

2019

# Lancashire's Market Position Statement for Adult Social Care

[www.lancashire.gov.uk](http://www.lancashire.gov.uk)



# Welcome to Lancashire's Market Position Statement

Lancashire County Council is committed to stimulating a diverse, active market for adult social care where innovation is encouraged. We want to work differently with partners and providers to deliver flexible and responsive services that people want. This is an important role for us and a key part of shaping the kind of place we want Lancashire to be. Somewhere people can live their lives as successfully, independently and safely as possible and where, regardless of age or ability, people can determine the help they need.

We will prioritise investment in increasing the capacity and coverage of home care, in digital solutions like Telecare, and explore how we can incentivise more providers to build homes with the right facilities for the changing needs of an ageing population, including the need to minimise disruption in the continuous supply of care home capacity. We

expect to follow most other high-performing councils in encouraging and supporting fewer bed-based and more individually-tailored community packages of care and actively promote Direct Payments to give our customers the greatest freedom and flexibility to meet their needs. We are also reviewing the length of contracts to see if we can increase them to give providers more certainty and incentive to invest.

As a large provider of care the county council will review its own provision and role in the market. Our residential, Supported Living and day care facilities will not be treated any differently or exempted from the same level of scrutiny, challenge and change as other care providers. And we will expect such services to deliver the same level of high quality care at the most affordable price.

We will continue to prioritise our engagement with care providers to deliver greater efficiency and better customer responsiveness. The adoption of a trusted assessor approach which avoids people having to tell their story repeatedly will be encouraged and let social care staff “step back” to allow those with the strongest relationship and confidence of the person involved to take the lead role.

In this Statement we set out our understanding of demand for care and how that demand may change over time. We also outline current supply issues and some of the major challenges – including significant financial pressures – facing the county.

Finally, we detail our plans for changing the way we work to achieve something different and better. This means commissioning services that maximise independence, keep people healthy for longer and make full use of our communities’ strengths and assets.





We know from what people tell us that – when their health and care needs change – they prefer to live in their own home, close to people and places who are familiar and important. We are committed to developing and investing in solutions that make that aspiration a reality. We will encourage others who make decisions about a person’s care (like GPs and hospitals) to invest with us in the types of “connected care” that supports the person to live in their own home or to return home safely. We are also keen to address the fact that adults living in Lancashire are much more likely than other parts of the country to be drawn into long-term care when needs elsewhere are met with much smaller community-based packages of care.

Lancashire needs care services flexible enough to respond to changing needs in the here and now as well as preparing for the longer-term demands of a dramatically ageing population. This emphasis on flexibility and responsiveness is crucial to ensuring the necessary provision is in place to avoid gaps, delays, or deterioration in health and wellbeing.

We celebrate that, in Lancashire as elsewhere, our population is living longer. But, in contrast to many other areas, our population is less likely to experience good health as they age, especially for those living with preventable conditions closely linked to lifestyle and income. So it is important we do not simply accept these trends as inevitable and instead work

to turn this position around, helping Lancashire residents to have the highest possible levels of personal health and independence and live in strong and resilient communities. This is why this statement puts equal emphasis on and investment in preventative measures and we will always seek to keep adults of all ages, and regardless of mental and physical capacity, living as independently as possible for as long as is realistically achievable.

This document can be found on-line at [www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement](http://www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement)



**Louise Taylor**

Executive Director for Adult Services and Health and Wellbeing, Lancashire County Council

# Key Messages

We want to work differently with partners and providers to support a diverse and sustainable market which will meet the care and support needs of the people of Lancashire. We want to work with the market to:

- prioritise investment in increasing the capacity and coverage of home care;
- develop and embed the use of technology enabled care in care and support services;
- explore how we can incentivise more providers to build homes with the right facilities for the changing needs of people;
- encourage and support fewer bed-based and more individually-tailored community packages of care;
- actively promote Direct Payments to give our customers the greatest freedom and flexibility to meet their needs;
- work with providers to adopt a trusted assessor approach which avoids people having to tell their story repeatedly;
- commissioning services that maximise independence, keep people healthy for longer and make full use of our communities' strengths and assets;
- encourage those who make decisions about a person's care (like GPs and hospitals) to invest with us in the types of "connected care" that supports the person to live in their own home with much smaller community-based packages of care.

# What is the purpose of the MPS?

The aim of the Market Position Statement (MPS) is to provide information about the adult social care market in Lancashire so that current and prospective providers understand the local context, what is likely to change and where opportunities might arise in the future.

It sets out the key pressures for Adult Social Care and our vision for the future. It also sets out the system pressures within the health and social care sector across the Integrated Care System (ICS) as it is our ambition that this statement will evolve over time to become a system-wide Market Position Statement.

The MPS is for both existing and potential providers with the purpose of helping them shape their business plans to support the council's vision for adult social care in the future. It will help providers to:

- develop their services to meet local need and demand;
- understand the direction of travel for Adult Social Care In Lancashire;
- invest in new service areas and potentially diversify into others;
- set out how we can work together.

We understand that the market is constantly changing as do the pressures and demands that it faces. We don't want this statement to be only a snap shot in time, but a place where commissioners and providers can access plans, strategies and relevant information to shape and inform a sustainable care and support market.

# How we developed the MPS and how it will be updated

The MPS has been developed with input from partners and providers across the ICS and the market, utilising information and analysis from a range of sources. Our vision is to expand and grow the market position statement to reflect the whole health and social care market across the ICS footprint.

Future planned additions to the statement will include:

- greater understanding of area-specific market needs at neighbourhood, district, Integrated Care Partnership (ICP), and Integrated Care System (ICS) level;
- consideration of the expected Green Paper for Social Care;
- development of the Intermediate Care Plans for ICPs;
- Voluntary, Community and Social Enterprise Sector Organisations (VCSE) and Residential Care Strategies.

We also want feedback from the market to understand how this statement can be developed further to support businesses to invest, grow and be sustainable. We want to work with you to continue the conversation through our regular partnership boards and forums as well as working together on specific pieces of work. We want to ensure the work we are doing captures your ideas, builds on best practice, develops new innovations together and supports the market.

We want this document to be accessible and useful. It is available on our website at [www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement](http://www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement)

The MPS will be refreshed and updated as new information, policies, strategies or other relevant information becomes available.

# About Lancashire





Lancashire is a county of diverse communities which are not only socially and economically diverse, but geographically diverse. The county ranges from urban areas of Preston and Lancaster to rural areas of Wyre and Ribble Valley.

We also work alongside two unitary authorities of Blackburn with Darwen and Blackpool, as well as Cumbria County Council as part of the Integrated Care System, made up of five Integrated Care Partnerships.

Our vision is to support people to live as independently and healthily as possible, with the right level of care for the right amount of time for themselves and their carers.

