

24 January 2022

Agenda Item 10

**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 Some information relating to this report is not for publication by virtue of Schedule 12A of the Local Government Act 1972 and is therefore included in an Exempt Appendix.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

4. There have been a further three rounds of funding that have been made available to social care Care Quality Commission (CQC) registered providers in Nottinghamshire. The funding streams are as follows:
 - a fourth round of the Infection Control Fund Grant has been made available for providers from 1 October 2021 to 31 March 2022. A further £388 million has been allocated to all local authorities with Nottinghamshire receiving a further £6.6 million for this period of time. This grant will be passported to the providers who are eligible. 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).

- in November 2021, the Government announced a £168 million Workforce and Retention Grant that would be allocated to local authorities. Nottinghamshire will receive £2.3 million, and this grant again will be passported to CQC registered providers, with a proportion of the grant allocated to homecare/supported living providers due to the current increased workforce issues they are experiencing.
 - in December, a further announcement was made that the Government would allocate £300 million grant to local authorities to assist further with recruitment and rewarding the workforce. Nottinghamshire's allocation from this will be £4.4 million which will be passported to providers.
5. There has been initial feedback from providers who have received their workforce grant allocation. A home care provider contacted the QMMT to say *'Thank you for your support in the recent workforce capacity grant release and also to let you know that we have used this grant to uplift the pay rates retrospectively from the latter part of November, increased travel time pay rates to reflect inflation and will also use it to cover enhanced pay rates over the festive seasons as well as winter bonuses. Feedback from the carers on the measures above has been positive and more importantly timely to hopefully stabilise rotas over Christmas'*.
 6. There have been over 200 claims from social care providers for the grants. The QMMT will be working with the market to ensure that all those eligible services access this fund so that they are able to support the need to stabilise and increase their workforce over the winter months.

COVID-19 Vaccinations as a condition of deployment for all frontline health and social care workers

7. On 9th September 2021, the Department of Health and Social Care launched a consultation on mandatory vaccinations for frontline health and social care staff.
8. This came off the back of the regulations passed by Parliament on 22nd July 2021 for all staff working in care homes (both Ageing and Living Well) to have had a COVID-19 vaccination. This came into force on 11th November 2021.
9. On 10th November 2021, Parliament passed legislation that all health and social care providers in England are required to ensure workers are fully vaccinated against COVID-19, unless they are exempt.
10. The regulations apply to health and social care workers who have direct face-to-face contact with people whilst providing care.
11. The following are the key timelines:
 - 3rd February 2022 – last date for frontline workers to get their first vaccination
 - 1st April 2022 – Regulation comes into force.

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

Covid-19 Vaccination as a condition of employment for Care Home Workers

13. The QMMT has been supporting providers since April 2021 to encourage the booster vaccination, and progress has been monitored since this time using NHS Capacity tracker status.
14. The vaccination became mandatory as a condition of employment for all care home workers on 11th November 2021.
15. The self-exemption process for exemptions was put into place on 21st October 2021 as a short-term measure for individuals to be given the opportunity to apply for a clinical Covid exemption pass. The deadline date for the completion of this was 24th December and the government has now extended this deadline until 31st March 2022.
16. The QMMT is monitoring the uptake of the booster vaccination for care home staff and residents.

Covid Outbreaks in Nottinghamshire services

17. The QMMT continues to lead the Nottinghamshire Covid Taskforce with engagement from all partners across the Integrated Care System, the Taskforce monitors outbreaks, trends and carries out surveillance.
18. The number of Covid-19 outbreaks had significantly reduced since August 2021, the outbreaks were of smaller number and the trend is that a smaller number of individuals are affected in the event of an outbreak.
19. As with other strains of the Coronavirus there was uncertainty as to what levels of outbreaks may occur; with the new Omicron strain there is on-going surveillance of the social care market to ensure that where possible outbreaks can be managed and maintained. The QMMT continues to work with colleagues in Public Health to gather information and understand what learning can be shared with other providers in the event of an outbreak
20. The QMMT has been involved in the development of local guidance which has been shared through the Council's communication channels with providers. This guidance will be updated and shared on an on-going basis.

Home Based Care Providers – Experts by Experience Survey

21. This Autumn, 132 people who were in receipt of managed home-based care, completed a survey that had been created to analyse satisfaction with the home-based care delivery. 2021 has been a challenging year for providers and Nottinghamshire County Council wanted to gain an understanding of how this had impacted on the quality of care being delivered, in order to know how best to support the market.
22. An overview of the data analysed is detailed below:

74% of people advised that they had been involved with creating their care plan
72% of people advised that their call times were discussed with them when planning their care
67% of people advised that they were notified in suitable time about changes to their care
98% felt the method of communication from their provider was appropriate
16% of people advised that they had communication difficulties with their provider
95% of people believe that their provider is approachable
93% of people felt that their provider listened to them
6% of people did not know how to raise concerns around the quality of their care
6% did not feel comfortable in raising concerns around the quality of their care
82% were happy with the quality of their care overall.

