

# Future Home Care Arrangements (New Model and Procurement Process)

**Healthier Communities Select Committee**

**01 March 2022**

# Overview

- Background – insourcing not a viable option
- New model of Home Care
- Procurement approach

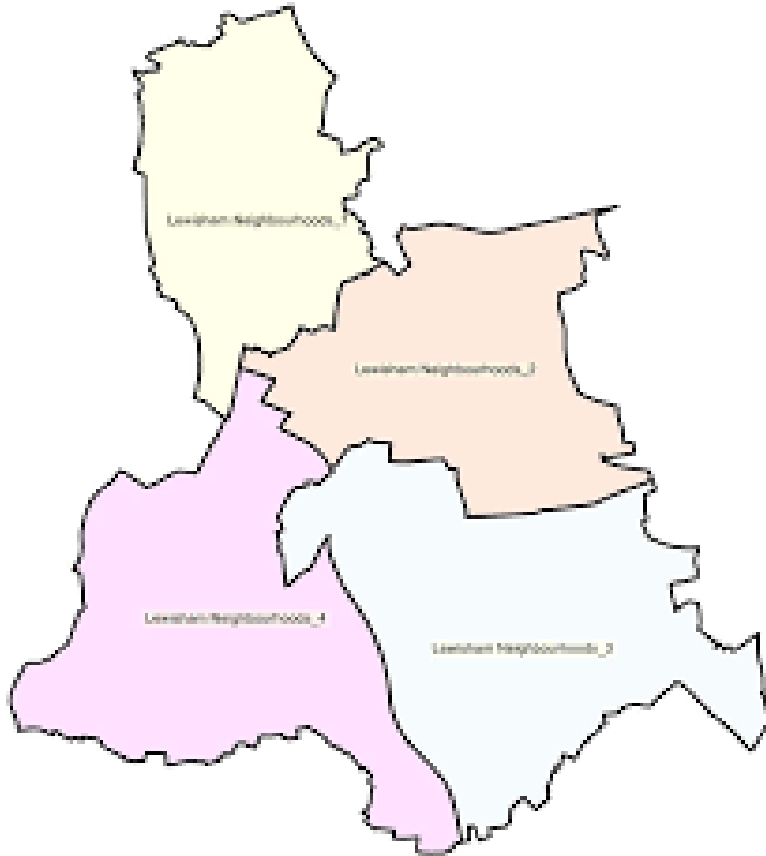
# Background

## *Insourcing not a viable option*

- Insourcing has been considered and an options appraisal was undertaken in 2019 looking at:
  - The re-procurement of domiciliary care services via the existing neighbourhood model;
  - Transferring services back 'in house' under the existing Adult Social Care management structure; Option A.
  - The establishment of a Council owned organisation to deliver domiciliary care services; Option B.
- The report concluded that transferring services back 'in house' under the existing Adult Social Care management structure (Option A) over a five year period is estimated to cost £142m, whilst establishing a Council owned organisation to deliver domiciliary care services (Option B) over a five year period is estimated to cost £118m, compared to delivering the service in its current form (£91m).
- Both Option A and Option B would also impact on the Councils market shaping duty (Care Act, 2014) to stimulate a diverse range of care and support services to ensure that people and their carers have choice over how their needs are met and that they are able to achieve the things that are important to them.
- Both Option A and Option B would also be challenging as currently the Council do not employ staff with the necessary knowledge, skills and experience to run such diverse and complex services

# New Model of Home Care

## *Neighbourhood approach*



### Core elements:

- a. Personalised set of principles through which care is provided
- b. Embedding the voice of people with lived experience and unpaid carers into the delivery and overview of the service
- c. Four Lead Neighbourhood Providers of Home Care
- d. Five specialist advice, support and training providers to support the Lead Neighbourhood Providers
- e. Embedding the service within the wider Lewisham Community Offer
- f. A career progression pathway for home care workers. This will be embedded in the ICS commitment to working with social care providers to promote workforce development opportunities and career pathways
- g. Compliance with UNISON's ethical care charter and a commitment to work towards parity of esteem with equivalent roles in the NHS
- h. A commitment to promote home care as a career of choice for Lewisham residents
- i. A commitment to embedding the LondonADASS Big Promise within service delivery
- j. A commitment to identifying and nurturing untapped talent within the borough through developing innovative roles delivered through the apprenticeship route

# New Model of Home Care

## *Benefits*

- Although the new home care model is not being insourced, the model aims to embed Home Care providers within the local economy and for Home Care provider branch offices to become hubs of activity supporting local communities.
- The new Home Care model and re-procurement seeks to maximise benefits to the adult social care home care workforce in order to both to recognise their value and also provide real career opportunities and embrace them within our Proud to Care Lewisham family.
- The neighbourhood model will help reduce travel time and providers will be encouraged to promote the sector as a career of choice amongst local residents.
- In parallel, we will also be growing the Personal Assistant market to enable residents to have greater choice and control.

