


London Borough of Hammersmith & Fulham	
 hammersmith & fulham	HEALTH, ADULT SOCIAL CARE AND SOCIAL INCLUSION POLICY AND ACCOUNTABILITY COMMITTEE
14th September 2015	
TITLE OF REPORT	
Adult Social Care - Customer satisfaction	
Report of the Executive Director, Adult Social Care and Health	
Open Report	
Classification - For Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Liz Bruce	
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1. EXECUTIVE SUMMARY

- 1.1. This report provides a description of current mechanisms to understand customer satisfaction and experience in adult social care (ASC); a summary of some current findings from the annual service user survey and carers survey; how the mechanisms for obtaining customer experience and satisfaction are being developed.

2. RECOMMENDATIONS

- 2.1. The Committee is asked to review and comment on the contents of the report.

3. INTRODUCTION AND BACKGROUND

- 3.1 A 'customer' of ASC is someone who has received support or assistance of some kind. This can range from someone offered tailored information and advice, preventive services, such as equipment or assistive technology, to someone with complex needs which requires on-going support such as home care or residential care to achieve positive health and wellbeing outcomes. Carers are also 'customers'. They are individuals who provide support or who looks after a family member, partner or friend

who needs help because of their age, physical or mental illness, or disability.

- 3.3 Historically a key focus nationally and locally for both local authorities and the NHS in understanding customer satisfaction has been the use of statutory experience and satisfaction surveys and the complaints and representation processes. These include the annual ASC User Survey, bi annual Carers Survey, GP survey, and various NHS provider trust surveys. One of the main drawbacks of this approach is that it can give only a narrow picture of experience and satisfaction and takes the individual service out of the 'care pathway' the individual customer/patient is experiencing. These approaches have not kept pace with service redesign and tend to exclude people who have received short term interventions (such as reablement) or preventive services; neither do they explore satisfaction with integrated services with the NHS or housing.
- 3.4 The Council wants to ensure that every contact between customers, carers and local services is seen as an important opportunity to hear their views, address their concerns and tell us when we have got things right and importantly, how things can be done differently. The Council is committed to enhancing the range of methods used to get customer feedback and hear about satisfaction and experience and putting these at the heart of how services are developed in future. ASC wishes to develop a more proactive approach to customer feedback which better hears customers concerns at an early stage, reducing formal complaints. Other developments include a greater focus on co production with customers to support more innovative approaches to commissioning services, making sure as many customer voices as possible are heard and developing ways of understanding customer satisfaction with integrated and new services.
- 3.5 The Council is committed to listening to customers and their carers and putting their voices at the heart of service improvements and developments. This paper is intended to support this approach.

4. Adult Social Care customers

- 4.1 The latest population estimates from the GLA suggest there are 147,556 adult residents in the borough. Of the adult resident population 12.2% are aged 65 years or over years and 5.3% 75 or over..
- 4.2 During 2014/15, ASC had contact with over 4,000 customers. At anyone time the service is supporting approximately 3,600 adult residents with on going social care, equivalent to 2.4% of the adult population. Typically 14% of older residents, aged 65 and over, are supported with on going social care at anyone time. The service is also working with over 900 carers.

5. Customer satisfaction – the current position

5.1 ASC User survey results

- 5.1.1 The Adult Users Survey takes place every year and contributes to 7 key indicators used to assess ASC performance nationally. Customers are asked a number of questions about the quality of their lives, (which are then aggregated together to give a quality of life score) and also about their satisfaction with services. A sample of customers in who had received a service in the last year were invited to respond to the survey, which took place from Jan-Mar 2015. 513 people responded, a response rate of 31%. This was a substantial increase on the response rate in 2013/14, which gives us more confidence in the findings.
- 5.1.2 Summary national results show in common with previous years that in London there are generally lower scores for quality of life and lower rates of satisfaction with services.
- 5.1.2 A summary of the results for the Council are set out below:
- 8 out of ten customers who responded to the survey said they would recommend the service to their friends or family.
 - More disappointing was that only 56% of respondents were very or extremely satisfied with services down from 59% the previous year.
 - In common with elsewhere, learning disability customers have the highest level of satisfaction with services, with 83% very happy with services.
 - Older people in residential care also have a high level of satisfaction (65% very/ extremely).
 - In contrast, just under half (46%) of older people receiving community services at home were extremely/ very satisfied with services.
 - Adults 18-64 (with either a physical disability or mental health needs) had a broader range of satisfaction – 55% very / extremely satisfied but 10% very/ extremely dissatisfied.
 - In relation to self reported 'quality of life', the survey collates the scores of 8 individual questions to generate a Quality Of Life (QoL) score. A higher score suggests that customers experience a higher quality of life, with 24 the maximum that can be achieved. When reviewing scores at an Inner London borough level the Council appears to have the joint second lowest rate of QoL of 18. However, there is very little statistically significant difference between the scores of 9 of the authorities – suggesting they are performing at a very similar level,
- 5.1.3 National and local results show that the health of respondents is an important factor in how people are likely to respond to the Quality of Life question, irrespective of the quality of the service they receive. Where people have poor health, they are typically likely to report lower quality of life. Customers with learning disabilities report the best health of the customer groups, followed by 65+ residential. Over half of those aged 65+ receiving community services rated their health as only 'fair'. A third (36%) of customers in LBHF have good or very good health, lower than Inner London (42%). Whereas a third of 18-64 year olds rated their health as 'bad' or 'very bad' – a third suffer from extreme pain/ discomfort and a

