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<b>Report To:</b>	<b>Health &amp; Social Care Committee</b>	<b>Date:</b> 4 March 2010
<b>Report By:</b>	<b>Corporate Director (Designate), Health &amp; Social Care</b>	<b>Report No:</b> SW/16/10/BB/BK
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<b>Subject:</b>	<b>Review of Homecare Services</b>	

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## **1.0 PURPOSE**

- 1.1 To advise Members of the proposed review of Homecare Services to be secured through a specialist contractor.

## **2.0 SUMMARY**

- 2.1 Homecare is the cornerstone of care in the community, and currently provides service to not only older people but also to a wide range of care groups.
- 2.2 The level of investment required to provide the current homecare service continues to increase to meet the growing demands of a proportionately older population.
- 2.3 An independent review of the service will ensure that appropriate levels of service are provided to meet the needs of the local community while recognising the restrictions on public funding which is expected to reduce over the next few years.
- 2.4 Recognition is required of a number of key policy changes and targets that have been introduced and the impact these will have on the services.
- 2.5 The review will ensure both quality standards and best value are maximised and that delivery of service will reflect the needs of the community and also the fiscal responsibility of the Council.
- 2.6 The review will ensure the service has the capacity and capability to comply with the regulations introduced through the commission for the Regulation of Care.
- 2.7 The review will also take account of the targets identified in the Single Outcome Agreement pertaining to the Balance of Care for provision between institutional care and those people receiving care at home.

## **3.0 RECOMMENDATION**

- 3.1 That Committee endorse the proposals contained within this report to inform the review of homecare services.
- 3.2 That Committee accept a report on the review findings for consideration and approval at a further meeting of the Health and Social Care Committee within this calendar year.

## **4.0 BACKGROUND**

- 4.1 A Joint review of care at home services was carried out in 2003 to ensure that the service was equipped to embrace the Community Care and Joint Future agendas while at the same time developing a flexible service to meet increasing demands for services provided out-with the traditional 9am to 1pm service.
- 4.2 Since then a number of new major policy initiatives have been introduced with along with a new NHS partner, resulting in increased pressures and demands with the service being in a constant and reactive process of change.
- 4.3 A reduction in NHS Continuing Care beds has resulted in the need for intensive homecare packages being increased. Furthermore NHS waiting time targets have resulted in a reduction in use of acute NHS beds and therefore increased the need for flexible and closely managed care packages following early discharge.
- 4.4 These external issues combined with the growing older demography require a further review to be undertaken.
- 4.5 Current service provision is delivered through a mixed economy of care with approximately 25.5% being provided through the independent sector.
- 4.6 The demands on the service at present are significant, and as such, it is imperative that the review be undertaken within the shortest timescale possible.

## **5.0 PROPOSALS**

- 5.1 A review of homecare provision including mainstream Home Help service, Home from Hospital, Rapid Response, Meals on Wheels and Shopping services will be undertaken. Terms of Reference can be seen at appendix 1.
- 5.2 The review will encompass both local authority provided service and services purchased from the independent sector.
- 5.3 The review will be conducted by a suitable qualified and experienced independent consultant supported by a small team of officers.
- 5.4 The review will be funded through the Council's work stream implementation fund..
- 5.5 The review will consider and quantify the impact of changing demography and also incorporate the recent policy changes.
- 5.6 The review will also accommodate an evaluation of the issues from Care Commission inspections.
- 5.7 The review will identify the investment requirements based the above to fund an appropriate and high quality service provision over the next 10 years.

Appendix 1

## **6.0 IMPLICATIONS**

- 6.1 Legal:
- 6.2 Finance:

The estimated value of the contract would be in the region of £16,000 as a one off cost.

Funding for the work has been identified and confirmed by the Chief Financial Officer.

