

### Help to Live at Home Programme

1. The purpose of this report is to provide an update to Health Scrutiny on progress related to the implementation of the Help to Live at Home programme that includes a number of different services – care and support, telecare and response, integrated equipment, independent support planning and brokerage and independent financial advice.
2. Particular interest has been shown in the care and support service to which this report relates. Further details about other elements of the programme can be provided if required.

#### THE HELP TO LIVE AT HOME PROGRAMME

**Help to Live at Home service – care and support:** Reablement, domiciliary (personal) care, housing support to people living in sheltered housing and preventive services, provided by Leonard Cheshire, Aster Living, Somerset Care and Enara.

**Telecare and response service:** A variety of electronic alarm devices provided by Medequip in partnership with Aster Living, linked to a call centre and a physical response service able to visit people at home 24 hours a day, provided by Wiltshire Medical Services.

**Integrated equipment:** Aids and adaptations and equipment, home improvement and handypersons service, continence products, telecare and pressure care supplied and delivered by Medequip.

**Independent support planning and brokerage service:** For people who want a direct payment and would like to be supported by others who have a direct payment. This service is provided by Wiltshire Centre for Independent Living, a user led organisation.

**Independent Financial Advice:** Two specialist financial firms accredited by the Society of Later Life Advisors able to provide financial advice and products to people likely to fund their own care.

By September 2012, the HTLAH programme was providing support to:

- 1,824 council customers with telecare,
- 1184 private customers
- 1278 carers with an Emergency Card;
- 978 customers had reablement or care at home;
- 1316 customers supported jointly with the NHS neighbourhood teams
- 2012 people living in sheltered accommodation

3. This represents a small proportion of older people in Wiltshire where there are 42,000 people over 75 years of age, the majority of whom have no contact with the Council. This is for one of two reasons either they have no social care needs or they believe they are not eligible to receive support from the Council so do not approach us. Our strategy to address this going forward is twofold, firstly to ensure people have access to the information, advice and support they need to enable them to access services they require and secondly, to encourage more people to seek an assessment from the Council to help identify what their needs how and what services are available to meet those needs. This will reduce the number of people accessing services they do not require. (It is estimated that significant numbers of people in care homes do not require that level of care).

### **Background to the Help to Live at Home Service (HTLAH) – care and support**

4. In July 2010 the Council awarded contracts to 4 providers to deliver the Help to Live at Home (HTLAH) service across Wiltshire. This service is different from previous domiciliary care services because instead of the Council paying providers for the number of hours of care they deliver, the Council pays for the outcomes the providers deliver for customers.
5. In September 2010 the HTLAH providers began supporting new and existing customers and from April 2011 these providers started to deliver services based on the outcomes that customers wanted to achieve rather than the time they spent with the customer.

### **Current Position:**

6. HTLAH is expected to improve the quality of support people receive, by supporting them to achieve the outcomes agreed with them during their assessment.
7. The programme is also expected to achieve financial savings from lower contractual rates but more significantly, transformational savings by changing the way in which these services are now delivered. HTLAH providers work in their local communities, helping customers to access support from those communities thereby enabling people to continue to be part of the community in which they live. In addition, all the support that is provided through HTLAH is time limited and reviewed regularly to be sure that the customer is continuing to benefit from the service. This approach together with the telecare and 24 hour response service has resulted in less placements in care homes being made which is expected to continue as the programme develops. ( For example, this week 21 people in Wiltshire were attended to during the night in response to an alarm raised with the 24 hour response service).

