

# Market Sustainability Action Plan

Adult Care and Community Wellbeing Leadership Team

March 2023

# MARKET SUSTAINABILITY ACTION PLAN

<u>1</u> <b>Market Oversight</b>	<u>2</u> <b>Financial Support &amp; Funding</b>	<u>3</u> <b>Finance Processes</b>	<u>4</u> <b>Commissioning Strategy</b>	<u>5</u> <b>Market Shaping</b> <i>i.e. Hospital Discharge Pathways</i>	<u>6</u> <b>Contract Management &amp; Quality*</b>	<u>7</u> <b>Workforce</b>
<p>Creation of new LCC ACCW Market Position Statement 2023-2025</p>	<p>Hardship Fund (Residential &amp; Home Care)</p>	<p>New provider payment queries process (Residential)</p>	<p>Review of potential for block arrangements for Specialist Services (Residential)</p>	<p>Integrated Intermediate Care Programme</p>	<p>Introduction of the Quality Framework</p>	<p>Grants to support National Living Wage</p>
<p>Formal representation seeking a process of engagement with Local Authorities to be made to CQC Registration Team and District Council's Planning Departments relating to the registration of new homes (Residential)</p>	<p>Utilisation of Market Sustainability and Improvement Grant to support the sector (Residential)</p>	<p>Move to Gross (Residential)</p>	<p>Trusted Assessor Pilot (Home Care)</p>	<p>Investment into Home Care and Home Based Reablement</p>	<p>Loss of Provider Process</p>	<p>Bridging the Gap: Workforce Strategy</p>
<p>Page 20</p>	<p>Financial Sustainability Assessment Framework (Residential)</p>	<p>Review of end-to-end ASC charging process with focus on improving timeliness in relation to assessment, provider payment and mosaic placement process (all services)</p>	<p>Drive towards outcome-based commissioning (Home Care)</p>	<p>Investigation into Reablement failed starts</p>	<p>Intervention Support</p>	<p>Social Care Attraction and Retention Action Plan</p>
<p>Care analytics market assessment (Community Supported Living)</p>	<p>Implementation of rates to support Fair Cost of Care (Home Care)</p>	<p>Review of provider VAT processes</p>	<p>Technology Solutions (Home Care)</p>	<p>Extension of the Active Recovery Beds contract</p>	<p>Targeted monitoring of 30-minute calls and average number of calls per week (Home Care)</p>	<p>International Recruitment</p>
	<p>Introduction of Floating Support rate for community provision (Community Supported Living)</p>		<p>Desktop Review of commissioned home care</p>	<p>Refocusing the use of Interim Beds, reverting to use on an exceptional basis only</p>	<p>Introduction of strategic partnership meetings with providers</p>	
	<p>Review of Care Home Bandings for Specialist Services (Residential)</p>		<p>Review of long-term placement volumes to validate if returning to pre pandemic levels and ascertain whether this is a spike or a recurrent need.</p>	<p>Housing capital investment</p>	<p>Supporting providers to identify cost saving measures</p>	
	<p>Maximisation of Lincolnshire Discharge Fund to enable LCC ACCW funding to access high risk areas</p>			<p>Co-production</p>	<p>Working with CareInLincs to create a Registered Manager Buddy System to provide coaching and mentoring to new managers (Residential)</p>	
				<p>Bed right sizing</p>		

