

# Adult Social Care Market - Service Development & Transformation Plan

June 2024

# Market Transformation Vision

---

In developing our vision described in HAS 2025 we have considered what outstanding adult social care and public health services might look like which is underpinned by both policy and the experience of the people who work for us, with us and those we provide and commission our services on behalf. We will strive to ensure:

- A focus on people and their outcomes
- The person remaining as independent as possible and living in their own home for as long as possible – home first
- Focus on prevention and alternative provision for complex needs and switching away from residential homes and nursing beds
- Frontline colleagues excelling at strengths-based practice, being empowered to be creative
- Organisation interfaces working seamlessly together and not being visible to people we support



# Key Market Objectives 2024-25

- **Market Shaping** Proactively manage and shape the North Yorkshire care market to ensure it remains sustainable in terms of cost, quality, workforce and capacity
- **Home & Community First:** Co-produce and commission innovative service models that enable people to remain living in their own home and be part of their community for as long as possible
- **Intermediate Care:** Co-produce an intermediate care model that meets local needs, supports hospital admission avoidance and enhances discharge pathways now and in the future
- **Dementia Care:** Build skills and capacity in the independent and VCSE care sector to meet the needs of people in moderate and advanced stages of dementia
- **Specialist & Complex Care (Working Age):** Develop the North Yorkshire care market to ensure people with learning disabilities, autism and/or mental health needs have the support they need to live the life they want in the place they call home
- **Provider Services:** Lead the transformation of in-house Care Provider Services, focussing on delivering specialist/complex and time critical care that responds to locality need

## Enabling Objectives

- **Co-Production:** Engage with people who deliver care and people with lived experience to ensure their voices are at the heart of our market shaping activity
- **Actionable Insight:** Collate and analyse data to provide actionable insight into the supply, demand and outcomes of commissioned services
- **Systems & Processes:** Identify and pursue opportunities to improve systems, processes, practice and partnerships to enable effective market shaping and commissioning
- **Cost & VFM:** Ensure commissioned services deliver good value for money

# Key facts

## **Workforce:**

- Invested c£300k in Care Sector Improvement Programme and Make Care Matter
- Dedicated HR business partner works alongside the Quality Team to support providers with workforce advice and guidance
- The Legacy Mentoring Scheme is currently supporting 20 registered managers across North Yorkshire

