Provision of Nursing Homes and Home Care

Dr Jane Townson
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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• Lessons learnt

• Plans for the future
Somerset Care 2018
Not-for-Profit
Home care, Supported living, Housing with Care, Care homes, Training
Somerset Care 2018
Not-for-Profit
Home care, Supported living, Housing with Care, Care homes, Training

Somerset Care Group

Somerset Care Ltd
Care homes
Home Care
Supported Living

Somerset Care Support Services
Acacia Facilities Management
Acacia Training and Development

McCarthy & Stone

JV

YLMS
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
Realise... your independence
• 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 & CARE 21**: 5952 units
- **YOURLIFE (MCCARTHY & STONE/SOMERSET CARE)**: 4066 units
- **EXTRA CARE CHARITABLE TRUST**: 3954 units
- **HANOVER**: 2703 units
- **ANCHOR**: 1891 units
- **YOUR HOUSING GROUP**: 1764 units
- **MHA**: 1749 units
- **SANCTUARY EXTRA CARE**: 1651 units
Housing with Care JV - YLMS

**Services – Every Week We Provide**

- **23,600**
  - Hours in the Service Charge
  - 16% growth vs 2017

- **3,060**
  - Additional Care & Support Hours
  - 25% growth vs 2017

- **14,300**
  - Meals Delivered
  - (1,800 more than 2017)
Care Homes
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
To lead the market in high quality, evidence-based lifestyle support and care, through research, innovation and outstanding customer focus
RAISING THE BAR

CUSTOMERS

CULTURE

CANDOUR

CARE
## CQC ratings of largest 20 homecare providers by revenue

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

**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
Overview and CQC Inspections

Overall Outstanding

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

Read overall summary
# Residential Care Quality

<table>
<thead>
<tr>
<th>Rank</th>
<th>Δ April 2016</th>
<th>Provider</th>
<th># homes</th>
<th>% good or outstanding</th>
<th>% not inspected</th>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td>Avery Healthcare</td>
<td>24</td>
<td>100%</td>
<td>21%</td>
</tr>
<tr>
<td>2</td>
<td>-1</td>
<td>Sunrise Senior Living</td>
<td>10</td>
<td>100%</td>
<td>90%</td>
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<tr>
<td>3</td>
<td>1</td>
<td>Somerset Care</td>
<td>21</td>
<td>95%</td>
<td>0%</td>
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<tr>
<td>4</td>
<td>6</td>
<td>Quantum Care</td>
<td>26</td>
<td>92%</td>
<td>4%</td>
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<tr>
<td>5</td>
<td>12</td>
<td>B &amp; M Care</td>
<td>25</td>
<td>91%</td>
<td>8%</td>
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<tr>
<td>6</td>
<td>-3</td>
<td>Sanctuary Care</td>
<td>44</td>
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<tr>
<td>7</td>
<td>-</td>
<td>Methodist Homes</td>
<td>49</td>
<td>83%</td>
<td>2%</td>
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<tr>
<td>8</td>
<td>-4</td>
<td>Runwood Homes</td>
<td>52</td>
<td>83%</td>
<td>0%</td>
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<tr>
<td>9</td>
<td>-</td>
<td>Barchester Healthcare</td>
<td>23</td>
<td>83%</td>
<td>0%</td>
</tr>
<tr>
<td>10</td>
<td>2</td>
<td>Anchor</td>
<td>121</td>
<td>81%</td>
<td>8%</td>
</tr>
<tr>
<td>11</td>
<td>-3</td>
<td>Abbeyfield Society</td>
<td>62</td>
<td>81%</td>
<td>8%</td>
</tr>
<tr>
<td>12</td>
<td>8</td>
<td>Care UK</td>
<td>19</td>
<td>79%</td>
<td>0%</td>
</tr>
<tr>
<td>13</td>
<td>3</td>
<td>Orders of St John Care Trust</td>
<td>40</td>
<td>77%</td>
<td>3%</td>
</tr>
<tr>
<td>14</td>
<td>0</td>
<td>Four Seasons Health Care</td>
<td>49</td>
<td>73%</td>
<td>0%</td>
</tr>
<tr>
<td>15</td>
<td>0</td>
<td>Minster Care</td>
<td>42</td>
<td>71%</td>
<td>67%</td>
</tr>
<tr>
<td>16</td>
<td>-10</td>
<td>HC-One</td>
<td>72</td>
<td>68%</td>
<td>6%</td>
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<tr>
<td>17</td>
<td>New entry</td>
<td>Bupa Care Homes</td>
<td>19</td>
<td>64%</td>
<td>26%</td>
</tr>
<tr>
<td>18</td>
<td>-1</td>
<td>Orchard Care Homes</td>
<td>31</td>
<td>63%</td>
<td>3%</td>
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<tr>
<td>19</td>
<td>1</td>
<td>Larchwood Care</td>
<td>29</td>
<td>52%</td>
<td>0%</td>
</tr>
<tr>
<td>20</td>
<td>New entry</td>
<td>Ideal Care Homes</td>
<td>16</td>
<td>31%</td>
<td>0%</td>
</tr>
</tbody>
</table>
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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”
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
Over time, the business grew and spread geographically
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
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
£12bn more cuts, £120bn tax dodged, AUSTERITY IS A LIE
Somerset Care 2010-2018