We are working to ensure people in Lancashire are:

- safe, secure and connected to their local community;
- maximising their potential, remaining healthy and feeling well;
- living as independently as possible in their own home, or close to home, with appropriate care and support if needed;
- assured that our response, plans and the money we spend, are reasonable and proportionate.

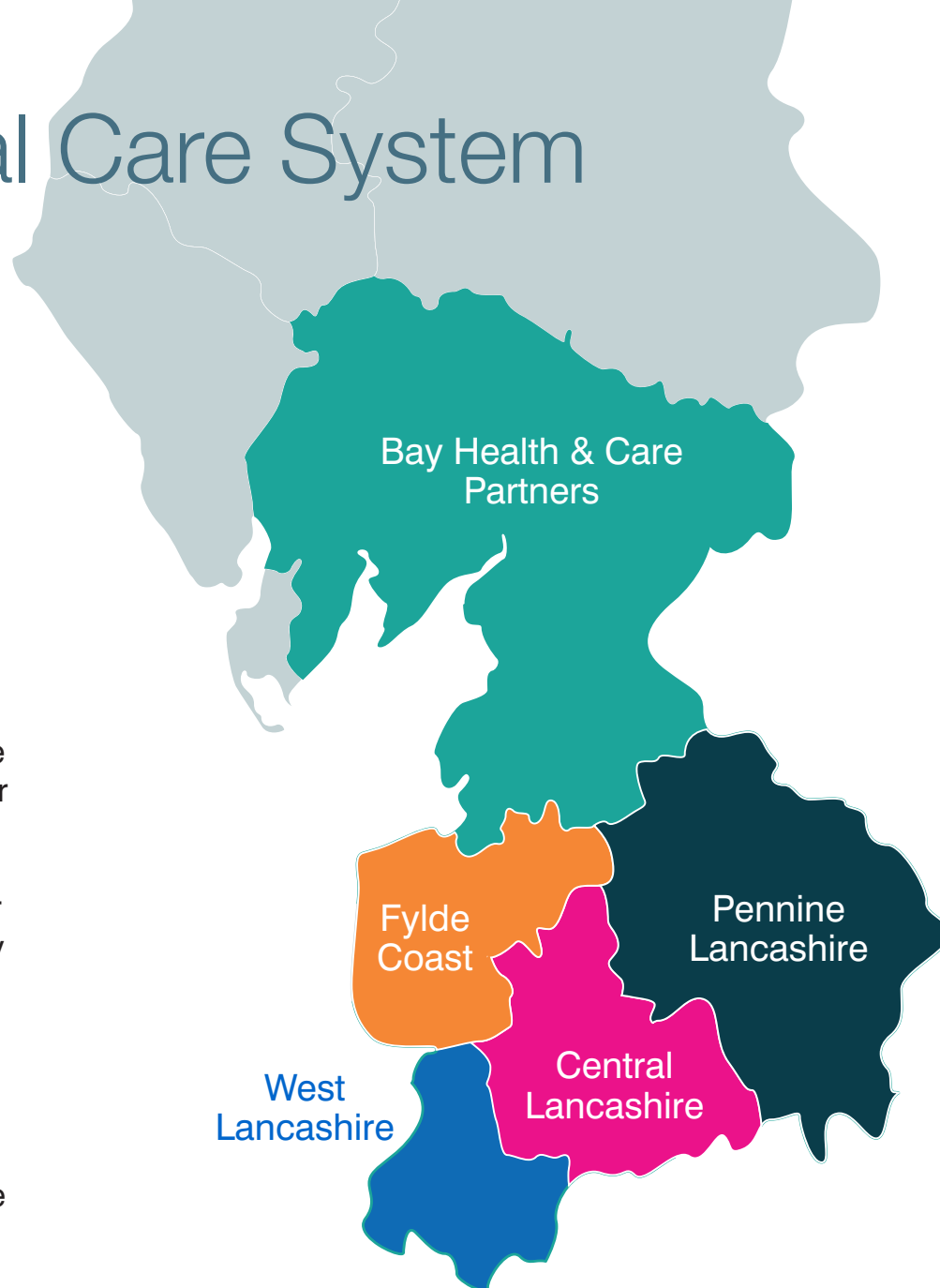
Our county is a great place to do business with forward-thinking businesses, excellent locations and transport links, a skilled workforce and high educational attainment. There are numerous opportunities for your business here in Lancashire.

# The Health and Social Care System in Lancashire

We are part of the Lancashire and South Cumbria Integrated Care System (ICS), which covers five Integrated Care Partnerships (ICPs) (see map), four acute trusts (hospitals), one community and mental health trust, one ambulance trust and four local authorities.

We are working together, developing joint working opportunities and exploring greater integration to improve the Health and Social Care System. We are also working together to manage the Better Care Fund (BCF) which is a pooled budget for both the NHS and the council which seeks to join-up health and care services to support people to be cared for at home, avoid hospital admissions and reduce length of stay in an acute setting.

For providers, this will mean there will be more services commissioned jointly in the future to reduce duplication and support providers to work across the whole system. It is expected that services commissioned in this way will be more efficient, cost effective and achieve improved outcomes.



# Understanding Lancashire

To enable us to understand the care and support needs of the people of Lancashire we use information and analysis from the following sources:

## Joint Strategic Needs Assessment (JSNA)

The JSNA helps the council and other partners inform the planning and improvement of local services and guides us to make the best use of funding in commissioning services in Lancashire. The JSNA is not just about health and social care, but reflects many factors that influence people's health and wellbeing. Information from the JSNA has informed the development of a number of key strategies and plans including the Housing with Care Strategy and Dementia Strategy. [www.lancashire.gov.uk/lancashire-insight/jsna](http://www.lancashire.gov.uk/lancashire-insight/jsna)

## Lancashire Insight

Lancashire Insight is a shared intelligence research and knowledge base for Lancashire, informing strategic planning across Lancashire County Council and its partners. Providers can visit Lancashire Insight to discover a wealth of business intelligence resources about Lancashire, including population

profiles and projections and information and statistics about **health and care** in Lancashire. **Lancashire Insight** features a number of user-guided tools to delve deeper into how demographic trends will affect social care provision in Lancashire in the future. You can also subscribe to receive the **Lancashire Insight** newsletter.

This information is available to providers, which will be useful to inform business plans and developing your business. We are keen for providers to use this information and to work with us to create solutions which can address the pressures outlined in this statement.

