

Performance management

The Authority is establishing a new Performance Framework for home care. All Service Providers offered places on the Framework will have to comply with requirement to provide information in the following key areas:

Service Requirements

KPI 1 Timeliness of Service provision

KPI 2 Responsiveness and capacity to deliver

KPI 3 Number of Home Care Workers delivering support (Consistency and Continuity)

KPI 4 Service User outcome measures (Outcomes being achieved)

KPI 5 Electronic Call Monitoring

KPI 6 Health Action Plans

Workforce Requirements

KPI 7a Staff Training – General

KPI 7b Staff Training – Specific

KPI 8 Staff retention

Quality and Safeguarding

KPI 9 Spot check visits

KPI 10 Reliability of Home Care

KPI 11a (and KPI 11b) Experience of people who use services: Complaints and Concerns

KPI 12 Service User outcome measures (Surveys being Completed)

Social Value

KPI 13 Non-zero hours contracts

Service Requirements

KPI 1 Timeliness of Service provision

Rationale	Service Users should expect their Home Care Worker to arrive in a timely fashion as agreed with them and identified within their Care and Support Plan.
Definition	The percentage of visits delivered on time
Numerator	<p>The total number of visits delivered minus those visits classed as 'late', 'early' and 'missed' i.e. A-(B+C+D)</p> <p>A = Total number of visits delivered</p> <p>B=The number of visits which started at least 30 minutes after the stated time on the Care and Support Plan. (Late visits)</p> <p>C = The number of visits which started at least 15 minutes before the stated time on the Care and Support Plan. (Early visits)</p> <p>D= The number of visits which are missed.</p>
Denominator	A = Total number of visits delivered
Formula	$(A-(B+C+D) \div A) \times 100$
Worked Example	Suppose the total number of visits delivered in the period was 5000

	<p>Suppose the number of late visits was 100</p> <p>Suppose the number of early visits was 50</p> <p>Suppose the number of missed visits was 20</p> <p>$5000 - (100 + 50 + 20) = 4830$</p> <p>The percentage of visits that were on time:</p> <p>$4830 \div 5000 \times 100 = 97\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	ETMS
Return Format	Numerator (showing B and C separately), Denominator and Percentage	Target	95%	Reporting Organisation	Provider

Frequently Asked Questions

What this indicator does: Measures the timeliness of visits, by capturing all visits that have occurred within the reporting period and identifies those visits that were late, early or missed.

What to include: All visits that have taken place and were late, early or missed.

What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data.

Definitions:

- **Visit** – an appointment at a Service User's home to provide care or support which has taken place. For visits in which more than one Home Care Worker attends, this should be counted as 1 visit only and not 2
- **If more than one Home Care Worker is required** and only one is late/early, but this prevents work from starting then the whole visit is classed as 'late' or 'early'.
- **Early Visit** - is when the Home Care Worker arrives 15 minutes or more before the stated time on the Care and Support Plan
- **Late Visit** – is when the Home Care Worker arrives 30 minutes or later after the stated time on the Care and Support Plan
- **Missed visit** – is when the Home Care Worker fails to arrive for the scheduled visit

How to measure: For example if a Service User has a morning call identified as taking place between 8 and 8:30am:

- The call would be early if the Home Care Worker arrived at or before 7:45am
- The call would be late if the Home Care Worker arrived at or after 8:30am

Measuring early, late and missed visits what should be included

- When a Service User has been informed prior to the visit.
- When the issue is down to Home Care Worker absence, Home Care Worker lateness, travel delay, emergency with previous visit, mistakes in rota planning, Home Care Workers not following rota correctly and any other reason that is not attributable to the Service User's request.

Measuring early, late and missed visits what shouldn't be included

- When a Service User is not in.
- When a Service User has informed the Service Provider that the call is no longer required or is needed at a different time that will not be a permanent change.

Example of auditable evidence:

- Electronic call logging system
- Service Users' reported experience
- Written care records left in Service Users' homes.

Correlation: All KPIs relating to quality of Service provision by the Service Provider should give a rounded picture of the Service Provider's ability to provide high quality services.

