



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 22 September 2016

BY: Chief Officer

SUBJECT: Developing Specialist and Care at Home Support Services

1 PURPOSE

- 1.1 To update the IJB on the Project; Developing Specialist Support and Care at Home Services for Adults and Children in East Lothian and to seek IJB agreement to the model of care.

2 RECOMMENDATIONS

- 2.1 The IJB is asked to agree the model of care to be procured by East Lothian Council.
- 2.2 The IJB is asked to agree that a revised direction DO2a should be issued to East Lothian Council.

3 BACKGROUND

- 3.1 In direction DO2a the IJB asked East Lothian Council to:

“Develop and implement a new commissioning and tendering process for care at home services which drives comprehensive service redesign, more innovative, integrated solutions, significantly greater resource efficiency and service user satisfaction by April 2017.”

- 3.2 Currently the Council purchases 21,388 hours per week of Care at Home from external Care Providers. The majority of hours (21,000) are purchased for adults and older people.. The total cost of these services is £17.5m per annum.
- 3.3 There are two main Frameworks in place; “Help to Live at Home” which has 8 Providers who deliver Care at Home (CAH) and Housing Support to mainly people over 65. “Specialist Framework” with 8 Providers who deliver Care at Home to people under 65 who have been classed as having a Learning Disability, Physical Disability or Mental Health

Problems. There is one supplier for CAH for children on the Framework. Across all client groups there is also significant purchase off Framework.

3.4 A project team was set up in November 2015 with the following aims for a new Care at Home and Housing Support Framework;

- To improve Capacity of Care at Home and Housing Support Provision across East Lothian
- To improve and sustain quality provision in Care at Home Services in East Lothian.
- To join two Frameworks into one Framework
- To support the implementation of the (Self-directed Support) (Scotland) Act 2013
- To incorporate Providers of Children's CAH services onto the Framework.

3.5 The new Framework will allow for Providers to deliver CAH and Housing Support to all Service Users who had been assessed as requiring such a service.

3.6 **The Framework will have two models of Care Delivery;**

a) Time and Task

The majority of Care at Home and Housing Support being purchased in East Lothian is via a service that is most commonly described as 'Time and Task'. It is primarily based on a Support Plan developed by the Council and the Supported Person, which specifies the support required from the Provider. This support takes the form of a series of care tasks which are delivered at specified times of the day over a period of a week. Each visit is restricted by a pre-arranged time and a list of previously agreed tasks which will meet assessed outcomes. This support is paid for through an agreed hourly rate.

b) Personal Budget;

This model focuses on the Provider developing and costing an individual's support plan. The assessment process generates the needs of an individual which are then translated into desired outcomes based on East Lothian Council Eligibility Criteria, it is decided which personal outcomes the Council will agree to fund. The cost of meeting these outcomes is given an approximate cost known as the Indicative Budget. The indicative Budget is generated by the assessment. This is then checked and verified to become an agreed Personal Budget.

Assessment of Service Users

3.7 The development of the Service Specification for the Framework has been influenced by a significant amount of Stakeholder Engagement; this included the re-assessment of the needs and outcomes of 210 service

users on the Specialist Framework. This re-assessment process helped identify where services weren't meeting needs and why. The process of reassessment also highlighted the need for a more robust outcomes focussed assessment and review process. This work was taken forward by operational staff in Adult Wellbeing and supported the implementation of Self Directed Support (SDS).

Night Time Support

3.8 The project has also highlighted the need for more robust assessments in relation to Night-time support. The Night Time Support (NTS) element of the project engaged with providers to identify how and in what way sleepover provision is currently delivered and how it could be configured in the future. This work is closely linked to the setting of personal budgets; developments in housing design and provision; and innovations in Technology Enabled Care (TEC). A key ethos in this process is working collaboratively with providers to gauge and encourage innovative ways to provide support at night to reduce reliance on traditional sleepover arrangements.

3.9 The Night Time Support element of the project aims to:

- Continue to provide NTS to those with eligible and assessed needs
- Ensure provision of NTS is efficient and effective both in quality and cost
- Maintain safety of individuals
- Future proof for expected demographic and organisational changes
- Maximise independence
- Explore innovations in Technology Enabled Care (TEC) to utilise the range of support available at night

3.10 The key outcome for the NTS part of the project is to gather a range of data and information on current and future sleepover provision to inform the re-modelling element of Developing Specialist Support and Care at Home Services project.

Improving Capacity

3.11 Providers will not be asked to work in geographic Zones (as they are at present), but rather a more collaborative approach will be taken to allocation of work, with Providers able to deliver across the county. This new way of working should allow providers to form clusters of work meaning they become more efficient in delivery of services and reduce travel time.

3.12 A collaborative approach to allocation of work will also strengthen the partnership between Provider and Council which is crucial to meet all needs.

Incentivising and Sustaining Quality Services

- 3.13 The Framework will set a minimum of Care Inspectorate Grade 3 from previous two inspections to gain entry onto the Framework. Once on the Framework those who have a Grade 4 or above for previous two inspections, will be able to be considered for financial uplifts and will be able to work with Service Users on the Personal Budget Model.

Improving Community Resources

- 3.14 The project has also identified the need for more community based support. An organisation which supports people to integrate into their own communities has been commissioned for one year. The organisation, Neighbourhood Networks, will help up to 30 people meet their outcome of being more involved in their own communities and less reliant on one to one support and is set to realise cost savings..

4 POLICY IMPLICATIONS

- 4.1 Procurement Policy for Health and Social Care Partnership.

- 4.2 The following outcomes of this project are aligned with the East Lothian Integration Joint Board Strategic Plan 2016 -2019 and the East Lothian Single Outcome Agreement.

- People will live more independent lives with more control and choice
- Health and wellbeing inequalities will be reduced between communities and groups
- Everyone will have access to high quality, sustainable housing or a homely setting
- More care will be delivered closer to home
- Capacity will be improved
- Hospital admissions and delays in returning home will be reduced
- Carers (paid and unpaid) will be valued and supported in their caring role
- Preventative and re-ablement services will be delivered
- Public funds will be used more effectively to deliver more for less
- Communities will have accessible, meaningful activities
- Structural inequalities will improve consistency in Personal Budget allocations

More specifically, the project will achieve these outcomes by:

- Establishing an inclusive project board with clear purpose and governance
- Having a clear communication strategy from the outset
- Resourcing the expertise, workforce and systems to see the project to conclusion
- Using the project to inform and decide on future procurement decisions
- Involving a wide range of stakeholders in the design and the delivery of the project
- Following accepted commissioning models and standards
- Procuring re-modelled frameworks for specialist community supports and care at home.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report has been through the Integrated Impact Assessment process and no negative impacts have been identified.

6 RESOURCE IMPLICATIONS

- 6.1 The current total spend for all care at home and housing support from both of these frameworks is £17.5 million.
- 6.2 There is the potential for movement of care worker staff within the market as a result of this procurement activity.
- 6.3 Other – there is uncertainty about the funding arrangements for future increases in the living wage in home care. This will require close working in financial planning between the IJB and East Lothian Council.

BACKGROUND PAPERS

- 7.1 None.

AUTHOR'S NAME	Laura Kerr
DESIGNATION	Deputy Project Manager
CONTACT INFO	Ext 8142
DATE	13/09/16