

London Borough of Waltham Forest

Market Sustainability Plan
2023



Section 1: Assessment of the Current Sustainability of Local Care Markets

Assessment of Current Sustainability of the 65+ Care Home Market



Demand and Capacity

- We provide a **range of nursing and residential care** for the people with Mental Health, Learning Disabilities and for Older People and those with Physical Disabilities. There are 343 Waltham Forest residents placed by London Borough of Waltham Forest in residential placements and 121 nursing placements.
- We arrange **spot placements** with 12 residential homes and 3 nursing homes in Waltham Forest. The majority of care homes have a CQC rating of good except for 1 care homes that have been rated as requiring improvement.
- There are **623 beds** in residential and nursing homes for over 65s in Waltham Forest with another 255 for those under 65
- There are **three Council owned care homes**, Alliston House, Mapleton Road and George Mason Lodge that provide residential care to Waltham Forest residents. These in-house care homes are funded and resourced by Waltham Forest Council.
- While the Spot Purchasing contractual arrangement offers the local authority and residents more **flexibility and choice** as well as value for money, it lacks an agreed pricing framework.
- **Workforce** is a key factor, with continuous difficulties in recruiting and retaining staff in the face of competition from other market sectors over terms and conditions. Care homes reported that skilled recruitment was becoming more challenging post pandemic and they couldn't access overseas recruitment opportunities due to their size
- **Availability of services to meet greater complexity** -Particular difficulties are routinely reported by the LBWF brokerage team around the sourcing of placements for higher levels of need and greater complexity, especially clients that fall under the following category, Delirium/Dementia/Under 65 with Challenging Behaviour

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- **Financial Resilience-** As of October 2022, the average weekly cost to the local authority for residential care homes was £999 and £1,026 (without FNC) for nursing care homes, which rarely includes elements of 1:1 or any other additional support where this is required.
- **Uplifts-** Our focus for 23/24 was to support overall sustainability of the market. We asked residential/nursing care providers who we commission care from both in Waltham Forest and our of borough to submit a business case, where they have a rationale for uplifts to be applied. We then considered this and compared their cost against Waltham Forest and NEL averages to determine fair uplift on a case by case basis.
- **High levels of inflation** and rising energy costs are impacting provider financial viability.
- **Geographic challenges-** We currently place 43% clients within our care homes in borough and the rest outside. There are times we have had to commission outside of the borough due to lack of availability in the borough and sometimes due to choice and preference to be close to family members.
- **Quality-** The quality of care in Waltham Forest is 'Good' overall with only one residential care homes requiring improvement

Section 1: Assessment of the Current Sustainability of Local Care Markets

Assessment of Current Sustainability For 18+ Home Care Market



- Waltham Forest Council **currently supports** approximately 1548 people to live independently at home with a home care package of support. The home care market consists of 10 providers on the framework and another 22 active providers on spot purchase contracts, that deliver care on behalf of the Council.
- Over the last decade, the Council has aimed to support its residents to **stay safely and independently in their own home** for as long as possible. This coupled with population growth has seen a significant increase in the number of residents receiving home care. The Council anticipates this demand will continue to grow as the local population ages and the needs of residents continue to become more complex.
- We recently commenced the mobilisation of a **new model for home care services** through our ‘home-based support’ framework. This new Framework builds on our existing needs-led approach to provision of care.
- Home-Based Support is **divided into 5 lots and each lot is comprised of a geographic area**. This has been devised to ensure that provision is met equally throughout the Borough, to allow for market sustainability of those successful Service Providers. This will reduce travel time, maximising contact time with individuals as well as being eco-sustainable. It also resolves historical issues of providers not been able to deliver care in some areas difficult to reach. I.e. E4. However it is still challenging to source doublehanded care.

Section 1: Assessment of the Current Sustainability of Local Care Markets

Assessment of Current Sustainability For 18+ Home Care Market



- **Workforce** - Is a key challenge for home care, fuelled by low pay and job insecurity. The ten home care providers on the new framework are contractually committed to paying London Living Wage. Rising cost of living impacting further recruitment and retention.
- **Quality**- The quality of care in Waltham Forest is 'Good' overall. Currently only one care provider on the home base support framework has a CQC assessment requiring improvement. Waltham Forest Council work collaboratively and openly with providers to assess their quality and identify areas for improvement.

