

Market Management Workshop

Supporting Operational Pressures in Commissioning

Commissioned by PCH, delivered by ARCC Consulting

January 2024

Welcome

1. Please leave your name and council in the chat 👍
2. Please post questions / thoughts in the chat
3. Slides will be shared after the session

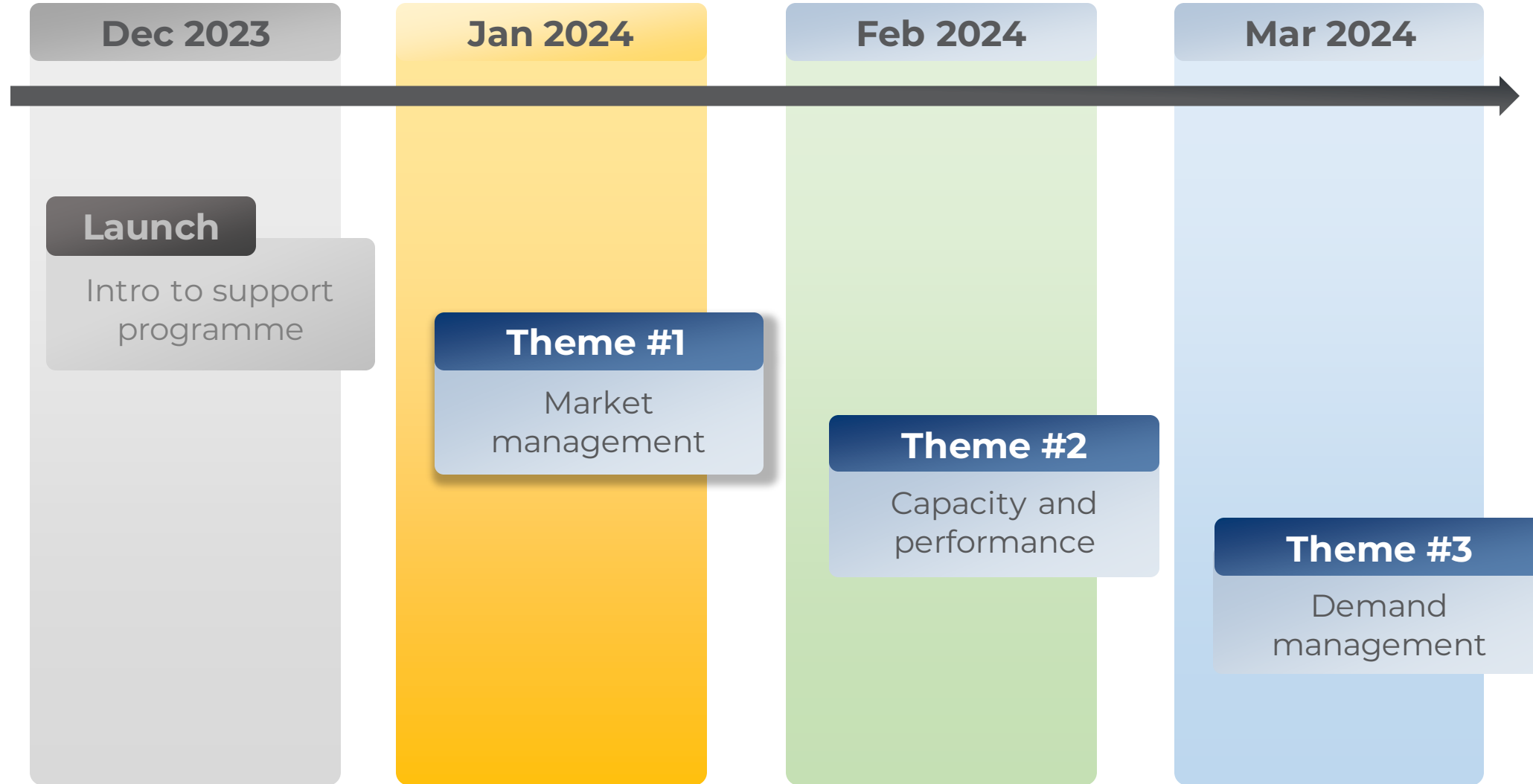




Session 1

Market Management

Timeline



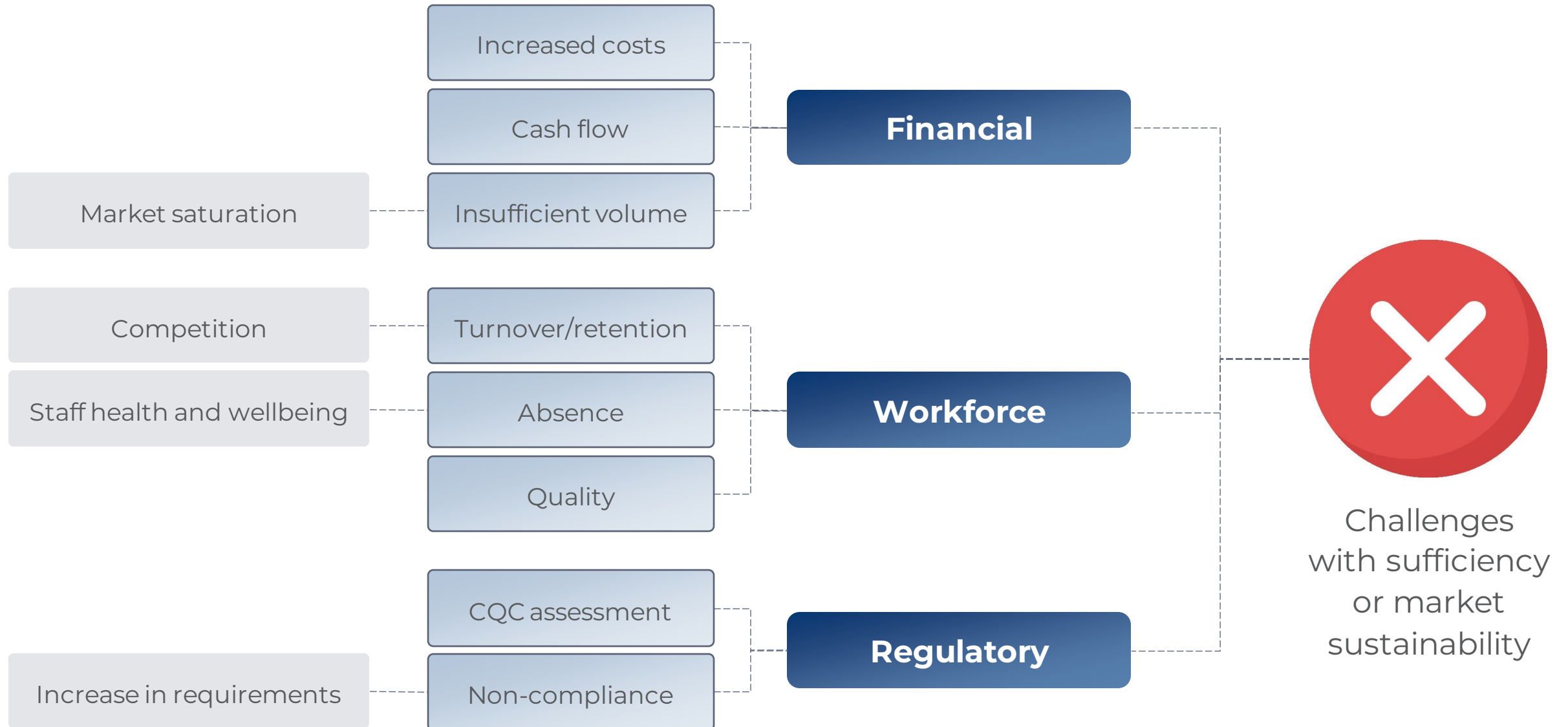
Theme 1 Market management

- 1. Market risks:** root causes for failure/issues with sufficiency
- 2. Relationship management:** building relationships, trust, what we could do better and together
- 3. Market intelligence:** factors of a well-shaped market and converting market capacity and demand data into actionable intelligence
- 4. Market opportunities:** proud to care, recruitment and workforce schemes



1 Market Risks

Understanding market risks



Discussion

- Are we always clear on the root cause of the situation we face?
- Do we have the mechanisms in place to identify risks early?
- Is there flexibility within the system to respond to demand and capacity challenges?
- Are risks underpinned by contingency planning activity?



