**Performance**

**Report**

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| Name: | Hornsby Ku-ring-gai Home Modification & Maintenance Service |
| Commission ID: | 200567 |
| Address: | 28-44 George Street, HORNSBY, New South Wales, 2077 |
| Activity type: | Assessment contact (performance assessment) – site |
| Activity date: | on 3 September 2024 |
| Performance report date: | 14 October 2024 |

This performance report **is published** on the Aged Care Quality and Safety Commission’s (the **Commission**) website under the Aged Care Quality and Safety Commission Rules 2018.

# Services included in this assessment

Commonwealth Home Support Programme (**CHSP**) included:  
Provider: 7384 Hornsby Council  
Service: 24374 Hornsby Council - Community and Home Support

**This performance report**

This performance report has been prepared by G Cherry, delegate of the Aged Care Quality and Safety Commissioner (Commissioner)[[1]](#footnote-1).

This performance report details the Commissioner’s assessment of the provider’s performance, in relation to the services it operates, against the Aged Care Quality Standards (Quality Standards). The Quality Standards and requirements are assessed as either compliant or non-compliant at the Standard and requirement level where applicable.

The report also specifies any areas in which improvements must be made to ensure the Quality Standards are complied with.

# Material relied on

The following information has been considered in preparing the performance report:

* the assessment team’s report for the Assessment contact (performance assessment) – site report was informed by a site assessment, observations at service outlets, review of documents and interviews with staff, consumers/representatives, and others
* the provider’s response to the assessment team’s report received 11 September 2024
* Performance Report dated 19 September 2023

# Assessment summary for Commonwealth Home Support Programme (CHSP)

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| Standard 7 Human resources | Not applicable as not all requirements assessed |
| **Standard 8** Organisational governance | **Not applicable as not all requirements assessed** |

A detailed assessment is provided later in this report for each assessed Standard.

# Areas for improvement

There are no specific areas identified in which improvements must be made to ensure compliance with the Quality Standards. The provider is required to actively pursue continuous improvement in order to remain compliant with the Quality Standards.

# Other relevant matters: Hornsby Shire Council administer Hornsby Ku-ring-gai Home Modification and Maintenance Service. CHSP grant funding received for the 2024-2025 period covers home modifications and home maintenance.

Home modification services are carried out by workshop staff, who supply and install minor works in line with CHSP approved occupational therapist (OT) specifications. Works typically include hand and grab rails, removal of shower screens, exterior ramps, and pathways. Subcontractors are used when an additional skillset is required. Jobs are scheduled on a two-week cycle, including prioritisation of urgent referrals. Home maintenance services are completed by authorised subcontractors for lawn mowing/gardening, window/gutter cleaning, plumbing and electrical work. Workshop staff complete minor carpentry work. Recurring lawn mowing and garden services are currently provided to approximately 20 consumers.

The number of consumers receiving services fluctuates as most requests are one-off to meet specific needs. Staff include a service coordinator, administration assistant, builder, carpenter, and a trade assistant commencing in September 2024. Consumers and representatives provided positive feedback relating to staff, subcontractors, and quality of their services. While the assessment team spoke with consumers, a representative, management, and staff, attempts to contact subcontractors were unsuccessful.

# Standard 7

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| Human resources | | CHSP |
| Requirement 7(3)(a) | The workforce is planned to enable, and the number and mix of members of the workforce deployed enables, the delivery and management of safe and quality care and services. | Compliant |

Findings

Decisions of non-compliance resulted from a quality audit in February 2023 and a desk assessment contact on 26 July 2023. The most recent decision on 19 September 2023 found strategies were employed to assist with increased service demand, however while the provider demonstrated actions, additional time was required to embed staff/implement strategies. At an assessment contact on 3 September 2024 the provider demonstrated successful recruitment strategies in place, plus utilisation of council-based administration staff as needed. Completion of the Hornsby Ku-ring-gai Home Modification & Maintenance Service Policy/Procedure Manual, documenting policies/procedures for managing workforce, plus an ongoing review of client database to ensure removal of obsolete files also occurred.