\*Linking with the Adult Safeguarding & Prevention Strategy

# Market Sustainability Action Plan

Category	Action	Impacted Area(s)	Owner	Target Date	Supporting Notes
1 Market Oversight	Creation of new LCC ACCW Market Position Statement (MPS), a 3-yearly document. <ul style="list-style-type: none"> <li>This is a significant document which will replace the existing 2020-2023 MPS and will reflect the latest position across the various adult social care current services delivered, as well as detailing market opportunities for providers anticipated during the new 3-year period.</li> </ul>	All services	Service Development	Autumn 2023	
	Formal representation seeking a process of engagement with Local Authorities to be made to CQC Registration Team and District Council's Planning Departments relating to the registration of new homes.	Residential	AH	September 2023	Meeting with District Councils in September
	Care analytics market assessment. <ul style="list-style-type: none"> <li>Care Analytics market survey issued to the sector;</li> <li>Report expected from Care Analytics.</li> </ul>	Community Supported Living	CM, JH, AH & PC	Complete	
2 Financial Support and Funding	Hardship Fund 2023/24 extension and allocation.	Residential Home Care	Finance & CTPS	TBC	
	Financial Sustainability Assessment Framework. <ul style="list-style-type: none"> <li>Collation of a range of data to highlight potential providers at risk (CTPS).</li> <li>Creation of a provider statement (Finance):                             <ul style="list-style-type: none"> <li>Financial Payments due to the Provider but not received:                                     <ul style="list-style-type: none"> <li>payments not made to the provider due to absent Individual Funding Agreement</li> <li>service user contribution not received by provider (in advance of the move to gross)</li> <li>service user not placed on a nil to release provider payment whilst awaiting completion of financial assessment</li> </ul> </li> <li>Financial value outstanding as a % of the average monthly payment value.</li> <li>Number of commissioned beds as a % total beds (indicates how reliant the provider is on LCC funding).</li> </ul> </li> <li>Has the Provider accessed other available funding, e.g. Hardship fund (Finance).</li> <li>Any red flags on credit report (Finance).</li> </ul>	Residential (all)	Finance & CTPS	October 2023	
	Utilisation of Market Sustainability and Improvement Grant to support the sector.	Residential (all)	Finance & CTPS	Complete	
	Implementation of increased rates following market assessment of Home Care.	Transforming Home Care Programme	Finance & CTPS	Complete	
	Introduction of Floating Support rate for community provision.	Community Supported Living	Finance & CTPS	Complete	All providers delivering floating support packages are in receipt of the new floating support rates.
	Review of Care Home Bandings for Specialist Services. <ul style="list-style-type: none"> <li>JH and AH to lead negotiations with Providers seeking a review of Residential rates. Potential investment via Market Sustainability &amp; Improvement Fund to target Specialist Services Residential Beds Provision.</li> </ul>	Residential (SAS)	AH & JH	Ongoing	
	Maximisation of Lincolnshire Discharge Fund to enable LCC ACCW funding to access high risk areas.		CTPS & Finance	Complete	

\*Linking with the Adult Safeguarding & Prevention Strategy

Category	Action	Impacted Area(s)	Owner	Target Date	Supporting Notes
3 Finance Processes	New provider payment queries process.	Residential (all)	Finance	Ongoing	Process in place but will take a number of months to resolve outstanding queries.
	Move to Gross.	Residential (all)	Finance	In progress - full roll out by March 2025	
	Review of end-to-end ASC charging process with focus on improving timeliness in relation to assessment, provider payment and mosaic placement process. <ul style="list-style-type: none"> <li>Outcome and proposal for next steps is scheduled to Adult Care Finance Group, chaired by TJ.</li> </ul>	All services	TJ	TBC	
	Review of LCC commercial policy on payment of VAT to providers for care costs. Providers have requested, via LinCA and in some cases individually, to be able to charge VAT on care costs, in line with HMRC permissions. <ul style="list-style-type: none"> <li>Such payments are believed to likely improve the financial viability of providers, whilst remaining VAT-neutral for LCC.</li> </ul>	Residential (all)	CTPS	Summer 2023	Progressing through LCC governance.
Page 22 Commissioning Strategy	Review of potential for block arrangements in Specialist Adult Services.	Residential (SAS)	JH, ICB & CTPS	September 2023	
	Home Care Trusted Assessor Pilot.	Transforming Home Care Programme	CTPS Contract Management	September 2023	Pilot underway. Evaluation in progress. Report to ACCW DLT September 2023.
	Drive towards outcome-based commissioning: <ul style="list-style-type: none"> <li>The trusted assessor pilot, and evaluation will feed into this programme of work.</li> </ul>	Transforming Home Care Programme	CTPS Contract Management	December 2023	
	Technology Enabled Care.	Transforming Home Care Programme	TJ	TBC	
	Desktop review of commissioned home care. <ul style="list-style-type: none"> <li>Deep dive into care delivery activities to identify potential alternative commissioning models for 'non-regulated' activities.</li> </ul>	Transforming Home Care Programme	CTPS Contract Management	Complete	
	Review of long-term placement volumes for older people to validate if returning to pre pandemic levels and ascertain whether this is a spike or a recurrent need.	All services (AFLTC)	AS	Complete	
5 Market Shaping	Integrated Intermediate Care Programme. <ul style="list-style-type: none"> <li>Development of 'proof of concept' for a coordinated approach to recommissioning effective integrated intermediate care services between LCC and the Lincolnshire ICB.</li> </ul>	Intermediate Care Joint Commissioning	AS	Complete	Following agreement of the 'proof of concept' the programme will move into a detailed design phase
	Integrated Intermediate Care Programme. <ul style="list-style-type: none"> <li>Development of options appraisal to deliver a revised 'bed based' offer for intermediate care.</li> </ul>	Intermediate Care Joint Commissioning	AS	October 2025	
	Investment into Home Care and Home Based Reablement.	Home Care Home Based Reablement Service	CTPS & Finance	Complete	Pathway 1 monies awarded to Homecare up to 31st March 2023; Evaluation report to be completed April 2023  Reablement – grant awarded and contract variation in place to cover until the end of the contract year- 30 September 2023.

