

# Our new Care and Wellbeing Service

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**March 2024**

# Care and Wellbeing Service

## Background and Reason for Change

The current Homecare Contract was let in 2017 and was extended via the provision of Regulation 72 under PCR to end on 09/04/2023. The contract has been further extended to June 2024 to support successful implementation of the new model. No further extensions are permissible, and a new procurement exercise was required.

A relatively large number of providers were successful on the current framework (35). The number of active providers was fewer than this however, and the framework has seen major capacity and operational issues during the term of the contract.

Demand has increased sharply on with the number of care hours delivered doubling in the last 5 years; the situation likely exacerbated by the Covid 19 pandemic. The Council saw a high increase in the number of spot purchase and Direct Awards arrangements due to capacity issues within the framework, and whilst focussed action has seen these reduce, the existing contractual arrangement do not safeguard sufficiently from this in the future.

One of the most significant issues in the Homecare Market in Sheffield is providers inability to attract and retain staff due to the low pay and relatively poor terms and conditions. The most recently available data from Skills for Care confirms annual staff turnover of 50% in the Sheffield independent sector, compared to 35% across Yorkshire & Humber and 2.7% for home care workers employed by the Council.

Proposals for the [Home Care Transformation in Sheffield](#) were taken to Education, Health and Care Transitional Committee on 7<sup>th</sup> October 2021, and the commissioning strategy for the [Care and Wellbeing Services Transformational Contract](#) to Adult Health and Care Policy Committee in June 2022.

# Care and Wellbeing Service

## – Our vision

**Adult Social Care Strategy, *Living the life you want to live*** – a service that contributes to the delivery of our strategy enabling people to live independently, connected to their community, and supported by the resources around them.

Sufficient, stable high-quality services for all, with a strength based and outcome focused approach

A highly valued, skilled and trained workforce:

- fit for the future with a commitment to training, development and career pathways
- flexible working pattern options available - including shifts
- parity of esteem across Health and Social Care

Neighbourhood based service provision that connects people to their communities and supports independence.

A move from provider competition to collaboration, driving quality improvement and integration and a seamless experience of care

Providers empowered to deliver flexible and responsive services able to respond to changes in need quickly and effectively.

# Care & Wellbeing Service Model

## Key components of the Care and Wellbeing Service Model:

- **Strong customer voice** – ensuring that people in receipt of care, their families and carers can positively contribute to the continual improvement of services that matter to them.
- **Stability and surety of delivery** – improved certainty for service delivery through neighbourhood-based contracts, prioritising provider stability and continuity of services and care through offering a 7-year contract with an option to extend by a further 3 years. Further strengthened through flexible planned care payment and charging model
- **Collaboration** – Consistent with our core value ‘together we get things done’, the focus on neighbourhood working together with the move from provider competition to collaboration supports our shared journey to delivering outstanding care across the city, with providers being part of our management family.
- **Empowerment** – Providers are empowered to deliver independence through flexible and responsive services as trusted reviewers (care plans), with the ability to respond timely to changes in need and circumstances.
- **Valued Workforce**: partnership approach to workforce development and support learning in key areas such as advanced dementia care, falls prevention, TEC and digital skills. We will also be working closely with the providers to build on current career pathways with the aim of supporting retention and recruitment.
- **Strength based approach** – a collective strength-based approach through assessments, reviews, and care delivery, which supports people’s potential for independent living, improving quality of life and optimising care costs.
- **Outcomes** – the move away from time and task to a more flexible and responsive outcome-based service, increasing personalisation and greater scope for creativity to meet needs and improve outcomes.
- **TEC and Digital** – is at the core of service delivery, with all 14 providers having a digital care planning capability. Smarter more intuitive ways of delivering care, with care staff having more time to care. The new contract will ensure that providers collaborate in the developments to embed TEC services aimed at supporting independent living, right sizing care packages, and enabling proactive and preventative care which delivers the best possible outcomes for people.
- **Climate** – supporting the response to Sheffield’s climate emergency, the compact geographical patches will significantly reduce care workers travel time between visits and allow for the introduction of new care workers operating on foot. This new approach will help build capacity, and support care delivery during periods of extreme weather.

# What will be different?

## People in Receipt of Care

Move away from “time and task” to flexible, outcome-based support based on ‘what matters to you’.

Neighborhood working that connects people to their communities and are able to live the life they want to live.

A strong voice for people in receipt of care, families, and carers will help support continual improvements to the services delivered and make care providers more accountable.

Providers delivering care that is responsive to individuals changing needs and preferences. The Trusted Reviewer (Care Plans) model will enable provider-led flexibility in support, and timely changes to Support Plans.

A collective approach to assessment, review, and care delivery to promote people’s potential for independent living and reduce care costs where care is focussed upon the priorities and goals a person wants to achieve to improve their wellbeing and independence.

Improving quality by contracting with a smaller number of high-quality care providers delivering locality-based service provision - with the move from provider competition to collaboration, with providers part of the Operational SMT family – shared journey to Outstanding care

Better continuity of care through fewer providers who are more accountable, with longer contracts, working in compact geographical areas (and aligned with Primary Care Networks)

Improved use of technology from the care providers will see benefits such as Smartphone Apps where families and carers can receive confirmation of the care visits delivered, which will include messages communicating care visit outcomes.