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Year</b>	<b>Proposed Spend this Report</b>	<b>Virement From</b>	<b>Other Comments</b>
Reserves	Workstream Implementation Fund	2010/11	£16,000	N/A	-

6.3 Personnel: Workforce issues to be identified and progressed by the review team.

## **7.0 LIST OF BACKGROUND PAPERS**

7.1 Terms of Reference – Homecare Review 2009.



# **Inverclyde Council Homecare Review**

## **Terms of Reference**

**January 2010**

## **TERMS OF REFERENCE**

### **CONTEXT**

As with all Council services, Homecare requires to be provided within a context of best value, ensuring both quality and value for money, by delivering services in the most economic, efficient, effective and focused manner reflecting the needs of the community and the fiscal responsibility of the Council.

It is imperative that an independent review of the service is commissioned to ensure that the appropriate level of service is provided to meet the needs of the local community in the context of severely restricted public sector funding which is expected to significantly reduce over the next few years. The correct balance must be achieved between the level of assessed need, the quality of service and affordability corporately within the Council.

The Homecare Service is one of the largest services for Inverclyde Council to provide. The gross budget amounts to £8.2m, with approximately £2.1m (25.5%) of this being commissioned from the independent sector. There are currently 410 manual workers employed by the local authority to provide a service to approximately 1250 clients. A further 288 clients receive service from the independent sector

A Joint review of care at home services was carried out in 2003 to ensure that the service was equipped to embrace the Community Care and Joint Future agendas while at the same time developing a flexible service to meet increasing demands for services provided out-with the traditional 9am to 1pm service.

Since then a number of new major policy initiatives have been introduced with along with a new NHS partner, resulting in increased pressures and demands with the service being in a constant and reactive process of change.

Homecare is the cornerstone of care in the community, and currently provides service to not only older people but also a wide range of care groups. A reduction in NHS Continuing Care beds results in the need for intensive homecare packages being increased. Furthermore NHS waiting time targets have resulted in a reduction in use of acute NHS beds and therefore increased the need for flexible and closely managed care packages following early discharge.

These external issues combined with an ageing population, clearly identifies the need for this review. The demands on the service, at present are significant, and as such it is imperative that the review be undertaken within the shortest timescale possible due to the current service pressures. A timescale of a maximum of 3 months is suggested.

### **SCOPE OF THE SERVICE REVIEW**

The review of Homecare provision will cover mainstream Home Help Services and also will include Home from Hospital, Rapid Response, Meals on Wheels and Shopping Services. The review will therefore encompass all local authority provided service as well as services purchased from the independent sector. Importantly the review will address issues of:-

- Demand for service and associated assessment process,
- Procurement and commissioning options,
- Service delivery options
- Competitiveness including benchmarking
- Effective resource management to ensure optimum service delivery,
- Infrastructure capacity to meet the identified service requirements,

The review will consider and quantify the impact of changing demography of the Inverclyde population and also the requirements to incorporate recent policy changes including the findings from Lord Sutherland's Review of Free Personal and Nursing Care, the COSLA charging guidance, The National Eligibility Criteria for Adult Social Care and Waiting Times for Personal and Nursing Care, the reduction in NHS continuing care beds and the SOA target relating to the Balance of Care for provision between institutional care and those receiving care at home. It is also important that the review accommodates an evaluation of the impact from Care Commission inspections.

The work will also include:

- Workforce and qualification requirements
- Service regulation requirements
- Budgets and funding availability and sources
- Impact of single status
- Management structure
- Balance of provision between internal and external service delivery
- Options appraisal
- Cost associated with implementation of review recommendations

In essence, the report must identify a realistic budget for funding the Homecare service in the next 3, 5, and 10 years time given the changing demographics and the severely restricted funding available to the Council corporately.

## **RESOURCE IMPLICATIONS FOR THE REVIEW**

It is essential that the review is conducted by a suitably qualified and experienced independent consultant supported by a small team of officers resourced from within the service and corporately as suggested below:-

- Core service
- Corporate finance
- Organisational Development & Human Resources
- Trade Union Representation
- Contracts team
- Legal and Procurement