



# **Market Sustainability, Commissioning, Co-production and Integrated Care**

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# Key issues

- **Health, care and wellbeing in the post-COVID 19 era**
  - **Integrated Care Systems and Integrated Care Partnerships**
  - **Creating a sustainable model of Adult Social Care delivery in Bristol**
  - **Working as a co-productive system - instead of doing 'things better', we want to do 'better things'**
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# Health white paper

## Integration and innovation: working together to improve health and social care for all (11 February 2021)

- To deliver on the NHS Long Term Plan
  - **Integration** - legally mandating partnerships within the health and care system called integrated care systems (ICSs) and allowing systems to work together more seamlessly.
  - The white paper describes two component parts of the ICS:
    - the **NHS body**, which is mandated to integrate NHS services
    - the **health and care partnership**, which is aimed at the wider integration of partners, including local government and voluntary sector partners.
  - Undoes the Lansley reforms
  - Commits to bringing forward detailed proposals later this year – MH pilot in BNSSG
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# Integrated Care System (ICS)

- The ICS will become a formal structure
  - The NHS will work as an **‘equal partner’** with local government – **‘health, care and wellbeing systems’**
  - Will provide a flexible, ‘enabling’ framework for local partners to build on existing partnerships at place and system levels
  - Systems will agree their own arrangements to suit particular circumstances and characteristics.
  - **Commitment to ‘place’**, building on existing arrangements
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# The new system

## **Integrated Care System (ICS) - Healthier Together**

- Bristol, South Gloucestershire, North Somerset
- Hospitals, GPs, AWP, Ambulance, Sirona, LAs

## **Integrated Care Partnerships**

- Three localities in Bristol
- Two localities in North Somerset
- One locality in South Gloucestershire

## **Primary Care Networks x 19**

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# Integrated Care Partnerships (ICP)

- These will build on localities in Bristol.
    - Bring together systems to support integration.
    - **Place-based joint working** between NHS, local government, community health services, and the voluntary and community sector.
    - Place level commissioning and contracting where applicable and locally beneficial – **subsidiarity**
    - Key issues for local authorities ...
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# Role of providers in ICPs

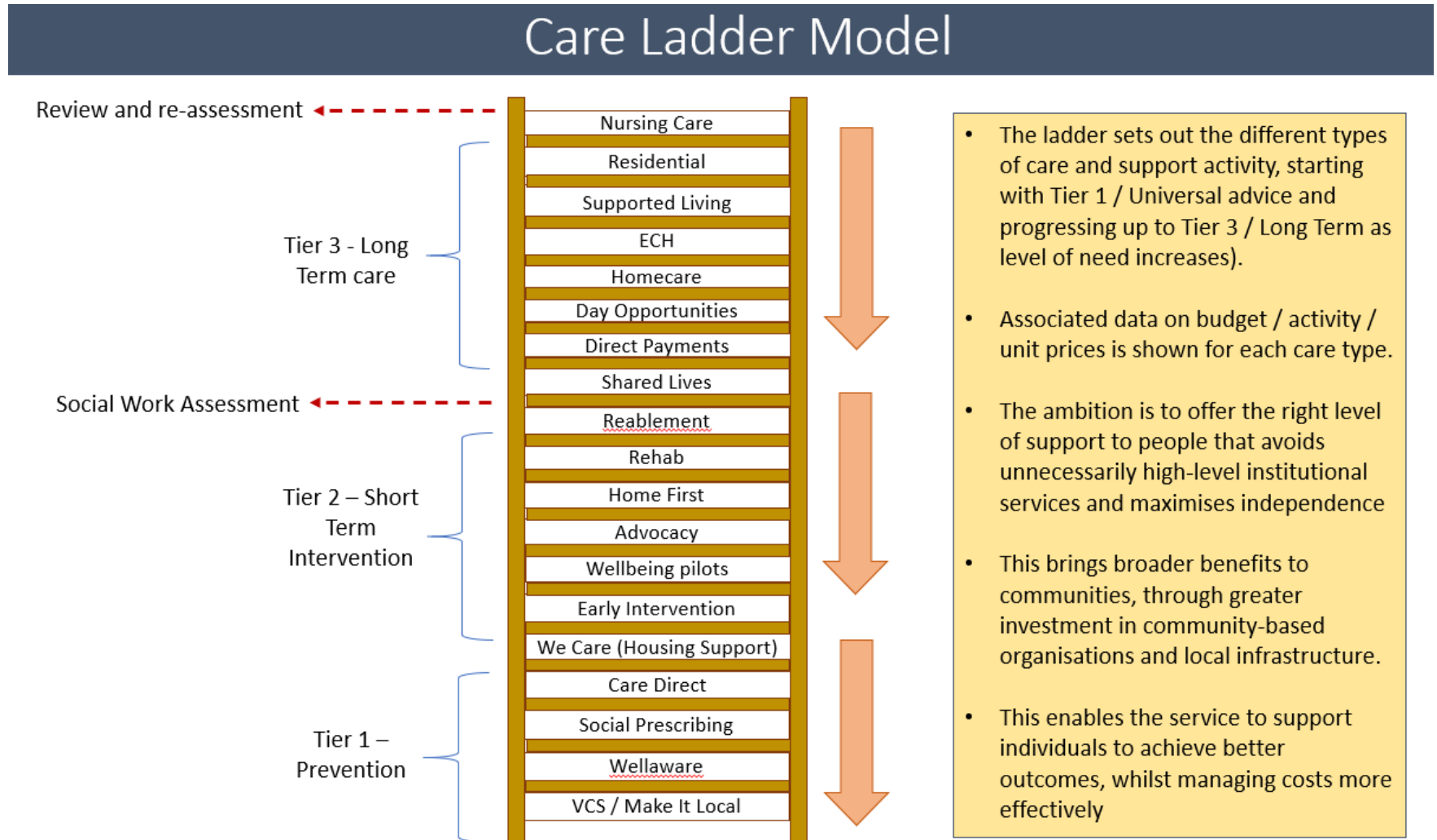
- **Provider conversations on ICS/ ICPs**
    - Opportunities to meet health and social care needs in different ways;
    - **Identify gaps** in provision and fill those gaps;
    - **Locality as focal point** for mapping/ understanding needs in an area
    - **Joint investment and spend:** what are providers 'bringing to the table' in localities?
  - David Smallacombe joining the Bristol South ICP
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# Adult Social Care transformation programme

