

Social Care Services Board
20 January 2017
Update on Home Based Care

Purpose of report:

1. To provide an update on the current status of the Home Based Care (HBC) market in Surrey; and
2. Provide an update on the proposed re-commissioning of the Adult Social Care HBC Service in 2017.

Introduction:

1. The HBC market both nationally and locally is under extreme pressure in terms of finding the capacity to respond to growing demands for the service against challenging financial circumstances. The council continues to work with health services and providers in developing capacity and service solutions to secure availability of a quality service.
2. The recent report by the King's Fund ' Social Care for Older People –Home Truths' (September 2016) highlights the issues facing the home based care market nationally: 'Home care services face particularly acute workforce shortages and are now in a critical condition everywhere, threatening to undermine policies to support people at home. The possibility of large-scale provider failures is no longer of question of 'if' but 'when' and such a failure would jeopardise continuity of the care on which older people depend.'
3. To respond to this challenging environment Adult Social Care plans to re-commission the HBC service in 2017.

Current State of the Surrey HBC Market

4. SCC's expenditure on HBC in 2015/16 was approximately £47m.
5. The number of people receiving a service funded by SCC in 2015/16 was 6,303 compared to 5,812 in 2014/15,088 representing an 8% growth.
6. SCC commissioned 3,409,690.75 hours of HBC in 2015/16. Which were provided by 176 external HBC providers.
7. The average weekly cost of a package of care (POC) commissioned by SCC is £235.00.

8. In some areas of Surrey it can be very difficult to identify a HBC provider to pick up a POC. This is particularly prevalent in rural areas of Surrey. There is evidence that 20 providers have been contacted before finding a provider that will take on a POC. This is for a variety of reasons which include; the viability for the provider to pick up 1 POC in a very rural area and the travel times and costs to get to that area.
9. Lack of capacity is as a major consequence of the inability to recruit and retain care staff. The care industry suffers from bad publicity and is not seen as a job of choice. The work that carer's undertake is difficult and particularly in HBC the working conditions are challenging e.g. lone working, the travelling distances and times between clients and the fact that for less onerous jobs people can receive higher wages with better working conditions . These issues are enhanced in Surrey by the high employment rate, high cost of housing and the proximity to London where care workers will be paid more for the same job.
10. Adult Social Care works closely with its providers to continually look at ways of improving the quality and capacity of the HBC service. Each Clinical Commissioning Group area has its own HBC provider forum, which meet on a quarterly basis. The purpose of these groups is to identify local problems and solutions; provide peer support for providers; to strengthen relationships between providers and between Adult Social Care and providers; to share best practice etc.
11. A new system called e-brokerage has been introduced by Adult Social Care to make the placing of POC more efficient. All HBC providers that Adult Social Care has a contract with are signed up to e-brokerage and front line use staff use this to identify which providers can pick up which packages. The front line practitioners enter the details of the POC on to the system and then an e-mail is sent to all providers that cover those areas, the practitioners can then chose from the responses received which is the most appropriate provider to place the POC with.
12. To increase the capacity to manage the HBC service and improve market oversight of the HBC market in Surrey a local lead commissioner has been identified for each CCG area. The lead commissioners for each area work closely with front line staff, Social Care Development Coordinators, Procurement, health and external providers to maintain an up to date overview of the market in their area. A monthly meeting of all of the commissioners, Finance, Procurement, health, Quality Assurance and front line staff is held to ensure that a county wide strategic view is taken and that if there are any concerns appropriate action can be taken.

Planned Re-commissioning of the HBC Service 2017

13. The existing HBC agreements finish on 30.09.17 (there is an option to extend for a further year) and given the above factors Adult Social Care has made the

decision, in conjunction with Procurement, to re-commission the service. By taking this opportunity of re-commissioning the service the council can revise and update the service specification and agreements to offer residents an improved service and to improve its relationship with HBC providers. The revised service specification will put the council in a better position to respond to the increasing demographic pressures and to work in an evolving, partnering relationship with the HBC market.

14. The current contract is a two tier joint framework contract with Continuing Health Care, comprising Strategic Partnership Contracts and Any Qualified Provider status. The new service will still be jointly commissioned and managed with Continuing Health Care.
15. It is proposed to cease having strategic providers. The original purpose of strategic providers was for them to pick up the majority of business from Adult Social Care, but due to the challenges in the market this has not happened
16. The proposal is to secure Awarded Provider Status agreements for the delivery of HBC services to qualifying Surrey residents with agencies that meet robust registration, quality and commercial criteria. The Awarded Provider Status agreements will be similar to the existing Any Qualified Provider status and will enable the Council to respond more proactively to population demands and meet the changes in the market. Market development will support and encourage Surrey SME providers, who play a key role in the delivery of services. This form of engagement will enable the council to respond more flexibly to the needs of residents and the needs of the market.

Conclusions:

17. It is clear that the HBC market nationally and locally is facing unprecedented challenges both financially and in terms of increasing demand.
18. Adult Social Care is fully aware of these challenges and is continually working with its internal and external partners to identify ways in which these challenges can be met and services future proofed against them.

Recommendations:

19. The Board is asked to note the status of the HBC market in Surrey and specifically the part of the market commissioned by Adult Social Care;
20. The Board is asked to support Adult Social Care where possible to assist in meeting the demands of increasing challenging market place; and

21. The Board is asked to note and support Adult Social Care's plans to re-commission the HBC service in 2017.

Next steps:

- 1) A report will be taken to Cabinet on 28th February asking for approval for the direction of travel for the re-commissioning of the HBC service, and approval the 'route to market' for the re-commissioning of the HBC service.

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Sources/background papers:

The King's Fund 'Social Care for Older People – Home Truths' (September 2016)

https://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/Social_care_older_people_Kings_Fund_Sep_2016.pdf

Care Quality Commission 'State of Care' report 13.10.16

http://www.cqc.org.uk/sites/default/files/20161019_stateofcare1516_web.pdf