

Report of: Head of Commissioning, Contracts and Business Development

Report to: Scrutiny Board (Adult Social Services, Public Health, NHS)

Date: 14th November 2017

Subject: One City Care Home Quality and Sustainability Project Update

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Purpose of this report

- 1.1 To provide a progress update on the One City Care Home Quality and Sustainability project, since the previous update to Scrutiny Board in June 2017.

2. Background Information

- 2.1 Under the Care Act 2014, the Council has legal obligations and the Director of Adults and Health has specific statutory duties to facilitate and shape a diverse and sustainable older people's care home market. There are significant concerns around the quality and sustainability of the current older people's care home market, with the following issues all putting pressure on the sector;

- An ageing population with increased complexity of need, co-morbidities, and dementia needs.
- The financial sustainability of the market and the need to co-produce a "true cost of care" for Leeds, and to negotiate an appropriate fee that is proportionate to the expectations of quality service delivery and to the financial situation facing the local authority.
- Quality of care services rated at 48% Good by the Care Quality Commission (CQC), in comparison with a national average of 65.5%. Scrutiny Board and the

Executive Member for Health, Wellbeing and Adults' aspiration¹ is that this should be at least 80% for Leeds.

- Significant workforce pressures affecting the ability to recruit and foster a skilled and sustainable workforce. Such pressures include; including salary expectations, access to training and suitable career pathways, job requirements and levels of accountability in comparison to other job options, and potential implications of the Brexit decision.
- Varying degrees of integration/duplication with existing initiatives and schemes to support quality of care in older people's care homes, and a reported lack of open, honest and trusted relationships.

2.2 As such, Adults & Health (A&H) and NHS Partners are now delivering the One City Care Home Quality & Sustainability project, through partnership working with Commissioners, Care Home Providers and Older People's Residents/Residents Representatives in order "***To ensure that citizens of Leeds receive high quality care in independent sector care home settings and that our contracts incentivise care homes to provide this high quality care***". There are three parallel strands of work that will deliver; a quality improvement action plan, a Joint Market Position Statement setting out a shared vision for the sector that will support providers in developing future services, and a new A&H Residential and Nursing Care Services (Framework Arrangement) Contract.

3. Main Issues

3.1 Work stream 1: One City Approach

- 3.1.2 Various engagement activities have taken place with stakeholders which have informed the requirements of the draft quality improvement action plan which has been shared initially with A&H and NHS partners for feedback. Consultation methods have included a multi-agency city wide event, regular formal meetings with NHS partners, Elected Members and representatives of care homes, and discussions with other local authorities and national organisations such as The King's Fund and My Home Life.
- 3.1.2 It is proposed to link the action plan to the 'Seven Steps to Improve Quality' as set out in the Department of Health and CQC's *Adult Social Care: Quality Matters, July 2017* document, to show the Leeds response to Quality Matters in relation to care homes. It will then require each stakeholder to sign up and commit to the plan. The existing meeting forums and governance structures relating to care home quality are being mapped and reviewed (an action in the plan), and this will include how the action plan is prioritised and progress tracked. The Strategic Direction meetings that commenced from June 2017 with A&H, NHS Quality and Commissioning and Care Home Providers at an Owner/Director level may be an appropriate forum for this.
- 3.1.3 Two key actions within the action plan include the development of a Care Quality Team and a Leadership Academy for Registered Managers. The overriding purpose of the team is to deliver proactive, targeted, strength-based support to older people's care homes in Leeds in order to improve quality of care, as measured

¹ Scrutiny Board Meeting Minutes, November 2016.

against defined success criteria, such as the percentage of CQC Good rated care homes. Based on engagement activities, the primary business requirements and proposed model of the Care Quality Team have been developed and job descriptions drafted and are due to be considered at the October 2017 Delegated Decision Panel following the outcome of the Council's job evaluation process and union consultation. It is proposed to start advertising posts from mid-November.

- 3.1.4 The requirements for a Leadership Academy have been approved by A&H Directorate Leadership Team, including the establishment of a post to develop and lead the Academy. The Leadership Academy will work closely with the Care Quality Team to support individual organisations to engage in development activity, and their focus will be to provide resources and capacity to support and develop leadership and management skills within the care sector. An implementation plan for the Leadership Academy is now being developed including further consultation with the sector.
- 3.1.5 A review of supply and demand data for all accommodation based service provision, including care homes, has been approved at A&H Directorate Leadership Team. A comprehensive supply and demand modelling was undertaken by Adult Social Care up to 2028, that informed the Better Lives Strategy, and as it is almost 10 years into the projected timeframe, it is therefore timely to review, test and if required refresh supply and demand methodology and projections. It is also timely in light of the recent national research and report suggesting that as a nation we are forecasting to fall short of the care beds required.² The supply and demand review will take place from now until December 2017 and will inform this project's development of a Commissioning Vision and Joint Market Position Statement with NHS Commissioning partners.

3.2 Work stream 2: Market Shaping & Purchasing

- 3.2.1 An analysis of the current market has been carried out and this will help to inform the options appraisal for the re-commissioning of the contract. It will also form part of the wider supply and demand review as detailed in point 3.1.5 above.

3.3 Work stream 3: Finance

- 3.3.1 The Cost of Care Review carried out by independent consultants Mazars has been analysed by the finance officers and initial proposals have been put to the independent sector providers who sit on the Advisory Board. Negotiations with these providers is ongoing and a final proposal from Adults & Health is due to be shared with the market for consultation during October 2017. Following this, the proposal will be put out to consultation to the wider market and will then be subject to a delegated decision of the Director of Adults and Health.

3.4. Work stream 4: Contract & Procurement

- 3.4.1 Work to review and refresh the contract documentation including service specification and quality framework standards is ongoing, with input from key stakeholders including a monthly forum with the care home providers reference group. Reference is being made in the new quality standards to the National

² [*Is late-life dependency increasing or not? A comparison of the Cognitive Function and Ageing Studies \(CFAS\), August 2017. Care Needs Care Now Campaign, Which Report, August 2017*](#)

Institute for Health and Care Excellence quality standards and guidelines to ensure current best practice is embedded within the new contract.

- 3.4.2 It is crucial the re-commissioning of the contract determines a set of fee rates that all key stakeholders can agree upon. As such, to allow for ongoing discussion, the timescale for completing the options appraisal and subsequent report to the Executive Board has been moved from September 2017 to February 2018, anticipating a new contract start date from April 2018.
- 3.4.3 Due to the ongoing cost of care and fee rates work, a delegated decision³ was made agreeing to two sets of 2% uplifts to fee rates for care home providers, given that the usual uplift process had been on hold from December 2016 due to the cost of care review. These uplifts have been rolled out to all contracted care home providers during September and October 2017.

3.5 Work stream 5: Business Improvement

- 3.5.1 Work continues to review existing business processes and identify process improvements that can be reflected in the revised contract documentation, for example, technical system processes for implementing fee increases and processes for 3rd party top up payments. Work is also being undertaken to revise the current contract monitoring arrangements so that they align with the work of the new quality team. Further discussions have been had with other local authority areas to ensure we capture best practice in monitoring and management of the new contracts.

3.6 Work stream 6: Workforce

- 3.6.1 In addition to the work highlighted in point 3.1.4 above in the development of the Leadership Academy, the staff development and training sections of the draft new contract specification have been reviewed and recommendations made.

4. Recommendations

- 4.1 The Scrutiny Board (Adults and Health) is asked to consider the information provided at the meeting and determine any further scrutiny actions and/or activity.

5. Background documents⁴

- 5.1. None used.

³ DDP Ref: D44711

⁴ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.