

Scrutiny Review Terms of Reference Document

Scrutiny Review	Scrutiny Review of the Changing Care Market
Responsible Committee	People Scrutiny Committee
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1 Background

1.1 East Sussex was selected to participate in the first round of Care Quality Commission (CQC) local system reviews that took place in the latter half of 2017/18. The focus of the review was the interface between health and social care, and the outcomes for older people moving through the system. The final report, received in January 2018, acknowledged the strength of shared vision and purpose, maturity of relationships, and focus on prevention and support for people to maintain their wellbeing.

1.2 Further work recommended by CQC included a system-wide response to effectively managing and shaping an affordable nursing home market and increasing domiciliary care. Coupled with Members' own awareness of pressures in the local care market (such as care home closures and delayed transfers of care (DTOCs) caused by a lack of home care or nursing care), the CQC recommendation prompted the People Scrutiny Committee to examine this area in more detail with a view to identifying any specific aspects which may be suitable for a focused review.

1.3 In June 2018 the People Scrutiny Committee established a Scoping Board to gather initial evidence and report back to the Committee. The Scoping Board held two meetings with a range of officers from Adult Social Care: firstly, in August 2018, to examine the current state of the market and the key challenges; and secondly, in September 2018, to focus on how the challenges are being addressed.

1.4 It is apparent to the Scoping Board that the range of challenges in the care market is significant and diverse, and that there is much work underway to address these and support the market, for example:

- Production of a Market Position Statement as the basis of engagement, market shaping and strategic commissioning intentions
- Successful work with care homes to improve CQC ratings
- Increased fee levels for providers to increase sustainability
- Significant engagement with providers to share issues and develop solutions
- Provision of staff training and development to providers
- Initiatives to address workforce challenges
- Close co-operation with the local NHS, particularly in relation to DTOCs.

1.5 It is also apparent to the Scoping Board that the care market will need to change significantly in the coming years to adapt to increasing demand, changing

public expectations and the reduced resources available to statutory services. The level of anticipated future demand due to an ageing population requires a forward looking, innovative approach to how care is provided and a partnership with individuals and communities to increase resilience. As East Sussex has a high level of self-funders this needs to include engaging with the wider public about planning for the future care needs of individuals and the wider population and how people and communities can 'help themselves'.

1.6 The Scoping Board has identified this future picture of care, in particular the engagement with communities and individuals, as the key area where a Scrutiny Review can add value at the current time, since this work is less developed and an area where Member insight into communities will be particularly valuable.

1.7 The Scoping Board also identified the future strategy for bedded care as an important area for scrutiny. However, a significant piece of work in this area is currently underway and will continue into early 2019. It is therefore recommended that the People Committee scrutinises a report on the proposed strategy for bedded care in March 2019 and at that point agrees the scope for a second phase of this review focused on the bedded care market, potentially covering questions such as:

- Do we have the right strategy in place to develop the bedded care market?
- What is the future role for our current Extra Care Housing facilities?
- How robust and sustainable are residential and nursing homes and what they are doing to adapt to changing circumstances?

2 Scope of the Review

2.1 The review will focus on the following lines of enquiry and key questions:

- What will the **care market** look like in five years' time and how will this be different from the present?
- How do **public perceptions** need to change to support this?
 - How can we work to change public and client perceptions of care and how it will be delivered?
 - How can we raise awareness about how social care is funded and the provision people may need to make for their own care?
 - How do we encourage individuals to plan ahead for their care needs, ahead of a crisis?
- How can we help and encourage people and communities to help themselves and become more **resilient**?
 - How successful is our current approach to developing community resilience?
- How does the **workforce** need to change to support the future care market?
 - What type of workforce will be needed in the future and how does this differ from the present, particularly in the home care/community market?

- How is the Council working to facilitate this change and can any more be done locally?

