

20 September 2021

Agenda Item 11

REPORT OF THE SERVICE DIRECTOR, INTEGRATED STRATEGIC COMMISSIONING AND SERVICE IMPROVEMENT

MARKET MANAGEMENT POSITION STATEMENT

Purpose of the Report

1. To inform Committee about the work undertaken by the Quality and Market Management Team (QMMT) in response to the Local Authority's statutory duty to ensure that there is a robust and sustainable social care market available for people who live in the County.
2. To provide Committee with an update about social care services that have had their contract with the Council suspended; this information is contained in the **Exempt Appendix**.

Information

3. Some information relating to this report is not for publication by virtue of Schedule 12A of the Local Government Act 1972 and is therefore included in an Exempt Appendix. Having regard to all the circumstances, on balance the public interest in disclosing this information does not outweigh the reason for exemption because the information would add a limited amount to public understanding of the issues but may damage the financial or business affairs of any person (including the Council).

Financial support to Providers – Update June 2021

4. The Government further announced a fourth round of the Infection Control Fund Grant. This allocation again has been made available for providers in June 2021 and the funding covers up to September 2021. The same conditions remain with this allocation in that the providers must ensure they complete a monthly return on the spend of their allocation and also complete the NHS Capacity Tracker (for care homes and domiciliary care agencies).

Mandatory Vaccinations in Care Homes

5. In May 2021, the Department of Health and Social Care commenced a consultation on mandatory vaccinations for staff working in care homes (Ageing Well services were the focus of the consultation). On 22nd July 2021, Parliament passed legislation that all staff working in care homes (both Ageing and Living Well) have to have had the Covid

vaccination. The 16 week grace period commenced on 22nd July and the following are key dates for care homes in respect of those staff working in care homes:

- 16th September 2021 – last date for care home workers to get their first vaccination
- 11th November 2021 – Regulations come into force.

6. The QMMT will be working with partners in the Clinical Commissioning Group, Care Quality Commission and Nottingham City Council in raising awareness and supporting care homes during this period leading up to the Regulations coming into force.

Covid 19 Taskforce

7. Due the Government's easing of restrictions and the updates/changes to guidance, the Taskforce has stepped up its frequency again in response to this. There has been a small increase in outbreaks in Nottinghamshire and the Taskforce has been monitoring and supporting services as and when required. The multi-agency team continues to review the impact on the social care market with a responsive plan in place to manage the on-going impact.

QMMT – Covid Response

8. Since July 2021 there has been an increase in Covid outbreaks, the picture for Nottinghamshire has been in line with the national picture of people testing positive. What this has meant for the QMMT is that they have had to step back up their emergency response supporting services during outbreaks and the additional impact on the social care workforce.

Supported Living – Managing Deterioration in Supported Living

9. Nottinghamshire has been chosen to support a new project for managing deterioration for people living in Supported Living. The project is being funded and supported through regional Association of Directors of Adult Social Services with the Academic Health Science Network leading the project. The project will require Supported Living providers to volunteer and for those services the staff will be trained to a standard (Restore 2) that will upskill them to be able to respond to changes in a person's health.
10. There is currently a project on-going in home care and there is already evidence that this training has seen less hospital admissions and improved links with the local GPs. The project is due to commence in September 2021.

Co-production – User/Relative Experience

11. The QMMT has in place a long standing quality auditing process which includes gathering feedback from those that use the services to inform the overall quality assessment. The team has reviewed how user feedback is obtained and to improve processes will be working with the Co-production Steering Group who will be helping with the following:
 - looking at different ways to obtain feedback
 - use of technology.

12. The QMMT will be commencing a task and finish group in September with the Co-production group with the new processes to be implemented from April 2022.

