

Care Dorset Shareholder Committee – 5 December 2023

Annual performance review

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Brief summary

This report provides a review of performance across Care Dorset's operation during its first year of operation. It provides an update on the delivery of success outcomes identified in the cabinet paper from November 2021 as well as an update against the contract deliverables.

Much has been achieved during the course of the first year, but Care Dorset is not complacent, and it recognises that there is much still to be delivered.

The key points to note from the report are:

- A. Care Dorset is delivering against the original success measures identified in the November 2021 cabinet paper.
- B. Care Dorset is delivering against the contractual requirements.
- C. Care Dorset is growing. The reablement beds and the forthcoming Extra Care scheme are evidence of this.

Overview

1. Care Dorset began operating on 3 October 2022 following the transfer of care and support services from Tricuro.
2. From the start, Care Dorset wanted to be an organisation that did things a little differently. Care Dorset believes that where possible people should receive the care and support they need in the place they prefer. Mostly, that means at home.
3. It's been a demanding year, not just for Care Dorset but for the entire sector and the country as a whole. As Care Dorset marked its one-year milestone, it is important to recognise that the organisation is just taking its initial steps. There have been some positive accomplishments so far but there is still much to do.

Care Dorset's values

4. Soon after Care Dorset's inception, and in consultation with colleagues across the organisation, it developed a set of organisational values. These are **people-focused, genuine, develop, integrity** and **team**. These values really are the backbone of the organisation and have been successfully embedded.
5. The values are occupied by a series of behaviours which provide a framework to guide the way that Care Dorset operates.

Dorset Council's expectations

6. The cabinet paper from 8 November 2021 set out a series of measures for success. These being:
 - i. £3m gross savings by April 2025.
 - ii. Access to up to 220 beds.
 - iii. Recovery flow capacity for 80 people per week, 75% of people returning to their normal place of residence.
 - iv. Comprehensive local network of community opportunities.
 - v. Effective relationship between the Council and the Local Authority Trading Company (LATC).
7. While recognising that Care Dorset has only been operating for a year, the following progress can be reported against these measures of success.
 - 7.1. Savings
 - 7.1.1. Care Dorset delivered the year one savings of £635k within the first six months of its operation and will deliver the second year's savings of £675k as expected.
 - 7.2. Access to up to 220 beds
 - 7.2.1. The number of beds within the block contract and innovation agreement total 234.
 - 7.2.2. Care Dorset inherited a bed occupancy rate of 83%.
 - 7.2.3. Levels of occupancy have increased over the course of the last year and for the year ending was 95%.
 - 7.3. Recovery flow
 - 7.3.1. Since October 2022, Care Dorset has supported 1252 people through its community reablement with an average package time of four weeks.

7.3.2. Of those, 83.55% remained in their normal place of residence after the period of reablement.

7.4. Comprehensive local network of community opportunities

7.4.1. Significant ground has been covered to reconnect with our local communities both in terms of the people we support and the wider community over the course of the last year. An example of this includes Bridport Connect. They hosted a carer meeting supported by the Mayoress of Bridport. Many different organisations and charities from the local community came together to consider and develop the opportunities for Carers and also, for the people they support.

7.4.2. In the last year, Sherborne Connect celebrated 30 years of operating. Two of the original colleagues who worked at the service when it opened joined people we support, friends and family members and other colleagues to celebrate as well as representatives from the local social services office.

7.5. Effective relationship between the Council and the LATC.

7.5.1. Care Dorset has built effective working relationships across the local authority. Since its inception, two strategic days have been held with Commissioners to discuss shared priorities and aims.

7.5.2. Care Dorset has also built positive relationships with those colleagues providing services to the organisation, these include Human Resources, Property, and Information Technology Services. Regular service level meetings take place with representatives across these areas to ensure effective operations.