Of the 18% who were not happy with the quality of the care:

- 83% reference issues with call times
- 13% referenced issues with the cost of the care
- 16% referenced issues around communication.

23. Home-based care providers, for the past year, have often had to work to contingency plans, reducing calls or changing call times, due to staff shortages, related to both the Coronavirus pandemic and recruitment challenges. There was the expectation, prior to releasing the survey, that this may impact on people's satisfaction with the service.
24. Providers report that people in receipt of the service are still specific over preferred times (not time specific based on need) e.g. 8am for 30 minutes, and they receive complaints due to not meeting these preferences. This demonstrates a lack of understanding of the flexible model of care being commissioned and delivered.
25. Communication is still an area of improvement and the QMMT will work with providers to develop this area and establish a communication charter. In addition to communication there will also be a focus on supporting people to be comfortable in raising concerns.

Workforce – Recruitment and Retention

26. Locally and nationally recruitment and retention in the social care market is an issue and therefore a risk in that there is reduced capacity. In response to this issue the QMMT is leading on several initiatives to try and support to improve the workforce.
27. There will be a recruitment campaign to support the social care market that will include the following:
 - Commercial Airtime (Radio) – January to March 2022
 - Dax – Digital Ad Exchange – listening to audio via an internet connection i.e. radio & music streaming and podcasts etc – January 2022
 - Outdoor advertising – roadside (countywide) and bus (out of Mansfield and Worksop bus depots) – January 2022
 - Targeted social media – driven through Nottinghamshire County Council social media
 - Countywide district campaign – via local publications (January to March 2022 dependent on local publications).

28. The campaign will start at the beginning of January with a heavy targeted focus across all the above channels for the first month. The radio campaign will then continue to be played throughout February and March, alongside the targeted social media and district campaign which will continue into February and March.
29. To support the campaign, showcase local providers and care staff in Nottinghamshire the following has been designed to deliver the local face/voice of care.
30. The creative picture that will be used to support the campaign is bright, colourful and features four straplines and four photos (real carers and residents/service users of Nottinghamshire), which visually represent the different roles in care.
31. Four videos have been produced of local care staff (these will be the same as the photos for continuity) talking about their roles within older and younger adult care homes, homecare and supported living. This is to share their experiences of working in care to the public, who may never have worked or thought of a role in care before.
32. An updated landing page on Nottinghamshire County Council's internet will support this campaign. The internet pages will explain in more detail the career opportunities in social care and link to the providers in Nottinghamshire. The internet page is split up into three areas: Care Homes. Homecare and Supported Living services.
33. The Integrated Care System (ICS) Workforce Group will oversee all the projects that are in progress or being planned. This group brings all the partners in Nottinghamshire together to ensure that there is a robust plan in place to support the social care market in Nottinghamshire. This group also includes provider representatives to ensure all projects meet the required outcomes for social care. There are four priority areas that the group is focussing on for the next 3 to 6 months and below is an update on progress:

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

- 2 Skills for Care Lead to Succeed programmes have been run in the County since July 2021 covering approximately 20 care providers, including two Nottinghamshire County Council teams
- The Skills for Care Well Led Endorsed Programme will be promoted from January 2022.

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

- There will be a standard item on the agenda for the ICS Care Workforce Oversight Group to discuss and agree content for Integrated ICS Collaborative Forums to the end of March 2022
- The new ICS Workforce Webpages are being launched
- The career pathway pages have been redrafted and are being uploaded
- An Infection Prevention and Control (IPC) Champion Network has been established. This is being led by Health and has been promoted by the ICS Collaborative Forum. It is hoped that this will provide a model for future topic areas to follow to support the development and sustainability of best practice workshops for

subject specific leaders/in-house mentors and will focus initially on the topics that make up the Enhanced Health in Care Homes framework.

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

- A working group has just been set up to explore the recruitment of nurses for social care with partners from across the sector, including Notts NHS Healthcare Trust who have been successfully sourcing nurses through this route for several years. They will be working with the Local Authority, Clinical Commissioning Groups and employers and sharing relevant parts of an already established system
- Working with the Nottinghamshire Alliance of Training Hubs and Health partners to promote apprenticeships in nursing in social care settings and also the opportunity to offer placements to nurses undertaking an apprenticeship
- The creation of a peer network for social care nurses using Teams has been promoted during an ICS Collaborative Forum, but not received much response. This will be reviewed in the New Year.

