

MANAGING THE MARKET**REPORT OF THE EXECUTIVE DIRECTOR PEOPLE SERVICES****1. Purpose of the Report**

- 1.1 This report provides information relating to the care and support provider market in Sunderland, including the on-going work undertaken by the Commissioning Team with regards to working with and developing a diverse care and support market, and an update on quality and adult safeguarding matters. The report is one of a series of regular updates to Scrutiny Committee.

2. Current Position

- 2.1 The Council currently operates a range of commissioning arrangements for the provision of adult care and support services. The Council's preferred method of securing services is via a formal procurement process whereby the Council enters into a contractual arrangement with care and support providers. There are services that are commissioned that sit outside of a formal contracted arrangement whereby services have been arranged on an individual basis. Individuals are also able to commission services directly with providers via Direct Payment arrangements.
- 2.2 The Commissioning Team is responsible for facilitating market development, management of demand and supply, and ensuring the quality of services provided by the market are of a high standard, appropriate and flexible to the needs of the individuals being supported.
- 2.3 Within Sunderland there are different provider markets which support the health and social care agenda. These can be broken down into the following:
- I. **Accommodation based services for older people** – Residential and Nursing Care; Extra Care Accommodation
 - II. **Accommodation based services for people with disabilities** – Residential Care; Independent Supported Schemes; Core and Cluster Schemes.
 - III. **Accommodation based services for people with mental health needs** – Residential Care; Independent Supported Living Schemes; Core and Cluster Schemes.
 - IV. **Community services** – Care and Support into people's homes; Day Care/Opportunities; Preventative Services.

3. Market Facilitation and Development

3.1 As outlined in previous updates, there are a number of ways in which the Commissioning Team engages with the provider markets and looks at patterns of demand, to determine how the markets need to develop to respond to future need and commissioning intentions. These include the following activities, which are the core business of the Commissioning Team:

- Contract Management Processes
- Provider Forums
- Individual Provider Meetings
- Quality assurance and service improvement processes
- Monitoring capacity within older persons care homes
- Regional collaborations and networks
- Customer engagement
- Fee Negotiations
- Publications and guidance, benchmarking and identifying best practice
- The use of performance and intelligence data
- Individual social care team meetings to input on the needs of users

4. Current Position

4.1 OP Care homes

4.1.1 There are now 47 older person's care homes (following the closure of one of the City's homes in January, see details in paragraph 4.1.4) in the city that deliver a mixture of general and dementia residential care, general and dementia nursing care, support for younger people with dementia and people with enduring mental health needs. In terms of beds, based on information gathered from the care homes, there are 2,044 beds available across all homes with an average occupancy of 89% (1,818 beds occupied). Eight homes are operating 100% occupancy. The overall occupancy level of 89% represents the ideal balance in terms of viability of homes and placements being available to support new demand and customer choice.

4.1.2 Care Homes Based on Locality

Locality	Total number of homes	Total number of beds	Residential Care Only	Nursing Care Only	Dual Registered Residential and Nursing
Coalfields	11	465	6	0	5
Sunderland East	8	247	4	1	3
Sunderland North	11	498	3	1	7
Sunderland West	12	577	6	0	6
Washington	5	257	3	0	2

4.1.3 CQC Ratings and Inspections

Of the 47 homes currently operating in Sunderland, there are 37 (79%) homes with an overall rating of Good; 9 (19%) rated as Requires Improvement (RI); and 1 (2%) home which has not yet been inspected.

Since the last update report, 11 homes were inspected (and reports have been published) by the Care Quality Commission (CQC). Of these:

- 6 were rated Good overall
- 3 were rated Requires Improvement overall
- 1 was rated Inadequate overall
- 1 home was a focused inspection on the domains of Safe and Well-led and a rating of Good (in Safe) and Requires Improvement (in Well-led) was given

The home which received an Inadequate rating home has now closed (see paragraph 4.1.4 for further details)

Of the above homes where there was found to be a breach in a Regulation (3 homes), the main themes from the regulations that had been breached were as follows. One home was responsible for breaches in all 6 Regulations and as a result CQC imposed additional conditions on the Providers' registration and placed the service in Special Measures.

For the services that were rated as Requires Improvement the provider of these services has taken immediate action to rectify the areas of concern.

4.1.4 Update on Service rated as Inadequate

In November 2018, CQC inspected and rated one of the homes in Sunderland as Inadequate. In response to this, the service developed an action plan which was submitted to CQC and to the Council. The Commissioning Team then began the process of carrying out weekly visits to the service to monitor the implementation of this plan and to support the completion of the remedial actions.

