

## Appendix C

### Joint Letter to Providers

17 October 2011

Dear Sir or Madam,

We met with the Domiciliary Care Providers Association last week and have agreed with them and the lead providers, the next steps to be taken in implementing the Help to Live at Home contracts.

We heard from the Association the importance of agencies having detailed information about which customers will be transferring and who will not be. This will enable all concerned to plan for these changes.

To this end, please find attached a list of the customers who will be transferring to the Help to Live at Home providers between now and the 30<sup>th</sup> November 2011, this is a formal notification of our intentions.

The list is broken down into 4 groups:

1. Those customers who will transfer
2. Customers who have indicated that they may want a Direct Payment, but until this is confirmed will transfer.
3. Customers who have clearly stated their intention to have a direct payment who will remain with their existing provider until an assessment is undertaken
4. Customer considered as "exceptions" until their next review and who will continue with their current provider.

We have agreed with the Association that it is important to ensure as far as possible, that customers have continuity in their care workers. We believe that the attached lists will enable providers to consider the TUPE transfer of some of your staff. As far as possible we are keen for customers to be able to retain their current carers. Therefore, staff who may have rights under TUPE must be given sufficient time to allow for meaningful discussions with the HTLAH providers, to ensure they are properly informed. Good practice would require you to consider how these staff have been deployed over the past 2-3 months, not just how you deploy them currently. The fact that some staff have zero hour contracts would not exclude them for consideration for any TUPE transfers. We would encourage you to start consultation as soon as possible with your staff and Help to Live at Home Providers. The lead providers have HR staff who are able to advise and support on these matters should this be required.

#### PEOPLE CONSIDERING A DIRECT PAYMENT:

We know that a number of people want to consider a direct payment. This information has either been passed to us by existing Providers or as a response to the letters we sent. It is important to state that although a customer may request a direct payment, until they have been assessed, it cannot be assumed they will be given a direct payment. The purpose of the assessment will be to determine if the customer is eligible and will be able to manage all the responsibilities of a direct payment. Before completing an assessment it is clear from customers that many need more information about what having a direct payment means. The Association felt strongly that an independent organisation should help people with information and advice and we agree, so we have commissioned the Wiltshire Centre for Independent Living (CIL). CIL will run some meetings for families interested in knowing more, produce some fact sheets and visit customers. During this time it has been agreed

with the Association that these customers should transfer and therefore are identified on this list.

#### PEOPLE WHO HAVE DECIDED THEY WANT A DIRECT PAYMENT:

We agreed with the WDCPA that direct payments are not appropriate for people who just want to retain their existing care agency. However, some people have clearly indicated their intentions to have a direct payment. We will be contacting them shortly to arrange an appointment. These customers are identified on the list.

To reflect the award of these contracts the Direct Payment rate for those using a direct payment to employ a care agency, has been reviewed and the new rates, **with immediate effect**, will be:

£14.85 in all parts of the County except postcodes in contract areas South 2 and West 2 (BA12, SP7, SP3, SP5) where the rate will be: £15.50. These rates will be inclusive and part hours will be pro rata.

This will apply to everyone who takes up a direct payment to employ a care agency from this week. (Existing customers with a direct payment which they are using to employ a care agency will have their rates reviewed when their care is reviewed).

#### PEOPLE IDENTIFIED AS "EXCEPTIONS":

Some customers have sensitive issues and we would not look to move them at this stage. This decision will be considered at their next review to allow for all aspects to be considered. These customers have been viewed as exceptions to the transfer and will therefore continue to be supported by their existing providers.

The list will therefore change and be updated as customer direct payment requests are processed. We would ask you to therefore consider the TUPE implications for staff supporting people within the first 3 groups, until such time as direct payment requests have been confirmed.

To make this transitional period work with minimal distress being caused to customers and staff, the WDCPA, lead providers and the Council have agreed that we are all responsible for clear communications to customers and between all of us from now on. We have agreed together to make every effort to resolve difficulties between ourselves quickly using evidence based examples of any difficulties that have arisen. We have agreed to be open about resolving problems and to make every effort to resolve issues quickly together. Nicola Gregson will be the contact person for the Council if you have any issues or concerns.

The Council, WDCPA and lead providers have agreed to work very closely to ensure that customers understand how their particular support arrangements could be affected and to ensure that your staff understand how these changes could impact on them.

We believe that in taking this approach and in working together will be of benefit to all concerned.

