

<b>TITLE</b>	Support to Live at Home – Home and Extra Care Services
<b>DATE</b>	28/11/2019
<b>LEAD OFFICER</b>	Jack Rye, Programme Lead for Accommodation and Registered Services, Adults Partnership Commissioning, Children and Adults Services

### **1 Summary description of the proposed change**

- What is the change to policy / service / new project that is being proposed?
- How does it compare with the current situation?

The Support to Live at Home Service – Homecare and Extra Care Services, provide care and support to individuals regardless of Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.

Homecare services provide care and support to enable people to remain in their own home and communities. Extra Care services provide care and support to individuals living within one of Medway's five [5] purpose built extra care schemes.

At present Medway Council has a framework of eighteen [18] providers it uses to purchase Homecare and Extra Care Services from. Thirteen [13] providers on the framework are currently active. Medway Council also commissions Homecare from an additional sixteen [16] providers on a spot purchase basis. These providers cover the whole of Medway. The Council does not guarantee any volume of service to providers on the Framework. The current Framework agreement is due to expire 31 March 2020.

At any given time, there are approximately twelve hundred [1200] service users in receipt of either Homecare or Extra Care across Medway. Support is provided to adults who meet the Care Act 2014 national eligibility criteria. Adults includes working age adults (18+) and older persons (65+). Adults supported could have physical, mental, sensory, learning, or cognitive disabilities/illnesses.

All care and support provided is delivered by Care Quality Commissioned (CQC) registered providers and will include (as an example) personal care; assistance with shopping, meal preparation, assistance with medication, light domestic duties, and befriending.

The Framework agreement has been in place for over 3 years 6 months. During this time there have been significant market changes, including changes to the National Minimum Wage and the National Living Wage. The re-commissioning of Homecare and Extra Care Services has been designed to maximise opportunities for any new provider(s) to make cost efficiencies across their business model.

Medway Council intends to commission homecare services based on a locality model. Provider(s) will be allocated to Localities, mirroring the model operated by Adult Social Care. The three localities are as follows: Hub 1 (ME7, ME8), Hub 2 (ME4, ME5), Hub 3 (ME1, ME2, ME3).

Current providers of homecare services will retain all current care packages until they come to a natural conclusion, or the assessed needs of the Service User(s) change. No service user will be required to change care provider as a result of this procurement exercise.

At present two [2] providers are appointed to provide Extra Care services across the five [5] schemes. As a result of this procurement exercise, a single provider could be appointed to deliver services across all schemes. This would result in a change of provider at two [2] or three [3] of the Schemes. This could impact on the tenants living in the Extra Care schemes, however, TUPE regulations will apply to the existing workforce which will as far as is possible ensure continuity of care.

It is proposed that Homecare and Extra Care services will operate inclusively for eligible individuals across all protected characteristic groups in Medway. The proposed structure for the new contract will give greater flexibility to managing different types of need. As such, those accessing these services will have greater choice and flexibility about the care and support they receive and how the service is delivered.

The outcomes to be achieved through this procurement include:

- Improved quality and safety of service provision
- Improved focus on person centred care and choice
- Improved management and control
- Improved visibility and reporting of provider performance

## **2 Summary of evidence used to support this assessment**

- Eg: Feedback from consultation, performance information, service user records etc.
- Eg: Comparison of service user profile with Medway Community Profile

Medway Council has consulted with other Local Authorities from around the country to understand their Homecare and Extra Care models and how they deliver against Service User(s) outcomes. The Adult Partnership Commissioning Team, in partnership with Category Management and the Quality Assurance Team have carried out significant consultation with key stakeholders, including:

- A postal and online survey of both Homecare and Extra Care Service Users. Medway Council Officers made home visits, held 'drop in' sessions across Medway libraries and at all five [5] Extra Care Schemes. This consultation focused on understanding what was important to Service Users with regards to the care and support they receive to inform service design.
- A provider engagement event was held on 11 June 2019 held at the St George's Centre, Chatham. Over 40 current and potential providers attended. A comprehensive tabletop exercise was held with all providers. The answers from this exercise informed and guided the design of the service.
- A Project Group was established to assist at every stage of the design process. Representatives from Adult Social Care, Business and Intelligence, Category Management, Quality Assurance and Engagement, ART, Direct Payments, Systems, Client Charges and Finance formed part of this group.
- Benchmarking with other authorities

Detailed analysis of current and historical service demand and spend data was reviewed. Projections were developed using a wide range of data sources to detail the future demand for Homecare and Extra Care services. This analysis showed that unchecked demand is predicted to rise.

The above-mentioned consultation outlined that the social care market in Medway is experiencing recruitment and retention issues. The process for allocating packages of care is time intensive and could be improved. This feedback helped to inform the Locality model adopted. This model will enable providers to be as efficient as possible, assist in the recruitment of care workers and lead to better outcomes for service users.