# Procurement approach

*Aligned with Corporate Priorities*

- Building an inclusive local economy
  - More Living Wage employers
  - Support to access work and to progress
  - High-quality work and reduced inequalities
- Delivering and defending: health, social care and support
  - Healthy lifestyles are increasingly a way of life across all of our communities
  - All health and social care services are robust, responsive and working collectively to support communities and individuals

# Procurement approach

*Aligned with Corporate Values*

Values – Lewisham Corporate Strategy	Procurement approach
<b>We put service to the public first</b>	<p>The procurement reference group will be responsible for ensuring:</p> <ul style="list-style-type: none"><li>• The service specification focuses on delivering a strengths based approach based on person centred outcomes enabling individuals to maximise their physical and mental wellbeing, quality of life and life roles to ensure they are supported to live fulfilling lives</li><li>• People with lived experience are equal members of the group</li><li>• Unpaid carers are equal members of the group through the Carer Reference group</li></ul>

# Procurement approach

*Aligned with Corporate Values*

Values – Lewisham Corporate Strategy	Procurement approach
<b>We respect all people and all communities</b>	<p>The service specification will commit to ensuring services are accessible and competently delivered to meet the needs of all Lewisham residents through the lens of the nine protected characteristics. The service specification will embed the LondonADASS Big Promise in the operational delivery model. The service will also include a core offer to unpaid carers to ensure they are fully supported in their caring role. This core offer will be developed with the support of the Carer Reference group and will include (though not limited to):</p> <ul style="list-style-type: none"><li>• Supporting carers to navigate the health, social care and wider system (including benefits)</li><li>• Information and advice that is tailored to the individual carer</li><li>• Access to joint training with care workers</li><li>• Promoting the Proud to Care discount scheme amongst carers</li></ul>



# Procurement approach

*Aligned with Corporate Values*

Values – Lewisham Corporate Strategy	Procurement approach
<b>We invest in employees</b>	<p>Adult social care contributes at least £50.3 billion to the economy in England and provides significant societal benefits (Skills for Care, 2021). Value based recruitment, training and enabling career progression is vital in order to maximise the quality of service provision. Building on full compliance with UNISON’s ethical care charter the new model will work towards parity of esteem with equivalent roles in the NHS</p> <p>We have also included a career progression pathway for home care workers within the core element of the new model. This will be embedded in the Integrated Care System (ICS) commitment to working with social care providers to promote workforce development opportunities and career pathways,</p> <p>The service specification will include a clear commitment to developing a career progression pathway for home care workers so that they can develop their knowledge and skills to enhance the outcome of clients. This will improve job satisfaction and retention. This work will be overseen and driven by our Proud to Care local Lewisham apprentice(s)</p>

# Procurement approach

*Aligned with Corporate Values*

Values – Lewisham Corporate Strategy	Procurement approach
<b>We are open, honest and fair in all we do.</b>	The procurement process will be open, clear and transparent with weekly updates through the Home Care provider forum bulletin and monthly virtual provider forums.

# Procurement approach

## *Proposed Schedule*

Week commencing	Action	Summary
2 <sup>nd</sup> Thursday of the month	Set up monthly home care provider forums inviting the 52 home care providers with a branch based in Lewisham	Monthly virtual meetings which commenced on 13/01/2022
1 <sup>st</sup> week Feb. 2022	Set up carer reference group	Meeting weekly – first meeting took place on 04/02/2022
1 <sup>st</sup> week March 2022	Set up Home Care Procurement Reference Group	
2 <sup>nd</sup> week March 2022	Paper to Mayor and Cabinet	
1 <sup>st</sup> week April 2022	Draft service specification	
2 <sup>nd</sup> week April – 2 <sup>nd</sup> week June 2022	Market engagement	
2 <sup>nd</sup> week July 2022	Above threshold Standard Selection Questionnaire	
2 <sup>nd</sup> week Aug. 2022	Evaluation of Standard Selection Questionnaire	
4 <sup>th</sup> week Aug. 2022	Issue Invitation to Tender to shortlisted providers	
1 <sup>st</sup> week Oct. 2022	Evaluation of tender submissions	
3 <sup>rd</sup> week Oct. 2022	Panel interviews	
2 <sup>nd</sup> Nov. 2022	Seek approval from Mayor and Cabinet to award contract	
Dec. – Mar 2023	Mobilise contract	
01 April 2023	Go live	