LONDON BOROUGH OF REDBRIDGE HEALTH AND SOCIAL SERVICES RESOURCE ALLOCATION MEETING (RAM) GUIDELINES

August 2024 v2

LONDON BOROUGH OF REDBRIDGE HEALTH AND SOCIAL SERVICES - RESOURCE ALLOCATION MEETINGS (RAM)

1. INTRODUCTION

The Resource Allocation Meeting (RAM), was established following the implementation of the integrated Health and Adult Social Service Localities to review applications for adult social care and provide support across the whole of the London Borough of Redbridge.

They have acted as the respective forum to ensure that resources are appropriately and fairly allocated to all individuals according to their specific needs.

This document sets out the Health and Adult Social Services (HASS) commitment to promote transparency and quality, improvement throughout the adult social care resource allocations process.

The HASS continues to maintain their commitment to equality and diversity. This is embedded throughout the RAM application process, namely:

- Ensuring a consistent strength-based approach to the assessment and delivery of resources.
- The giving and receiving of fair treatment to and from other people and ensuring that no one is treated less fairly, based on who they are; and
- Recognising, respecting, and valuing people's differences and looking for opportunities where everyone can benefit from them.

2. AIMS AND OBJECTIVES

The RAM is the mechanism used by the HASS to ensure that there is oversight and consistency in relation to the allocation of resources and practice in Redbridge.

The aims of the RAM are as follows to:

- Ensure that resources will meet the level of **need** identified in the assessment of need and that alternative universal/locally commissioned options are considered;
- Allocate resources based on level of assessed **need**;
- Ensure the support planning is person centred and outcome focused:
- Provide consistency in the decision-making process in relation to the allocation of resources.
- Improve the quality of work by providing an oversight to processes applied.
- Ensure that appropriate documentation is completed as detailed in 3.2
- Ensure Financial Assessments are completed by service users to determine level of financial support that will need to be contributed, if any; and
- Ensure due diligence has been carried out via a Senior Practitioner sign off before attending RAM

3. THE RAM PROCESS

The RAM is responsible for considering and reviewing all resource applications for service users which fall under the **RAM criteria**, on exceptional cases decisions can be made outside of RAM for emergencies or if they fall under the minimum values set out in the guidance. The RAM meets weekly every Thursday.

The RAM is designed to monitor and improve performance and quality of service, to ensure that resources are appropriately utilised. It is also a vehicle for promoting consistency in practice and sharing of good practice across the service for example, developing effective

support plans that enable individuals to remain as independent as possible with mix of both community and paid for services to meet the presenting need.

3.1 Pre-RAM administrative Process Need to put in link in

- All applications are required to be quality controlled and approved by a Senior Social Worker (SSW) or relevant level SW before being forwarded to the RAM Coordinator.
- Applications need to be sent to the SSW or relevant level SW for signing-off, no later than 5pm on the Friday preceding the following week's meeting.
- The SSW or relevant level SW needs to ensure that applications and any associated paperwork are fit for purpose, signed-off and ready to be forwarded to the RAM Coordinator using the email redbridgecollectiveleadership@nelft.nhs.uk. This should happen no later than 5pm, on the Monday preceding RAM that week.
- **Please ensure when saving the paperwork that is to be submitted to RAM, it includes the service user name, Liquid Logic ID, NHS number, RIO number and date i.e. Jo Bloggs 12345-RAM01Jan2023 – this will allow the panel to easily identify the record when making the decision on the day**
- On Bank holidays and in exceptional circumstances arrangements may be subject to change dependent on the situation. With submissions being required to the relevant parties 1 day prior to usual arrangements.

