

Report to:	Overview and Scrutiny Committee (Adult Social Care and Health)	Date of Meeting:	7 September 2021
Subject:	Sefton Integrated Care Home Strategy		
Report of:	Executive Director of Adult Social Care and Health	Wards Affected:	(All Wards);
Portfolio:	Cabinet Member Adult Social Care Cabinet Member Health and Wellbeing		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

Summary:

This report presents to the Committee the Sefton Integrated Care Home Strategy 2021-24 which has been submitted to the Health & Wellbeing Board for approval.

Recommendation(s):

- (1) To note the Sefton Integrated Care Home Strategy 2021-24.
- (2) To note the Governance and Delivery Structure for the strategy and to note that further reports will be submitted to the Committee throughout the life of the strategy in order to provide updates on delivery of the strategy.

Reasons for the Recommendation(s):

The implementation of a joint Local Authority and Clinical Commissioning Groups (CCGs) care home strategy is a key workstream of the Sefton Integrated Commissioning Group and the Health and Wellbeing Board will play a key role in supporting and overseeing its delivery.

Alternative Options Considered and Rejected: (including any Risk Implications)

1. **Maintain the Status Quo** – this option was considered and rejected as the Integrated Commissioning Group have identified that a key priority is an expansion of integrated working relating to the Sefton care home sector, as this will ensure that there is a joint approach to commissioning, quality monitoring, service improvement and financial arrangements, which in turn will improve outcomes for care home Residents and ensure that services better meet the needs of the local population.

What will it cost and how will it be financed?

(A) Revenue Costs

There are no revenue costs associated with this report. Any proposals arising from the delivery of the strategy which result in revenue costs will be subject to separate reports in line with Council governance and approval processes.

(B) Capital Costs

There are no capital costs associated with this report. Any proposals arising from the delivery of the strategy which result in revenue costs will be subject to separate reports in line with Council governance and approval processes.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):	
There are no resource implications arising from this report at this stage.	
Legal Implications:	
<ul style="list-style-type: none">• Care Act 2014• Care and Support Statutory Guidance• The Care and Support and After-Care (Choice of Accommodation Regulations) 2014• National Framework for NHS Continuing Healthcare and NHS-funded Nursing Care	
Equality Implications:	
The equality Implications have been identified and mitigated.	
Climate Emergency Implications:	
The recommendations within this report will	
Have a positive impact	
Have a neutral impact	Y
Have a negative impact	
The Author has undertaken the Climate Emergency training for report authors	Y

Contribution to the Council’s Core Purpose:

Protect the most vulnerable:
The strategy outlines how the Sefton care home market will be supported and

developed to ensure that it continues to meet the needs of vulnerable people.
<p>Facilitate confident and resilient communities:</p> <p>Delivery of the strategy will encompass a key focus on ensuring that the needs of the local population are met and that care home residents are supported to maintain their independence and remain part of their communities.</p>
<p>Commission, broker and provide core services:</p> <p>The strategy outlines the approach to joint strategic commissioning at a Sefton borough level and encourage greater integration and collaboration between Social Care and Health in order to achieve better outcomes.</p>
<p>Place – leadership and influencer:</p> <p>The strategy outlines to the market how Social Care and Health will support the care home market and ensure that it continues to meet needs.</p>
<p>Drivers of change and reform:</p> <p>The strategy is a key document outlining how change and reform in the Sefton care home market will take place.</p>
<p>Facilitate sustainable economic prosperity:</p> <p>The strategy outlines how the Sefton care home market (which is a significant employer in the borough) will be supported and developed to ensure its continued viability.</p>
Greater income for social investment:
Cleaner Greener

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD 6496/21) and the Chief Legal and Democratic Officer (LD 4697/21) have been consulted and any comments have been incorporated into the Health & Wellbeing Board report.

(B) External Consultations

Consultation has taken place with the Sefton Clinical Commissioning Groups (CCGs) and wider local and national stakeholders.

Implementation Date for the Decision

Immediately following the Committee meeting.

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Appendices:

The following appendices are attached to this report:

- Appendix A – Sefton Care Home Strategy 2021-24
- Appendix B – Delivery and Governance arrangements.

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

- 1.1. The overarching aspiration of the previously approved “Making it happen” Cabinet paper was that integration would become “business as usual” by 2020.
- 1.2. Integration was described as being clear why partners stand together, stepping outside institutional siloes and navigating multiple meanings of ‘place’. It means redesigning the health and social care landscape together, decommissioning services as well as creating new ones, sharing risks and jointly being responsible for what may be difficult decisions within a complex, challenging and changing system.
- 1.3. The Sefton Integrated Commissioning Group has previously defined the principles of integrated commissioning and identified areas of potential focus. The Group framed its ambition as the need to move towards a strategic commissioning approach by focusing on shared values including maximising population health outcomes, developing trust and transparency of the whole budget position, and supported by an open, positive culture.
- 1.4. A key focus of the Integrated Commissioning Group was the Sefton care home sector due to its importance within the whole Social Care and Health system, the number of Sefton Residents it supports, and the level of commissioning activity and expenditure associated with it.
- 1.5. To drive and support this work, the development of a joint care home strategy was a key identified workstream of the Integrated Commissioning Group and that its implementation should be subject to formal approval.
- 1.6. This report has therefore been submitted to seek approval of the produced strategy and to outline its key themes provide details on how it will be delivered.