# Key Facts



- Healthy life expectancy for females 64.5, similar to England average

## 244,904



**over 65 year olds**  
predicted to rise by 6%  
to 259,110 by 2021

- Healthy life expectancy for males 61.1, similar to England average

## 22,511



**adults and older people**  
received long-term  
support from the  
Council

- Life expectancy for females 82.2, lower than England average

# Key Facts

## 12,278



**carers had support**

provided by the council to help them care for people in need

- Life expectancy for males 78.6, lower than England average



## 15,382

**people were helped**

**to stay independent**

at home with Home Care or other support

- There are an estimated 22,000 households at risk of social isolation and loneliness

## 7,392



**people were referred for reablement**

- 49,836 people provided care to another person for 20 hours or more a week



# Key Facts

10,641



## adults use telecare

services (personal alarms and sensors) to help them feel safe and maintain independence

- There were nearly 8,000 referrals to the reablement service; 84% of those who completed reablement left as self-caring

10.2 8.1



males



females

## years life expectancy

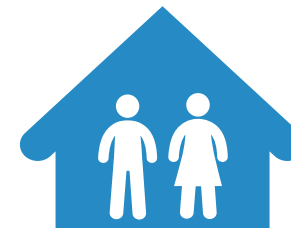
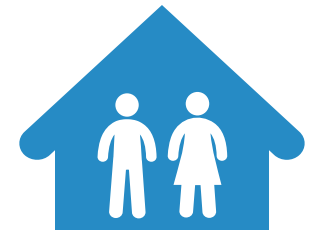
varies due to deprivation across different areas of Lancashire

- 88.1% of older people (65 and over) were still at home 91 days after discharge from hospital into reablement/rehabilitation services

The number of **new admissions to care homes for younger adults** is relatively high:

17.0

compared with



12.8

England average  
(per 100,000 population)

# Understanding Demand

## Our population is changing

- We have a population of around 1.2 million people
- We support around 30,000 adults of the 950,000 living in Lancashire, including older people, adults with a learning and/or physical disability, autism and/or mental health condition
- Adults are living for longer with poor health and disability, which means there is a greater demand for care and support, as well as an increase in the number of people with complex needs
- The health of our population varies across the county

## Population change from 2016-2026

Area	18-64	65-74	75-84	85+
Lancashire-12	-2.6%	2.8%	38.4%	25.0%

People aged 65+ projected increase 2019 to 2025 with health conditions or lifestyle issues

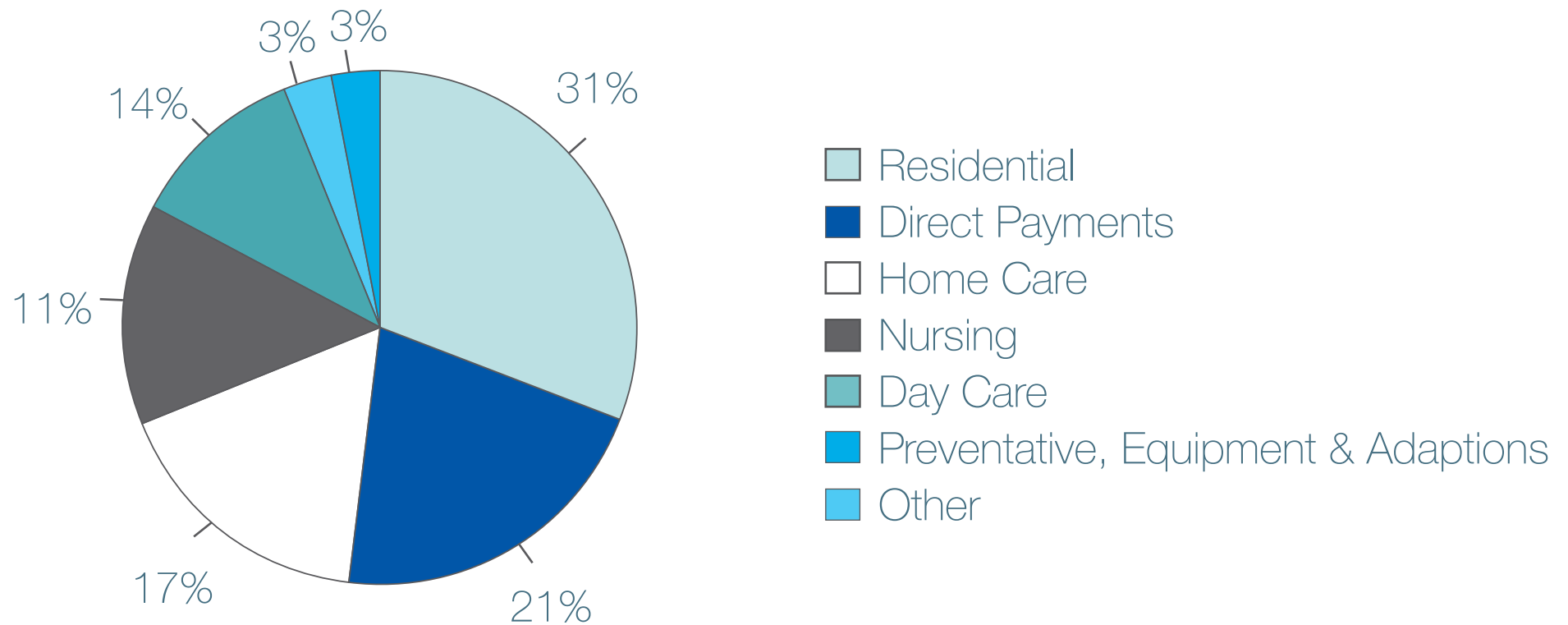
Condition	%
Limiting long-term illness	13.20
Falls	11.00
Falls - hospital admissions	15.70
Dementia	15.10
Heart attack	11.10
Stroke	12.50
Bronchitis/emphysema	10.40
Obesity	8.40
Diabetes	9.60
Autistic spectrum disorders	10.80
Learning disability	9.70
Unpaid carers	9.10

# Financial Pressures

- Local government is facing a challenging financial position
- The council will have to make £63.9m of savings by March 2020 and a further £56.6m by March 2023
- In 2018/19 the council spent £498m on Adult Social Care
- We understand that we cannot simply pass on to providers this financial pressure as we recognise that to ensure we have a secure, viable, quality care and support market appropriate investment is required
- Providers should be aware that we will continue to achieve significant savings through changing the way we support people to ensure they receive the right levels of support
- We will also explore service remodelling, negotiation with existing service providers (where necessary) and some decommissioning, and where appropriate, reinvestment in more efficient services to better fit future needs
- We want providers to work with us to address this challenge.