# What will be different?

## Care Workforce

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- Workforce are placed front and centre, with a move to care workers being able to benefit from working on shifts.
  - Improved technology provides better tools to deliver care, improves job satisfaction, retention, and recruitment.
  - Long term job security from the 7 year contract with a three year option to extend.
  - Introduction of career pathways will support personal development and improve retention and recruitment.
  - A joint approach to workforce development enable a well-trained and skilled workforce fit for the future, ultimately improving the quality and impact of care.
  - Better working environment through less time travelling and closer working relationships between social work teams and care providers working in same geographical area.
  - Greater empowerment through the introduction of outcomes, enablement, and trusted reviewer, providing a better quality of care to people.

# What will be different? Providers

Improved collaboration and support, with providers no longer in competition, instead working together to share best practice and improvement against a specification developed through engagement with the sector.

Locality based service provision with the move from provider competition to collaboration, with providers part of the Operational SMT family – shared journey to Outstanding care

Greater empowerment for providers in recognition of their knowledge and understanding of the people cared for, such as outcome-based service delivery, Trusted Reviewer (jointly funded), and enablement.

The set methodology in relation to annual fee uplifts from year two providers assurance and supports a sustainable market.

Longer contract (7+3 years), commitment to paying 80% of contracted hours and move to a payment and charging model based on planned care gives providers more certainty and resilience, allowing them to make a long-term investment. People in receipt of care will benefit from more timely and more reliable invoices, reducing complexity and improving efficiency.

Better working relationships: contract areas are aligned with Primary Care Networks allowing us to strengthen the ways we work together with health, social care and Voluntary, Community and Faith groups. Local and regular meetings will strengthen partnership working with Social Work teams, supporting high quality and impactful service delivery and development.

Contracts for consolidated geographical patches improves effectiveness and delivers efficiencies with regards to operating costs, such as reduced travel for care staff - and in doing so reduce our carbon footprint - plus the ability to recruit more care workers on foot to build capacity.

## What will be different?

### Adult Care and Wellbeing & Health Partners

Improved collaboration between health and social care teams and care providers as a result of working in dedicated areas aligned to PCNs: will improve working relationships, communication, and ultimately the quality of the care delivered, with fewer package breakdowns and increased clarity and certainty of provision.

A more sustainable and resilient market, with fewer providers and increased accountability supporting us to build effective relationships, enabled through consolidated geographical areas and optimum sized 7-year contracts.

Better use of Technology Enabled Care will provide valuable insights which support the delivery of proactive and preventative care and support better outcomes for people and organisational efficiencies.

Greater empowerment for providers will help give valuable insights to potential long term changes to Support Plans through Trusted Reviewer (Care Plans) and help build capacity across social work teams.

A more stable care workforce with the new services supporting greater retention and recruitment, which supports the management of demand and system flow.

Local “Operational SMTs” including providers, social work teams, commissioners, brokerage

A combined strength-based approach to assessment, review, and care delivery will ultimately fulfil people's potential for independent living and reduce care costs.