Yours sincerely,

Sue Redmond, Corporate Director  
Anne-Marie Perry, Chairperson, Wiltshire Domiciliary Care Provider Association  
Francis Barrett, Chairperson, Wiltshire Domiciliary Care Provider Association  
Susan Holmes, Aster Group (Ridgeway)  
Sue Dyer (Leonard Cheshire Disability)  
Carl Hughes (Enara Complete Care)  
Mark Deadman (Somerset Care)

## Appendix 2

### Communications sent to Wiltshire Councillors

Area Board presentations delivered

Date	Location
14 July 2011	Salisbury
18 July 2011	Tidworth
21 July 2011	Amesbury
24 Aug 2011	South West Wilts
07 Sept 2011	Malmesbury
20 Oct 2011	Corsham
01 Nov 2011	Marlborough

### **15 June 2011 - Area Board Chairman's announcement – sent for inclusion on all Area Board agendas**

The Council has been working with the NHS and residents of Wiltshire on a major review of the services that are available to older and vulnerable people living in the county. This is called 'Help to live at Home'. The review aims to improve the experiences of vulnerable adults and carers who require support, whilst ensuring that the changes are sustainable in the future. This is an exciting time to really make a difference to the lives of people in Wiltshire.

We aim to provide an improved service to an increasing number of vulnerable people by:

- Bringing together a variety of separate services into one so that a single service is able to meet a wider range of needs. The sort of services we are including in this are personal care in the home, housing support and other services that support people in their homes.
- Ensuring these services focus on helping people learn or re-learn skills they may have lost as a result of illness, or another event that has resulted in them losing confidence and needing some help.
- Making even better use of the wide range of community services that there are in Wiltshire.
- Making sure these services are focused on doing what people want and helping people to live independent and fulfilling lives.
- Supporting sheltered accommodation schemes.

As a result of this review –

- Services to older and vulnerable people in Wiltshire will be improved with more people able to access help to help themselves through the provision of information, advice and support from within the wider community and less people dependent upon help from the Council.
- More people will be able to remain in their own homes with an improved quality of life
- Less people will require help for long periods of time – more people will be helped to become independent more quickly.
- People who need support will receive it at whatever time of the day or night
- People will receive the right help, at the right time, in the right place.

## Elected Wire publications

Date	Purpose
13 May 2011	Transforming services in Children's and Adult services
24 Jun 2011	Letters to customers
12 Aug 2011	Care providers announcement
19 Aug 2011	Help to Live at Home – Care providers
23 Sept 2011	HTLAH update

### 12 August 2011 – Care providers announcement

The council is delighted to announce the appointment of Leonard Cheshire, Somerset Care at Home, Ridgeway and Complete Care as the new Help to Live at Home care provider organisations for Wiltshire. These organisations have been appointed following a stringent selection process which ensured that the council and NHS have selected providers able to deliver really excellent care and support to the people of Wiltshire.

These Providers will offer care in:

East Wiltshire - Ridgeway Care Services & Leonard Cheshire Disability  
South Wiltshire - Ridgeway Care Services  
West Wiltshire - Complete Care & Somerset Care  
North Wiltshire - Leonard Cheshire Disability & Complete Care

The Help to Live at Home service is the first of many that the council and NHS have been working together to develop and improve the services people receive, enabling them to stay in their own homes.

From 11 August Wiltshire Council will inform customers, who are currently receiving domiciliary care, by letter of the changes (if any) to their Care Providers. The letter will assure them that there will be no changes to their current care plans without prior consultation with both themselves and their families.

As councillors we are aware that your constituents may raise this subject with yourself. Further information regarding the Help to Live at Home project is available on both the Wiltshire Council Wire and Wiltshire website. Both sites will be kept updated with information such as frequently asked questions and general progress as the programme moves towards its launch on Thursday 1 September. There is also an established helpline number 01225 712553, available from 9am to 5pm, Monday to Friday to answer any queries you, or your constituents may have regarding the service.

### 23 September 2011 – HTL@H update

Things are progressing well with the Help to Live at Home service. Customers receiving this service were initially contacted regarding their change of care provider and are being contacted again to confirm that one of the Help to Live at Home provider companies will be in contact to arrange meetings to discuss their individual care requirements, clarify any queries the customers may have and to discuss the benefits of Help to Live at Home.

A number of enquiries have been received from customers regarding the direct payments system. These customers will receive information on the proposed provider visits, as well as

details of the direct payment application criteria and requirements, offering clarity prior to them making a decision regarding their care and support.

Customers within sheltered accommodation are being introduced to the Help to Live at Home service within their accommodation units, meetings are currently being co-ordinated. Wiltshire Council are communicating with tenants forums and working closely with the landlords to ensure this is as smooth a process as possible for those involved.

