

Market Sustainability Plan 2023



Herefordshire Market Sustainability Plan 2022-25

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Background

As part of market sustainability and the Cost of Care exercise the council is required to publish a provisional Market Sustainability Plan (MSP) to identify risks in the local market; and enable Herefordshire commissioners to plan and execute greater market oversight and management to deliver on reform ambitions. This will set out the local strategy for the 3 years.

For the purposes of the Market Sustainability Plan, a sustainable care market is defined as one which operates in an efficient and effective way, indicated by:

- Sufficient support of services to ensure continuity of care.
- A range of high-quality services for people to choose from.
- Investment in its workforce to enable the attraction and retention of high-quality care staff.
- Evidence of innovation and service diversity in order to evolve and meet changing user needs;
- Being attractive to new market entrants and able to manage and offset the impact of future market changes.

Herefordshire Council is keen to move towards sustainable fee rates and is working with the market to re-design where needed. The impacts of section 18(3) and the cost of living present major challenges to our markets, particularly given the high proportion of self-funders, an ageing population and the workforce challenges that a rural council faces.

Following the cost of care exercise and market sustainability work, it is the ambition of Herefordshire Council to have a thriving and sustainable market underpinned by a strong commissioner focus on shaping the market and managing the duty placed upon us under section 5 of the Care Act 2014.

Herefordshire Council is embarking on an ambitious transformation programme and it is actively exploring alternative models of care and support as identified in the People at the Heart of Care charter, and the future care reforms. These options include:

- Consideration of council owned provision.
- Additional extra care housing.
- Supported living transformation programme.
- Moving away from traditional bed based residential provision.
- Maximising the use of digital and technology to support more people to remain in their homes.
- and enhancing the shared lives model to ensure choice, quality and cost effective delivery.

1. Current sustainability of the 65+ care home market

Herefordshire Council has extracted the information on Annex B submissions, reviewed relevant data including the Joint Strategic Needs Assessment (JSNA), Office of National Statistics (ONS), Projecting Older People Population (POPI), bed utilisation, business intelligence, benchmarking of costs exercise and engaged with the entire care market to fully conclude on future fees and market shaping.

Skills for Care regional groups on the workforce challenges have been integral to this MSP. In addition the Council has spent time engaging with all markets inclusive of working age adults to demonstrate good market oversight. We gathered the latest costs from our care homes (in December 2022 and January 2023) to make sure our rates are fair and in line with other regions.

The council is committed to supporting the sustainability and quality of our existing current markets. The cost of care exercises and ongoing dialogue have enabled Herefordshire to build an extensive thorough understanding of the challenges facing the market.

The rising demand and increasing costs of providing adult social care at a time of prolonged fiscal austerity presents major challenges for Herefordshire Council with the delivery of adult social care services which is detailed within this report.

Care homes for 65+

There are 86 commissioned care homes across Herefordshire, of which 21 are medium to large sized regional operators. The current maximum capacity of beds in county is 2090 (comprising of 1003 nursing and 1087 residential care beds).

Of the number of beds in the county, the council commissions a large block contract (120 bed based provision for the over 65 years) with an independent care operator.

Herefordshire has a large self-funder market with the council currently funding 741 (34%) of vulnerable adults (as of January 2023) and approximately 38% are self-funders. We know the number of referrals entering in and exiting care homes has remained stable, but we know this number is projected to rise.

Changes in the age structure alone would suggest that the proportion of nursing home beds will need to increase slightly in future and will overtake the number of residential beds. The council will look at realigning these numbers with the higher proportion being needed for nursing rather than residential as further investment and support is put into other accommodation and support models. The Council is working with the market to meet the additional demands. This may include some re-design of existing block contracts.

Commissioners are in the process of reducing the reliance on spot purchasing by purchasing more block contracts which will stabilise costs and market demands.

Just over a third of all care homes are located in the Hereford City & surrounding area, just under a quarter are located in each of the north and south Herefordshire areas and just under a fifth are located in the east Herefordshire area. It is this area where the council is predicting growth. Challenges will be securing placements at an affordable rate, securing in county complex care at a small scale; workforce issues (recruitment & retention) particularly nursing staff; high number of self-funders helping to drive up placement costs and reducing negotiating opportunities.