Performance against the contract

8. Community reablement

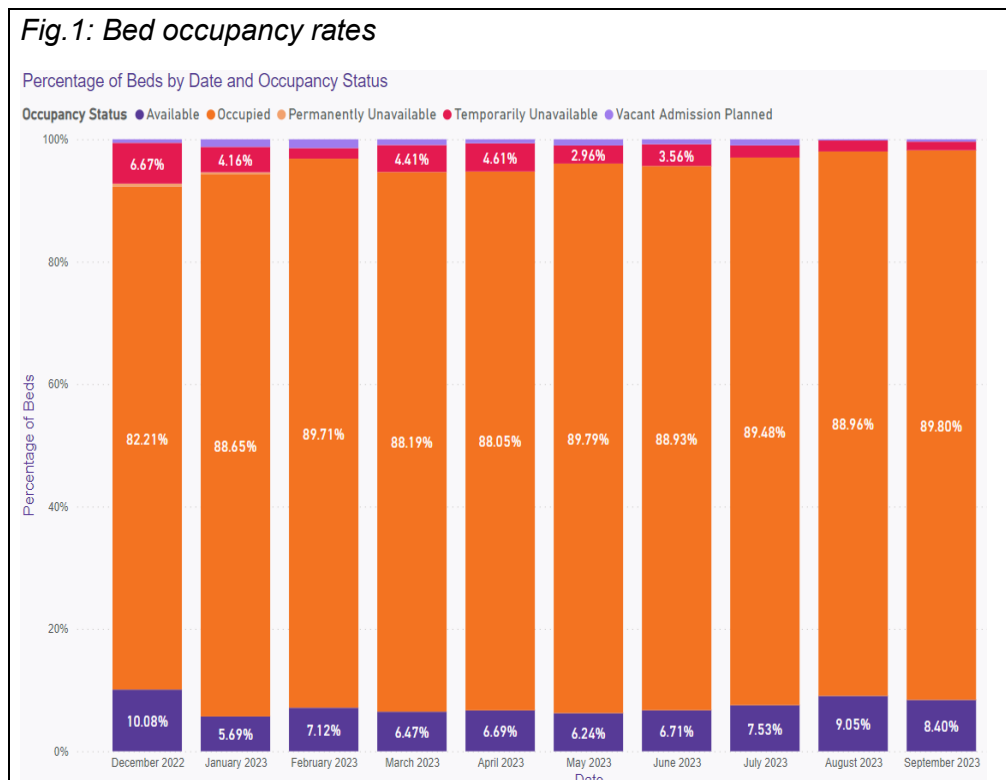
8.1. The number of hours of direct reablement delivery has increased over the course of the last year by 30% with the average number of hours now totalling 3,425 compared with 2,400 per month.

8.2. The average number of days from referral acceptance and the package of reablement commencing has been consistent at just over 2 days.

8.3. Over the course of the last year, there has been an increase in the number of reablement packages ending with no increase to packages of care and 71.90% of individuals see no increase compared with 68.67%.

9. Residential care

- 9.1. Prior to the transfer, the six residential care homes had an overall occupancy rate of 76.73%. As at September 2023, this has increased to 89.80%. Figure 1 shows the occupancy rates for the period December 2022 to September 2023.
- 9.2. The support needs for the people we support residing across the residential care homes have increased over the course of the last year. Although there is no comparable data for the period prior to October 2022, for the period ending September 2023, the percentage of people we support requiring a high level of support was 43%.



10. Supported Living

- 10.1. Colleagues within Care Dorset's supported living settings have been working to improve the quality of care and support provided as well as to the environment.
- 10.2. Care Dorset are working with Dorset Council representatives on their trusted practitioner initiative which provides an exciting opportunity to be responsive to the needs of the people we support.

11. Day Opportunities

- 11.1. Over the past 12 months the ambition is to support Care Dorset's Day Opportunity services to help more people to enjoy a life in which they can thrive. As a result, the focus has been on making our day opportunity

services more person centred. Two transition leads have been recruited to help teams to remove the barriers to change, motivate and inspire people to work differently.

- 11.2. The work has been focussed on two elements – Person Centred Planning and Accessible Information.
- 11.3. Introduction of person-centred approaches using person centred planning tools has been going well with the teams embracing the concepts. So far, working with four services: Stour Connect, Sherborne Connect, Shaftesbury Plus and Dorchester Connect. The approach has been very successful. For example, at Stour Connect the team have embraced person centred planning, working alongside the people that we support in choosing their goals and importantly who is going to support them to achieve those goals. By doing this work this has led to the creation of more flexible and person-centred activities with colleagues who have been matched to the individual. Examples include going to the farm, attending a memorial service and individual baking sessions.
- 11.4. Accessible information: Led by a transition lead we have adopted a co – production approach to support the development of information that people want and in a format that is useful to them. So far, the team have empowered people to contribute to the development of materials such as the welcome pack and the strategy survey across all services, as well as a co-produced fire evacuation procedure. Work is now underway to review their care planning training offer and developing a support resource specifically aimed at supporting people living with dementia, this has been well received at Wareham and Weymouth where colleagues cannot wait to get started with the tool.
- 11.5. Figure 2 shows the provision of support delivered across the day services. This indicates that there has been an increase in the provision to people we support over the course of the last 12 months.

