

Adult Care and Well Being Overview and Scrutiny Panel

Monday, 22 January 2018, County Hall, Worcester - 10.00am

		Minutes
Present:		Mrs J A Brunner (Chairman), Mrs E B Tucker (Vice Chairman), Mr R C Adams, Mr T Baker-Price, Mr A Fry, Mr P Grove, Mr P B Harrison and Ms S A Webb
Also Attended:		Mr A I Hardman, Deputy Leader and Cabinet Member for Adult Social Care Elaine Carolan (Strategic Commissioner - Adult Services), Steven Medley (Senior Project Manager), Emma Allen (Commissioning Manager), Sheena Jones (Democratic Governance and Scrutiny Manager) and Jo Weston (Overview and Scrutiny Officer)
Available Papers		The Members had before them: A. The Agenda papers (previously circulated); B. Presentation handouts (circulated at the Meeting) (Copies of documents A and B will be attached to the signed Minutes).
264	Apologies and Welcome	The Chairman welcomed everyone to the Meeting and reported that there had been a change in Membership since the last Meeting. Mr R Udall had replaced Ms P Hill.
265	Declarations of Interest	None.
266	Public Participation	None.
267	Confirmation of the Minutes of the Previous Meeting	This Item was deferred until the next Meeting.
268	Outcome Based Commissioning in Domiciliary Care	Attending for this Item from the Adult Services Directorate were: Elaine Carolan, Strategic Commissioner for Adult Services Steve Medley, Senior Project Manager Adrian Hardman, Cabinet Member with Responsibility for

Adult Social Care

By way of presentation, Outcome Based Commissioning in Domiciliary Care was explored and the following main points were highlighted:

- Since its introduction in April 2017, a dynamic purchasing system had enabled a thriving domiciliary care market to be built up in Worcestershire
- This had resulted in the opportunity for the Council to build up a stronger and more responsive relationship with Providers
- Providers work in a locality and are then responsible for covering the social care needs of that population
- Challenges around the rurality of Worcestershire remain and cross border working was accepted. Examples were given whereby Providers based in Birmingham may work in north Worcestershire
- The financial risk and reward is managed with the Provider to deliver an agreed set of outcomes that promote and maintain independence
- There was a lot of contract monitoring and assurance was given that no resident in Worcestershire had a 15 minute call (for care) with 30 minutes being the minimum. However, other visits, for example checking if medicine had been taken could involve a 15 minute visit
- Of the 3 Pilot Projects in Worcestershire (Persore and Upton, Central Bromsgrove, Malvern), initiated in October 2017 and being run until September 2018, savings had already been made and national examples cited, suggesting Council savings could achieve 20% savings over 2 or 3 years
- Providers would be much more involved in delivering the care on outcomes, therefore if a provider felt that there was an alternative delivery model, discussions would be had with the client and Council. There would no longer be any Social Worker prescribed 'task and time'
- This new of working aligned well with the Three Conversation Model of Social Care
- The Pilot Projects would only be working with Older People who were new to social care, with Officers reporting that routines for existing clients would not be disrupted
- In return for securing a block contract, Providers had agreed to reduce from a Tier 4 to a Tier 3 banding rate, enabling a saving of around £300

per week reduction per person

- Other savings had already been achieved by Providers proactively getting in touch to suggest alternative care packages
- Challenges included the capacity of Providers, especially given the perception of the care profession and the reliance on Eastern European workforce
- There was a need to manage expectations going forward and investigate whether housing is able to meet future caring needs
- Additional Pilot Project Areas were being developed in Wyre Forest, Redditch and Worcester City with a view that a Tender process would be able to start in April 2018 and run for 12 months
- It was hoped that evidence would continue to be collected to prove the effectiveness of the Outcome Based Commissioning approach and develop further to ensure the approach was sustainable
- A risk/reward payment model with existing Providers would be developed, with the intention of moving towards a place based payments approach
- The use of assistive technology was seen as crucial to managing social care demands in the future.