Capacity to meet demand for complex care in nursing environments in Herefordshire is limited. The council often has difficulty in both finding placements for people with high needs and controlling the cost of these placements. This can sometimes lead to placements out of county. Currently the council is reliant on spot purchasing care at significant cost from dozens of homes run as commercial business and with varying levels of quality and reliability. As the numbers of people aged 85 and older and those with complex needs grow, so do the challenges in finding the right care at an appropriate quality and cost. This is especially so for people with complex needs arising from frailty and dementia.

For more information on future market demand and population needs please go to the [Herefordshire Market Position Statement](#) and [Understanding Herefordshire](#).

Quality of care

The quality of the homes across Herefordshire has remained stable and 66 of the 86 care homes are rated Good and Outstanding. Herefordshire Council has an established joint Quality Assurance Framework (QAF) which sets out how the Council will support continuous improvements for all older people and those of working age.

Care home rating	Number	Resident details
Outstanding	5	30 residents placed here 16% are council commissioned
Good rated	61	409 residents 35% are council commissioned
Requires improvement	15	254 residents 43% are council commissioned
Inadequate	0	
Not rated	5	6% - not rated or out of county

Whilst the information demonstrates a large proportion of the care homes across Herefordshire are rated as Good and Outstanding, it also highlights that 43% of the commissioned care placements are in homes rated as Required Improvement (RI). Action plans are in place with those rated as requires improvement by CQC which are monitored by the Councils Quality Assurance team. Key themes of the 15 homes with RI ratings include areas of inconsistent leadership, clinical concerns of medication and infection control and lack of effective care planning tools.

Care reforms

The Change reforms are now proposed to commence in 2025. The local impacts will place significant financial impacts on Herefordshire Council. Based on local modelling undertaken by Newton Europe:

- Under the current system, 38% are full self-funders; this reduces to 5% under the new system. This will be a considerable cost pressure for the council.
- Under the current system, 34% are fully funded by the local authority; this rises to 62% under the new system.
- Increased demand of around 400 additional Care Act assessments and 340 financial assessments per annum will require 17 additional social workers and three financial assessment officers.

- *cost of care will be approximately £8m rising to around £10m over the next 10 years*

1.1. Sustainability of the 18+ domiciliary care market

Home care in Herefordshire

As with the above market, a range of data has been used to conclude a fair cost of care and support a sustainable and vibrant home care market. Additional intelligence has been obtained from the market in December and January 2023 on their latest costs to ensure our fee rates reflect the current market forces following the cost of care exercise undertaken in 2022. The provider meetings and cost of care exercise have been instrumental in the Council understanding the position of the local home care market and its particular challenges.

Providers told us the following are key areas impacting them:

- workforce pressures,
- cost of wages and retention
- the vast increase in fuel costs have all significantly impacted their business model and delivery, this ultimately impacts on waiting lists and the inability to increase capacity.

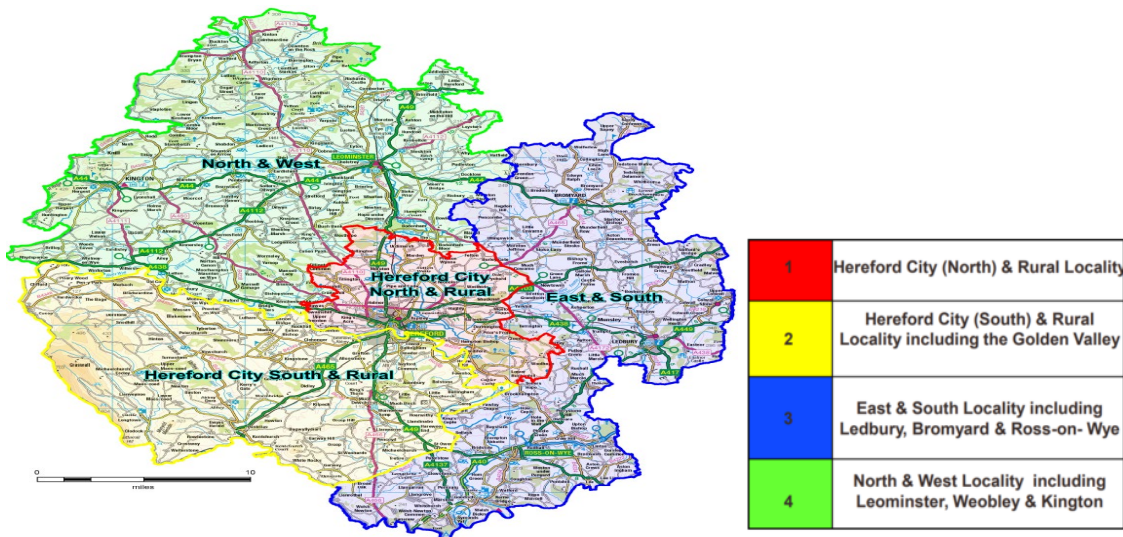
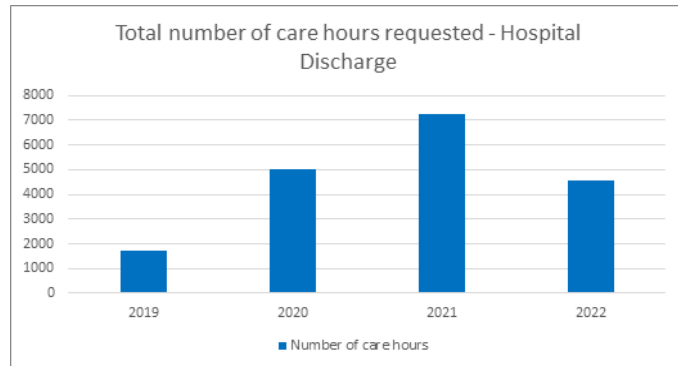
From the Cost of care exercise we are aware that a small number of providers pay more than the minimum wage to their employees.