KPI 2 Responsiveness and capacity to deliver

Rationale	Lancashire County Council is committed to treating all Service Providers on the framework in a fair and transparent way and will expect Service Providers to respond to the referral of a care package/request for services for any zone that they are allocated a contract.
Definition	% of responses to packages that are refused during the reporting period (where a Service Provider does not respond to a referral request this will be counted as a refusal)
Numerator	A – Number of responses to offered packages that are refused during the reporting period (where a Service Provider does not respond to a referral request this will be counted as a refusal).
Denominator	B – The total number of home care packages offered through the referral process during the reporting period
Formula	$(A \div B) \times 100 = \% \text{ outturn}$
Worked Example	Suppose the number of responses to offered packages that are refused during the reporting period (where a Service Provider does not respond to a referral request this will be counted as a refusal) is 5 (A)

	<p>Suppose the total number of packages offered through the referral process during the reporting period 95 (B)</p> <p>The percentage of responses to offered packages that are refused during the reporting period $(5 \div 95) \times 100 = 5.26\%$</p>				
Good Performance	Good performance is typified by a lower percentage	Collection Interval	Monthly	Data Source	Lancashire County Council (Care Navigation)
Return Format	Percentage	Target	10%	Reporting Organisation	LCC
Frequently Asked Questions					
<p>What this indicator does: Measures the % of responses to offered packages that are refused during the reporting period (where a Service Provider does not respond to a referral request this will be counted as a refusal).</p> <p>What will be included: The total number of packages offered (to all Service Providers) through the referral process during the reporting period.</p> <p>Definitions:</p> <ul style="list-style-type: none"> • Refusal – where a provide refuses to accept (or fails to respond to) the offer of a package. <p>Collecting the data Lancashire County Council will be responsible for collecting the relevant data and calculating the KPI outturn for each Service Provider.</p>					
KPI 3 Number of Home Care Workers delivering support (Consistency and Continuity)					
Rationale	That there are a reasonable maximum number of Home Care Workers delivering support to each Service User.				
Definition	The average number of Home Care Workers supporting each Service User during the reporting period				
Numerator	A = The number of hours of support received by the Service User during the reporting period				
Denominator	B = The total number of Home Care Workers delivering support to the Service User during the period				
Formula	$A \div B$				

	<p>If two Home Care Workers are always needed to provide support simultaneously, count all of the Home Care Workers involved in delivering the support in the period and apply the formula:</p> $A \div (B \div 2)$ <p>Working out the average This should be calculated for each person receiving a Service during the period, and then the mean average of the scores calculated by adding up all the scores and dividing them by the number of Service Users.</p>					
<p>Worked Example</p>	<p>Example 1 – with one Home Care Worker needed at a time</p> <p>Suppose the number of hours delivered for the Service User during the period (A) was 24</p> <p>Suppose the total number of Home Care Workers during the period (B) was 5</p> <p>Therefore the number of hours per worker was</p> $24 \div 5 = 4.80$ <p>This should be calculated for each Service User receiving a Service during the period, and then the mean average of the scores calculated by adding up all the scores and dividing them by the number of Service Users.</p> <p>Example 2 – with two Home Care Workers needed at the same time</p> <p>Suppose the number of hours delivered for the Service User during the period (A) was 24</p> <p>Suppose the total number of Home Care Workers during the period (B) was 11, as two Home Care Workers provide a service simultaneously, and (in this case) it isn't always the same pair of Home Care Worker.</p> <p>Therefore the number of hours per worker was</p> $24 \div (11 \div 2) = 4.36$ <p>Working out the average</p> <p>If 8 Service Users received a service in the period being measured and their rates were:</p> <p>4.8, 4.36, 5.21, 8.3, 2.1, 6.32, 7.01, 3.</p> <p>The average would be calculated as:</p> $4.8 + 4.36 + 5.21 + 8.3 + 2.1 + 6.32 + 7.01 + 3 = 41.1 \div 8 = 5.14$					
<p>Good</p>	<table border="1"> <tr> <td data-bbox="375 1973 585 2033">Good</td> <td data-bbox="585 1973 769 2033">Collection</td> <td data-bbox="769 1973 959 2033">Monthly</td> <td data-bbox="959 1973 1187 2033">Data Source</td> <td data-bbox="1187 1973 1560 2033">KPI submission</td> </tr> </table>	Good	Collection	Monthly	Data Source	KPI submission
Good	Collection	Monthly	Data Source	KPI submission		

