

Report to:	Health and Wellbeing Board	Date of Meeting:	Wednesday 9 December 2020
Subject:	Sefton Joint Local Authority & CCGs Care Home Strategy		
Report of:	Executive Director of Adult Social Care and Health	Wards Affected:	(All Wards);
Portfolio:			
Is this a Key Decision:	N	Included in Forward Plan:	No
Exempt / Confidential Report:	N		

Summary:

As part of the integration agenda, the Local Authority and the two Sefton Clinical Commissioning Groups (CCGs) have developed a draft Care Home Strategy for the period 2020/23, in order to outline a strategic direction for the sector and to outline future work plans.

Recommendation(s):

The Health & Wellbeing Board are asked to consider the draft strategy and;

- (1) Make recommendations on any amendments to it, in advance of it potentially being submitted to governance structures such as Cabinet and the CCGs Leadership Team for approval;
- (2) Note that following any approval, detailed plans relating to workstreams identified within the strategy will be developed and implemented, with oversight by the Integrated Commissioning Group. Progress on these plans will be regularly reported to the Health & Wellbeing Board; and
- (3) Note that engagement with key stakeholders (such as Care Home Providers) will take place on the strategy and its implementation.

Reasons for the Recommendation(s):

A key workstream of the Integrated Commissioning Group has been to develop an implement a joint Local Authority and CCGs Care Home Strategy.

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 the joint Local Authority and CCGs joint commitment to develop, support, invest and engage with the Sefton care home market.

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

- 1. Not producing and implementing a strategy** – this option was considered and rejected as this category of commissioned services / expenditure is significant in terms of risk (services to vulnerable people), budget oversight and Council and CCGs reputation. There is a need for greater oversight for this service category and budget, as the sector remains an integral element of meeting the needs of vulnerable people in Sefton.

What will it cost and how will it be financed?

(A) Revenue Costs

There are no direct costs arising from the implementation of the Strategy.

Should any actions contained within the Strategy have resource implications, then implementation of those recommended actions will be the subject of future formal Council decision making processes.

(B) Capital Costs

There are no direct capital costs arising from the Strategy.

Should any actions contained within the Strategy have capital funding implications, which have not previously been agreed, then implementation of those recommended actions will be the subject of future formal Council decision making processes.

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):
Staffing resources
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 (October 2018 revised)
Equality Implications:
The equality Implications have been identified and mitigated.

Contribution to the Council's Core Purpose:

<p>Protect the most vulnerable:</p> <p>Sefton care homes support some of the most frail and vulnerable people in Sefton so it is therefore essential that the care they provide meets the needs of the population, if of a high quality and is delivered by staff who are highly trained and recognised for their important role.</p> <p>The strategy reflects the overall objectives of improving the outcomes for care home residents and ensuring that they receive high-quality services.</p>
<p>Facilitate confident and resilient communities:</p>
<p>Commission, broker and provide core services:</p> <p>The strategy outlines the need for a category management approach to the sector, including effective commissioning of services, supporting the market and services being commissioned to meet required needs of the population.</p>
<p>Place – leadership and influencer:</p> <p>The strategy outlines an approach to influence and develop the care home market.</p>
<p>Drivers of change and reform:</p> <p>The strategy outlines how the Local Authority and CCGs wish to develop and influence the care home market.</p>
<p>Facilitate sustainable economic prosperity:</p> <p>Implementation of the strategy will support work relating to viability of the market, which in turn is a significant employer in Sefton.</p>
<p>Greater income for social investment:</p>
<p>Cleaner Greener</p>

What consultations have taken place on the proposals and when?

(A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.....) and the Chief Legal and Democratic Officer (LD.....) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Consultation on the strategy has taken place with the Sefton CCGs and stakeholders.

Implementation Date for the Decision

Immediately following the Committee / Council meeting.

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Appendices:

Appendix A - Draft Local Authority and CCGs Care Home Strategy 2020-2023

Background Papers:

There are no background papers available for inspection.