3.2 Required Paperwork (as appropriate)

- Application form (copy attached at Appendix A)
- Consent to share (On Liquid Logic (LAS)
- Care & Support Plan (On Liquid Logic (LAS)
- Risk assessment and management plan (On Liquid Logic (LAS)
- Medical reports / assessment of need (On Liquid Logic (LAS)
- Provider support plan and breakdown of costs (On Liquid Logic (LAS)
- Self-assessment and self-directed support plan (On Liquid Logic (LAS)
- Invoices and estimates (On Liquid Logic (LAS)
- Financial assessment completed (On Liquid Logic (LAS)
- Care and Support Plan (On Liquid Logic (LAS)
- Miscellaneous information

Any Direct Payment requests must have a <u>financial assessment</u> completed and meets the SDS requirements including a SDS referral on Liquid Logic

Once the deadline for the receipt of applications has passed, the RAM Coordinator will collate applications, provide applicants with RAM timeslots and provide the RAM members with the relevant briefing materials by 2pm on the Tuesday preceding RAM, at the latest. This will include:

- An agenda (identifying the RAM members sitting that week).
- Details of the assigned time slots, advising the presenting workers when they need to be available to present their applications (the onus being on the presenter to explain why the course of action being suggested is the best option available).
- The service user's application form saved with service username, LAS ID and date as indicated in section 5 (example at Appendix A) being reviewed (along with the name of the professional presenting the case).
- Any other business
- The RAM action spreadsheet for the current week's applications Please note that emergency applications agreed outside of RAM still require the attendance of the professional involved for ratification purposes at the next meeting.

4. MEMBERSHIP/PROCESS – ROLES AND RESPONSIBILITIES

A designated Head of Service (HoS) will chair the RAM on a
weekly rotational basis. The following members of staff are part of the Meeting and will be expected to attend:

- Head of Service or Assistant Integrated Care Director (Chair).
- Integrated Team Manager.
- Senior Social Work or Qualified Social Worker when unavailable.
- Either a representative of the Commissioning and Brokerage and Delivery Team.
- The Delivery Business Planning Officer
- Financial Assessment officer
- Reablement representative
- Extra Care Representative
- Day Ops Representative
- Occupational Therapist

4.1 The Chair

The Chair's primary role is to:

- Lead the RAM discussions.
- Ascertain views of meeting to reach agreement.
- Ensure that decisions are recorded appropriately including the RAM spreadsheet.
- Ensure that the meeting provide guidance, support and direction to practitioners should this be required; and where possible to ensure that the resource allocation request is signed off.

4.2 The Integrated Team Manager

Currently there are five Integrated Team Managers who contribute to the RAM decision making process. Like the Chair, they sit at RAM on a weekly rotational basis.

Their role is to:

- Use their professional knowledge and expertise to assist the Chair in making decisions.
- Provide overarching guidance to the RAM on budgetary and policy issues; and
- Contribute to the discussion providing insight from the perspective of ITM.
- In exceptional circumstances they will deputise for the chair

4.3 Senior Social Worker

The role of the Senior Social Worker at the RAM is as follows, to:

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Advise on quality assurance and the correct completion of the application process prior to the RAM meetings.
- Be responsible for the authorisation of the finalised resource request on Liquid Logic once the application has been agreed; and
- Be responsible for updating Liquid Logic observations during RAM.
- In exceptional circumstances deputise for the Integrated Team Manager, as long as the Head or Service or Assistant Integrated Team Manager is present.

4.4 Social Worker/Presenting Officer

The role of the SW/SCA/Care Managers is as follows to:

- Ensure that the completed assessment including the authorised care and support plan and all relevant paperwork as detailed 3.2 is completed and recorded on Liquid Logic.
- Ensure that they have discussed and signed off the case with their senior prior to submitting to RAM.
- Ensure that the RAM paperwork is sent to the Coordinator via RedbridgeCollectiveLeadership@nelft.nhs.uk email by Monday at 12pm in the week of the RAM once signed and agreed by the appropriate Senior Practitioner; and
- Take any follow up actions arising from the discussion and ensure they are completed in a timely manner.

4.5 Placement Brokerage Officer

The role of the placement brokerage officer is to:

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Where appropriate identify alternative solutions and availability of the provision of Residential / Nursing, Supported Living Scheme, domiciliary or community-based activity services.
- Provide feedback to brokerage and commissioning teams on the decisions made; and
- Support Social Worker/Social Care Assistant with any follow up actions arising from the RAM.