Performance	performance is typified a figure equal to or greater than 4	Interval			Template (TBC)
Return Format	Number	Target	To be confirmed	Reporting Organisation	Service Provider
Additional information about this indicator:					
<p>What this indicator does: Measures the number of different Home Care Workers delivering support to each individual</p> <p>What to include: All Service Users with support commissioned by Lancashire County Council. All Home Care Workers supplying the support, whether employed permanently or temporarily must be included.</p> <p>What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data</p> <p>Example of auditable evidence: Staff rotas Service users' care plans Records of changes to rotas</p> <p>Correlation with: The outcome of providing continuity of care should be fewer missed visits and higher Service User satisfaction.</p>					
KPI 4 Service User outcome measures (Outcomes being achieved)					
Rationale	<p>Lancashire County Council requires Service Providers to evidence that they are committed to improving the quality of the Service they provide. Monitoring the Service Provider's performance in terms of achieving outcomes agreed with Service Users will ensure that Service Providers are working to improve in this area.</p> <p>Lancashire County Council must assure itself that care and support delivered within its footprint is person-centred, outcome focused, adaptable and best meets the supported adults' personal care and support needs.</p> <p>The vision for this KPI is for absolute take-up of provider-led care and support plans that are outcome-focused and wholly focused on the Service User as an individual</p>				
Definition	% Service Users that have achieved one or more outcomes				

Numerator	A – Number of Service Users using Services that have achieved one or more outcomes when reviewed.				
Denominator	B – Number of Service Users provided with a Service during the period.				
Formula	$(A \div B) \times 100 = \% \text{outturn}$				
Worked Example	<p>Suppose the number of Service Users that have agreed one or more outcomes are being achieved during the reporting period is 100 (A)</p> <p>Suppose the number of Service Users is 300 (B)</p> <p>The percentage of Service Users that have completed an outcome measures survey is:</p> <p>$(100 \div 300) \times 100 = 33.33\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Care and Support Plan
Return Format	Percentage	Target	To be confirmed	Reporting Organisation	Service Provider
Frequently Asked Questions					
<p>What this indicator does: Measures the % of Service Users achieving outcomes during the reporting period and, when reviewed, have agreed that their outcomes are being achieved.</p> <p>Care and Support Plan outcomes should be meaningful to the person and their benefits be realised in their immediate, or distant future.</p> <p>What to include: All Service Users with support commissioned by Lancashire County Council</p> <p>What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data</p> <p>How is this standardised: All Service Providers, during the reporting period must use the Outcome Measure Survey (to be developed) during routine reviews of Services with each Service User at least once per reporting period. All Service Providers will be required to collate and use the findings from these surveys to evidence continuous improvements in service.</p> <p>Definitions:</p>					

Outcomes: Outcomes are something that is personal to every individual, it is something they want to achieve but need support to achieve it. Outcomes should be ambitious and must inevitably increase independence, personal skills, confidence and/ or health & wellbeing. An example of a good outcome is to be able to travel independently, or with friends, on public transport or to be responsible for an activity in the house, such as laundry, or get fit by joining a gym, health club or take up running or cycling.

Identified outcomes: It is not sufficient to merely identify outcomes in a person-centred plan. Service Providers must be able to plan to meet these outcomes and are expected to produce a clear plan, made with the Service User's involvement, and a timetable, which includes milestones. This way Service Providers, and Lancashire County Council, can be assured that everyone is receiving an equal opportunity to achieve their own care and support outcomes.

Example of auditable evidence:

The Authority may ask for evidence for this KPI, this may be routine or as a result of intelligence that it receives. Lancashire County Council may ask for the following forms of evidence, or for other evidence not listed here:

- Person-centred plans
- Outcome plans
- Care notes/ diaries
- Risk assessments
- Staff rotas

Correlation:

This KPI also correlates with Lancashire County Council's vision for the future of care and support in Lancashire, where a strength-based and outcome-focused approach is always taken wherever care and support is offered and delivered in Lancashire.