Post COVID, electives and D2A have significantly impacted the home care market locally in terms of growth of referrals. As the market still recovers, the cost of living, fuel and workforce challenges remain high risk for this sector. We know that some providers are paying higher wages to recruit their workforce.

The current levels of demand for home care are far higher than previously experienced which is attributable to hospital discharges and the requirement to provide care for all including self-funders. The annual spend has increased to approximately £3m per annum. These fluctuations place significant pressures on home care providers to respond in the timely way at the same time as managing recruitment and retention in the workforce.

Whilst the 2022 data shows a decrease by 2,728 hours against the previous year, there is still a significant increase of hospital discharges in comparison to 2019 by an additional 2,817 hours.

The diagram highlights the variance in hours required below.



The Council commissions home care for a total of 583 customers across a total of 8,204 hours per week and has a waiting list of approximately 1000 hours. The diagram above shows home care provision across Herefordshire in January 2023.

Recognising the urgent need to broaden availability of home care; a secondary, more flexible framework was established to enable additional providers to join. Framework 2 is now re-opening to providers with the aim of starting from Monday 10th April 2023.

Quality ratings across Home Care

Home Care services are all CQC rated as Good.

Capacity and flow and steps taken to address this

Recent market engagement and interventions have brought the number of outstanding packages down from over 110 to 88 in January /February 2023. Although this is a notable improvement, it is still too high and urgent actions are being taken to improve this position that include:

- addressing funding and costs through the fee uplifts process
- re-opening Framework 2 and ongoing market engagement
- further development of Personal Assistant provision
- expansion of Shared Lives, particularly Shared Living opportunities
- grouping packages to form rounds and presenting them as a lot through the framework
- exploring priority ways to prevent/move people out of residential care where not required.
- increasing capacity in the east of the county in particular Ross on Wye is a key focus.
- the Council is working with Talk Community and community brokers to develop locality based informal support to reduce reliance of formal support e.g. meal provision
- maximise the delivery of the Home first service, provided by Hoople Care (the council's jointly owned company) to increase their response and capacity to accept more complex and priority cases.

Carers

Unpaid carers are one of Herefordshire's most valuable assets and play a crucial role within the county's health and social care sector. The table below highlights the level of carer assessments undertaken.

	2020-2021	2021-22	2022-23
Carer Assessment	131	44	52
Strength Based Assessment	126	163	121
Total	257	207	173
Carer Support Plan	64	24	20
Total	321	231	193

There could be a number of factors that have impacted on the data above. The council will establish this as part of its review to understand the wider effects on carers (signposting, information given by our commissioned carer's services).

Shared Lives

Currently the service has 42 approved Shared Lives carer households and supports 62 people and 15 people with respite and short breaks within the scheme and is growing. The Service is one the Council plans to expand.

