/amendments to system/s to prevent further occurrences; staff training on systems and applications

**Procedure** – changes to current procedures and working practice as a preventative measure

**Provider** - work with a provider to review working practices, policies and contract compliance

### 7.2 Actions

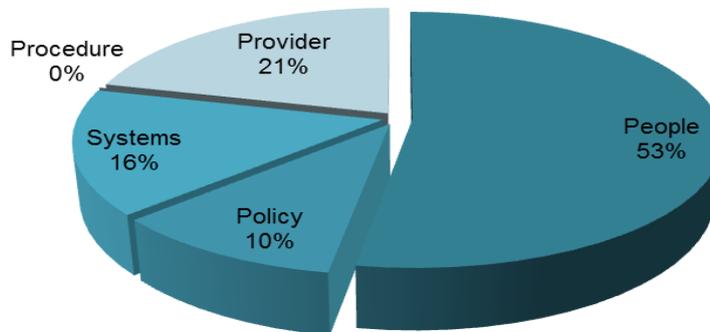
People	Policy	Systems	Procedure	Provider
<ul style="list-style-type: none"> <li>• Formal reflection</li> <li>• Training</li> <li>• Staff reminder</li> </ul>	<ul style="list-style-type: none"> <li>• Reflect</li> <li>• Audit</li> <li>• Amend</li> </ul>	<ul style="list-style-type: none"> <li>• Amend system/s</li> <li>• Change working practice</li> </ul>	<ul style="list-style-type: none"> <li>• Change working practice</li> <li>• Amend procedure</li> <li>• Cultural change</li> </ul>	<ul style="list-style-type: none"> <li>• Report findings to provider</li> <li>• Review contract</li> <li>• Suspend provider</li> </ul>

In 2017-18 the Lessons Learnt actions and the themes drawn from complaints will be presented regularly for discussion and challenge at the Adults & Communities Quality Board, a senior operational board tasked with improving the quality of social care

practice.

In 2016-17, 86% of returned forms identified that there was learning to be gained from the complaint, but that in many instances, outcomes to complaints are case specific and there are no general learning points that would influence policy or procedure. Individual issues and staff/team specific learning is addressed through training, reflection, supervision and team meetings.

**2016-17 theme results**



**7.3 Examples of learning identified that has led to changes in procedures following complaint investigations during 2016/17 are detailed below:**

Lesson Identified	Outcome
The complaint identified a need to improve the co-ordinated transition of cases moving from the 0-25 Service to adults	Arrangements are now in place to coordinate transitions cases moving from the 0-25 Service to the adult Learning Disabilities (LD) Service. This includes representatives from the 0-25 service attending Adults LD Referral meetings to ease the transition and improve communication between Adults and Family Services Delivery Units.
A complaint against one of our providers identified internal communication issues within the agency	A review of the agency’s Withdrawal of Care procedure (which deals with particular circumstances surrounding end of life care) has been carried out.
A complaint raised the issue that there needs to be a clear handover of review cases prior to staff member departures.	All reviews are now monitored with an allocated case worker identified on a monitoring spreadsheet which is held by the lead Team Manager, who is responsible for the upkeep of accurate information

## 8. Local Government Ombudsman (LGO)

The Local Government Ombudsman (LGO) is an external body that looks at complaints relating to local authorities. The LGO is able to investigate matters where there is an alleged or apparent 'maladministration' or service failure. During an investigation the LGO will consider whether a member of the public has suffered injustice and whether that injustice arose as a result of a fault by the Council.

A complainant has the right to raise a complaint with the LGO at any time. Under the 'Council First' procedure the LGO in summary, requires all complainants to go through all stages of their local authority's own complaints procedure before the Ombudsman will consider the complaint.

### 8.1 Complaints and enquiries dealt with by the LGO 2016-2017

The table below shows the total number of new LGO enquiries received in Adult and Communities from 1 April 2016 to 31 March 2017, compared to the previous year

	2015-2016	2016-2017
Enquiries/Complaints	19	22

22 enquiries for adult social care were received. 5 were preliminary which were closed after initial enquiries. 11 enquiries were signposted back to Adults as premature.

4 complaints were upheld (though one of these related to a Blue Badge determination, which the LGO logs as a social care service but is not provided by Adult Social Care in Barnet) and 2 complaints were not upheld.

The low number of complaints investigated by the Local Government Ombudsman suggests the investigations being undertaken are clear and transparent. The Delivery Unit's management of complaints indicates that good practice influences a complainant's decision as to whether they feel they need to pursue a complaint further.