KPI 5 Electronic Call Monitoring

Rationale	The Authority requires Service Providers to evidence that visits are being carried out through an auditable electronic record.				
Definition	% of visits carried out recorded on ETMS not including manual adjustments				
Numerator	Number of visits recorded on ETMS not including manual adjustments (A)				
Denominator	Total number of visits carried out within the period (B)				
Formula	$(A) / (B) * 100$				
Worked Example					
Good Performance	Good performance is typified by a	Collection Interval	Monthly	Data Source	ETMS

	higher percentage				
Return Format	Percentage	Target	95%	Reporting Organisation	Service Provider
Frequently Asked Questions					
<p>What this indicator does:</p> <p>What to include: All Service Users with support commissioned by Lancashire County Council</p> <p>What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data</p> <p>How is this standardised:</p> <p>Definitions:</p> <p>Example of auditable evidence: The Authority will review the data collected by the Service Provider including but not limited to the ETMS e.g. Service User records and staff rotas</p> <p>Correlation:</p>					
KPI 6 Health Action Plans					
Rationale	Lancashire County Council must assure itself that care and support delivered within its footprint is: beneficial for the Service User's health in the long term as well as short term.				
Definition	The number of Service Users who have a health action plan and have had an annual health check				
Numerator	Total number of Service Users who have received an annual health check by a registered Doctor or by another, relevant, medical professional in the 12 month reporting period. (N)				
Denominator	Total number of Service Users who receive care and support by the Service Provider within the 12 month reporting period (D) PLUS the difference between (D) and the total number of Service Users in Lancashire with a health action plan (H).				
Formula					
Worked Example					
Good Performance	Good	Collection Interval		Data Source	KPI submission

	performance is typified by a higher percentage				
Return Format	Percentage	Target	To be confirmed	Reporting Organisation	Service Provider

Frequently Asked Questions

What this indicator does:

What to include: All Service Users with support commissioned by Lancashire County Council

What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data

How is this standardised:

Definitions:

Outcomes: Outcomes are something that is personal to every Service User, it is something they want to achieve but need support to achieve it. Outcomes should be ambitious and must inevitably increase independence, personal skills, confidence and/ or health & wellbeing. An example of a good outcome is to take part in community activities and increase social circles and opportunities to develop relationships with others or to be responsible for an activity, such medication, doctors' appointments or ordering prescriptions, or get fit by joining a gym, health club or take up running or cycling.

Health action plan: A health action plan is a plan that is created in order to identify medical ailments, or risks to health, and plan out how these health needs can be met and risks to health mitigated. This should be easy to access, easy to understand and identify any issues that, if unsupported, has the potential to lead to sudden, or unplanned, deterioration of personal health. This should include some or all of the following, or other health related matters not covered here:

- Any managed illnesses/ diseases
- Allergies
- Lifestyle choices that can affect health, for example smoking
- Risks to health, for example family history of diabetes
- Mental health

Example of auditable evidence:

Lancashire County Council may ask for evidence for this KPI, this may be routine or as a result of intelligence that it receives. Lancashire County Council may ask for the following forms of evidence, or for other evidence not listed here:

- Person-centred plans
- Outcome plans
- Care notes/ diaries
- Risk assessments
- Staff rotas
- Health action plans
- Communication passports

Correlation:

Workforce Requirements

KPI 7a Staff Training - General

Rationale	<p>The vision for this KPI is to create stable and effective care and support by promoting long-term staffing and professionalisation of the care sector in Lancashire. Service Providers will facilitate this by supporting staff to develop professionally in their careers. This will include offering training that will provide staff with the skills to provide high quality and effective care. It is desirable that the professionalisation of staff and stability and security of the sectors' labour market will foster a culture in companies and organisations of high-quality, effective and person-focused care and support in Lancashire, which is also flexible, reliable and responsive.</p> <p>Lancashire County Council believes that a well-trained workforce will contribute towards strong safety measures for our Service Users and also improve the quality of services provided.</p> <p>All staff must complete introductory training, which includes how to promote equality and people's rights, as well as first aid, food hygiene, giving medication, and moving and lifting people.</p> <p>Staff are encouraged and given time to improve their skills through courses in health care and social care.</p>
Definition	<p>% of Home Care Workers currently undertaking or have achieved Level 2 Diploma in Health and Social Care</p> <p>% of Home Care Workers currently undertaking or have achieved the Care Certificate.</p>
Numerator	<p>A1– Number of Home Care Workers currently undertaking or have achieved a Level 2 Diploma in Health and Social Care</p> <p>A2 – Number of Home Care Workers currently undertaking or have achieved the Care Certificate.</p>
Denominator	<p>B1 - Number of Home Care Worker posts within the organisation during the reporting period.</p>