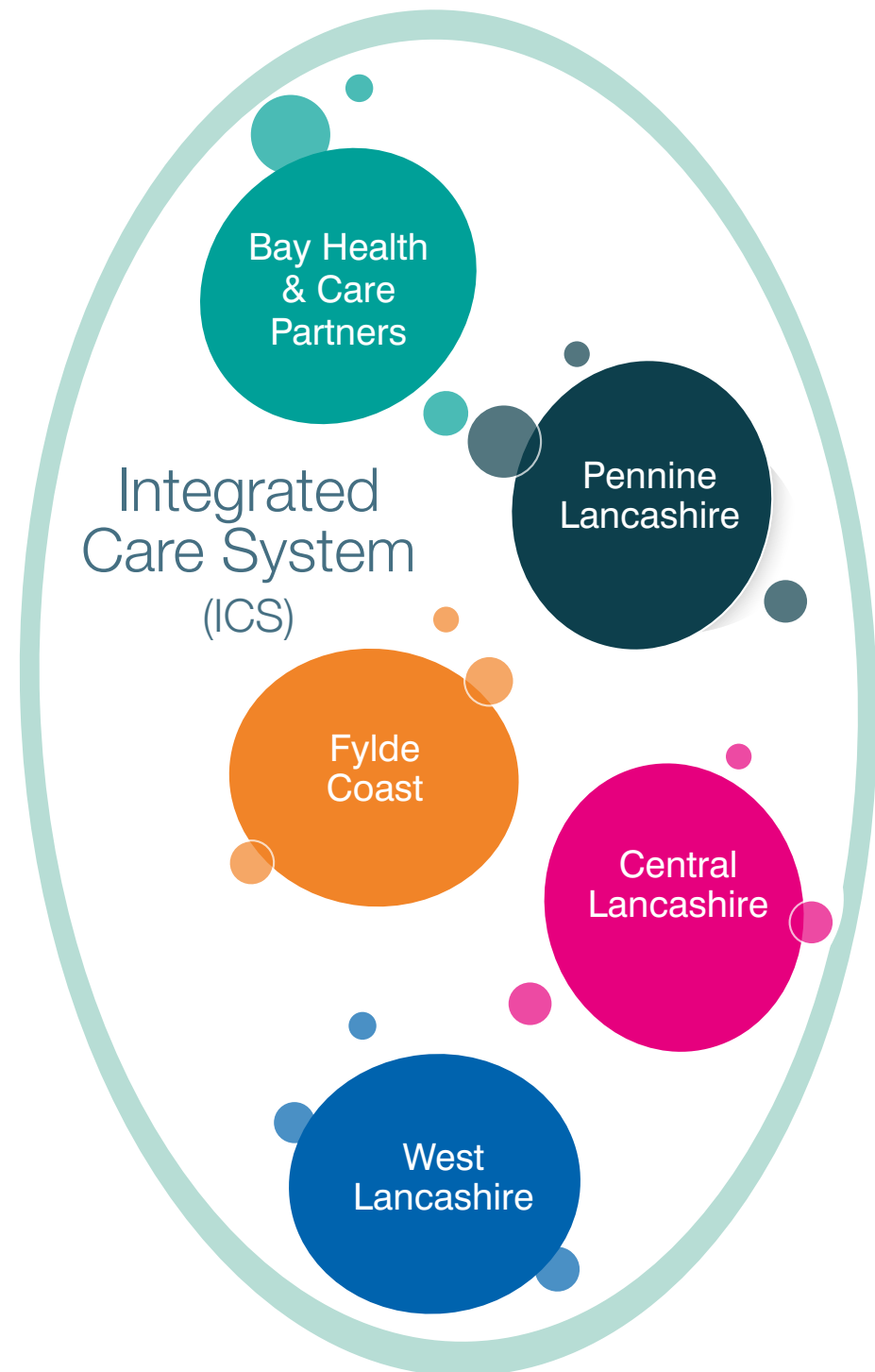
## Breakdown of Adult Social Care budget 2019/20



# System Pressures

- Lack of availability of EMI (Elderly Mentally Infirm) homes offering nursing level care
- Lack of availability of EMD (Elderly Mental Dementia) homes which offer residential level support
- Lack of home care provision in some rural areas
- Lack of appropriate care facilities for younger people with complex needs
- High level of hospital admissions
- Significant demand on community health services such as physiotherapy and district nursing
- Shortage of personal assistants
- Shortage of care workers
- Shortage of nursing staff
- Lack of appropriate Extra Care facilities in many areas
- Lack of diverse Day Time Supports in some areas
- Limited range of preventative services in some areas
- Services often not located in areas of need

It is our intention to develop more detailed analysis of pressures, gaps and demands across the system at local level. We will be doing this using a range of data and want providers to work with us to ensure this information is useful to support the whole market.





# Workforce Pressures

We have identified workforce shortages as a key risk for the future of Lancashire's care market. What we know:

- significant difficulties in both recruitment and retention of nursing and care staff, including personal assistants, due to short supply;
- care staff do not always feel valued, and often feel under pressure from high workloads;
- care sector is often not seen as a career option and care staff report there is a lack of opportunities for career progression;
- 20% of all workers are over 55 and early retirement uptake is high;
- difficulty attracting younger people into the sector;
- these issues are not just true for Lancashire, they are national issues.

## Next steps

- We are developing an apprenticeship scheme taking advantage of the apprenticeship levy to attract more people into the workforce
- We are developing with partners across the ICS a Workforce strategy for the sector including a sector-led workforce improvement plan and regulated care work programme, health and social care academy and toolkit.
- We are supporting Skills for Care to promote care as a career including promotion of training opportunities, values based recruitment, entry-level apprenticeship scheme and academy
- We want schools, colleges and providers to work with us to find innovative ways for us to encourage people to choose care as a career

# Commissioning Approach

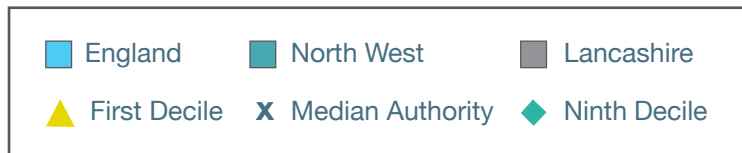
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# What is the Customer Experience?

