



Leicester
City Council

APPENDIX A

DIRECTORATE OF SOCIAL CARE AND HEALTH

DOH INSPECTION OF MANAGEMENT AND USE OF INFORMATION IN SOCIAL CARE (MAY 2002)

DIRECTORATE ACTION PLAN

25.10.02

NATIONAL PRIORITIES AND STRATEGIC OBJECTIVES

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
<p>2.1 The Social Care & Health Directorate and its major partners should devote time to clarifying the information sharing aspects of partnership working in older people's services.</p>	<p>a) Some aspects of this relate specifically to development in Older People's Services and will be subject to detailed review in collaboration with colleagues in the NHS, through the Older People Partnership Board.</p> <p>b) Definition completed of information management needs and a framework for reporting developed.</p> <p>c) An important component is to review relationship between the PMU, Planning, IS, SCPU and the operational Divisions</p>	<p>a) Elaine Yardley, Service Director – Older People</p> <p>b) Sue Batty, Service Manager (Planning)</p> <p>c) David Oldershaw, Service Director – Resources</p>	<p>a) 31.12.02</p> <p>b) 1.4.03</p> <p>c) 31.12.02</p>
<p>2.2 The Social Care & Health Directorate should produce a clear project plan for the further implementation of the new information system.</p>	<p>A clear project plan for the development of CareFirst is under preparation for the Project Board and Directorate to consider. This includes key milestones, a review of project resources and structures to ensure the Project Plan is both realistic and achievable.</p>	<p>David Oldershaw, Service Director – Resources/ Bob Drake, Head of Information Systems</p>	<p>30.9.02</p>
<p>2.3 The Service Director of Older People's Services should use the planned development of a commissioning strategy to make a clear, succinct written statement of the future direction of services for older people.</p>	<p>The Commissioning Strategy is under development and will provide an over-arching plan for the future of Older People's (and Adult) Services</p>	<p>Elaine Yardley, Service Director – Older People/ Bhupen Dave, Service Director – Adults Sue Batty Service Manager (Planning)</p>	<p>30.11.02</p>
<p>2.4 The Social Care & Health Directorate should exploit the potential of the new information system to more cost-effectively produce government returns and other summary reports.</p>	<p>With the Project Plan described in (2.2) a specific part of the programme is to ensure that reports are available, which will produce Government returns and other management information. The Plan aims to ensure that reports are available from 1.4.03.</p>	<p>David Oldershaw, Service Director - Resources/ Bob Drake, Head of Information Systems</p>	<p>1.4.03</p>
<p>2.5 Social Services and Health partners should use the information collected to monitor hospital social work jointly to develop a fuller understanding of the hospital discharge process.</p>	<p>A revised process for analysis and review of hospital discharge statistics will be agreed with NHS Partners. This will be linked to any development in Reimbursement for Delayed Discharges.</p>	<p>Elaine Yardley Service Director – Older People Mandy Goode Service Manager</p>	<p>1.4.03</p>

EFFECTIVENESS OF SERVICE DELIVERY AND OUTCOMES

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
2.6 The Social Care & Health Directorate should incorporate assessments and care plans into the new user database (CareFirst).	This specific development will be included in the Project Plan (see 2.2)	David Oldershaw, Service Director – Resources/ Bob Drake, Head of Information Systems	To be confirmed
2.7 The Social Care & Health Directorate should review the use of CareFirst by the EDT to ensure that the full benefit was being exploited.	A specific study will be undertaken with Leicestershire and Rutland County Councils and the EDT (this is a joint service) to examine greater use and potential of CareFirst.	Kim Bromley-Derry, Service Director – Children and Family Resources/ Bob Drake, Head of Information Systems	30.12.02
2.8 The Social Care & Health Directorate should develop a plan to give provider units access to the social services network.	Although steps have already been taken to link most provider units to the network, this plan will be reviewed to extend and encourage greater use of IT, e-mail, and of the Intranet/Internet.	Bob Drake, Head of Information Systems	30.11.02
2.9 The Social Care & Health Directorate should use the Caldicott initiative to review access by different groups of staff to CareFirst.	The security aspects of access within CareFirst are included within the 2002/03 Caldicott Improvement Plan. This work will be incorporated into the CareFirst Project Plan and will be completed by the end of the year.	Bob Drake, Head of Information Systems	30.12.02
2.10 The Social Care & Health Directorate should consider how the benefits of CareFirst could be accessed by staff working away from their office base.	The ISSG Sub Group on new technologies will be reformed and commissioned to develop proposals leading to the formulation of a pilot study on Remote Access.	Kim Bromley-Derry, Service Director – Children and Family Resources/ David Oldershaw, Service Director – Resources	1.4.03

