

Sent on behalf of NIHCG – This has previously been sent by NCC

Re: Engagement with NCC

19th January 2017

Dear Home Care Service Provider

Summary of Home Care Provider engagement sessions – held in Nov/Dec 2016 across Norfolk - including next steps

As part of steps towards developing and procuring home support services, which have greater emphasis on enablement and independence, all current Norfolk County Council (NCC) commissioned home care providers were invited to attend a dialogue and consultation session in November and December 2016. The sessions were held as informal, individual one hour meeting with officers from NCC's procurement, commissioning, quality assurance and operational community teams. 60 sessions spread over 10 days in 6 different location around the county were offered and 35 agencies booked a slot with 27 provider agencies ultimately attending a session.

The purpose of the meetings was to:

- Discuss some of the challenges which NCC has in procuring sustainable home support
- Listen to the challenges the individual agency faces
- Discuss ideas and possible solutions which will ensure a strong and sustainable home support service in Norfolk

Key messages, themes and suggestions which emerged in the discussions were:

Norfolk's home support sector

- Norfolk's high number of providers presents challenges for the sector and for NCC
- NCC wishes to reduce the number of providers it does business with and establish strategic providers in each area, to support the development of integrated health and social care structures within local areas
- Collaboration between providers could improve efficiency, particularly logistics around visits (e.g. swapping cases, sharing caseload, sharing double-ups)
- Some block providers have withdrawn from the block market

Rates and payment

- Possible ways of making payments fairer i.e. top-ups for hard to reach areas, remove spot vs block differential, pay for travel time, pay for missed visits (hospital/respite), pay for late cancellations

- Recognition that different geographical areas will have different demographics and issues
- Reward to providers who perform well (readily take on new cases, meet their targets etc.)
- NCC could help to reduce providers' costs (admin, management, reporting etc.)
- NCC acknowledgement of escalating provider costs (e.g. employment legislation changes, increasing CQC fees etc.).

NCC processing systems

- Need to reduce the unmet needs waiting list and improve some of the information
- Increased use of electronic monitoring process, including new NCC client record system ('Liquid Logic', from Nov 17)
- The processes for reviewing and making changes to home care support are too slow
- Difficulties for providers in communicating with NCC, i.e. via named person, team mail box, designated telephone number
- Need to manage provider transitions and changes to contract arrangements very carefully as any changes can have big effect on providers, staff and service users and on the home care market as a whole

Enablement

- Ways of managing client expectations better by encouraging independence and enablement (both from the provider's and the authority's side)
- Improving access to and use of community resources including links to 3rd sector organisations and/or use of volunteers (promoted both by the provider and by NCC)
- Need to allow more flexibility in use of hours allocated i.e. use of more time at the beginning of care package and reduce over time

Managing expectations and behaviour

- Initial social care assessment to make clearer that flexibility may be needed around visiting times and that support will be reviewed and possibly reduced to promote independence
- The conduct of service users and their families towards the home care staff can be unacceptable as can indeed at times attitudes of other health and social care staff. NCC could develop a Code of Conduct which would raise the profile of home carers – in relation to recruitment but also in relation to society's view on care work generally
- Clients too often expect care workers to carry out duties outside of their remit

Recruitment, training & retention

- Many tough challenges for providers in establishing and maintaining a stable competent workforce. No easy, immediate solutions but many different suggestions and approaches to improving the situation from different providers **(this issue was by far the most frequently mentioned and discussed)**

Procurement of a new home care framework

- Need to simplify the procurement process, i.e. limit documentation, better NCC communication about upcoming opportunities,
- Improvements to the criteria for choosing a provider (location of existing cases, performance, capacity, price etc.)
- NCC plans to move to a new framework arrangement and the phasing of this activity
- The possibility of sourcing simple tasks like domestic cleaning and shopping at cheaper rates (from different provider or from existing provider at lower rate)
- The long term NCC plan to shift from time & task to an outcome based model for home care

Most frequently raised requests of improvement from providers and NCC responses so far:

	Improvement suggestion	NCC Response so far
1	Delegate the responsibility to the provider for doing the assessment and review of care packages	A cross departmental T&F Group has been set up to look at this (including analysis of current IT and invoicing system obstacles). Clear process guidelines have been issued to practitioners for reduction of care packages
2	Improve NCC provider communication systems	WordPress blog option currently being explored. Workforce recruitment & retention project will include home care opportunity website
3	Improve information to providers on new cases	Up-dated guidelines circulated to practitioners in operational teams, CAS and NCC customer services centre (SCCE)
4	Introduce more flexibility, particularly around visiting times	Up-dated guidelines circulated to practitioners in operational teams around managing client and carer expectations
5	Apply a code of expected conduct for service users and their families	TBC
6	Help raise the profile of care workers	Home care recruitment campaign with a number of events and initiatives in March 2017 as part of the Home Care Workforce Recruitment and Retention Project
7	Review rates to include time spent on assessing and processing new clients, travel time, late cancellations, unscheduled admissions	Outcome of remuneration survey to be shared. Review of rates part of the new framework contract currently tendered for in North Norfolk with roll out to other localities later in 2017

