

Help to Live at Home Services

Including the provision of care at home for adults aged 65+ and adults with physical disabilities aged 18 to 64 (Physical Support, Sensory Loss Support or Support with Memory and Support to Reablement and Extra Care Housing)

The next five years

Version 2 June 2019

Contents

Message to our providers.....	3
Commissioning priorities: a five-year look ahead.....	4
Resources.....	6
Current Help to Live at Home provision and predicted future requirement.....	7
What this means for providers	8
Our promise to you	10
Appendix.....	11



Message to our providers

Hampshire County Council has reviewed and implemented new Care at Home arrangements within our overall provision of Help to Live at Home Services over the past year. These were designed following extensive engagement and input from the provider market and are proving increasingly positive for service users, providers and for the County Council. In addition, we have made strong progress in other service areas including reablement and Extra Care housing.

- The work we have taken forward, particularly in the care at home arena has helped us to rebuild and strengthen working relationships with our providers. We have worked hard to develop stronger, more collaborative provider arrangements to enable high quality services to be delivered at the scale needed to meet the demands of residents within Hampshire
- Enabling people to remain in their homes and to live as independently as possible has been, and will continue to be, the County Council's and individuals' preferred option. We have entered a new phase in our commissioning of services designed to help people to live at home. These services are for older adults, and adults aged 18 to 64 with physical disabilities in Hampshire, which means placing an increased focus on enabling independence and delivery of care and support using a person centred and Strengths Based Approach
- We face significant growth in our 65+ population over the coming years and consequently our overall requirement for Help to Live at Home for eligible Hampshire adults will remain high and grow in significance. This will be both for mainstream and specialist care provision including reablement and Extra Care housing
- We will promote healthy lifestyles to support people in their independence and continue to work with the NHS to develop more integrated commissioning of care, in particular Continuing Health Care (CHC) provision

We invite you to join with us at this exciting time in the provision of Help to Live at Home Services for Hampshire residents by working with us to respond to the many opportunities ahead and building better solutions together.

In this document the County Council will:

- Set out our **plans and priorities for the coming years**
- Provide detail about how current services deliver long-term care and we share our vision for how **Strengths Based Practice** will enable people to live independently at home
- Share our aspirations for using **limited resources in the most effective way possible**
- Ask providers to think about how they can **best prepare to work with the County Council in a positive and sustainable way** and maximise the opportunities available to them
- **Ask providers to be prepared to engage more with the County Council** because as circumstances develop, we may revisit aspects of our plans. Whilst we do not anticipate that our overall direction of travel will change, we recognise that both the County Council and its partner providers need reasonable time and support to make any planned changes so they are balanced and successful

Details about how Hampshire's population is predicted to change and the features relevant to the Help to Live at Home market are in the Appendix

Commissioning priorities: a five-year look ahead

Over the coming years, Hampshire County Council aims to focus on the following priorities in its commissioning of Help to Live at Home Services in the county.

- We will continue to fully embed a Strengths Based Approach into the delivery of Help to Live at Home at all levels and in all specialities. Our intention is that individuals who require care are empowered to maintain their independence and that statutory services, which are inclusive and accessible in line with the Equality Act (2010), are provided at the most appropriate level to meet eligible social care outcomes whilst minimising on-going dependence
 - We recognise that we will need to commission specialist Help to Live at Home Services that will include reablement services and care within an Extra Care setting. We will work closely in partnership with health colleagues on reablement and rehabilitation to reduce hospital admission levels and following hospital discharge. We will also work together to meet the needs of assessed Continuing Health Care patients
 - Over the coming years the landscape of Help to Live at Home Service provision will change, in particular, the use of technology and equipment in delivering and managing services will develop and have a significant positive impact. We intend to work with providers and other partners to explore and develop these opportunities within Hampshire. Our expectation is that alongside developing new and more efficient ways of working, providers of services will work with the County Council in exploring how technology can mitigate increasing complexity and demographic pressures to enable people to live (more) independent lives
 - We also recognise that for us to jointly meet the needs of Hampshire residents we must continue to foster a thriving long term Help to Live at Home Services market in all areas of the county. In part, this means working to improve the alignment between our predicted needs and providers' resources. Hence we will work with the sector to build understanding and capacity to deliver strengths based and similar services that meet individual need with an enabling ethos
- The **key features** of what we want to achieve are:
- A focus on embedding a **Strengths Based Approach** within Help to Live at Home Services. Using Care at Home as part of the overall support to enable people to remain independent at home with a key focus on reducing the intensity of what may have been required at the start of the support period
 - Delegated responsibilities to our contracted providers for reviewing and reassessment of provision to manage the ongoing and changing needs of people who need support
 - To develop strong working relationships with providers of care to ensure that, within the first twelve weeks of care provision, individuals are supported to maintain their independence and any longer term care needs are balanced accordingly, reducing avoidable and continuing pressure on the care workforce and budgets
 - Offering Help to Live at Home Services as the primary option for eligible Hampshire residents
 - Ensuring that the right amount of capacity is available to meet the demands of Hampshire residents whichever area of the county they may live in
 - Wider and increased use of care technology as a first choice of service, always considering whether a person's needs and independence are best supported in this way. This will also help us to focus our limited resources for Help to Live at Home on those in greater need