The service demonstrates workforce planning provides safe, quality services and positive consumer outcomes. Identification of consumers eligible for services is based on geographical location within the Hornsby and Ku-ring-gai local government areas and assigned priority via the My Aged Care (MAC) portal. Interviewed staff demonstrate understanding of core services and number of consumers able to receive support, based on current resourcing and funding. Successful recruitment has occurred resulting in a sufficiently resourced/skilled workforce and Management advised financial viability if additional staff/contractor are required. Interviewed workshop staff consider enough staff to complete current and future-planned work, noting outsourcing of manufacturing work when required. Administrative and workshop staff demonstrate knowledge of the referral process to alternative providers for work deemed out-of-scope. Overall, consumers and representatives’ express satisfaction with services, including input from Occupational Therapist regarding suitability and quality of work.

# Standard 8

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| Organisational governance | | CHSP |
| Requirement 8(3)(c) | Effective organisation wide governance systems relating to the following:   1. information management; 2. continuous improvement; 3. financial governance; 4. workforce governance, including the assignment of clear responsibilities and accountabilities; 5. regulatory compliance; 6. feedback and complaints. | Compliant |

Findings

Decisions of non-compliance followed a quality audit in February 2023 and a desk assessment contact on 26 July 2023. The most recent decision on 19 September 2023 found unforeseeable circumstances resulted in a sizeable increase in consumer numbers on the provider’s database, and while they demonstrated actions, additional time was required to embed staff/implement strategies.

At an assessment contact on 3 September 2024 the service demonstrates effective improvement actions to address previous deficiencies in financial and workforce governance. Policy/procedures guide staff in providing accurate quotes and staff demonstrate knowledge of roles/responsibilities. A process of quality assurance occurs prior to provision of quotes and interviewed consumers express satisfaction. Improvement actions relating to workforce is detailed in Requirement 7(3)(a).

The organisation demonstrates fit for purpose governance systems to deliver safe and effective home maintenance and home modification services in line with consumer needs/ preferences. Council’s corporate functions provide relevant frameworks/support, policies/procedures relating to governance system. Consumers and representatives’ express satisfaction with end-to-end processes and encouragement of feedback. Interviewed staff demonstrate knowledge of key systems associated with information management, training, compliance, and complaint handling. Electronic and hard copy information systems are used to manage information relating to consumers, quotes/job assignment, complaints/feedback, incident reporting and workforce. Staff have access to council intranet and policies/procedures/workflows guide staff in accurate management of information. Privacy and confidentiality are ensured by assigning online access restrictions and securely storing consumer data. An online learning system is used for induction and ongoing training. A documented referral management system (accessing MAC portal) is used for prioritising home maintenance/modification requests based on urgency.

Policies/procedures guide continuous improvement processes, reporting of activities and implementation of corporate wide plans designating the service coordinator with responsibility. Improvement opportunities are identified through consumer and staff feedback, noted by Management to be immediately actioned. The service’s Plan for Continuous Improvement (PCI), covers a range of actions addressing previously identified deficits. Management demonstrated recent improvements, noting plans to include continuous improvement activities in service coordinator reports and staff performance/development planning. Council’s corporate finance team oversee the financial system, provide monthly reports, conduct audits, and meet to review budgets. Policies and procedures specific to the service outline workflows and staff demonstrate knowledge of their responsibilities. Interviewed consumers express satisfaction with explanations provided regarding quotes and invoicing processes.

The service is supported by council’s people and culture corporate functions and policies/procedures/processes inform effective workforce recruitment, induction, probation monitoring and training. Performance development plans/reviews are regularly conducted, and staff receive job descriptions. A process monitors workshop staff requirements for current trade licences, and guidance relating to Safe Work Method Statements. Formal risk/compliance processes exist for subcontracted service providers and regular feedback is sought from consumers regarding these. A system ensures Management receive relevant government regulatory compliance updates which are communicated to staff. Management advised no reportable incidents under the Serious Incident Response Scheme (SIRS), however, reporting and escalation protocols are in place in conjunction with council’s risk management processes. Interviewed staff demonstrate awareness of SIRS and reporting/escalation pathways. Effective systems, processes and policy guidance ensures consumer, representative and staff feedback is captured, and used to improve services. Consumers receive documents to enable feedback at job completion; responses are documented, ratings aggregated, and trends reported to Management. Documents demonstrate positive trends and high satisfaction levels, reflective of consumer interviews. Formal complaints are recorded, detailing the nature of complaint/action taken, and evidence of open disclosure practices.

1. The preparation of the performance report is in accordance with section 68Aof the Aged Care Quality and Safety Commission Rules 2018. [↑](#footnote-ref-1)