Formula	$(A1 \div B1) \times 100 = \% \text{outturn}$ $(A2 \div B1) \times 100 = \% \text{outturn}$				
Worked Example	<p>Suppose the number of Home Care Workers who are currently undertaking or have achieved a Level 2 Diploma in Health and Social Care is 43 (A1).</p> <p>Suppose the number of Home Care Worker posts within the organisation (B1) is 75</p> <p>The percentage of Home Care Workers who have achieved at least a Level 2 Diploma qualification in Health and Social Care is:</p> $(43 \div 75) \times 100 = 57.33\%$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	KPI submission Template (TBC)
Return Format	Numerator, Denominator and Percentage	Target	90%	Reporting Organisation	Service Provider
Frequently Asked Questions					
<p>What this indicator does: Measures the number of Home Care Workers within the organisation who have achieved at least a Level 2 Diploma in Health and Social Care.</p> <p>Measures the number of Home Care Workers currently undertaking or have achieved the Care Certificate.</p> <p>What to Include:</p> <ul style="list-style-type: none"> • Front line workers and Managers who line manage front line workers working with Service Users in Lancashire. <p>What to Exclude:</p> <ul style="list-style-type: none"> • Staff within the organisation who do not provide Home Care services directly and/or do not line manage workers that do. • All staff working for the Service Provider whose work solely relates to locations outside of Lancashire. • All staff on maternity leave for the full duration of the period being measured. 					

Definitions:

- **Number of Home Care Workers** – Is the total number of Home Care Workers employed by the Organisation during the reporting period. For example if at the beginning of the period the Organisation employed 30 workers and at the end of the reporting period the Organisation employed 35 workers but 10 workers had left the organisation, the total number of Home Care Workers would be 45.

Example of auditable evidence:

- Training records
- Employee files

Correlation with: All KPIs relating to the staffing situation for the Service Provider should give a rounded picture of the Service Provider's ability to retain staff, have low sickness rates, good training etc

KPI 7b Staff Training – Specific

Rationale	<p>The vision for this KPI is to create a stable and effective care and support by promoting long-term staffing and professionalisation of the care sector in Lancashire. Service Providers will facilitate this by supporting staff to develop professionally in their careers. This will include offering training that will provide Home Care Workers with the skills to provide high quality and effective care. It is desirable that the professionalisation of Home Care Workers and stability and security of the sectors' labour market will foster a culture in organisations of high-quality, effective and person-focused care and support in Lancashire, which is also flexible, reliable and responsive.</p> <p>The needs of Service Users have become increasingly complex. Home Care Workers with skills that meet the needs of Service Users they support will improve the quality of services provided.</p>
Definition	% of Home Care Workers that have specific training that meets the needs of those people for whom they provide support.
Numerator	A – Number of Home Care Workers that have had training specific to the needs of those people for whom they provide support.
Denominator	B – Number of posts within the organisation during the reporting period that require specific training.
Formula	$(A \div B) \times 100 = \% \text{outturn}$
Worked Example	Suppose the number of Home Care Workers that have specific training based on the needs of the people they support (A) is 20

	<p>Suppose the number of posts within the Service Provider that require specific training (B) is 75</p> <p>The percentage of Home Care Workers who have training based on the needs of Service Users is:</p> <p>$(20 \div 75) \times 100 = 26.67\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Annual	Data source	Provider records
Return Format	Percentage	Target	To be confirmed	Reporting Organisation	Service Provider
Frequently Asked Questions					
<p>What this indicator does: Measures the level of Home Care Workers who have specific training to meet the needs of Service Users.</p> <p>What to Include:</p> <ul style="list-style-type: none"> Home Care Workers and managers who line manage front line workers working with Service Users in Lancashire. <p>What to Exclude:</p> <ul style="list-style-type: none"> Staff within the organisation who do not provide home care services directly and/or do not line manages workers that do. All staff working for the Service Provider whose work solely relates to locations outside of Lancashire. <p>Definitions:</p> <ul style="list-style-type: none"> Specific training – specific training is training based on the specific needs of the Service User that the Home Care Worker supports and can relate to a long term condition e.g. diabetes; dementia etc or the type of support required e.g. end of life. Number of Home Care Workers – Is the total number of Home Care Workers employed by the Service Provider during the reporting period. For example, if at the beginning of the period the organisation employed 30 workers and at the end of the reporting period the organisation employed 35 workers but 10 workers had left the organisation, the total number of workers would be 45. 					