In early January 2019, the Commissioning Team were contacted by the service provider and informed that they had taken the decision to put business into administration due to financial concerns. The Commissioning Team worked closely with the management team from the home and Adult Social Care colleagues worked with staff from the home, residents and their families to find appropriate alternative homes which could meet their individual needs.

Once a new home had been identified care plans and other relevant information was shared with the new homes to ensure people would get consistent care. All of the residents had found new homes and moved out by 17 January and the home closed that day.

Whilst the home was in the process of closing, in line CQC's procedures, a further focused inspection on the Safe domain was carried out of the Service on 15 January to check that the planned improvements were underway. The inspection found that whilst the service was not always safe, improvements had been made and the service was re-rated from Inadequate to Requires Improvement in the Safe domain and overall.

Please see Appendix 1 for details of the services that have been inspected and a breakdown of the ratings.

4.2 Care and Support at Home

The Council currently has a framework contract in place with 14 care providers who are commissioned to provide care and support at home to all service user groups including adults with complex needs and there are now 3 non-contracted providers who are frequently utilised as a back-up to the contracted providers (following the recent closure of 1 care agency – see paragraph 4.2.2).

4.2.1 CQC Ratings/Inspections

Of the 17 providers, 16 (94%) providers are rated as Good, 1 (6%) is rated as Requires Improvement. The following services have been inspected by CQC and have had reports published since the last update report:

Since the last update report, there have been 4 service inspected (and reports have been published) by the Care Quality Commission (CQC) which was rated as Good overall.

Please see Appendix 1 for details of the services that have been inspected and a breakdown of the ratings.

4.2.2 Current or ongoing points to note:

In December, concerns were raised by one of the city's care providers with the Commissioning Team regarding the financial viability of the organisation. The provider advised the Council that another local agency that operated in the city would be taking over the business, and this included the staff. To ensure consistency of care for the people who were in receipt of support from the outgoing provider, the packages of care also transferred to the new provider. The Commissioning Team, along with Adult Social Care were involved in this process with the two providers and the transfer took effect on 4 February 2019.

4.3 Extra Care

There are currently 12 Extra Care schemes in the city providing 851 apartments, of which 809 (96%) are currently occupied.

4.3.1 Extra Care Schemes based on Locality

Locality	Total number of schemes	Total number of apartments
Coalfields	2	95
Sunderland East	3	165
Sunderland North	2	183
Sunderland West	3	290
Washington	2	118
Total	12	851

4.3.2 CQC Ratings/Inspections

Overall, 9 Schemes (83%) of the Extra Care market have been rated as Good and 2 (17%) rated as Requires Improvement (RI).

Since the last update report, there have been 4 schemes inspected (and reports have been published) by the Care Quality Commission (CQC). Of these:

- 3 were rated Good overall
- 1 was rated Requires Improvement overall

Of the above schemes where there was found to be a breach in a Regulation (2 schemes), the main themes from the regulations that had been breached were as follows.

- **Regulation 13: Safeguarding service users from abuse and improper treatment:** The intention of this regulation is to safeguard people who use services from suffering any form of abuse or improper treatment while receiving care and treatment. One scheme breached this regulation.
- **Regulation 18: Notification of other incidents:** The intention of this regulation is to specify a range of events or occurrences that must be notified to CQC so that, where needed, CQC can take follow-up action. Two schemes breached this regulation.

The providers of the two schemes have taken immediate action to address the breaches to ensure the services are compliant with CQC.

The Commissioning Team continue to engage on a regular basis with all of the Scheme Managers through contract and relationship management processes.

Please see Appendix 1 for details of the services that have been inspected and a breakdown of the ratings.

4.3.3 Current or ongoing points to note

Following a recent tender process, the Council has awarded a contract to Sunderland Home Care Associates for the provision of care and support within the Gentoo schemes (Haddington Vale and Cherry Tree Gardens). The contract commenced on 1 November and will be in place for up to four years.

4.4 Domestic Abuse Services

The Directorate has in place a contract for the provision of Crisis Refuge Accommodation and Specialist Domestic Abuse Outreach Support including Independent Domestic Violence Advisors (IDVA) Provision and this has been in place since July 2017. The current service provides a 10 bed refuge service; a Domestic Abuse Specialist Outreach Support and an IDVA linked to Sunderland Royal Hospital. There are no noted service concerns in respect of this provision.

4.5 Independent Advocacy

The Independent Advocacy Service, Total Voice Sunderland (TVS) is provided by Voiceability in partnership with Mental Health Matters.