Communication between Home Based Care Providers – Experts by Experience

13. In March 2021, a Task and Finish Group was created to look at where improvements in communication between Home Based Care Providers and the people they provide care for could be made.
14. The QMMT is working with a group of Experts by Experience to create two separate surveys. The surveys will be used to gain an understanding of the positives and negatives around communication, particularly considering the Covid pandemic and the impact that this may have had on clear and effective communication channels and where to focus developments and improvements.
15. The first survey will be completed over the telephone with Quality and Contracts Officers calling a sample group of people who receive services for each managed home based care provider whilst the second survey will be completed electronically by all managed home based care providers. The Group is keen to ensure a varied cohort of employees complete the provider survey, to ensure that a broad reflection of the communication practices are reported.
16. Both surveys went live at the end of June and were extended to the end of August to increase engagement and allow further surveys to be completed. Once the data has been reviewed QMMT will be working with the Experts by Experience to develop an action plan to support providers.

Workforce

17. Based on Care Quality Commission data (May 2021) and Skills for Care data (ASCWDS 2021-22) the following can be seen in respect of Nottinghamshire’s social care workforce:
 - 3% more Outstanding providers than other authority areas in our region
 - Nottinghamshire has a higher percentage of managers and care workers with a recognised qualification than the average for the East Midlands
 - the comparison in respect of the completion and uptake of the care certificate in Nottinghamshire is also above the average for the East Midlands.
18. Key priorities from the data however have been identified as follows:

DATA SHOWS	WHY THIS IS A PRIORITY
50 Care provider settings without management 1.6% < Regional figure	The leadership skills of a manager can have a positive impact on the quality of the service and reduce turnover.
Slightly higher (<0.5%) than regional average of	This is an indication of the need to improve the quality of care available to adults across residential, nursing and domiciliary care in Notts

Inadequate and Requires Improvement care providers	
11% higher turnover of nurses than regional average	27% of all nursing homes in Notts are Inadequate (2) or Requires Improvement (21)
Almost 5% higher turnover of care workers and 4% senior care workers than regional average	Unless this is addressed any initiatives supporting recruitment will not be effective.

19. To address this a workforce plan is being initiated:

PRIORITY 1 – To increase the number of care providers with a registered manager in place

- promote Skills for Care Lead to Succeed Endorsed Programme
- promote Skills for Care Well Led Endorsed Programme
- develop Practical Workshops for Leaders and Managers in social care settings to manage talent, identify aspiring managers and succession plan.

PRIORITY 2 – To increase the number of care providers in Notts delivering Good or Outstanding quality services

- set up a planning group to agree content for Integrated Care System Collaborative Forums to End March 2021
- develop a role description as part of career pathway for subject specific leaders/in-house mentors
- develop a regular programme of best practice workshops for subject specific leaders/in-house mentors
- ensure the link between Enhanced Health in Care Homes framework and forums and best practice workshops.

PRIORITY 3 – To improve the retention of nurses in nursing homes and the quality rating of nursing services

- collaborate with the Universities to promote apprenticeships for Nursing Associates and Nurses to employers and the use of the Nottinghamshire County Council apprentice levy
- collaborate with the Nottinghamshire Alliance of Training Hubs and Health partners to develop and promote a learning programme for social care nurses
- develop a peer network meeting for social care nurses using Teams.

PRIORITY 4 – To improve recruitment and retention for Independent providers of the External Workforce

- collaborate with Skills for Care to develop recruitment, retention, and engagement care settings
- provide information for career pathways on courses, programmes, and qualifications as well as funded options

- create a Nottinghamshire County Council induction presentation that can be delivered face to face or online or video for all new recruits to the social care sector, to welcome them as the face of our social care workforce, emphasise the value of their contribution to social care in Nottinghamshire and the professional approach required.

20. To ensure that these priorities have the best possible chance of success:

- the Council is collaborating closely with Nottingham City Council and identifying where similar priorities exist to support care providers countywide to reduce duplication and ensure efficiencies
- a survey is going out to all care providers across the County and City to collect more up to date workforce data from a care provider perspective. It will also identify the perceived need of the activities listed under each of the priorities above
- an Integrated Care System Care Workforce Oversight Group is being established that will report into the Integrated Care System Care Sector Partnership Meeting (Operational). This will bring together all the workforce initiatives and funding available to care providers in Nottinghamshire in order to bring together expertise from Health and Social Care partners to further reduce duplication.