\*Linking with the Adult Safeguarding & Prevention Strategy

Category	Action	Impacted Area(s)	Owner	Target Date	Supporting Notes
	Investigation into Failed Starts. <ul style="list-style-type: none"> <li>AS to investigate further with NHS colleagues.</li> </ul>	Home Based Reablement Service	CTPS Contract Management & AS	May 2023	
	Extension of Active Recovery Beds Contract.	Bed based reablement services	CTPS	Complete	Extension by exception for a three-month period to allow time for a further procurement activity to secure the supply of ARB to 31 <sup>st</sup> March 2024
	Refocusing the use of Interim Beds, reverting to use on an exceptional basis only. <ul style="list-style-type: none"> <li>Usage needs to be down to a maximum of 12 beds by 31st March 2023. Afsaneh to introduce Gateway to approve the exceptions as well as managing the transition back to no more than 12 beds.</li> </ul>	Bed based reablement services	AS	Complete	
6 Contract Management Quality 23	Introduction of Thematic Learning Strategic	All services	CTPS	September 2023	
	Loss of Provider Process	All services	CTPS Contract Management	BAU	
	Intervention Support	All services	CTPS Contract Management	BAU	
	Profile the number of home care visits per service user per week to enable monitoring of 30-minute calls and average number of calls per week: <ul style="list-style-type: none"> <li>CJ to introduce performance information to inform the CTPS bi-monthly presentation to DLT.</li> </ul>	Home Care	CJ, CTPS, Ops Teams (VL)	Complete	
	Implementation of consistent approach to strategic provider meetings across the ACCW Directorate.	All services	AH, AS, JH	October 2023	
	Supporting providers to identify cost saving measures.	All services	CTPS	BAU	
	Working with CareInLincs to create a Registered Manager Buddy System to provide coaching and mentoring to new managers.	Residential	LinCA	TBC	
	Review of internal processes and infrastructure in relation to commercial arrangements for specialist services (brokerage).	CTPS	CTPS	TBC	
7 Workforce	Government grant funding offered to residential, CSL and homecare providers to assist them to offer the early introduction of payment of the new National Living Wage rate to all care staff before it becomes mandatory on 1 April 2023, to improve recruitment and retention practices in the sectors.	Residential (all), CSL and Home Care	Finance & CTPS	Complete	
	Bridging the Gap: Workforce Strategy <ul style="list-style-type: none"> <li>Lincolnshire Adult Social Care Sector Workforce Plan 2021-2024</li> <li>Key priorities: <ul style="list-style-type: none"> <li>Working with health partners to develop and deliver a recruitment and retention strategy</li> <li>Delegation of some health functions to adult social care staff</li> <li>Increasing the uptake of the care certificate qualification</li> </ul> </li> </ul>	All Services	ASC Workforce Strategy Group	BAU	

\*Linking with the Adult Safeguarding & Prevention Strategy

Category	Action	Impacted Area(s)	Owner	Target Date	Supporting Notes
	Social Care Attraction and Retention Action Plan: <ul style="list-style-type: none"> <li>Joint initiative between Lincolnshire ICB Peoples Hub and ASC External Workforce Group.</li> </ul>	All Services	ASC Workforce Strategy Group	BAU	

**Key:** CTPS - Commercial Team People Services; AH - Alina Hackney; AS – Afsaneh Sabouri; CE – Chris Erskine; CJ – Caroline Jackson; CM – Carl Miller; ICB – Integrated Care Board; JH – Justin Hackney; PC – Pam Clipson; SN – Samantha Neal; VL – Vicky Lee