For the period July to September 2018, there were 263 new referrals to the service, compared to 306 (a decrease of 43) in previous period April to June 2018. The decrease is as a result of seasonal fluctuations i.e. annual leave or holiday season.

There were a total of 709 active cases at the end of September 2018. The length of advocacy intervention and therefore the number of active cases at the end of the monitoring period can fluctuate due to the needs of the individual and the complexity of the individual's circumstances.

TVS monitor active cases as part of working processes and through individual workers supervision sessions to ensure that all cases and referrals are managed appropriately.

The total number of clients on the advocacy waiting list covering all 5 categories of advocacy at the end of the period from July to September 2018 was 40 which are broken down as follows:

- Relevant Person's Representative (RPR) - 28
- Independent Mental Capacity Act Advocacy (IMCAs) - 7
- Independent Mental Health Advocacy (IMHA) - 4
- Care Act Advocacy - 1

The average length of time people spent on the waiting list covering all 5 categories is as follows:

- Relevant Person's Representative (RPR) – 15 days which is the same as the previous period (April to June).
- Independent Mental Capacity Act Advocacy (IMCAs) – 9 days
- Independent Mental Health Advocacy (IMHA) – 4 days
- Care Act Advocacy – 10 days

The length of time individuals spend on the waiting list can fluctuate due to the complexity of active cases and the length of time needed to support individuals. TVS continue to monitor the waiting list and look to find solutions to further reduce the list. The Commissioning Team and Adult Social Care meet with TVS Management team formally on a quarterly basis to look at how the advocacy service is delivered and to review waiting times.

Informal meetings can also take place across the quarter to look at TVS referral activity.

4.6 Accommodation for families with multiple and complex needs

The Council commissions a wraparound service to families with multiple and complex needs and is delivered from a building with 8 core self-contained units. There are a further 6 satellite properties within this service that provides a pathway for families moving from the Core services into these satellite properties, where staff maintain an outreach support function and support families to move through the pathway and into their own tenancy.

The Service is working with families to achieve positive outcomes and is supporting a number of families to move onto general accommodation. The support provided includes;

- Guidance with managing finances, such as budgeting, debt and rent management.
- Support with tenancy sustainment
- Supporting families with children to attend school
- Working closely with other involved agencies that currently work with the families i.e. together For Children

The Service is full and is currently supporting 15 families.

4.7 Care and Support Services (Sunderland Care and Support Ltd)

The Services Agreement with Sunderland Care and Support (SCAS) is in place up until 30 November 2020.

Philip Foster has started a secondment position in the Altogether Better Alliance and management oversight of SCAS is now being taken forward by Graham King in collaboration with managers from within the Council and SCAS.

CQC has recently completed an inspection of SCAS community care services and the formal outcome of the inspection is pending.

There are no reported quality concerns with the services provided by SCAS.

4.8 Accommodation for People with Learning Disabilities/Mental Health Needs

The Council has arrangements in place with providers for the provision of care and support and accommodation for people with learning disabilities and mental health needs, known as Supported Living and Registered Services. Sunderland Care and Support Ltd is the largest provider of this type of support in Sunderland, however there are also a number of other providers that are commissioned on an individual level to provide this type of support.

The demand for accommodation care and support for individuals continues to be monitored via the Council's internal Supported Accommodation Partnership, which includes the Commissioning Team and Adult Social Care working together to monitor demand and determine future need for accommodation based services.

A scoping exercise continues to be taken forward across all learning disability and mental health service areas involving the Commissioning Team and Adult Social Care to explore alternative models of care and support that are cost effective and that supports individuals to maximise independence. This will be supported by the use of up to date assistive technology solutions where appropriate.

4.8.1 CQC Inspections/Ratings

Since the last update report, four services have been inspected and all were rated Good overall.

There are no updates or issues to note with regard to these services.

There are no reported quality concerns with accommodation based services that the Council are aware of.

Please see Appendix 1 for details of the services that have been inspected and a breakdown of the ratings.

4.9 Short Break Services

From January 2018 to November 2018, there were a total of 564 short breaks taken. 43 providers provided 343 breaks to people aged 65 and over. The main service providers of breaks to this group of people were older persons care homes. 13 providers provided 221 breaks to people aged 18-64 years older, with the main service provider being Sunderland Care and Support Ltd.

There has been no quality concerns reported to the Council about any of the short break providers.

5. Safeguarding Activity

2017/18 continued to see a rise in the number of safeguarding concerns received, totalling 2,525. The rate for 2017/18 was 1,129 per 100,000 per population compared with a regional rate of 1,416.

