

Provision of Nursing Homes and Home Care

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Chief Executive, Somerset Care Group
Vice Chairman, UK Homecare Association



Outline



- Overview of Somerset Care
- Our journey in home care
 - Phase 1 - “Cottage industry”
 - Phase 2 - “Industrialisation”
 - Phase 3 - “Customer and relationship” driven, technology enabled
- Lessons learnt
- Plans for the future





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Somerset Care 2018

The Somerset Care Group

Not-for-Profit

Home care, Supported living, Housing with Care, Care homes, Training





Somerset Care 2018

Not-for-Profit



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Somerset Care Group

Somerset
Care Ltd
Care homes
Home Care
Supported
Living

Somerset
Care Support
Services

Acacia
Facilities
Management

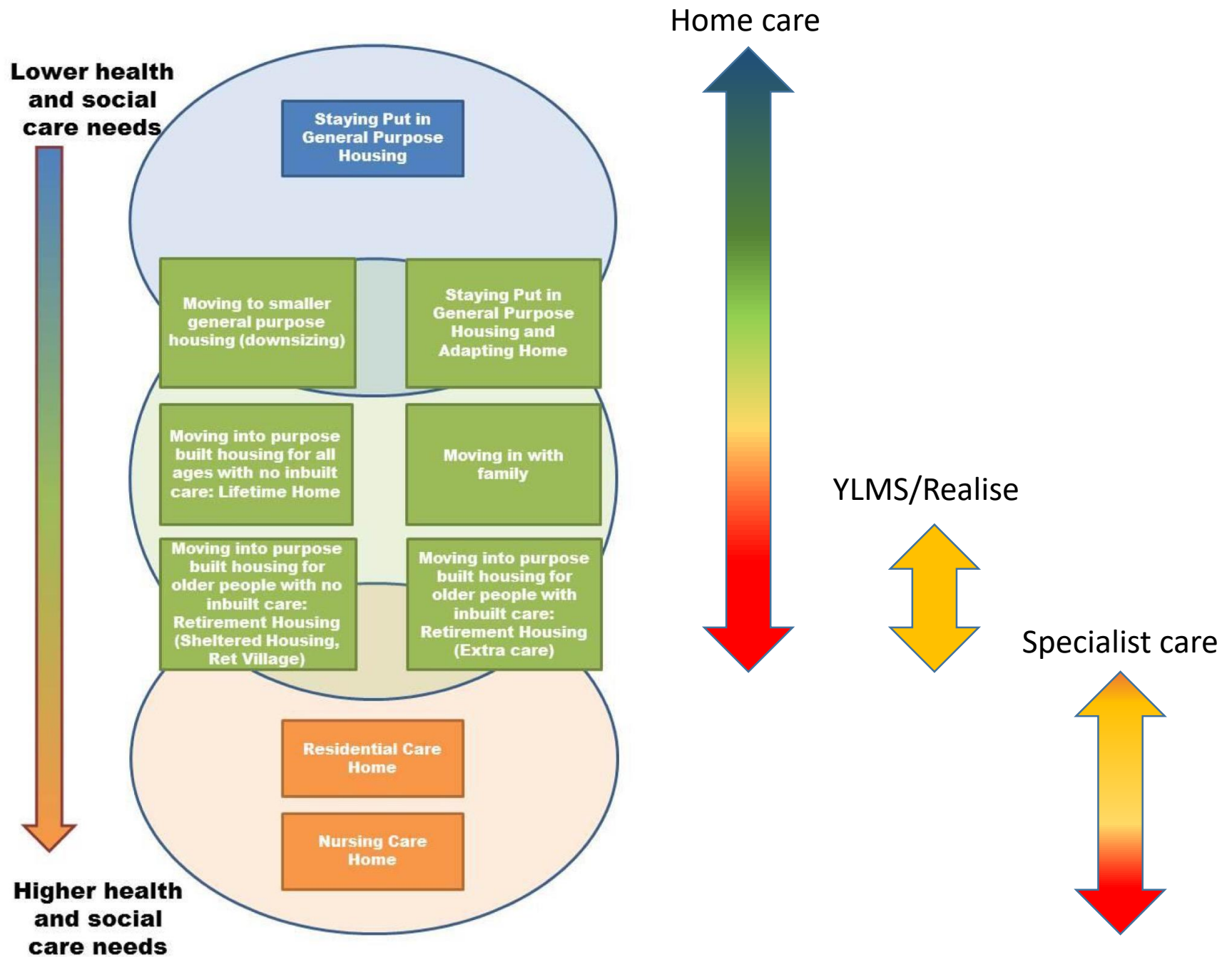
Acacia
Training and
Development

JV

YLMS



McCarthy & Stone





Somerset Care 2018

£68m turnover, c. 3600 employees



- Home Care

- 4 branches in Somerset, 1 in Wilts/BANES, 1 in Hants/Surrey
- 14K hours per week, 800 staff, >2000 customers
- Income split LA : self-funding – 76:24

- Supported Living

- 5K hours per week – complex care, learning & physical disabilities
- Somerset, Wilts

- Housing with Care (CQC registered home care)

- 2 SCL developments in Somerset and IOW
- JV with McCarthy & Stone – 72 developments nationally

- Care Homes

- 27 in Somerset, 1 on IOW
- 1531 beds, residential, dementia, nursing
- Income split LA : self-funding – 40:60



Home Care



Home care



- State-funded home care and reablement
- Complex care for people with long-term conditions and disabilities - **Realise**
- Privately funded home care - **Willows**
- Housing with care – our own and via a JV with McCarthy & Stone - **YLMS**