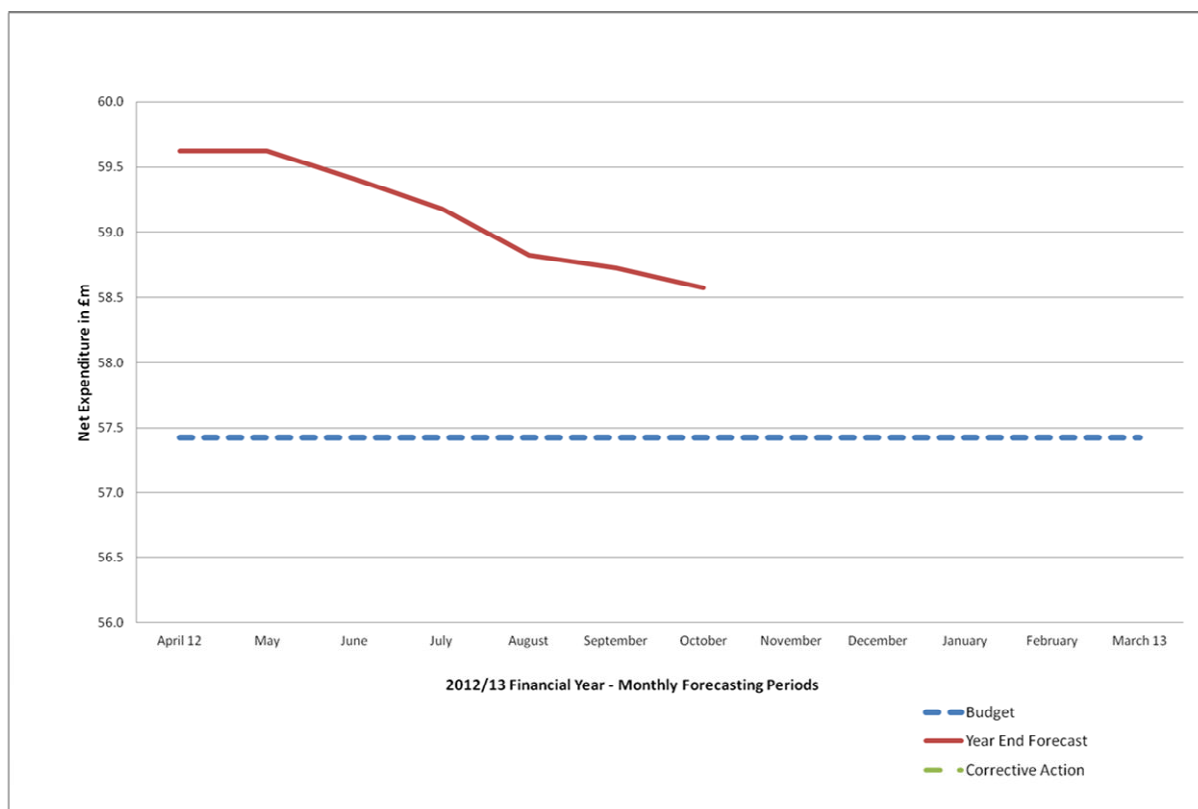
### **Financial Benefits:**

8. The HTLAH care and support service is delivered in 8 geographical areas, with each of the four providers being responsible for all the care and support

requirements in one area. This has resulted in reduced travel time and enabled these companies to recruit local people to deliver care to others within the same community. Further economies of scale have been achieved by trading with fewer providers, reducing contracts from 90 to eight. This has resulted in lower unit costs, reduced travel costs and lower back office costs.

**HTLAH has delivered £2.8 million of procurement savings as a result of the changes.**

9. The 2012/13 Adult Services older peoples budget of £52.8 million includes a further £4.8 million of savings from HTLAH. The Council will achieve this by avoiding long term residential placements, supporting more people in the community with outcome based support. We are currently on target to deliver this.



**Service Benefits:**

10. As well as financial benefits, HTLAH has:
  - Enabled more people to live in their own homes and live active, interesting and stimulating lives regardless of disability, age or infirmity.
  - Have facilitated more people to regain, recover or learn skills to enable people to remain in their own homes – see table overleaf.

**Reablement/Initial Support**  
April to November 2012

396 customers have completed a short period of intensive service called Initial Support to help them recover some independence.

- 1) 236 people (59.6%) regained their independence and do not need ongoing care. (The national benchmark is 50%.)
- 2) 78 people (19.7%) needed ongoing support but it cost less per week than Initial Support.
- 3) 82 (20.7%) needed ongoing support that cost more per week than Initial Support.
- 4) 12 customers left the H2LAH service and moved to a care home.
- 5) The average price for six-week Initial Support delivered in Wiltshire was £1200. The London School of Economics estimates that the average cost of a six week "reablement" service (the generic name for Initial Support) is about £2000.

**Sustaining improvement in Services:**

11. A key feature of HTLAH is payment by results which provides a permanent incentive. If quality deteriorates, providers' revenues will fall.
12. As well as improvements to front line services there have also been improvements to back office processes. HTLAH providers access the Council's care management system and there is a shared performance management system in place that enables the Council and providers to monitor performance on a daily basis.

**Performance and Contract Management**

13. Since the start of the contract the Council has carefully monitored the performance of Providers. One of the benefits of moving to 4 providers, rather than the large number agencies under previous contracts is the ability to have regular discussions with providers about performance issues.
14. Issues in one contract area led to a need to re-tender that contract area. This resulted from active conversations about the quality the Council required in the contract with the provider and mutual agreement about the best way to resolve those issues. The Operations team worked closely with the out-going provider and the new provider to ensure customers support was not affected and customers were successfully transferred.