There was an increase in the number of safeguarding concerns in the first 2 quarters of 2018/19 (April to September), compared to 2017/18. In 2018/19 the average number of concerns received per quarter is 653 compared with 631 in 2017/18.

Work is ongoing between operational safeguarding and the referring agency regarding agreed threshold levels. In quarters 1 and 2 for 2018/19 thresholds were agreed as follows:

Thresholds - AGREED between the person raising the concerns and the Safeguarding Officer	Qtr1	Qtr2	Total
Low	355 (57.5%)	307 (51.9%)	662 (54.8%)
Significant	222 (36%)	243 (41%)	465 (38.5%)
Very Significant	35 (5.7%)	39 (6.6%)	74 (6.1%)
Critical	5 (0.8%)	2 (0.3%)	7 (0.6%)
Not Recorded/Option Not Available	0 (0%)	1 (0.2%)	1 (0.1%)
TOTAL	617	592	1209

Females aged 75 and over with a primary support reason of physical disability continue to be the group for whom the highest volume of concerns is received with the alleged category of abuse being physical or neglect. The partnership and operational safeguarding continue to address these concerns but also look at ways in which the situations/incidents can be prevented.

6. New Services

Previous reports have provided updates on a housing development within the Thornhill area of Sunderland, for people with a learning disability who have a care, support and accommodation need. The scheme will support 5 people. 3 people have now successfully moved into the property, including 1 person who had previously lived in an out of city placement. The remaining 2 people are expected to move in early to mid 2019.

7. Recommendations

- 7.1 Scrutiny Committee is requested to receive this report for information.
- 7.2 Scrutiny Committee to agree to receive regular updates from the Commissioning Team in relation to the market position.

Appendix 1

CQC Inspection and Ratings

Services where inspection reports have been published September 2018 and January 2019

Older Persons Care Homes

Service	Report published	Location of Service	Overall Rating	Safe	Effective	Caring	Responsive	Well-led
Barnes Court	19/9/2018	West	Good	Good	Good	Good	Good	Good
Ryhope Manor	16/10/2018	East	Good	Good	Good	Good	Good	Good
Archers Park	27/10/2018	West	Good	Good	Good	Good	Good	Good
Donwell House	7/11/2018	Washington		Good				RI
Blossom Hill	22/11/2018	North	Good	Good	Good	Good	Good	Good
Maple Lodge	22/11/2018	North	Good	Good	Good	Good	Good	Good
Rowlandson House	20/11/2018	East	Inadequate	In-adequate	In-adequate	RI	RI	Inadequate
Alexandra View Care Centre	23/11/2018	North	RI	RI	Good	Good	Good	RI
Falstone Manor	20/12/18	North	RI	RI	Good	Good	Good	RI
The Mews	21/12/18	Coalfields	RI	RI	RI	Good	RI	RI
Princess House	18/1/19	North	Good	Good	Good	Good	Good	Good

Care and Support at Home Services

Provider	Reported publication date	Overall rating	Safe	Effective	Caring	Responsive	Well-led
Hendon Community Care	23/10/2018	Good	Good	Good	Good	Good	Good
Comfort Call	8/11/2018	Good	Good	Good	Good	Good	Good
City Care	17/12/2019	Good	Good	Good	Good	Good	Good
United Response	15/1/2019	Good	Good	Good	Good	Good	Good

Care and Support in Extra Care Accommodation

Provider	Reported publication date	Overall rating	Safe	Effective	Caring	Responsive	Well-led
Housing & Care 21 - Bramble Hollow	12/10/2018	Good	Good	Good	Good	Good	Good
Housing & Care 21 – Woodridge Gardens	9/11/2018	Requires Improvement	RI	Good	Good	Good	RI
Abbeyfield Hope Bank View	6/11/2018	Good	Good	Good	Good	Good	RI
Sunderland Home Care	17/12/2018	Good	Good	Good	Good	Good	Good

Associates: Cherry Tree Gardens							
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Care and Support in Accommodation for people with Learning Disabilities/Mental Health needs

Provider	Reported publication date	Overall rating	Safe	Effective	Caring	Responsive	Well-led
Education and Services for People with Autism Limited - 8-8a The Cedars	11/10/2018	Good	Good	Good	Good	Good	Good
Swanton – The Cedars	6/10/2018	Good	Good	Good	Good	Good	Good
All Saints Vicarage	19/10/2018	Good	Good	Good	Good	Good	Good
North East Autism Society: 14 Thornhill	4/1/2019	Good	RI	Good	Good	Good	Good