Leading the way in care

an innovative approach to care in Somerset





My Willows team
helped me rediscover my sense of fun

Realise... your independence





Supported Living




**The
 Somerset
 Care Group**


McCarthy & Stone



YourLife

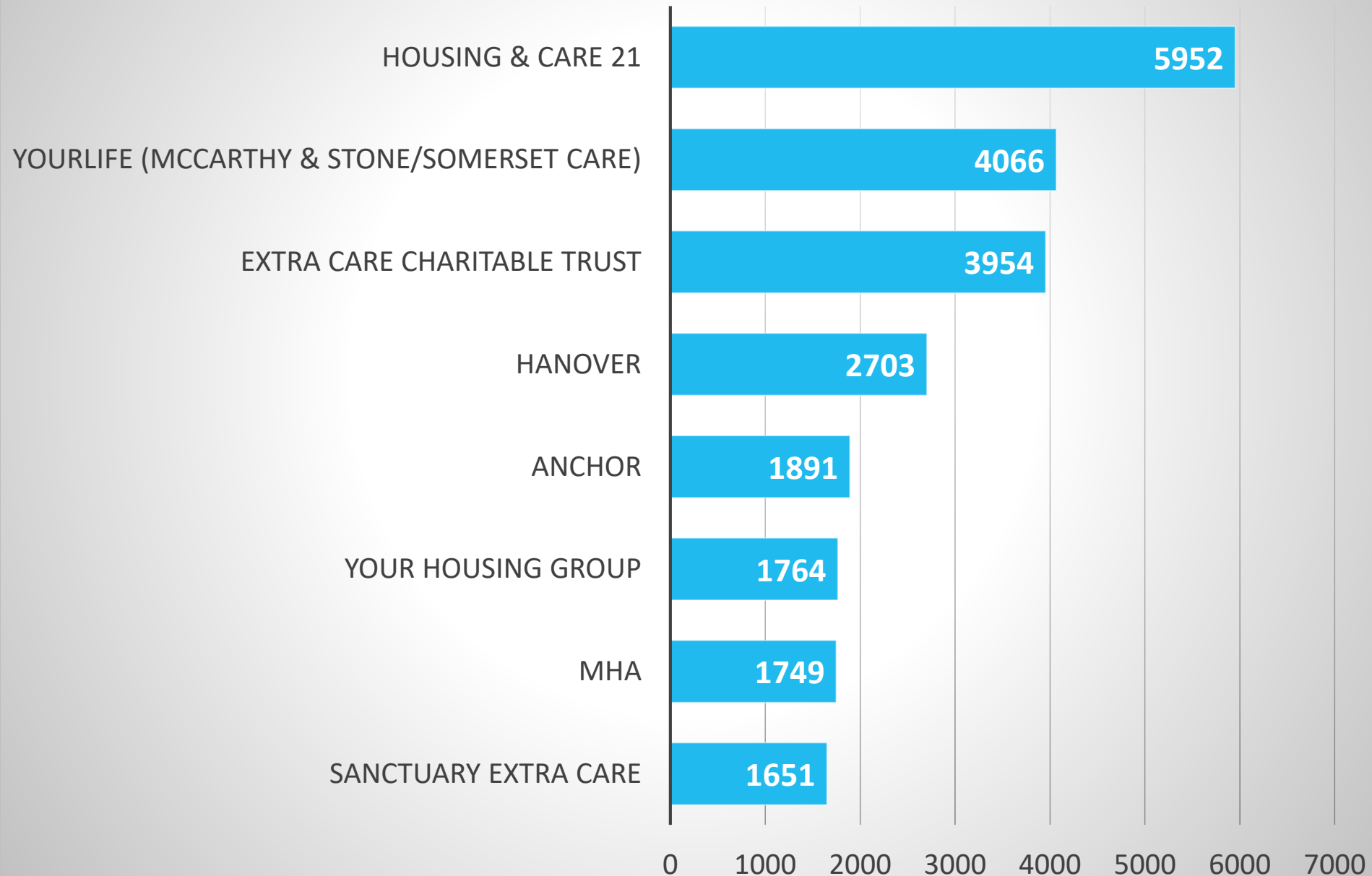
Care and Management

- Somerset Care JV with McCarthy & Stone
- Retirement Living Plus
- 72 developments open nationwide by May 2018
 - 3506 home owners
 - 1000 employees
- 126 developments by August 2020
 - 7000 home owners
 - 2000 employees



Top Housing with Care Providers

Ranked by number of units managed (2017)



Housing with Care JV - YLMS

Services – Every Week We Provide

YourLife
Care and Management

23,600

16% growth vs 2017

Hours in the
Service Charge

3,060

25% growth vs 2017

Additional Care &
Support Hours

14,300

(1,800 more than 2017)

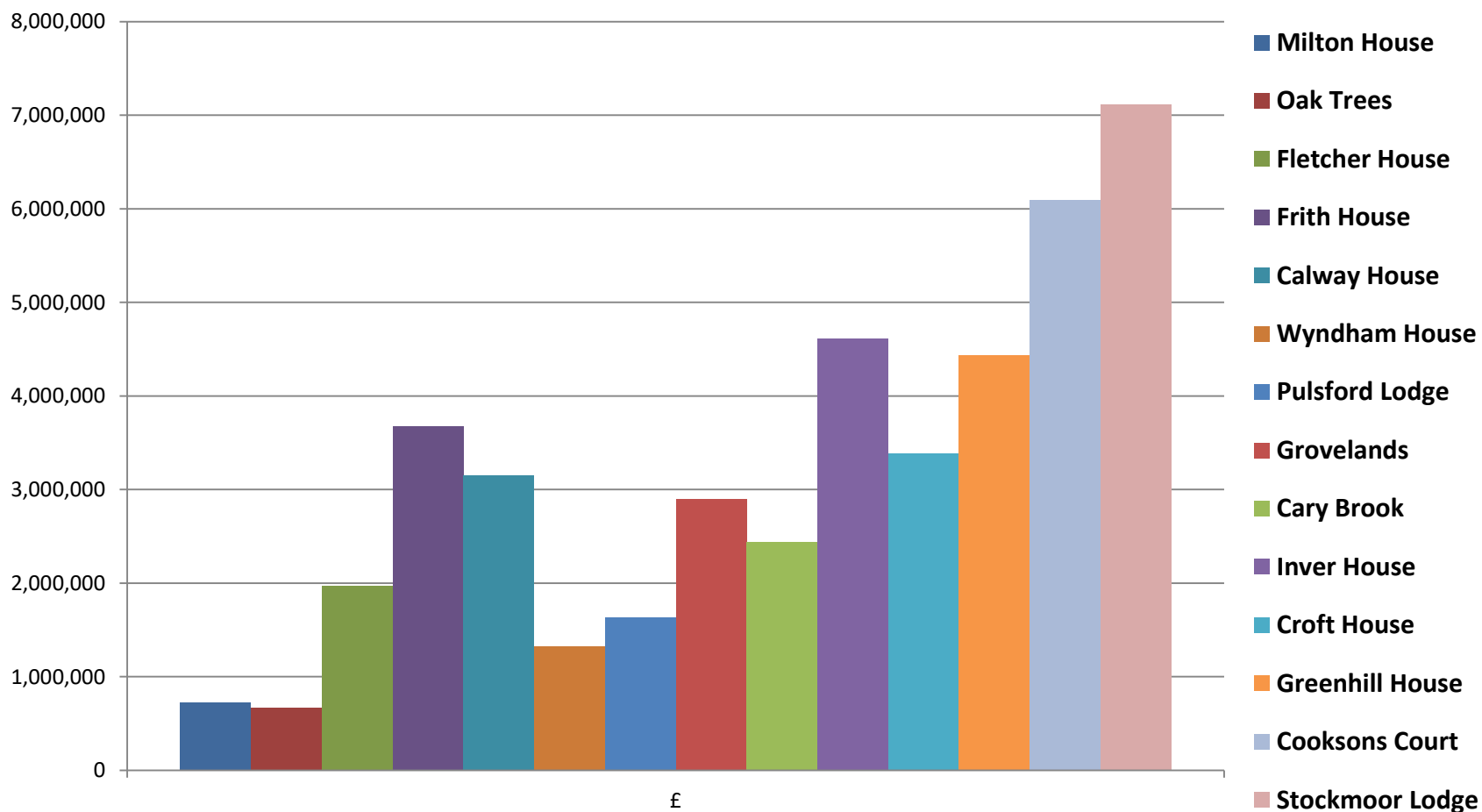
Meals Delivered



Care Homes



£44m Investment Care Home Development since 2002 (£75m all homes in 27 years)





Care homes



- 28 care homes
- 1531 beds
- Registered for nursing, dementia, residential care
 - Intermediate care in collaboration with NHS
 - Low to advanced dementia care
 - Frailty
 - End-of-life care



Care homes



- Technology enabled
 - Digital care records for 22 years
 - Electronic medicines management system for 8 years
 - Acoustic monitoring
 - Assistive technology
 - Currently trialling social robots
 - Technology solutions for residents too

