

# Report of the Strategic Director, Health & Wellbeing, to the meeting of Health and Social Care Overview and Scrutiny Committee to be held on 30<sup>th</sup> January 2020

**W**

---

**Subject: Adult Care Sector provider contract and quality management arrangements in Bradford**

## **Summary statement:**

This report provides a summary of the quality and contract monitoring arrangements in place with the independent sector adult care providers that deliver CQC regulated activity in Bradford.

---

Jane Wood  
Assistant Director – Commissioning & Integration

Report Contact: as above  
Phone: (01274) 437312  
E-mail: [jane.wood@bradford.gov.uk](mailto:jane.wood@bradford.gov.uk)

**Portfolio: Health People and Places**

**Overview & Scrutiny Area: Health & Social Care**

## **1. SUMMARY**

- 1.1 This report provides a summary of the quality and contract monitoring arrangements in place with the independent sector adult care providers that deliver CQC regulated activity in Bradford.

## **2. BACKGROUND**

- 2.1 An update from the Care Quality Committee was presented to the HOSC on 22<sup>nd</sup> November 2018 and it was resolved that a report would be submitted to a future meeting of the Committee in relation to Service Improvement Boards.
- 2.2 Service Improvement Boards are one element of a wider set of arrangements for supporting quality and safety in independent care sector providers that undertake CQC regulated activity.

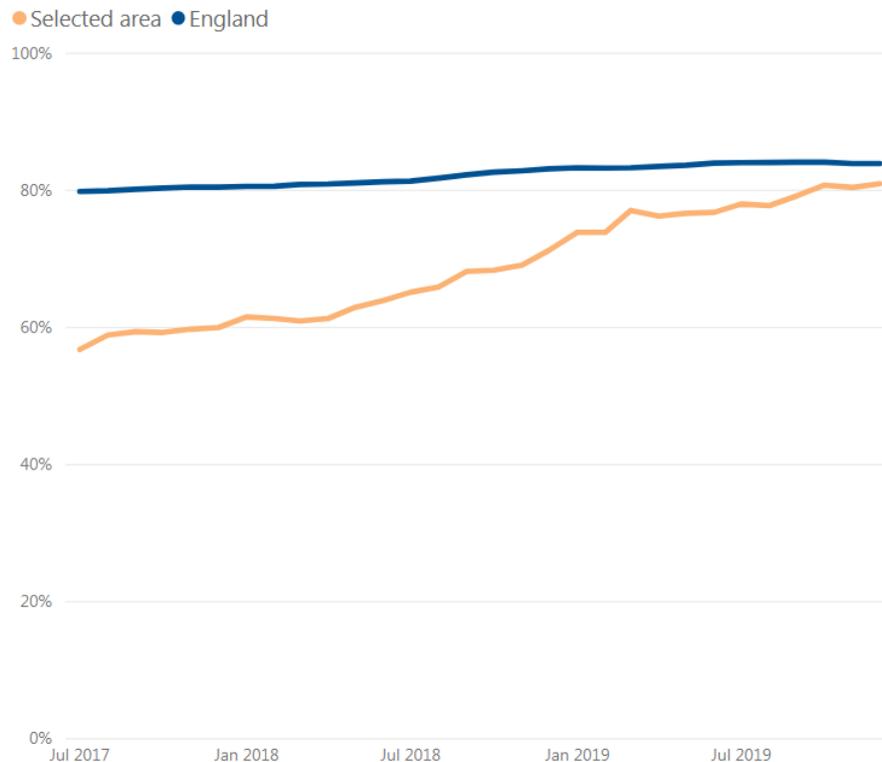
## **3. REPORT ISSUES**

- 3.1 The Commissioning and Contracting function, within Bradford Council's Department of Health and Wellbeing, and led by the Assistant Director – Commissioning & Integration and is responsible for the efficient and effective operation of the adult care market.
- 3.1.1 These responsibilities are described in section 5 of the Care Act 2014. The Care and Support Statutory Guidance (available at <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance#chapter-4> ) and are summarised at 3.3 below:
- 3.1.1 The effect of the support provided by the department, working with its partners, can be reflected in the significant improvement in CQC ratings.

### **3.2 Performance**

- 3.2.1.CQC ratings of adult care provision forms part of the Health and Wellbeing Department's performance monitoring dashboard. As at 1st January 2020 84.4% of all Adult Social Care providers located in Bradford were rated As Good or Outstanding. The all England average is 85.1%.
- 3.2.2 This reflects a significant improvement in quality. In December 2017, the proportion of providers in Bradford rated good or outstanding stood at 60.0%, against the all England average of 80.5%. This means the gap has narrowed from 20.5% to 0.7% in a little over 2 years.