2. Impact of future market changes between now and October 2025

The challenges currently facing the care market in Herefordshire will continue to impact between now and October 2025 and they include:

- The local ageing population is increasing which will see demand increase for 65+ market.
- Herefordshire is a place where people move to retire to.
- Levels of dementia are projected to rise which is requiring more specialist provision.
- Workforce challenges are significant in this rural county and the care sector continue to struggle to compete with the retail sector in terms of recruitment and an ageing workforce.

- Competing with the NHS staff who often have greater incentives and improved workforce terms and conditions.
- Cost of living increases continue to impact the market, in terms of increased fuel costs and energy costs for care homes.
- Many of the existing care home fees are higher than the council commissioned fees and we have an over reliance on spot purchased beds which gives little stability on prices paid.
- Future care reforms will particularly impact the care market in Herefordshire where there is currently a high number of self-funders.
- Number of people coming out of hospital continues to increase, particularly with the focus on the NHS improving elective performance.
- Increasing levels of acuity needing more specialist care provision.

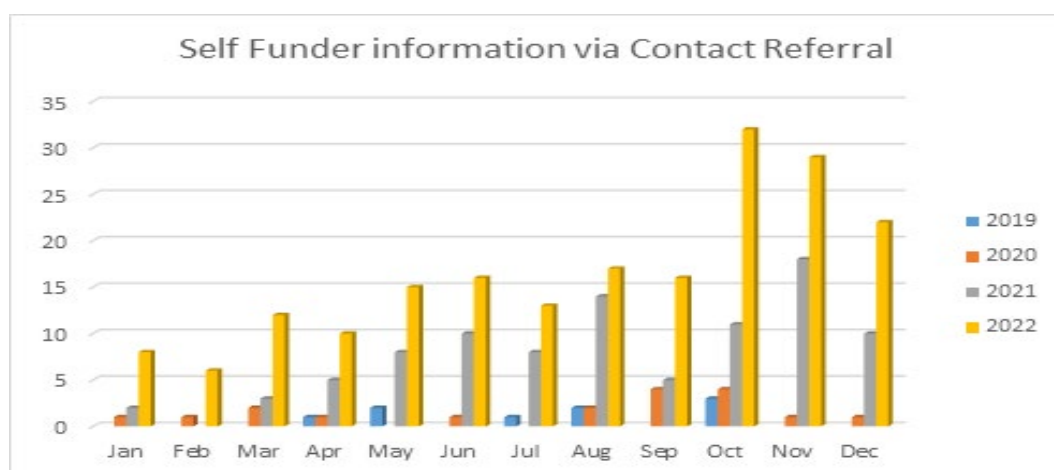
Home care

The challenges will continue to be:

- Ageing workforce.
- Challenges to recruit and retain staff.
- Significant increase in numbers of referrals.
- Approximately 1000 hours outstanding of individuals on waiting lists.
- Growth is challenging in this market due to workforce.
- Increasing number on the waiting list.
- Increased fuel costs and cost of living.
- Rural demographics.
- Some providers paying living wage to staff to retain workforce.
- Low morale in the care sector.
- Competing against retail, hospitality and the NHS to recruit and retain workforce.
- Migration of 18-35 years population moving to seek employment out of county which impacts on the local workforce. Herefordshire has an ageing workforce.

Self-funders

- Due to the large self-funder market, the challenge of purchasing affordable high quality care is a risk to the Council.
- We know the number of self-funders making a referral for care and support has increased from nine individuals in 2019 to 196 which was a significant increase in 2022.



From the data we have, we know the number of self-funding financial and review assessments undertaken by the council also increased from 42 individuals in 2019 to 68 individuals in 2022.

3. Plans to address sustainability issues

Key strategic documents, tools and partners play an integral part of the Market Sustainability Plans. They include;

National strategic guidance and data

- People at the Heart of Care 2021 – Adult social care reform
- Health and Care Act 2022
- the NHS Long Term plan
- Hospital Discharge and Community support guidance 2022
- *Build back better* our plan for adult social care reform in England
- Office of National Statistics (ONS)
- Projecting Older Peoples Population (POPI)

Local policy and strategic documents and data

- The Market Position Statement 2020-25
- Herefordshire Council's The County Plan 2020-24
- ADASS Capacity tracker
- benchmarking of costs report commissioned by Herefordshire Council

- Herefordshire Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategy (JHWS)
- Provider market engagement and monthly provider forums

Local Partnerships

- Integrated Care Board and One Herefordshire Partnership
- Provider market engagement and monthly provider forums
- Herefordshire Cares
- Herefordshire Talk Community

Recruitment and workforce challenges and the support on offer

In line with the national trend, and as outlined in this report Herefordshire care providers are facing significant workforce challenges. The council is committed to collaborating with the market to address the risks posed by the recruitment and retention issues.