Example of auditable evidence:

- Care and Support Plans for Service Users which identify specific needs
- Evidence that Home Care Workers with appropriate training are allocated to Service Users with specific needs (e.g. staff rotas and Care and Support Plans)
- Staff training records
- Staff files

Correlation with: All KPIs relating to the staffing situation for the Service Provider should give a rounded picture of the Service Provider's ability to retain staff, have low sickness rates, good training etc

KPI 8 Staff retention

Rationale	Monitoring staff retention within the organisation will evidence if Service Providers are improving the stability and reliability of the workforce.				
Definition	Percentage of Home Care Workers who are leaving the Service Provider during the reporting period.				
Numerator	A – Number of Home Care Workers that have left the company during the period.				
Denominator	B – Number of Home Care Worker posts in the Service Provider structure.				
Formula	$(A \div B) \times 100 = \% \text{ outturn}$				
Worked Example	<p>Suppose the number of Home Care Workers that left the Service Provider (A) was 5</p> <p>And the average number of Home Care Worker posts (vacant or filled) in the Service Provider was 75 (B)</p> <p>The percentage of staff leaving post in the reporting period =</p> $(5 \div 75) \times 100 = 6.67\%$				
Good Performance	Good performance is typified by a lower percentage	Collection Interval	Monthly with an annual summary	Data Source	Provider records
Return Format	Numerator, denominator and Percentage	Target	Less than 10%	Reporting Organisation	Service Provider

Additional information about this indicator:

What this indicator does: Measures staff retention, by capturing the number of Home Care Workers that have left the Service Provider during the reporting period, compared with the number of posts in the Service Provider structure.

What to include: All Home Care Workers who are involved in the provision of services to Service Users living in Lancashire.

What to exclude:

- All staff working for the Service Provider whose work solely relates to locations outside of Lancashire.
- All staff leaving temporarily for maternity leave.
- All staff who have reached retirement age and are retiring.

Definitions:

- **Number of posts (vacant/ filled)** - the number of posts determined within the Service Provider's organisational structure.

Example of auditable evidence:

- Staff Contracts
- Payroll information
- Organisational structure

Correlation with: All KPIs relating to the staffing situation for the Service Provider should give a rounded picture of the Service Provider's ability to retain staff, have low sickness rates, good training etc

Quality and Safeguarding

KPI 9 Spot check visits

Rationale	Lancashire County Council requires Service Providers to evidence that they are committed to improving the quality of the Service they provide. Undertaking spot checks will ensure that the Service provided by Home Care Workers is monitored.
Definition	% Home Care Workers that have received a spot check during the provision of support
Numerator	A – Number of Home Care Workers that have received a spot check during the provision of support during the reporting period
Denominator	B – Total number of Home Care Workers
Formula	$(A \div B) \times 100 = \% \text{outturn}$
Worked Example	Suppose the number of Home Care Workers that have received a spot check during the provision of support during the reporting period (A) is 40

	<p>Suppose the total number of Home Care Workers (B) is 75</p> <p>The percentage of Home Care Workers that have received check during the provision of support is:</p> <p>$(40 \div 75) \times 100 = 53.33\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Provider records
Return Format	Numerator Denominator and Percentage	Target	60%	Reporting Organisation	Service Provider

Frequently Asked Questions

What this indicator does: Measures the % of workers that have received a spot check during the provision of support

What to include: All Home Care Workers providing support commissioned by Lancashire County Council

What to exclude:

- If the Service Provider employs Home Care Workers that deliver home care services only to people whose care is not commissioned by Lancashire County Council submissions must exclude this data
- Home Care Workers employed for fewer than x (3 or 6) months

Definitions:

- Spot check – is an unannounced visit from a Manager during the provision of support to evaluate the support delivered

Example of auditable evidence:

- Records of spot checks on staff file
- Service user survey
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Correlation with: KPI staff training issues may be identified during spot checks, KPI Timeliness of service provision, as issues about timeliness and reliability may be identified when talking to Service Users during the spot check, KPI Service User Outcome Measures as issues relating to achieving outcomes may be identified in the spot check.

