

Cabinet

**Redesign and commissioning of home care services
(Help to live @ home)**

3rd November 2016

Help to Live at Home Service

Objective:

To redesign and commission a “help to live@home service” by the creation of a delivery model that enables people to access an appropriate level of support in a timely manner in order to meet outcomes.

Key Principles of new service

To prevent, reduce or delay the need for formal care and support

To provide flexible, personalised services that support independence and enhance wellbeing

To enable people to remain in their own homes for as long as they wish

To identify people's strengths and the personal and community resources available to meet their needs

Drivers for change

Current and future
financial challenges

Increasing levels of
demand

Acuteness, level and
duration of care
packages

The **increasing**
complexity of care
needs

Recruitment/
retention difficulties in
social care

Personalised care
focused on outcomes
rather than just time
and task

Improving market
capacity meet needs in
a timely manner and
address 'difficult to
serve' areas

Eliminating the 'hand
back' of packages by
providers.

The **need for greater**
integration with
Health and local
communities.

Consultation Feedback

12 week consultation with service users and the market

Received approximately **30%** response rate from service users

Dialogue with over **40** providers

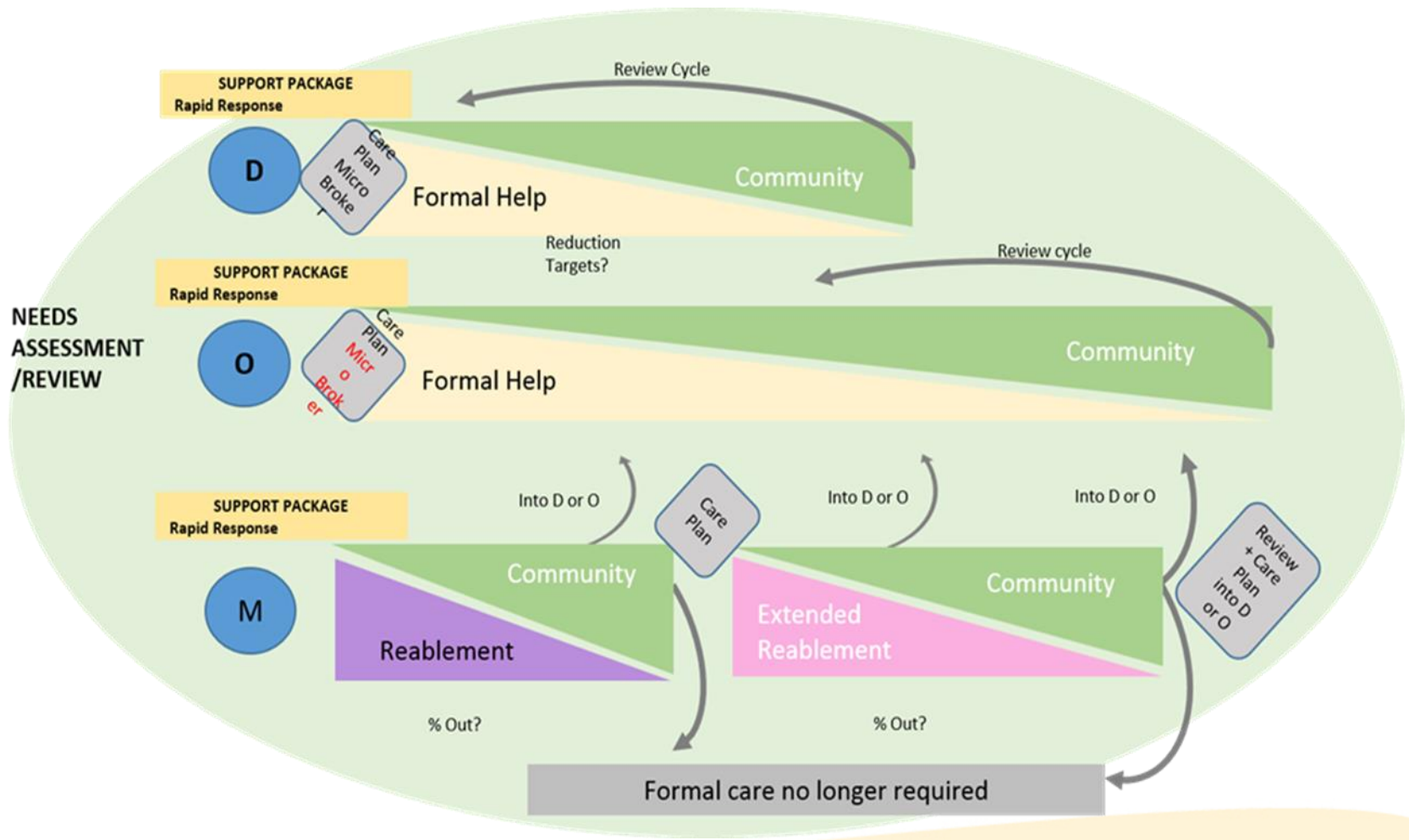
Service Users Feedback

- There is general support for the **re-ablement** ethos
- **88%** of people agreed that **priority** had to be given to those in greatest need
- **83%** agree with the councils proposal for approved providers.
- **60%** of responders who are funded by the council receive personal care services and 32% help with preparing meals