**Customer Engagement and Choice:**

15. From the outset older people, their carers and others have been involved in HTLAH. This group, supported by Wiltshire and Swindon Users Network, has been involved in the design of services, in the award of the contracts and in

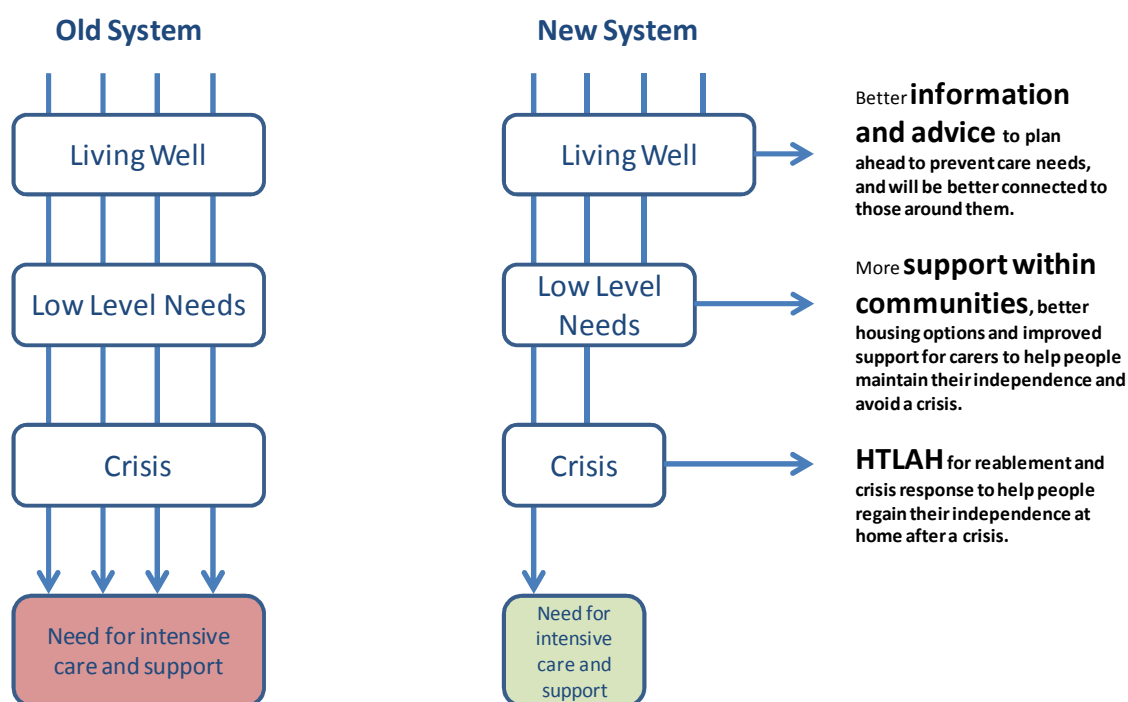
monitoring the services that are delivered. Members of the group have received training and are actively engaged in monitoring the services provided. They hold meetings with HTLAH customers to ascertain their views about the services they received.

- For those customers who do not wish to receive a service from HTLAH providers and prefer to make their own care arrangements, there is a choice. These individuals are offered a direct payment and independent support to make these arrangements. The value of the direct payment is equal to the cost of their support plan if they had chosen to have services provided by the HTLAH providers. A 'self-directed support service' to help customers who choose Direct Payments has been commissioned from Wiltshire Centre for Independent Living – a user led organisation.

### Working with Communities:

- A key principle of HTLAH is to ensure people get the help they need as soon as possible and to put in place services that prevent peoples' needs escalating. By working with HTLAH providers, the Voluntary and Community Sector and others we ensure that people get help as early as possible. In the next phase of the programme we will be developing new information and advice services and commissioning a range of different services from existing voluntary and community organisations. The diagram overleaf illustrates the approach:

#### Doing things differently: Shifting the focus from crisis to wellbeing



### The Next Steps - Developing the Help to Live at Home programme

- The first year of the service has seen Providers get to grips with running the new service. They have had challenges around:

- adapting their current operational systems
  - recruiting staff to address issue around speed of response, particularly hospital discharges
  - changing the culture of their staff to deliver a “doing with” not doing for” ethos across the service
  - Supporting the delivery of the sheltered accommodation service
19. The service is intended to be a strategic partnership approach and over the next year the Council will be working with providers on:
- Workforce development and joint approaches to learning and development
  - Service improvement to ensure people’s outcomes are met
  - Community engagement, so that people in the wider community who are not eligible for support can benefit and improve their chances of being independent for longer
  - Greater use of telecare services in the way people are supported.

**Summary and Conclusion:**

20. The HTLAH programme involved the complete redesign of how we assess and commission services for older people who approach the Council for support. This was central to helping to change the ways we worked. One of the principles of HTLAH is to provide support quickly and address the crisis that has led to the person needing support. A key target for us is to reduce the length of time people have to wait before they receive a service. Completion times for assessments have fallen from 20 to 13 days. This will be further reduced.
21. The change of approach has enabled people, who would have gone into residential care, the opportunity to live at home, often with less support.
22. Customers have been able to tell us what is important to them about their support, not what the council thinks they need.

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