



LCR ASC INTEGRATED COMMISSIONING

PRIORITY 2

COMMUNITY ALTERNATIVES TO RESIDENTIAL CARE

WORKSHOP: 5th June 2019

OVERVIEW OF PROGRESS

Priority 2 – Community Alternatives to Residential Care

LCR will support people to live independently within their chosen communities

| WHY? | WHY? | WHY? | WHY? |
|---|--|---|---|
| Spend on and rate of placements in residential care for older people is above the national and regional average | Spend and rate of placements in residential care for younger adults in above the national and regional average; and cost of care varies across the region | Spend on and volume of placements of younger people in independent supported living is above the national and regional average | Uptake of personal budgets and direct payments is below national average; and the number of people with a learning disability in paid employment is below the national and regional average |
| How? | How? | How? | How? |
| Understand and communicate to the market the projected need for extra care housing. | Introduce system and market analysis to inform and direct sub regional work (opportunities for collaborative commissioning) and support local areas to manage local markets | Introduce system and market analysis to inform and direct sub regional work (opportunities for collaborative commissioning) and support local areas to manage local markets | Make direct payment more accessible by commission and rolling out Pre- Paid Cards |
| Create a FPS for Extra Care Housing: <ul style="list-style-type: none"> • Easier route to market • Shared service specification, contract and performance framework • Access to Market intelligence | Develop Flexible Purchasing System: <ul style="list-style-type: none"> • Easier route to market • Transparency of placements and costs • Increase competition for complex placements • Support growth of local services | Roll out methodology for MDT reviews across Supported Living Provision Learn from local pilots on Outcome based Supported Living inc: <ul style="list-style-type: none"> • Open book accounting • Gain share | |
| Increase use of technology to keep people living independently at home | Work with the Centre for Local Economic Strategy and partners to support market diversification | Work with the Centre for Local Economic Strategy and partners to support market diversification | |

| Impact? | Impact? | Impact? | Impact? |
|---|--|---|--|
| <p>Growth in extra care housing has been minimal to date. However, a number of areas have a number of schemes in development or in the pipeline.</p> <p>Evidence that some localities have reduced admissions. However, placements in the majority of areas remain above the national and regional average.</p> | <p>Some areas have reduced spend. However, spend and level of remains high. Learning from improved areas needs to be shared with partners.</p> | <p>A number of areas have completed a comprehensive review of supported living services and achieved significant savings and increased the use of assistive technology.</p> <p>However, costs remain above the national average therefore d further work is planned in respect to CLES and new models of care</p> | <p>Use of direct payments has increased in some areas; and increasing personalisation forms part of local areas plans for the transformation of ASC.</p> <p>With the exception of St Helens (and possibly Liverpool) there is little evidence of improvement in the number of people with LD getting paid employment.</p> <p>Further discussion is need on how the region can work together to address this issue</p> |

Flexible Framework for Extra Care Housing support services

A number of LAs in the region identify the growth of extra care housing as proving a cost effective alternative to residential care. In 2018/19 Knowsley, Sefton and Liverpool jointly procured a system to purchase care and support services in extra care housing. Commissioners agreed a single service specification and contract, work continues on developing a joint performance framework. Whilst the framework was developed with commissioners from the Tripartite, all six LCR authorities are named parties and therefore have the option to draw down services from the framework. Work is planned to support Halton, St Helens and Wirral to access the framework.

A table setting out current supply, planned growth and projected demand is included in **P2 - Performance data report**.

Framework for Extra Care Capital Build

Representatives from Sefton and Wirral attended an initial meeting with Greater Manchester (GM) to talk about GMs wider supported housing programme which includes extra care. GM are in the process of commissioning a Supported Housing Needs Analysis which will inform a GM prospectus of housing need including extra care and homes for life.

Sefton and Wirral are looking to progress discussions with Manchester CCs lead for housing to inform their local strategies for extra care. Further meetings will be arranged between the GM lead for Supported Housing, the LCR CA Housing Lead and the LCR Programme Manager to see if there is any learning from the GM work that could be of benefit to LCR.

Four out of our six areas identify the need for significant growth in extra care housing over the next 20yrs, it is worth considering what additional resources would be useful to support growth.

Market Management and High Cost Packages

A range of data has been analysed and a report produced that outlines the top 10 providers across the city region and associated rates based on commissioned placements. The report highlights that the top 10 providers hold 59% of the market across the city region.