- Combining the above with the application of a Strengths Based Approach and frequent reviews to condense the number of care hours delivered on a weekly basis as appropriate
- To build the capacity for specialist Help to Live at Home provision, including but not limited to, how technology and equipment might be used to reduce double up care demands
- For our services to promote health and wellbeing at every opportunity. To work with providers to ensure that the cost of care to the public purse is both realistic and the best value for the public money we are entrusted to spend
- To work with the market to develop innovative approaches and sustainable services particularly in harder to reach and geographically remote communities where current provision is inadequate
- The County Council is also working closely with the Clinical Commissioning Groups (CCGs) on the development of an Integrated Intermediate Care service (IIC) which would look to more closely align rehabilitation and reablement services. One of the integration priorities would be to reduce the number of unnecessary hospital admissions
- As part of this the County Council would work in partnership to develop an increasing number of short stay beds. This will enable people to be reabled following a hospital stay, or to benefit from community based services direct from their own home, so that they are then able to resume living as independently as possible thereafter

Reablement Services

- Reablement is the process of supporting an individual to relearn or regain the skills and activities associated with daily living so as to promote independence and resilience. These are skills that may have been lost due to a deterioration in health or change in circumstances. Hampshire County Council currently provides a specialist reablement service which supports people in their own homes, for periods of up to six weeks
- The County Council's intention is to expand the use of reablement. This will support the wider aim of maintaining people's independence and reducing their reliance on County Council provided care in the long term. We will continue to engage with the market on the level of specialist reablement service required from commercial providers
- We will, however, expect the reablement principles of strength based approaches to be embedded in all general care services provided to people in their homes. This means that, when a person's reablement support ends and they are given standard Care at Home support, the provider of that care should continue to endeavour to help the person regain their capabilities and independence even further if possible
- Extra Care Housing is a form of specialist, high-specification supported accommodation. An Extra Care scheme consists of a block of 40-80 flats, plus communal areas, and a team of carers based on site around the clock to provide care to residents. It is designed to provide the level of care and support found in a residential care home, but still give residents the independence of living in their own home. People eligible for Extra Care pay for their housing costs themselves (using their housing benefit where applicable), while the County Council funds the care provision
- We intend to almost double capacity for Extra Care over the coming years, from approximately 800 to 1,500 units. In the past year the Chesil Lodge (Winchester) Extra Care development was successfully completed and we currently are working on five projects across Hampshire which we aim to deliver in the next two to three years. We also have a pipeline of other schemes that we will be looking to progress from 2020 onwards
- More detail on the accommodation requirement can be found in the Market Position Statement for Residential and Nursing. A more detailed document for Extra Care Providers is now available

Extra Care Housing

Resources

Hampshire County Council continues to face unprecedented financial and workforce challenges over the coming years that will impact on the resources available to meet the growing needs, especially as service demand – ageing population, people living longer and complexity, remains on the increase.

Financial

The County Council's available budget to meet growing adult social care needs will reduce further between now and the end of the decade, with the downward pressure on public sector finances set to continue into the next decade. That said, the Department budget for 2019/20 for adult social care still amounts to **£333million** and throughout a typical year will be sufficient **to support on-going care services for circa 16,500 clients** across a range of different care groups.

Although there have been some recent high profile increases in funding, such as the Social Care Precept, the Improved and Better Care Fund and winter pressure funding, these are significantly more than offset by overall reductions in County Council funding that in turn will affect the social care budget. The adult social care budget is set to further reduce by a net **£16million** by 2021/22.

Net Budget Reduction



Adult Social Care Cumulative Net Budget Reduction since 2015

Workforce

The estimated number of adult social care jobs in the Hampshire area in 2015/16 was 35,000. The requirement is predicted to rise by between 18 per cent and 20 per cent over the next five years due to the increase in the number of older people, higher demand for mental health services and increasing numbers of younger adults with learning and physical disabilities. The County Council is very aware that growing the workforce to this level will not be achievable or affordable. We also recognise that the National Living Wage, other changes to employment law and the uncertainty surrounding BREXIT have all made workforce issues even more challenging.