Member's sessions are being hosted to update members on the progression of this service as we move through the implementation stage. The next session is on 3 October in Bourne Hill, Salisbury from 7-9pm. If you would like to attend, or receive briefing papers of this session please contact [dee.horscroft@wiltshire.gov.uk](mailto:dee.horscroft@wiltshire.gov.uk).

There is now a dedicated helpline to answer customer queries regarding Help to Live at Home on 01225 712553.

## **October 2011 – Councillors' Briefing Note**

<b>Department:</b> Department Community Services	<b>Further Enquiries to:</b> Sue Redmond
<b>Date Prepared:</b> October 2011	<b>Direct Line:</b> (01225) 713901

This briefing note is being re-issued following the completion of the Help to Live at Home Members Session in Salisbury, Bourne Hill on Monday the 3<sup>rd</sup> of October.

### **Help to Live at Home**

#### **Care and Support Services now called Help to Live at Home service:**

Following an extensive tendering exercise during which all existing organizations were invited to participate, Wiltshire Council and the NHS have selected four organisations to deliver domiciliary care, Reablement, preventive services and support to people living in sheltered housing..

These organisations were selected on the basis of the quality they offered, with only those whose bids scored in excess of 60% going through for financial evaluation. Only one other company, apart from those selected, exceeded this 60% quality threshold.

These organisations have all provided care to Wiltshire Council customers previously, and have a locally based workforce.

#### **Why is Help to Live at Home different?**

Help to Live at Home is a new type of service that is based on goals (outcomes) achieved for customers rather than care hours delivered. This means that the customer can decide what they would like the care worker to do to help them meet those goals, and the Help to Live at Home provider will only get paid if they meet those goals.

The other big difference about Help to Live at Home is that instead of different organizations providing different services, one organization will be able to provide a whole range of services, thereby making it easier for the customer to get the help they need when they need it.

#### **What is the benefit to the customer?**

With Help to Live at Home customers will have far greater choice about the services that they receive, they will be in control of that service. We know from the extensive consultation

we have undertaken that it was more important that they got the right service and the right time, they were offered choice. In fact people told us they felt there was too much choice.

This service has been designed working with, and for customers coming to the Council for the first time and those already supported by the Council.

### **What has been communicated to customers to date?**

Wiltshire Council have written to customers to explain to them what these changes will mean to them.. We are aware that any communication can result in anxiety and concerns and have set up a Help to Live at Home helpline, able to respond to any concerns and answer questions from customers, customer's family members or advocates.

### **What if people do not want to change care providers?**

For some people it is important that they retain their current care worker, this is often more important to people than the organisation that provides the care. The Council is working with all the care organisations to minimise these changes. Some staff will be able to transfer to the newly appointed organisations under the Transfer of Undertaking for the Protection of Employment legislation.

An alternative for some people might be a direct payment. This would mean that they would be assessed as to their suitability for direct payments and a member of the Council adult care team would visit them to talk through this option. However, managing a direct payment involves more than just receiving money from the Council and purchasing care. A direct payment involves the customer taking responsibility for managing their care, accounting for the expenditure and in some cases becoming an employer. We are concerned that direct payments are being promoted by some care companies in a manner which is not entirely accurate.

The rate for a direct payment will be adjusted following the tender. The legislation requires the Council to set the rate equivalent to our estimate of the reasonable cost of securing the provision of the service concerned. The award of the Help to Live at Home contracts will result in a reduction to the current rate.

A list of those people who have indicated that they wish to be considered for a direct payment is in place and we will be contacting these people in the coming weeks. In the meantime, their care will continue.

### **Impact on care staff:**

The legislation around TUPE is very clear and the Help to Live at home providers have ensured they have obtained appropriate advice from HR professionals before making this judgement. One of our core objectives from the outset of this work is to improve the working conditions for care staff and for these staff to be employed on a salaried rather than hourly basis, offering employment security. The priority for Help to Live at Home is to protect the workforce and ensure committed and able staff, continue to provide the service and feel valued.

Wiltshire Council have visited customers which will then be followed by providers receiving a list of customers who will be transferring. This will enable providers to ascertain a legal view as to whether TUPE applies or not.

The TUPE process is ongoing.

