

Name of meeting: Health and Social Care Scrutiny Panel

Date: Tuesday 7 March 2017

Title of report: Delays in Provision of Care Packages- position statement.

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	n/a
Is it in the Council's Forward Plan?	n/a
Is it eligible for "call in" by Scrutiny?	n/a
Date signed off by <u>Director</u> & name	Richard Parry, Director for Commissioning, Public Health & Adult Social Care
Is it signed off by the Director of Resources?	n/a
Is it signed off by the Assistant Director - Legal & Governance?	n/a
Cabinet member portfolio	Prevention, Early Intervention and Vulnerable Adults

Electoral [wards](#) affected: All

Ward councillors consulted: n/a

Public or private: Public

1. Purpose of report

- 1.1 This is a briefing report that outlines the extent of waits for care packages, the interim arrangements in place to manage the needs of people and the management systems in place. It has been requested by Scrutiny in response to media reports regarding Kirklees' position following Freedom of Information requests.

2. Background

- 2.1 The Council has a duty under the Care Act to make arrangements to meet assessed, eligible social care needs having regards to personal preferences and an approach of promoting choice and control.

- 2.2 A Support Plan sets out an agreement as to how eligible needs will be met within a resource allocation and often results in a request for a care package to be delivered in the person's home. Direct payments are offered as an alternative approach, enabling people to make their own arrangements to meet identified care and support needs.
- 2.3 In Kirklees, requests for care packages are managed by a brokerage team who summarise the needs of individual's and share these with providers who in turn offer to provide the care based on their availability.
- 2.4 Waits for care packages are in the main due to an inability of the domiciliary care providers to accommodate the request due to lack of capacity in the area. The longest waits are often due to factors such as the service user having a preference for a specific provider or specific call times which result in refusals of provider offers. Very rural locations and requests for double up care calls also impacts on availability causing delays in long term provision.

Oversight

- 2.5 A spreadsheet is maintained by the brokerage team of all requests for care packages which is circulated to Managers within Adults on a weekly basis (Waiting list for Care Packages). The brokerage team are in daily contact with providers to utilise any available capacity. The anonymised spreadsheet is shared twice weekly with providers to assist forward planning and oversight of demand.
- 2.6 All customers who have a temporary arrangement in place remain allocated to their assessor and have a dedicated member of staff to contact should their situation change.
- 2.7 Customers who are identified as having high level risks that cannot be managed whilst the care package is arranged may be offered residential placements as an interim arrangement.
- 2.8 Prioritisation levels used to guide discussions:
 1. Those without interim support arrangements
 - 2.
 3. Family and friend supporting (Carers assessments and Direct Payments will be utilised to support)
 4. Interim residential placement
 5. Short term support teams supporting
 6. Change of preferred provider request. (including Direct Payments)

Current position

- 2.9 On a weekly basis the brokerage team circulates a spreadsheet to Managers in Adults Social Care that contains the details of those waiting for care packages which includes how long they have been waiting, what their current arrangement are and any updates.

2.10 The table below sets out a summary of those on the waiting list for initial care packages on 24th February 2017:

Service user status	Numbers
At home	4
Temporary Arrangement: Interim residential placement	22
Temporary Arrangement: family and friends supporting	26
Total	52

The longest wait for an initial domiciliary care package is 236 days where the service user's needs are being met in a temporary residential care placement.

There are a further 91 service users who are having their care needs met through interim care package arrangements including:

- Short Term Urgent Support Team
- Intermediate Care
- Contingency contract
- Rapid Response team
- Hospital Avoidance Team
- A combination of the above.

We always aim to put in place interim arrangements to ensure needs are being met through alternative methods. The average wait for a care package is 69 days.

Context and Actions being taken to address this

2.11 Kirklees is not alone in facing these capacity problems in social care, and in domiciliary care in particular. Other local authorities across the country are experiencing similar problems. The main cause is a lack of people willing to work in the sector.

2.12 Providers report that the main pressure they face is the growing retail sector which, with the introduction of the National Living Wage and its knock on increases in wages at the lower ends of the pay scale, is offering more attractive rates of pay and terms and conditions.

2.13 We have taken a number of actions to try to address the issues including:

1. Increased the rates we pay and provided a "per visit" payment in the more rural areas to provide additional money for travel time;
2. Provided support with recruitment – established a Facebook Page to advertise vacancies; run job fairs; established a dedicated workforce officer to work with providers;
3. Accredited additional providers;

4. Run a “single handed care” pilot to make better use of new equipment to enable care workers to safely move people on their own, reducing the need for double up calls;
5. Taken over the procurement of domiciliary care for the CCGs – to deliver a better co-ordinated approach to the market as a whole – this has brought in a small amount of additional capacity through new accreditations;
6. Established a new, higher paid contract to deliver short term support across Kirklees to speed up hospital discharges;
7. Worked with pharmacists and the CCGs to improve the support for care workers when administering medication.

5. Consultees and their opinions

Not applicable.

6. Next Steps

We are about to tender all of our generic domiciliary care contracts and have reviewed the way we contract with providers to try to address the current capacity issues. Our new approach will include the following:

- 6.1 We will reduce the overall number of providers who we are contracting with – enabling us to work more closely with these providers on a day to day basis in respect of quality, support issues, etc.
- 6.2 Increasing the weekly amount of hours we are purchasing from individual providers to deliver more resilient providers able to achieve economies of scale re overheads and who can employ larger numbers of workers – they are then less vulnerable to a sudden loss of workers.
- 6.3 We have reviewed the price we pay per hour and it is to be significantly increased to reflect the costs that providers are facing, especially the travel costs. We will also be paying a specific additional travel cost (per visit payment) to allow for the additional travel times in our more rural areas. At the same time we will be introducing minute by minute billing via Electronic Call Monitoring (ECM) to ensure we are only paying for the care delivered (or other agreed payments) and so that we can spot check on delivery to our more vulnerable users.
- 6.4 We will be sharing with providers what prices we believe are fair in relation to staff wages, based on the rate we are paying – to encourage them to direct this price increase at front-line workers and hopefully improve recruitment and retention.

7. Officer recommendations

That Scrutiny Panel note:

- 7.1 The provision of domiciliary care packages in people’s home remains challenging due to capacity issues in the independent sector. Work is underway to support providers with recruitment and retention issues and the tendering of new contracts with a change of approach and price uplift is due to commence.

7.2 People waiting for care packages have interim arrangements put in place to meet essential needs however it is acknowledged this does not reflect their preference for long term provision. People on the waiting lists remain open to their original assessor and continue to be monitored by the brokerage team who work closely with providers regarding priorities.

8. Cabinet Portfolio Holder recommendation

Not applicable

9. Contact Officer

Amanda Evans, Assistant Director for Adult Social Care Operations

10. Assistant Director responsible:

Amanda Evans, Assistant Director for Adult Social Care Operations