Stockmoor Lodge opened 15 March 2017

Occupancy 90%







Mission

To enhance quality of life
and promote independence
of older and disabled people



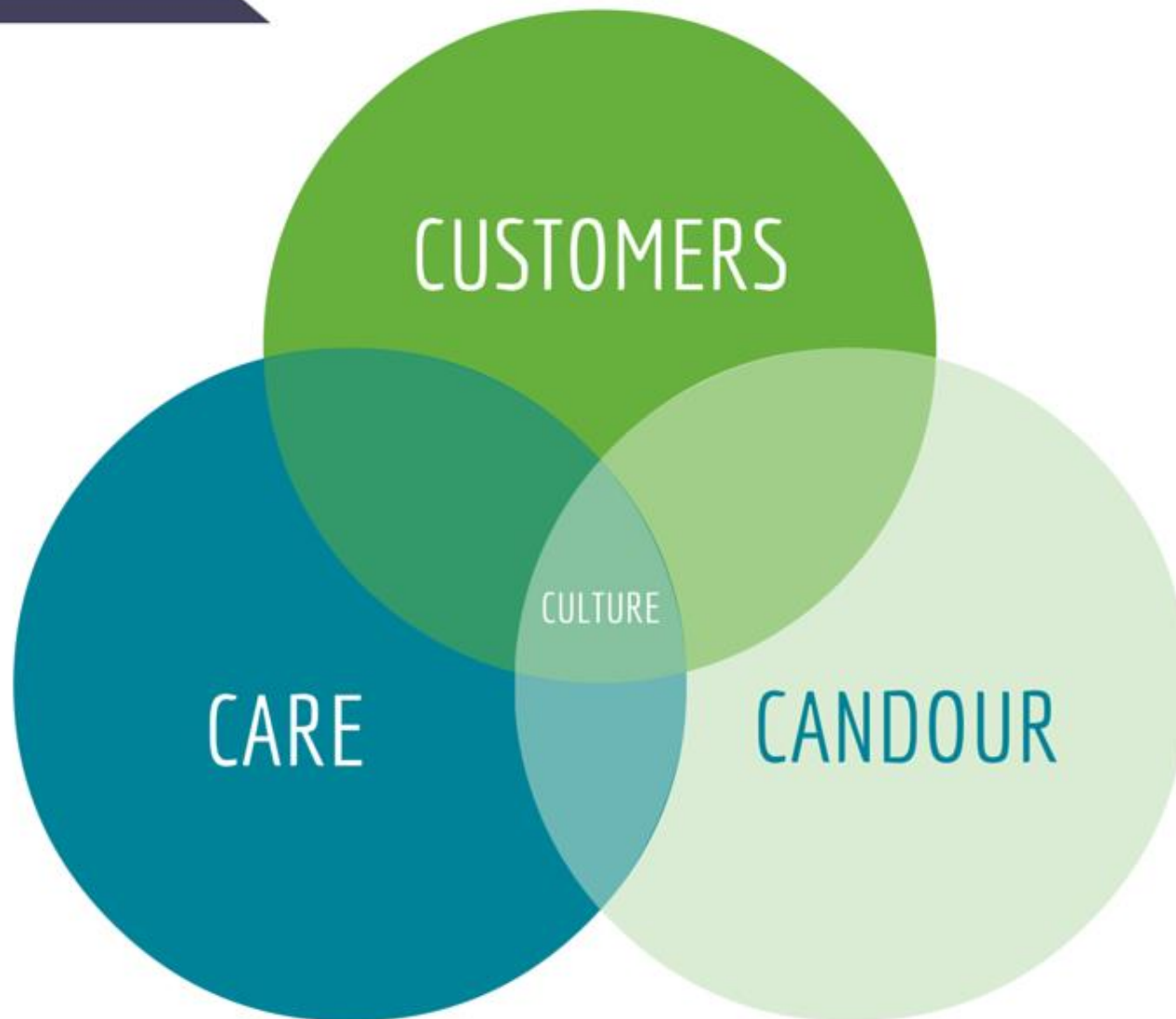


Vision



To lead the market in high quality, evidence-based lifestyle support and care, through research, innovation and outstanding customer focus





CQC ratings of largest 20 homecare providers by revenue

Rank	Provider	% good or outstanding
1	Alternative Futures	100%
=	Marie Curie	100%
=	Helping Hands	100%
=	Somerset Care	100%
=	Hft	100%
6	Mencap	98%
7	Bluebird Care	94%
8	Turning Point	93%
9	Voyage Care	93%
10	Leonard Cheshire Disability	89%
11	Lifeways	89%
12	Housing & Care 21	86%
13	City & County Healthcare	77%
14	Allied Healthcare	75%
15	Mears	71%
16	Carewatch	70%
17	Sevacare UK	69%
18	MiHomecare (MITIE Group)	62%
19	Community Integrated Care	50%
20	Direct Health	50%

NOTES * APRIL 2016

1 INCLUDES ADULTS UNDER 65, BRAIN INJURY REHABILITATION, EATING DISORDERS, LEARNING DISABILITIES, MENTAL HEALTH, PHYSICALLY DISABILITIES, SENSORY IMPAIRMENT AND SUBSTANCE MISUSE

SOURCE LAINGBUISSON'S CARE MONITOR



[Search](#)[Home](#) > [Providers](#) > [Somerset Care Limited](#) > [Halcon House](#)

Halcon House

Outstanding[Sign up for alerts](#) [Share your experience](#)[Overview](#)[Inspection Summary](#)[Reports](#)[Registration Info](#)[Contact](#)

Overview and CQC Inspections

[Click for key](#) ✓ ✗ ✗ | ☆ ● ● ● ● ●**Overall
Outstanding**[Read overall
summary](#)

Safe

Good ●

Effective

Good ●

Caring

Outstanding ☆

Responsive

Outstanding ☆

Well-led

Outstanding ☆

Type of service

Residential homes

Specialisms/services

Accommodation for persons who require nursing or personal care, Physical disabilities, Caring for adults under 65 yrs



Residential Care Quality

CQC ratings of residential care home providers for older people including dementia (by beds)

Rank	Δ April 2016	Provider	# homes	% good or outstanding	% not inspected	
1	▲	10	Avery Healthcare	24	100%	21%
2	▼	-1	Sunrise Senior Living	10	100%	90%
3	▲	1	Somerset Care	21	95%	0%
4	▲	6	Quantum Care	26	92%	4%
5	▲	12	B & M Care	25	91%	8%
6	▼	-3	Sanctuary Care	44	89%	0%
7	▬	0	Methodist Homes	49	83%	2%
8	▼	-4	Runwood Homes	52	83%	0%
9	▬	0	Barchester Healthcare	23	83%	0%
10	▲	2	Anchor	121	81%	8%
11	▼	-3	Abbeyfield Society	62	81%	8%
12	▲	8	Care UK	19	79%	0%
13	▲	3	Orders of St John Care Trust	40	77%	3%
14	▬	0	Four Seasons Health Care	49	73%	0%
15	▬	0	Minster Care	42	71%	67%
16	▼	-10	HC-One	72	68%	6%
17		New entry	Bupa Care Homes	19	64%	26%
18	▼	-1	Orchard Care Homes	31	63%	3%
19	▲	1	Larchwood Care	29	52%	0%
20		New entry	Ideal CareHomes	16	31%	0%