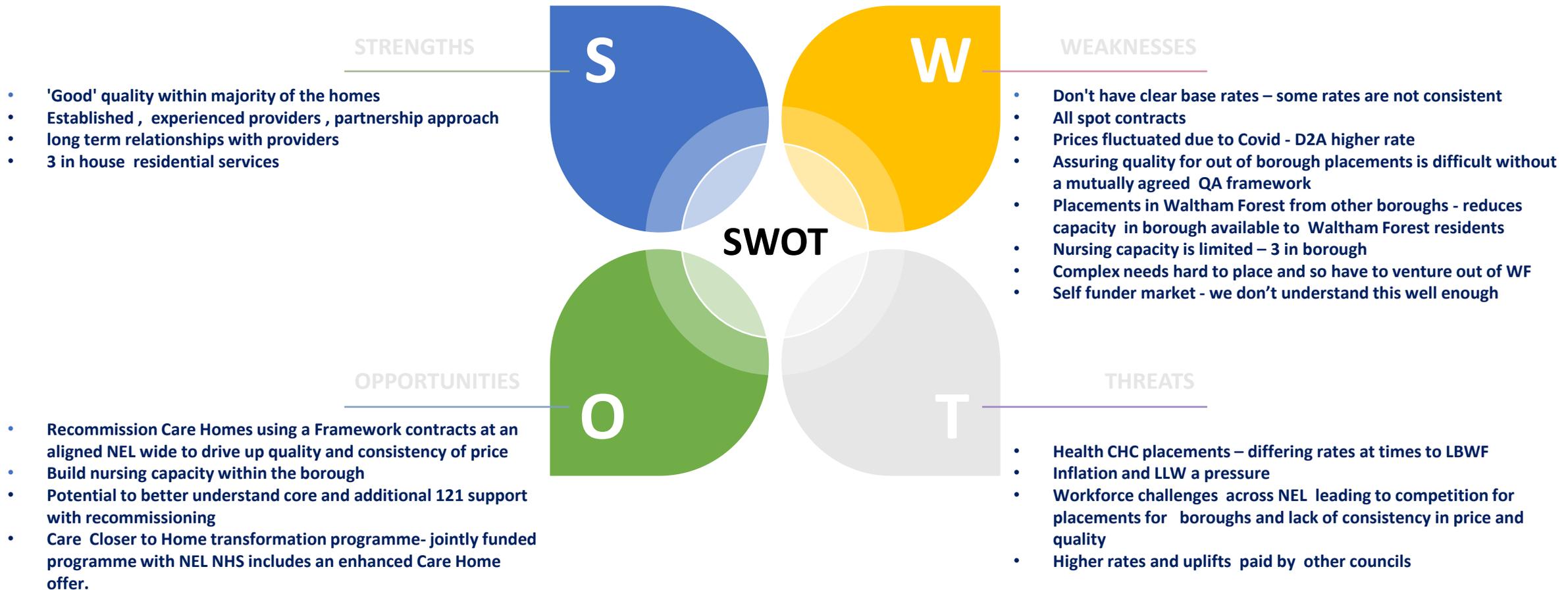
Section 2: Assessment of the impact of future market changes over the next 1-3 years.

65+ Care Homes Market



- Financial Resilience – Providers are under increasing strain due to the **current financial climate**, with inflation at 16.7% as at 23rd March 2023 (Subject to change). This is impacting all elements of care homes including staff pay, utility and gas bills, as well as other outgoings such as food costs. Energy costs are routinely one of the largest non-staff costs, and use of energy to keep vulnerable people warm will mean significant increases in costs.
- **Workforce challenges** are likely to continue to be exacerbated by the ongoing impact of Brexit and global challenges such as the war in Ukraine.
- **Quality**- Wider demand, financial and workforce challenges are ultimately likely to impact upon the quality of care provided to our service users. There is a clear link between providing quality care and having sufficient skilled workforce to do so.

Waltham Forest Care Market Sustainability – Strategic Analysis SWOT – Care Homes



Section 2: Assessment of the impact of future market changes over the next 1-3 years.

