

# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

28 FEBRUARY 2017

### REPORT OF THE CORPORATE DIRECTOR, SOCIAL SERVICES AND WELLBEING

#### WESTERN BAY COMMISSIONING STRATEGY FOR CARE HOMES FOR OLDER PEOPLE 2016 - 2025

#### 1. Purpose of Report.

- 1.1 To seek approval from Cabinet to endorse the regional Western Bay Care Homes Commissioning Strategy for Older People and local implementation strategy for Bridgend County Borough; and explain the Strategy's agreed objectives and commissioning priorities following the stakeholder consultation process.

#### 2. Connection to Corporate Improvement Plan / Other Corporate Priority.

- 2.1 This service development relates to all the corporate priorities as follows:
- Helping people to be more self-reliant;
  - Smarter use of our resources;
  - Supporting a successful economy.

It also links to the following:

- The Dementia Strategy and Plan 2015-18
- Commissioning Plan for Adult Social Care, "Living independently in Bridgend in the 21st Century"

#### 3. Background.

- 3.1 The Western Bay Care Homes Commissioning Strategy for Older People has been developed as part of the Western Bay Health and Social Care Programme. It outlines the key characteristics of the marketplace (both supply and demand), the regulatory environment, and the commissioning intentions of the members of the Western Bay Partnership.
- 3.2 The Strategy, post consultation (attached as **Appendix 1**), was endorsed for approval on behalf of the Western Bay partnership by the Community Service Board on 16th December 2016 and approval is now sought from partner organisations for the Western Bay Commissioning Strategy for Care Homes for Older People and its local implementation plans (**Appendix 2** Bridgend CBC Plan).
- 3.3 The Strategy, was developed regionally, and has been subject to a 90 day public consultation between 6<sup>th</sup> May and 3<sup>rd</sup> August 2016. This was done through:
- A Consultation event which took place on the 15th July and was attended by a range of stakeholders including Local Authority, Health Board and Third Sector staff, care home providers, older people's councils and carers. In total 60 people attended at The Centre in Baglan and feedback was requested in the four themes, those of quality, value for money, availability and choice.

- An E-survey was published online via a variety of forums. In total 25 people responded to the questionnaire and their responses were categorised in the same four themes as above.
- In addition there was the opportunity to make direct emails and phone calls feeding back views; and feedback from individuals who had specific comments to make were collated.
- In September Adult Social Care Overview and Scrutiny Committee received a report and presentation on the draft document, and were also afforded the opportunity to comment on the document.
- In total there were up to 300 comments on the document: the feedback received and detailed responses can be found in **Appendix 3**.

3.4 The Commissioning Strategy sets out a strong, shared commitment by the Western Bay Health and Social Care Partnership to ensure that there will be a sustainable range of high quality care home placements to meet the needs of older people within the local authorities of Bridgend, Neath Port Talbot and Swansea.

3.5 The vision for The Commissioning Strategy is:

*“We will commission care homes that support independence, choice and wellbeing in a person-centred and responsive manner providing high quality services across Western Bay.”*

3.6 The objectives of the Commissioning Strategy are to have:

- Better access to care home services most suitable to people’s needs;
- Increased choice for service users;
- Consistent high levels of quality standards for service users;
- Services that offer value for money;
- An effective and sustainable care home market;
- Attract high quality care home providers to the Western Bay area.

#### **4. Current Situation / Proposal.**

4.1 The Strategy concentrates on the provision of high quality nursing and residential care delivered in a collaborative and co-ordinated manner to those in need.

4.2 The commissioning of care home services is regulated by a wide range of existing legislation; however there are new regulations due to be enacted during the next twelve months. The new statutory requirements are outlined within the Social Services and Wellbeing (Wales) Act 2014, the Regulation and Inspection of Social Care (Wales) Act 2016 and the Strategy has taken account of the new duties and responsibilities in those pieces of legislation.

4.3 The Commissioning Strategy has also given consideration to the following non-statutory guidance, as well as the ‘What Matters to Me’ model created by Western Bay partnership in 2015, the detail of which is to be found in the appendices of the Commissioning Strategy document in section 11.4:

- A Framework for Delivering Integrated Health and Social Care for Older People with Complex Needs (2014);
- The Social Services National Outcome Framework (2014);
- “A Place to Call Home” drafted by the Older People’s Commissioner for Wales (2014);

- “Older People in Care Homes” (2015) NICE; and
- “National Dementia Vision for Wales – Dementia Supportive Communities” WAG and Alzheimer’s Society.

4.4 The Commissioning Strategy sets out the challenges for the future as a result of the changing demographic profile across the population, not only for the health and social care system, but also by the providers of residential care services, who are increasingly providing care to older people with complex needs, and those at the ‘end of life’.

