

**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 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 2,023 beds available across all homes with an average occupancy of 90% (1,831 beds occupied). Ten 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**

<b>Locality</b>	<b>Total number of homes</b>	<b>Total number of beds</b>	<b>Residential Care Only</b>	<b>Nursing Care Only</b>	<b>Dual Registered Residential and Nursing</b>
Coalfields	11	449	6	0	5
Sunderland East	8	247	4	1	3
Sunderland North	11	498	3	1	7
Sunderland West	12	569	6	0	6
Washington	5	260	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 a rating of Outstanding.

Since the last update report, 3 homes were inspected (and reports have been published) by the Care Quality Commission (CQC). 2 homes were rated Good and 1 Outstanding.

The home that was rating as Outstanding received an outstanding rating in the two domains Caring and Well-led. The report highlighted:

#### **Caring:**

- People and relatives were extremely complimentary about the exceptionally compassionate nature of staff and cited their influence for the positive outcomes for their family members.
- Care was personalised and there was a strong focus on ensuring people's needs were met so positive outcomes were achieved.
- Staff respected people's rights to privacy and treated them with dignity. People were supported and encouraged to remain as independent as possible.

#### **Well-led:**

- The service was led by an exceptional registered manager who provided strong leadership and led by example. They relentlessly reflected on their own performance and used information from a range of research sources to support people to have the best outcomes.
- The provider and the registered manager demonstrated a passion for delivering high quality care.
- Staff spoke positively about the registered manager and developments within the service, which staff felt they contributed to. All staff we spoke with were proud to work at the service.

### **4.1.4 Current or ongoing points to note:**

Scrutiny Members may have seen media coverage recently noting concerns regarding the care operator Four Seasons Health Care (FSHC). The Council has been advised that there does not appear to be a current risk as the concerns do not relate to the operation of the Care Homes.

The Care Quality Commission (CQC) who have a market oversight function has not raised any issues about FSHC.

Business continuity notifications have not been issued by ADASS, the Local Government Association (LGA) or the Department of Health and Social Care (DHSC).

ADASS are carrying out preparatory work as part of due diligence processes.

## **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. There are a further 3 non-contracted providers who are frequently utilised as a back-up to the contracted providers.

### **4.2.1 CQC Ratings/Inspections**

Of the 17 providers, 15 (88%) providers are rated as Good, 2 (12%) are rated as Requires Improvement. Since the last update report, 2 services have been inspected and have had a report published by CQC. One service received a rating of Good and the other rated as Requires Improvement due to:

- Effective: The service did not always work within the principles of the Mental Capacity Act 2005 (MCA). Regulations may or may not have been met.
- Well-led: Quality audits were not always effective in identifying issues. Regulations may or may not have been met.

The Strategic Commissioning Team will be working with the Service Provider to ensure that any remedial actions are taken.

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

## **4.3 Extra Care**

There are currently 12 Extra Care schemes in the city providing 851 apartments, of which 844 (99%) are currently occupied.

### **4.3.1 Extra Care Schemes based on Locality**

<b>Locality</b>	<b>Total number of schemes</b>	<b>Total number of apartments</b>
Coalfields	2	95

Sunderland East	3	165
Sunderland North	2	183
Sunderland West	3	290
Washington	2	118
<b>Total</b>	<b>12</b>	<b>851</b>

#### **4.3.2 CQC Ratings/Inspections**

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

Since the last update report, there has been 1 scheme inspected (and the report has been published) by the Care Quality Commission (CQC) which received an overall rating of Good.

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**

Housing & Care21 has changed its name and are now known as Housing21.

There will be a change of care provider in Seafarers Way Extra Care scheme in which Housing 21 will cease being the provider on Tuesday 27th May 2019.

Care at Home were the successful bidder and will take over as the new care provider on the 28th May 2019 ensuring that continuity of care is maintained. The new care Provider has experience of providing care into extracare schemes in other local authority areas and are also an approved Provider.

