

Shareholder Committee for Care Dorset Holdings Ltd

1 July 2024

Commissioners' Update

For Review and Consultation

Cabinet Member and Portfolio:

Cllr S Robinson, Adult Social Care

Local Councillor(s):

All

Executive Director:

J Price, Executive Director of People - Adults

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Report Status: Public

Brief Summary:

This update presents the developments on the part of the Council relevant to Care Dorset. This report summarises significant developments in the 3-4 months since the last Shareholder Committee.

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.

Reason for Recommendation:

Care Dorset is a key part of delivering the Council's 'Commissioning for A Better Life' strategies, and for improving the quality and sustainability of the care and support delivered to adults in Dorset.

1. Introduction

- 1.1 This report provides an update on work with Care Dorset since the last Shareholder Report.
- 1.2 As before, there continues to be constructive dialogue between commissioners and Care Dorset over the development of services, and the new service specifications that will describe them. Some new services have come onstream, and considerable work has been undertaken on the existing services that transferred.

2. Contract and service specification development

- 2.1 Commissioners and Care Dorset Senior Managers have agreed the approach to development of the contract for commissioned services. We have set timescales for completion, aiming for end of September to have completed specifications, finance schedules and legal contract terms. This would lead into the agreement and delivery of the Five-Year Strategy for the company at the Shareholder Panel in October, ensuring that commissioner and company are in alignment on the future direction.
- 2.2 Where there are services either under development, or in need of development, the timeframes and details of the plans to achieve the longer-term service requirements will be outlined, with more formal specifications to be added to the contract at a later date.

3. Residential care

- 3.1 We have continued to work together to make good use of the existing care homes estate to support community and hospital discharge requirements; occupancy remains high as a result.
- 3.2 Our wider commissioning work around Dorset Care Framework 2 for Care Homes will help us map out current and future service requirements for Care Dorset's care homes. Commissioners and Care Dorset leads will be working closely together to align DCF2 Service Categories with the work Care Dorset have completed define dependency levels across all care homes. This will enable longer-term plans to be developed for each site.
- 3.3 The Council have supported Care Dorset in the decision to withdraw services from the current Sidney Gale House building, pending its redevelopment in the coming years as a reablement and rehabilitation centre for older people. This is always a difficult decision, but by giving a good amount of time to the process, then residents, families and staff can all be supported into new living or working arrangements as appropriate.

The current Sidney Gale House has outlasted its intended lifespan, and the plans in development will see a modern facility on the site, which can facilitate the staff there to deliver even better support to the people of the Bridport area. Once the work is initiated to find alternative homes for the residents of Sidney Gale House, the priority for the Council will be to work with Care Dorset on their plans for the site, and to maintain the pace of development so that these important services can be back up and running in the west of the county.

4. Reablement Services

4.1 Reablement beds have responded well during recent System Escalation pressures; there is further work to do with System Partners to explore how we can increase the overall occupancy levels. There are interdependencies with the levels of community healthcare support available in North Dorset that require further development so that higher acuity needs can be supported, and therefore more residents of Dorset able to access the opportunity of reablement before long term care needs are assessed.

4.2 Care Dorset have recently introduced a dedicated a Reablement Admission Lead to support improvement of admission pathways. We hope this will streamline the current approach, and more swiftly address delays and identify opportunities to make best use of resources.

4.3 Over the next period we hope to progress our 'Reablement at the Front Door' approach, whereby we wish to extend Care Dorset's Community Reablement offer to individuals already at home, but who contact the Council in need of care and support. With a period of reablement engagement we may be able to prevent further decline, and enable regaining and maintaining of independence. We have engaged Care Dorset in initial discussions, and will include leads in ongoing discussions.

5. Supported living

5.1 Care Dorset currently deliver three Supported Living services. Orchard Court and Digby Court transferred from Tricuro and remain as part of the Council's core offer for people with a learning disability. Since the last shareholder report, one service, Sunflowers has closed. This was primarily due to the condition of the building, residents either moved to Digby court or an alternative provision. The model of care in Digby and Orchard is under review to move to a more focussed outcome approach, building on

people's strengths with a specific shift away from time and task care delivery.

- 5.2 A new service opened in Weymouth; this is an exciting new development supporting young people as they have reached adulthood. The ethos of the service is to build confidence, skills and abilities that enable young people to move on and live more independently as they develop. The Council plans to build on the success of this service to support the increasing number of young people reaching adulthood with further development work.

6. Extra care

- 6.1 A specification has been agreed with Care Dorset for delivery of care and support into the new St Martin's extra care scheme in Gillingham, which is intended to open in late summer. A further progress update can be provided to the October Shareholder Committee meeting.

7. Day services

- 7.1 The Council continues to work up a county-wide model for the delivery of improved day opportunities for people. This will include definitions of a 'hub' for access to community activities; how they will relate to 'spokes' (wider providers of day opportunities); and the Council's commissioning intentions for specialist day service provision. It is anticipated that this will provide a framework within which Care Dorset can review all of its day service provision and ensure that they are focusing on the right kinds of specialist options, as well as the potential to shape new opportunities for use of some of the Care Dorset estate to support the new model.
- 7.2 It is expected that the day opportunities model will be presented at Cabinet in September, ahead of the next Shareholder Committee meeting.

8. Finance

- 8.1 Commissioners continue to push for a realignment of the reporting year for the company so that it runs alongside the Council's financial year from 2025. This would greatly simplify the contract value discussions.
- 8.2 There have been a number of movements in the contract value in the past months, reflecting new services being delivered, past annual inflation uplifts, a change in the level of rent charged by the Council to Care Dorset for occupying its estate, and amounts to reflect rebasing of existing service values. These continue to need further work to ensure that the picture of

all of these movements represents value for money for the Council for the services to be delivered under the agreement from October 2024 onwards.

- 8.3 Following detailed negotiations, the Council agreed an uplift in the contract value to reflect the significance of the volume of business operated for the Council by Care Dorset, and their exposure to our contract over and above any other income lines. It also reflects the long-term importance of Care Dorset in helping the Council overall to contain and reduce system costs (through, for example, reablement services or new supported living options). However, commissioners are keen to work with Care Dorset on further deepening the shared understanding of their cost base, and to plan savings and efficiencies alongside any future contract inflation requirement.