Fig 2: Provision of care and support across the day services

Service	Total Building Based sessions	Contract sessions (=Low need 1:6 staffing ratio)	Original Contract in Care hours	Total Actual Care Hours currently being provided	% Increase or Decrease
Dorchester	132	93	50.38	188.39	373.98
Verwood	245	153	82.88	304.96	367.97
Ridgeway	125	369	199.88	465.40	232.85
Svanage	55	80	43.33	91.00	210.00
Stour	168	233	126.21	252.42	200.00
Purbeck	93	140	75.83	146.17	192.75
Blandford	83	122	66.08	116.03	175.57
Weymouth & Portland	199	331	179.29	216.88	120.97
Bridport	121	327	177.12	203.79	115.06
Wareham	71	129	69.88	78.78	112.75
Ferndown	68	140	75.83	83.42	110.00
Southill	34	77	41.71	30.33	72.73
Sherborne	26	101	54.71	26.17	47.83
Shaftesbury	21	101	54.71	24.81	45.35
Total	1441	2396	1,297.84	2,228.55	

- 11.6. Care Dorset continues to work with colleagues at the Dorset Council on the development of the longer-term strategy and vision for days service provision in Dorset.

Business growth

12. Reablement beds

- 12.1. Not long after Care Dorset began to operate, an additional 20 beds were operationalised at two of the residential care homes. These beds were to alleviate pressure within the acute hospital settings and enable system flow.
- 12.2. As part of this work, Care Dorset opened a new setting in Blandford named Castleman Plus. This setting became fully operational in June 2023 and added a further 12 beds to the overall number of reablement beds.
- 12.3. Across the three settings, 147 people have been supported. It is estimated that the reablement beds have saved 2,860 hospital bed days.

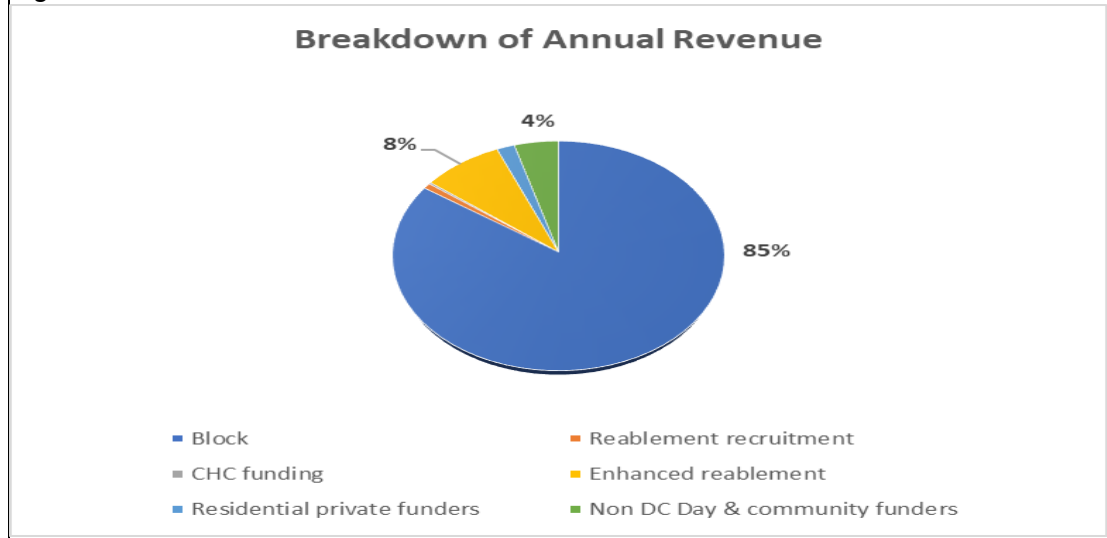
13. Extra care

- 13.1. Care Dorset is delighted to be the provider of care and support for the people who will be moving into the new extra care housing scheme in Gillingham when it comes on stream in 2024.
- 13.2. A registered manager has been recruited and plans for recruiting the support team are ready to be executed.