#### **4.4 Independent Advocacy**

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

For the period October 2018 to December 2018, there were 263 new referrals to the service, which is the same as in previous period July – September 2018.

There was a total of 730 active cases at the end of December 2019 compared to 709 from the previous period ending September 2018.

The total number of clients on the advocacy waiting list covering all 5 categories of advocacy at the end of the period from October to December was 42 which are broken down as follows:

- Relevant Person's Representative (RPR) - 28
- Independent Mental Capacity Act Advocacy (IMCAs) - 8
- Independent Mental Health Advocacy (IMHA) - 3
- Care Act Advocacy – 3

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

- Relevant Person's Representative (RPR) – 16 days which is an increase from the previous period (July – September).
- Independent Mental Capacity Act Advocacy (IMCAs) – 9 days
- Independent Mental Health Advocacy (IMHA) – 8 days an increase from 4 from in the previous period (July – September).
- Care Act Advocacy – 14 days an increase from w0 from in the previous period (July – September).

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.

#### **4.5 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 currently supporting 14 families, including 41 children.

#### **4.6 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.

The Council has now taken over management oversight of SCAS following the departure of the Chief Operating Officer.

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

#### **4.7 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 Short Break Services**

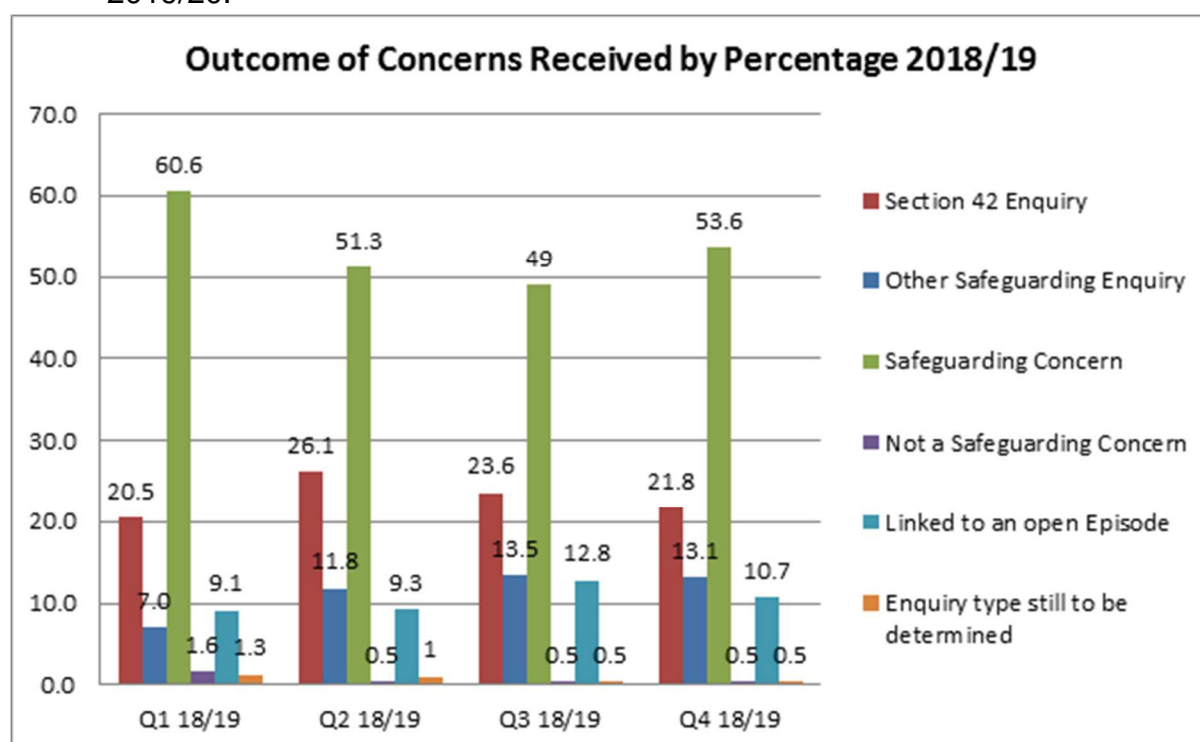
##### **4.9.1 From January to December 2018 there were:**

