

# Adult Social Care

## *Overview of Oldham's Care Market*

18<sup>th</sup> January 2024

---

Jayne Ratcliffe

Director of Adult Social Care (DASS)

and

Claire Hooley

Assistant Director of Commissioning and Market  
Management



## Agenda

- Commissioning in social care
- Legislative frameworks
- Our commissioned services and Oldham residents in receipt of commissioned support
- Market sustainability
- Quality and Risks identified
- Priorities



Commissioning in social care is the process where local authorities identify, arrange, purchase, and monitor social care services for people in their area at a both macro (system and sector) and micro (individual) level.

It aims to meet the care needs of people and plays a significant role in ensuring vulnerable people receive the support they need to fulfil their lives, remain independent, and delay future care needs.

As we move towards more preventative and strengths based ways of working, commissioning will need to have a greater focus on working with the sector to develop services that the local authority might not necessarily directly purchase.

In Oldham we want to work with care providers to ensure we commission services that are good quality, financial sustainable and create pathways of care for our service users.

Commissioned services will be based on a strengths-based approach in line with our vision for adult social care, and we'll continue to look for opportunities to improve and develop.

There are a number of national drivers that are shaping the current and future provision of adult social care, including:

- White papers
- Care Act
- Continued financial pressures on local authorities to meet their statutory duties
- The creation of integrated care systems promoting integration and collaboration across health and social care (national agenda)