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Somerset Care



- Company formed in 1991 when Somerset County Council decided to outsource provision of adult social care
- Not-for-profit social enterprise – all surpluses re-invested in the business
- All care homes and home care services formerly operated by SCC transferred to Somerset Care Ltd



Somerset Care 1991

Not-for-Profit
Home care and Care homes





Phase 1

Home care as a
“Cottage industry”



Somerset Care 1991



- In 1991, we delivered c. 4000 hours per week of state-funded home care in Somerset
- 26 care homes in Somerset
- Home care teams were located in c. 20 of our care homes – small, local, personal
- Home care staff sometimes worked shifts in our care homes and vice versa



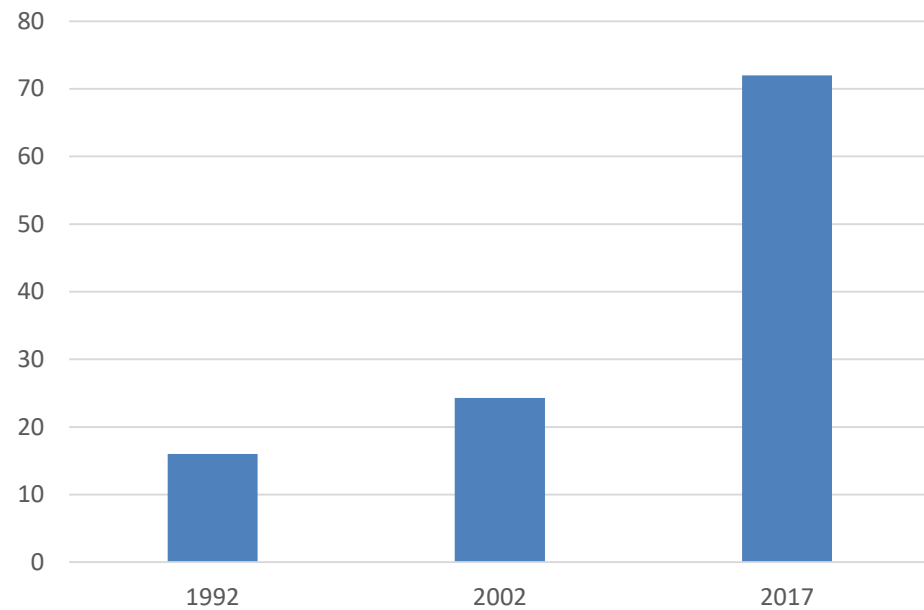


Somerset Care 1991-2018

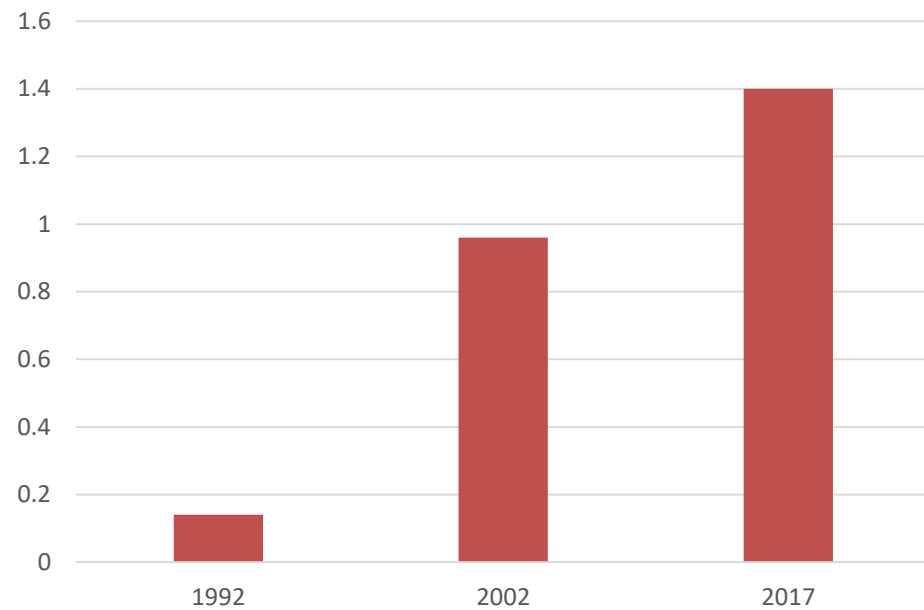


Over time, the business grew
and spread geographically

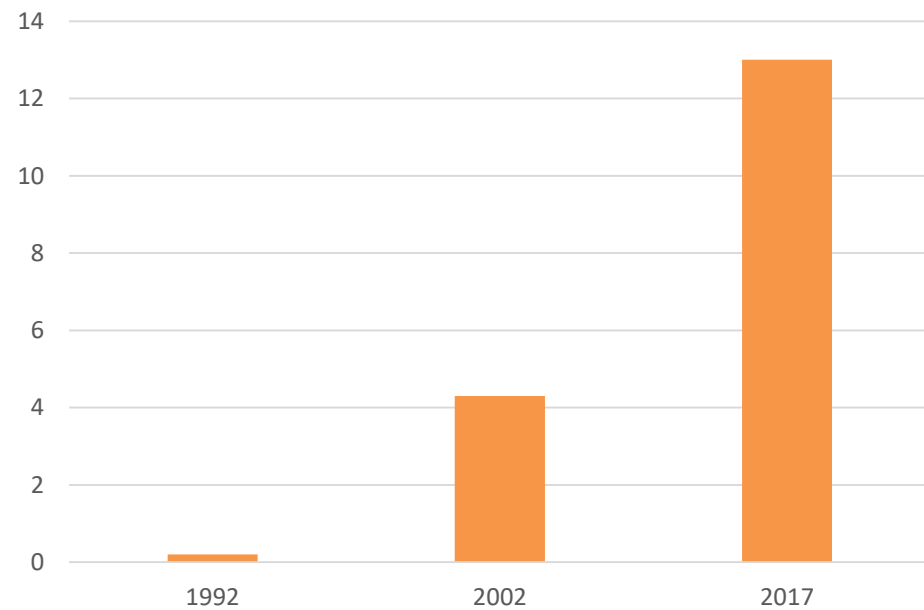
Income £m



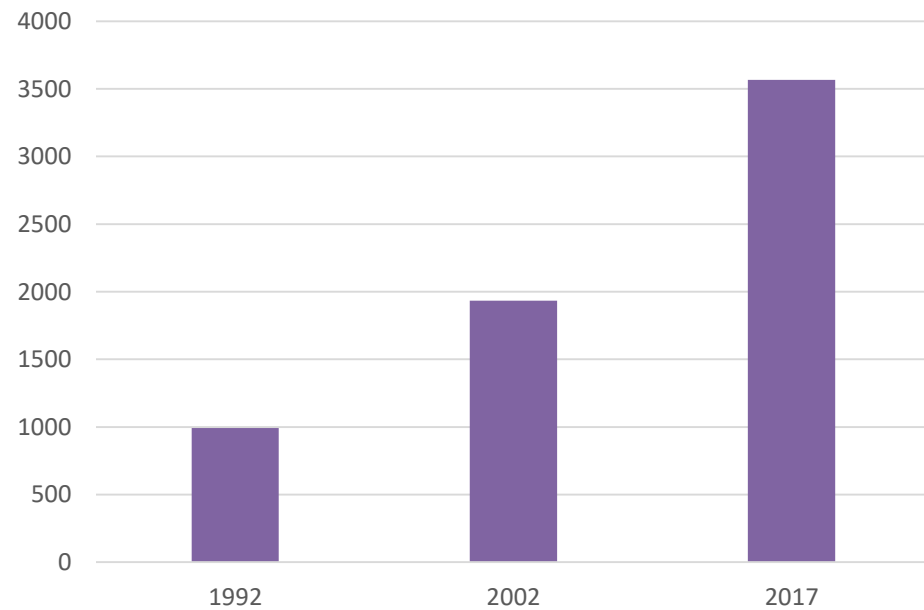
Profit after tax £m



Assets £m



Staff





Somerset Care 2010/11



- By 2010/11, we were delivering **40,000** hours per week of state-funded home care in Somerset, Devon, Dorset, Wiltshire, BANES, Gloucestershire, Hampshire, Surrey and Isle of Wight
- We had care homes in Somerset, Gloucestershire and Isle of Wight but not in other counties
- We thus could not co-locate home care with care homes everywhere
- Scale of operation and nature of contracts led the company to organising home care differently



