

Care Dorset Shareholder Committee

29 June 2023

Dorset Council Operational Update

For Review and Consultation

Portfolio Holder: Cllr J Somper, Adult Social Care, Health and Housing

Executive Director: V Broadhurst, Executive Director of People - Adults

Report Author: Jonathan Price
Job Title: Corporate Director, Adult Social Care Commissioning
Tel: 01305 224256
Email: Jonathan.price@dorsetcouncil.gov.uk

Brief Summary:

Care Dorset is a significant part of the Council's portfolio of commissioned services, and a key partner for transforming the social care offer for the residents of Dorset. This update summarises some of the recent progress in delivering the priorities for Care Dorset's transformation, in line with the Council's adult social care commissioning strategies, "Commissioning for A Better Life".

Recommendation:

1. For Committee to note the continued progress made in development of the relationship between Commissioners and Care Dorset.
2. For Committee to note the priority areas being addressed and plans in place to further develop Care Dorset priorities in line with Dorset Council 'A Better Life' Commissioning Strategies.
3. The Committee note the progress on improving data flows between Care Dorset and the Council, and the continued work that is underway on this.

Reason for Recommendation:

This report follows the update on activity submitted to the last Share Holder Committee on 12 April 2023. Since then, Commissioners are pleased to report progress in a range of areas and can evidence plans to support development of

new specifications, key performance indicators, that will form the Contract and ultimately enable Care Dorset to deliver against key Commissioning priorities, as outlined in 'A Better Life' Commissioning Strategy.

1. Introduction

1.1 This report provides an update on work with Care Dorset since the last Shareholder Report.

2. Contract management

2.1 Regular contract management meetings continue to take place. The key theme explored in the last session in May 2022 was around data reporting. Care Dorset presented dashboards that had been developed, and a useful discussion took place about how they could be further developed to better support the contract relationship and commissioning decisions about the future development of services.

2.2 The development of the data picture continues to be recognised as a key priority to support planning for the future by both parties, and is being actively supported by the Council's Business Intelligence service. Commissioners have highlighted that a robust picture of day services' usage and reablement throughput/outcomes are key priorities for reporting.

2.3 Outside of the contract management meetings, there have been a number of thematic service development discussions, as flagged at the last Shareholder Panel. Some of the output from these discussions is outlined elsewhere in this report.

2.4 There are a series of active discussions between commissioners, the Council's Property Services team, and Care Dorset. Care Dorset are keen to re-base the occupation agreements for the buildings that they are occupying. This is recognised as a legacy issue with Tricuro, and ensuring clarity between the Council and Care Dorset on responsibility for external and internal maintenance will be important in the context of any maintenance backlog. It will require condition surveys to be undertaken to ensure clarity about which maintenance responsibilities fall to the landlord and which to the tenant. A director level meeting is scheduled for 15 June to move this forward.

2.5 Broadly, the development of a set of specifications, with associated key performance indicators, is underway to enable the agreement of a more representative contract with Care Dorset for its services.

3. Day services

- 3.1 Commissioners continue to move forward with shaping the future strategy for day opportunities, in line with the intentions set out in Commissioning for A Better Life for Adults, and approved by Cabinet. A working group, involving the Dorset Care Association and a local independent sector provider, as well as Care Dorset and a number of relevant Council colleagues, is meeting to take this forward.
- 3.2 Care Dorset is reporting through its data analysis that need levels in the people using the day centres are higher than initially assessed by the Council, to the extent that the contract is overperforming. It will be important that we arrive at a jointly agreed picture on this, between commissioners and Care Dorset, so that we can take decisions about the future of these services on the basis of the full picture. There is a variable picture across the different centres which is particularly important to understand for any future decision-making.
- 3.3 Alongside this, the Overview Committee has completed its short review of day opportunities, and formed some recommendations. Commissioners are working through these, with the Cabinet Member, and forming a plan about how to begin taking them forward with partners. In particular, the Committee has recommended some centres for priority review because of low usage, which will need further analysis to strengthen the picture, particularly given the emerging information from Care Dorset in 3.2 above, and the outstanding question of how many self-funders and direct payment holders are accessing Care Dorset centres outside of the block contract.
- 3.4 Arriving at an agreed position in the next 3 months is important if we are to move this forward this year. Full statutory consultation will be required on any proposals to change service configurations, as well as a prioritised approach to reviews of the care needs of those individuals using the centres currently. There is a great opportunity to modernise and reform the offer in day services through Care Dorset, seeing it as a core part of an expanded and developed community-embedded approach. However, the key stumbling block at the moment remains not having the clear and agreed picture of need and delivery that can allow us to draw up a

consultation proposal for a future configuration. Commissioners continue to work on this with Care Dorset as a priority.

4. Shared Lives

- 4.1 Commissioners have met with Care Dorset to invite them to submit a proposal for operating the county's Shared Lives service. This is a service in which people are funded to offer their homes and a support service to people with disability or frailty, and is an important 'accommodation with care' option that we want to see grown locally.
- 4.2 Care Dorset are reviewing the data, and have been given a service descriptor to support their consideration. The vision would be to transfer the service 'as is', with its main focus being on learning disability support, and then to begin to build enhanced LD respite offers, as well as a support offer for older people leaving hospital on 'pathway zero'.

5. Reablement beds

- 5.1 The developments outlined in the last shareholder report continue to bear fruit. The repurposing of existing residential care beds continues to be having system impact. The last report available at the point of compiling this report suggested 83% of referrals were accepted, and 92% were responded to within 48 hours (the remainder coming in at the end of the reporting period and not yet having a response time recorded). Issues with non-acceptance of referrals are generally where the homes cannot accommodate the equipment needed to meet the person's care needs.
- 5.2 Overall across the system, we are reporting through the Better Care Fund that reablement performance did not meet target in 2022/23, with 79% of people remaining at home 91 days after a hospital discharge support by Reablement, where the target is 85%. However, it is important to note that this was the year overall in which the transfer took place, and the positive news is that by the end of the final quarter of the year performance was rising to meet the target. The ambitious programme that we have assembled to reform reablement and out-of-hospital support will be described in our Better Care Fund narrative plans for the current year.
- 5.3 More broadly, we continue to work with Care Dorset to maintain an oversight of the vacancy rates in the block-contracted beds in the care homes in their portfolio.

6. Adult Social Care Peer Review

- 6.1 Whilst the outcomes from the Peer Review will be reported elsewhere, it is worth placing on record thanks to Care Dorset for the active participation of senior managers in some of the sessions with the Peer Reviewers. The favourable overall feedback was undoubtedly enhanced by all partner contributions, so they were appreciated by Council colleagues.

7. Next Steps

- 7.1 As reported previously, we will continue to keep shareholder committee abreast of developments in the commissioning partnership between the Council and Care Dorset.