As part of our strategy for meeting this challenge the County Council will work with partners to focus

more closely on demand management initiatives and will seek ways to create optimum conditions for professional operational staff to be more productive. This will include improving business processes, increasing the use of technology and allowing for greater flexibility and agility in terms of day to day delivery. We will also work with system partners and the independent sector on a new workforce strategy aimed at improving recruitment, retention and training across the different workforce groups.

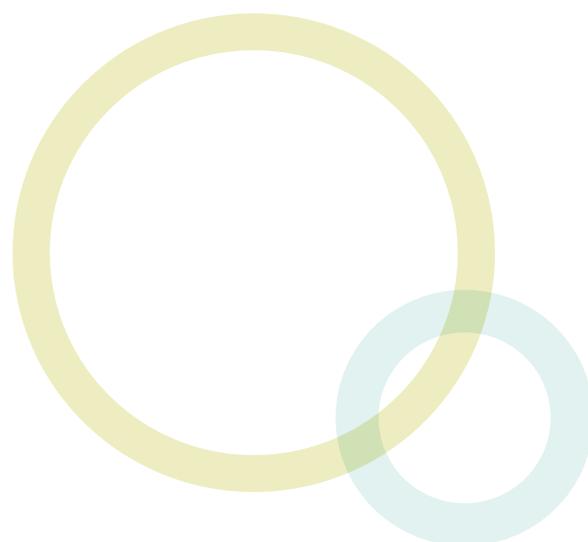
As part of this we will continue to develop the Partnership and Care Training (PaCT) activity and work programmes.

Current Help to Live at Home provision and predicted future requirement

Provision type (over 65s and PD)	Current	Future
Care at Home		
Users	4,000 – 4,500	4,500 – 5,000
Hours per week	40,000 – 45,000	35,000 – 40,000
Reablement		
New clients per month	170-190	200-250
Extra Care		
Accommodation units	800	1,500
Hours per week	5,000	14,000 – 15,000

The market provision of Help to Live at Home Services is not evenly distributed across Hampshire:

- There is a good supply in the more urban and suburban areas surrounding Portsmouth and Southampton in the South of the county
- An increased level of supply is required in more rural areas, particularly the New Forest District, parts of Test Valley, and the South Downs areas of Winchester and East Hampshire districts. This will require market stimulation to ensure sustainable care delivery for the future including consideration of more innovative solutions for broadening the available workforce and/or support options e.g. improved help and advice, greater community contributions, micro-enterprises
- Supply is also more of a challenge in the North of Hampshire, where competition from London and other counties intensifies the workforce challenge. Innovative approaches, similar to those being considered in rural areas, will also be explored in this area



What this means for providers

Help to Live at Home Framework

- The Help to Live at Home (Open) Framework is now operational. The framework offers opportunities to a wide range of providers, both within and outside of Hampshire, to deliver services in collaboration with the County Council
- As we continue to move away from residential care as a 'first option' model, our expectation is that our partners who deliver Help to Live at Home Services will build the capacity to provide services to those who need it. Hampshire remains committed to providing the information, support and evidence that enables providers to both grow their business' and to collaborate with the County Council to address changing future demands of our residents. Our objective is to work with providers to consolidate existing, and develop new, ways of enabling vulnerable residents to live in their own homes and communities for longer and with greater independence and dignity
- We will jointly need to ensure that there is an adequate and sustainable workforce that is motivated and trained to deliver these increased demands
- We will expect partner organisations to engage with the County Council in the use of technology (and equipment) to further develop its already successful Strengths Based Approach and to extend this to both the management of services, service delivery and the exploration of new and innovative business models
- We expect a range of expertise and experience to deliver care in a variety of settings and ways i.e. through reablement services and in Extra Care settings
- The future needs of a geographically diverse county such as Hampshire will mean that local solutions to local challenges will be required in some instances. These will be developed in partnership between the County Council and

the providers of services. As such the County Council will want to work with providers who can meet this challenge and thrive in this environment

- We will expect those organisations that work with us to focus on Strengths Based Approaches to delivering care and ensure that this is embedded in long term provision too

Care at Home Services

- Through our open Help to Live at Home Framework arrangements Hampshire County Council is now able to work effectively with over 140 providers delivering high quality Care and Support at Home to Hampshire residents. Waiting lists are at an all time low. All new packages of care will continue to be sourced with providers who are signed up to the Framework
- We have introduced dedicated contract relationship managers which has substantially improved relationships between the County Council and our providers who tell us that our single point of contract approach sets us apart from other local authorities and makes it easier to do business with us
- We have also introduced a new payments system. Providers are being paid regularly, fairly and promptly for their work ensuring continuity of care for vulnerable residents. Further enhancements to our new payments process are planned for 2019 and for 2020