2. The Rationale and Development of the Strategy

- 2.1. The strategy has been produced in recognition of the vital role care homes play in the Sefton Health and Social Care system and it represents our joint commitment to develop, support, invest and engage with the Sefton care home market.
- 2.2. The Sefton care home market is significant with over 3,700 registered beds across over 130 care homes. Commissioning activity across Adult Social Care and Health is also significant, with both Commissioners typically commissioning in the region of 50-60% of occupied beds, with the remainder being commissioned by other Local Authorities and also by private / self-funding Service Users.
- 2.3. The strategy also reflects an already established commitment to more integrated working in Sefton, which has been embedded well in advance of Health and Social Care White Paper "*Working together to improve health and social care for all*", which was published in February 2021. The delivery of the integrated Care Home Strategy will form a key part of the Sefton Integrated Care Partnership and is an excellent example of what can be achieved through aligned commissioning, market management and approach to quality.
- 2.4. At its inception the strategy was originally for the period 2020-25, however it was recognised that at the present time the Sefton care home market, as with the national market, has been operating in a time of unprecedented change. As a result, the timeframe for the strategy was reduced to the three-year period of 2021-24 in order to reflect the uncertainty around the impacts on the sector, but also to outline a vision for the sector and a co-ordinated structure and approach to various workstreams, which once embedded will inform longer-term work on the sector and future decisions.
- 2.5. The strategy has been developed via collaborative working between Council and Clinical Commissioning Group Officers and also reflects the views and aspirations of wider Stakeholders.
- 2.6. The strategy builds on the lessons learned during the response to the Pandemic where we have seen successful day to day working across organisational boundaries to deliver the support, mutual aid, training and regulation needed to see Care Homes achieve effective service continuity in the most challenging times.

3. Key themes and Objectives within the Strategy

- 3.1. It is important to highlight that the overarching focus of the strategy is on improving the outcomes for care home Residents and ensuring that they receive high-quality services.
- 3.2. The strategy reflects that the current Care Home Market in Sefton is uncoordinated in terms of development or strategic direction, and it outlines a 3-year approach to this sector of care, providing a direction of travel for existing care Providers and a clear indication to new Providers wishing to become part of the Sefton Care Home market.

- 3.3. The strategy acknowledges that as Commissioners, Adult Social Care and Health need to work together to category manage this market, which represents a significant amount of expenditure and supports some of the most vulnerable people in Sefton.
- 3.4. It is also recognised within the strategy that the ongoing COVID-19 Pandemic has and if continuing to have a profound impact on the care home market, particularly in terms of impacts on care home Staff and Residents and therefore a key element of the strategy is around support to care homes.
- 3.5. In summary, the key themes within the strategy are;
- Local and national needs
 - Current commissioning arrangements and future commissioning intentions
 - How the strategy will support and be informed by other associated strategies and plans
 - Support to care homes and their Residents
 - Workforce development and support
 - Market management, contracting and Quality
 - Finance related issues
 - Consultation and Engagement
- 3.6. The full strategy is included with this report (Appendix A) and this also includes a high-level action plan detailing key priority areas. However, please note that the design of the strategy may be subject to further minor amendments prior to it being fully published and disseminated to key Stakeholders.

4. Delivery of the Strategy and Governance Arrangements

- 4.1. Appendix B accompanying this report outlines the delivery and governance arrangements for the strategy which have been approved by the Integrated Commissioning Group.
- 4.2. These arrangements include the establishment of separate Task & Finish / Delivery Groups to take forward key actions identified within the strategy. Terms of reference for these groups have been devised and the intention is for these groups to be the central conduit for discussions and work relating to the delivery of the strategy. Membership will include Council and CCG Officers as well as wider stakeholders and interest groups and if required care home Providers.
- 4.3. With respect to governance of the strategy, as the document shows, the Health & Wellbeing Board will play a key role in this with the Programme Delivery Group and Integrated Commissioning Group directly overseeing the delivery of the strategy and overseen its ongoing direction. The structure also reflects the requirement for pre-existing governance and approval processes to be followed should delivery of the strategy result in the requirement to make key decisions such as those that result in a financial impact for either the Council or Health.

- 4.4. It is also important to highlight that the governance and delivery arrangements will be subject to regular review in order to reflect any changes such as the development of Integrated Care Partnership and Systems.

5. Conclusion & Recommendations

- 5.1. The joint Care Home Strategy has been produced as part of a joint commitment to further Adult Social Care and Health integrated working on this sector to ensure that it continues to meet the needs of the Sefton population and will be a key part of the delivery of the emerging Integrated Care Partnership.
- 5.2. The Committee are asked to note that a report has been submitted to the Health & Wellbeing Board to seek approval of the strategy and note the delivery and governance arrangements associated with it.
- 5.3. The Committee are also asked to note that further reports will be submitted to them, and to the Health & Wellbeing Board to report progress against the delivery of the strategy and any identified issues and themes.