### **Transfer of information:**

The Help to Live at Home organisations have been contacting customers identified by Wiltshire Council and NHS. With approximately 1000 people needing to be contacted this is being managed very carefully. In a small number of cases, it will be agreed that it is not

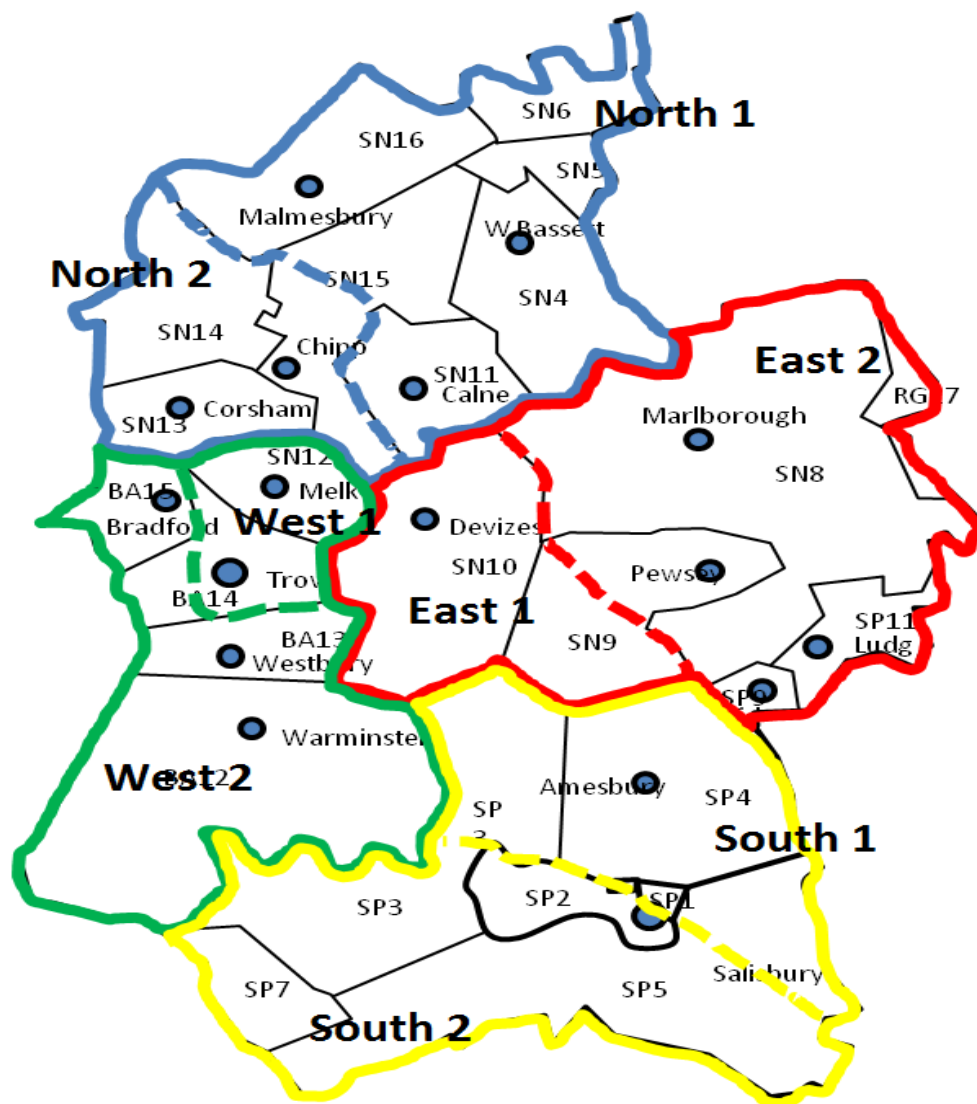
appropriate for someone to change care provider and that their needs are best met remaining with their current company.

**Information sharing:**

Staff from the The Help to Live at Home project are available to answer any queries regarding the service and have attended a number meetings to present the service and explain the reason for implementing Help to Live at Home, the benefits to the customers and the Council.

Any issues about particular customers or Wiltshire Council staff will be addressed immediately, as soon as full details of the issue is received.

**Help to Live at Home Providers Allocated Areas**



	E1	SN10, SN9 6	Ridgeway Care
	E2	SN8, SP11, SP9, SN9 5, RG17	Leonard Cheshire Disability
	N1	SN11, SN15 4, SN16, SN4, SN5, SN6	Leonard Cheshire Disability
	N2	SN13, SN14, SN15	Complete Care Services
	S1	SP1, SP3 4, SP4, SP5 4 & 5	Ridgeway Care

	S2	SP2, SP3 5 & 6, SP5 2 & 3, SP7	Ridgeway Care
	W1	BA14, SN12	Complete Care Services
	W2	BA12, BA13, BA14 9, BA15	Somerset Care at Home

### Members' briefings

Date	Location	Purpose
31 Jan 2011	Trowbridge – County Hall	Initial briefing
19 Sept 2011	Chippenham – Monkton Park	Update on progress
03 Oct 2011	Salisbury – Town Hall	Update on progress