4.6 Delivery Business Planning Officer

The role of Delivery Business Planning Officer is to:

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Check applications and Care and Support Plan Agreements prior to the weekly meetings to ensure where possible costing information submitted, is correct.
- Use the information captured at the RAM to support better forecasting and other financial analysis relating to budget management; and
- Tracks RAM decisions against annual costs to identify savings.

4.7 Reablement Rep

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Where appropriate identify reablement solutions for the community-based interventions
- Take any follow up actions arising from the discussion and ensure they completed in a timely manner.

4.8 Extra Care

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Where appropriate identify alternative solutions and availability of the provision of Extra Care Schemes
- Take any follow up actions arising from the discussion and ensure they are completed in a timely manner.

4.9 Day Ops

- Use their professional knowledge and expertise to assist the RAM in making decisions.
- Where appropriate identify alternative solutions and availability of the provision of internal Day ops
- Take any follow up actions arising from the discussion and ensure they are completed in a timely manner.

4.10 Occupational Therapy

- Use their professional knowledge and expertise to assist the RAM in making decisions around the need for double handed care, falls prevention and other equipment that my aid independence.
- Where appropriate identify alternative solutions to paid carers that enhance the adults independence.
- Take any follow up actions arising from the discussion and ensure they are completed in a timely manner.

4.7 The Resource Allocation Meeting Coordinator

The role of the Co-ordinator is to support the RAM process, the co-ordinator does not attend the RAM meeting but will:

- Receive all applications and documentation from the Social Worker by2pm, on the Monday preceding RAM. (4.4 says it is the SW not the SSW)
- Communicate with all RAM members regarding location of RAM and timings of case discussions.
- Provide all relevant information to the RAM membership in electronic format for review, on the Tuesday preceding RAM.
- Ensure that a suitable room/TEAMS meeting is booked, and that the relevant equipment is available.
- Ensure that all information is maintained in a secure environment (electronically).
- Distribute the RAM decision spreadsheet; and maintain the rota.

5. RAM QUALITY ASSURANCE

When considering a case for funding the following quality assurance measures will be reviewed:

- Assessment, and review of needs, care and support planning has been completed, looking at the quality of the assessment paperwork and the outcomes identified.
- Client's view, wishes and aspirations (where not possible, evidence that Advocacy has been considered where appropriate)
- Carers assessment completed, carers views and where identified their needs highlighted, review completed if appropriate and a support plan with the appropriate support offered/put in place.
- Completion of Mental Capacity Assessments (MCA) (where relevant).
- Evidence of Person-Centred Care and support planning.

- Sign off application and support plan for provisions by the relevant Senior/Supervisor along with comments prior to RAM presentation. **NB: RAM will not hear cases where they have not been approved and signed by the Senior Practitioner or Integrated Team Manager.**

- Consent to Share document is present and signed by the service user
- The service user has been sent a copy of the assessment
- A risk assessment is present
- A Financial Assessment form has been presented to the service user and the service user is aware that services are chargeable
- You have checked that the person is not subject to Section 117 Aftercare Arrangements under the Mental Health Act?
- If a case previously has been refused and being represented, you must specify the reason it was originally rejected and highlight any changes in the presentation.
- You have considered internal Day Care opposed to External

6. POST RAM ADMINISTRATIVE PROCESS

At the RAM, information will be input directly into observations in Liquid Logic by the Senior Social Worker or a designated RAM member. This will include any decisions taken and actions directed by the Chair and meeting members. Information will be circulated as appropriate.

7. FEEDBACK MECHANISM

It is the responsibility of the allocated worker to present feedback from RAM to their Service Users and relevant networks. The standard letter template should be used which can be found in Appendix B

If service users and their support networks are dissatisfied with the RAM decision, a resubmission of their application can be undertaken. Service users and their support network may also have recourse under the statutory complaint's procedure.

Any cases not approved; it is the responsibility of the social work/Senior Social Worker to remove the Care and Support Plan from Liquid Logic.

8. MEETINGS FREQUENCY AND CANCELLATION

The meeting is weekly, in the unlikely event that the RAM needs to be moved or cancelled the Chair will take the final decision and ensure that all are notified of the changes. In the event of the Chair being unable to attend on the day, the Integrated Team or Service Manager may substitute. However, any decisions made will need to be authorised by a HOS post RAM.

