

## Enablement and Home Care

### Social Care, Health and Wellbeing – Community Support Market Position Statement

#### Enablement

Enablement is provided to respond intensively for a short period of time to best support people back to independence, or to be as independent as possible. Enablement is built on the principle of promoting independence and avoiding unnecessary dependence on long term services such as Home Care and Residential Care.

KCC provides and manages an in-house enablement service and has seen its success grow both in terms of the numbers of people it has supported back to full independence, but also the numbers whose longer term service reliance has been reduced. Enablement delivers good outcomes and both prevents and delays people's ongoing need for more intensive services, saving money and optimising resources in the context of demographic pressures.

The service is available for a specific period of time, which can vary from a few days to a number of weeks. The service is provided by Enablement Support Workers with the specialist support of Occupational Therapists. The Occupational Therapists both ensure effective challenge in the consideration of ongoing services and their intensity, as well as ensuring the use of equipment and technology is fully explored to support these aims.

It is important that we don't consider enablement in isolation. Referral and assessment practice, client reviews and the capacity of other service markets i.e. Home Care, all have an impact on the effectiveness of the promoting independence pathway. We are working to ensure the pathway is as effective and efficient as it can be across Kent by:

- optimising referrals into it,
- assessing the outcomes achieved
- measuring the time to enable in each of our geographical areas and
- ensuring inter-dependencies are understood and optimised

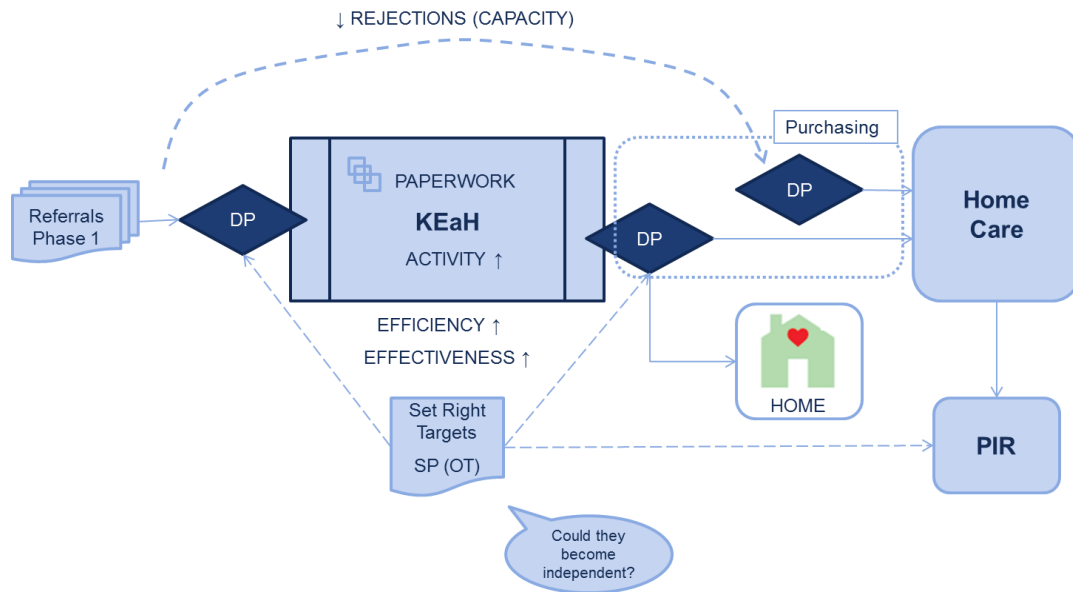
To ensure we achieve consistent results across Kent. We are also imbedding a performance culture both within the service and through commissioning to ensure maximisation of delivery in relation to this service.

#### Managing Flow

Whilst managing service improvements within our Enablement Service and optimising the Home Care contracts we let in 2014, we have come to a far better understanding of how a number of important factors come together to support the system to flow at optimum effectiveness. This has included a focus on:

- appropriate length of stay within the Enablement Service, ensuring access to the service and maximisation of outcomes;
- supporting 'line of sight' for Home Care providers, on discharge from Enablement, in relation to ongoing need;

- robust and timely assessments of manual handling needs across the Occupational Therapy pathway, on discharge from acute and sub-acute settings to minimise the need for multi-handed care through innovative use of equipment;
- ensuring Promoting Independence Reviews (PIRs) are managed in a timely way to ensure support arrangements are available to the individual's with ongoing needs;
- facilitating great communication across the health and social care economy, including the private and voluntary sector, to enable better capacity planning and delivery of capacity at the right time.



This learning has supported us to optimise capacity delivering the right support to the right people in a timely way. These elements will be 'built in' to the future design of enablement, home care and other services that interface.

## Home Care

We re-let our Home Care contracts in June 2014. Through the tender we reduced the number of providers we contracted with from over 130 to 23. Since the contract was let the number has further reduced to 19 providers, following the exit of a number of providers through both performance management and provider choice. We have worked with providers to look at effective clustering of calls and understand the importance of volume and clustering in any future model. 85% of our Home Care services are delivered by the 19 contracted providers, with 15% of support needs commissioned from a further 50 providers through individual or spot contracts.

Our new contracts include Key Performance Indicators and other measures to support our learning and that of the sector in moving towards outcome based services and beginning to shape the market for the future. The contracts were extended in accordance with a provision within the tender and expire in June 2017.

## Tendering Opportunities

We will move away from time and task home care services. Work is currently underway to ensure we develop case management practice in relation to referral, assessment and review, enablement and home care services in order to ensure any service offers are complementary, before any tender is put to market.

We will be reviewing the services we require across the promoting wellbeing, promoting independence and maintaining independence pathways. Current contracts end in June 2017 and a new model will be needed to replace these contracts.

New models will be outcome focussed and therefore ensuring we have the right framework and payment mechanisms to incentivise and reward the right behaviours is crucial.

This Market Position Statement will be updated as soon as we have more information.