Phase 2

The “industrialisation”
of home care

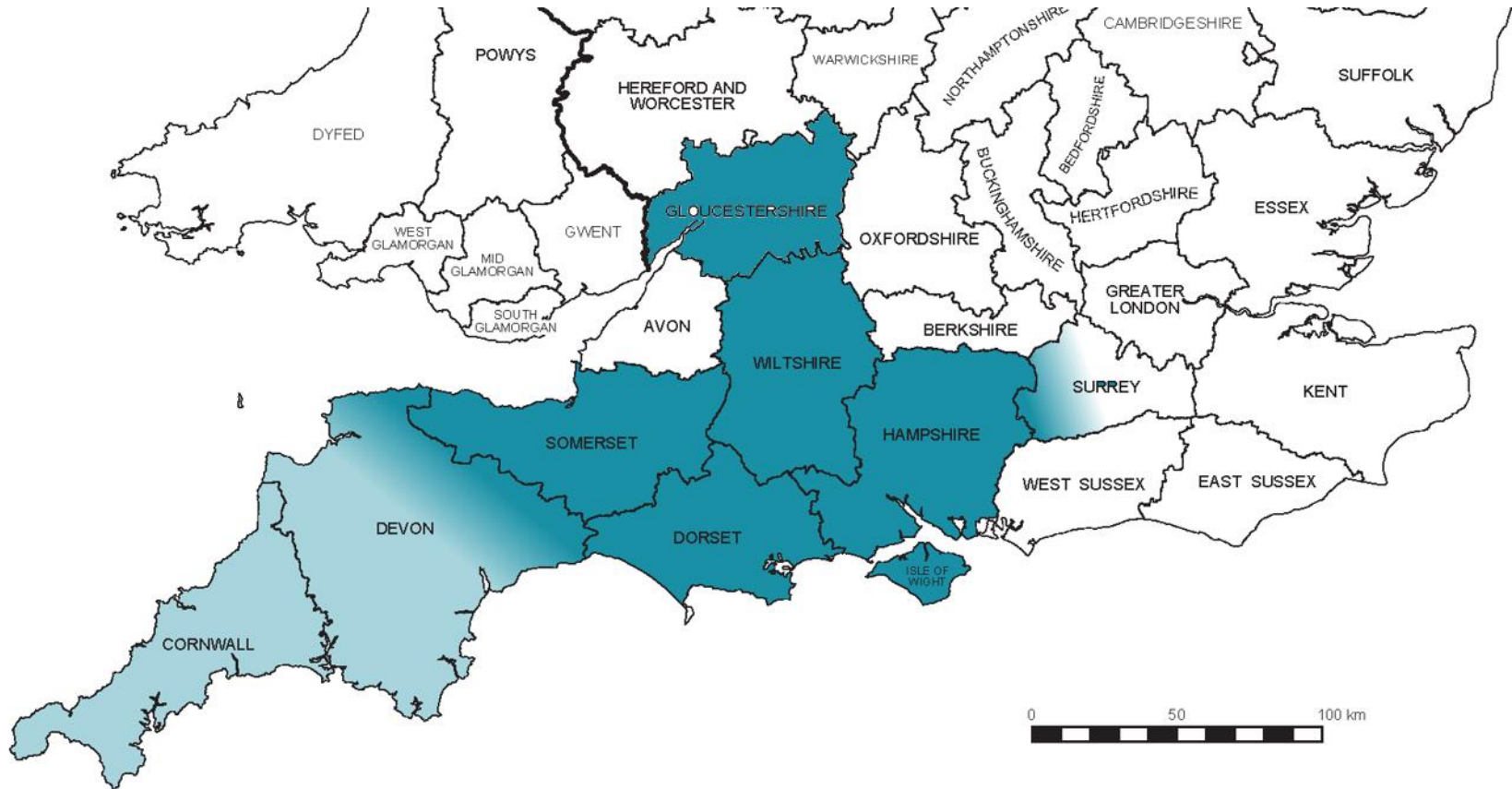


Somerset Care 2011

The Somerset Care Group

Not-for-Profit

Home care, Supported living, Housing with Care, Care homes, Training





“Industrialisation” of home care delivery



- Home care moved from being co-located with our care homes to being managed from a number of branch offices in our areas of operation
- Centralisation of scheduling
- Greater management structure
- Implementation of systems
- Large scale local authority contracts
- Each branch delivering 4000-5000 hours per week each over wide geographical areas





“Industrialisation” of home care delivery



- Most local authority contracts are high volume and commissioned by time and task, so hard to deliver personalised services
- Social workers dictate call timings, so hard for providers to manage supply and demand effectively
- Quality suffers
- Staff turnover increases
- Customer satisfaction declines





Somerset Care 2010-2018



Government austerity policies
hit UK home care badly
Fee rates squeezed

Council budgets cut

49.1%

real-terms reduction in government funding for local authorities, 2010-11 to 2017-18

28.6%

real-terms reduction in local authorities' spending power (government funding plus council tax), 2010-11 to 2017-18

1

number of authorities since 2010-11 where a section 114 notice has been issued that indicates they are at risk of spending more than the resources they have available