Financial performance

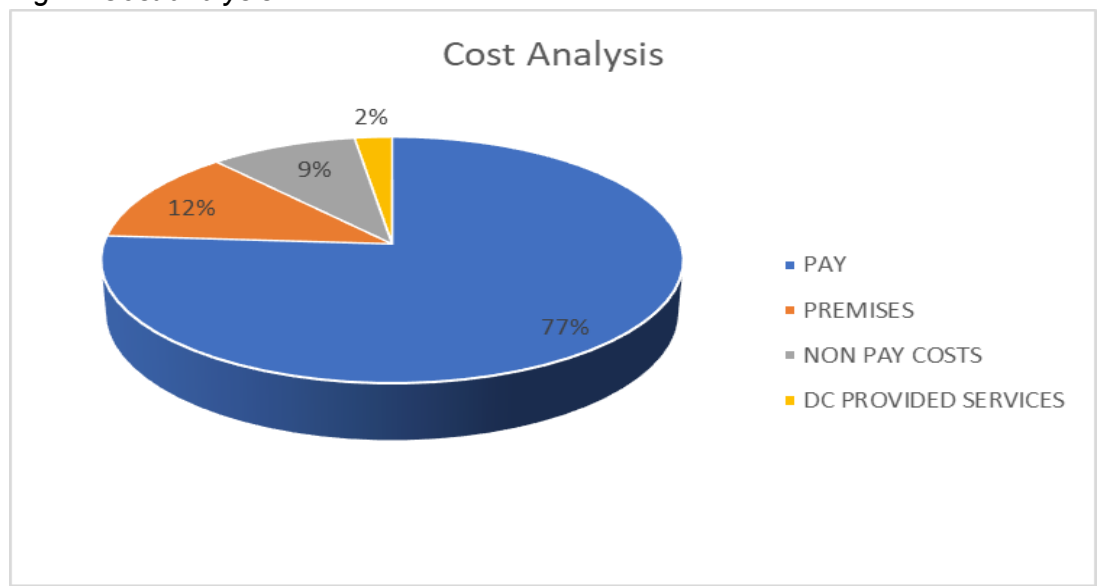
14. The year has presented financial difficulties, stemming from elevated unit rates for gas and electricity, the implementation of a nationally approved pay award, and the effects of inflation. Moreover, the costs associated with necessary investments to enhance quality have further compounded these challenges.
15. The disputed rent levels have also created some financial uncertainty but the work with Dorset Council's property colleagues is now moving this forward and we are confident of a conclusion in the next month or so.
16. The block contract accounts for 85% of all of Care Dorset's income. Figure 3 provides a graphical representation of Care Dorset's funding streams.

Fig. 3: Breakdown of annual revenue streams



17. Figure 4 provides a graphical representation of Care Dorset's cost analysis for the year ending September. Pay is the principal expenditure.

