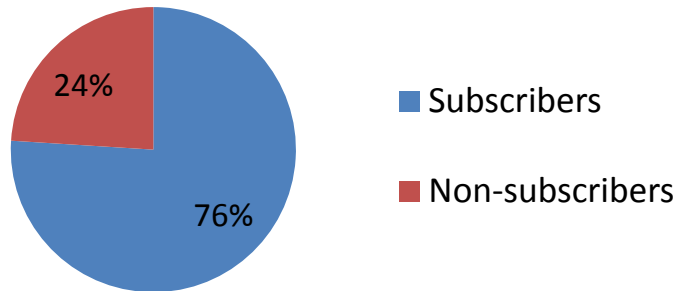


The Social Care Market in Surrey: Key Issues

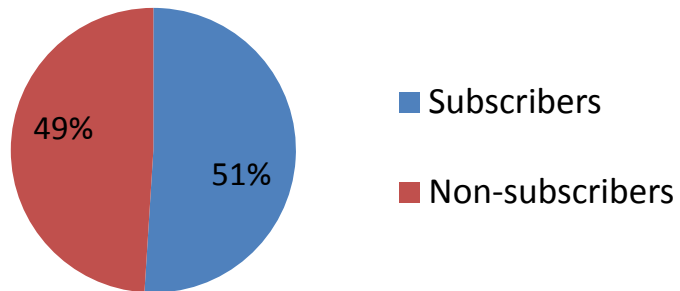
David Holmes
Chair of Surrey Care Association
March 2016

Who we represent

Care beds in Surrey



Domiciliary Care Agencies



What we do

- Member benefits
 - Information and intelligence
 - Financial benefits
 - Performance improvement
 - Workforce development
- Market development
 - Improve sector image
 - Influence policy to shape market
 - Promote community engagement
 - Promote quality of outcomes
 - Improve resources: Funding
 - Improve resources: Staff
 - Facilitate market efficiency
 - Develop market tools

The Care Act 2014 requires Surrey County Council to shape the market to meet the needs of all people who need care and support

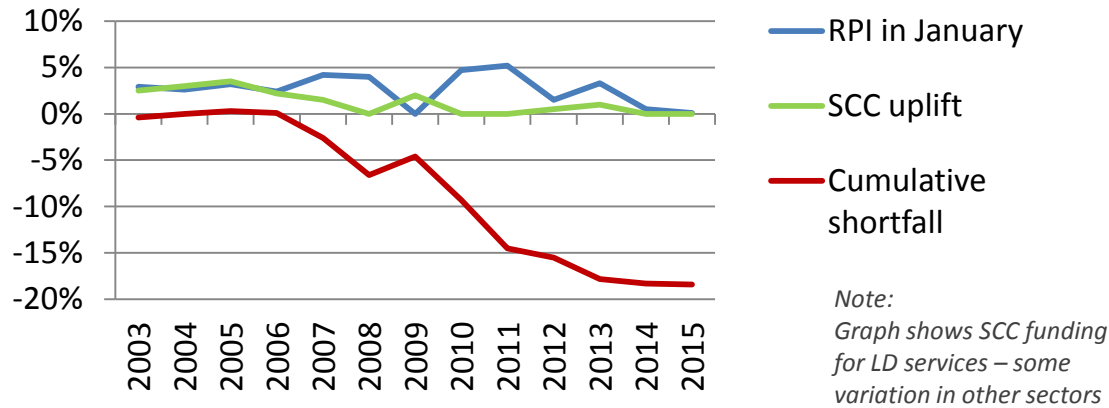
The care market should be:

“ sustainable, with a diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support ”

Surrey Care Association fully supports this objective

Key issue: Funding

Background



Current issues

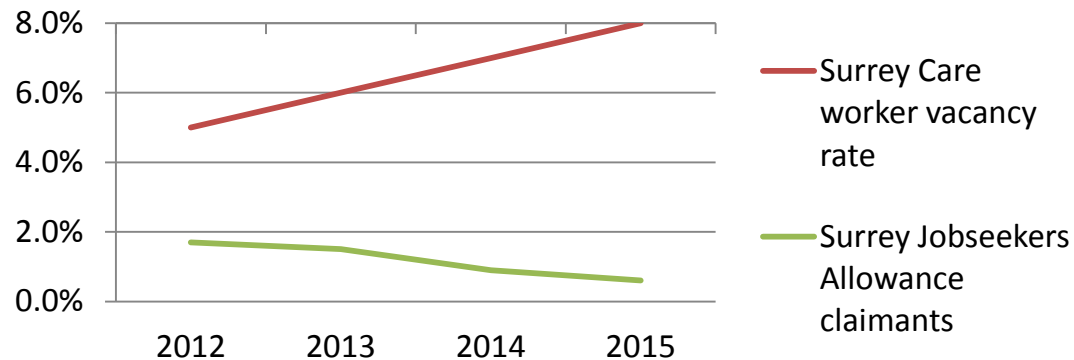
- Impact of wage erosion on recruitment and retention
- National Living Wage - £7.20 in April 2016, rising to £9.00 by 2020:
 - Publicly funded vs privately funded
 - Differentials between grades
 - Differential vs other sectors
- Pension Auto-enrolment
- Working Time Directive
- Proven underfunding in LD services – ref 2013 L&B study