Percentage of locations rated Good or Outstanding



3.2.3 This outcome has been achieved through partnership working, investment by the council and CCG, as well as the work undertaken by the contracts and commissioning team, developing and embedding robust risk and contract management procedures and the set-up of Service Improvement Boards, working across the sector and with in-house providers. The work of the team is described in more detail in the sections below as well as in Appendix A.

3.2.4 A good example of some of this investment is the training commissioned by the Council and delivered by Brightening Minds in early 2018. The aim of these session was to support providers to improve both their service delivery and ultimately CQC rating. The package was jointly funded by the Council and local providers. A series of ten workshops were held with almost 100 providers attending comprising Home Support, Residential/Nursing and Supported Living providers. It is recognised that following these workshops CQC quality ratings improved significantly in the district. One provider who attended one of the workshops received their CQC inspection report and was rated outstanding. They wrote to the department; *“I would also like to thank Bradford Council for commissioning Brightening Minds to run the CQC Good and Outstanding workshops which helped us to plan and organise our evidence and achieve this rating.”*

3.2.5 Bradford is now the most improved area in the region, and we were recently invited by ADASS to share our experience at a Quality Conference where we outlined our increased partnership working and liaison with local providers.

3.2.6 The next target is to close the gap between Bradford and the England average completely; we expect this to happen in 2020. At this point we will review our position and explore setting a revised target that would see care quality provision in Bradford to be at a high standard when compared to our statistical neighbours.

### **3.3 Market shaping and commissioning of adult care and support**

3.3.1 The Care Act (2014) places new duties on local authorities to promote the efficient and effective operation of the market for adult care and support as a whole. This can be considered a duty to facilitate the market, in the sense of using a wide range of approaches to encourage and shape it, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways. The ambition is for local authorities to influence and drive the pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.

3.3.2 The principles which should underpin market-shaping and commissioning activity:

- focusing on outcomes and wellbeing;
- promoting quality services, including through workforce development and remuneration and ensuring appropriately resourced care and support;
- supporting sustainability;
- ensuring choice;
- co-production with partners.

3.3.3 The steps which local authorities should take to develop and implement local approaches to market-shaping and commissioning:

- designing strategies that meet local needs;
- engaging with providers and local communities;
- understanding the market;
- facilitating the development of the market;
- integrating their approach with local partners;
- securing supply in the market and assuring its quality through contracting.

3.3.4 The department are currently developing a Market Position Statement (MPS) This document will set out what support and care services people receive now and what population data is indicating will be needed in the future. This enables us to work with providers of services to shape the market to enable this to be achieved.

3.3.5 In addition to working with professionals and providers in the sector we are also working with other departments to ensure joint up working e.g. our links with planning department will enable prospective planning applicants to be signposted to the MPS to reinforce our market shaping role.

### **3.4 Lead Commissioner and Partnership Arrangements**

- 3.4.1 The Local Authority is the lead Commissioner for the adult care market in Bradford and it undertakes commissioning and contracting activities on behalf of the CCG's who are also required to make such services available to people with on-going needs and who are eligible for NHS funding, through a Section 75 agreement.
- 3.4.2 The Strategic Partnering Agreement (Council Exec committee June 2019) sets out the Memorandum of Understanding for Health and Social Care system working under the Health and Wellbeing Board, the Integration and Change Board and the Health and Care Partnership Boards. Appendix B sets out the adult care sector strategy quality improvement and risk assurance arrangements under the Strategic Partnering Agreement.
- 3.4.3 The Integration and Change Board have also funded the Bradford Care Association (an independent sector care provider membership organisation) to offer quality improvement workshops to the care market, to support co-design of systems and ways of working, in addition the proactive work undertaken with providers directly upon request.

### **3.5 Contract and Quality Assurance**

- 3.5.1 Contract compliance and quality assurance is monitored thoroughly a range of activities and intelligence, in partnership with providers and the CCG. These include
- Desktop Monitoring
  - Customer Care log
  - Providers Visits (including Proactive visits, Reactive visits and Enhanced Monitoring).
  - Serious Concerns meetings (to be known as Cross Organisation Groups COGs)
  - Provider Forums, also attended by Skills 4 Care and CQC
  - Service Improvement Boards
- 3.5.2 Our risk management procedures enable a more intense period of working alongside providers who are rated inadequate or where service quality issues arise. This may include placing an embargo on providers taking new funded customers. This process has enabled providers to pause and review their services to focus on the required service improvements. The period of embargo enables our teams to work alongside the provider, testing areas of their action plan, to ensure improvements are achieved and sustained.
- 3.5.3 Fuller details of the above approaches undertaken by the Commissioning and Contracting function within the Department of Health and Wellbeing can be found at Appendix A.

### **3.6 Service Improvement Boards**

- 3.6.1 Service Improvement Boards are established for both Residential and Nursing Care and Home Support. They are run separately in order to focus on the specific

challenges of each sector, however the ethos is the same. The Boards are a partnership approach and are focused on improving joint working arrangements, developing process and improving pathways at an operational level.