- Creating sustainable ASC services for Bristol;
- Improving outcomes for service users;
- Addressing ongoing budget pressures.

## Themes

- Partnership and Localities
- Reviews
- Commissioning and Market Management
- Knowledge management / PowerBI
- Debt Recovery and Direct Payments
- Care Ladder and Budget





# Use of Resources

- Against national benchmarks, **Bristol is a high spender** on *Long, Short and non age specific ASC*.
  - 10<sup>th</sup> highest spender in the country for ASC (out of 150 Local Authorities).
  - The SW region is a high spending region on long term care as a whole and is a specific outlier as a region on 18-64 spend
  - **Bristol is not a significant outlier on activity.**
  - BCC is in line with the England average for the number of 18-64 year olds being supported, and in line with the CIPFA average for the number of older people supported (only slightly higher, by 0.5%, than the England average).
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# Use of Resources

**Over use of bed based high cost care at the top end of the Care Ladder.**

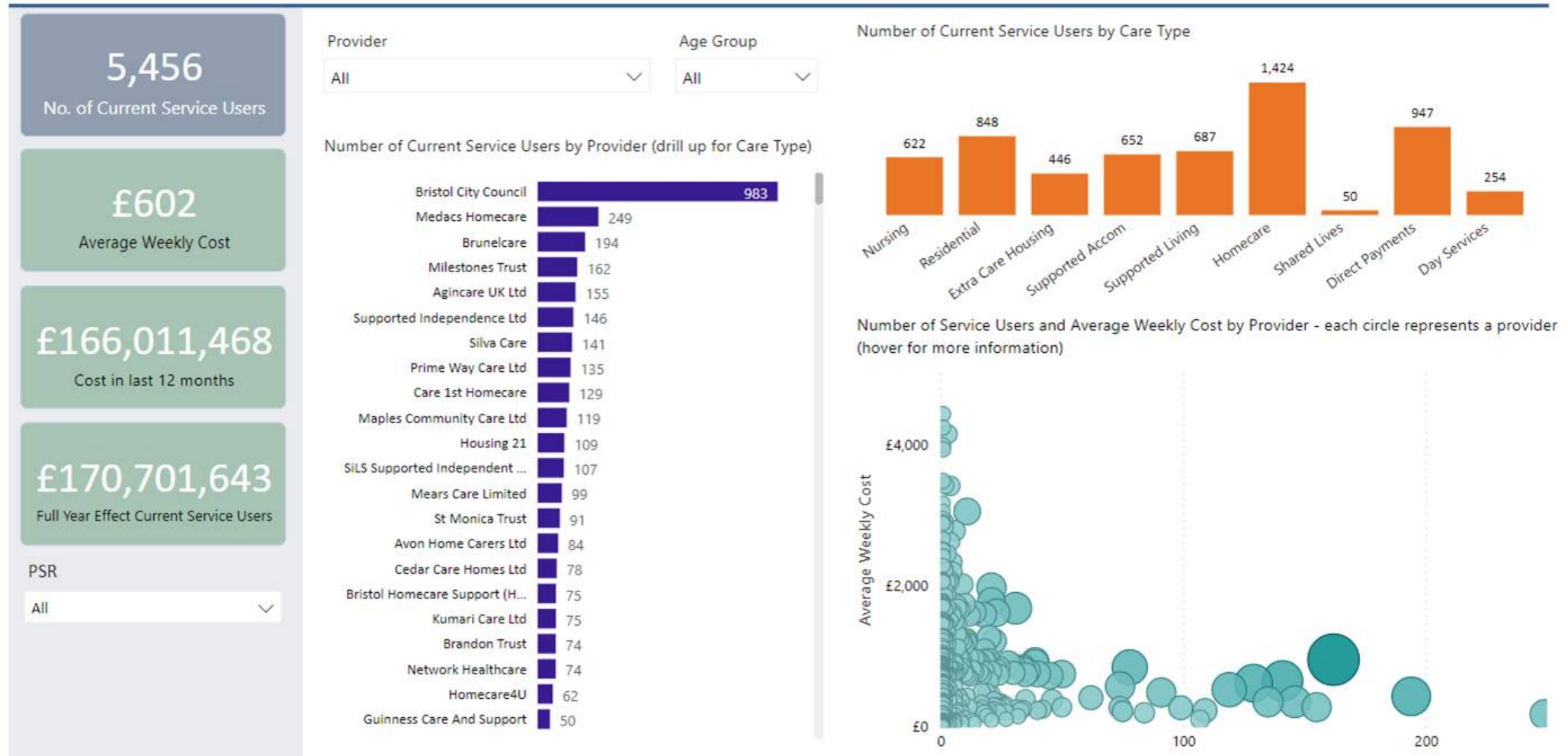
- **The ‘Proportion of adults with learning disabilities who live in their own home or with their family for Bristol’** is 66% (England average for single tier councils is 78.6%)
- **‘Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population for Bristol’** is 812 (England average for single tier councils is 599)