The council has led on the development and implementation of the [Herefordshire Cares website](#) which features local case studies showcasing ‘working in the care sector’ using a diversity of roles from different local providers. The website also hosts a jobs board advertising vacancies across the sector; these are updated weekly and provide a one stop shop for job seekers looking for suitable work opportunities. As part of its transformation programme, the council will be investing further in the development of the website.

3.1. 65+ care homes market and market sustainability issues

Herefordshire Council has prioritised funding based on the Cost of care exercises, fee reviews and ongoing dialogue with all care providers and consideration of the existing market dynamics in Herefordshire. In addition, there has been extensive fee discussions for 2023/24.

Cost of care exercise

Participation by providers in the exercise was voluntary and relied on each provider being willing to complete a detailed financial return. Herefordshire has received a good response from care home and home care providers that compares favorably with the average response rate regionally and nationally. We received returns from care home providers representing more than half of commissioned residential care beds, and more than three quarters of commissioned nursing care beds. The level of market responses from the cost of care exercise was as follows:

FCoC Cost Category	% Response Rate
Home Care	23% of providers in scope 75% of commissioned hours
Residential Care – Standard	50% of providers in scope

FCoC Cost Category	% Response Rate
	56% of commissioned beds
Residential Care – Enhanced	60% of providers in scope 59% of commissioned beds
Nursing Care – Standard	36% of providers in scope 79% of commissioned beds
Nursing Care – Enhanced	26% of providers in scope 79% of commissioned beds

Engagement for the Cost of Care exercise

- Engagement and support to complete the cost of care exercise was extensive. It included regional working groups for providers and regular messages of advice and assistance from LGA/ADASS,
- Locally, council officers ensured that national and regional messages were circulated to all providers in-scope for the exercise. There were separate local forums for care homes and home care providers to attend, and there were frequent localised messages to supplement the national and regional messages.
- Council officers, including the Service Director, contacted providers individually to encourage participation and answer queries, and providers were offered individual sessions to discuss any queries or financial information confidentially.
- A payment of £500 per appropriately completed return was offered to providers as an incentive.

Feedback has been received from providers through direct contact, forums, and locality meetings and from the Cost of Care Exercise during 2023/24.

Herefordshire has undertaken further engagement with the market since the Cost of Care (COC) exercise was undertaken and relayed the COC exercise findings on 26th January 2023 prior to the Council published its findings.

The market has told us the impacts below are their biggest challenges

- Staff recruitment and retention
- National Living Wage rates (NLW) increase for 2023/24 (9.7%)
- General Inflation - CPI is currently 10% and fees don't cover costs
- Increasing utility costs
- Travel and increased cost of upkeep of vehicles
- Fuel costs. More care at home providers are utilising walking and cycling rounds due to the rural rounds and costs incurred.
- Increasing property/mortgage charges

- Increasing needs of the individuals they care for.

This feedback have been factored as part of the Herefordshire MSP 2023-25 and forms part of the fees and plans in section 3 of this report.

Herefordshire's [cost of care report](#) was based upon the collation of unaudited responses to the DHSC process from a self-selecting sample of care providers.

The figures quoted in the report cannot be verified and may not be accurate or representative of the costs of providing care in Herefordshire. Subject to this consideration, the figures would suggest significant impact for Herefordshire's markets and the council resources. This impact will be complex in profile and require careful, ongoing analysis.