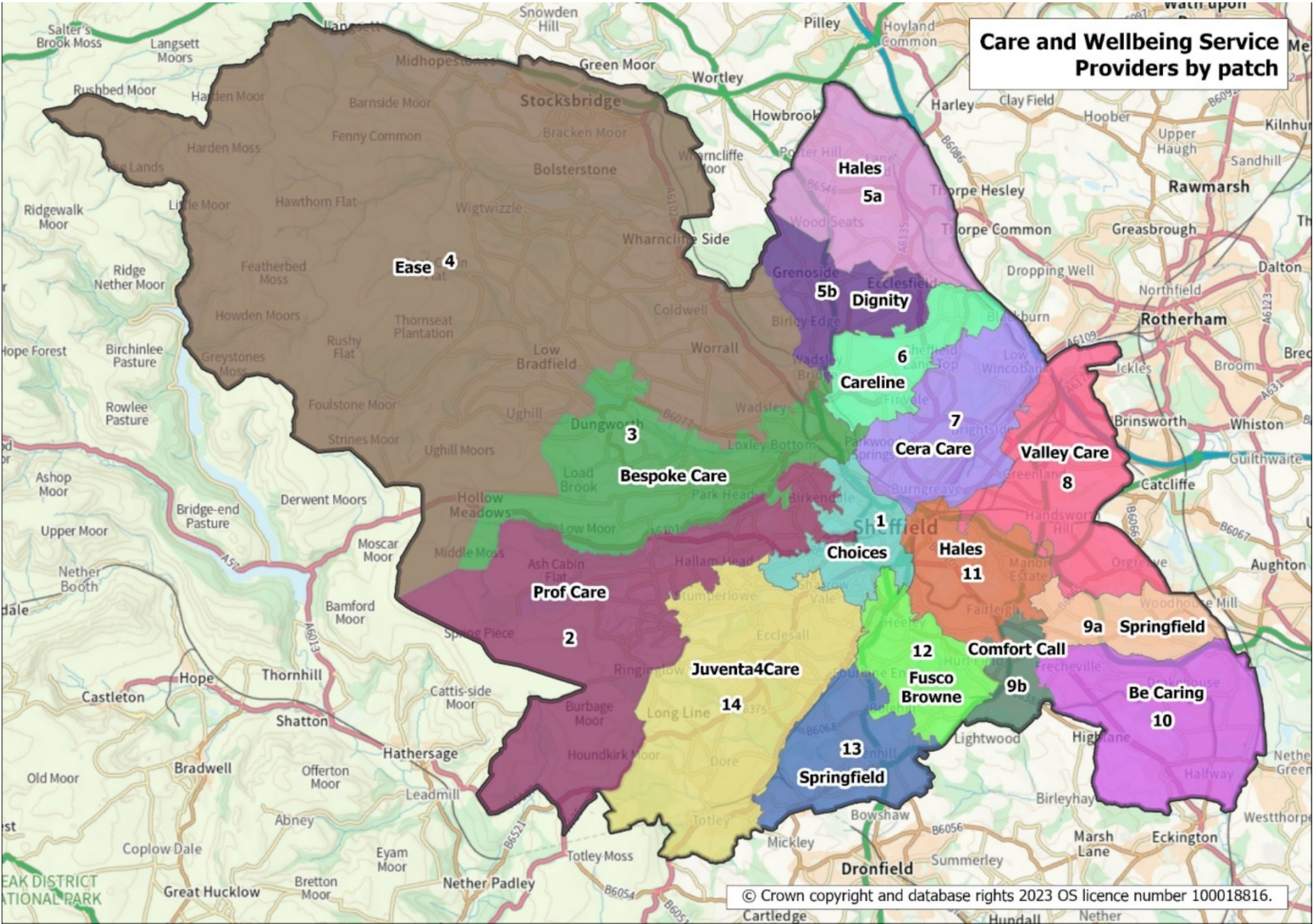


# What will success look like?

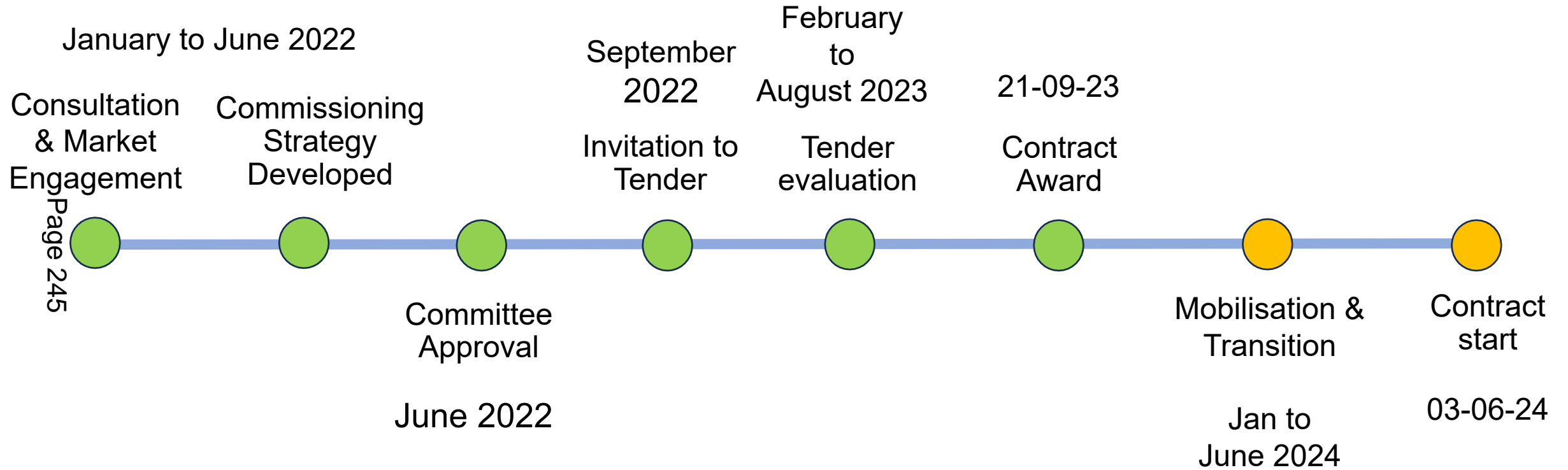
- Increased satisfaction and experience of care reported by people in receipt of care, unpaid carers and families (reduced complaints)
- Improved wellbeing outcomes and independence and connection with communities.
- Improved workforce retention, career options and outcomes
- All (100%) Home Care provision rated as Good or Outstanding by CQC, and SCC QA teams
- Improved timeliness of care (reduced waiting times for support to start)
- Long term financial resilience
- Fewer provider exits and support package breakdowns

# Care and Wellbeing Service – Contracted Patches

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# Care and Wellbeing Services Development – Timeline



# Care & Wellbeing Service Mobilisation - Communication Timeline