1. Introduction/Background

- 1.1 Sefton care homes support some of the most frail and vulnerable people in Sefton so it is therefore essential that the care they provide meets the needs of the population, if of a high quality and is delivered by staff who are highly trained and recognised for their important role.
- 1.2 In Sefton there are 131 care homes, with in the region of 3,750 beds, and of these around 1,400 are utilised by the Local Authority and 500 utilised by the two Sefton CCGs. The remainder of the utilised beds as commissioned by other CCGs, other Local Authorities and also be 'private' funders.
- 1.3 Combined expenditure on care homes is around £60m, thus representing a significant element of current budgets.
- 1.4 The Sefton Integrated Commissioning Group has identified that a strategy is required as part of the wider integration agenda with respect to the Local Authority and CCGs working together to manage the care home sector.

2. Key Elements of the Strategy

- 2.1 The strategy has been jointly developed by the Local Authority and the Sefton CCGs.
- 2.2 The strategy has been produced to provide an outline of how we wish the care home market to operate, how we will engage and support the market to adapt to wider strategic aims and objectives.
- 2.3 The strategy has also been produced to acknowledge that Sefton care homes need to be supported by Commissioners and given a clear sense of direction

around current and future needs and co-ordinated services which can support them, and the outcomes we jointly need to achieve for our residents.

2.4 The strategy outlines the following key themes and associated aims and objectives;

- **Service Users:**

- Services continue to meet needs and adapt to changes in levels of need
- Service Users will have equitable access to high quality safe Health and Care services, with a good personal experience of those services
- Service Users remain part of their local communities
- Intention to see reduction in care home placements / Increased focus on Independence at Home and providing short-term interventions
- Family Members and Advocates are involved in service delivery arrangements and are kept informed

- **Care Homes and their workforce:**

- Enhanced Health in Care Homes embedded to support homes
- Scoping exercise of current workforce and vacancy numbers and types
- Promotion of the role of the carer
- Engagement with Colleges and Learning Providers
- Staff development a priority and staff the necessary training and support they require
- Staff are supported by technological solutions that help them in their day-to-day delivery of care and support

- **Quality:**

- Realise the ambition of getting care homes to an Outstanding rating
- Robust Quality Assurance mechanisms in place, supported by technological solutions that streamline reporting.
- Safeguarding processes which encompass identifying any trends
- Updated service specification which reflects drive to increase quality
- Continued intelligence sharing with partners such as CQC
- Development of a Sefton Quality Mark

- **Consultation and Engagement:**

- Mechanisms are put in place to ensure more active engagement with the market - operating in a spirit of openness and partnership working
- The market is clear about what services are needed / commissioning intentions
- Timely engagement and consultation
- Partnership working takes place to develop / adapt the market to best meet needs - including supporting people with most complex needs
- Engagement mechanisms established at start of COVID-19 pandemic is continued and further developed

- **Commissioning/Finance/Analysis:**

- Category Management approach adopted for the sector
- More Integrated Commissioning opportunities developed and implemented

- Contracts and Service Specifications are updated to better reflect desired outcomes
- Financial arrangements are reviewed to ensure they are as streamlined as much as possible, reflect current costs and represent Value for Money. New tools also created to formulate costings for specific placements

2.5 However, it is acknowledged within the strategy that detailed workplans for the above activities / objectives will need to be developed as at this present time, due to the uncertainty around the ongoing COVID-19 pandemic, definitive plans with detailed timescales cannot be developed.

3. Recommendations / Next Steps

3.1 The Health & Wellbeing Board to consider the draft strategy and;

3.1.1 Make recommendations on any amendments to it, in advance of it potentially being submitted to governance structures such as Cabinet and the CCGs Leadership Team for approval;

3.1.2 Note that following any approval, detailed plans relating to workstreams identified within the strategy will be developed and implemented, with oversight by the Integrated Commissioning Group. Progress on these plans will be regularly reported to the Health & Wellbeing Board; and

3.1.3 Note that engagement with key stakeholders (such as Care Home Providers) will take place on the strategy and its implementation.