

TRAFFORD COUNCIL

DELEGATED EXECUTIVE MEMBER DECISION REPORT

Report to: Executive Member for Adult Social Care
Date: 14th August 2017
Report for: Decision
Report of: Corporate Director, Children, Families and Wellbeing

Report Title

Implementation of Better Care at Home service

Summary

The report proposes the establishment of an internal service called Better Care at Home which will deliver a rapid intensive therapy led reablement service for residents, modelled on the externally commissioned Stabilise and Make Safe service. The SAMS model has been shown to deliver improved independence and reduce costs. This will maintain much needed capacity and support our work on reducing the length of time people remain in hospital or intermediate care services whilst waiting for home care.

Negotiations have been held with current providers and it was established that TUPE did not apply. Given the lack of capacity in the market, our statutory duty to maintain market sufficiency is best met by retaining an in-house service as this ensures capacity within the system and builds on the skills of an already experienced workforce.

The implementation of the Better Care at Home service will deliver the required savings of £800,000 agreed at Executive in February 2017. However this will be by 2018/19

Recommendation(s)

To agree the implementation of the Better Care at Home service

Contact person for access to background papers and further information:

Name: Karen Ahmed
Extension: 1890

*For non-confidential reports to Executive add the following **mandatory** information:*

Background Papers: None

Relationship to Corporate Priorities	This report proposes changes which sit within the Reshaping Care agenda which has been developed to meet corporate priorities
Financial	The establishment of the Better Care at Home service will deliver £800,000. However this will not all be achieved until 2018/19, with a shortfall of approximately £200k in 2017/18. The service will look to meet this shortfall from within its 2017/18 budget..
Legal Implications:	The establishment of the Better Care at Home service will enable us to meet our statutory duties under the Care Act 2014, with particular reference to market sufficiency.
Equality/Diversity Implications	An Equality Impact Assessment has been completed. The enhanced service will enable more disabled and older people to take advantage of a service which supports them to be as independent as possible.
Sustainability Implications	The service will bring added capacity to a core element of the care market.
Resource Implications e.g. Staffing / ICT / Assets	N/A
Risk Management Implications	N/A
Health & Wellbeing Implications	The Better Care at Home service will expand the Council's offer in enabling local residents to increase their independence and well-being
Health and Safety Implications	N/A

1.0 Background

- 1.1 As part of the Council's Reshaping Care approach, the internal reablement service was reviewed and a business case developed in 2016 which proposed decommissioning the Council's internal reablement service and expanding the externally commissioned Stabilise and Make Safe service. This proposal was accepted as part of the Council's budget setting process in February 2017.
- 1.2 The business case was based upon a comparative analysis of costs and performance data between the internal reablement service and the externally commissioned Stabilise and Make Safe services. The SAMS service is provided by 2 organisations which cover different geographical areas across the borough.
- 1.3 Trafford Council's internal reablement service has been based upon a 6 week traditional reablement offer, whilst the externally commissioned SAMS was designed to deliver an intensive 3 week intervention which can be extended according to individual need.