In the ensuing discussion, the following key points were raised:

- All Members were encouraged with the work done to date and welcomed the phased approach which would evolve into a County wide model
- In response to a query about a 'Place based approach', it was clarified that this would enable a Provider to work in a locality and manage their workforce and clients as appropriate. There was ongoing discussion around how to reward Providers if they identified a reduction in a care package and free up more carer time in the local area
- One Member asked how much spare capacity there was in the whole system. It was explained that capacity had increased, but the demand would only continue to rise due to the demographic profile of the County
- Private funders, or independent packages, were getting bigger, resulting in a large percentage of the market being made up of private funders

- Assurance was given that patients being discharged out of hospital without support from family would not be affected and packages of care would still be available, depending on which Pathway they were discharged on. In addition, Social Workers would continue to provide a full assessment as was currently the case
- Ordinarily, Social Workers would set up a care package, which was reviewed after four to six weeks, whereas the new model enables the Provider to review the package and refer to a Social Worker when appropriate and could well be before the scheduled six week review
- The benefits would hopefully promote independence earlier and by building trust and joint working with Providers have a stronger care market
- It was clarified that at no point does the Provider determine the domiciliary care package alone
- When asked about the extent of the client involvement in decision making, it was made clear that the client is at the heart of the decision making process and as Staff and Clients build up a working relationship the package of care can be modified
- Quality Assurance was still active and feedback from the client and their family was considered by Officers. Plans were developed with them rather than to them and Members were assured that the Council has a person based approach
- Until recently, care providers had to have an office in the County in order to obtain contracts, whereas now, this stipulation has been removed and the market has become more competitive, especially in Redditch and Bromsgrove for example, where Providers come down from Birmingham
- When asked whether the Council check what Providers are paying Staff, it was reported that it was one of the questions that was asked and checked. In addition, other questions included hours worked, ensuring that travel time is paid and also the rate of staff turnover. If turnover is reported as over 20% questions are asked of the organisation
- There are around 200 Providers on the system in Worcestershire, with 107 based in the County and 150 Organisations providing domiciliary care
- It was noted that the Council still also has domiciliary care in house, mainly side by side care and dementia domiciliary care

- One Member asked about assistive technology and the recent Cabinet decision to further invest in this area of work. It was reported that there were numerous ways that technology could aid future demand, for example an alert to remind someone that they hadn't had a drink in a specific time. An alert like this could prevent cases of dehydration, which could reduce the number of hospital admissions. Another example was given whereby people with epilepsy may be able to have a monitor which could result in not requiring an overnight sitter. Both examples maintain independence for longer, although it was noted that everyone is different and needs are different
- When asked, it was clarified that care packages are updated if levels of need change
- The Cabinet Member commented that one of the purposes of this work was to get people on their feet quicker, using the example that if a 3 week review was more appropriate than a 6 week review it would promote independence and although it would also provide a saving, it was not about the money
- When looking at the sustainability of a service, it was stated that the clients would be tracked for 12 months
- One Councillor asked about the process of Older People moving in and out of the County to be informed that individuals have the right to live anywhere
- The subject of Aids and Adaptations (such as grab rails) was discussed. District Councils were responsible for these works and the working relationship with them was good. Members learned that there were hardly any delays in transfer of care due to this area of work.

The Chairman thanked everyone for a useful discussion and stated that she had booked in a visit with a Social Worker to advance her knowledge base. In addition, the Cabinet Member commented that he was pleased to hear the positive feedback from Officers.

Members requested further information on the following:

- the Quality Assurance process and Independent Advisers role
- Key Performance Indicators
- a progress update at an appropriate time in the future.

In addition, Members requested that Scrutiny Officers

269 Learning Disability Day Services: Engagement on Options for Future Delivery of Connect Short Term Service and Council-Provided Day Services

arrange a Member visit to see assistive technology in action.