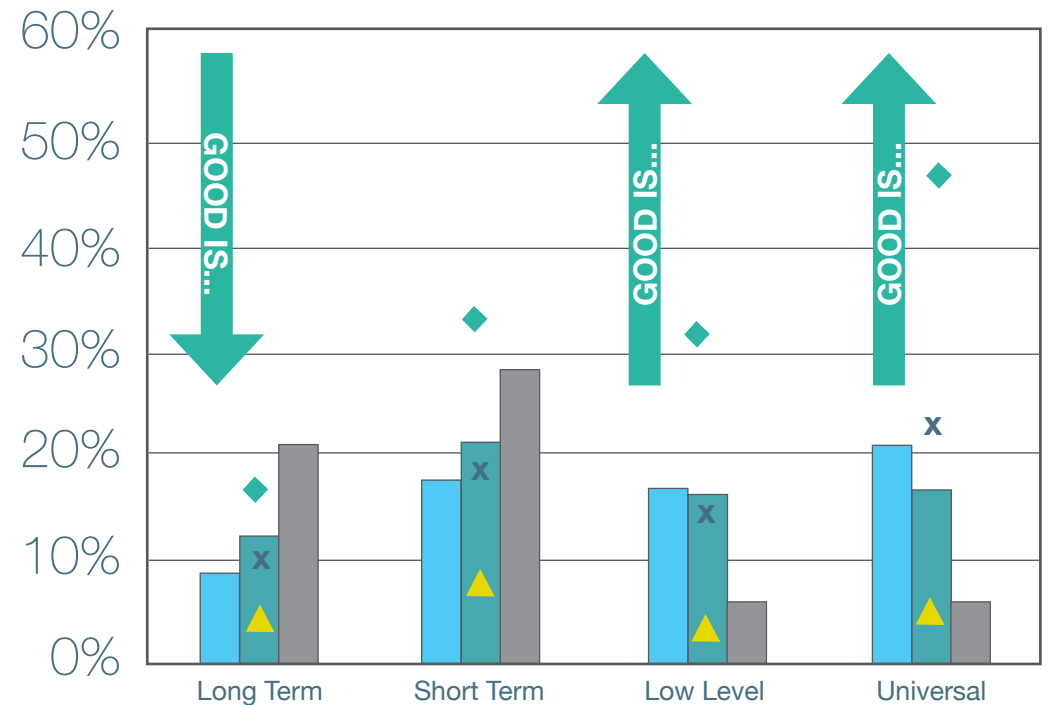
A change in how we support people, building on people's strengths, focussing on preventive support to enable people to remain in their own home, will achieve savings and improve outcomes for people.

At present there is:

- too much support offered at first contact;
- over reliance on residential care;
- too few people accessing community and preventative support.



What happens after first contact



# How we will commission services in the future

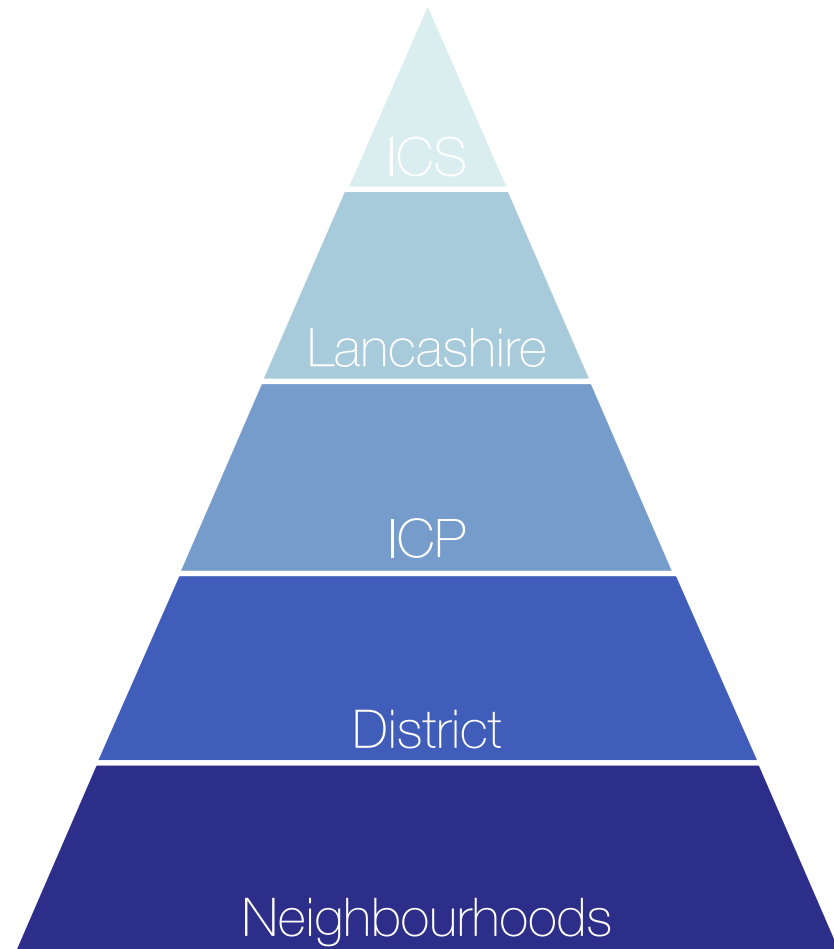
We commission services across different geographical footprints. This could mean services are designed, developed and commissioned:

- once across an ICS footprint with partners from health;
- once across Lancashire or three geographical footprints of North, Central and East Lancashire;
- five times for each ICP footprint area;
- within a District footprint;
- smaller scale within communities.

Our direction of travel is greater commissioning at a neighbourhood level and we are exploring how we can work closer with partners and providers to deliver a number of key services in a more joined up way within communities.

We are working with other public services including health, district councils and the Voluntary and Faith sector to establish joined up services and support which are available for people in the place they live or work, at a time and in a way that best suits them.

We want providers to work with us to develop this approach locally. Further information about our commissioning approach can be found <https://www.lancashire.gov.uk/council/strategies-policies-plans/health-and-wellbeing/>



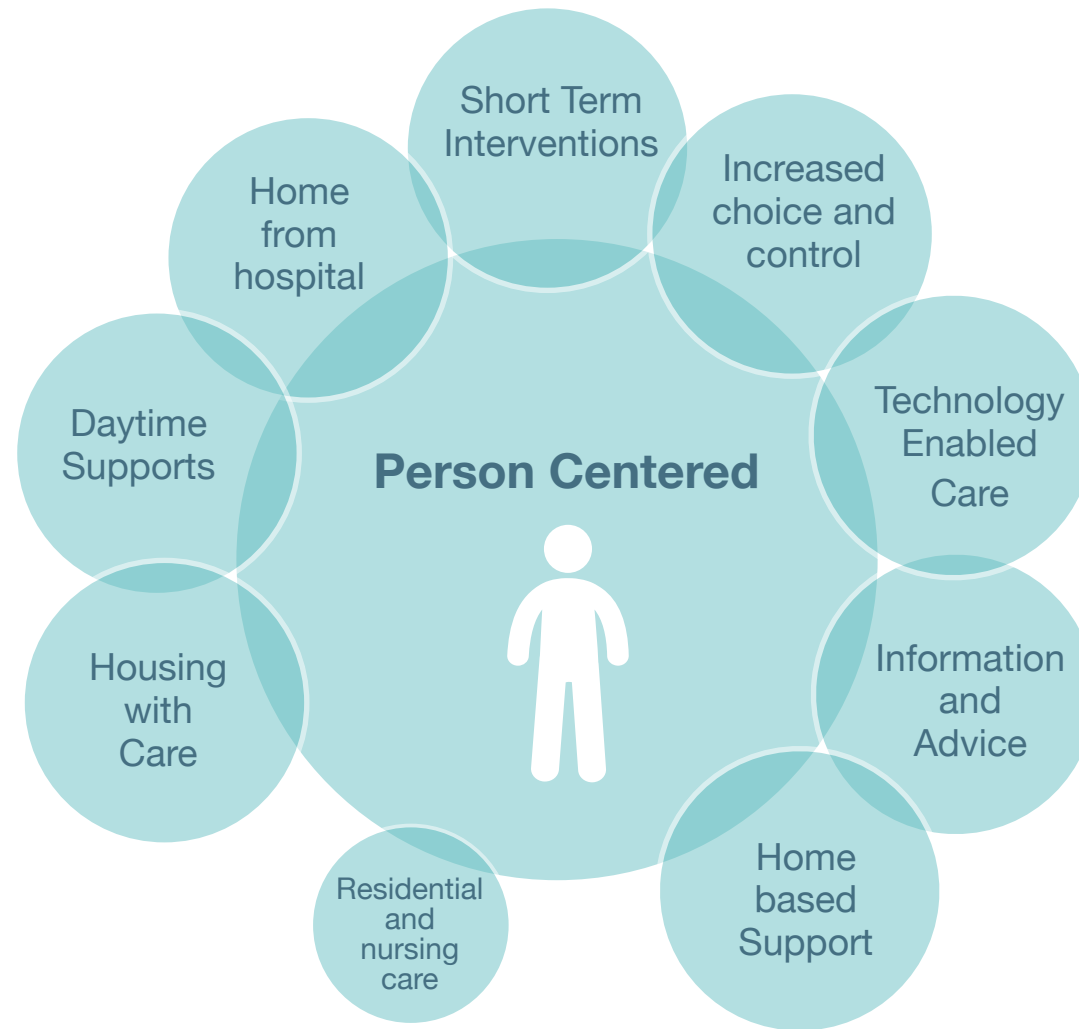
# Our Ambitions for Adult Social Care in Lancashire