QUALITY OF SERVICES FOR USERS AND CARERS

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
2.11 Training should target those staff with access to ICT capacity that they were not using.	IT training has to date been largely focused on introduction to CareFirst. The training will be reviewed as part of the Project Plan and a new approach to IT training will be considered in the Department's Training Plan for 2003/04	David Oldershaw, Service Director – Resources/ Bob Drake, Head of Information Systems/ Zara Mangan, Head of Staff Development Unit	31.3.03
2.12 The Council should produce a plan to make greater use of the intranet as a vehicle for informing staff.	The Council has recently revised and improved its Intranet site. The ISSG Group produced a response outlining a plan to improve departmental use of the Intranet, which was agreed by Directorate in August 2002. This plan will be actioned by a Sub Group of the ISSG with divisional representatives.	David Oldershaw, Service Director/ Alec Stevens, Committee and Public Information Manager	Ongoing
2.13 The Social Care & Health Directorate should review practitioner access to best practice via existing directorate resources.	a) Practitioner access to the Intranet and Internet will be reviewed by Directorate. b) Developing access to evidence-based best practice will be considered within the Training Plan for 2003/4.	Bob Drake, Head of Information Systems Zara Mangan, Principal Staff Development Manager.	a) 31.12.02 b) 31.3.03
2.14 Senior managers in older people's services should seek the help of health agencies to secure consistent health contributions to assessments.	Older People's and Adult Services Divisions to consider in conjunction with the PCTs as part of the ongoing multi-disciplinary assessment process, including the Single Assessment Framework.	Elaine Yardley, Service Director – Older People/ Bhupen Dave, Service Director – Adults	Ongoing
2.15 The level of training on the complaints procedure should be reviewed.	Review of Complaints Training to be brought to Directorate.	Graham Pritchard, Head of Performance Management Unit/ Zara Mangan, Head of Staff Development Unit	30.12.02
2.16 The improvement plan required for Caldicott implementation should spread awareness of the programme amongst outside organisations.	The Caldicott Guardian (David Oldershaw) will be establishing a regular programme of meetings with colleagues in other departments of the Council and with colleagues in the NHS/Social Care community.	David Oldershaw, Service Director – Resources	Ongoing

FAIR ACCESS

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
2.17 The Fair Access to Care (FACS) initiative should be the occasion to clarify with the public, staff and other agencies the basis on which people could access services from the Council.	The approach is being reviewed within the Fair Access to Care Initiative.	Bhupen Dave, Service Director – Adults Elaine Yardley, Service Director – Older People	1.4.03
2.18 The Social Care & Health Directorate should review the role of Grey Friars.	A review of the role of the Grey Friars Reception will be conducted in relation to the Council's overall Customer Care Strategy and initiatives.	Andrew Bunyan, Service Director – Children and Family Assessment and Strategy David Oldershaw, Service Director - Resources	31.3.03
2.19 The Social Care & Health Directorate should review the use of other Social Care & Health Directorate and Council facilities as public information points.	Review within the Council's Customer Access Strategy.	David Oldershaw, Service Director – Resources/ Mick Bowers, Acting Principal Resources Manager	31.3.03
2.20 The Social Care & Health Directorate should review its guidance and training on information giving by practitioners.	Adult Access Service, Community Care Specialist Teams and the Children's Duty and Assessment Service to review guidance and training on information giving. This will incorporate FACS and SAP changes.	Elaine Yardley, Service Director – Older People Bhupen Dave, Service Director - Adults Andrew Bunyan, Service Director – Children and Families Assessment and Strategy Zara Mangan, Principal Staff Development Manager	1.2.03
2.21 Within the Council e-Government programme, the Social Care & Health Directorate should extend the range of means by which users and carers can conduct transactions with the Social Care & Health Directorate.	The ISSG Intranet/Internet Sub Group will review the departmental pages on the Council's Internet site to increase opportunities for direct transactions with the department.	David Oldershaw, Service Director – Resources/ Alec Stevens, Committee and Public Information Manager	31.3.03