Government austerity policies hit UK home care badly

Fee rates squeezed
### Council budgets cut

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>49.1%</td>
<td>Real-terms reduction in government funding for local authorities, 2010-11 to 2017-18</td>
</tr>
<tr>
<td>28.6%</td>
<td>Real-terms reduction in local authorities' spending power (government funding plus council tax), 2010-11 to 2017-18</td>
</tr>
<tr>
<td>3.0%</td>
<td>Real-terms reduction in local authority spending on social care services, 2010-11 to 2016-17</td>
</tr>
<tr>
<td>1</td>
<td>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</td>
</tr>
</tbody>
</table>
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
• 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, up 98% from FY15
- **1,200** STAFF, up 98% from FY15
- **140,000** ADDITIONAL HOURS DELIVERED

<table>
<thead>
<tr>
<th>Year</th>
<th>RLP Developments</th>
<th>Staff</th>
<th>Additional Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>44</td>
<td>616</td>
<td>65,000</td>
</tr>
<tr>
<td>2016</td>
<td>55</td>
<td>770</td>
<td>120,000</td>
</tr>
<tr>
<td>2017</td>
<td>63</td>
<td>882</td>
<td>91,000</td>
</tr>
<tr>
<td>2018</td>
<td>82</td>
<td>1,148</td>
<td>140,000</td>
</tr>
</tbody>
</table>
Great NHBC Survey Results from our Homeowners...

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
• 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)
Willows

Basic unit

Pod 12 carers

Pod 12 carers

Locality Manager ~ 500 hours per week
Registered Manager
~ 5000 hours per week
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
Paul Patarou

Kare was fine took medication but did not want to shower

PM Visit

Crocin
Increased Mobility
Shower
Declined

Karen did not want a shower

Alerts
Missed Medications Only

Crocin
Amardeep Singh
18:00 - 0000
08/Sept/2016
Outstanding

Sudocrem
Amardeep Singh
18:00 - 0000
08/Sept/2016
Outstanding

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

Allpurinol
Albert Chips
11:30 - 11:45
08/Sept/2016
Outstanding
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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 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
Current visits

IN PROGRESS

Brian L. Lawton
Ends in 4 hours.

Detail

Tomorrow

CONFIRMED

Alyson Barnes
14:00 for 4 hours.

NEED CONFIRMATION

Andrew Callaghan
20:00 for 3 hours.

Martha (Cera Care) >

Just now

Hello

Hi. I am Martha from Cera Care. I am here to help you with questions about caring for your client.

My client is not taking their pills today

Which client is refusing their medication?

Type a message...
Dr Jane Townson
Chief Executive, Somerset Care Group

www.somersetcare.co.uk

@drjanetownson