

**Open Report on behalf of Glen Garrod,
Executive Director of Adult Care and Community Wellbeing**

Report to:	Adults and Community Wellbeing Scrutiny Committee
Date:	10 April 2019
Subject:	Home Based Reablement Service

Summary:

The purpose of this report is to provide the Scrutiny Committee with an overview of the Home Based Reablement Service.

Actions Required:

To note the information presented in the report.

1. Background

The aim of the Home Based Reablement Service is to maximise a person's independence whilst enhancing their quality of life, with the intention of reducing the need for care and support in the future. An effective reablement service is vital in supporting people to gain or regain the skills necessary for daily living, which have been lost through illness, deterioration of health and/or increased support needs.

The countywide service enables Service Users to regain the ability to perform their usual activities, doing things for themselves rather than having things done for them, such as cooking a meal, washing, getting dressed and getting about. This differs from conventional homecare, as it is about encouraging the person to complete activities of daily living independently.

The service is provided to people following illness, injury or crisis, often following a hospital admission, supporting and facilitating them to continue to live at home.

Reablement support is generally provided for no longer than six weeks and is free to the person receiving the service.

Additionally, at times of market failure within the homecare market Lincolnshire County Council can request the Home Based Reablement Service provider to act as 'the provider of last resort' and use their capacity to support people with long term needs in their own homes on a short term basis.

2. Contract History

The service was externalised from Lincolnshire County Council to Lincolnshire Partnership Foundation Trust (LPFT) in December 2013 and, in 2015, a decision was taken to subject the service to a full procurement exercise in order to maximise opportunities for service growth and development, and provide assurance about longer term service quality and value for money.

Following procurement, the contract was awarded to Allied Healthcare for a period of three years with the opportunity for a further two year extension.

3. Home Based Reablement Provider Failure

At the beginning of November 2018 the Care Quality Commission (CQC) wrote to 84 affected local authorities to make them aware of significant and immediate concerns regarding Allied Healthcare's financial viability.

As a result of CQC's notification a number of Allied's local authority customers decided to transfer care services to alternative providers. These developments intensified the impact of the challenging environment within which Allied Healthcare operated and resulted in them re-evaluating their long-term business plan and reaching the difficult decision to seek to transfer or sell all of its care contracts to other providers.

4. Contingency Solution and Implementation

Lincolnshire County Council's Commercial Team – People Services worked closely with Allied Healthcare, both at a local and National level, and with Legal Services Lincolnshire to identify viable options to secure the continued delivery of this essential contract and to retain the highly skilled staff group.

The priority for the Commercial Team was to ensure continuity of care for the vulnerable people relying on the service, which is a critical component of the entire out of hospital strategic agenda; and in doing so it was necessary to scope, explore and inform decisions on a number of contingency options in a very short space of time.

The speediest, most effective contingency available was to keep the reablement operation unchanged, at least in the short to medium term while stability was restored to the service. It was also necessary to manage this process within the constraints of the Public Contract Regulations (PCR) 2015. These objectives were achieved by facilitating a direct novation of the contract without any substantial modifications.

Discussions were initiated with several potential delivery organisations, including Alderson Libertas (known as Libertas), who successfully deliver home care services on behalf of Lincolnshire County Council as Prime Provider in two zones (Louth & Gainsborough). They also run two extra care services and a residential care home in the county, operating with a CQC rating of 'Good'. Libertas have established and strong working relationships with the Council and a solid financial

position; they are a local business with established local infrastructure and market knowledge. They provided the Council with a delivery proposal and confirmation that Reablement would be kept operationally separate from their other established services. By the end of November the decision was taken to transfer the existing contract to Alderson Libertas with a start date of 14th December 2018.

5. Budget

The Home Based Reablement Service has a core annual budget of £4,000,000.

The core contract payment mechanism is based on payment of unit costs for delivery of face to face reablement hours, with a supplementary incentivisation mechanism linked contract performance management mechanism intended to ensure the Provider is rewarded for improved performance against the targets set. In turn if the Provider is not able to meet these targets, the Provider will incur Performance defaults against these indicators and Service credits (or reduced payments) will be incurred.

The mechanism is designed to offer the Provider with security over payment for delivery of face to face hours, as well as driving positive performance against key performance indicators.

6. Performance

The novation of the contract from Allied to Libertas proceeded very smoothly. 270 service users experienced a seamless transition and there were no complaints received during the transfer.

Despite the short time scale to transfer the contract, there was no disruption to hospital discharges and no increase in Delayed Transfers of Care (DTCOC).

Alderson Libertas now employ 142 care workers on the reablement contract delivering almost 10,000 hours of reablement support countywide and handle over 600 referrals per month.

The average number of face to face hours delivered by Allied Healthcare in the first two years of the contract increased from 9,404 per month in 2016/17 to 10,689 per month in 2017/18. Despite the challenges of the mobilisation of the contract, Libertas are already operating at 96% of this level with 9,567 hours delivered in February 2019. It is expected that these figures will continue to improve over the coming months.

The Service has been particularly successful in preventing people from requiring ongoing services following a period of reablement. In the first quarter of 2016, 53.4% of service users were reabled to no service, however by 2018 this had increased to 71.7% of service users and Libertas reported that, in February 2019, 91.3% of people were reabled to no service.

The Service continues to be contract managed by the Commercial Team through monthly relationship management meetings and quarterly site visits to Libertas's Spalding office.

7. Background papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Edward Baker, who can be contacted on 01522 552559 or via edward.baker@lincolnshire.gov.uk.