- 653 weeks of short breaks were provided by 16 providers to 171 people aged 18-64 years
- 609 weeks of short breaks provided by 46 providers to 216 people who were aged 65 years and over

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

## 5. Safeguarding Activity

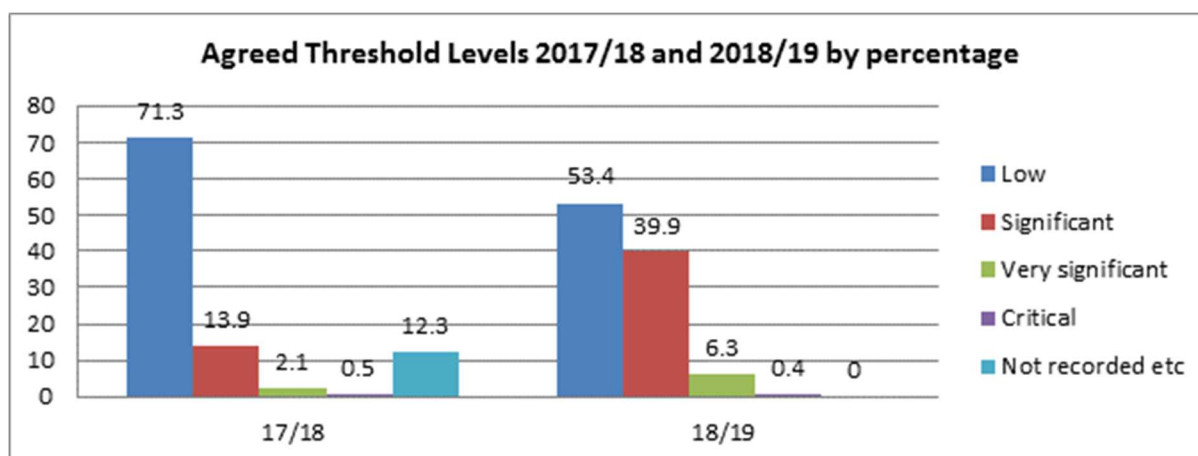
- 5.1 The volume of Safeguarding Concerns continues to increase year on year. In 2017/18 the regional average of safeguarding concerns received was 2,816 compared to 2,525 received in Sunderland. The number of concerns received in 2018/19 is 2,655 with 703 being received in Quarter 4. The numbers in Sunderland are impacted by the Police concern notifications going into Adult Social Care who then review and refer onto Safeguarding as appropriate.
- 5.2 Processes have been agreed and systems configured accordingly to allow performance information from the Multi Agency Safeguarding Hub (MASH) activity to be generated and included in reporting through the Safeguarding Adults Board. The first reporting will commence at the end of Quarter 1 2019/20.