Attending for this Item were:

Elaine Carolan, Strategic Commissioner for Adult Services

Emma Allen, Commissioning Manager

Adrian Hardman, Cabinet Member with Responsibility for Adult Social Care

A presentation was given outlining the background, purpose and next steps in the engagement process on options for future delivery of Learning Disability (LD) Day Services.

Members were reminded that Cabinet received a report on 2 November 2017 and agreed that Officers could start engagement with people using services, carers, staff and other stakeholders to shape future services. It was clarified that this was pre-consultation, that no firm proposals had been developed and a report on the engagement phase would be taken back to Cabinet in due course.

Worcestershire County Council provide Learning Disability Day Services in a number of ways, mainly:

- Resource Centres (for those with profound learning disabilities)
- Connects Service (Day Centres, Staff Ratio is around 1:7)
- Leisure Link (small service in Wyre Forest)

This model was adopted following detailed consultation from December 2012, through to completion in 2016, although at the July 2014 Cabinet it was agreed to look at tendering out in-house Learning Disability Day Services. Market engagement had shown there was limited appetite to take on services in their current form and the Council need to get best value for money from the Council's budget. It was noted that what people want and expect from their services has changed over time and there is variety in the marketplace, although in-house provision tends to be building based.

Engagement was already taking place and would continue until early March, with meetings taking place at each centre/service. Speakeasy Now was supporting the engagement with service users and wider engagement was being undertaken at forums and consultative groups around the County.

It was reported that Resource Centres cost £2.1m and estimated to be £280,000 more than it would cost to purchase similar services from external providers.

The Connects Service costs a total of £1.8m (£1.2m for the LD Day Service) and estimated to be £480,000 more than it would cost to purchase similar day services from external providers.

Examples of the types of questions asked as part of the engagement process were given to the Panel, enabling Officers to determine what works well, what doesn't, how things could be done differently and where the gaps are. It was noted that it was also important to factor in any local need.

After analysis of the engagement phase, a detailed report would be taken back to Cabinet, with any proposals for future service delivery and proposals for any required formal consultation.

In the ensuing discussion, the following main points were made:

- The Panel felt that residents were generally confused due to the volume of engagement or consultation programmes that the County Council had undertaken over recent years, however, hoped that this programme would build on previous positive engagement in LD Day Services in 2014
- The Cabinet Member reported that the number of individuals involved in the engagement was around 200, compared to 240 four years ago
- In response to a query, it was clarified that although all forms of representation would be considered, Officers would be working closely with service users and their families to be clear about the purpose of the engagement and the options for future delivery
- It was important that individuals had the opportunity to have a meaningful day and the breadth of opportunities had risen over recent years, including employment and volunteering placements. The 'Your Life, Your Choice' website (<https://ylyc.worcestershire.gov.uk/>) had grown since its launch and Providers were able to promote opportunities available
- Officers reported that Resource Centre Staff had suggested that families may be willing to pay for extra provision, however, it was difficult to factor what impact that would have on staff ratios for

example

- At the conclusion of the engagement programme and after all responses had been considered, a report would be taken to Cabinet. If any consultation was planned as a result of any decision, Members learned that it would be a full 12 week consultation
- Representatives from Speakeasy Now were invited to comment and reported that there were many more opportunities available to individuals now, especially in the workplace. In addition, as people become older their needs change and this must be a consideration for future planning
- In response to a query, the Panel learned that Speakeasy Now was a user led charity, whose work was recognised nationally, especially for their engagement work and the voice of the service user
- The Chairman of Healthwatch Worcestershire was invited to comment and added that it was clear that stakeholders worked well together, but the structure and timing of the engagement was key. He also offered the support of Healthwatch to the engagement programme.

The Panel agreed to keep under review the engagement programme and subsequent Cabinet report and asked for an update at an appropriate time.

In addition, the Panel suggested, and Officers agreed, that all Members should be made aware of the programme of engagement events taking place across the County and be invited to attend as an observer and provide feedback to the Panel Chairman.

The meeting ended at 12.35 pm

Chairman