KPI 10 Reliability of Home Care					
Rationale	Service Users should expect to receive care in accordance with their Care and Support Plan				
Definition	The percentage of planned visits that were delivered as planned.				
Numerator	A= The number of delivered visits (this should be the same as the denominator for KPI 6)				
Denominator	B = Number of planned visits				
Formula	$A \div B \times 100 = \% \text{ outturn}$				
Worked Example	<p>Suppose the number of planned visits was 5100 (and the number of missed visits was 100). This means that the total number of visits delivered in the reporting period was 5000.</p> <p>The percentage of planned visits that were delivered:</p> $5000 \div 5100 \times 100 = 98\%$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Monthly	Data Source	Provider records
Return Format	Numerator, Denominator and Percentage	Target	98%	Reporting Organisation	Service Provider
Frequently Asked Questions					
<p>What this indicator does: Measures the reliability of provision, by capturing all visits that have occurred within the reporting period and identifying those visits that were missed.</p> <p>What to include: All visits that have taken place or were planned to take place and were late/early</p> <p>What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data</p> <p>Definitions:</p> <ul style="list-style-type: none"> • Visit – an appointment at a Service User's home to provide care or support which has taken place. For visits in which more than one Home Care Worker attends, this should be counted as 1 visit only and not 2 					

• **Missed visit** - is when the Home Care Worker fails to arrive for the scheduled visit

How to measure:

Missed visits would be counted when the Home Care Worker(s) fail to arrive at all. If two care workers are required and one fails to arrive then count this as a missed visit.

Measuring missed calls what should be included

- When a Service User has been informed prior to the visit.
- When the issue is down to Home Care Worker absence, Home Care Worker lateness, travel delay, emergency with previous visit, mistakes in rota planning, workers not following rota correctly and any other reason that is not attributable to the Service Users request.

Measuring missed calls what shouldn't be included

- When a Service User is not in.
- When a Service User has informed the Service Provider that the visit is no longer required or is needed at a different time that will not be a permanent change.

Example of auditable evidence:

- Electronic call logging system
- Service Users reported experience
- Written care records left in service users homes.

Correlation: All KPIs relating to quality of service provision by the Service Provider should give a rounded picture of the Service Provider's ability to provide high quality services.

KPI 11a (and KPI 11b) Experience of people who use services: Complaints and Concerns

Rationale	Lancashire County Council requires Service Providers to evidence that they are committed to Service User involvement and empowerment, fair access, diversity and inclusion. Monitoring the Service Provider's performance in dealing with complaints, concerns and compliments in a timely manner will evidence that a Service Provider ensures that Service Users' views are taken seriously.
Definition	% of complaints or concerns that have been completed /resolved within 28 days
Numerator	A– Number of complaints and concerns that have been completed/ resolved within 28 days
Denominator	B – Number of complaints and concerns that have been received in the reporting period
Formula	$(A \div B) \times 100 = \% \text{ outturn}$

Worked Example	<p>Suppose the number of complaints and concerns that were resolved/completed within 28 days during the reporting period was 4 (A).</p> <p>Suppose the total number of complaints that were received during the reporting period was 8 (B).</p> <p>The percentage of complaints that were resolved / completed within 28 days during the period $(4 \div 8) \times 100 = 50.00\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	KPI submission Template (TBC)
Return Format	Numerator, Denominator and Percentage	Target	80%	Reporting Organisation	Service Provider

Frequently Asked Questions

What this indicator does: Measures the timeliness of dealing with complaints, by capturing all complaints that have been completed/resolved during the reporting period.

What to include: All formal written and verbal complaints and concerns that have received during the reporting period relating to Service Users whose support is commissioned by Lancashire County Council.