2.2 The Review will be based on the following **principles**:

- It will be forward looking and exploratory
- It will focus on what can be done locally in East Sussex (as opposed to changes requiring national action)
- It will focus on the specific role of the Council and what is within the Council's sphere of influence and can be achieved within available resources
- It will particularly aim to identify how individual councillors can contribute

2.3 The Review will focus on the care market in relation to **older people** (rather than specialist learning disability or working age adult services). This is because older people's services are the biggest area of demand and the fastest growing area of demand for Adult Social Care.

3 Review methods

3.1 It is anticipated that the Review Board will review documentary evidence, question witnesses and undertake research in order to gather evidence to inform its recommendations.

3.2 The following list is not exhaustive and will change and develop as the review progresses. As part of the review the Board members will:

- Speak to a range of witnesses, for example:
 - Voluntary sector organisations
 - Public Health – Community Resilience workstream
 - Adult Social Care workforce planning, education and training representatives
 - Representatives of care providers – e.g. nursing, residential, EMI, homecare, personal assistant, telehealth
 - Healthwatch
 - Representatives of the public, carers
 - Staff representatives
- Review a range of documentary evidence:
 - National evidence with regard to public perceptions of care
 - National evidence with regard to new care models
 - Findings from local engagement with the public and key stakeholders

4 Review Organisation and Responsibilities

4.1 Initial Scoping Board

The initial scoping for this review was undertaken by Cllrs Davies (Chair), Ensor, Galley, Ungar and Webb.

4.2 Review Board

- The Review Board is: *to be confirmed by the People Scrutiny Committee*
- The Chair of the Review Board is: *to be confirmed by the People Scrutiny Committee*

4.3 The Review Board is responsible for:

- Making decisions regarding the scope and direction of the review;
- Monitoring and control of the overall progress of the review;
- Agreeing where Board members will undertake evidence gathering activities as required by the review;
- Considering and providing challenge to all evidence presented to it; and
- Developing and agreeing the final report, including the findings and recommendations of the review.

4.4 Scrutiny Review Support

Support for the review will be provided by the Member Services Team to:

- Manage the review process;
- Undertake research as agreed by the Board;
- Draft the final report

The Lead Officer who will support the review from the Member Services Team is Stuart McKeown, Senior Democratic Services Adviser. Their role is to manage the review, ensuring its aims and objectives are met and that the final report is delivered to the People Scrutiny Committee within the agreed timescales.

5 Scrutiny Review Completion

5.1 When the review has been completed the Lead Officer will co-ordinate the production of a final report outlining the findings and recommendations for agreement by the Review Board. Once agreed, the Review Board will present this to the People Scrutiny Committee for it to agree the recommendations.

5.2 The report will then be presented to Cabinet for comment and County Council for approval. Progress updates on how the recommendations are being implemented by the department will be presented to the People Scrutiny Committee in due course (usually six and twelve months after the review has been approved by County Council).

6 Review Timetable

Based on the initial scoping of the review, the Review Board aims to submit the final report to the People Scrutiny Committee at the meeting to be held on 7 March 2019.

An initial timetable of the meetings and activities required to complete the review is outlined below. [*The number of review board meetings is not fixed and there can be more or less depending on the nature of the review. The Review Board will agree the number and content of the meetings and review activity*].

Activity	Timescale/Date
<u>Review Board Meeting</u> <ul style="list-style-type: none">• Consider initial evidence• Review lines of enquiry/terms of reference• Agree further evidence gathering/requirements.	October 2018
<u>Review Board Activity/Meeting</u> <ul style="list-style-type: none">• Evidence gathering.	November/ December 2018
<u>Review Board Activity/Meeting</u> <ul style="list-style-type: none">• Evidence gathering.	January 2019
Draft scrutiny review report and finalise findings and recommendations of the review.	January/February 2019
<u>Final Review Board Meeting to agree Report</u> Review Board meeting to agree draft report, findings and recommendations with input from key officers.	February 2019
Deadline for Report Dispatch	27 February 2019
<u>Report to People Scrutiny Committee for agreement</u>	7 March 2019
Report to Cabinet	23 April 2019
Report to Council	14 May 2019