

Herefordshire Market Position Statement for Adult Wellbeing 2014/15

Version 2.0

Introduction

Adult Wellbeing directorate brings together adult social care and strategic housing. The responsibilities of the directorate include commissioning, safeguarding adults, transformation and frontline operations (including social care, homeless prevention and welfare and benefits).

In adult wellbeing, we face considerable challenges in the coming years as reductions in public spending have to be managed at the same time that forecast rising demand for care and support is likely to generate significant pressures. The current pattern of services is not affordable as the basis for meeting the needs of future generations of older people and for younger adults with complex disabilities, nor for meeting the support needs of the growing number of family carers.

To meet this challenge will involve controlling new demand and reshaping the supply base with a strategic shift in resources and culture from intervention at the point of crisis towards prevention and early intervention and targeted support for people with more complex needs. The way services are provided has to be redesigned to make available new, more creative ways of working, supporting carers, promoting enablement and telecare, and encouraging arrangements which allow more individuals to receive a personal budget as a direct payment or individual service fund, giving people greater choice and control.

This will require a change of mindset from one that fosters dependency to one founded on enablement. To achieve this requires the development of a market that offers a broad range of care and support options. Adults with care needs and carers in Herefordshire need to have access to good information and advice about the market and to be able to choose from suppliers in the knowledge that services are safe and of a stated quality and price. The people who work and volunteer in care and support are integral to that relationship.

By 2016, the council will be smaller, but will also have a different role to play due to changing policy, diminishing resources and heightened public and community expectations. Increasingly across adults social care, the council's role is as a 'place shaper', with residents, providers, and communities as 'place makers', with more control to ensure service delivery reflects local need.

This Market Position Statement (MPS) is intended to provide a platform for a continuing dialogue with both current and potential care and support providers and with the citizens of Herefordshire. It sets out information on current and future demand in the care market, and the current level and allocation of resources, together with a clear message to the market regarding future resources and what we would like to see partners and providers doing. Our aspiration is to have an efficient and effective market that meets the care and support needs of anyone wishing to access services while stimulating a vibrant and innovative variety of care and support options.

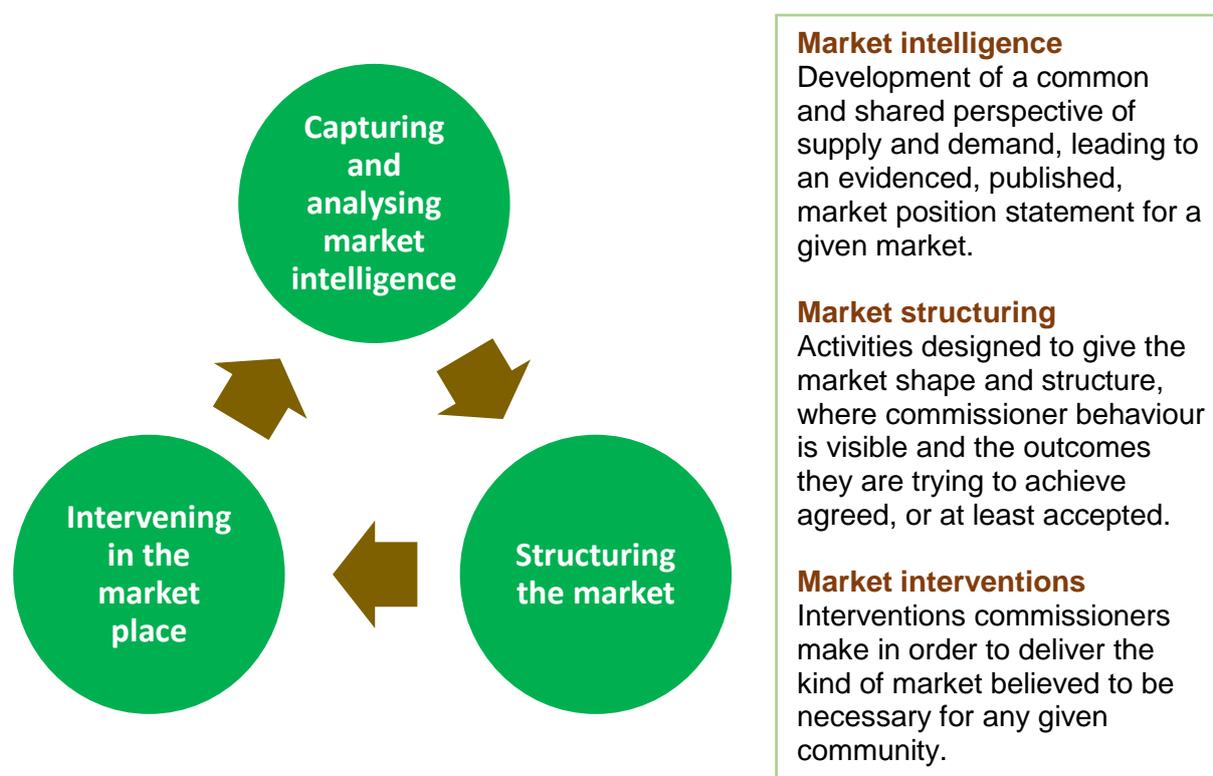
Background

Increasing demand for social care services, greater numbers of self-funders and personal budget holders, and restrictions in available local government expenditure require significant change in the social care market going forward.