Proposals

- Shift approach from resource-led to **needs-led**
- Establish current and future long term **cost of care** in each sector
 - Complete work in elderly care sector
 - Evaluate in other sectors
 - Evaluate impact of Living Wage (link to WSCC work?)
- Produce **standard cost model** for Surrey, with benchmarks
- Define **cost benchmarks**
- **Re-cost services** to understand areas of over and under-funding
- **Review value and sustainability** of services to inform decision-making
- **Fight for resources** if confirmed that the sector is underfunded

Key issue: Staffing

Background



Current issues

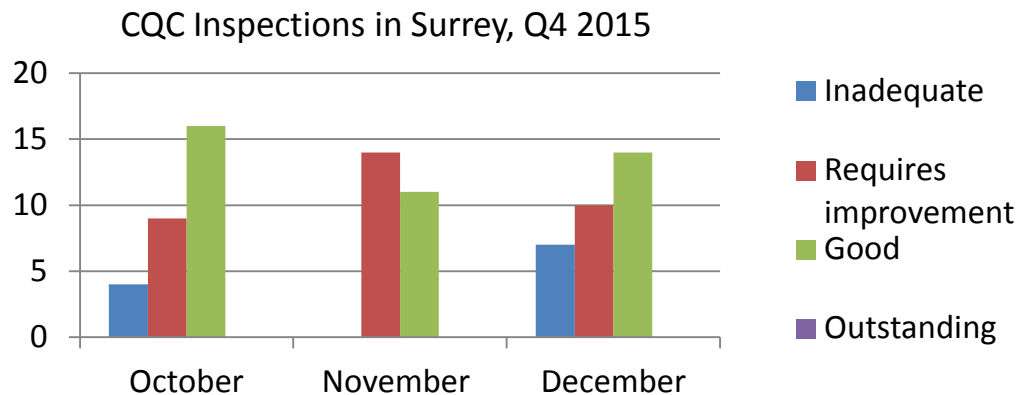
- Virtually no unemployment in Surrey
- Surrey staff vacancy rates above national average, and increasing
- Surrey retention rates also above the national average, and increasing (currently 31.3% per NMDS)
- Traditional overseas sources of excellent people cut off
- Barriers being erected to discourage immigration from the EU
- Pessimistic scenario suggests 1 million national shortfall by 2037
- Financial constraints have pushed pay towards minimum wage

Proposals

- Understand and **evaluate current workforce issues** (with reference to providers and NMDS)
- Develop Surrey **Social Care workforce strategy**
- Recruit a Project Manager and **get active now!**
 - PR campaign to raise profile
 - Social media
 - School careers
 - Recruitment fairs
 - Advertising
 - Provider support
 - Scandinavian approaches
- **Facilitate overseas channels**
- **Support training and development** through grant funding
- **Promote innovative models**, including friends, family and community

Key issue: Quality

Background



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Current issues

- No Surrey services inspected in Q4 2015 considered 'Outstanding'
- 52% of Surrey services inspected in Q4 2015 either 'Inadequate' or 'Requires improvement'
- 'Safety' highlighted as biggest area of concern (> half of inspections)
- Surrey inspection outcomes worse than national average
- Quality inevitably impacted by constrained funding and staffing
- Providers frustrated by inability to deliver high quality care
- Inevitable impact on sustainability

Proposals

- Adopt proposals to **ease funding and staffing constraints** – or no hope for quality
- Co-design **Surrey Care Standards** which focus on quality of life and experience
- **Adopt Surrey Care Standards across the County**
 - Raises profile of quality
 - Gives focus to what is really important in care in Surrey
 - Provides audit and development tool for providers
 - Capture and share innovative practice
 - Performance measurement and benchmarking
 - Contract performance management

Key issue: Sustainability

Market objectives

- Sustainable market
- Diverse range of care and support providers
- Continuous quality improvement
- Choice
- Better outcomes
- Cost effective
- Promotion of wellbeing

Market realities

- Fragile market, sustainability under threat
- Surrey provider community diverse, but all public-funded provision under threat
- Providers suffering:
 - Reduced profitability
 - Lack of investment
 - Low motivation and morale
 - Increased risk
- Quality hard to maintain
- Choice reducing, placements drying up
- Outcomes unclear, but CQC measures not positive
- Providers efficient and economical, and fighting to maintain effectiveness
- Delivering good value, but not sustainable

Deliver all 'good' savings

- Efficient processes
- Enablement
- Economies of scale
- Shared services
- Buying power

Fund at sustainable cost of care

- Reverse attrition caused by withholding inflationary uplifts
- Mitigate impact of Living Wage
- Achieve long-term market objectives
- Enhance quality
- Facilitate investment and development
- Motivate and incentivise providers

Cultural change

- Re-confirm shared interest (with new multi-party Surrey Concordat?)
- Communication, consultation, teamwork
- Joint work and co-design
- Transparency
- Fairness

Make brave, Nero-defying decisions

- Avoid complicity with savings targets which will damage lives
- Challenge SCC funding formula
- Lobby for a larger slice of SCC pie
- Go to referendum to ask the Surrey public to support social care with a reasonable increase in Council Tax