

## **Care Homes Strategy in Gloucestershire**

### **1 Background**

- 1.1 The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market, emphasising that local authorities have a responsibility for promoting the wellbeing of the whole local population, not just those whose care and support they currently fund.
- 1.2 Our response to this duty can involve: market oversight, which aims to understand the local care market; contingency planning, which aims to provide a robust response in the event of provider failure in order to minimize the impact on people using the service; and Market shaping which is activity to enable choice for people who might need services and to ensure that the care market as a whole remains vibrant and stable.
- 1.3 As well as responding to duties under the Care Act Gloucestershire is an Integrated Care System, which means health and care organisations are working together to improve the health and wellbeing of our communities. We are breaking down barriers between organisations and using our collective resources to provide 'place-based care'.
- 1.4 Place-based means focusing on the people who live in a particular area and really trying to understand the area; what is available, the skills and assets and local strengths. This work not only involves the NHS and local councils it also involves charities, the voluntary sector, employers, education providers, housing providers, leisure centres, the police, community groups and anyone else with an interest in the health and wellbeing of local people.
- 1.5 Given this context this paper outlines the proposal to amalgamate some of our strategic work to ensure that we are promoting and supporting the development of robust and sustainable markets across Gloucestershire which can meet the needs of residents at a locality level.

### **2 Care Home Strategy and District Plans**

- 2.1 In 2018 a Care Home Strategy was developed in order to make public the commissioning intentions of Gloucestershire County Council and Gloucestershire Clinical Commissioning Group with regard to Care Homes and the purchase of beds in the county. The document can be found here:  
<https://www.gloucestershire.gov.uk/media/2090287/care-home-strategyjune5.pdf>
- 2.2 The document aimed to take a "place-based" approach in line with our intentions as an Integrated Care System. It was therefore intended that District Plans would follow with a more detailed analysis of the need and provision of Care Homes for older people in each district of Gloucestershire.
- 2.3 These plans are in development but it has become apparent that taking this element of the market (Older people's Care Homes) in isolation means that we have uneven coverage in our understanding of the care home market as a whole.

- 2.4 In addition to the wider care home market there is a complex interaction between community and bed based services whereby examining one aspect of the care market in isolation would give a skewed picture. For example in some districts there are more placements in care homes per head of population than average because lack of capacity in community services makes providing services into people's own homes problematic. Our strategic intent needs to be informed by documents which include this complex interaction between services and therefore can inform the system as a whole.
- 2.4 Also currently in development is a Housing with Care Strategy which will give a local picture of the need and availability of accommodation with a care or support provision attached. This strategy also plans to generate "District Plans" showing need and availability on a locality basis.

### **3 Market Position Statement**

- 3.1 A Market Position Statement is a market facing public document produced by a commissioning authority that includes an analysis of local need for support and care services and the support and services available as well as what is not available but needs to be.
- 3.2 In 2018 Gloucestershire County Council and Gloucestershire Clinical Commissioning Group published a Market Position Statement for Adult Social Care. It was the intention that this should be a "living document" and therefore refreshed regularly. The document can be found here:  
<https://www.gloucestershire.gov.uk/media/2083902/market-position-statement-for-older-people-2018.pdf>.
- 3.2 Whilst the Market Position Statement included information regarding the needs of people across Gloucestershire and all types of care provision it was generally a "whole county" document and therefore made minimal distinction between the districts.
- 3.3 The refresh of the Market Position Statement could potentially duplicate the work undertaken to provide district plans that extend beyond care homes for older people and also those for housing with care.
- 3.4 It is proposed that a new Market Position Statement be developed which has a distinct sections for each district and which provides a clear overview of each type of provision in the area as well as any variation in local needs or demand.

### **4 Integrated Locality Partnership Plans**

- 4.1 As a maturing Integrated Care System, and under the strategic direction of "One Gloucestershire", Gloucestershire is developing a place based, person-centred model of proactive community based care.
- 4.2 The aims of the place based approach are:
- Supporting people to stay healthy and independent, including a focus on prevention and self-care;
  - Providing more joined-up support for people with long term conditions – physical illnesses, mental illnesses or learning disabilities; and

- Developing multidisciplinary workforce models with staff empowered to work in new innovative ways to meet the needs of people, regardless of organisational boundaries.

4.3 This entails not just integrating health and social care but a joined-up approach with education and skills, welfare and benefits, leisure, housing and community safety programmes to deliver a more appropriate mix of medical and social interventions to tackle the root cause of health inequalities.

4.3 Integrated Locality Partnerships have been formed and will see multi-disciplinary teams working together to serve natural populations of around 30,000-50,000 people, and making the most of the many supportive 'community assets' such as voluntary and community groups that also work within our neighbourhoods.

4.4. The work involves the development of Integrated Locality Partnership Plans which will lay out exactly how the joined up approach will be implemented.

4.5 Integrated Locality Partnership Plans are in the early stages of development and there is an opportunity to ensure that they align with a new place based Market Position Statement so that an integrated approach is taken across the entire Health and Social Care market.

## **5 Engagement**

5.1 The original district plans for the Older People Care Home Strategy were informed by engagement with older people and care home residents undertaken for the authority by Evolving Communities and Healthwatch Gloucestershire. This was however limited to care home provision for older people.

5.2 Engagement for the development of the 2018 Market Position Statement targeted the provider market rather than involving the public or any users of services.

5.2 In order to develop a new Market Position Statement in the form which covers all services for all people it is proposed that substantial further engagement will be needed in order to understand the needs and provisions in each locality.

5.3 Where possible it will be desirable to align this to any engagement regarding the Integrated Locality Partnership Plans in order to get a more complete picture and to avoid overburdening respondents.