4.5 Building on this statutory and non-statutory guidance and the feedback from the consultation process, the Western Bay Health and Social Care Partnership has identified a series of key strategic intentions, and they are as follows:

- Build trust and strengthen partnership
- Ensure quality
- Build and communicate an accurate understanding of future demand for services
- Work together to develop and support a sustainable and motivated workforce
- Build a fair and sustainable care home market supported by reasonable fee levels
- Ensure care homes fit within and are supported by a well organised local health and social care system

4.6 More generally, following the publication of the Commissioning Strategy the Western Bay partnership will seek to (Commissioning Strategy page 35 – 36):

- *Work with partners to develop a range of accommodation, rehabilitation and support options for vulnerable and older people who need help to achieve or promote choice, wellbeing and quality of life.*
- *Work with regulators to develop new person centred and flexible models of care which reduce people’s need to move between establishments as their needs change.*
- *Support private care home managers and owners to meet regulations stipulated by the Older People’s Commissioner, Social Services and Wellbeing (Wales) Act (2014), NICE guidelines including Medicines Management guidance and the Regulations and Inspection (Wales) Act (2016).*
- *Support care home providers to deliver the Active Offer as required in “More than Just Words”.*
- *Reduce the burden of bureaucracy on care home providers focussing instead on individual outcomes.*
- *Work in collaboration with key stakeholders e.g. CSSIW.*
- *Publish a market position statement and engage with current and potential new providers.*
- *Improve the quality of provision via the Regional Quality Framework and in turn deliver person centred outcomes for everyone in residential care.*
- *Build relationships and trust with providers to enhance understanding of the operation of the market and how to help providers respond to ongoing changes in demand.*

- *Develop options for commissioning and contracting to improve sustainability of care homes whilst continuing to improve value for money and taking a strategic approach.*
- *Draw up new terms and conditions and service specifications in contracts to ensure they are fit for purpose and will meet the needs of the personalisation agenda.*
- *Work closely with providers to improve sustainability of the workforce. In particular to include an analysis of skills and training requirements, analysis of gaps and recruitment challenges as well as gaps and opportunities for role and career development.*
- *Continue to build strong collaboration between the Health Board and Local Authority partners to include formal partnership arrangements such as pooled budgets.*
- *Continue to review, at a minimum of every three years, population ageing and demography to anticipate required changes to the market in line with the Social Services & Wellbeing Act's Population Assessment.*
- *Where possible and appropriate, collect service quality and performance data in a consistent format across the Western Bay region sharing best practice.*
- *Encourage new innovative providers into the region to meet demand and support care home providers in the innovations they want to take forward.*
- *Ensure that people who are considering a care home placement can make choices based on the provision of accessible and clear information.*
- *Ensure care plan documentation is available to care homes at an early stage*
- *Work with providers to consider approaches to capital investment in support of new service developments which align with the Western Bay strategic direction.*
- *Ensure assessment and care planning practice engages with care home providers to support choice and easy referral and allocation where necessary.*
- *Ensure community health and social care practitioners work effectively with the staff and residents of care homes in their communities.*

4.7 The Strategy seeks to ensure that every older person in a care home has the appropriate and most positive outcomes possible. It builds on the quality framework developed in Bridgend County Borough for residential and nursing home placements; which was in turn developed into a regional quality framework for care homes for older people across Western Bay in 2015.

4.8 The Strategy provides greater focus on person centred working that promotes choice, dignity and quality of life. The Western Bay partnership intends to develop an outcomes framework to measure the critical outcomes and results that commissioners will want to see delivered, these include (Commissioning Strategy page 37):

#### Personal Outcomes

- Quality of life
- Quality of care
- Person centred
- Choice

## Market Outcomes

- More choice and different models of care
- Flexible provision where changes in health won't always mean moving
- Planning for the future
- Stimulate provider sustainability
- Commission a sustainable business being clear on what is needed
- Work with secondary care to improve the flow of people from hospital into care homes
- Value for money

## Workforce Outcomes

- Make the care sector a viable career choice with more training opportunities
- Improving leadership and staffing levels

## **5. Effect upon Policy Framework and Procedure Rules.**

5.1 There is no effect upon the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment.**

6.1 This is a regional strategy which once approved by all partners, will have an Equality Impact Assessment completed across the Western Bay collaborative region.

## **7. Financial Implications.**

7.1 The strategy indicates that the 2014/15 total budget across the three local authorities for social care was circa £300 million. The budget for Older People's services includes the following:

- Residential care (circa £29.1m);
- Community based and non-residential services (circa £36.4m).

In Bridgend the budget in 2016/2017 includes:

- Residential care £8m;
- Community based and non-residential services £11m (includes assessment and care management).

7.2 The cost of delivering social care continues to experience significant price inflation in a period of ongoing financial constraint; it will be essential to deliver efficiencies in the commissioning of long term care in the future.

7.3 The Adult Social Care budget in Bridgend is developed in line with the Medium Term Financial Strategy (MTFS). The service strives to manage the cost of residential care within the overall budgets for Adult Services and will ensure that the financial implications of the strategy will be managed within the overall context of the MTFS.

## **8. Recommendation.**

8.1 It is recommended that Cabinet approve the Commissioning Strategy for Care Homes for Older People 2016 – 2025 and the local implementation plan for Bridgend County Borough.

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**January 2017**

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- 10 Background Documents:**  
None.