



CARE MODEL FOR EXTRA CARE IN NORFOLK

DISCUSSION PAPER
Version 1.0 Final

DATE: JULY 2018

Care model

Research identified the primary issues for all extra care stakeholder groups when considering the commissioning of care and support services, was the increasing drive towards personalisation of services, service user choice and control and transfer of risk from NCC to the service provider.

A long list of models was considered and evaluated using a set of parameters that identified the degree to which an approach exposed NCC to risks regarding central government policy direction on personalisation, central government policy direct on procurement practice, satisfying stakeholder needs (particularly in terms of service providers and the approach being attractive to them), scalability, costs and regulatory issues

Following the evaluation, it was evident that the Provider Freedom and Responsibility approach is the most appropriate approach for NCC. The key reasons for this are:

- It allows NCC to effectively balance the needs and requirements of all key stakeholders;
- it minimises the risks resulting from central government policies regarding personalisation and procurement practices;
- it minimises the regulatory risks;
- it is at the worst cost neutral to NCC although there is evidence that over the medium term it could result in cost savings to NCC due to a reduction in overheads for commissioning, running procurements and contract management.

In order for the Care Model to be implemented it will be necessary for NCC to undertake a change programme to shift care commissioning practice and increase client take-up of Direct Payments.

The long list of approaches considered:

- Status Quo, a Bundle Approach – NCC commissions block contracts, point of choice for service user is when they move into the scheme.
- Bundle with an Opt-Out – NCC commissions block contracts, point of choice for service user is when they move into the scheme although they are informed that they can opt out of the service procured.
- Fixed Flexibility – NCC commissions block contracts, point of choice for service user is when they move into the scheme and take up the service offer after assessing their other options.
- Acting Guarantor – NCC pump primes the service set up costs. It then reverts to micro commissioning approach.
- Micro Commission – NCC chooses the provider but care and support service packages are spot purchased by the council or service user.
- Provider Freedom and Responsibility – in response to demand a developer-provider partnership brings forward a market ready scheme that does not require commissioning certainty from NCC. Point of choice for service user is in moving into the scheme as a lifestyle choice using their Direct Payment (or other benefits payment mechanism) to fund.

Further supporting evidence relevant to the Solution Design is also supplied as additional evidence base documents. They include:

- Delivery Model: detailed research and options appraisal relating to the delivery method.
- Demand and extra care for Homeowners and Self-funders: detailed research, analysis and recommendations relating to the push / pull issues of demand from the population sectors who own their own homes currently and who may (or may not) self-fund their care and support services.
- Barriers report outlining the challenges to delivering ECH in Norfolk with detailed feedback from developers and those in NCC and the District Councils involved with this work.
- Extra Care Position Statement: a definition of extra care to be applied across Norfolk including its purpose, eligibility criteria and key features.