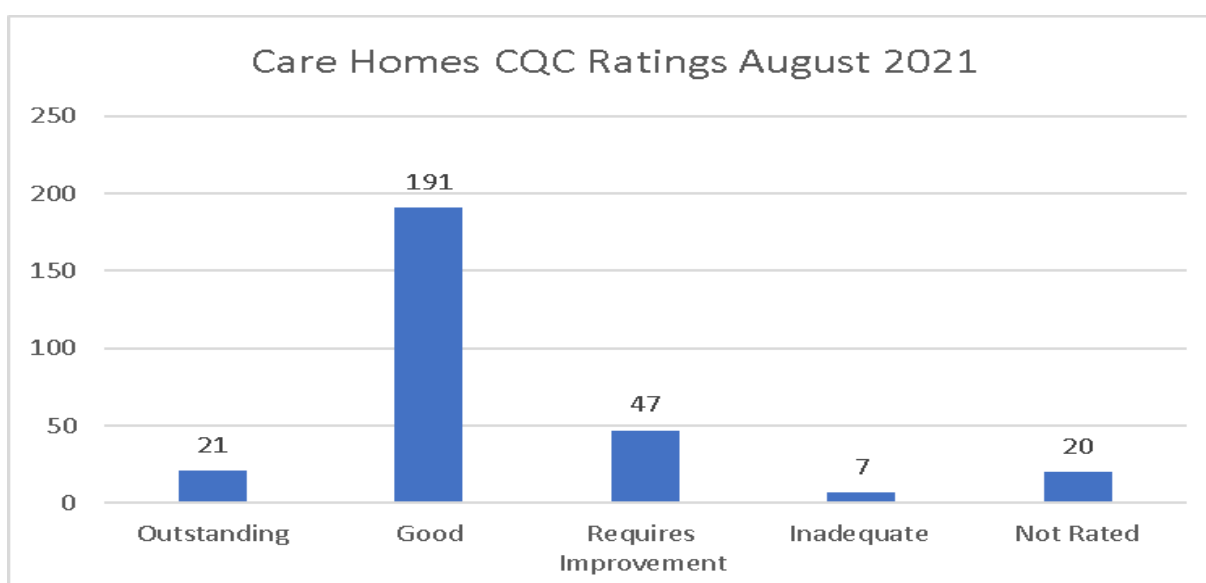
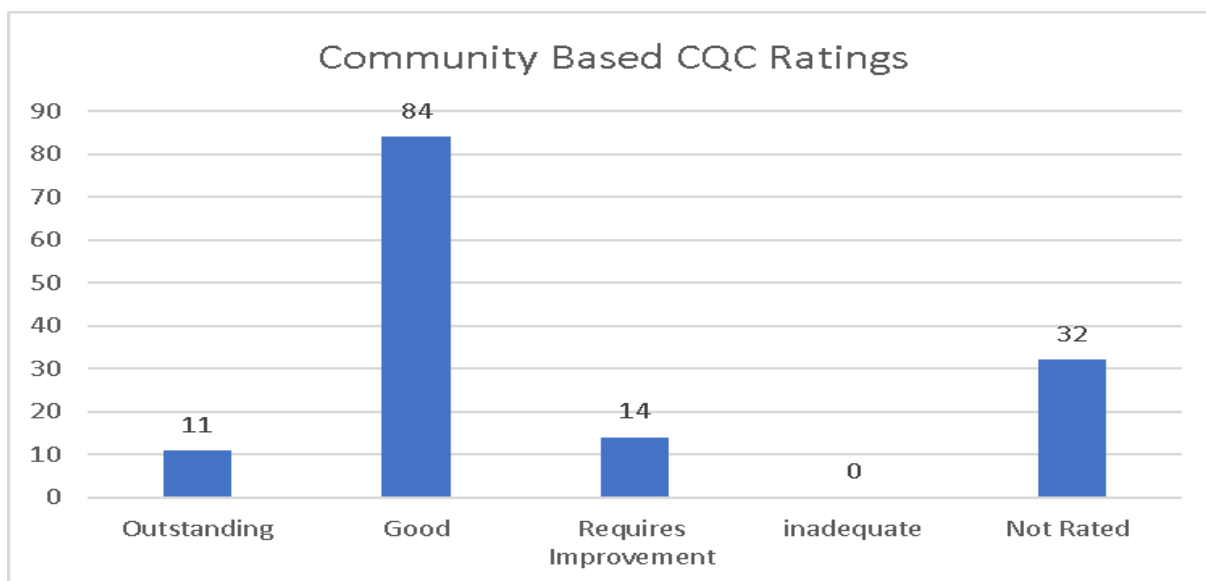
Quality Monitoring – Business as Usual