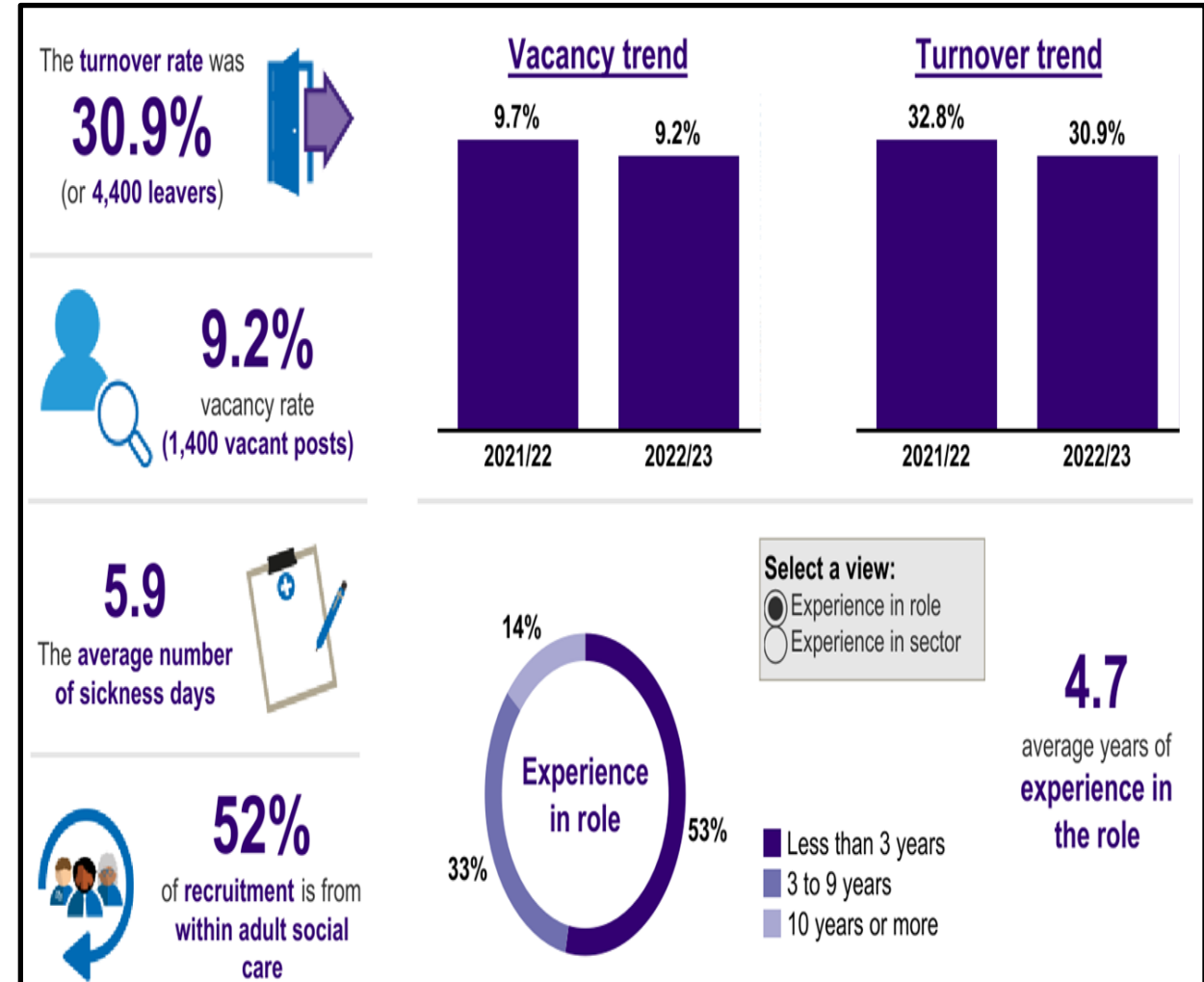
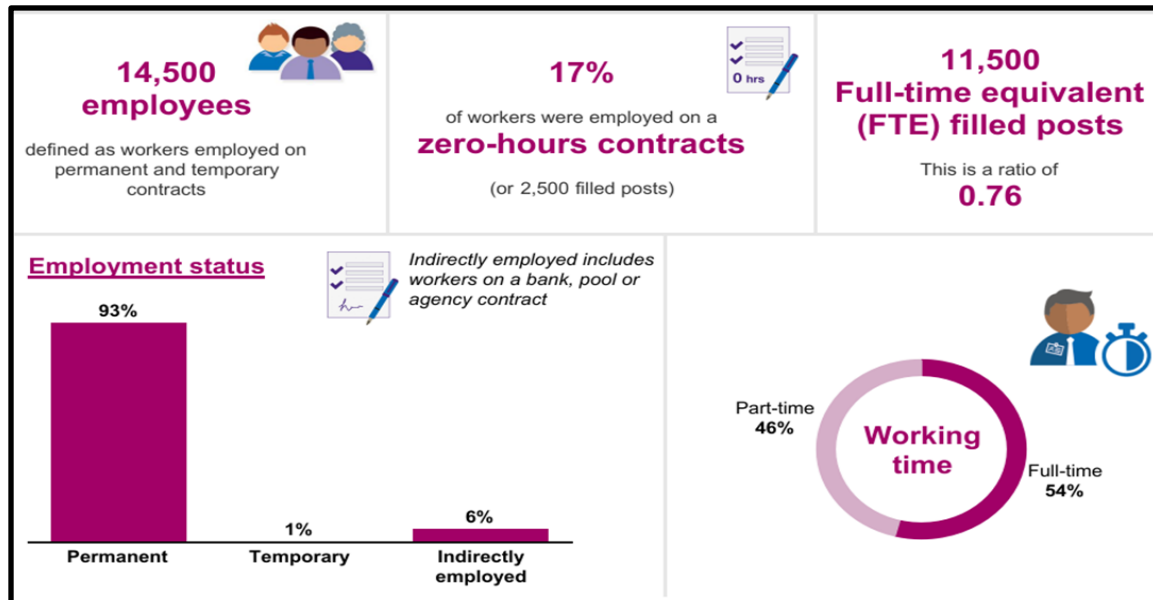
## **Quality:**