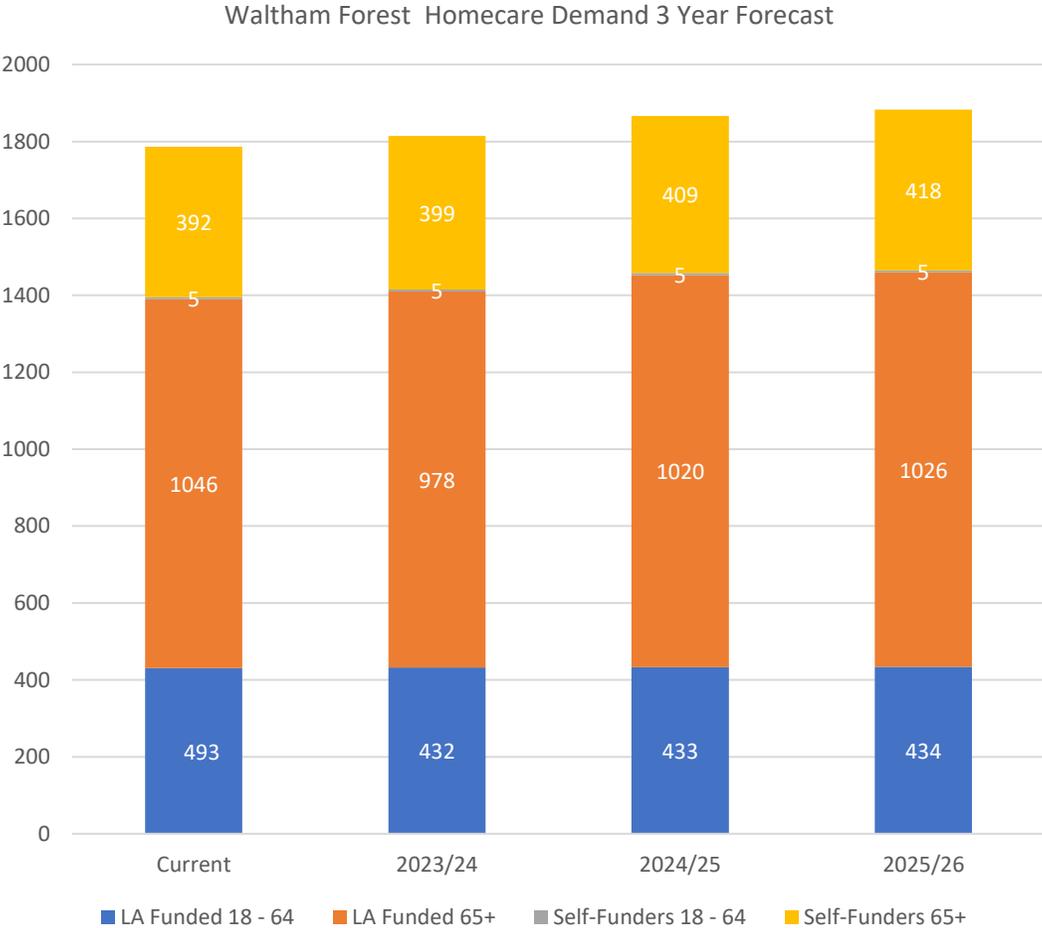
18+ Home Care Market



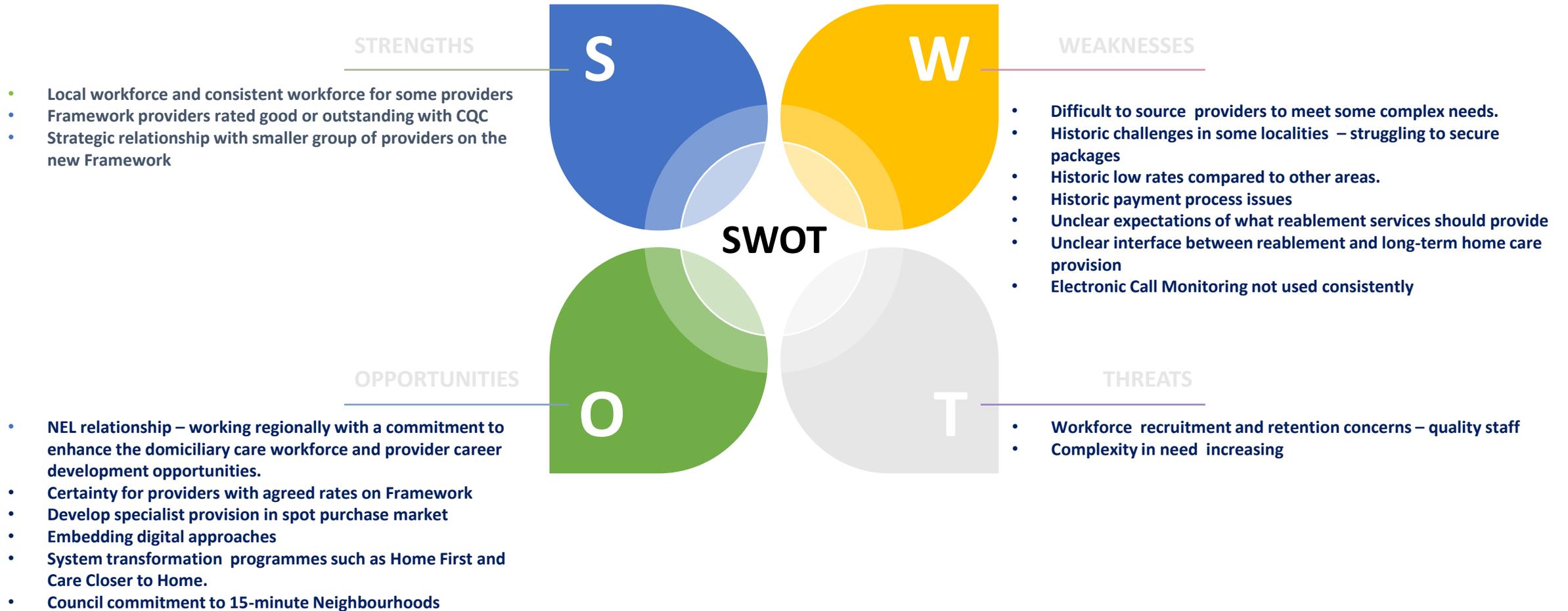
- **Financial Resilience-** From October 2022, providers on our home-based framework were asked to commit to an hourly rate at the start of the contract over a four year period. The prices will be fixed for the first 18 months, allowing for a discretionary inflation price index uplift based on CPI to be used.
- We have the challenge of working with the market as it adapts to a **smaller numbers of providers** we contract with via the new framework. We will need to proactively work with existing providers not on the framework to ensure transfer of packages are carried out in a safe and timely manner where it is no longer economically viable for them.
- **Workforce-** The workforce issues affecting the Care Homes markets outlined on slide 6 also apply to Home Care. Home care providers have fed back that they are keen to work with the Council to support workforce development and develop in this area.

Homecare Care Total Demand 3 Year Forecast

- The chart to the right shows the forecast increased demand over the next three years across all ages and for homecare.
- Based on the current levels of demand, this shows the estimated demand and therefore supply required in the Waltham Forest market. It is anticipated that there will be a steady increase in both the public and private funded markets for those 65+.
- Whilst this is a forecast based on current provision, the Market Sustainability Plan section three, which has plans to address each of the care markets, will consider how the Local Authority’s plans and future strategies may impact these markets further.
- (Source: End of Month Service Snapshot YTD - ASC Performance Dashboard February 2023.)



Waltham Forest Care Market Sustainability – Strategic Analysis SWOT – Home Care





Section 3: Plans to address sustainability

Waltham Forest Place Based Partnership- Strategic commitments and plans

Waltham Forest already has a range of **interdependent strategies** such as Home First, Care Closer to Home (more detail slide 13) and the commitment to 15-minute Neighborhoods that will support the sustainability of care markets by making Waltham Forest an exciting and innovative place to work attracting a local workforce wherever possible. We will work with providers to maximize their opportunities to link into these opportunities wherever possible via our provider forums and other engagement.

London Living Wage as we tender or re-commission contracts we will fulfill the council commitment to paying London Living Wage for care providers, we have already implemented this in the new home care and supported living frameworks.

Use of Fair Cost of Care Funding.

With the objective of sustaining markets and mitigating market fragilities, the council approved significant increases from April 23 as outlined on slide 3 using our DHSC market sustainability and Fair Cost of Care fund.