COST AND EFFICIENCY

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
2.22 The Social Care & Health Directorate should use the planned development of a commissioning strategy for older people's services to define its strategic and management information needs more clearly.	Following from the completion of 2.3, the needs for strategic and management information will be defined followed by an assessment of the extent to which these will be met from CareFirst and other department sources of information (e.g. Finance and SCPU).	Elaine Yardley, Service Director – Older People/ Sue Batty, Service Manager (Planning)	31.3.03
2.23 The Council should review its business planning arrangements to increase the use of business plans as mainstream management tools.	Complete a review of Business Plan format in conjunction with Corporate Centre and within the context of the review required by the Council's Comprehensive Performance Assessment.	Graham Pritchard, Head of Performance Management Unit/ Martyn Allison, Assistant Chief Executive	31.3.03
2.24 The Service Director (Older People) should use the development of the commissioning strategy as an opportunity to review with providers what information they need to plan the future of their businesses and services.	Following from the completion of 2.3 – Complete a review of the information needs of provider organisations. This will be assisted by the completion of 2.1(b).	Sue Batty, Service Manager (Planning)/ Pradeep Gadhok, Head of Service Contracting and Procurement Unit	31.3.03
2.25 The Social Care & Health Directorate should review what use could be made of e-business methods with its many suppliers.	Review the progress of "e" procurement and other electronic transactions planned by the Corporate E-Government Group and establish an implementation plan.	Mark Noble, Chief Finance Officer, Resources, Access and Diversity	31.12.02
2.26 The Social Care & Health Directorate should complete the budget initiative to realign resources with the demands of the Social Care & Health Directorate.	Continue process already commenced over the last 2 years in the 2003/04 budget proposals to better match resources with demands in the department.	Andrew Cozens, Corporate Director of Social Care & Health/ Colin Sharpe, Head of Finance/ David Oldershaw, Service Director – Resources	28.2.03
2.27 The Council should address the remaining deficiencies in the financial reporting system.	a) Directorate to consider the findings of FMIS Training Programme. b) Pilot development to consider improvements to the financial reporting system with Older People's Division.	Directorate Elaine Yardley, Service Director – Older People/ Colin Sharpe, Head of Finance	a) 31.11.02 b) commencing 9.9.02

MANAGEMENT AND RESOURCES

RECS.	DEPARTMENT'S RESPONSE	LEAD OFFICER	TIMESCALES
2.28 The Council should use the best value review of the Human Resources function to improve the availability of the information needed to manage the Social Services workforce agenda.	Review progress and establish timescales for the introduction of the new corporate HR Database.	Ian McBride, Service Director – Human Resources and Equalities	Ongoing
2.29 Job outlines and specifications should reflect the need to be competent in information management.	a.) Produce standard phrases for all Job Specifications. b.) Managers to review all Job Descriptions and Job Specifications	a) Jay Webb, Principal Personnel Manager/ Bob Drake, Head of Information Systems/ b) Directorate	31.11.02 31.3.03
2.30 Future information training should focus on the broader aspects of information management and especially the ability of managers to define their information needs and to generate these from the potential in the new system.	Incorporate in 2003/04 Departmental Training Plan	Zara Mangan, Head of Staff Development Unit/ Bob Drake, Head of Information Systems	31.3.03