Appendix 3: Managing demand: Long Term Sustainability of Social Care Market

It is planned that the new model will generate long term sustainability of care by empowering providers to implement strength based, enablement and wellbeing focused practice aligned to greater use of technology in line with commitment 3 of the Adult Social Care Strategy.

This is supported by the introduction of planned care hours, better workforce conditions, and better efficiency of working allowing us to bring and maintain care hours to required demands levels; i.e. from current 40,000 hours per week to 34,000 hours per week.

During the pandemic, adult social care saw an increase in the number of care hours needed to support people to remain at home and avoid residential care. Although the number of people did not increase, the complexity did which resulted in the increased usage of care. An ongoing programme of reviews is underway to bring care levels closer to pre pandemic levels and with that enable the new contract to start with the required demand level of 34,000 per week.
- It is anticipated that a reduction of 1,000 hours can be achieved through redirecting the provision of cleaning and shopping services, where these are the only or primary care being delivered.
- In reviewing support hours increased specifically due to the pandemic as well as those that have not been reviewed in the last 24 months, a further reduction of 3,000 hours is expected
- Through the implementation of our practice standards and enablement approach, and appropriate provision of home care, a reduction in the size of new packages will reduction the average weekly delivery of care by 2,000 hours

This is set alongside a transformational approach to move towards strength based and personalised practice as a partnership with health colleagues across Sheffield: providers contracted to deliver the new Care and Wellbeing Services will work to enable people to live more independently and to demonstrate this with a review outcome completed by a Trusted Reviewer.

As part of the new contract, a dedicated Reviewer (1FTE) will be employed by each of the 15 providers to do this work, with 50% of the cost shared by Sheffield City Council, for the duration of the contract.

The implementation of the trusted reviewer process will support reviews closer to the person in receipt of care, delivering better care and outcomes and providing more flexible and responsive services that promote enablement and independence. Care workers have the greatest contact with the person in receipt of care and their family and are often best placed to recognise changes in needs and circumstances. Changes are made in full consultation with the person in receipt of care and colleagues in adult social care, which complements the statutory review process.

In turn, this will help build capacity in adult social care for statutory responsibilities, including formal reviews. We anticipate that this will improve our demand management.

We will begin this work in our mobilisation period and year 1 of the contract and anticipate the benefits of Trusted Reviewers being almost £2 million per annum by the end of year four. This is based on 15 workers completing 3 reviews a week, across 45 weeks of the year, and an average of 1 hour reduction per review = 2025 hours reduction in total, spread equally over 3 years.

Trusted Reviewer - Annual Impact

	23/24	24/25	25/26	26/27	Total
Trusted Reviewer costs	£225,000	£225,000	£225,000	£225,000	**£900,000**
IT costs	£45,000	£15,000	£15,000	£15,000	**£90,000**

Trusted Reviewer Savings	-£365,000	-£1,095,000	-£1,835,000	-£2,210,000	**-£5,505,000**
Total	-£95,000	-£855,000	-£1,595,000	-£1,970,000	**-£4,515,000**

Through the introduction of payment on planned hours, an enablement approach, reviews and trusted reviewers, our focus will shift from performance managing if providers have completed assessed care hours and charging by the minute to that of working in partnership and empowering providers so that they can innovate to evidence improved outcomes, experiences, and independence for the people and in doing so reduce new demand and respond on a timely basis to request and need for support.