

★ Reorganization of the management of home care services : quality

France

CCAS Albertville
Starting date : 01/04/2003
Last updating : 1/11/2008

Context

The home care service of the CCAS is a public establishment which manage home care services, meals on wheels services at home and remote alarm. Maintaining the more and more dependent elderly people at home, has become a necessity in a short delay, generating a reorganisation of home care services and the evolution of the care givers' job.

Since 2002, the service faced some difficulties such as :

- ◆ Financial insufficiency (- 135 885 €) with errors made in invoices to the users and the retirement institutions,
- ◆ Failure in the organisation and management of the human resources : no professional training plan, and a manual planning management,
- ◆ Global in dissatisfaction of elected representatives and users,
- ◆ No visibility on the implemented actions and of the user's needs.

We also notice that from a position of housemaid (position with the main duties based on house work) , they become care givers (preparation of the lunch, help to get people out of bed, help to wash the people, and so on.)

In this negative context, the new managing staff decided to reorganise the service and take advantage of the arrival of a new chief to decide new objectives :

- To improve the quality of services for the users,
- To promote the context of individual work,
- To organise an efficient financial management of the service,
- To comply with the law of the 2 January 2002,
- To commit itself in the search of a constant quality and to get the NF X 50 – 056 norm (quality norm)

Description

From 2003 to 2007

- ◆ Recruitment of the staff and management : creation of a deputy head of service position, an assistant and 14 positions of care home givers.
- ◆ Organisations of staff meetings
- ◆ Annual assessment for the whole staff

Since 2003

Staff professionalization : organisation of trainings (help to self care, gesture and postures, first help, help in the end of life ...), of information meetings (People suffering from Alzheimer and other disorders, bad behaviours with elderly people, help with alcoholic elderly people , diabetes and elderly people...) and organisation of group of discussion animated by a psychologist.

In 2003

Information through the service : Each of the 5 administrative positions got a specific software "Home care" that manages the remote help service, the meals on wheels services. The software enable the management of the users' files, the planning of the services to be provided, the invoices for the organisations or beneficiaries, the follow-up of incomes, and the pre-payment of home care.

Procedures implementation : reception of the public, examination of new requests, renewal, delay in the users' answers, emergencies, absence ...

Since 2004

Realisation of satisfaction questionnaire : implemented in 2004, since 2008, a questionnaire is given to each users of services. The questionnaire is a kind of "introducing questionnaire"

In 2004

Creation of a new service that gathers 3 services : home care, remote help service, and meals on wheels in order to facilitate the administrative procedures and the public accessibility.

In 2005

◆ **Institution of the work on Saturdays, Sundays and public holidays** to organise the care services especially for people with less autonomy and to let them benefit from a 7 to 7 days of services which enable them to stay in a familiar environment.

◆ **Replanning and relaxing of the home care givers** : by the possibility offer to rearrange the planning on a territorial basis (gathering intervention in the same area), and also by the regrouping of working days in the week.

◆ **Convention** : to ensure that better consideration is given to the whole users. An agreement was signed with the service of nursing care at home.

◆ **Transportation of the Home care services beneficiaries** : after the examination of the questionnaires made on quality in 2004, the users of services would like to get a transportation to shops, to the cemetery, to the doctor. A request was made to the insurance company in order to protect the users and the care giver in case of problems or accident.

◆ **Presentation of the service to the CROSMS** (regional committee in charge of the social and medico-social organisation) which gave a favourable answer and approved the functioning for a period of 15 years, answer given in the condition for the organisation to provide qualitative services to the disabled and elderly people in the framework of maintaining those people at home.

In 2006

◆ **Organisation of an annual visit**. The visit is an opportunity to meet the person in her daily life, at home (beneficiary of care services or meals on wheels services or remote help service). It is a moment to exchange on the services provided, to elaborate a new action plan if needed and to enhance the sense of community in society with the person and her relatives.