Throughout this statement, we aim to communicate to providers our ambitions for Adult Social Care services in Lancashire:

- less reliance on residential care, development of a Residential & Nursing strategy;
- improving and maintaining care home quality and safeguarding practices;
- more Extra Care schemes (homes where people can live with some extra support) across Lancashire;
- improved Supported Living options for younger adults (for example homes where people have their own 'front door' with access to support when needed);
- improved information and advice offer, better signposting to local services;
- joined up prevention based services in Neighbourhoods, working with partners, providers and the Voluntary and Faith sector to meet local need;
- greater use and development of technology based and digitally enabled care;
- development of preventative services and daytime supports for all ages;
- implementation of plans to redesign Intermediate Care Services (services which support people to live independently at home) with ICPs;
- co produced VCSE strategy;
- more support for carers;
- becoming dementia friendly Lancashire;
- improved mental health services (joint with health);
- greater support & access to services for self funders;
- more personal control and choice (direct payments);
- more Shared Lives, introducing Home Share;
- joint Workforce Development strategy and Plan;
- joint commissioning and service delivery with ICS, ICPs and district councils;
- agreeing joint funding arrangements with health such as Continuing Health Care.(CHC);
- clear approach to fee uplifts/pricing.



# How we want to support people in Lancashire



# Market Opportunities



# Information and Advice

- Planning for care and support is something that many people don't think about until they are faced with an urgent need to find support for themselves, their family or friends
- At this challenging time, people are often frustrated as they struggle to find information and advice to support them to find the right care and support to meet their needs
- We know people are often surprised by the diverse range of care and support services available
- We have a responsibility to provide information and advice to help people (including those who fund their own care) to find care and support
- We provide information, advice and guidance online through our website, and over the phone through our customer contact centre
- We want providers to work with us to improve the information, advice and guidance we can offer
- Providers should consider how they provide information, advice and guidance to the people, carers and families they support
- Providers should also consider how they market their services, especially to people who fund their own care (self funders)
- We want to involve the public in how we improve our information and advice offer so that we know we are being clear and understandable

## Messages for the market

- We are looking at ways to improve that first point of contact by, for example, using online technology to help people find information and advice quicker and easier
- We are working to improve our information, advice and guidance support including improving our “front door” offer



# Increased Choice and Control

- There are currently 4,878 people who receive their personal budget as a Direct Payment
  - Over 1,300 people receive their personal budget through an Individual Service Fund, managed by a provider
  - The majority of people who take a Direct Payment employ personal assistants and it is estimated that 3,300 people are now employed in this role
  - We currently commission a Direct Payment Support Service to provide information, advice and guidance for anyone with a Direct Payment, including a payroll service, supported banking facilities and employer support
  - We will continue to promote and encourage the uptake of direct payments in appropriate circumstances
- We are working with Skills for Care to promote Personal Care roles to increase recruitment
  - Direct Payment Support Service procurement is anticipated to begin September 2019 with contract award anticipated May 2020

## Messages for the market

- We are looking to improve the ways people with a Direct Payment can purchase commissioned services
- We will be reviewing the existing Direct Payment Support Service to inform the new service specification
- We want to work with providers and service users to develop our supported banking policy



# Technology Enabled Care

- Designed to maximise independence, reduce the reliance on formal supports and improve outcomes for people
- The number of people receiving Telecare from the council is currently 11,411 (as at 1 July 2019)
- We forecast there will be approximately 14,000 people using our Telecare service by 31 March 2022
- In 2018/19 we spent £3.7m on Telecare and we expect to spend about £4.5m in 2019/20, meaning we have increased our investment year on year since 2015
- Technology Enabled Care such as Telecare and Telehealth is constantly improving and new innovations are being developed all the time



## Messages for the market

- We want to develop, promote and embed Technology Enabled Care across Lancashire
- We will make greater use of digital technology innovation in advance of analogue telephony services being switched off in the UK by 2025
- We will increasingly use more proactive and preventative ways of working so that people are supported earlier, for example wellbeing calls and using data analytics to enable more effective and timely intervention
- We expect growth in the retail market and we will play our part in stimulating a service offer for people who wish to self-help by purchasing technology enabled care service privately
- We anticipate undertaking a procurement exercise no later than 2021/22
- We are intending to pilot an integrated home response and falls lifting service with NHS and local authority partners starting late 2019. If this is successful it is likely we will carry out a procurement exercise in 2020



# Daytime Support

- Daytime supports provide a range of activities and support, including respite, to enable people to gain new skills, remain socially active and engaged in their community
- We currently fund around 1,470 places per week excluding self-funders (for both older peoples and dementia services)
- We also fund 1,091 places per week for people with learning disabilities, mental health and physical disabilities
- The county council spends approximately £16 million on daytime support across all client groups
- We forecast the number of required places supported by the county council to grow to approximately 1,680 by 2021/22
- We have developed a Minimum Quality Standard for all daytime support we commission for older people and people with dementia
- We only commission new services from providers who have signed up to the Minimum Quality Standards for older people and people with dementia

## Messages for the market

- There is some unevenness in the availability of daytime support across the county. Please see our website for more details <https://www.lancashire.gov.uk/health-and-social-care/adult-social-care/day-time-support/>
- We are looking for providers to develop daytime support which offers innovative and creative support for people
- We want daytime support to support and connect with the diverse communities in which they are based.
- We are looking for daytime support for “younger” older people to engage people within their communities to reduce social isolation
- We are looking for daytime support which will appeal to more people and move away from traditional day time support models, for example encouraging social enterprises and offering employment support
- Potential future development of the Minimum Standards for other types of daytime support, such as learning disabilities and mental health daytime support
- Register your daytime support service through our website at <https://www.lancashire.gov.uk/business/tenders-and-procurement/tenders/>

# Short Term Interventions - Intermediate Care

People often need short term interventions to help them regain skills and confidence, such as cooking, bathing and dressing to recover their independence following a stay in hospital or illness at home. They support the management of unplanned escalation in care and support needs to prevent admission to hospital, residential care and prevent carer breakdown.