Agenda

Commissioning  
in ASC

Legislative  
frameworks

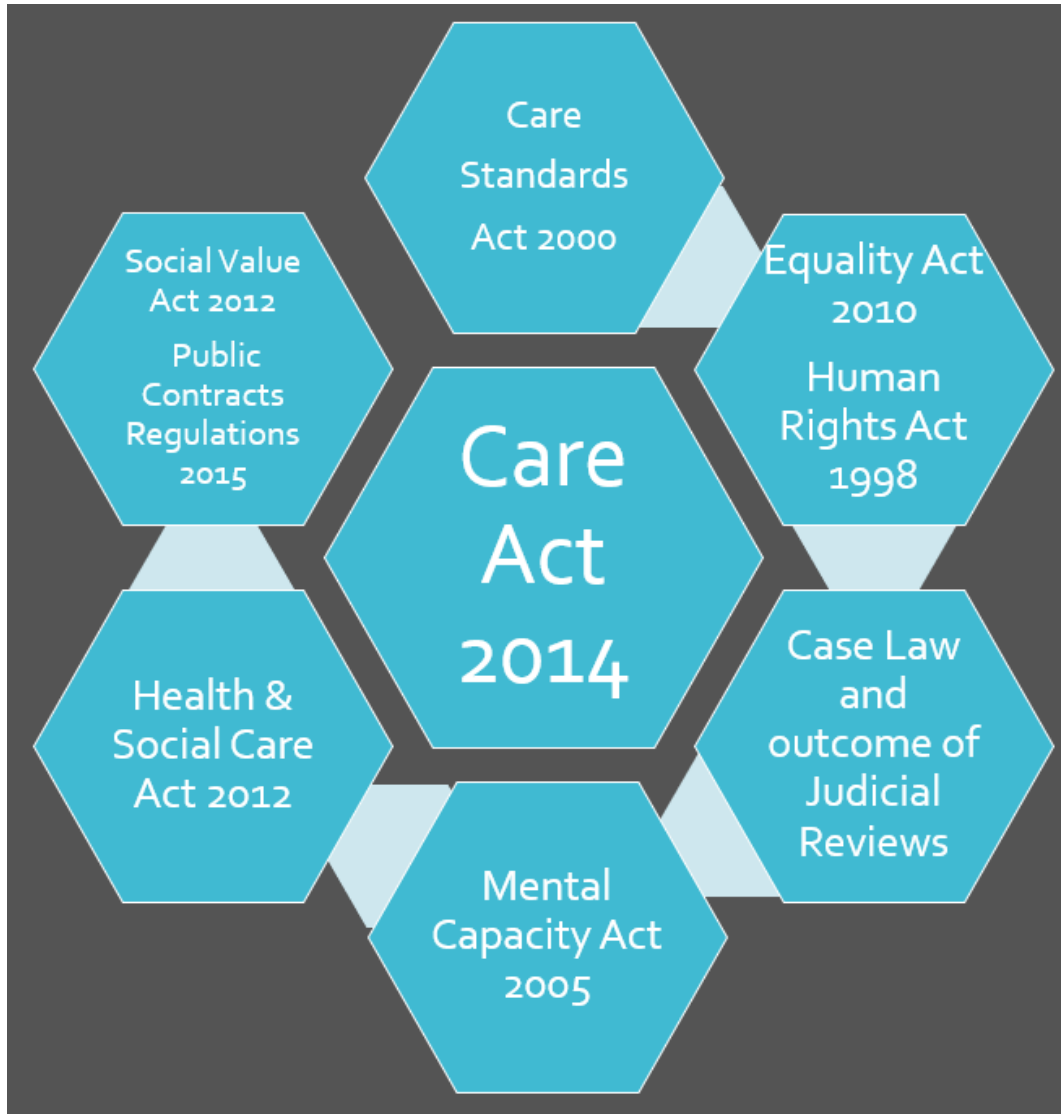
Our  
Commissioned  
Services

Market  
Sustainability

Quality and  
Risk

Priorities

## Legislative frameworks



## Care Act Commissioning duties



# ASC Service Users

Total Service Users

3,325

Clusters

1,673

Learning Disability and Autism

783

Community Mental Health Team

346

No ASC Allocated Team

277

Dual Teams 151  
Archaic Teams 86

Inbox Work

Unallocated Assessment Waiting List  
207

Open Safeguarding  
307

Reviews Overdue  
1,230

Services

New Services Started Within 28 Days  
11

12 Month+ Service User  
2,355

Activity Completed in 28 Days