quarter from extreme anxiety or depression. These factors are likely to contribute to the quality of life results locally.

5.1.4 The local results of the survey are currently being analysed further and discussed with the Cabinet Member and senior management to inform the drafting of an action plan.

5.2 Carer Survey results

5.2.1 The results of the Carers Survey have been reported to Committee in detail previously.

5.2.2 In summary:

- Carer satisfaction with the Councils services has improved since the last survey and is higher than the inner London average.
- Those caring for someone with a learning disability express the lowest level of satisfaction.
- Satisfaction amongst those caring for someone with dementia was significantly higher than other groups
- Carers report that the things that help them the most are services and support for the person they care for, carers personal budgets and short breaks/respite care.

5.2.3 In response to the results of the survey and feedback from Committee an action plan has been developed.

5.3 ASC Complaints

5.3.1 There were 80 formal complaints made to ASC in 2014/15. Of these, the majority related to quality of service, service failure and service delay. A significant number of complaints related to unhappiness at the change of service providers for the transport service and carers support services.

5.3.2 32 complaints were upheld (40%) and 22 were partially upheld (28%). 23 were not upheld (29%) and 5 were withdrawn.

5.3.3 4,019 customers received support from ASC during the year, and of these 2% of customers/family members raised formal concerns about their services. However the service continues to promote and encourage complaints, comments and feedback to help improve services and the overall customer experience. Each complaint is analysed to ensure that any organisational or service learning is made and adjustments to services made as appropriate.

6. **Putting the customer voice more firmly at the centre**

6.1 The Council recognises that customer feedback is an essential means to help improve the quality of services. We encourage care management and service providers to create a trusting environment where customer feedback is positively encouraged and customers feel able to be open and

honest with their care workers about what they want, what works well, and what works less well for them. We want to create an environment where a customer service approach is taken where all feedback is treated as positive and welcomed; even where this amounts to a more formal complaint. The Council recognises that it is not always easy to achieve this trusting relationship with customers. A key part of the care worker: customer relationship we want all staff to promote is that customers feel safe to give feedback or make complaints about a care worker, service or provider, and that they have the confidence to do this without fear of this impacting negatively on the service they receive.

- 6.2 To achieve this, where customers need help in improving their confidence so they are able articulate their experiences and wants staff actively encourage and help individuals to link into local user boards, organisations or advocacy services. We expect this approach to be a fundamental part of every individual support plan.
- 6.3 We expect all providers to have a robust complaints procedures in place and mechanisms for dealing with and managing all complaints. Using the principles of good customer service they must have an effective process in place to ensure that complaints and other feedback from customers is used to improve the quality of services provided.
- 6.4 The Council is committed to making the formal complaints processes as easy to understand as possible and our expectation is that service providers own processes are similarly accessible and individuals are encouraged to complain where a service falls short of expected quality standards.
- 6.5 Work is being taken forward through a review of ASC commissioning services and the development of a new commissioning strategy for ASC aimed at strengthening our approach to customer feedback. This includes how to use customer feedback in a more holistic and proactive way, better co-ordinating all feedback, using the results of national surveys, extended local surveys, making better use of feedback from user and community groups and enhancing how we learn from complaints. Customer feedback will be at the core of contract monitoring of providers.
- 6.6 Home care
- 6.6.1 The new home care service specification was directly informed by customer views about what constitutes service quality. Based on this work the following quality standards will be used to help evaluate how the service is meeting individuals expectations. The results of the excellent work carried out locally by Healthwatch around Dignity in Care have also been used to inform our new approach which replaces a previous focus on time and task. As the new service is rolled out, customers will be encouraged to tell us whether:

- they would recommend their care worker to a friend or relative,

and whether they thought their care workers:

- were good at their job,
- were always polite and treat them with dignity,
- helped them feel in control of their lives,
- helped them keep in touch with their community,
- always listen to what they want and work with them so that they can be as independent as possible,
- asked them how they want their care to be provided,
- come at times which suited them.