- Overall, the quality of care is good across social care services in North Yorkshire with local performance ranking higher than both regional and national averages
- As of March 2024, 84% of care home provision and 91% of community-based care providers were rated as 'good' or better by the Care Quality Commission
- Investment into an integrated quality team with ICB, the team completed 70 quality visits in 2023/24

## **Market sustainability:**

- There has been a notable reduction in number of providers approaching the council because of concerns about the financial sustainability of their organisation
- We are still seeing some provider failure, in the main relating to the home care sector

# Skills for Care WDS – Yorkshire & Humber & N Yorks Region



# Market Shaping

Key deliverables include:

- Review and update the Market Position Statement
- Development of a core data set for measuring and monitoring supply, demand and outcomes of all service types
- Review current arrangements to ensure that the Advocacy offer for the people of North Yorkshire has available capacity to meet current demand
- Develop clear policy, process and practice guidance in relation to Top Ups for both staff and care providers
- Review Sustainability Policy, processes and associated governance to ensure a robust process that supports the right areas of the care market

# Home First

Key deliverables include:

- Develop mechanisms for systematically engaging with people with lived experience of home based support
- Implement Nidderdale and Washburn Valley Service Navigator Pilot to manage/reduce demand for commissioned services
- Review and standardise live-in and 24 hour care models to ensure cost-effective service
- Design, implement and review home based support models to support winter pressures across the County
- Work with National Capacity Tracker Team to implement a local survey for domiciliary care providers to improve intelligence and monitor risks in the home based support market

# Residential / intermediate / dementia care

Key deliverables include:

- Develop and commission a care home dementia training offer
- Work with ICB to establish a consistent wrap around support offer to care homes to help them support people with dementia and/or physical frailty
- Develop a diverse range of age-appropriate short and long-term accommodation with care services for people with young onset dementia
- Develop a diverse range of age-appropriate community-based support services for people with young onset dementia
- Work with local dementia action alliances - to understand demand and gather intelligence to support people living with dementia
- Work with Health and Care organisations to develop and implement a new intermediate care model
- Review and optimise current offer for bed based intermediate care
- Develop new model of bed based intermediate care



# Specialist and Complex care

Key deliverables include:

- Ensure a high quality specialist care market in North Yorkshire that delivers value for money
- Work in partnership with the ICB undertake a full needs analysis and review of current service gaps to inform future commissioning of specialist and complex care
- Work with colleagues in ASC; CYP and Health to understand demand and plan/commission accommodation with care to meet needs of young people who are preparing for adulthood

# Community based support

Key deliverables include:

- Deliver a vibrant and refreshed Shared Lives Model – supporting a diverse range of people, across all localities.
- Establish a network of county wide day service providers and partners to encourage collaboration and sharing of best practice approaches - linking into ICG and Community First Yorkshire
- Promote innovation within the day offer. Reach out to new providers of supported employment day services, community anchors etc. and develop support that is embedded within the heart of communities
- Work with frontline care teams to identify clear needs for community based support and work with providers to understand the need - delivering a series of Practice Spotlight Sessions to actively promote community based support providers