**Unit price.**

- **Resi & Nursing** - Average weekly rate for residential and nursing care by age for Bristol in 2019/20 is £1,543 for 18-64 (England average £1,285) and £881 for OP (England average £694)
  - **Dom care:** Average hourly England rate for 2019/20 was £16.81 compared with Bristol £18.20 (top 30). NB. high regional mean for the South West (£18.57).
    - £19.32 in 2021/22, including a commitment to pay Real Living Wage.
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# Improvements in data/MI

## Use of MS PowerBI



# Market sustainability

- **Transformation programme commissioning objectives**
    - Sufficiency of supply
    - Quality services within budget envelopes
    - Maximising people's independence,
    - Needs met locally, home based care
    - Reduced reliance on lower-level bed based care
    - Financial control - demand management/ reduction, service redesign, use of CareCubed to set viable prices.
  - **Co-production – we want to work with you to redesign our community model of care**
    - OP residential home COVID-19 recovery
    - diversification into respite, pathway beds OOH,
    - develop specialist (e.g. dementia) nursing care jointly with CCG
    - care homes as community assets, e.g. blended developments with Extra Care Housing.
  - BCC commissioners, care managers, locality partnerships and others now need to facilitate these conversations
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# Commissioning and Co-production

## Latest reading on the occupancy issue - care homes

- 83.12% level of care home occupancy
- 19 homes between 50-75% occupied
- Bristol rate (£740 – week for residential) assumes 90-95% occupancy rate.
- New dementia rates being trialled to acknowledge higher complexity needs and different staffing ratios for this care and impact of COVID-19.

## Development of accommodation with care

- Market development work underway with providers (of both care and support and accommodation/landlords). Supported living event on 11/6 with Housing Benefit colleagues.
  - **Better Lives@Home market prospectus** in development (due for publication shortly)
  - **Better Lives@Home site pipeline** process is live – providers can discuss prospective sites / renovations / change of use with the team [blahsites@bristol.gov.uk](mailto:blahsites@bristol.gov.uk)
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# Commissioning and Co-production

## How can we engage and co-produce more effectively?

- Real progress made on our relationships with providers over past few years. Want to build on the trust and work done together through COVID-19 and the agility in which the system worked together
- BCC commissioners doing a stock take of provider forums and meetings with CSW.
  - We want to increase attendance at meetings, and make them work better for providers.
  - We want to return to face to face meetings, bring in care management, CCG, system partners to these conversations esp. in light of ICP developments.
  - Want to keep the strategic meetings with Exec Director for People and the Director of Adult Care.
- Need to do more work with users of our services, their families and advocates.

## We're open to other ideas.

- Locality based conversations through ICPs / Locality provider forums?
  - More/ better quality community of interest forums / reinvigorate partnership boards.
  - Refreshed engagement strategy.
  - Immediate work on delivery of the new Commissioning Strategy and how we deliver it together.
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**Thank you.**

**Any questions?**

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