



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**20 JUNE 2017**

**REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES**

**HELP TO LIVE AT HOME**  
**LESSONS LEARNED, IMPLEMENTATION AND PROCUREMENT**

**Purpose of the Report**

1. The purpose of this report is to provide the Committee with a summary of the lessons learned report completed in May 2017, and an overview of the implementation of the Help to Live at Home (HTLAH) service, following its launch on the 7 November 2016.
2. The report also provides an update on the procurement process for the three vacant West Leicestershire lots, the action taken following the Care Quality Commission (CQC) inspection undertaken on one of the new providers (Hales Group).

**Policy Framework and Previous Decisions**

3. HTLAH is an integrated service between Leicestershire County Council, East Leicestershire and Rutland Clinical Commissioning Group (ELRCCG) and West Leicestershire Clinical Commissioning Group (WLCCG). It is an essential component of the five year plan to transform health and care in Leicestershire, Leicester and Rutland and is targeted at two specific groups of people:
  - Those in need of support at home following a hospital stay;
  - Those in the community who need more support to stay at home.
4. The HTLAH service was launched on 7 November 2016, with eight providers delivering services across 15 lots. The Committee at its meeting on the 8 November 2016 was made aware that the launch was affected by the late withdrawal of one provider in West Leicestershire, which resulted in contingency arrangements being put in place to ensure that care was delivered to everyone who needed it.

**Lessons Learned**

5. Three lessons learned workshops have taken place with key stakeholders over the duration of the HTLAH programme. The workshops covered general themes, such as leadership, governance and communications and more specific themes for each programme stage - design and procurement; transition and provider mobilisation; operational delivery and go live. The full report is attached as Appendix A.
6. The key lessons learned included:
  - the complexity associated with an integrated programme;

- difficulties in co-ordinating quick and effective decision making across three commissioning organisations. This led to slow decision making at several key points. This was also apparent in elements of the procurement and when managing key decisions and risks to the delivery of the programme;
  - managing the larger than expected numbers of direct payments and personal health budgets, including the consequences that this had on providers;
  - the quality of data available for planning and delivery of the programme;
  - ensuring that care providers were robustly assessed to confirm their readiness for go live and that there were contingency plans in place where problems in delivery arose.
7. The strengths shown in the programme included the strength of the leadership shown by having the Senior Responsible Officer jointly accountability to the CCGs and the Council. Also, the effectiveness of having the weekly management steering group that provided direction and focus for the delivery of HTLAH throughout the planning and implementation phases.

### **Current Position**

8. The HTLAH service has been operational for over six months and the delivery picture is steadily improving. The progress made has had a positive impact on people accessing packages of care both from hospital discharge and in the community. Since November 2016, a total of 57,109 hours (an average of 1,903 per week) of new care have been commissioned for service users. The time taken to arrange care packages has improved and is now better than it was before November 2016.
9. Currently, 933 people are receiving domiciliary care from a HTLAH lead provider and 712 people are receiving care from other providers as part of the contingency arrangements. A further 674 people decided to arrange their own care via a direct payment. This increase in the number of people receiving a direct payment is positive given the increased choice and control this can offer to many older people.
10. A plan has been developed to transfer people with a contingency provider to their HTLAH provider, or to offer a direct payment as an alternative. The transfer of people from contingency providers to HTLAH providers is underway and the work is being undertaken by a dedicated team.
11. The number of complaints received from service users regarding domiciliary care has stabilised since the concerns regarding missed calls that arose in the period after go live in November 2016. Since the beginning of February 2017 to date, a total of six complaints have been made to the Council about the domiciliary care service. The number and nature of these complaints is similar to those received before November 2016.
12. A CQC inspection on the Hales Group took place in November 2016. The Hales Group is the HTLAH provider for Blaby, Countesthorpe, Narborough, Lutterworth, Birstall and Anstey. The CQC report rated the service as inadequate and conditions were imposed on the provider undertaking new work. Contract officers and the Quality Improvement Team have been working intensively with Hales since December, focusing on key areas for improvement in preparation for a forthcoming re-inspection from CQC. The conditions imposed by CQC remain in place pending the re-inspection.

### **Outcomes of the Procurement**

13. In January 2017, the Council commenced an open procurement procedure for the vacant three West Leicestershire lots - Hinckley and Twycross, Groby and Market Bosworth and Mountsorrel and Quorn.
14. Unfortunately, following the rigorous evaluation process no bidders were, at this stage, able to meet the Council's full requirements. This meant that no contract award could be made.
15. Following the conclusion of the second open competitive process in April 2017, approval has been given for a third procurement using a Competitive Procedure with Negotiation (CPN). It was decided that, with additional support in the form of detailed feedback interviews, an enhanced bidders event and revised documentation with clarified tender guidance, the 10 organisations that met the selection criteria and submitted bids in the recent procurement should be able to provide tenders which meet the quality and price requirements.
16. Services in the three lots are expected to commence with the new providers from November 2017.

### **Resource Implications**

17. The HTLAH Programme has a Medium Term Financial Savings target to save £1m. The saving will be achieved through improved provider prices and reducing demand for maintenance through effective use of reablement.

### **Background Papers**

- Report to Adults and Communities Overview and Scrutiny Committee: 2 June 2015 - Final Report Of The Scrutiny Review Panel On Help To Live At Home  
[http://politics.leics.gov.uk/Published/C00001040/M00004272/AI00044026/\\$HelptoLiveatHomeScrutinyReviewPanelFinalReportv3.docA.ps.pdf](http://politics.leics.gov.uk/Published/C00001040/M00004272/AI00044026/$HelptoLiveatHomeScrutinyReviewPanelFinalReportv3.docA.ps.pdf)
- Report to and minutes from Adults and Communities Overview and Scrutiny Committee: 8 November 2016 - <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=4522&Ver=4>

### **Circulation under the Local Issues Alert Procedure**

None

### **Officers to Contact**

Jon Wilson, Director of Adults and Communities  
 Adults and Communities Department  
 Tel: 0116 305 7454      Email: [jon.wilson@leics.gov.uk](mailto:jon.wilson@leics.gov.uk)

Sandy McMillan, Assistant Director – Strategic Services  
Adults and Communities Department  
Tel: 0116 305 7320 Email: [sandy.mcmillan@leics.gov.uk](mailto:sandy.mcmillan@leics.gov.uk)

### **List of Appendices**

- Appendix A - HTLAH Key Learning and Recommendations: May 2017
- Appendix B - Equality and Human Rights Impact Assessment: September 2016

### **Relevant Impact Assessments**

#### **Equality and Human Rights Implications**

18. Contained within contract documents is the requirement for the service provider to deliver all commissioned care calls to meet the assessed needs of the service user taking into account the gender, age, race, ethnicity, culture, sexuality and disability in accordance with the specified tasks on the Service Users Support Plan, and which meet the Specification and the Health and Social Care Act 2008, (Regulated Activities) Regulations 2009.
19. An updated Adults and Communities Equality and Human Rights Impact Assessment was completed in August 2016 and reviewed by the Adults and Communities Departmental Equalities Group (DEG) on 6 September 2016. The Equality Action Plan was updated on 5 June 2017.