

Adult Social Care Reforms Market Sustainability Plan Care at Home Provider Engagement and Co-production Workshops

Visit: cheshirewestandchester.gov.uk

Market Sustainability Plan (MSP)

- Assessment of current sustainability of the 18+ Domiciliary Care market in Cheshire West and Chester
- The impact of future market changes, inc. the reforms over the next 1 -3 years
- How we plan to address these changes and issues, inc. how funding from the cost of care exercise will be used to support this.
- How we will move towards the cost of care rates in our 2023/24 budget setting

Section 1

Assessment of current market sustainability

Current position:

- Annual spend £28million
- 11,945 hours of care at home delivered each week
- 74 CQC registered providers in the borough
- 35 mainly support older people; 11 specialise in supported housing and Extra Care; 28 specialise in supporting people with complex mental, physical or learning disabilities
- CWAC commission a prime provider model to pick up the vast majority of care with a framework of 11 providers picking up the remainder.
- Lost 2 framework providers since April 2022
- 46 per cent of care at home hours delivered by prime providers, down from 58 per cent in April 2021
- Quality 3 (4 per cent) Outstanding; 67 (90.5 per cent) Good; 4 (5.5 per cent) Requires Improvement

Section 1

Assessment of current market sustainability

- Over 100 people currently awaiting a package of care 1,100 hours p/w
- Demand for services continues to grow
- Rural areas of the borough are harder to serve
- Large amount of 'spot purchasing' taking place at higher rates, mainly hospital discharges
- Average of 3,700 staff delivering hands on care
- Turnover rate of 32.3 per cent
- 6 per cent vacancy rate
- 70 per cent of those leaving care at home remained in the care sector
- Rising cost of living impacting further on recruitment and retention
- Hard for providers to compete with other sectors, i.e retail



Section 1

Assessment of current market sustainability

Questions:

- Do you agree that this is a true reflection of the current state of the market locally?
- What other challenges are you facing?



Section 2

Future market changes / challenges

- Cost of living continues to rise
- LA fee rates not reflective of true cost of care
- Providers competing for same workforce
- Increasing numbers of staff choosing to leave the sector
- Increasing number of provider failures / handbacks
- Increasing demand / complexity
- LA Commissioning intentions
- More self funders asking LA to commission care
- Change in CQC's approach to regulation
- Impact of Integrated Care Systems

Section 2

Impact of future market changes

Questions:

- Do you agree that these are the anticipated market changes / challenges over the next 1 -3 years?
- What other changes / challenges do you think we will see?
- What will be the likely impact on the market as a result of these changes?

Section 3

Plans for addressing sustainability issues

Funding:

- Confirmation of how LA will prioritise funding based on cost of care exercises
- Provisional plans for funding for 2023/24 and 2024/25
- Firm commitment for how LA will move towards cost of care rates (in final February 23 submission)
- Details will be shared following completion of cost of care exercise.

Section 3

Plans for addressing sustainability issues

Other planned actions:

- Re-commissioning of Care at Home Contract for 2024
- Pilot different ways of working ahead of recommission i.e:
 - **Neighborhood based providers** [geographically based providers]
 - **Using Personal Budgets** [Direct payments and Individual Service Funds]
 - **Micro Enterprises** [small businesses delivering care and support]
- More targeted approach to current care arranging process
- Increased use of third sector organisations
- Increased use of technology and equipment
- Cease spot purchasing
- Integrated Brokerage Service with Health
- Development of regional / local care academy
- Development of Market Position Statement
- Review of alternative models of care, i.e. ECH
- Review approach to contract management, more outcome focused

Section 3

Plans for addressing sustainability issues

Questions:

- Any thoughts on the plans for addressing the issues?
- Is there anything else you would like to see us doing?
- Do you want further engagement sessions?
- Any other thoughts ?

Next Steps

- Further engagement sessions this week
- Any additional comments or thoughts to be emailed to:
FCOC@cheshirewestandchester.gov.uk
- If anyone wants an individual meeting please email as above
- All comments / feedback collated and draft MSP to be shared w/c 15 August for comment.
- Further revisions of MSP and engagement sessions will continue to be shared between now and end of October 2022
- Draft MSP submitted to DHSC 14 October 2022, final submission in February 2023.