◆ **Set up of administrative documents**. To give the beneficiary clear information and to obey the rules given in the law of 2 July 2002, some documents were prepared such as : a functioning agreement, a contract, an individual care document, a liaison document, a leaflet of welcome and a service project.

In 2006 and 2007

◆ **Reorganisation of the CCAS' office**. It creates a link between the home health care services and the home care services that creates a better understanding from the families on the services they can benefit from.

In 2007

◆ **Implementation of field visits** . Visits were organised in the CCAS of Cannes (Quality norm : ISO 9001-2000) and of Nice (quality norm NF X 50-056). The chief of the department attended a training on the following thematic "Set-up a quality development plan in the field of home health care".

From December 2007 to March 2008

Realisation of a **quality guide** : creation of a Quality responsible job position who is in charge of the realisation of the guide that gives the whole method of the quality procedure.

March 2008

Audit : requested by the CCAS in order to plan the changes in the implemented actions before the final agreement (end of 2008).

April to September 2008

– Corrective actions : following the results of the audit some improvements have been implemented

End 2008

– Audit for the agreement

Means

Human resources

1 chief of department
1 vice – chief of department
36 care givers
1 secretary
1 person in charge of quality

1 vehicle to organise the visits at home (612 visits in 2007).

Functioning services

| | |
|----------------|--------------------|
| Staff costs | € 286 800 per year |
| Material | € 19 856 / year |
| Training costs | € 7 200 / year |

Assessment

Difficulties and obstacles encountered

- ♦ The reorganisation of such services was not done easily : some changes in the team were necessary and the contracts of certain persons who were not answering the needs of the services were not renewed.
- ♦ The method of work was re-examined and new procedures were proposed,
The management of the planning has been completely changed and the replacement of occupied or on vacation workers is now resolved.

The involvement of the beneficiary and his relatives was decisive, and people were informed of each change regularly by mail or phone

The various offer of provided services, increased the staff working hours but gives the beneficiary a unique interlocutor.

The evolution of the work in home care services has needed a change in the work mentality because of the work on Saturdays, Sundays and so on.

An involvement of the staff in the reorganisation and a dialogue helped to face the difficulties. Some proposals were made such as : a training for the staff on the new duties in the home care position, a recruitment of a new staff and equipments.

Even if it was a surprise for some workers to launch a quality process, most of them agreed with the new process and realized that they will benefit from this new process.

Positive aspects

- ♦ The major part of the beneficiaries is satisfied with the services offered. In case of problem or question they have a solution or answer is given in a short delay.
- ♦ Relatives regularly far from the beneficiaries, feel less worried : their parent can benefit from a home care giver, a regular delivery of a well-balanced lunch and a possibility to give an alert 24 hours / 24 hours in case of trouble.
- ♦ The preparation of people going out from hospitals, is prepared with the relatives, the hospital, the home health care services, the home care services in order to have the elderly person at home in good health and care conditions.
- ♦ Home care givers unanimously agreed to recognise that their job is useful and interesting. It is also recognised by professionals and beneficiaries. The team is really strong all together and don't hesitate to organise a cooperation for people they pay attention to in common.

CCAS Estimation

In 2007, the participation of the home care services (linked to the CCAS) was as follow :

- ♦ An help was brought to 342 persons which correspond to 44 113 hours of work
- ♦ In the field of meals on wheels, 175 persons benefit from the service which represents 29 805 meals
- ♦ 160 persons benefit from the remote alarm service.

The total of elderly/disabled people aged more than 60 years old is **667** who benefit from the services at home.

The focus is to provide a quality service and to facilitate access by a public service to elderly or disabled people who are fragile, and families are also often overtaken by unforeseen events such as Alzheimer disease and so on. It's a situation difficult to manage for them.

Not to mention the motivation, the professionalism and good behaviour between the staff that influence the good results and allows the procedure to obtain an official qualitative agreement that the CCAS expect to receive before the end of the year.

Target group

Staff of the CCAS
Elderly people
People suffering from serious diseases
Disabled people

CONTACT

For further information please contact ELISAN by mail europa@elisan.eu