

# **Adult Health and Social Care**

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**Market Sustainability Delivery Plan  
2022**

# Adult Health and Social Care: Market Sustainability Delivery Plan 2022

## Our Vision and Ambitions for people of Sheffield

Our vision is that 'everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery.

The vision is centred around delivery of five outcomes and six commitments. The commitments and outcomes are the guiding principles we will follow and how we deliver the strategy. They show how we will achieve our outcomes and highlight what we want to do better. These commitments are:

1. Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
2. Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis
3. Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.

4. Make sure support is led by 'what matters to you,' with helpful information and easier to understand steps.
5. Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
6. Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.

## Our Commitment to Market Sustainability

It is only through having a sustainable market, that we can assure ourselves of provision and continuity of care for the people of Sheffield.

The Care Act 2014 places a duty on local authorities to assure themselves and have evidence that fee levels are appropriate to provide the agreed quality of care, and enable providers to invest in staff development, innovation, and improvement.

To that end it is our ambition that we facilitate an efficient and effective market, leading to a sustainable and diverse range of care and support, delivering choice, and driving improvement and better outcomes for Adults in need of care and support in the City.

An assessment of Market Sustainability considers:

- adult social care statutory duties
- an analysis of the current context, including the strengths and risks facing the market (for example CQC (Care Quality Commission) returns, sufficiency of supply and occupancy levels, equalities, financial context, geographical context, workforce stability and sufficiency)
- an analysis of future market changes

In 2022/23, Sheffield Council is undertaking a Fair Cost of Care exercise in line with the Government's Market Sustainability and Fair Cost of Care Fund conditions. As part of this exercise, local authorities are required to complete a market sustainability plan, and this informs the themes by which we have structured our delivery plan.

# What is Market Sustainability?

A sustainable market is one which has a **sufficient supply of high-quality services**, and is able to deliver investment, innovation, and choice in care and support service provision.

It is a market with a **sufficient workforce**, receiving a fair rate of pay and supported with training and development to have the skills and knowledge to meet the needs of people receiving care and support.

It also refers to a market which **operates in an efficient and effective way**.

Market Sustainability is therefore indicated by:

- A sufficient supply of services to ensure continuity of care with minimal disruption in the event of providers exiting from the market
- A range of high-quality services for people to choose from
- Sufficient investment in its workforce to enable the attraction and retention of high-quality care staff
- Evidence of innovation and service diversity in order to evolve and meet changing user needs
- Being attractive to new market entrants and able to manage and offset the impact of future market changes

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Provider entry and exit

## Provider entry and exit

Market sustainability does not mean that providers do not ever exit the market: it is normal in a healthy market for businesses to both enter and exit. This may be due to a decision to close, business failure, or managed exits by local authorities. A *sustainable market* means that where there is provider exit, there are sufficient alternative care services so that continuity of care can be maintained for people.

# What Does Good Look Like?

*We have started this delivery plan by setting out some initial indicators of what we think good looks like. The plan is to continue to develop these indicators in partnership with the people we support, carers and providers.*

## Leadership & Governance

- ✓ Strategic leaders, commissioners and providers work together, and evidence joined up visible and effective leadership around a shared vision and plan
- ✓ Staff, Adults, Carer and Partners feel confident about the support, leadership, and plans in place.
- ✓ Information to support people in receipt of, or purchasing care to make informed decisions and information to support providers to respond to changing needs is accessible, current, consistent, and clear
- ✓ There are periodical reviews of Market Sustainability to determine risks and then delivery of the improvements and mitigations to stabilise care.

## Quality & Outcomes

- ✓ All care provision is rated as 'Good' or better
- ✓ Care provision reflects the needs and preferences of people in Sheffield
- ✓ Care provision reflects the cultural diversity of Sheffield
- ✓ Any disproportionality in access, experience and outcomes is understood and actions to address are collectively owned and monitored
- ✓ Adults and their unpaid carers are integral to service planning and their views inform continued improvements.

## Providing Support

- ✓ There is sufficiency of services to ensure timely provision and continuity of care
- ✓ Staff retention is high, with a low vacancy and turnover rate
- ✓ The workforce is supported by fair rates of pay and high-quality training and development
- ✓ Rates cover the costs of care, and support investment, innovation, and quality.

## Market Sustainability Delivery Plan

**Ambition:** Adults in Need of Care and Support benefit from an efficient and effective market, leading to a sustainable and diverse range of care and support, delivering choice, and driving improvement and better outcomes.