Following the CoC exercise further analysis has been completed, along with completion of the annual fee review process, and the findings of the exercise suggest the latest care home placements made by the council during 2022 **exceeded** the fair cost of care by 9 and 12% respectively as shown in the table below:

SUMMARY OF COST OF CARE OUTPUT- over 65 Care homes

	Nursing	Residential
Cost of Care output per bed per week*	£1,100.19	£778.21
Cost of Care net of Funded Nursing Care	£891.00	£778.21
Average actual gross cost - active placements [#]	£844.42	£760.26
Distance from CoC output	-6%	-2%
Average gross cost of spot placements started in 2022 [#]	£979.23	£888.19
Distance from CoC output	9%	12%

*DHSC weighted average of median of provider returns

[#]based on finance data for active placements at the end of December 2022

Whilst the submission is an accurate illustration of the median costs returned by those providers who participated in the exercise, it does not represent a fair or accurate fee rate for the provision of local authority funded care in Herefordshire, for a number of reasons including:

- Participation in the exercise by care providers was not mandatory. The results set out below are a median of returns submitted by a voluntary and self-selecting sample of Herefordshire care home providers. Council officers worked with the whole local care home market to encourage participation in order to achieve a high level of responses. However, the nature of the process and the decision by some providers not to participate, means that it is not possible to give assurance that the output of the exercise is properly representative of the costs of providing care in the Herefordshire care home market.
- Providers returned the best information they could in the time available for the exercise and council officers and local providers have worked together to present as accurate and

representative an output as possible. However, the cost collection process does not allow for council officers to have access to primary sources of information for each provider, so it has not been possible to audit the returns for accuracy, and nothing in the process compels providers to correct errors or respond to queries from council officers.

- Whilst there is no suggestion that participating providers have misrepresented the costs of providing care in Herefordshire, it is not possible to give assurance that the output of the exercise is a true and fair view of those costs. A description of some of the weaknesses in the data is included in Appendix 3 of this report.
- Each provider in the market has a unique set of circumstances, business structure, operating environment and strategy. Even with the most robust process it would not be possible to identify one single fee rate that would be sustainable for every provider in every situation.

Allocation of the funding

Locally in Herefordshire, an incentive of £500 was paid for providers to complete and take part in the cost of care exercise. Therefore, £20,000 has already been paid to eligible providers.

Allocation of incentive payments	Amount
MS & CoC grant allocation to distribute (2022/23 allocation)	£594,414.16
Home Care incentive payments	(£6,500.00)
Care Home incentive payments	(£13,500.00)
Residual grant to distribute	£574,414.16

The remaining allocation of £574,414 will be divided between Home Care and Care Home providers on the basis of each sector's weighted average share of the council's spending on spot-purchased Adult Social Care.

Allocation of remaining funds	
Home Care	34.87%
Apportionment of Grant Funding	£200,311.86
Care Homes	65.13%
Apportionment of Grant Funding	£374,102.30

The funding will be apportioned to each eligible provider on the basis of:

- Home Care - commissioned hours of home care per provider
- Care Homes - commissioned care home bed days per provider

Allocation of grant funding	Amount
Commissioned spot purchase home care hours	£81,836
Commissioned spot purchase care home bed days	£128,765
MS & CoC funding per home care hour	£2.45
MS & CoC funding per care home bed days	£2.91

Fees for 2023-24

The cost of care exercise and fees contributed to the annual fees review.

From April 2023, the council are uplifting the care home fees by 8% for care homes and 8.7% for home care.

Care homes:

Care home type	2022 fees	2023 with 8% increase
Residential	£557.57	£600.02
Nursing	£633.74 + FNC (£209)	£684.44

The financial impacts of the 2023-24 increases following fee reviews and cost of care exercises are:

Care provider type	% increase	Amount
Care Homes	8% increase on rates	£2,864,734
Care at home	8.7% increase for both rural and local rates £21.76 per hour £25.00 p/hour	£852,243
Supported living	8%	£532,718
Shared lives	8% increase on rates	£81,601
Community activities	8% increase on rates	£122,719
Block provider	Estimated 8.8% increase on fees	£416,674
Direct Payments	Estimated variable increases	£982,099
		£5,852,788

The total financial impacts on the fees increases above is £5,852.788 for 2023/24

The Council is undertaking the following actions and longer term commissioning for next three years to support sustainability, improve capacity, reduce waiting times, improve flow and support the local workforce.