Fig. 4: Cost analysis



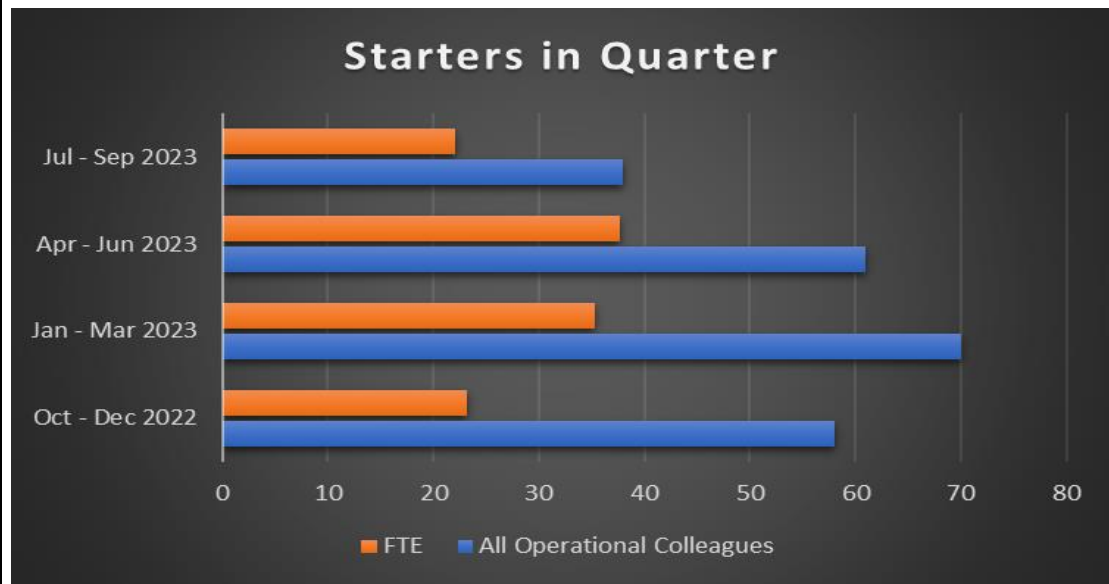
Information Technology system improvements

18. In August 2023, Care Dorset implemented its new accident, incident, and safeguarding (AIS) system provided by the sector leading software provider, RADAR. This has enabled the organisation to improve its monitoring of such events and ensure it puts measures in place to reduce risks for the people we support and colleagues.
19. The introduction of the system has also enabled the organisation to start to remove paperwork and liberate some time for colleagues.

Recruitment

20. A significant issue identified at the point of transfer was the challenges with recruitment. Not uncommon with many social care providers. Shortly after transfer, Care Dorset launched an ongoing campaign; A Career in Care is not for everyone – but it could be for you. The idea being that there is a stigma attached to the care sector. There's a thinking that anyone can do it. Care Dorset thinks this is wrong. Not everyone can do it.
21. Since October 2022, Care Dorset has increased its headcount by 145 which equates to an additional 102 full-time equivalent colleagues. This is as a result of generating 2302 applications in the year ending September 2023 which equates to a monthly average flow of 191. Figure 5 shows the new starters by quarter.

Fig 5: New starters by quarter



The Dorset pound

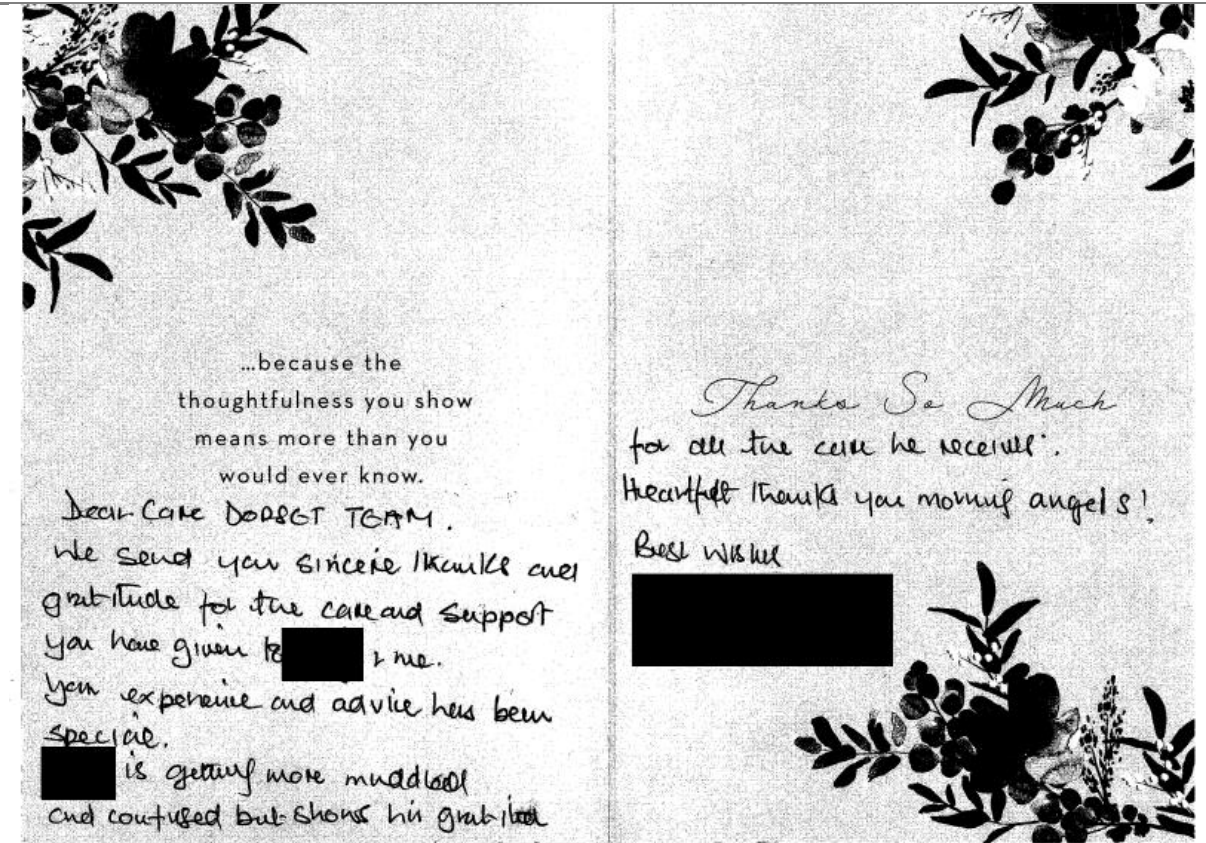
22. Care Dorset has sought to engage local suppliers wherever possible. This has included using a Dorset-based organisation for its branding and website design. Additionally, the facilities work on Castleman Plus (see paragraph 12) was undertaken by local firms.