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

- Skills for Care have presented at an ICS Collaborative Forum around the development of recruitment, retention, and engagement in residential care and homebased care settings
- Local recruitment and retention videos are being filmed and will be uploaded to a landing page on the Council's website to encourage interest in applying for jobs with our homebased care and residential care providers.
- The Hertfordshire Care Professional Standards Academy has presented to employers at the Workforce Oversight Group and at an ICS Collaborative Forum and received a positive response. We are now following up on the original business case to request a phased investment of £99,000 to cover the whole of Nottinghamshire's social care workforce
- Co-produced videos are being planned to promote working in care in the private sector as part of the Nottinghamshire County Council wider workforce. One will be for recruitment and the other for induction and set out how the Local Authority supports this professional service. It will 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. These videos will be able to promote the Hertfordshire offer should it be agreed
- Coffee, Cake, and Chat mornings – to find out about a career in social care are being planned for the New Year. The first one was held at Rushcliffe Arena at the beginning of December, but the turnout was disappointing, and the advertising and social media campaign did not achieve much interest. However, due to the low cost of this approach, it is being considered to run it again in the New Year before deciding whether to try taking it round the County.

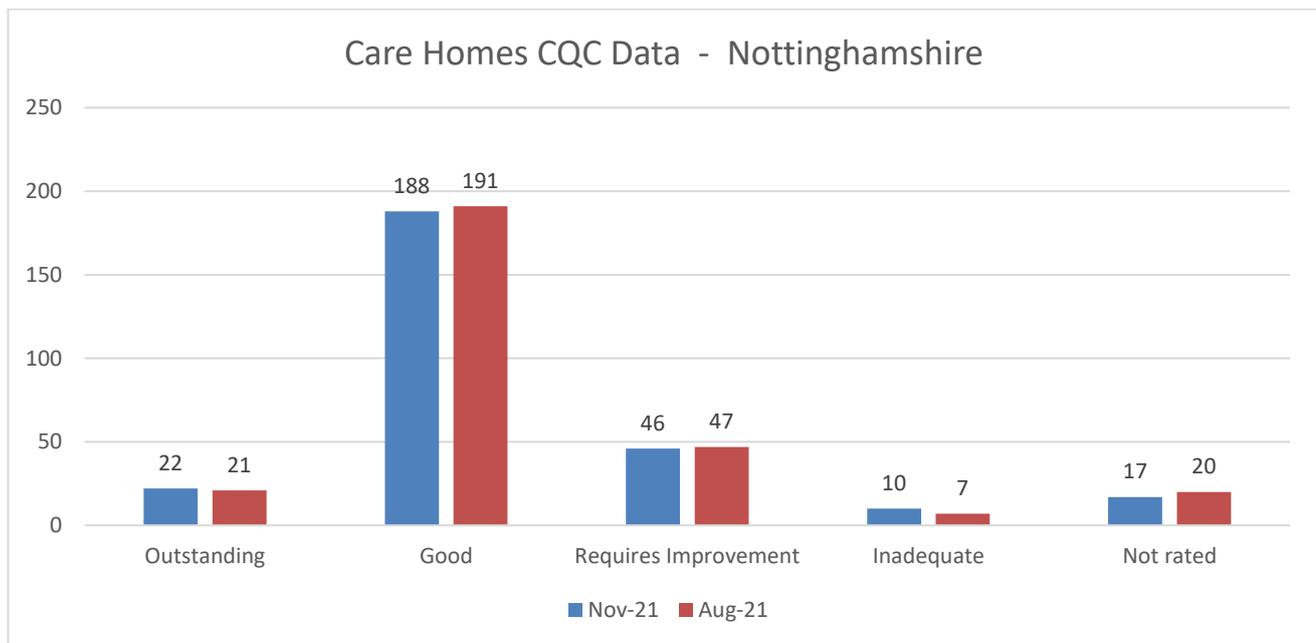
Quality Monitoring – Business as Usual

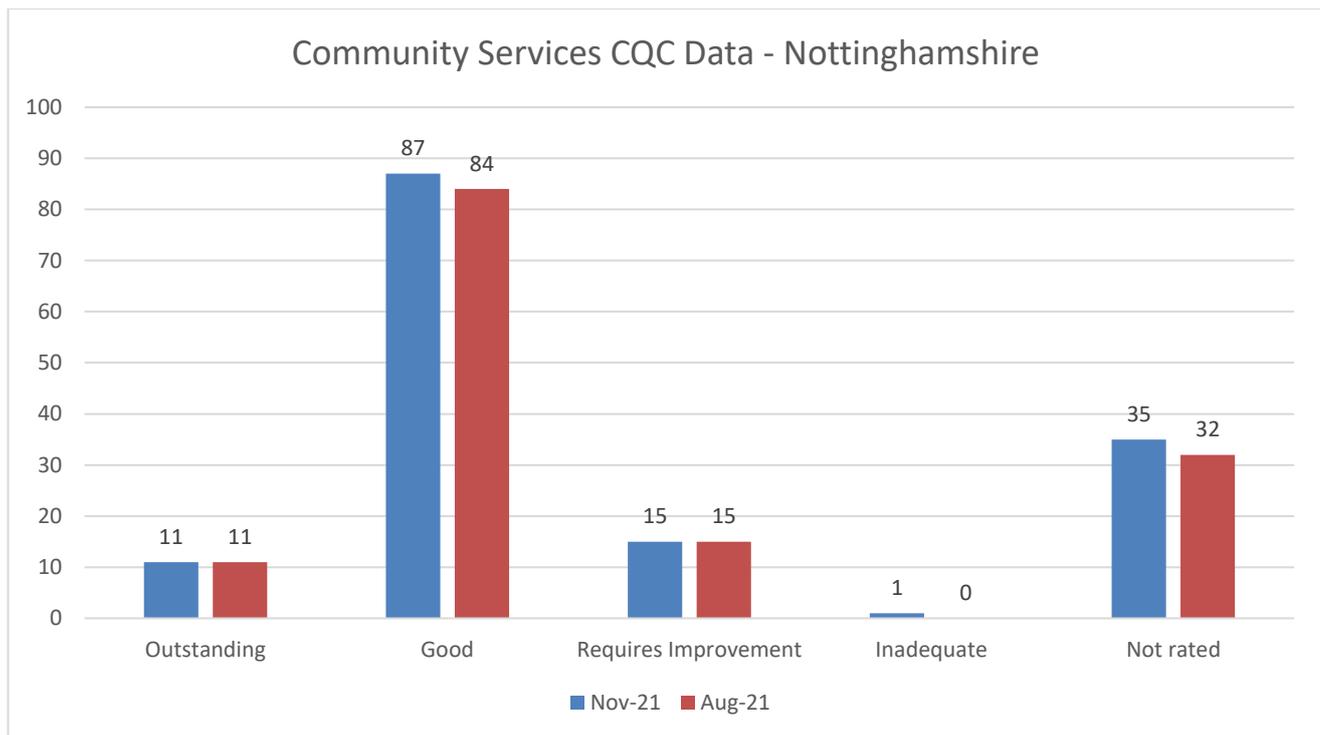
34. The QMMT continues to provide support through the well-established quality monitoring process. Quality monitoring visits and audits are being undertaken routinely by the team.

The Ageing Well team has commenced 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 42 Providers
- Housing with Care 14 Schemes
- Supported Living 35 Providers (190 schemes)
- Day Care 30 Accredited Providers

35. 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.
36. 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:





37. Since the last report there has been a further increase in the number of services rated as inadequate in both community services and care homes. There have been minimal changes to ratings as the Care Quality Commission approach to inspections is based on risk rather than a routine process. There are a number of services that do not have a rating and this is due to them being newly registered in the last couple of years.

Contract suspensions

38. 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.

39. Services that have a contract suspension currently are as follows:

Type of service	Number of services	Contract Status	District
Care Home – Ageing Well	4	Suspended	Gedling, Mansfield, Bassetlaw
Care Home – Living Well	6	Suspended	Bassetlaw, Newark
Homecare	1	Suspended	Rushcliffe, Gedling
Housing with Care	1	Suspended	Rushcliffe
Care Support Enablement (Supported Living)	1	Suspended	Newark

40. Since the previous report to Committee in September 2021 the numbers of suspensions have remained the same with some services having their contracts re-instated and new services being placed under a contract suspension.

Other Options Considered

41. No other options have been considered.

Reason/s for Recommendation/s

42. 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

43. 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

44. The passporting of the following grants will need to be considered:
- Infection Control Fund Grant (round 5) £6.6 million (October 2021 – March 2022)
 - Workforce Recruitment and Retention Grant £2.3 million (November – March 2022)
 - Workforce Recruitment and Retention Grant £4.4 million (December – March 2022).

Implications for Service Users

45. 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.

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Constitutional Comments (AK 12/01/22)

46. This report falls within the remit of Adult Social Care and Public Health Committee under its terms of reference.

Financial Comments (DG 24/12/21)

47. The following grants have been received and are currently being passported out to providers – Infection Control Fund £6,690,583, Workforce Recruitment and Retention £2,388,121 and Workforce Recruitment and Retention 2 £4,408,838. The spend on the recruitment campaign is being met from the Adult Social Care & Public Health departmental underspend.

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 20th September 2021](#)

Electoral Division(s) and Member(s) Affected

All.

ASCPH790