To supplement data on cost a high level review of levels of need has been undertaken on placements with the four largest providers. This work will be used to inform the next phase of this work to reduce spend. In addition, the Centre for Local Economic Strategy (CLES) will be working with LCR and conducting a Deep Dive into LD services in Knowsley (May-Sept'19); this work will provide commissioners with the information and tools needed to re shape the LD market.

Vulnerable Adults & Young People Preparing for Adulthood – Flexible Purchasing System (FPS)

In November 2018, a paper was presented to explore the opportunities available for the development of a flexible framework for Learning Disabilities and Autism. Liverpool already has a framework in place and Knowsley are currently developing a framework for Learning Disability and Mental Health.

Following discussions it was decided to expand work to develop a joint Health & Social Care FPS for all vulnerable adults and young people preparing for adulthood. In recognition of the high volume of spend and growing need for these services, officers are working collaboratively to

reshape the market. This will support and enable local commissioners to make informed decisions regarding the cost of care packages; and will inform strategic conversations with providers at a regional level. Focus on :

- Developing local markets
- Identifying good practice
- Communicating LCR commissioning intention to the provider market
- Coordinating contract and supplier relationship management
- Identifying, understanding and addressing price and quality differentials

Work continues on the FPS to create a single-entry point for the six councils and CCG partners to commission services and a single route to providers to register to supply services. Although the initial intention was to introduce overarching contract terms and conditions and detailed service specifications for each service stream; it became apparent that this approach would not provide the flexibility that each local area and commissioners want to achieve through the framework. It has therefore been agreed that the framework will act as a route to market and all call offs will be enacted at a local level. Keeping the framework process and the description of the service lots very high level will ensure commissioners can model services to meet local need. However, the introduction of the single route to market will support sub regional market engagement and provide the platform for commissioners to share innovation and best practice.

The FPS will remain open to enable new providers to join the market. The framework will include services for people with:

- Learning Disabilities
- Autism
- Mental Health Conditions
- Acquired Brain Injury
- Physical Disability
- Dual Diagnosis (including secondary substance misuse issues)

Tender to be published June 2019

| REF NO | PRIORITY 2 - COMMUNITY ALTERNATIVES TO RESIDENTIAL CARE KEY ACTIONS | COMMENTS |
|--------|--|---|
| P2 a | Ensure that Health's vision for the transformation of hospital services complements plans to transform home care | LCR Model developed with Health |
| P2 b | Work with health partners to understand the baseline of out of hospital support services across the region and work collaboratively on the appropriate footprint to address any gaps and reconfigure existing services | Completed self-assessment against Enhanced Health in Care-Homes Framework. Information shared with health. Actions progressed via local joint care home improvement groups. |
| P2 c | Work with NHS England to agree a Liverpool City Region Delivery Plan for Community Learning Disability Services based on Transforming Care Plans | <ul style="list-style-type: none"> • C&M TCP now in draft • Good communication and links established with TC leads |
| P2 d | Work with providers and people in receipt of services to agree what good quality, cost effective 'supported housing' looks like and rollout new models across the LCR. | On Hold |
| P2 e | Work with Housing & Spatial Planning to identify supported housing need across the city region and produce a Liverpool City Region Housing and Capital Asset Management Strategy | <ul style="list-style-type: none"> • Initial meetings held with CA lead for Housing, & LCR Programme Manager and GM lead for Housing & Health • No further action. <p>Option to commission externally?</p> |
| P2 f | Develop a LCR framework for capital funding | <ul style="list-style-type: none"> • Agreed at LCR SLB that this needs to be progressed in conjunction with CA lead for Housing • TCP currently drafting capital funding bid template <p>Option to commission support to develop framework?</p> |
| P2 g | Roll out strategy to meet specialist housing needs, extra care housing, supported accommodations, respite, etc. | <ul style="list-style-type: none"> • Potential to work with GM on financial models of extra care |
| P2 h | Increase the number of lifetime homes as a % of new homes in the city region. | <ul style="list-style-type: none"> • No indication from CA that this will form part of regional approach, may be determined at a local level. • |
| P2 i | Roll out use of pre-paid cards across LCR | <ul style="list-style-type: none"> • In operation in Sefton, Halton, St Helens & Wirral- No plans for further roll out. • |