



Department
of Health &
Social Care

Market Sustainability and Improvement Fund 2023 to 2024 - Capacity Plan Template

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Please use this template to complete the capacity plan as part of the Market Sustainability and Improvement Fund.

Local authorities must complete all sections of this form.

Templates should be returned to msifcorrespondence@dhsc.gov.uk.

Deadline for submission of capacity plans - 30 June 2023.

Section 1: Capacity for winter 2022 to 2023

Please detail what measures were put in place during winter 2022 to 2023 to ensure sufficient capacity across your social care markets, and an assessment of how successful these measures were. (500 words maximum)

In 2022 Dudley council introduced an in-year uplift for the domiciliary care market to support sustainability in line with Fair Cost of Care activity and for increased winter capacity.

Dudley council worked with Dudley Integrated Health Care Trust to develop new Discharge to Assess blocks that were organised around 5 geographic areas within the borough. The blocks were designed to ensure rapid and efficient hospital discharge flow. The blocks set out a pathway and were organised by commissioners in partnership with the councils Urgent Care Team and the domiciliary care market. Initially delivering 3 discharges per day over 7 days and supported by therapists, people were supported to access any therapy required and or equipment and reviewed within 28 days.

This programme went live at the end of November 2022 and was increased to 5 discharges per day and extended to the end of June 2023. This is still the model we use for 3 discharges per day via spot contacts to the whole of the market.

The model is extremely successful and has delivered positive outcomes and flow to the point where the market has been requesting more referrals. This has also reduced length of stay in the hospital and further development will continue.

At the start of winter, we commissioned bridging beds in case we could not support people to be discharged home with care but the success of Pathway 1 activity and the discharge to assess blocks meant these beds were no longer needed. Pathway 3 beds continued to be commissioned throughout the winter and the rest of the year.

Section 2: Current capacity

Please provide an assessment of any current capacity gaps within your markets for a) long term nursing care, b) long term residential and c) long term community care (split into Homecare, Extra Care and Supported Living). Please include details on what the required capacity is, the available capacity in the market, and the level of capacity that is currently affordable. (750 words maximum)

Currently we continue to have good flow for Pathway 1 domiciliary care including reablement and are also working to retender the framework in the next 6 -12 months. For supported living we have current demand that is difficult to meet due to a lack of suitable available accommodation, we are engaging housing providers for immediate and short-term solutions. Young people as they prepare for adulthood are seeking housing and care solutions such as supported living and this is our current preferred option for people so that support enables independence rather than residential care and traditional care models. If we had sufficient accommodation, we would have sufficient care to support the growth and demand for supported living

Extra Care housing has high occupancy and there is demand for extra care housing as an alternative to residential care. There is no new capacity for extra care so people are either supported to remain in their current housing and supported by use of grants such as Disabled Facilities Grant or may end up going into residential care.

The current residential care home market is operating around 82% capacity however quality and sustainability issues are having a significant impact. Quality issues impact on capacity as homes may be suspended from new purchasing pending quality improvements. The working age adults residential care homes also struggle when capacity reduces, especially as they are generally smaller homes of around 5-7 placements. If there are no suitable referrals, they may end up closing on the basis of financial viability. We have seen a few smaller care homes for this reason. Whilst we want more people to live in their own homes if there is a shortage of alternative accommodation residential will be used until the housing supply and choice increases.

For older adults aged 65+ we have sufficient supply of residential care though costs of care are increased above contract rates.

Nursing home demand for older adults is increasing as people are living longer with more complex health needs and people being discharged from hospital may have complex need and long-term conditions that require more intensive support.

The nursing capacity is currently around 88%. There are a few nursing homes where the vacancy rates are high around 40% or more due to the fees requested by the nursing home not being affordable for the council and instances where larger nursing homes have taken the decision to close a wing of their home to ensure financial viability due to fees not meeting their business model requirements. Dudley has lost capacity of 100 nursing beds in the last 18 months due to nursing home financial viability and quality issues. Nursing care beds are in demand and use of out of area nursing homes has increased.

To summarise we have sufficient domiciliary care capacity at present but have increased demand and in sufficient choice and supply for supported living accommodation and nursing beds.

Section 3: Future capacity

Please provide an assessment of any future capacity gaps within your markets for a) long term nursing care, b) long term residential and c) long term community care with a focus on winter 2023 to 2024, as well as a detailed plan on how these capacity gaps will be addressed.

We have commissioned an assessment of housing and accommodation needs in relation to Dudley's adult social care population.

We have issued our Market Position Statement online that details our intentions for the next 5 years, where we require growth and innovation in the market. Ideally, we will ensure that we provide early help to prevent people requiring care and support and we are committed to working with communities and the voluntary sector to maximise prevention opportunities. The growth areas identified are focused on supporting people in their own homes for as long as possible and for people to be as independent as possible to lead a happy fulfilled life.

Our assessment identifies the following:

- Current use
 - we use a greater number of residential beds (55) for people 65+ than our CIPFA comparators (44). (*Prevalence rates per 100,000 population*)
 - we use less Nursing beds (16) than our comparators. (38)
 - We have fewer people with learning disabilities and or autism in residential care (12%) than our West Midlands neighbours (21%)
- Future Demand by 2038
 - c180 units of supported accommodation for people with learning disabilities and or autism
 - c30 units of supported accommodation for people with mental health needs
 - Housing for older people (retirement/ market sale and affordable rent) c400 additional units social affordable rent, c600 market sale/shared ownership
 - Housing with Care (Extra Care) c475 units social /affordable rent and c315 market sale /shared ownership
 - c25 additional affordable Residential bed spaces
 - c425 additional affordable Nursing bed spaces

We are currently exploring an extra care development that if progressed would be an alternative to residential care delivering 100 units of accommodation in the next 3 years.

Plans For 2023/24 Including Winter Plans

Continue to support the Domiciliary care market and maintain the flow and capacity achieved over the last 6+.

The Supported Accommodation Investment Prospectus that has been independently commissioned will be used to share the development needs for the Dudley. Work with the housing providers and supported living providers via forums and events to look at and encourage development options for new supported living and independent living accommodation. Review the people in existing schemes or may be able to move on to more independent living and free up capacity in existing provision.

Seek approval for the introduction of new models within the residential and nursing homes for people aged 65+ . this will include a banded assessment model that matches need to new rates for new placements and support the sustainability and viability of the residential and nursing home market.

Engagement with the market on nursing home developments, negotiate with existing providers on sustainability and affordable rates to address winter pressures and demand.

Continue to develop the reablement model following on from the success of the discharge to assess blocks via the Councils Urgent Care team and the market. Consider how the pathway may need to enhance or extend the discharge offer during winter pressures.

The plans highlighted have significant financial impacts both on the authority and providers, which will be assessed throughout to ensure the viability and sustainability is upheld. The usage of funding is critical for these plans including the market sustainability and discharge funding.