We have a range of support options including:

- Community Beds – currently within our in-house residential care homes these provide recuperation and rehabilitation
- Reablement - support for people in their own home and is provided by external service providers, supported by our in-house team of Occupation Therapists
- Night time support - providing homecare support between 12pm and 6am, 7 days a week for people with night time needs
- Crisis support - people remain at home and receive care and support for unplanned escalation of need or carer breakdown
- These services are free of charge for a short period of time (except night time support which is part of a normal care package)

## Messages for the market

- We are looking to expand these services to prevent people needing long term intensive health and social care support
- A review of all intermediate care services has taken place across the ICS and we will be developing plans to ensure we have the right support in the right place to meet local needs
- We would like providers to work with us during winter pressures to provide flexible solutions
- We want to review and re-procure the reablement and crisis services
- We want to develop crisis provision across the County for people with learning disability and/or autism
- We want providers to work with us to develop these plans and shape services





# Support following discharge from Hospital

## Home First

is a service which supports people to be assessed in their own home following discharge from hospital. This means people can return home from hospital in a more timely way, and ensure they have the right care and support.

## Hospital Aftercare

is a 'Take Home and Settle' service which takes people home and assesses them to ensure they are safe. If further needs are identified, the service user is offered a longer period of support to build confidence, help with light cleaning, shopping and other domestic tasks. The current contract serves approximately 1,500 people per year with additional support being offered via telephone

## Messages for the market

- We want to support more people to return home from hospital
- We want to carry out more assessments in people's homes to better understand people's long term needs
- We are reducing the number of social care assessments in hospital through the Home First pathway which means greater demand for short term interventions rather than long term care
- We want providers to adopt the trusted assessor model to support people to return to their residential care home in a timely way
- We are working with partners in Health to improve the current Continuing Health Care assessment process to provide better information for people and speed up the process

# Housing with Care and Support

- We published our 'Housing with Care and Support' Strategy in 2019 <http://council.lancashire.gov.uk/documents/s138807/Appendix%20A.pdf>
- Housing with Care and Support is purpose built or adapted housing with the availability of up to 24/7 care and support services
- Primarily in shared apartments or houses, with their own front door and access to communal facilities, such as on site hairdressers and cafes
- We encourage the development of newer, more innovative and flexible Supported Living accommodation for people with a learning or physical disability, and/or a mental health condition
- Such schemes already exist in limited numbers in Lancashire and we want to do more.

## Messages for the market

- We want to work with providers, developers and partners including district councils to encourage and enable investment in new types of innovative and flexible housing
- We need to reduce our reliance on residential care by

ensuring alternative options are available to help us manage the growing demand and financial pressures

- We are aiming to have at least one Extra Care scheme for older adults in each district and about 1,000 new homes by 2025
- We are aiming to have more smaller-scale Apartment Schemes for younger adults with disabilities
- There are clear opportunities for existing and new providers to develop Housing with Care and Support options across Lancashire



# Homecare

- We successfully recommissioned homecare in 2017 as a provider framework. It is due for renewal in 2021
- We commissioned around £60 million on homecare in 2018/19
- We have reduced the number of providers, who all now work on an area basis
- The framework was designed to address supply issues in some parts of the county and deliver a more sustainable market characterised by more meaningful choice
- We have had to commission services “off framework” to meet demand pressures

## Gaps in service provision

- Demand on homecare provision varies and changes over time
- There are a number of gaps in provision which include difficulties in sourcing home care in some rural areas of Lancashire (Fylde and Wyre) and also in some urban areas (periodically in Burnley, Chorley and South Ribble)



## Messages for the market

- We are currently considering our approach to reprocurement of the Homecare framework which would consider longer term contracts (up to 10 years) and options for providers to join and leave the framework throughout the contract term
- We want to engage with providers to discuss this approach

# Residential & Nursing Care

- The market is diverse. However, it is primarily populated by small businesses/proprietors, who make up 76% of the total market
- We fund approximately 5,700 individuals in long-term residential and nursing care supporting older people, people with mental health needs and people with a learning or physical disability, or sensory impairment
- For those people who self fund, our concern is the relatively high cost of residential care home beds which can result in self funders' levels of income reducing quickly and falling below the national threshold of £23,350, resulting in the council having to meet the cost of their care. The council will not be able to meet the costs of care at the same level as self-funders, which could result in people moving service provider

## Gaps in service provision

- Lack of availability of EMI (Elderly Mentally Infirm) and EMD (Elderly Mental Dementia) particularly in the centre and north of the county for older people
- Placements for younger adults under the age of 65 with a wide variety of needs including, but not limited to, physical disabilities, mental health, and learning disabilities

## Messages for the market

- We intend to develop a residential and nursing care strategy
- We are working to develop a new specification for residential care placements with partners across the ICS
- We want providers to work with us to ensure we can support self funders to understand the future implications prior to them falling below the income threshold
- We want providers to increase links with local communities and to engage in the use of technology enabled care.
- We want providers to adopt the provider led assessment/trusted assessor models and move towards seven day admissions
- We want providers to work with us to offer flexible use of short term and long term beds provision to support winter pressures and respite
- We want providers to use the web based system that enables residential care homes to share their vacancy information

# Market Developments

We want to let providers know about how we would like to work with the market in the future.

## Contracts and Fees

- We are aware of the implications of the way we commission, purchase and pay for services has on the stability and growth of the care and support market
- We are also aware that it is often difficult for providers to develop long term business plans due to the short length of contracts we currently offer
- We want to change, in future contracts, the way annual fees are negotiated, agreed and uplifted to support providers to invest in their business

## Messages for the market:

- We will be developing a new approach to the way we commission, purchase and pay for services, including:
  - options for offering contracts for longer periods of time, for example, up to 10 years;
  - clear approach for pricing, fees, and uplifts;
  - working with providers to understand more about how the way we commission services impacts on the market.