Commissioning Activity for residential and supported living	Comments	Timescales
Workforce challenges	Fee uplift of 8% applied to care home market. The Herefordshire Cares website is in place the Council will continue to support the sector workforce challenges. Homepage - Herefordshire Cares The Enhanced care home project is run by the Primary Care	2023-25

Commissioning Activity for residential and supported living	Comments	Timescales
	Networks (PCN) and seeks to support the care homes and people who live and work in them with providing clinical support.	2023-25
Strengthen our local neighbourhoods to keep people in their own homes and communities for longer.	The Herefordshire Talk Community continues to build stronger communities and set up local hubs to support local people to be inclusive and avoid isolation.	2023-25
Working with our existing block contract provider to review the block offer and expand to meet the needs of an ageing population with dementia. This is inclusive of the day-care and transport offer.	This will address the increases in population and dementia as set out in our forecasted figures.	2023-25
Commission short term block D2A beds to support winter pressures, waiting times and timely D2A	12 block D2A purchased beds have been commissioned. This improved waiting times and capacity and flow	Completed in 2023 and extending until mid-2023
Develop a long term block contract arrangement across the Care Home market to ensure there is sufficient market capacity at affordable prices. This will support timely discharges across the system and support with the care reforms	Approximately 20-30 beds Started work on this project in February 2023.	2023-24
A new 91 bed Extra Care scheme will be opening in 2024	This will support additional capacity and re-direct people away from traditional care models	2023-24
Refresh the unified care home specification. Consider aligning with Herefordshire and Worcester ICB for a joint framework.	Strengthen purchasing and contracting arrangements This will support greater alignment of health and social care and ensure providers working across the system can work towards one set of care home contract and specification requirements should it be approved	2023-24
Strengthening contracting arrangements This may include going out to the market with a new contract.	Strengthen purchasing and contracting arrangements. Standardising fees Preparing for care reforms	2023-24

Commissioning Activity for residential and supported living	Comments	Timescales
Undertaking a transformational review of supported living sector	Reviewing shared hours Exploring supported opportunities Reviewing housing contracts Looking at alternatives such as employment opportunities Reviewing day services and opportunities	2023-24
Innovation and technology (Enhanced care home project, Falls, Remote monitoring, Prescriptions, Health and Social care records)	Work has begun with ICB and PCN on falls, Social Care records, and prescriptions by proxy, remote monitoring and the Enhanced care home project. This is looking at prevention and enhancing knowledge across health and social care and supporting the sector who need to further enhance its digital offer.	2023-25
Transforming Shared Lives	Engaging in potential re-design for a shared lives model to be implemented across all client groups Discussions have begun.	2023-25

3.2. 18+ domiciliary care market

The findings of the home care market below suggest the council are paying lower than the cost of care exercise highlighted:

SUMMARY OF COST OF CARE OUTPUT- over 18 Home Care

Cost of Care Output per hour*	£26.89
Average actual gross cost- active placements [#]	£20.90
Distance from CoC output	-29%

Fee increases for 2023-24 for home care are in the table below

Urban	60 minutes	45 minutes	30 minutes	Rural	60 minutes	45 minutes	30 minutes
Current rate	£20.00	£15.00	£10.00		£23.00	£17.25	£11.50
Proposed 8.7%	£21.76	£16.32	£10.88		£25.00	£18.75	£12.50

Herefordshire Council is taking action on areas to improve market sustainability across **home care**, D2A and Home first, in order to improve waiting times, capacity and flow, support discharge and support the workforce challenges. The table below sets out our plans:

Commissioning Activity for homecare	Outcomes	Timescales
Engagement with the care at home sector	An engagement forum is now in place. This is enabling the council to expand its capacity and build relationships	November 2022
Workforce challenges	Fee rate of 8.7% applied to domiciliary care market The Herefordshire Cares website (recruitment)	April 1 2023
Secondary Provider framework for Home Care reopens	Additional providers on the framework will increase capacity to deliver homecare and reduce waiting lists and improve capacity and flow.	April 2023
Expanding the Herefordshire Talk Community offer to support people to live in their communities and receive informal support	Linking care at home more with Talk Community, so local residents are aware of the local offer	2022 - 23
Develop a Shared Living model	Opportunities for vulnerable people to share their homes in return for support and companionship	2023-24
Expand Shared Lives Options	Can provide additional safe and secure homes for vulnerable residents	2023-24
Telecare and improving outcomes Improving digital offers	There are plans in place to increase the capacity of models such as Prevention and Predict telecare. This model can support people to remain independent for longer. It focuses on	2023-24

Commissioning Activity for homecare	Outcomes	Timescales
	preventative data in the following areas <ul style="list-style-type: none"> • Falls • Dehydration • Reduce the need of care calls 	

END OF REPORT