

REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 29 October 2015

BY: Chief Officer

SUBJECT: Commissioning Care at Home Services: IJB Role

1 PURPOSE

- 1.1 This report provides an overview of initial work in the development of a tendering methodology for specialist care at home services as an element of the Strategic Plan. The report also outlines the role of the IJB in the process.
- 1.2 Any member wishing additional information should contact the author of the report in advance of the meeting.

2 RECOMMENDATIONS

The Integration Joint Board is recommended to:

- 2.1 Note the proposed methodology for the specialist services tendering process and associated timescales.
- 2.2 Agree that the strategic direction of the specialist services will be determined through a direction from the IJB to East Lothian Council and NHS Lothian as part of the process in delivering the Strategic Plan.

3. BACKGROUND

- 3.1 One of the major shifts in service delivery over recent years has been the increase in independent and third sector provision of care - both care homes and care at home. Good quality, consistent care at home is critical to the achievement of personal and integration outcomes and without the valuable contribution of the independent and third sectors and its workforce the health and social care system would be challenged. Effective planning and commissioning of these services is therefore vital to the ambition of the Strategic Plan.
- 3.2 Care at home services in East Lothian are currently provided through two types of framework agreements with service providers: the specialist provider framework and the Help to Live at Home (HTLAH)

framework. The specialist framework contract provides care and support to people at home who have complex needs including learning disability, physical disability and mental ill health and has been extended until 31 March 2016.

- 3.3 A number of challenges have been identified within the specialist framework locally, not least lack of capacity, the need to more effectively horizon scan for those in transition, and cost inefficiencies. In addition there are broad challenges across the wider care at home sector which can be summarised as:
 - 3.3.1 Recruitment and retention of care staff: there are compounding difficulties in recruiting into the care sector which is viewed as low paid but with high responsibilities and close scrutiny. There are a limited number of people working in the care sector across Lothian and when one organisation recruits, as a broad generalisation this removes staff from another provider in the county and overall capacity remains relatively static. The high mobility of carers across the sector causes additional disruption to service users and providers.
 - 3.3.2 The level of restructuring and acquisitions across the care at home sector: within the current frameworks national organisations have grown by acquiring or merging with other care at home providers which does not necessarily increase the overall capacity of the framework.
 - 3.3.3 The resulting inability to meet the level of need across East Lothian within a sector which is experiencing change and within increasing financial pressures: currently there is unmet need not addressed in a consistent way through the care at home frameworks.
- 3.4 Work is ongoing within the Health and Social Care Partnership to develop a new commissioning and tendering process for specialist care at home services which will support service redesign, develop more innovative, integrated solutions, greater resource efficiency and service user satisfaction. Self Directed Support (SDS) will be a key element of consideration in this in order to allow for choice within the finished commissioning arrangements.
- 3.5 An appropriate timescale to allow for effectively scoping, co-producing, business modelling and transitioning such a process and the proposed methodology likely to be 24 months.
- 3.6 Given the timeline of the retendering process, the commissioning exercise will be effectively undertaken after the date when functions will be delegated to the IJB and the strategic direction of the specialist services will therefore be through the mechanism of a direction from the IJB, via the Strategic Plan, to East Lothian Council and NHS Lothian.

3.6 The wider care at home / HTLAH commissioning framework commenced on 1 April 2014 and expires on 31 March 2017 with the option of being extended for an additional two years at the Council's discretion. The future model of care for retendering this function will therefore be under the jurisdiction of the IJB. The experience and learning from the approach to the model of care for specialist care at home will be embedded at the earliest stage in a parallel approach to the development of a longer term, sustainable commissioning strategy for care at home services which provides sufficient, high quality capacity for care at home across all localities as soon as practicable.

4. POLICY IMPLICATIONS

4.1 There are no policy implications associated with consideration of this information update.

5 EQUALITIES IMPLICATIONS

5.1 The proposed methodology for recommissioning specialist services will place a strong and explicit emphasis on co-designing services and approaches which will more effectively ensure equality of service provision.

6 RESOURCE IMPLICATIONS

6.1 There are no immediate resource implications associated with consideration of this information update

7 BACKGROUND PAPERS

7.1 None.

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