6.6.2 In future in monitoring the new service the Council intends to ensure that feedback on the quality of service from customers is put at the heart of new performance and contract monitoring. We are currently exploring ways this can be achieved in a cost effective and accessible way this includes looking for potential external partners, such as Patient Choice for example, who already have established and well used methods for customers to provide feedback on NHS services in their own wards and in a form they want.

6.7 Customer Journey

6.7.1 'Customer Voice' research was commissioned from Charteris an independent organisation with a brief to provide a rounded view of what was important to customers and their experience of services. The research provided helpful, arm's length insight into customer experience and is being used to underpin the redesign of social work services through the Customer Journey transformation programme.

6.8 Co production

6.8.1 Given the challenges to commissioning more effective services with reduced resources, the Council is particularly committed to exploring new approaches to co production of services with local residents to help ensure that residents needs are met. In the borough there is a Customer Pathway Working Group, which is hosted by SOBUS (a new Community Development Agency for Hammersmith & Fulham). SOBUS aims to provide a wide range of support services for local charities, community groups, social enterprises and start up businesses. Both ASC and CCG commissioners are members of the working group. An initial co-production meeting with voluntary sector representatives is scheduled to take place in September and a number of elected members have been invited. The meeting will be used to establish some shared principles of co-production and identify and agree priority areas of work. The approach will then engage wider cross sections of customers more directly through local voluntary organisations networks.

6.9 Satisfaction with wider NHS and Council services.

6.9.1 The performance of other services outside of traditional social care, and also of integrated services with the NHS, are of increasing importance in delivering the ambitions of the Care Act and meeting the demographic and financial challenges.

- The integrated Community Independence Service is at the centre of our Better Care Fund plans locally. The ambitions of streamlining and integrating services with health are that a more joined up, holistic and consistent approach is experienced by customers, with less focus on individual professional roles and more on holistically what a customer needs. To compliment this a series of interviews with people currently using the new integrated service are being carried out. This feedback will be tested against our design principles. The lead provider (Imperial NHS Trust) for the new service is committed to undertaking comprehensive customer / patient survey research towards the end of the year, to get an indication of overall satisfaction with the new service.
- The new duties on local authorities arising from the Care Act to promote health and well being will mean customer satisfaction with wider Council and community services such as housing, and those with a role providing preventive services and advice and information; will be of increasing significance.

7. **CONSULTATION**

7.1 This report is for information only. However we will be consulting groups of residents, customers and carers about how to develop our plans for co-production. As we take forward our ideas to put the customer voice more at the heart of commissioning, service design and provider performance, we will be consulting customers about how this is working and make refinements in response to feedback.

8. **EQUALITY IMPLICATIONS**

8.1 There are no direct equality implications arising from this report.. However a commitment to equal opportunities and equalities are core values underpinning our approach to customer feedback and analysis of satisfaction and experience.

9. **LEGAL IMPLICATIONS**

9.1 There are no legal implications arising from this report.

10. **FINANCIAL AND RESOURCES IMPLICATIONS**

10.1 There are no direct financial or resource implications arising from this report.

11. RISK MANAGEMENT

11.1 There are no issues in relation to risk directly arising from this report.

12. PROCUREMENT ISSUES

12.1 There are no direct procurement issues arising from this report. However, as the new ASC Commissioning Strategy is developed this will include a commitment to improving the involvement of customers in the design of new services and in the evaluation of performance of services.

13. CONCLUSION

13.1 This report is for information. It provides description of existing approaches to gaining in sight, satisfaction and experience of ASC customers and some current issues which these approaches have identified. The report also describes our plans for the future and how we will take forward work to identify customer experience and satisfaction in the future and how we will ensure this is used to directly help shape and evaluate services.

Appendix 1 – Adult Social Care - Customer Satisfaction - a summary

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location