Discussions had during the provider engagement event outlined the intention of Medway Council to ensure services are commissioned based on Service User(s) outcomes. It was also explained that a 'basket of hours' approach would be introduced to give Service User(s) greater control over how the care and support they receive is delivered, and what people wish to achieve in living their lives the way they wish.

It was also outlined that there was a need to look at how we currently commission services and work towards innovative and cost-effective services that suit all key stakeholders and partners.

Some of the areas discussed and agreed to be key priorities for the service, during consultation events, included the following items. This list is not exhaustive and reflects some of the issues identified.

- A consistent set of carers who get to know and respect the service user's abilities as well as the areas where they need help
- Carers who are well trained and respected
- Care and support delivered on time, with no missed calls
- Carers being allocated enough time to complete the tasks and to stay for the full allotted time
- Improved communication at all levels
- Recruitment of local carers for local areas
- Increased walking care rounds
- Service User(s) right to excellent quality care that promotes independence and a healthy fulfilled lifestyle
- Service User(s) being encouraged to take part in local community activities to reduce social isolation

Providers will play a key role in the development of the service over the first months of its introduction. A three [3] month mobilisation period has been agreed and will be a crucial element to the success of the new service model and working agreements.

### 3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
- Advance equality of opportunity for one or more of the protected characteristic groups?
- Foster good relations between people who share a protected characteristic and those who don't?

(insert ✓ in one or more boxes)

Protected characteristic groups (Equality Act 2010)	Adverse impact	Advance equality	Foster good relations
Age		✓	✓
Disability		✓	✓
Gender reassignment			✓
Marriage/civil partnership			✓
Pregnancy/maternity			✓

<b>Race</b>			✓
<b>Religion/belief</b>			✓
<b>Sex</b>			✓
<b>Sexual orientation</b>			✓
<b>Other (eg low income groups)</b>			

#### **4 Summary of the likely impacts**

- Who will be affected?
- How will they be affected?

- Vulnerable adults, family members, and the carers of the person receiving services
- The main recipients of Homecare and Extra Care Services are adults over fifty-five [55] years of age, who may have complex needs
- In the event a single provider is appointed to deliver Extra Care service at all schemes, the transfer of care packages to a different provider could negatively impact Service User(s)

#### **5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?**

- What alternative ways can the Council provide the service?
- Are there alternative providers?
- Can demand for services be managed differently?

Dependant on a financial assessment the individual may or may not be required to make a contribution towards the costs of meeting their assessed care needs. Local providers were asked to tender at up to a capped price of £13.96 p/h for Extra Care and £16.72 p/h for Homecare. Selecting a single provider for all Extra Care schemes would make the management of the five [5] schemes across Medway easier to quality assure, ensure Service User experience and maintain a high-quality consistent care service in all schemes.

During consolation Service Users in Extra Care were made aware their care provider may change. Continued engagement will be held with any affected Services Users in close partnership with providers to ensure a seamless transition. TUPE will apply in these circumstances which will help to ensure continuity of care workers. As a result of this any impact is anticipated to be minimal.

The new service will provide support to working age (18-65) adults and older persons (65+). These adults could have physical, mental, sensory, learning, or cognitive disabilities or illnesses. These adults will be better supported within their local community meaning they will be linked in better to their communities. Service users can develop better relationships with other services users and the general public reducing social isolation. Homecare and Extra Care services are vital in achieving this outcome.

The service does not discriminate against any protected characteristic groups. Within the proposed contract arrangements, Medway Council has ensured that adult safeguarding and quality support planning processes are integral to providing a good/excellent service. This service will ensure there is a diverse range of providers to support the range of people requiring support, under the protected characteristics of the Equality Act 2010.

The Care Act 2014 provides the legislative framework for ensuring the Council fulfils its obligations to provide assistance/support to vulnerable adults that are assessed as requiring support either through commissioned care or via a personal budget/direct payment. This includes an obligation to develop the local social care market. New contracts provide a mechanism for encouraging new providers to join the local market. By benchmarking prices, this has allowed the authority to assure itself that it is paying a price that allows providers to pay the minimum wage; ensure a skilled workforce exists to support the needs of these client groups and to ensure that their businesses are sustainable but competitive.

## 6 Action plan

- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

Action	Lead	Deadline or review date
Quality Assurance Officer (Commissioning) to support regular contract monitoring of services	QA	Ongoing
Care Quality Commission Inspections	CQC	As per regulatory requirements
3-month mobilisation programme	Project Manager	Ongoing
Monthly and Quarterly Monitoring Meetings	Project	Monthly /

Manager

Quarterly

## 7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change, implementing the Action Plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

To re-commission Homecare and Extra Care service based on the Locality model outlined.

## 8 Authorisation

The authorising officer is consenting that:

- the recommendation can be implemented
- sufficient evidence has been obtained and appropriate mitigation is planned
- the Action Plan will be incorporated into the relevant Service Plan and monitored

Assistant Director

Chris McKenzie

Date

03/12/2019

Contact your Performance and Intelligence hub for advice on completing this assessment

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