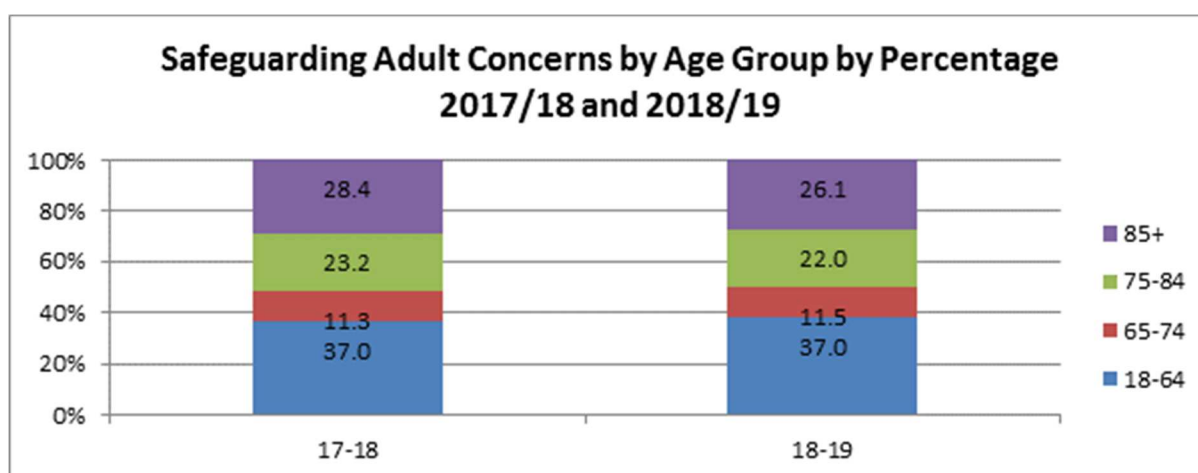
- 5.3 Thresholds identified by the person raising the concern following action taken are now positively closer in line with those agreed with Operational Safeguarding. A higher proportion of concerns received in 2018/19 continue to be agreed as being significant and very significant and a further



investigation into these confirmed this change is process and assurance driven rather than being an issue within the city of concerns being of a greater concern.



- 5.4 Concerns relating to females over the age of 75 continue to account for the highest volume of concerns raised. There is no comparator information available in this area.



- 5.5 In 2018/19, 45.2% (933) of completed cases the client was identified to be lacking capacity and 100% of those identified as lacking capacity were supported. Nationally and regionally the % of completed cases lacking capacity was much lower at 31% and 34.1% respectively, however there are greater levels of cases where capacity was unknown with 18.2% nationally and 15% regionally compared to 1.7% in Sunderland in 2018/19.
- 5.6 In 2018/19 95.3% of completed cases had the risk reduced or removed an improvement against the rate of 92.6% in 2017/18 and better than the 2017/18 rates nationally at 90% and regionally at 88%.
- 5.7 In 2018/19 84.3% 83.9% of completed cases clients were asked their desired outcomes an increase against the 83.9% seen at the end of quarter 3. In

2017/18 nationally 74.8% of completed cases were asked their desired outcomes and regionally 73.7% were asked.

- 5.8 In 2018/19 of those asked their desired outcomes 97% were achieved or partially achieved an increase against the 96.9% seen at the end of quarter 3.

## **6. Recommendations**

- 6.1 Scrutiny Committee is requested to receive this report for information.
- 6.2 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 January 2019 and April 2019

#### Older Persons Care Homes

Service	Report published	Location of Service	Overall Rating	Safe	Effective	Caring	Responsive	Well-led
Grangewood Care Centre	Feb 2019	Coalfields	Good	Good	Good	Good	Good	Good
Marigold Nursing Home	Feb 2019	East	Outstanding	Good	Good	Outstanding	Good	Outstanding
Washington Grange	Feb 2019	Washington	Good	Good	Good	Good	Good	Good

#### Care and Support at Home Services

Provider	Reported publication date	Overall rating	Safe	Effective	Caring	Responsive	Well-led
Westhome Care Services	Feb 2019	Good	Good	Good	Good	Good	Requires Improvement
Sunderland Care and Support Ltd: Community Support Service	April 2019	Requires Improvement	Good	Requires Improvement	Good	Good	Requires Improvement

#### Care and Support in Extra Care Accommodation

Provider	Reported publication date	Overall rating	Safe	Effective	Caring	Responsive	Well-led
Housing 21: Springtide Cove	April 2019	Good	Good	Good	Good	Good	Good

#### Care and Support in Accommodation for people with Learning Disabilities/Mental Health needs

No reports published.