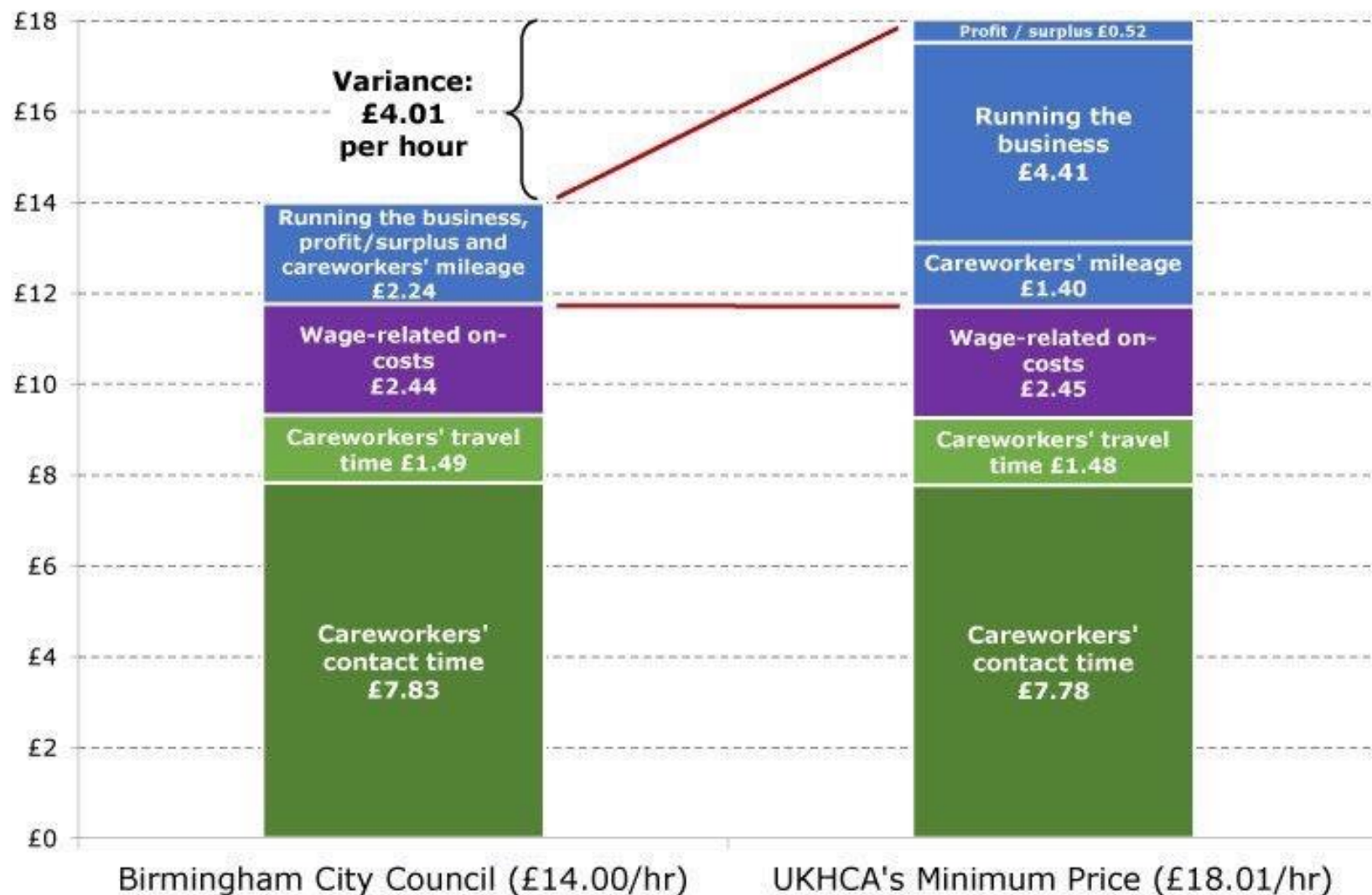
3.0%

real-terms reduction in local authority spending on social care services, 2010-11 to 2016-17

08.03.18 LOCAL POWER

COUNTY COUNCILS IN CRISIS: THREE MORE NAMED AS SHOWING SIGNS OF FINANCIAL DISTRESS

“This has to be a wake-up call”, says local government expert



Comparison between UKHCA's Minimum Price for Homecare (Version 5.1) and the likely distribution of costs in Birmingham City Council's proposed rate for homecare services. Diagram produced by UKHCA for illustration purposes only. February 2018.



Strategy for Home Care 2016-now



- Attempted to negotiate increased fee rates for local authority home care contracts
- Handed back loss-making contracts
- Developed new models of home care delivery for self-funder market
 - Local authorities are funding fewer people
 - More people having to pay for their own home care
 - Population of over 85's increasing exponentially
 - Return to “small, local, personal” approach, linked to care homes - **Willows**
 - Continue to grow our JV in home care for retirement living – **YLMS**
 - Focus on outcomes



Phase 3

“Customer and relationship”
driven home care
focused on outcomes
enabled by technology





YourLife Management Services



- In 2010, we created a Joint Venture with McCarthy and Stone, the largest provider of retirement living properties with 70 per cent market share - YourLife Management Services
- Provision of regulated home care into McCarthy and Stone Retirement Living Plus developments nationally
- 100 per cent private home care market
- First YLMS development opened in Bournemouth in 2010
- Rapid growth – 126 developments open by August 2020

Housing with Care JV - YLMS

82 (AUG-18)

RLP DEVELOPMENTS

↑ 98% from FY15

1,200

STAFF

↑ 98% from FY15

140,000

ADDITIONAL HOURS
DELIVERED





The
Somerset
Care Group

McCarthy & Stone



Great NHBC Survey Results from our Homeowners

YourLife
Care and Management

95.6%

93.5% in 2016/17

Homeowners
would
recommend us

91.5%

87.6% in 2016/17

Homeowner
quality of life has
improved

98%

Satisfaction With
Estate Managers and
services received



Somerset Care Home Care



- In 2018, we are delivering:
 - c. **13,000** hours pw of state-funded home care and
 - c. **1000** hours pw privately-funded home care in Somerset, BANES, Wiltshire via SCL - **Willows**
 - c. **26,660** hours pw of private-funded home care via our JV with McCarthy & Stone - **YLMS**



Leading the way in care

an innovative approach to care in Somerset





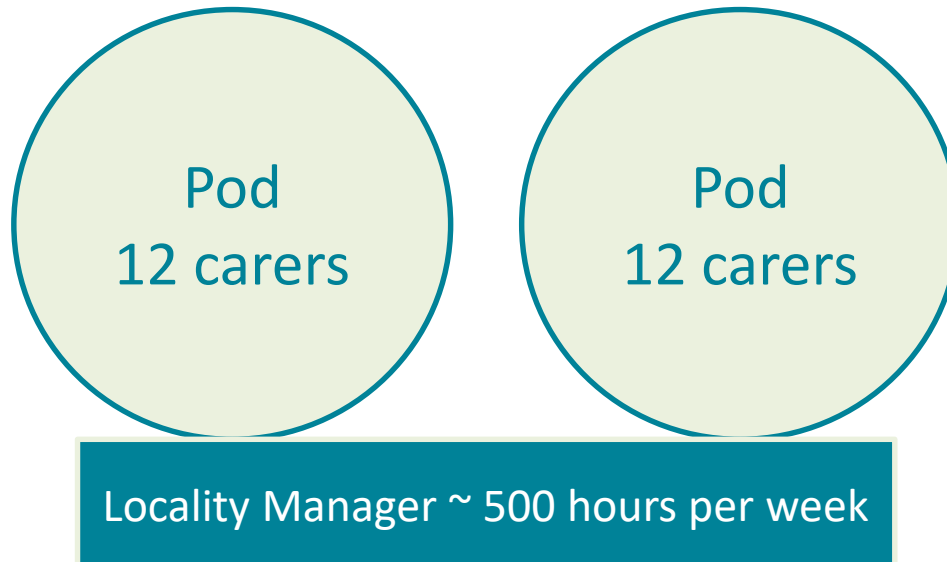
- New service aimed at self-funder market
- Pilot started in Nov 2016, started in earnest in 2017, further changes implemented in Feb 2018
- Designed after listening to staff and customers about what works and what doesn't in home care
- Full circle back to small, local, personal
- Home care teams are once again linked to our care homes and rooted in their communities
- Teams are self-managing, enabled by technology solutions