Feedback from the people we support and their families

23. Care Dorset have received a steady stream of compliments and a sample of these is given below.

E-mail received as the person we support is moving into long term care:

'Thank you for all of your care & friendship over the time that mum has been at the day centre, it's much appreciated. Mum absolutely adores coming in every day and would come all the time if possible!'



Letter received:

Dear All

My father's passing seems like an appropriate time for me to write, on behalf of the family, to thank you all for the care and kindness you provided for dad when he was with you.

We knew, from our first visit, that dad would settle well at Shaftesbury Plus. You were all very welcoming, friendly, cheerful and professional. It was obvious that he was going to be in a stimulating, happy environment.

Thank you again and keep up the excellent work.

Email received:

I just wanted to say how pleased and impressed the whole family is for the care you are providing my father at the Hayes in Sherborne. The staff are phenomenal, caring and generous with their time. They take time to look after the whole family at what has been quite a stressful few months.

Thank you to all of them.

Email received:

Dear Care Team,

I am writing to give my thanks to all the staff for the support that *name* received during her residency at Streets Meadow. Each visit left a positive impression, and the family are very happy that name was placed under your care.

I would also like to acknowledge the members of the team that took the time to attend *name's* funeral last Friday. Their presence was much appreciated.

I hope this message is shared with the team because the kindness and dedication that you demonstrate in your work is greatly valued.

With very best wishes,
Grandson

█████ popped in with a thank you card and a large chocolate cake for the clients and staff to celebrate █████ life as tomorrow would have been his birthday.

The card read; *To you all, just to say a very big 'thank you' for all you did to make █████ time here so enjoyable. It really brightened his week and made a great difference to us both. I really enjoyed visiting the Wednesday group and seeing █████ smile!*

With all good wishes █████

Summary

24. Care Dorset are delivering against the original success measures identified in the November 2021 cabinet paper. The level of occupancy in the residential beds has increased over the course of the last year. The flow in the reablement beds have improved too with an average number of 100 new referrals Care Dorset is accepting per month.
25. The reablement beds are providing an important support for system partners and enabling people to be discharged from hospital and almost 40% of the people supported in a reablement bed were able to go home with a reduction in their package of care.
26. An increased workforce through effective recruitment and retention has contributed to the ability to drive improvements in operational delivery.
27. The financial challenges encountered during the current year, stemming from the required investments in enhancing care quality, supporting colleagues, implementing nationally agreed pay adjustments for transferred colleagues, and addressing rising utility costs and inflation pressures, are expected to be alleviated with an anticipated financial uplift.
28. Care Dorset is now focused on building on the solid foundations and to implement its ambitious five-year strategy.

ENDS.