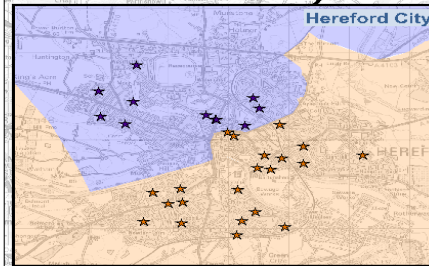
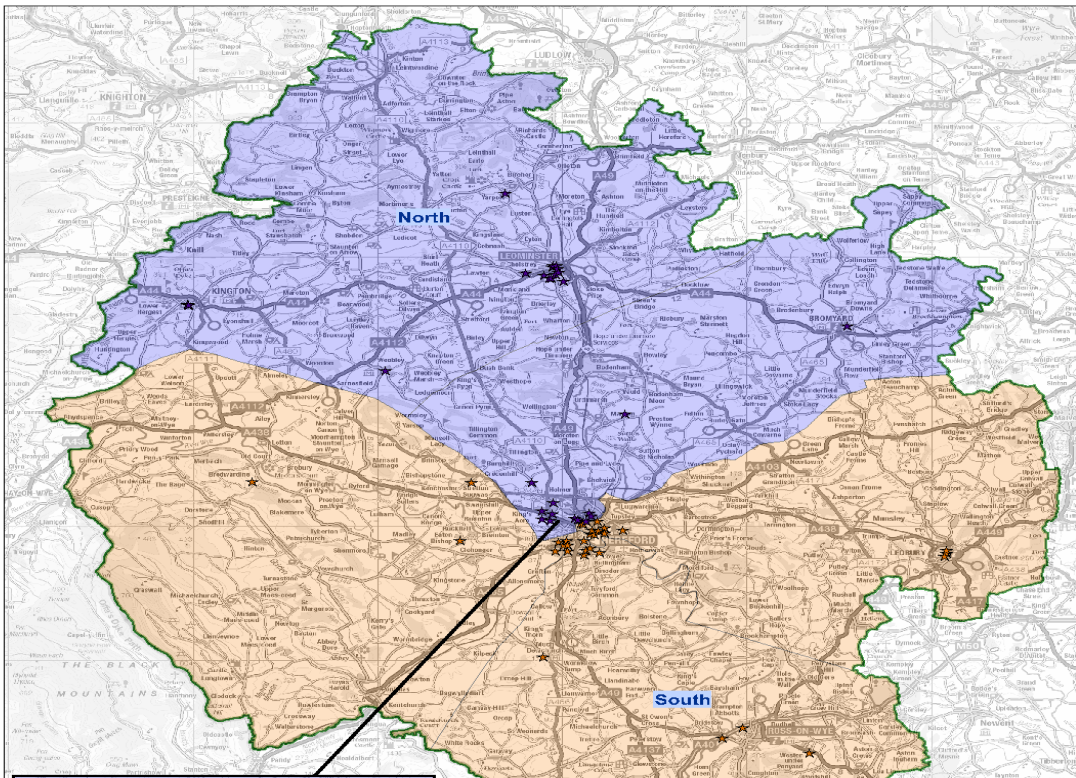
Provider Feedback

- Greater support for 'D' pathway to be separate 'service'
- Lack of flexibility in current assessment process cause issues for delivery
- Business viability spans 700 – 2000+ hours per week
- Feedback has allowed us to re shape zones

Needs Based Delivery Model



D - Pathway



Help to Live at Home: zones for 'D' pathway with current level of service provision (August 2016)