- 1.4 The business case concluded that savings of £800,000 could be achieved through closing the internal reablement service and commissioning additional capacity from the external SAMS providers. It also concluded that better outcomes for residents could also be achieved through this increased capacity.
- 1.5 Intensive and lengthy discussions took place with the existing providers regarding the implications of TUPE and developing an expanded service. These included whether TUPE applied, and if it did, the cost of TUPE, particularly the transfer of pension responsibilities to all parties. As discussions progressed, it became evident that TUPE did not apply because of significant differences in the terms and conditions.
- 1.6 The commissioning of additional external capacity was therefore paused whilst alternative options were considered which included taking account of the increased demand and the reducing capacity in the market to meet this.
- 1.7 One of the key issues for Trafford Council is the inability to recruit sufficient home care to meet local demand. This is a national issue, but is exacerbated in Trafford because there is a smaller unqualified local workforce which can choose to take advantage of the employment opportunities provided by the local thriving economy rather than work in the social care field. During this calendar year we have seen demand continue to outstrip supply and homecare providers, including the SAMS providers, struggle to recruit and retain a competent workforce.
- 1.8 The Greater Manchester Adult Social Care Transformation Programme has identified support at home as a key strand, and Trafford Council are leading on this workstream.
- 1.9 Following an options appraisal, it was determined that the best way forward was to review the in-house reablement service and develop a new service called Better Care at Home which would:
- deliver 12-13 new interventions a week
 - offer a 3 week intervention
 - support Ascot house, Community Enhanced Care and Manchester Royal Infirmary for clients going home as a stabilise and make safe intervention.
- 1.10 The Better Care at Home service will be a stable, salaried and skilled workforce which will bring much needed capacity to the local homecare offer, and will enable the Council to trial different ways of providing this intervention. The performance and outcomes across all three providers will be monitored.
- 1.11 The savings that will be achieved are as follows:

Description	£
Current staffing budget	1,112,396
Less new staffing budget	(446,448)
Plus additional staffing budget from care budgets due to increase in demand	100,000
Savings achieved on staffing budgets	765,948

Plus reduced running costs	34,052
Total saving achieved	800,000

2.0 Other Options

2.1 Three options were considered:

- Do nothing
- Commission externally
- Better Care at Home service

2.2 Do nothing

The original business case determined that the service in its current form was uneconomical and provided reduced outcomes when compared to external services.

This option is not recommended

2.3 Commission externally

Given that TUPE did not apply, commissioning externally would require the Council to make all its own staff redundant and commission the desired capacity from the external providers. Given the difficulties in recruitment, there was no guarantee that external providers would be able to recruit sufficient staff on their terms and conditions to provide the services required.

This option is not recommended as the risks of recruiting sufficient staff externally could fetter the Council's duty of care to provide services to vulnerable adults. These risks outweigh the potential financial benefits.

2.4 Better Care at Home service

Setting up a new service internally enables the retention of skilled staff providing much needed capacity and stability. In addition the targeting of the service in terms of pathways will enable the discharge of residents from key resources in the intermediate care pathway thus improving the delayed transfer of care pathways.

This option is recommended as it both achieves the savings and offers a guaranteed workforce to deliver the capacity required.

3.0 Consultation

3.1 Consultation with staff on the implementation of the model took place from 4th. July 2017 to 4th. August 2017. The final position was communicated to staff on the 10th. August 2017.

4.0 Reasons for Recommendation

4.1 The reasons for recommending the establishment of an internal Better Care at Home service are as follows:

- The Better Care at Home service will ensure additional capacity in delivering Trafford's stabilise and make safe service at a time when the market is unstable

- This proposal delivers the required savings .

5.0 Urgency of Decision

This report should be considered as 'urgent business' and the decision exempted from the 'call-in' process for the following reason(s):

The establishment of the Better Care at Home service will expand our intensive reablement offer within Trafford and bring much needed capacity to meet the needs of our vulnerable residents who require care at home. The external market is struggling to recruit and suffers from seasonal variations as it competes with other employment opportunities in the borough – such as the Trafford Centre. The ability of the external market to meet local demand has caused lengthy waits for services and impacted negatively on our delayed transfers of care. Without the Better Care at Home service, our delayed transfers will increase causing pressure in the local health and social care system and local residents will experience deterioration in their confidence and independent living skills whilst they wait to be discharged home from hospital.

Key Decision Yes

If Key Decision, has 28-day notice been given? Yes

Finance Officer Clearance (type in initials).....NB.....

Legal Officer Clearance (type in initials).....JLF.....



[CORPORATE] DIRECTOR'S SIGNATURE (electronic)... ..

To confirm that the Financial and Legal Implications have been considered and the Corporate Director has cleared the report prior to issuing to the Executive Member for decision.