## In-house Services

- The council is fairly unique as we are a provider of care and support services which includes our Older People Service and Disability Services
- We also have an in-house Supported Living service to support people with a learning disability and/or autism to live in their own home with support and a nationally recognised Shared Lives service which enables people who need support to live in a family setting
- These services provide a range of support including residential care placements, daytime support, respite and rehabilitation beds
- Our Reablement Services are provided by our in-house therapy team and independent sector reablement care support
- We are the largest group provider of residential care with 717 residential care places across 17 homes (approximately 7% of the market)
- We know, through benchmarking against other service providers, that our overhead costs and staffing levels are broadly in line with the wider market



# Market Developments

## Dementia

- Our vision is to facilitate the development of a Dementia Friendly Lancashire, to make a positive difference to the lives of people with dementia, so that they can 'live well' with dementia
- Lancashire has a Dementia Friendly Lancashire Strategy <https://www.lancashire.gov.uk/council/strategies-policies-plans/health-and-wellbeing/>

## We are looking to providers to:

- Engage in dementia awareness training with staff
- Promote dementia awareness through services and support you deliver
- Promote the use of technology enabled care to support people with dementia and their families.
- Consider Dementia Friendly environments when designing building based services and accommodation
- Consider how your organisation can become Dementia Friendly

## Carers

- The council supports over 12,000 carers each year and demand for carers assessments is around 400 per month
- The County Council spent around £4.2m in 18/19 on carers support services and helped to support 8500 people through direct payments
- We have recently recommissioned the Lancashire Carers Service to deliver support for adult carers
- We want to co-produce a new carers strategy that will set out our priorities over the next 3 years
- We want to review current delivery mechanisms and service offering for carers to establish whether alternative models would be more effective
- We intend to work with children's services to ensure 'whole families working' improves outcomes for all carers



# Market Developments

## Person Centred Care

- Everyone is different and one size doesn't fit all. We want all providers to work in a person centred way and ensure their services treat everyone according to their individual care and support needs and preferences
- It is important for providers to be able to adapt their services to deliver flexible and tailored support to individual needs, especially when more and more people are making their own choices in purchasing care and support utilising their personal budgets and Direct Payments or as self-funders
- This applies to all groups of people regardless of their home setting. Providers should develop their service to be person centred and ensure all staff understand and are trained to work in a person centred way

## Outcome based commissioning

- We are keen to develop our approach to outcome based commissioning with providers as we believe that services which are more focussed on outcomes achieve more benefits for not only people but also their families and the carers who support them
- Outcome based commissioning is not payment by results
- During support planning, outcomes will be identified and greater flexibility will be given to providers to achieve these outcomes
- We will develop and embed this approach in future commissioned services and we are keen that providers are involved and embrace this person centred ethos



# Market Developments

## Provider Led Assessments/ Trusted Assessment

- Providers are often best placed to carry out assessments as they know the people they support, their families and their situation
- We will work with providers to develop provider led assessment models which we want providers to adopt.
- The term trusted assessor is often associated with a trusted assessment approach to reduce the number of delayed discharges from hospital
- The assessment is then adopted and used by adult social care providers to ensure the right support is provided in a timely way and prevents the need for further assessments
- We are keen to develop this model with providers, not only from hospital, but from our community services too

## Voluntary, Community and Social Enterprise Sector Organisations (VCSE)

- We want to work together with VCSE, health and district partners who are supporting people in their local neighbourhoods
- We want to co-produce, with the VCSE and health colleagues, our VCSE strategy which will set out how the council wants to work in partnership with the VCSE and how we will build a culture to help communities thrive with strong financial, physical and natural resources and strong connections between people



# Working with the Council

## Corporate procurement

- We have a corporate procurement team who are responsible for managing our procurement activity. Further information about our procurement team can be found at **Corporate Procurement**
- Service providers can gain access to sourcing (for all quotes, tenders and commissioning) through the iSupplier Care Portal which also enables quick and easy communication with each other

## iSupplier Portal

- In addition, the iSupplier portal enables suppliers to have real-time access to information (such as purchase orders and delivery schedules) and respond to the relevant authority with order acknowledgments and change requests
- It empowers suppliers by enabling faster invoice submission, payment processing and query resolution. **iSupplier Portal**

## Consortium exchange

- To make it easier for providers to form consortia with a view to bidding on tender processes, we're planning to publish an open online directory for like-minded organisations to share their contact details. **Consortium exchange**

## Social value

- Social Value is the additional economic, social and environmental benefits that can be created through purchase of services, above and beyond the value of the goods or services. Further information can be found in our **Social Value Policy**
- Either 5% or 10% of the award criteria for contracts, which are awarded through a competitive process must be on social value
- We are reviewing our Social Value Policy and it is likely that these percentages will increase in line with other best practice authorities

# Working with the Council

## Policy, Information and Commissioning

- The team is responsible for developing all adult social care policies, strategies, service redesign and commissioning activity
- We are keen to work with providers throughout our cycle of commissioning activity.

## Quality Improvement Service

- Our Quality Improvement Social Work Team (QISWT) focus on the quality improvement, prevention and assurance within care and support services. They will:
  - work with service providers to improve the overall quality of services and prevent quality concerns from escalating;
  - work to improve overall quality of services through our Quality Strategy;
  - identify and contribute to the implementation of improvement work aimed at driving up the overall quality of services;
  - manage provider failure situations across both domiciliary and residential services.

## Safeguarding

- Our safeguarding service acts to protect vulnerable people, either in their own home, or living in residential care settings. [www.lancashire.gov.uk/health-and-social-care/adult-social-care/safeguarding-adults/](http://www.lancashire.gov.uk/health-and-social-care/adult-social-care/safeguarding-adults/)

## Messages for the market

- We have developed our Quality Strategy to improve the quality of care within the care and support sector
- We want to work together and we are here to support providers to continuously improve the quality of care. We want to work with providers not only when situations deteriorate but as part of normal operating practice.

More information can be found at [Quality Improvement Service](#)

# Working with the Council

## Partnership Boards, Forums and Provider Engagement

- We appreciate your interest because your views and opinions really matter to us. We know the County Council doesn't have a monopoly on good ideas. That's why it's important that we listen to those who provide and receive care as well as taking account of emerging best practice. We have regular partnership boards and forums with service providers, details of which can be found at [Service provider engagement](#).
- We will also ask you to be involved in specific pieces of work and take part in consultations to ensure the work we are doing captures your ideas, builds on best practice, develops new innovations together and supports the market.

## Get us involved

- If you are looking to develop your business or improve your services, we hope that this document will provide information which could support your business decision making. However, please involve the relevant council staff, partner organisations, service users, carers, and families to help provide feedback and inform your business plans.







Lancashire County Council Market Position Statement 2019

For further information please contact:

Website: [www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement](http://www.lancashire.gov.uk/council/strategies-policies-plans/market-position-statement)

Email: [commissioning@lancashire.gov.uk](mailto:commissioning@lancashire.gov.uk)