What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data

Example of auditable evidence:

Complaints procedure

Evidence that Service Users and carers find it easy to feed back. Check the number of compliments received alongside this. If both the number of complaints and the number of compliments is low, check whether Service Users and carers know how to provide feedback and whether it is monitored effectively.

Also monitor whether learning from complaints is implemented effectively and evidenced.

Correlation

KPI 11a and 11b The number of complaints/concerns (denominator for KPI 11a and 11b) as a proportion of the number of Service Users receiving a service from the Service Provider in the period (taken from LCC's systems).

KPI 12 Service User outcome measures (Surveys being Completed)					
Rationale	Lancashire County Council requires Service Providers to evidence that they are committed to improving the quality of the Service they provide. Monitoring the Service Provider's performance in terms of completion of Service User outcome measures surveys will ensure that Service Providers are working to improve in this area.				
Definition	% Service Users that have a completed outcome measures survey in place				
Numerator	A – Number of Service Users using services that have an 'outcome measures' survey in place				
Denominator	B – Number of people provided with a Service during the period.				
Formula	$(A \div B) \times 100 = \% \text{outturn}$				
Worked Example	<p>Suppose the number of Service Users that have completed an outcome measures survey during the reporting period is 100 (A)</p> <p>Suppose the number of Service Users is 300 (B)</p> <p>The percentage of Service Users that have completed an outcome measures survey is:</p> <p>$(100 \div 300) \times 100 = 33.33\%$</p>				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Outcome measure survey
Return Format	Percentage	Target	80%	Reporting Organisation	Service Provider
Frequently Asked Questions					
What this indicator does: Measures the % of Service Users that have an outcome measures survey completed with the Service Provider during the reporting period					
What to include: All Service Users with support commissioned by Lancashire County Council					
What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by Lancashire County Council submissions must exclude this data					
How is this standardised: All Service Providers, during the reporting period must use the Outcome Measure Survey (Appendix X) during routine reviews of Services with each Service					

User at least once per reporting period. All Service Providers will be required to collate and use the findings from these surveys to evidence continuous improvements in service.

Definitions:

Outcome Measures Survey – to be developed

Example of auditable evidence:

Service User Care and Support Plans indicating that an outcome measures survey has been completed and that the Care and Support Plan reflects the outcomes identified.

Correlation: Outcome Measures Survey (Outcomes being achieved)

Social Value

KPI 13 Non-Zero Hours Contracts

Rationale	Home Care Workers should have a permanent employment contract unless a Home Care Worker specifically requests to be employed on such a basis due to their personal wishes and circumstances. This should provide stability within the workforce and better consistency for Service Users.
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Definition	The percentage of hours of support delivered for Lancashire County Council (LCC) which are delivered by Home Care Workers who are on permanent contracts.
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Numerator	A = The number of hours of support delivered for Lancashire County Council (LCC) which are delivered by Home Care Workers who are on permanent contracts.
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Denominator	B = The total number of hours of support delivered for Lancashire County Council
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Formula	$(A \div B) \times 100 = \% \text{ outturn}$
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Worked Example	<p>Suppose the number of hours delivered for LCC by Home Care Workers who are on permanent contracts (A) was 650</p> <p>Suppose the total number of hours delivered for LCC (B) was 1000</p> <p>Therefore the percentage of hours delivered for LCC by Home Care Workers on permanent contracts are:</p> <p>$(650 \div 1000) \times 100 = 65.00\%$</p>
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Good Performance	Good performance is	Collection Interval	Monthly	Data Source	KPI submission Template (TBC)
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	typified by a higher percentage				
Return Format	Numerator, denominator and percentage	Target	To be confirmed	Reporting Organisation	Provider
Additional information about this indicator:					
<p>What this indicator does: Measures the percentage of work commissioned by Lancashire County Council that is provided by Home Care Workers who have permanent contracts.</p> <p>What to include: All hours commissioned by Lancashire County Council</p> <p>What to exclude: If the Service Provider delivers home care services to people whose care is not commissioned by LCC, submissions must exclude this data.</p> <p>Example of auditable evidence:</p> <p>Staff contracts</p> <p>Staff rotas</p> <p>Service Users' Care and Support Plans</p>					