**Context:** A sustainable market is a critical part of delivering excellent social care services.

**Accountable Officer:** Director Adult Health and Social Care

**Accountable Committee/ Board:** Adult Health and Social Care Policy Committee

**Lead:** AD Adults Social Care Commissioning

| Theme / Indicator  | Milestone/action   | By when                    | RAG   |
|--|--|----------------------------|-------|
| A sufficient supply of services to ensure continuity of care with minimal disruption in the event of providers exiting from the market | Undertake an assessment of Market Sustainability including adult social care statutory duties, CQC information and returns; local data and intelligence; sufficiency and diversity in the market for different types of care, and different geographical areas; occupancy levels; equalities data and information; the financial context – including current rates of care; and workforce stability and development.   | 1 <sup>st</sup> October 22 | AMBER |
|  | A provisional market sustainability plan to be submitted to DHSC (Department of Health and Social Care) outlining assessment of the sustainability of Sheffield’s local care market in relation to 65+ care home services and for 18+ domiciliary care services. The provisional market sustainability plan will: <ul style="list-style-type: none"> <li>consider the results from the cost of care exercises</li> <li>consider the impact of future market changes over the next three years, particularly in the context of adult social care reform</li> <li>set out an outline action plan to address the issues identified and the priorities for market sustainability investment</li> </ul> | 14 October 2022            | AMBER |
|  | A final market sustainability plan to be submitted in February 2023, once budgets are agreed following the publication of the Local Government Finance Settlement 2023 to 2024. This plan must include a commitment for how the Sheffield will move towards the cost of care calculated in the FCOC (FAIR COST OF CARE) exercise as part of their 2023 to 2024 budget setting process.   | February 2023              | GREEN |
|  | Undertake a programme of engagement to cover Social Care Reform and Market Sustainability to ensure the market is prepared and enabled through the change and is able to inform Sheffield’s commissioning strategies to meet the needs of adults needing care and support in the City.   | February 2023              | GREEN |

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|--|---|-----------------------|-------|
|  | Development of Market Position Statements for Ageing and Living Well, Working Age Adults, and Mental Health to improve information and planning with providers  | Spring 2023           | GREEN |
|  | We will be undertaking a “cost of care” exercise to include residential services for Working Age Adults and Mental Health to support a transparent and clear model for costs and standards of provision   | Summer 2023           | GREEN |
| A range of high-quality services for people to choose from   | Work collaboratively at a regional level to develop outcome-based care standards, providing greater consistency for care providers and launching Sheffield’s Care Quality Standards to support effective and ‘whole market’ contract management and quality assurance   | Winter 2022           | GREEN |
|  | Commissioning a new Mental Health Independence and Support Framework to strengthen provision for people needing care and support in their own tenancies or accommodation through three levels of support: <ul style="list-style-type: none"> <li>• Helping people to help themselves - Universal Services and Resilient Communities.</li> <li>• Help when needed - Targeted Help (including crisis and reablement).</li> <li>• Helping people to live their lives - Ongoing Care</li> </ul> | Autumn 2022           | GREEN |
|  | Commissioning a new Working Age Framework that covers Supported Living, Enhanced Supported Living and Activities outside the home.<br>The framework will build in supports to the workforce, provide longer contract terms to promote market stability and sustainability, increase choice and diversity in the activities outside the home market and strengthen our contract management and quality oversight mechanisms  | Summer 2023           | GREEN |
| Sufficient investment for development of the workforce and to support retention and recruitment of high-quality care staff | Development of overseas recruitment programme in partnership with providers   | Spring 2023           | GREEN |
|  | Working at a system level to develop a workforce strategy   | Ongoing               | GREEN |
| Evidence of innovation and service diversity in order to meet changing user needs  | Transformation of Home Care in the procurement of a Care and Wellbeing Service, outcome focused care and support that supports workforce stability and moves towards improved terms and conditions for staff, including a test of change for shift-based work. Area based providers will strengthen community networks and partnership working to the benefit of people in receipt of the service. Development of ‘Trusted Reviewer’ model  | Winter 22 – Summer 23 | AMBER |

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|---|---|---------------------|-------|
|   | Inclusion of “Innovation” lot in Working Age Adults Framework to support creativity and flexibly in the development of services, led by people in Sheffield and the sector.   | Spring 2023 onwards | GREEN |
| Being attractive to new market entrants and able to manage and offset the impact of future market changes   | As we procure, new contracts set out clear processes and approaches to fee increases to support providers in their financial planning   | Ongoing             | GREEN |
|   | Commissioning strategies that promote longer term contracts where appropriate to encourage investment in Sheffield, develop longer term partnerships with providers, provide more stability and ability to plan: <ul style="list-style-type: none"> <li>• Care and Wellbeing Service (home care)</li> <li>• Working Age Adults Framework</li> <li>• Accommodation with Care (residential care homes)</li> </ul> | Summer 2023         | GREEN |
|   | Improving charging models to allow providers to plan care and provision, and use their expertise to invest in and develop best practice   | Summer 2023         | GREEN |
| <b>Risks</b> <ul style="list-style-type: none"> <li>• Increase in self funders asking LA to commission care</li> <li>• Cost of living / inflation continues to rise</li> <li>• LA fee rates not reflective of cost of care; Local Government Finance Settlement 23-24 is not sufficient to meet any gap</li> <li>• Providers competing for same workforce</li> <li>• NHS able to offer better pay, terms and conditions</li> <li>• Increasing numbers of staff choosing to leave the sector</li> <li>• Increased risk of provider failure / home closures</li> <li>• Increasing demand / complexity, not enough capacity in system to meet demand</li> <li>• Change in CQC’s approach to regulation</li> <li>• Impact of Integrated Care Systems</li> </ul> |   |                     |       |

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