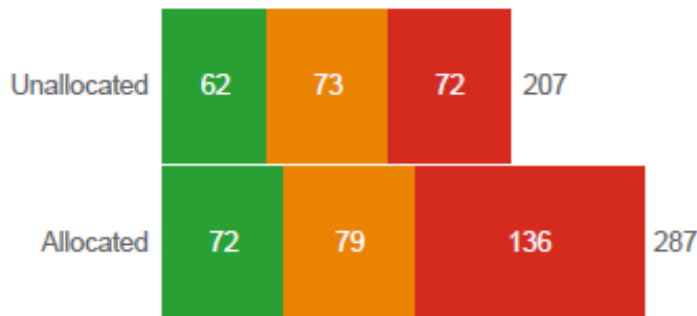
Completed Assessments  
161

Completed Safeguarding  
192

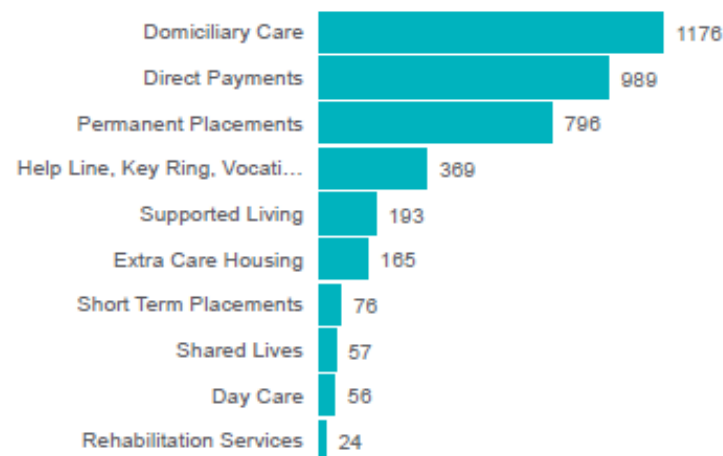
Completed Reviews  
305

Assessment Waiting List

● 0 - 28 Days Waiting ● 29 - 90 Days Waiting ● 90+ Days Waiting

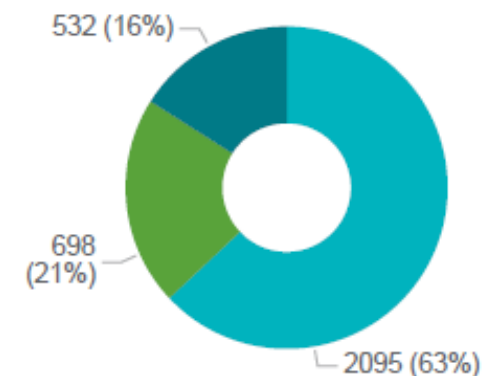


Services



Reviewed Status

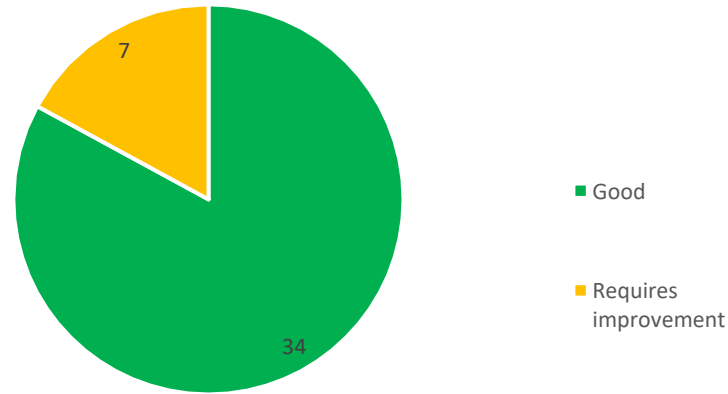
● In 12 Month ● 12-24 Months ● 24 Months+



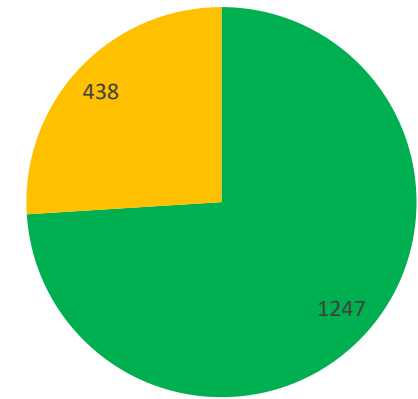
# Care Quality Commission (CQC Ratings)

Where a provider receives a rating of Requires Improvement they will receive increased support and oversight from the Commissioning and Market Management Service.