3.6.2 The Boards meet every four to six weeks and are made up of self nominated providers varying from owners to quality and operational staff, the BCA, Healthwatch and commissioners and quality leads across the CCG and Council. Other professionals also attend on an ad hoc basis as determined by the agenda.

3.6.3 Some of the areas of work the SIBs have focussed on recently include:

- Policy development: this includes development of a Medication policy, working with internal departments, providers and external organisation, including NICE, Community Pharmacy West Yorkshire, NHS CCG and various others). This is in the final stages of endorsement by NICE and would make it the first and only in the country. Also in development is Best Practice guidance for providers when recruiting staff.
- Staff training: Altura Learning and Bradford Council have been successfully working in partnership for the past two and a half years with a 25% discount off Altura membership for all Bradford based care providers. Altura learning have a full course library which is exclusive to Homecare providers. The Department's Programme Team attend the Care Home SIB and provide details of training available to Providers through various delivery models and organisations, with cost details included
- Recruitment and Retention- this has several strands and includes hosting an event in March with speakers from Health and Social Care, Industrial Centre of Excellence, Skills For Care, Department for Work and Pensions, looking at building the social care workforce.
- Future joint working with the newly established 'One Workforce' is planned in 2020 with a series of events and provider engagement.
- An all sectors good practice Recruitment protocol has been developed taking into account good practice across the sectors. This has been developed in conjunction with BMDC Head of Organisation and Workforce development, Skills House and Skills 4 Care. The Home Support Board is also developing staff benefits to reward current staff and increase the appeal of the roles.
- Better communications, including publication of a regular Provider Newsletter.

3.6.4 The department is also further developing Connect to Support which is the online portal and has recently been redesigned to feature several new areas outlining information/advice, a interactive Community Directory and an eMarketplace.

The site also serves as the care package placement system, which allows Home Support providers to receive and respond to all care packages as soon as they are required, this is used to place all Council managed care packages. People wishing to use some or all of their personal budget to employ a personal assistant can now do so using the online register of those people offering such services.

Additionally, we have very recently, alongside local providers, developed a Provider Zone, which will afford a repository comprising useful information and partnership work undertaken by the Council and local care providers. This zone will include, for example minutes from meetings, our quarterly newsletters and policies, such as the recently created Medication Policy.

3.6.5 The contracts for Residential and Nursing Homes are currently being re-commissioned. This is joint approach with the CCG, with the LA as the lead commissioner and provider input at project level. All Providers delivering these services will be signed up to agreed terms and conditions as well as a Quality Charter setting out opportunities for joint working over the term of the contract. As a result, the role of the Care Home Service Improvement Board is being reviewed in line with the development of the new approved list to include an on-going quality oversight role in partnership with the CCG. Annual, sector wide performance data will be analysed by the group and areas for improvement agreed for the forthcoming year. This co-design approach enables greater understanding of the market and pressures faced by all partner organisations

#### **4. FINANCIAL & RESOURCE APPRAISAL**

4.1 There are no financial issues arising.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 This report describes the risk management and governance arrangements in place in relation to the council's market shaping duties under the Care Act 2014.

#### **6. LEGAL APPRAISAL**

6.1 There are no legal issues arising.

#### **7. OTHER IMPLICATIONS**

##### **7.1 Equality & Diversity**

7.1.1 N/A

##### **7.2 Sustainability Implications**

7.2.1 N/A

##### **7.2.1 Greenhouse Gas Emissions Impacts**

7.3.1 N/A

##### **7.4 Community Safety Implications**

7.4.1 N/A

## **7.5 Human Rights Act**

7.5.1 N/A

## **7.6 Trade Union**

7.6.1 N/A

## **7.7 Ward Implications**

7.7.1 N/A

## **7.8 Area Committee Action Plan Implications (for reports to Area Committees only)**

7.8.1 N/A

## **7.9 Implications for Corporate Parenting**

7.9.1 N/A

## **7.10 Issues Arising from Privacy Impact Assessment**

7.10.1 N/A

## **8. NOT FOR PUBLICATION DOCUMENTS**

8.1 N/A

## **9. RECOMMENDATIONS**

9.1 The Health and Care Overview and Scrutiny Committee to note and comment on the contents of this report.

## **10. APPENDICES**

10.1 Appendix A '*Report to the Safeguarding Adults Board, June 2019 - Overview of Safety & Quality Assurance Arrangements for Independent/Voluntary Sector Adult Social Care/Support Providers*' provides a summary of the approach and activities that are undertaken by the Commissioning and Contracting function within the Department of Health and Wellbeing, and in conjunction with health and provider partners.

10.2 Appendix B – one page diagram of the adult care sector strategy quality improvement *and* risk assurance arrangements in place in Bradford.