It is the Chair's responsibility to cancel the meeting if there are no applications for consideration.

9. DECISION MAKING CRITERIA
Decisions should be based on:

- The assessment of need and National Eligibility Thresholds (NET) criteria (Care Act 2014).
- Nature, extent and significance of circumstances.
- Potential human rights considerations and proportionality.
- Service user and carer views.
- Procedural propriety in decision making, transparency and probity.
- Consideration of alternative options
- Home Care Package Guidance: and

- Other relevant issues.

10. RAM DATA & PROCESS INFORMATION

Service user identifiable information will only be shared with the appropriate RAM members for the purposes of decision making, along with relevant, Adult Social Care professionals, where appropriate.

The RAM data/information will comply with General Data Regulation GDPR, is an EU legislation that came into effect on 25 May 2018. The legislation replaces the Data Protection Act, with the purpose of providing greater transparency to individuals about how organisations are processing their personal data in a more digital world.

The legislation will also set out to achieve the following:

- Greater accountability and responsibility for Data Controllers and Data Processors.
- Enhanced rights for data subjects
- Request access to their records free of change.
- Exercise their right to rectification and erasure of their personal data.
- Restrict processing.
- Object or withdraw consent.
- Prevent automated decision making / profiling.

11. APPROVALS OUTSIDE OF RAM

All new packages above £300 per week go to RAM through the normal process as descripted above. Any requests for additional funding above £400 per week threshold will also be needed to be presented to RAM. If an urgent agreement is needed outside of RAM the request must be made to the relevant Head of Service/AD who can agree a short term package whilst the social worker prepares and presents to the next RAM.

Integrated Team Manager (ITM), and Senior Social Worker (SSW) can authorise up to the following funding levels:

Integrated Team Manager

- One-off provisions up to the cost of £500
- An increase in packages up to the cost of £400 (in total) per week on existing packages
- Emergency Respite can only be agreed for up to 2 weeks outside of RAM
- Agree up to £300 on new packages

Senior Social Workers can agree:

- An increase in package up to the cost of £200 (in total) per week on existing packages
- Up to £250 for any one-off provisions

Please note: the appropriate **paperwork** still needs to be presented when requiring an out of RAM decision.

Heads of Service / Assistant Directors

Emergency cases below the threshold of £3,500 can be agreed outside of RAM for a period of up to 4 weeks by Emailing the Head of Service / Assistant Director however, the appropriate **paperwork** still needs to be presented when requiring the emergency decision. Subsequently this still goes to the next available RAM for ratification.

All cases presented to RAM for ratification will require timely reviews to ensure appropriate provisions are in place.

Once the Head of Service / Assistant Director has approved the application the package or service will commence from the date outlined in the application (or be backdated if appropriate). Dependant on Commissioning. Applications for back dated Direct payments should **not be** presented **nor agreed**, as Direct Payment (DP) should only be offered once the **financial assessment** has been completed and the necessary criteria has been met. If emergency care is needed in the interim, then an Individual Service Fund (ISF) should be provided.

Despite the commencement of any resources the application still requires ratification at the next meeting. This is for transparency and audit purposes i.e. to ensure that the process is formally approved in an appropriate forum, and that the decision is open to the relevant scrutiny.

Any cases above £3,500 in total per week will need to be presented to both Sanjiv Luckhea and Adrian Loades following RAM.

11.1 Reductions

Reductions to support, which is already in place, should not come to RAM. This will be agreed by Integrated Team Manager, Senior Social Work. The Business Planning Team should be notified of such changes by emailing them at Businessplanningteam@redbridge.gov.uk

12. SUMMARY

This guidance is to ensure that there is a seamless and thorough understanding of the London Borough of Redbridge Adult Social Care resource allocation process.

We believe that with this system in place, adult social care professionals will continue to be able to provide service users with the appropriate professional help and support, and that resources are allocated in a timely, transparent and cost-efficient manner.

We believe that these guidelines provide the tools necessary, to ensure that all required actions and processes are in place to direct resources to the right place at the right time, and therefore to provide the best service and support we can.