21. The QMMT continues to provide support through the well-established quality monitoring process. Quality monitoring visits and audits are being undertaken routinely by the team. The Ageing Well team has set a start date of early September for the Ageing Well Quality Audits which will determine the care home quality banding for the financial year 2022/23.

- Ageing Well: 155 Care Homes
- Living Well: 136 Care Homes
- Home Based Care: 48 Providers
- Housing with Care: 14 Schemes
- Supported Living: 35 Providers (190 schemes)
- Day Care: 30 Providers

22. The QMMT will maintain the risk assessment of services based on quality data, Covid data, financial information and other intelligence that informs the level of monitoring/support needed. The team will support services as required to ensure good quality service provision, maintaining strong links with key partners.

23. The Care Quality Commission has not routinely inspected services since early 2020 and is currently taking a risk based approach in carrying out inspections. An overview of the current ratings for care homes in Nottinghamshire for the past two years are as follows:



24. Since the last report there has been a small increase in the number of Inadequate rated services. There has been minimal changes to ratings due to the Care Quality Commission not carrying out routine inspections. There are a number of services that do not have a rating and this is due to them being newly registered in the last year.

Contract suspensions

25. Sometimes it is necessary to suspend a contract with a provider. This means that they continue to provide the service but for a period of time the Council does not give any new work to the provider. This is usually due to concerns about poor quality and when this happens the service is monitored closely, usually through an Action Plan, to ensure that the required improvements are made and sustained before lifting the contract suspension is considered.
26. Services that have a contract suspension currently are as follows:

Type of service	Number of services	Contract Status	District
Care Home – Ageing Well	6	Suspended	Gedling, Newark, Mansfield, Ashfield
Care Home – Living Well	6	Suspended	Bassetlaw, Newark
Homecare	2	Suspended	Newark, Rushcliffe, Gedling

27. Since the previous report to Committee in June 2021 there has been an increase in the number of contract suspensions.

Other Options Considered

28. No other options have been considered.

Reason/s for Recommendation/s

29. The report provides an opportunity for the Committee to consider any further actions arising from the issues contained within the report.

Statutory and Policy Implications

30. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

31. There are no financial implications arising from this report.

Implications for Service Users

32. The Council has a duty under the Care Act 2014 to ensure that high quality services are available for people in Nottinghamshire whether they are funded by the Council or fund their own care either fully or in part. The market shaping duty also requires that the Council works collaboratively with relevant partners including people that use services and their families. The proactive approach of quality monitoring undertaken in Nottinghamshire ensures that every effort is made to ensure that people live independent lives and that their care and support needs are met by high quality care providers that deliver a sustainable service.

RECOMMENDATION/S

That:

- 1) Members consider whether there are any actions they require in relation to the issues contained within the report.

- 2) Members advise how the Committee wishes to monitor the actions /issues contained within the report.

Kashif Ahmed

Service Director, Integrated Strategic Commissioning & Service Improvement

For any enquiries about this report please contact:

Gemma Shelton

Interim Group Manager, Quality & Market Management

Adult Social Care and Health

T: 0115 9773789

E: gemma.shelton@nottsc.gov.uk

Constitutional Comments (LPW 25/08/21)

33. The recommendations fall within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (DG 07/09/21)

34. There are no direct financial implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Market management position statement – report to Adult Social Care & Public Health Committee on 14th June 2021](#)

Electoral Division(s) and Member(s) Affected

All.

ASCPH773 final