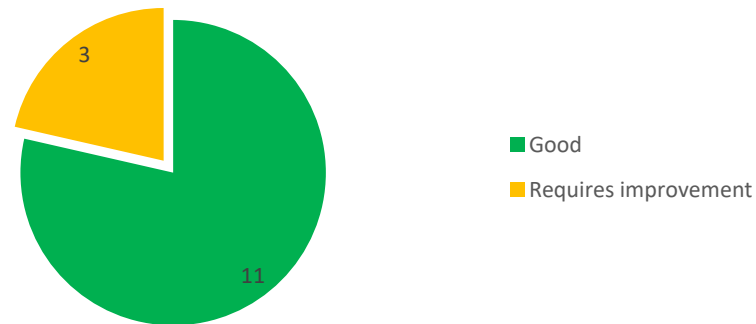
Care Homes by CQC Rating



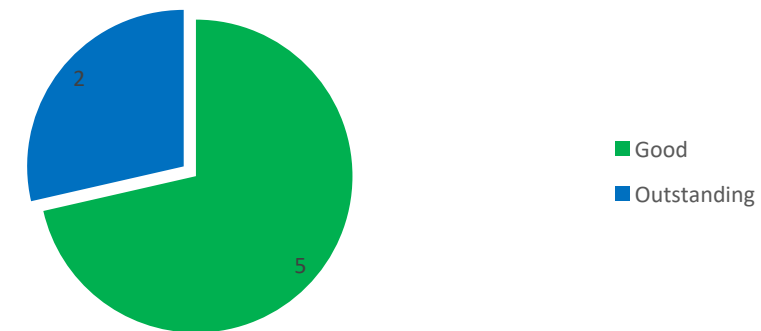
Care Home Beds by CQC Rating



Care at Home framework Providers by CQC Rating



CQC Ratings for Framework Supported Living Providers



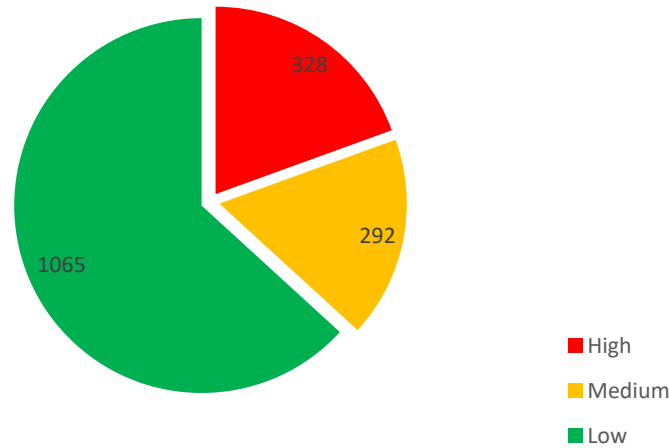
# Oldham Risk Ratings

Risk ratings are agreed on a monthly basis at the Strategic Provider Risk Group and the Operation Provider Risk Group. These are multi-disciplinary groups with membership from across Adult Social Care, Community Nursing, Public Health, Healthwatch and the CQC.

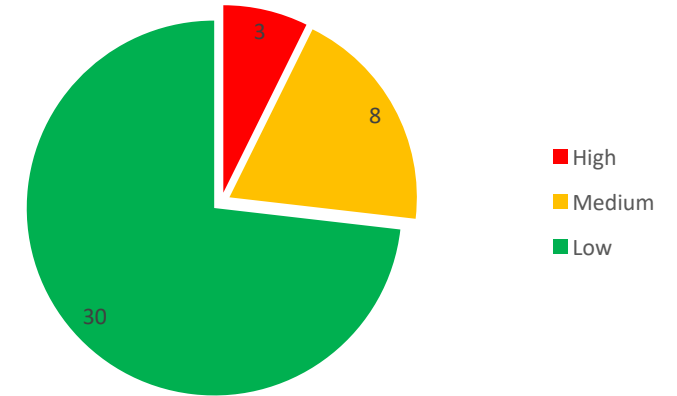
Any provider rated as Requires Improvement would automatically be rated as at least Medium risk.

Medium and High risk providers receive increased oversight and support

Care Home Beds by Risk Rating



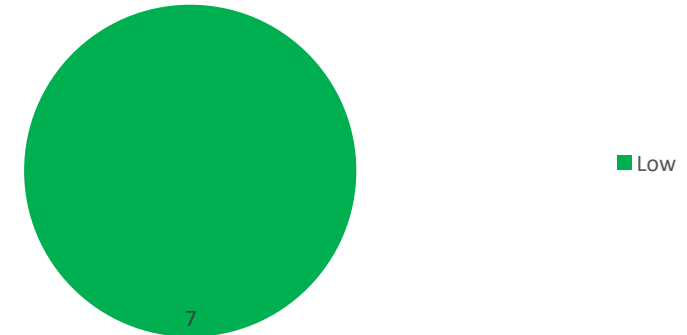
Care Homes by Risk Rating



Care at Home Framework and Backup Providers by Risk Rating



Supported Living Learning Disability Framework Providers by Risk Rating



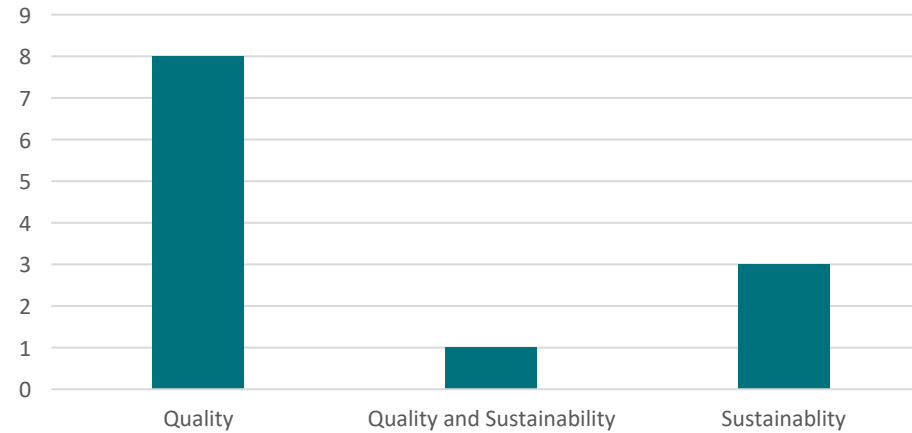
# Detail on Risk

Risk ratings allocated by the Strategic and Operational Risk Groups can be based on both quality concerns or concerns about the sustainability of the provision.