- Teams or “pods” composed of up to 12 carers
- 1 pod delivers c. 250 hours home care per week
- Locality Manager oversees up to 2 pods and helps with business growth
- To grow, we replicate pods in new areas
- CQC Registered Manager will be responsible for c. 20 pods (5000 hours per week)



Basic unit



Pod
12 carers

Pod
12 carers

Pod
12 carers

Pod
12 carers

Locality Manager ~ 500 hours pw

Locality Manager ~ 500 hours pw

Registered Manager
~ 5000 hours per
week

Pod
12 carers

Pod
12 carers

Pod
12 carers

Pod
12 carers

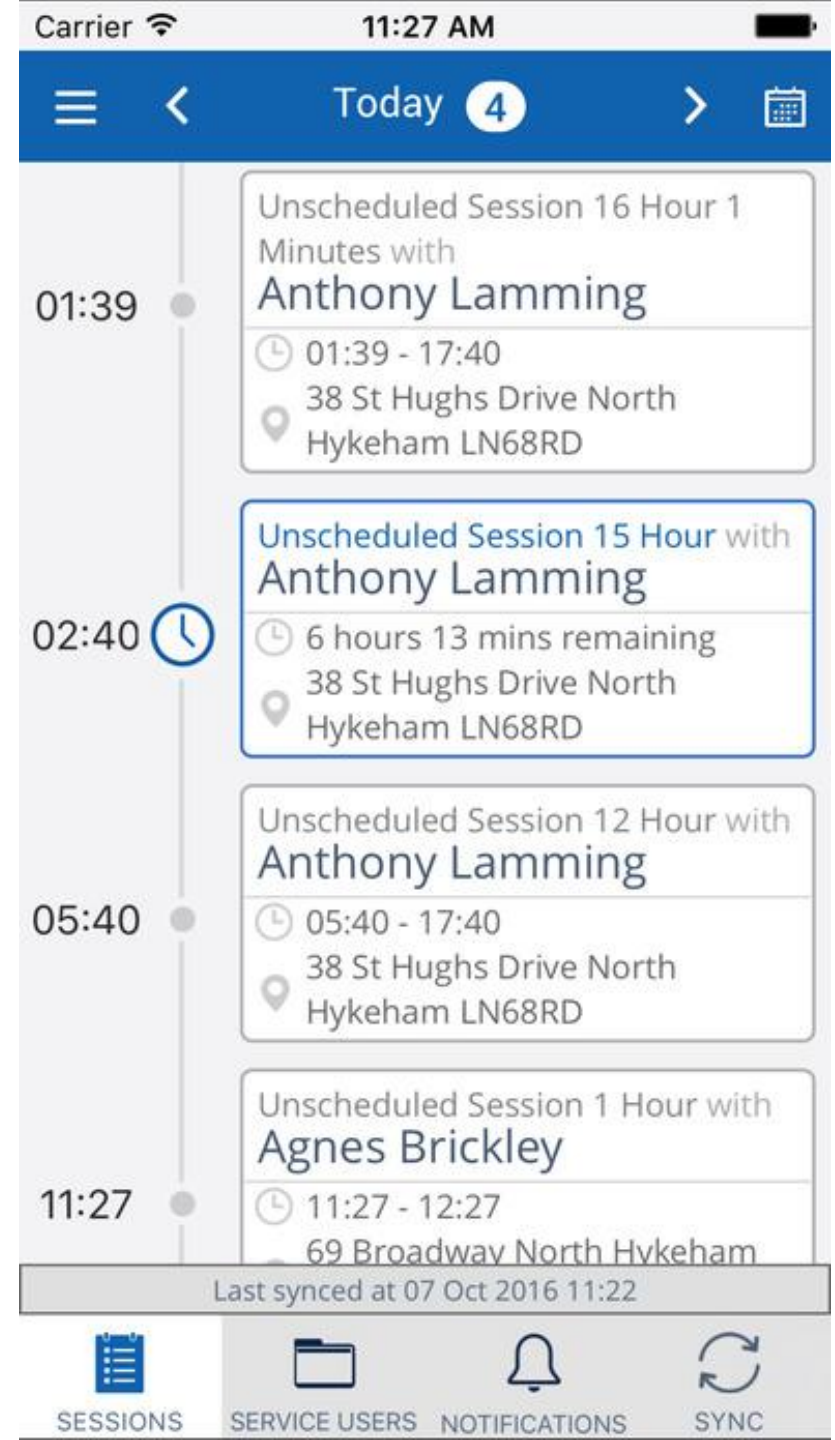
Locality Manager ~ 500 hours pw

Locality Manager ~ 500 hours pw





- Technology enables the Willows way of working
- Cloud-based mobile app called Mobizio
- Every carer is given a smartphone
- Mobizio is integrated with our staff roster, so rotas are synchronised in real-time
- Care planning done electronically, so complete transparency in real-time
- GPS enables location detection – safety for lone-working carers
- Easy for carers to communicate with each other
- Numerous safety features
- Easy reporting