Reablement Services

- While we have maintained REACT services in some parts of the County beyond 2019 our reablement teams also continue to deliver support in others. We are continuing conversations with our providers and hospital teams to look at options for how we deliver these services in the future. This work runs in parallel with the Integrated Intermediate Care project which will also help to shape any future offer to Hampshire residents
- We will require the reablement principles of strength based approaches to be delivered through all care services commissioned by the County Council. This extends to non specialist reablement services and providers will be expected to work with people to increase or maintain their independence and reduce, where appropriate, reliance on commissioned care services through the application of the Strengths Based Approach

Extra Care

- Extra Care continues to grow and develop across Hampshire with five new schemes in progress and due to be delivered in the next two to three years. Hampshire County Council intends to almost double its supply of Extra Care Housing for older people from approx. 800 - 1,500 units within the time frame of this MPS
- The County Council currently commissions circa 6,000 hours of care per week for the existing Extra Care units. Hampshire County Council intends to place more people with complex, higher needs in both the existing and future schemes, so that in future we expect to commission over 7,000 hours per week for the existing units, and a similar amount again for the new schemes
- Opportunities for providers to deliver Extra Care, on both new and existing contracts, will be offered through the Help to Live at Home framework

- Hampshire remains committed to working with providers of Extra Care through sharing market intelligence to support future business planning, offering support to work with landlords and continuing to work with providers and the Hampshire Care Association to develop a longer term strategic vision for investment and service delivery

A more specific and detailed document for Extra Care Providers has been produced.



Our promise to you

Hampshire County Council makes eight commitments to providers that work with us in the provision of Help to Live at Home Services. These are:

1

Greater certainty:

by continuing to share our future plans

2

Payment of realistic rates:

offering flexibility in the awarding of contracts and taking account of the impact of the national living wage on costs

3

Payment on time:

payments will be increasingly automated. New, improved payment arrangements will be introduced. Where invoices continue to be the chosen payment method, these will be paid electronically within 30 days and issues resolved efficiently and effectively

4

Simplified processes:

including procurement processes and improvements in information and communication technology

5

Better communication:

improved relationship management through your named contact at Hampshire County Council and on general provider matters for example through our provider newsletter

6

Improved engagement:

closer working and improved recognition of the contribution of the independent market to the delivery of care for adults in Hampshire

7

Support in key areas:

such as workforce development and training to promote care as a career recognising the vital nature of the role and promote the professional nature of care. Additionally the use of technology and safeguarding responsibilities

8

Working together:

collaborating with key providers to develop a programme of knowledge sharing, access to technology and training to help build the resilience of service provision in Hampshire

Appendix

Population prediction for older adults

	2017	2018	2019	2020	2021	2022
All ages	1,364,228	1,377,991	1,390,121	1,409,414	1,428,350	1,445,439
65-74	157,188	158,931	160,104	160,824	162,133	160,746
75-84	92,193	95,299	98,577	103,149	106,473	112,843
85+	44,226	45,930	46,676	48,191	49,668	51,153

Population prediction for physical disabilities, 18-64

	2017	2018	2019	2020	2021	2022
18-64	40,065	40,413	40,803	41,098	41,299	41,404

- **Life expectancy continues to rise.** Life expectancy in Hampshire is 81.1 years for men and 84.3 years for women. These are both significantly higher than the UK average. People over the age of 75 make up 10 per cent of Hampshire's population compared with 8% nationally
- **Healthy life expectancy has not risen.** Healthy life expectancy is a measure of the number of years a person can expect to live in good health. The healthy life expectancy for men is 67.2 years and for women is 67.2 years
- The stark difference between healthy life expectancy and overall life expectancy indicates increasing years of ill health; around 14 years for men and 17 years for women; therefore although women live longer than men, more life years are spent in poorer health
- **By far the fastest growing issue for people over the age of 65 is the increase in dementia prevalence.** Old age is the largest risk factor for dementia and prevalence doubles every decade after the age of 65. Some 68 per cent of all people with dementia are aged over 80 and most will also have other illness or long-term conditions that result in physical impairment
- It is estimated that 63.5 per cent of people with dementia live in the community, of whom two thirds are supported by carers and one third live alone. Approximately 36.5 per cent live in care homes
- **The proportion of older people to those of working age is increasing.** In 2015 there were approximately 370 people of state pensionable age (SPA) for every 1,000 people of working age (16 to 64 years) compared with a national figure of 305/1,000. Over the next ten years this is expected to rise to 460/1,000 in Hampshire compared with 360/1,000 nationally
- **Deprivation has an impact on health.** Overall Hampshire is a prosperous area, but this masks some inequalities; within Hampshire there are three areas: Havant, Rushmoor and Gosport, which rank amongst the most deprived 20 per cent of areas in England