National and local policies have consistently sought to ensure that those eligible for social care provision have greater choice and control over the services they may use. This requires the creation of a more diverse social care market. It has also become increasingly evident that helping people to remain independent for longer and more efficient use of resources will be achieved through early support and preventative measures. If we add to this the duty to ensure that people purchasing care privately can do so safely and from a well informed position then the role of the local authority as 'market maker' becomes clear.

Facilitation of the social care market requires local authorities to engage in three distinct tasks, as Figure 1 illustrates. This document is focused on the first of these activities: the understanding of market intelligence through the development of a market position statement.¹

The tasks of market facilitation



¹ *Developing a Market Position Statement for Adult Social Care: A Toolkit for Commissioners IPC, 2011*

What is the purpose of the Market Position Statement?

This Market Position Statement (MPS) is intended to provide the foundation for our relationship with the care and support market, and to particularly set out our ambitions for working with providers to encourage the development of a diverse range of options. It provides information about the current demand for care and support services and how they are provided, together with projections of future demand and consideration of how the market will need to develop to provide the range and level of support that will be required. Herefordshire is committed to stimulating a diverse market and the MPS has been produced to encourage and inform a dialogue with current and potential providers of care and support.²

This Market Position Statement is comprised of 2 parts:

1. The Market Position Statement
2. Appendices: Market Position Statement supporting evidence

Our changing environment

The Care Bill draws together existing care and support law into a single statute and places people's wellbeing at the heart of the care and support system. A greater focus is given to building on the strengths of individuals to look to prevent, reduce or delay their need for care and support.

Of particular relevance to the council's role in the wider care and support market are the general responsibilities the Bill identifies for local authorities in relation to prevention, information and market shaping. Local authorities are required to:

- arrange services that help prevent or delay people deteriorating such that they would need on going care and support
- provide information and advice about local care and support services
- support a market that delivers a wide range of sustainable, high quality services that will be available to their communities
- consider services might affect an individual's wellbeing

In addition, many other aspects of the Care Bill will also influence the council's role as a market shaper, such as:

- Personal budgets recognised in law and all direct payments must be given if a service user requests them
- Introduction of a cap on lifetime care costs that people should have to pay
- Creation of a single consistent route for establishing entitlement to public care, and a national eligibility threshold for the statutory needs assessment
- Bringing the rights of carers more into line with those of the people they care for. Carers will no longer need to be providing a "substantial amount of care on a regular basis" to qualify for an assessment.

² What is a Market Position Statement IPC, 2012

Our World, Our Future - Organisational Priorities

Vision and objectives

Our vision is:

“To enable residents to live safe, healthy and independent lives and to maintain service provision, to those with need, within the available resources”

To deliver transformational change that is affordable, the council will actively work to ensure that the residents of Herefordshire:

- **are safe, healthy and able to remain independent for as long as possible**
We will shift from providing long-term institutional services to providing enablement focussed and time-limited support, which helps people retain or regain independence in the community
- **have choice and control with services that are affordable**
We will ensure that users of services decide how their needs will be met within available resources through Personal Budgets and a resource allocation system
- **are offered services that are integrated and joined up at the point of delivery across adult social care**
We will work with our health and housing partners, voluntary sector, networks and communities so that our collective resources, talents, and approaches help keep people safe, healthy and independent and with a roof over their heads
- **have access to supportive local communities**
We will achieve sustainable change by supporting individuals and communities to help themselves and each other
- **are able to access efficient and effective services that meet their support needs**
We will use current, evidence based approaches to services, which are more efficient and effective

Strategic Priorities

To meet our aim and objectives and to be able to measure the progress we achieve we will have a transformation programme focussing on four key strategic priorities:

1. Reducing demand
2. Targeted care and support
3. Managing the provider market
4. Increased integration

For more detail about these priorities and our transformation programme, please see Appendix 1.

Commissioning Principles

The council's role is to facilitate a strong marketplace for the provision of health and social care services. This includes services purchased by the statutory sector as well as services purchased by members of the public who are self-finding their care.