#### LGO Benchmarking

Benchmarking data provided by members of the North West London Complaints Social Care Network shows that Barnet is at the higher end of the range in the number of LGO complaints received.

Borough	Enquiries/Complaints
Brent	35
Barnet	22
Bucks	14
Royal Borough of K&C	12

Hammersmith & Fulham	10
Westminster	10

## 9. Responding to complaints and concerns about quality relating to external service providers

The Delivery Unit is responsible for ensuring its contracted providers meet the high standards they have been set.

Adults & Communities requires all external providers of care and support services to operate a complaints procedure. For services regulated by the Care Quality Commission under the Care Standards Act 2000 (Homecare, Residential Care and Supported Living), this is a statutory requirement. For services that are not regulated, there is no statutory requirement but all new contracts for services commissioned by the Council include a requirement to have a complaints procedure. This is also examined during the procurement process.

Where a person who used social care services or their representatives raises a concern about the quality of an external provider with the Council, the Delivery Unit's Care Quality Service logs the matter and passes it to the provider to investigate, in line with their complaints procedure. If the outcome of their investigation is not satisfactory to the complainant or to the Care Quality Service, Adults and Communities may take further action, through the complaints process if this is the most appropriate route.

The Delivery Unit takes complaints about providers very seriously, both to ensure individuals and their carers receive high quality services and to learn lessons and make improvements more widely where necessary.

If it is found that a provider regulated by the Care Quality Commission (CQC) does not meet the CQC's fundamental standards, the Delivery Unit will inform the Commission, taking action first and foremost to ensure the safety of individuals and, once this is established, working with the provider to improve their standards.

### 9.1 Monitoring Care Quality

The quality of care and support services is monitored by the Care Quality Service through a range of contract compliance mechanisms. These include:

- Contract monitoring visits, which include a review of complaints managed by the provider
- Quality alerts, which are written/telephone/electronic communications alerting us to a shortcoming in the delivery of a service
- Working with the Care Quality Commission as appropriate when services do not meet the fundamental standards below which the provision of regulated activities and the care people receive must never fall.
- Responding to any other events, including safeguarding incidents which indicate that the provider is not fully complying with contractual requirements.

The table below shows a breakdown of concerns about quality that were passed to providers to investigate and those that were managed within Adults and Communities in the past three years.

	2014 - 2015	2015 - 2016	2016 - 2017
Complaints and quality alerts	177	146	123
Complaints managed within Adults and Communities	8	28	7
<b>Total</b>	<b>185</b>	<b>174</b>	<b>130</b>

The number of complaints and quality alerts managed through the Care Quality Team has reduced from 174 last year to 123 in 2016/17. Analysis of these events shows that:

- 36 were about the quality of service provided
- 42 misconduct of staff
- 12 concerned the non-delivery of service
- 33 were in relation to timekeeping.

Issues about non-delivery of service and quality of service and staff provided by homecare agencies accounted for the majority of both complaints and quality alerts managed by providers, and complaints about providers managed by Adults and Communities in 2016-17.

## 9.2 Improving Care Quality

The contracting and quality improvement service within Adults and Communities was redesigned in 2015/16, building on the work piloted by the Integrated Quality in Care Homes (IQICH) team to work with providers of services to share good practice and support improvement. The service now also delivers a programme of support and engagement to providers of domiciliary homecare and supported living services

The Care Quality Service has three teams, each working with specific services:

- care homes and supported living providers
- services in the community
- equipment and services delivered by the voluntary sector supporting prevention and wellbeing.

The teams include staff from a range of different disciplines, including social work professionals, the Care Quality Commission and qualified nurses to work with providers in partnership to deliver high quality services.

The Care Homes and Supported Living Team is also responsible for undertaking reviews of all older adults and people with physical disabilities placed in care homes by Barnet. This enables the service to be more responsive to quality concerns picked up as part of a review, and, where the team has identified concerns through contract monitoring, to act swiftly to ensure people are safe.

The service also delivers a range of practice sharing and training events including:

- Monthly Practice Forums (supported by Skills for Care).
- Action Learning Sets.
- Specialist Network Support groups including Learning Disabilities, Mental Health, Older Adults, Activity Co-ordinators and Nurses.
- Specialist workshops run in conjunction with other professionals, for example CCG, North London Hospice Safeguarding Month and Mental Capacity Month events.
- End of Life Care Planning.

The service is currently working jointly with Barnet Clinical Commissioning Group to develop a training initiative aimed at improving clinical practice in Care Homes. Training will be offered to both nurses and care workers on a number of areas including dementia care, people whose condition is deteriorating, palliative care and effective communication.