



## Homecare stakeholder consultation summary

### Introduction

This document summarises the findings of a number of stakeholder consultation events that have taken place as part of the homecare transformation programme.

### Background

Trafford is undertaking a programme of work to transform the way we commission and deliver homecare for our residents. The programme will focus on the following key themes: prevention; integration; workforce development; technology and place based working. As part of the analysis phase of the homecare transformation programme, we have undertaken a number of stakeholder consultation events and are in the planning phase for future stakeholder research work.

### Why are we consulting stakeholders?

The aim of this consultation work is to ensure transformation projects are developed in line with Care Act statutory guidance, use robust data and are co-produced, involving key stakeholders so that we:

- Recognise people as assets
- Support people's contributions and ideas for improvement
- Build on people's capabilities
- Develop two-way reciprocal relationships
- Encourage peer and community support networks
- Facilitate, rather than only deliver to people

### Who are we consulting?

We want to ensure that the homecare programme that Trafford delivers offers the best possible experience for the care recipient; their family or community support network. We also want to improve conditions for the care workforce and ensure our care providers and the local voluntary community and social enterprise sector are valued and supported. To enable this, we are inviting all these stakeholders to share their skills, experience and knowledge to help us to design, deliver and monitor services and projects.

### What will we do with the results?

We will use the results from these stakeholder consultations to directly influence the projects that we commission as part of the homecare transformation programme. They will help to ensure that services are people-centred, to challenge status quo ways of thinking, and to ensure we are working to deliver the right services for the local community.

## The consultations

### Homecare stakeholder event summary: 9th Oct 18

The homecare stakeholder event was an opportunity to engage key stakeholders to reflect on:

- The strengths of the homecare market in Trafford
- The challenges of delivering good homecare
- The opportunities to maximise relationships
- Commitment to innovation and momentum, to achieve more integrated, preventative and person-centred homecare services for Trafford residents



25 homecare framework provider representatives

10 NHS colleagues

18 Trafford council colleagues (social work, transformation, OTs, commissioning, skills, communities, growth)

Trafford Director of Adult Social Services

2 VCSE local partners



Round-table discussions working to produce a homecare SWOT analysis on:

**Prevention**  
**Technology**

**Integration**  
**Workforce development**

**Place-based working**

#### Strengths

- Good quality care is provided
- Willingness and openness to change
- Technology offer is good but needs rollout
- Neighbourhood working and co-location has improved relationships/ info sharing
- Good communication between commissioners and providers
- We link with the voluntary sector
- 3 Conversations; Right Care for You

#### Challenges

- Complex pathways to access services
- High care staff turnover
- Building relationships to develop integrated working
- Restrictive time-and-task focus
- Lack of shared systems
- Focus on processes not relationships
- Lack of resources (e.g. assessors)
- Providers don't know how to access tech

#### Opportunities

- Locality-based commissioning
- Improved info sharing using tech and co-location
- Upskilling homecare staff
- Electronic call monitoring
- Quality checks and feedback; coproduction
- Streamline assessment & referral process
- Consistent staff
- Focus on outcomes
- Shared induction and training days

#### Limiting factors

- Prohibitive costs/ lack of funding
- Day-to-day pressures prevent time or capacity to move to new ways of working
- The system is hard to navigate
- It's hard to access information
- Staff retention-lack incentives to stay with one provider or stay in homecare
- Training needs to include service users, family and a range of professionals
- Inadequate ICT/MI systems/data security



## VCSE consultation event summary: 9th Nov 18

The VCSE consultation event was hosted for Trafford Council by Thrive as a way to open a dialogue between the council and VCSE organisations working to support Trafford residents with homecare or reablement in their home or local community.

The event aimed to look at how the council can work with the VCSE sector in a more integrated way to provide better help to people who are in receipt of, or likely to be in receipt of, homecare or reablement at home. It also aimed to look at new and innovative ways to prevent the need for homecare.



16 VCSE local partner representatives

2 Trafford homecare transformation team

1 Trafford councillor (Executive Member for ASC)



Round-table discussions working to produce a homecare SWOT analysis on:

**Prevention**

**Integration**

**Place-based working**

### Strengths

- Many great services and orgs operating in Trafford, but we could be more joined up
- Our partners want to help advance positive change and new ways of working
- Trust, knowledge and shared values between statutory and voluntary sector
- One Trafford response as a case study (co-ordinating the relevant help, worked well in pilot, lessons being cascaded)

### Challenges

- Carers lack knowledge of what is in place in the community /how to direct users to it
- Confusion over responsibilities / areas of overlap between statutory and VCSE
- No clear, defined processes/ on how to work together; lack of joined-up thinking
- Blind-spot in monitoring the care delivered
- Identifying the right people for preventative services; referral pathways

### Opportunities

- VCSE often able to get closer to people than home-carers can due to less prescriptive uses of their time
- Housing improvements (e.g. handyperson)
- Better use of community spaces
- Improved communication and access to neighbourhood information (e.g. What's On?)
- Removing access blockers (e.g. transport, accompanying to first visit)
- Intergenerational projects in schools

### Limiting factors

- Lack of resources (including funding) leads to competition not collaboration
- Ability to ensure sustainability (e.g. short contracts, re-organisation of orgs, loss of continuity and knowledge)
- Appetite for risk-taking
- Responsibilities/statutory capacity for change
- Long term cost savings often difficult to quantify / occur in other parts of the system



## Fair Price for Care consultation summary: 13th Nov 18

The Fair Price for Care consultation aimed to offer a way of understanding the financial pressures facing the local homecare market and the differences in cost for providers. Information from the providers will be used to help with financial modelling and planning other types of support for providers (e.g. local training offer, use of community buildings, round management technology).

The consultation event was supported by a questionnaire sent to all Trafford's framework homecare providers, allowing those who did not attend the event to have input and those who did attend to reflect further on the current situation and ideas for improvement.



15 homecare framework  
provider managerial staff

3 Trafford homecare  
commissioning colleagues

1 Trafford councillor  
(Executive Member for ASC)



- General feedback on a fair price for care in homecare
- Round-table discussions on the UNISON Ethical Care Charter

### Advantages

- *For staff:* Morale and motivation; guaranteed income; greater financial stability; career path; more social interaction with colleagues; feel valued
- *For service users:* Consistency, dignity and relationship building with carer
- *For providers:* Staff can be attracted, retained and developed

### Disadvantages

- Costs to providers (e.g. overheads, travel and visit times squeezed by costs)
- Occupational sick pay may encourage low attendance levels
- Respite time
- Cultural changes required to change staff attitudes to work
- Nothing about anti-social hours
- Some carers like zero hour contracts

### Most important objectives

- Clients allocated the same worker wherever possible
- Career development – building confidence
- Support from colleagues – communal areas
- Hourly pay-rates for carers to allow more selective and higher calibre recruitment
- More respect for carers and managers from health and social care professionals
- Keeping people in the sector

### Dependencies

- Higher, fair hourly rate; support and financial resources for overheads (e.g. training)
- Guaranteed block hours to allow guaranteed hours contracts for staff
- ECMS software to manage time-allocated visits
- Consultation with the carers to check the charter meets their needs



## **Next Steps**

The consultation events will inform our priorities around transforming homecare and developing an ethical approach to commissioning homecare. The key priorities moving forward are as follows:

- Agreeing the annual uplift for business as usual homecare in Trafford Council
- Agreeing the mechanisms for drawing down transformation funding to facilitate innovation
- Agreeing the Homecare Work Plan for 2019-2021
- Agreeing a tender timeline for homecare innovation projects
- Further consultation with the homecare workforce, people who receive homecare and their families and unpaid carers