0 3 6Km

Scale: 1:210,000

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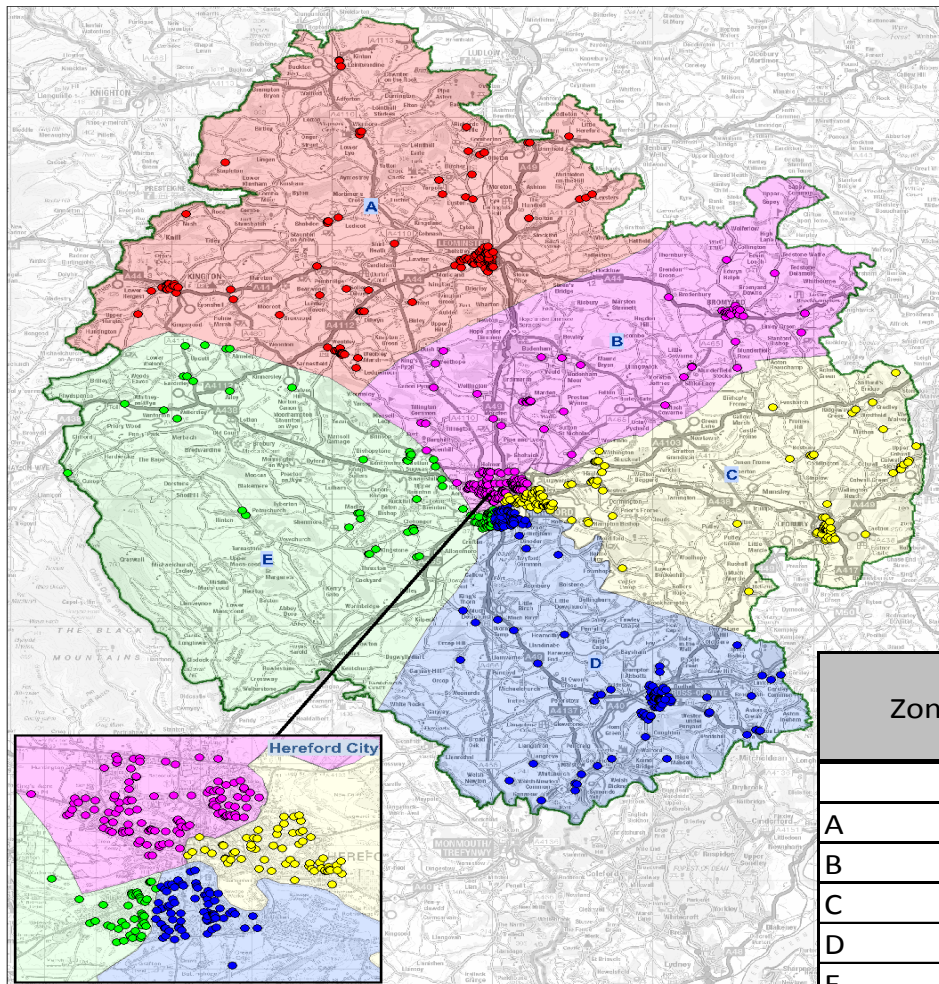
NORTH

See also the intelligence team
Plough Lane
Hereford, HR4 0LE
E-mail: researchteam@herefordshire.gov.uk

- The 'D' pathway service is re commissioned as a standalone 'lot'.
- Inclusion of 28 hour+ packages.
- This will contain all 24 hour packages.
- This service will be split over a north/south basis.
- There will be a minimum of 1 provider per lot.

| Zone | Clients | Forecast Actual Hours | | Indicative Costs 17/18 (£) |
|---------------|-----------|-----------------------|----------------|-------------------------------|
| | | Weekly | Annual | Annual |
| Complex A & B | 29 | 1,355 | 70,460 | 965,302 |
| Complex C,D,E | 29 | 975 | 50,700 | 694,590 |
| TOTAL | 58 | 2,330 | 121,160 | 1,659,892 |

O - Pathway



There was not a preferred map option or optimum number of zones, key feedback included :

- The majority supported a zonal model for the delivery of the 'O' pathway.
- A key risk around zoning is the lack of recognition for protecting diversity of supply market and promoting maximum choice available.
- Support for between 1 and 3 providers per lot.

| Zone | Clients | Forecast Actual Hours (Rounded) | | Indicative Costs 17/18 (£) |
|--------------|------------|---------------------------------|----------------|----------------------------|
| | | Weekly | Annual | Annual |
| A | 161 | 1,682 | 87,464 | 1,381,931 |
| B | 178 | 2,174 | 113,048 | 1,786,158 |
| C | 152 | 1,696 | 88,192 | 1,393,434 |
| D | 191 | 2,352 | 122,304 | 1,932,403 |
| E | 86 | 1,295 | 67,340 | 1,063,972 |
| TOTAL | 768 | 9,199 | 478,348 | 7,557,898 |

Commercial Update

- Financial modelling
 - Based on previously used Herefordshire model utilising UKHCA criteria (adjusted for national living wage)
 - Impact of travel times available from EMS and providers
 - Consultation around business viability in terms of weekly hours
- Consideration of the market impact a fixed rate is proposed at
 - **£15.80** per hour (pro rata for shorter visits) and
 - **£12.80** per hour for all 24 hour packages and sleep-in nights

Procurement Timetable

New procurement timetable that is based on a outcome based/well being approach implemented by July 2017

| Activity | Date |
|----------------------------------|---------------------------|
| Consultation | November 15 - August 16 |
| Procurement | November 16 – February 17 |
| Contract Award | March 17 |
| Transition/Mobilisation (Phased) | April 17 - June 17 |
| Contract Commencement | July 17 |
| Outcomes Phasing in Period | July 17 - April 18 |

Key Features

- Needs based delivery model
- Aligning to whole systems outcome approach – co produced and joined up working
- Enablement approach to delivery of service
- Move away from time and task to outcomes based service
- Geographical zones
- System wide intermediate care offer
- Fixed hourly rate

Comprehensive Outcomes Approach