Next steps

As outlined in the dialogue sessions¹ NCC is developing a new approach to home support contracting, starting in North Norfolk and rolled out across Norfolk in stages. The time line for this procurement is outlined below:

Task	When
Consult with providers of home care services	Nov-Dec 2016
Collate feedback & share with providers	Jan 2017
Consider recommendations at Home Care Executive Group	Jan 2017
Procure a framework agreement in North Norfolk	Jan-March 2017
Work with providers to introduce collaborative model	April – June 2017
Roll out of model in other localities (timeline to be set)	April 2017 onwards
Liquid Logic system go live	Nov 2017

More information and documentation about the Home Support Framework tender in North Norfolk can be found on <http://In-Tendhost.co.uk/norfolkcc>. The procurement reference number is NCCT41283. All tenders must be submitted via the In-Tend portal to the following schedule:

- Submission of clarification questions relating to the ITT: Friday 10 February 2017 at 2pm
- Deadline for submission of tender documents: Friday 17 2017 at 2pm

The purpose of this document is to provide a high level summary of the most frequently discussed issues across all the sessions as well as outlining the next steps NCC will take, but if you feel that important points are missed out, please do not hesitate to get in touch.

Please share the report with all relevant individuals in your organisation and beyond

Yours Sincerely

Hanne Lene Schierff
Integrated Commissioning Manager
Tel: 01603 223082
E-mail: hannelene.schierff@norfolk.gov.uk

NSAB

New news items have been posted on the Norfolk Safeguarding Adults Board's (NSAB) website:

Items include:

- *Channel 4 documentary - modern slavery*
- *Why trust, time and small steps are key to working with people who **hoard***
- *Free Professional learning seminars on FGM - 6th March 2017 – Norwich*
- *Information sheet for partners on Operation Gravity*

See

[Norfolk Safeguarding Adults Board \(NSAB\)](#)

Exciting news, **Norfolk Safeguarding Adults Board** is now using Twitter.

Find us @NorfolkSAB

By using Twitter the aim is to share news about the board's work to the widest possible audience. So far we have 23 followers which is a great start!

Please have a look and start following NSAB.

News from CQC

Reminder: Have your say in CQC's annual provider survey

Our annual survey is now open to all providers across the country and is your chance to tell us what you think about our approach to regulation. You can take part in the online survey [here](#) which will close on **Thursday 2 February 2017**.

The survey has 15 questions and should take no more than 10 minutes to complete. Please remember to press 'Finish' on the questionnaire to submit your response before you close it. Your feedback will remain anonymous and we will share the findings back with you in the spring.

New Mental Health brief guides

Our brief guides are used by inspection teams when they are looking at services. The following are now available [on our website](#):

- Waiting times for community child and adolescent mental health services
- The use of blanket restrictions in mental health wards
- Smokefree policies in mental health inpatient services

New models of care registration guidance

We've published a [Registration update for vanguards and other new care models](#). This update is intended for providers who are, or who are considering, providing new care models.

We would welcome comments on the document, particularly from anyone who is aware of any issues not considered that should be, or who is developing any proposals where they feel that this guidance does not answer their questions about registration with CQC – please contact us via enquiries-newmodelsofcare@cqc.org.uk

CQC to review CAMHS nationally

Prime Minister Theresa May announced earlier this month that CQC would be leading a major thematic review of children and adolescent mental health services (CAMHS) across the country to identify what is working well and what is not.

CQC will take forward this work in discussion with other agencies and inspectorates, and expects to report on its findings in 2017/18. Read more [here](#).

Your views please – proposals for our next phase of regulation

We are now consulting on proposals for our next phase of regulation (**closes 14 February 2017**). This includes proposals for how we will regulate new and complex types of providers plus changes to our assessment frameworks and KLOEs and specific proposals for how we will regulate NHS trusts in future. You can [read and respond](#) to the consultation online.

We are also consulting jointly with NHS Improvement on our shared approach to leadership and use of resources in NHS trusts, and would encourage NHS trusts to read both consultation documents before responding. Please visit [here](#) for more information.

Other news

Payment of fees by direct debit

CQC offers the option for providers to pay their annual fees by direct debit which means most providers can choose to spread the cost over the course of a year. This is the most secure way to pay and allows payment to be collected over 10 months in equal instalments. To find out more, visit our website [here](#).

Events

CQC will be exhibiting at the [National Council for Palliative Care, Dying Matters launch](#) on 1 February and [The Kings Fund: Governance and accountability in new care models](#) on 8 February.