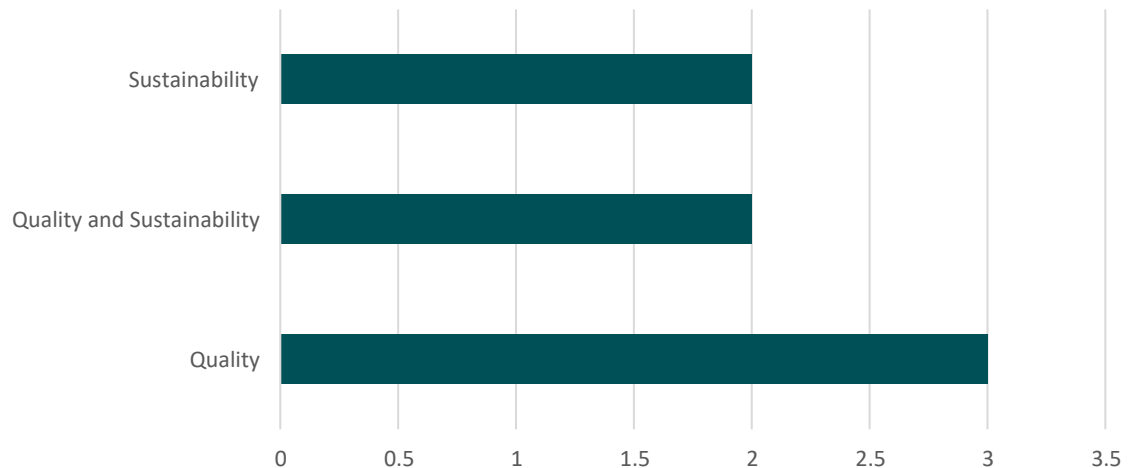
The sustainability concerns in the Care Home market relate to financial variability. The sustainability concerns flagged in the Care at Home market relate to the reliance on one parent company who have taken ownership of a significant proportion of the Oldham framework.

In several cases both quality and sustainability are a factor.

Care Home Providers at High or Medium Risk by Risk Type



Care at Home at Home Medium Risk Provider – Risk Type





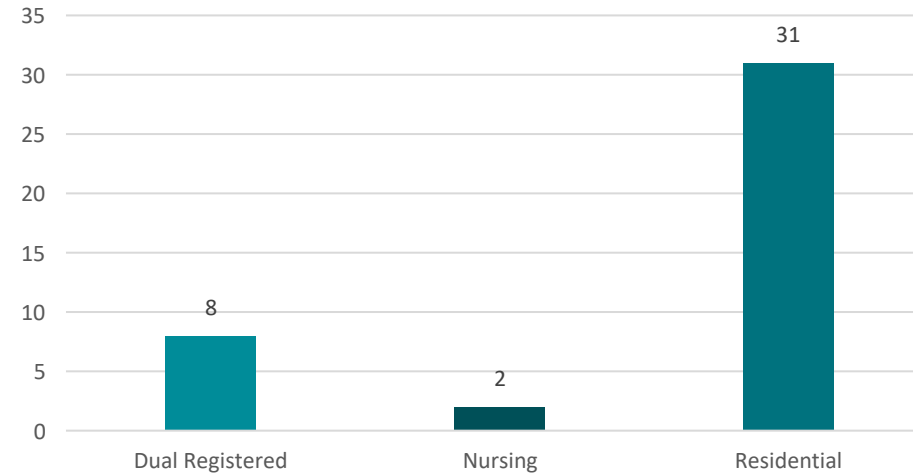
# The make up of the Care Home Market

The majority of the care homes in Oldham are residential with a smaller number providing dual registered (both nursing and residential) and nursing only.