We will:

- Promote **user and carer involvement** and a customer-focussed approach to service supply and development
- Move towards a greater number of **framework contracts**, where providers agree to terms and conditions with no volume guaranteed, and a reduction in block contracts so that people have more choice and flexibility
- Promote **supplier diversity** and support the local economy where we can
- Develop an **outcomes** based approach with a strong focus on enablement
- Encourage **partnerships and joint ventures** to maximise the benefits of volume kinked price reductions and capability of the market
- Use **proportionate tendering exercises** and qualification criteria dependent on complexity
- Develop **flexible contracting** that encourages providers to innovate and be more responsive to service user needs
- Work in partnership with providers and partner organisations to ensure services are of good **quality** and **support adults at risk to stay safe**, maintain their independence and live a life that is free from abuse and neglect
- Promote service user **choice and control**

Commissioning Priorities for 2014/15 and 2015/16

Within the context of the current and anticipated future needs of the local population (Appendix 2), financial constraints (Appendix 3) and the current shape of the care market (Appendix 4), as we move towards personalised services that support people to live independently and stay healthy for as long as possible, the following trends are anticipated:

Growth of preventative services

More preventative services that help people lead independent lives as well as reduce pressure on statutory services will be needed. These services will reflect Herefordshire's rich rural community-based approaches to wellbeing, such as care farms, land and art therapy and voluntary sector projects.

More specialist services for carers

Support for people in their caring role and in their everyday lives, including specialist information and advice services. Greater involvement of carers in the design and implementation of new health, housing and adult social care services will be sought.

Increased supported and specialist housing

In partnership with private developers and affordable housing providers, the council will coordinate a range of supported and specialist housing across Herefordshire, with specific reference to increasing the offer of provision for older people and people with a physical disability. The council will continue to seek and influence both the size and design of general market housing to ensure that we create Lifetime Neighbourhoods where a diverse range of appropriate accommodation options is available to meet changing needs over time.

Greater provision of information, advice and guidance

Improved easily accessible and good quality information, advice and guidance will be essential if service users and those funding their own care are to exercise choice and control over their care and support.

Dementia

To enable people with dementia and their carers to enjoy good quality, active, healthy and fulfilling lives in Herefordshire the Health and Wellbeing Board have identified three priority objectives. The first is to drive a Herefordshire-wide culture change through raising awareness and understanding, the second to increase availability of early diagnosis of dementia and support, and the third to support people with dementia, carers and families to live well with dementia.

Development of service directory and e-marketplace

To help individuals make choices and plan their own care, the council is developing a public facing directory of services. The council is also keen to develop an e-marketplace to give purchasers of support services greater direct access to the supplier market

Reablement focus across all areas of provision

All providers commissioned by the council shall be expected to reflect an approach to Service delivery that adheres to the Council's philosophy on reablement. In Herefordshire, we will use the model of "reablement" for everyone who needs help and support from Adult Wellbeing services. This approach aims to help people to do as much for themselves as they can for as long as they can using the skills of our staff and the staff of our contracted partners.

Improved options for young adults

Even though Herefordshire has an ageing population, the care and support needs of younger adults must not be overlooked. We must ensure that locally there is sufficient choice in the care and support market for young adults transitioning from children's social care into adult social care.

What the council will do to support and facilitate the market

Annual Local Account

This is an annual report published by the council which describes how the council is performing against its priorities for adult social care and what its plans are for the future. As well as enabling residents to understand how we are doing, this document is a key source of market intelligence that providers may access.

More provider forums

Provider forums are an opportunity to open a dialogue between the council and providers that aims to help ensure the market is responsive to changing service user need, including local care provision. As well as being an opportunity for the council to share information and provide support to providers, forums are an opportunity for providers to network, raise questions and bring fresh ideas to discussions.

Support for new businesses and provider innovation

In conjunction with the council's Commercial Services Division, the Commissioning Team will provide information and signposting to providers to facilitate and stimulate possible business opportunities. The council will proactively encourage provider networking and sharing of good practice as a mechanism for stimulating market innovation, such as through the dedicated provider networking webpage³.

Training and workforce planning

The council will work with providers, carers and service users to develop and implement an action plan derived from the Integrated Adult Social Care Workforce Plan 2013–2016. The initial focus on getting the right people in the right place at the right time doing the right things will develop into actions that nurture a high quality, skilled and compassionate workforce that promotes dignity, safety and respect.

Promote Self Directed Support and allocate Personal Budgets

The objective of Self-Directed Support (SDS) is for service users to be in control of the support they need to live the life that they choose. All service users with assessed eligible needs will be offered an indicative personal budget which can be taken as a direct payment, Individual Service fund (ISF), pooled budget or combination. The market will be shaped by the needs and consumer choices of service users with personal budgets and self-funders who will purchase the services that best meet their needs and are reliable, of good quality and value for money.

³ Available at www.herefordshire.gov.uk/health-and-social-care/adult-services/information-for-providers/adult-social-care-providers-networking