Developing a local training offer. We will work with providers, NEL health colleagues and local education partners including SCIE and the University of Portsmouth (as it develops the Waltham Forest Campus) to develop local training offers to develop the workforce and support recruitment and retention.

Section 3: Plans to address sustainability



We are working with North East London Integrated Care Board partners to implement key system transformation programmes that will support market development and sustainability :-

Home First :- This programme is working to improve the management of physical health crisis in the community associated with hospital attendance or admission as well as the discharge of complex patients from hospital. It will enable a more proactive approach to managing care and reduce crisis responses required by the system. This will include care homes and home care providers. We will support the system to move to a model based upon reablement and anticipatory care. This will also lead to a range of workforce opportunities in care markets including increased training, development and career opportunities.

Care Closer to Home: - This is an integrated primary, community and secondary care offer to ensure more proactive, anticipatory and coordinated care for people with complex needs and/or frailty. Key components include system-wide multi-disciplinary working at PCN level, improved management of complex LTCs, enhanced support to care homes including providers being part of the MDT approach, this will build upon the existing relationships between providers and wider stakeholders to strengthen the support to residents to enable them to remain in their home. Home Care providers will also be key partners in the model and be supported by the wider system moving from a fragmented approach to one that is more holistic and resident focused.

Centre of Excellence :- The development of a digital hub and offer which will support the care homes (initially) and home care markets (in the future) to access clinical and professional advice and support in real time. The model will also enable real time monitoring of resident vital signs which will alert workers to health challenges and enable a home based response rather than requiring hospital admission. This will support care workers in their day to day work and enable them to be an active part of MDT's. In response, providers will be able to more proactively and efficiently plan their service delivery

Section 3: Plans to address sustainability



Recommissioning of key services

Residential and nursing care- We will work with NEL partners (LA and NHS) to review the current arrangements to address the market gaps and challenges we have identified via our market assessment so far (slide 7) as well as other challenges as the work progresses. We will develop new contracts and commissioning arrangements to address these.

We will ensure we will:-

- Develop stronger partnership with NEL Boroughs in order to maximise how we meet demand for Waltham Forest residents (placed by both LBWF and NHS via Continuing Health Care)
- Work with NEL partners to align our approach to quality and price, and explore the possibility of a shared commissioning framework to reduce inequality and anomalies across systems
- Increasing the ability of providers to offer placements for people with complex needs and dementia by exploring approaches which enable care homes to link with services already available within the community including dementia support services. The care closer to home model (See slide 13) will enhance support to care homes.
- Build nursing capacity within the borough which could include exploring dual registration for one or more LBWF care homes
- Consistent and clear model of core and additional support
- Improve our understanding of the Self Funder Market
- Ensure that providers are paying London Living Wage

Reablement : - We will recommission our reablement contracts to ensure we have a defined reablement service with clear expectations and outcomes and a clear interface with the long term support provision via the Home based support framework. This will deliver an enhanced personal care service tailored to an individual's needs to maximise independence. This will enable providers to more effectively and efficiently plan their service delivery and workforce requirements.

Section 3: Plans to address sustainability



Ongoing development of the Home Care market. Following the implementation of the new framework in 2022 and to support market sustainability we will:-

- Continue to work the New Framework Providers to **develop our strategic relationships** and link them into the council and ICB strategies and transformation programmes to maximise the opportunities of moving to a smaller number of strategic providers.
- Work with framework providers and where necessary specialist providers to **develop solutions to meet market gaps** in specialist home care provision. We will develop the right commissioning frameworks to ensure where additional provision is required, we have the right arrangements in place.
- **Improve payment systems and process** between the purchasing of care packages and processing of payments within the council, with a focus upon (but not limited to) Home Care. This will support financial sustainability within the market. We are working with home care providers to ensure that they are using Finance Manager which enables more efficient payments and the effective use of Electronic Call Monitoring. The Council's aim is for all home care providers on the framework to use Finance Manager by the end of 22/23 financial year. We are also encouraging all non-Framework providers to use the system.
- Over the lifetime of the Framework Agreement the Authority intends to work towards the implementation of the **Ethical Care Charter** and will work with Service Providers to implement this.