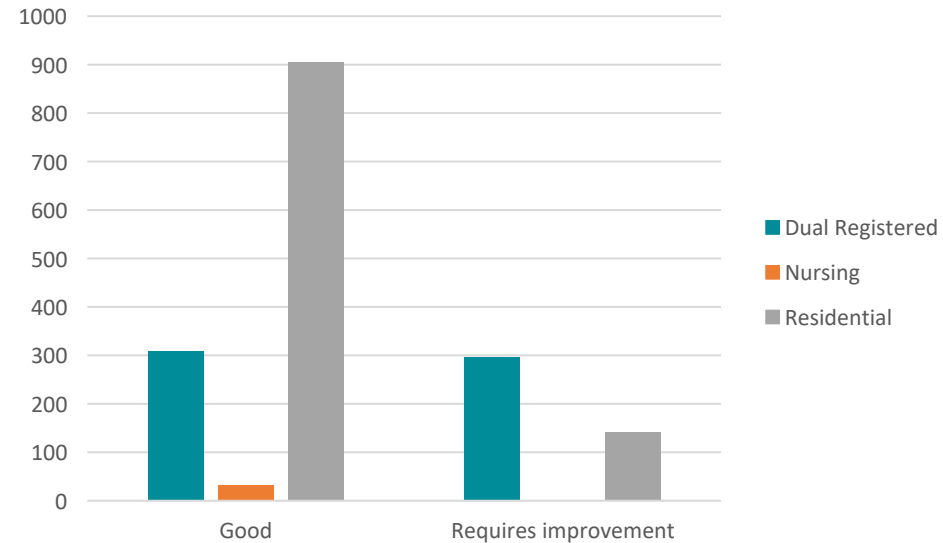
A significant proportion of the beds in dual registered homes are Requires Improvement with the CQC and are also rated as High Risk. This represents the two largest care homes in the borough.

Nursing supply remains a concern in the borough and during 2023 an 80 bed dual registered home closed, and two other care homes changed provision on what were general nursing units – one switching to mental health specialism (a loss of 10 beds) and one switching to only offer residential beds for new admissions (which will reduce nursing capacity by 30 beds longer term) .

### Care Homes by Type



### Care Homes by Type and CQC Rating



Agenda

Commissioning  
in ASC

Legislative  
frameworks

Our  
Commissioned  
Services

Market  
Sustainability

Quality and  
Risk

Priorities

**Care Homes** – currently fragile due to nationally reported cost pressures, Covid legacy and workforce pressures with similar issues being realised both regionally and nationally. The Strategic Provider Risk Group is a core component of how we in Oldham share information across the health and social care system and manage risks identified.

**Home Care** – increased consolidation in the market with large national providers buying up smaller local players, placing an increased risk in a provider failure scenario. There is also a gap for specialist Home Care services. A mini-competition tender is due to go live in the coming weeks to address this.

**Specialist care and accommodation options** – in addition to increased supported living services are required to meet Oldham’s needs, especially for young people transitioning into adult services.

**Direct Payments** – work underway analyse local use of Direct Payments considering potential commissioning gaps. Risks around Direct Payments due to reduced oversight will be addressed through developing preferred provider frameworks for areas such as Day Care Services.

**Personal Assistants** – Linked to Foundation Living Wage and the overall direct payment work we are considering options on market oversight, rates and choice for residents requiring PAs and the external brokerage services