CASE DETAILS >



RAS ASSESSMENT >



RISK ASSESSMENT >



CHC ASSESSMENT >



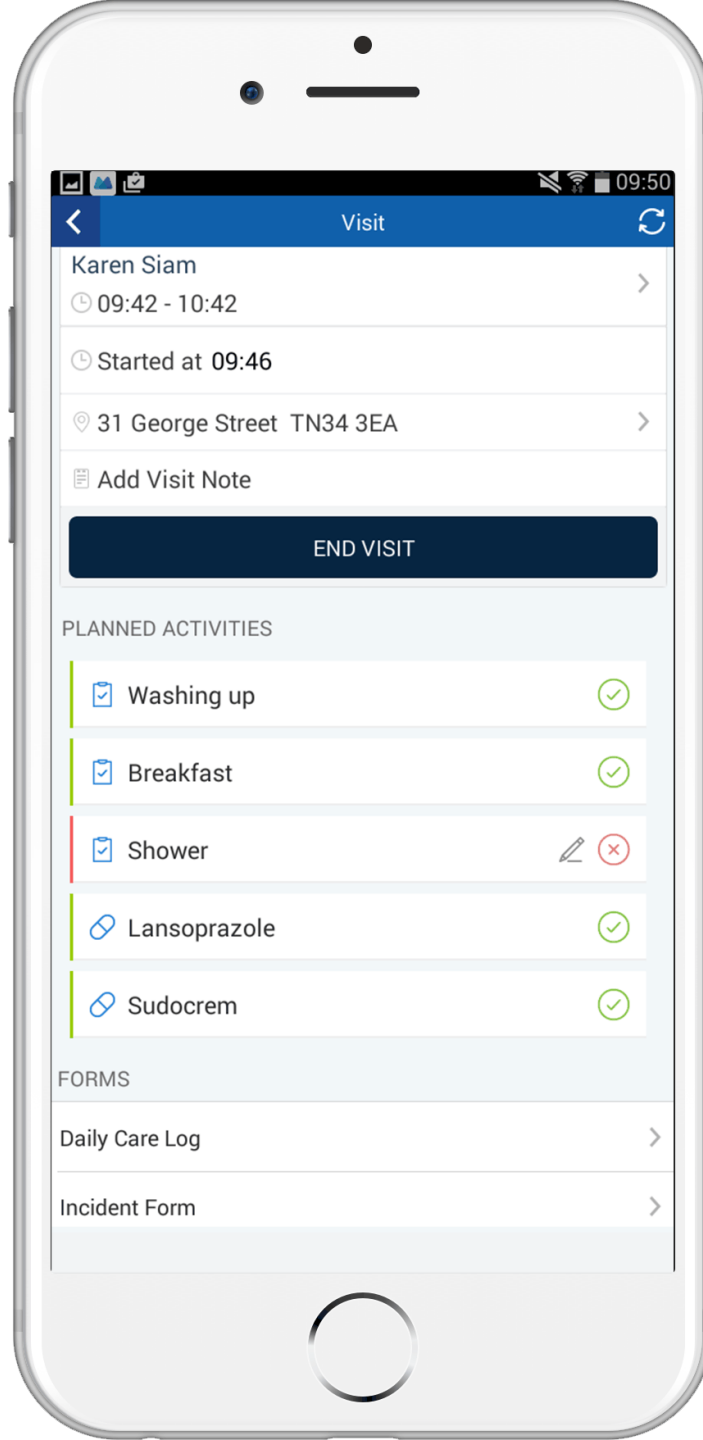
HEALTH SCREENING >



SOCIAL INCLUSION >



CUSTOMER SATISFACTION >



Search Customers

Thursday, Sep 08, 2016

Active Visits

All Branches



11 am

12 pm

1 pm

2 pm

3 pm

4 pm

5 pm

6 pm

7 pm

8 pm

9 pm

10 pm

Albert Chips (Old)

Paul Patarou
11:45 - 12:45

Karen Siam

Paul Patarou
13:30 - 14:30

Amardeep Singh

DATE: 08/Sep/2016 SCHEDULED TIME: 13:30 - 14:30 ACTUAL TIME: 12:23 - 12:32

Karen Siam

COMPLETED BY

ID PSM1473331553717

Paul Patarou

Karen was fine took medication but did not want to shower

Sian Jones

James Walters

PM Visit

PM Visit

Crocine



Increased Mobility



Shower Declined



Karen did not want a shower

Ravi Kavi

Jenny Phillips

Ivy Williams

Andrew Rowley
11:30 - 12:30

Jo Spice

Hug...
13:30

Alerts

8/Sep/2016 - 8/Sep/2016

Missed Medications Only

Crocine

Amardeep Singh
18:00 - 00:00
08/Sep/2016
Outstanding

Sudocrem

Amardeep Singh
18:00 - 00:00
08/Sep/2016
Outstanding

Sudocrem

Albert Chips
15:30 - 16:00
08/Sep/2016
Outstanding

Allopurinol

Albert Chips
12:00 - 13:00
08/Sep/2016
Outstanding

Sudocrem

Ann Davis
11:30 - 11:45
08/Sep/2016



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Lessons learnt



- Small is beautiful in home care
- If you scale, do it by replicating small, local self-managing teams, not by creating large “factories” with wide geographic spread
- Quality and efficiency improves
- Care staff are happier



Lessons learnt



- Listen to customers and staff to understand what they want and need
- Focus on quality and outcomes
- At present, it's easier to deliver personal-led care to self-funders than to those who are state-funded, due to the way the latter is commissioned – this needs to change



Lessons learnt



- Build relationships
 - with customers
 - with families
 - with local communities
 - with staff
 - word of mouth is the most effective way to grow





Lessons learnt



- Technology solutions help to improve transparency, quality and efficiency
- Relationships are more important than technology in home care



Lessons learnt



- Do not subsidise the state by operating at a loss
 - Try to re-negotiate fee rates
 - If you fail, hand back contracts
- In the end, bidding for loss-making contracts helps nobody



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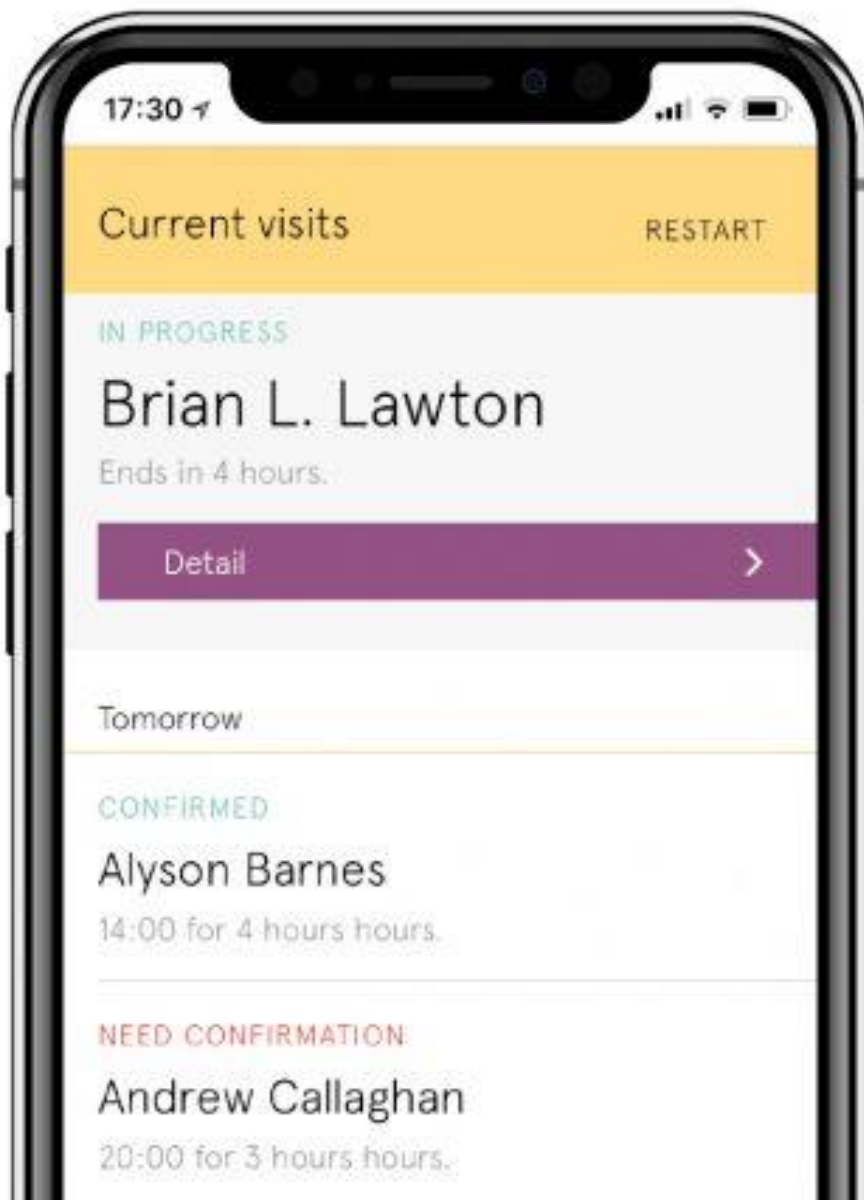
Plans



- Grow Willows nationally by partnering with retirement living developments in McCarthy & Stone and First Port
- Continue to grow YLMS
- Work with LA commissioners to develop outcome-based approaches to home care and to ensure sustainable funding
- Evaluate new technology developments in home care, e.g., virtual reality, robots, AI









Somerset Care


The
Somerset
Care Group



Dr Jane Townson

Chief Executive, Somerset Care Group

www.somersetcare.co.uk



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