Agenda

Commissioning  
in ASC

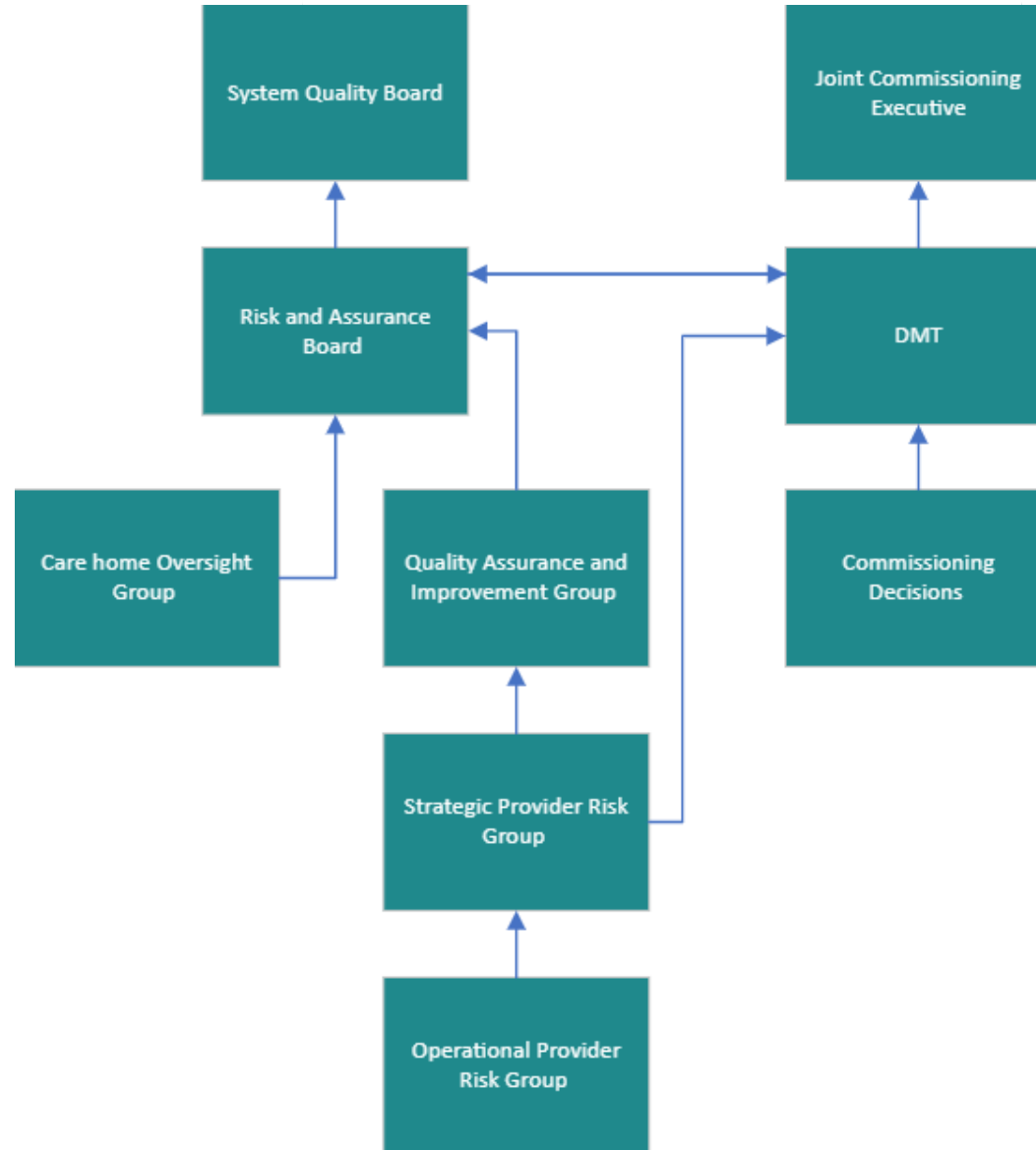
Legislative  
frameworks

Our  
Commissioned  
Services

Market  
Sustainability

Quality and  
Risk

Priorities



## Agenda

## Commissioning in ASC

## Legislative frameworks

## Our Commissioned Services

## Market Sustainability

## Quality and Risk

## Priorities

- **Workforce support** – support providers to continue to grow and develop a skilled and valued workforce
- **Nursing care services** – more nursing care and specialist provision is required across the borough to address local and regional shortages
- **Crises support services** – access to more urgent and crises care services are required including accommodation-based services in particular for people with complex needs and behaviours that challenge
- **Autism support services** – we are seeing an increase in the numbers of younger adults (often transitioning from children’s services) with an autism diagnosis or awaiting the outcome of an assessment care and support plus accommodation.
- **Specialist accommodation and options** – we are working to provide more flexibility of provision in the borough so we are able to access support for people quickly in modern, purpose-built accommodation, including temporary and emergency placements if required.
- **Transitions** – ensuring that we are clearer as a system on commissioning suitable provision for young people entering Adult Services.
- **Direct payment** – ensuring that we have oversight of the quality and choice for residents in receipt of a direct payment.
- **Financial sustainability of care provider market** – for the council to be able to keep pace with providers increasing costs to deliver care; in line with LWF commitments