2 Provider Relationships

- Shared challenges, responsibility and solutions
 - ❑ How do we tackle shared challenges together? What can we jointly improve?
 - ❑ Who is involved / lead / decision-maker / beneficiary?
- Respectful, reciprocal and reasonable
 - ❑ When – Ongoing throughout the year. Not last minute or after decisions made.
 - ❑ How – Specific to nature / complexity of each situation – don't start with fee uplifts!!!!
 - ❑ Who – Doesn't have to be everyone or just Care Association – e.g. training
- Focus on what we agree on and areas of mutual benefit
 - ❑ E.g. joint grant bids, energy vouchers and things that remove costs from the system



Discussion

- How does this resonate with your experience?
- How would you characterise your relationship with the market?
- Are there any lessons learned to apply to your area?
- Is there any further practical support that could be offered?

3 Using Data and Intelligence

Factors of a well-shaped market

- Wealth of data available, but do we have intelligence? (*i.e. translating 'information' to 'what does it mean in practice?'*)
- This is NOT about asking for additional data from the market – you already have enough!! Think about streamlining and combining datasets



Waiting List

The amount of time a person must wait to receive care to meet assessed needs.



Expenditure

Spend against budget, i.e. the amount we have deviated from framework rates.

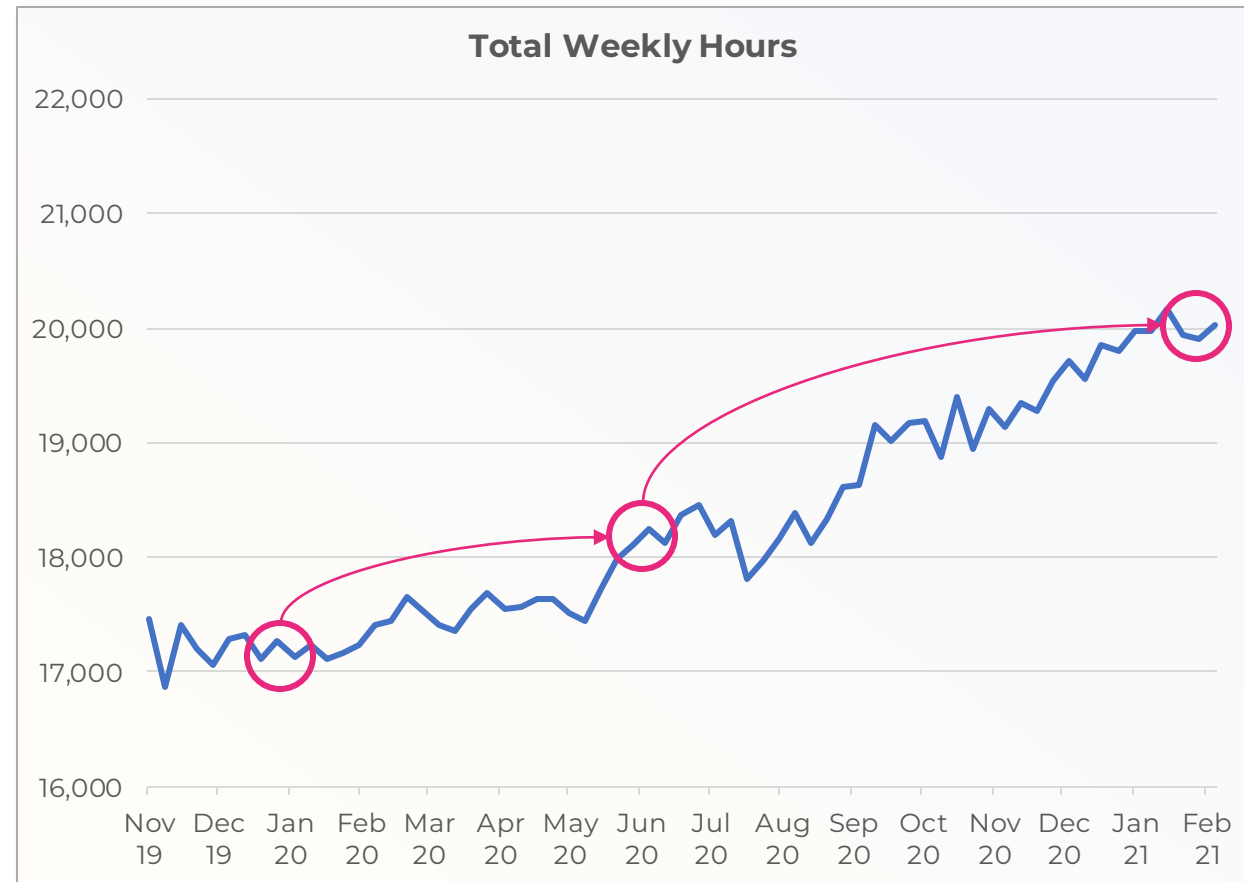
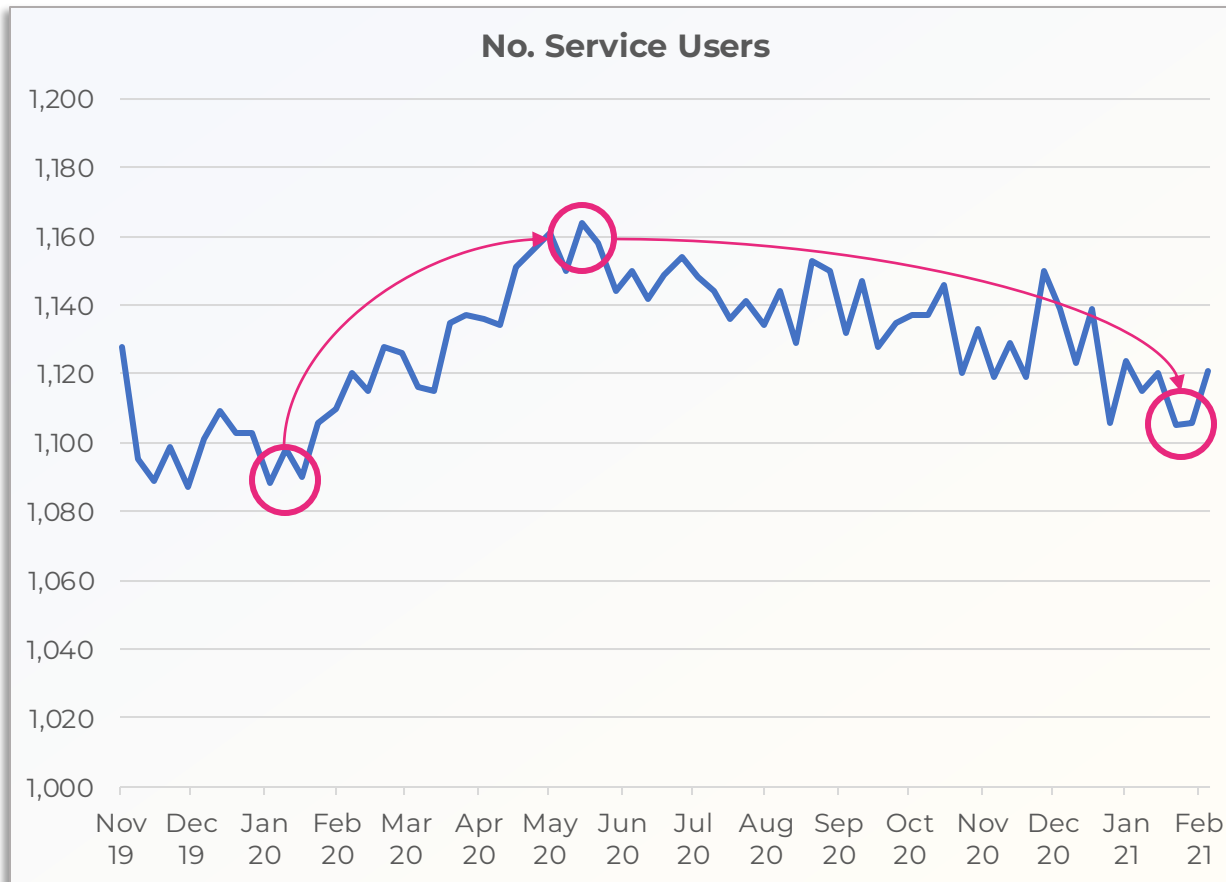


Quality

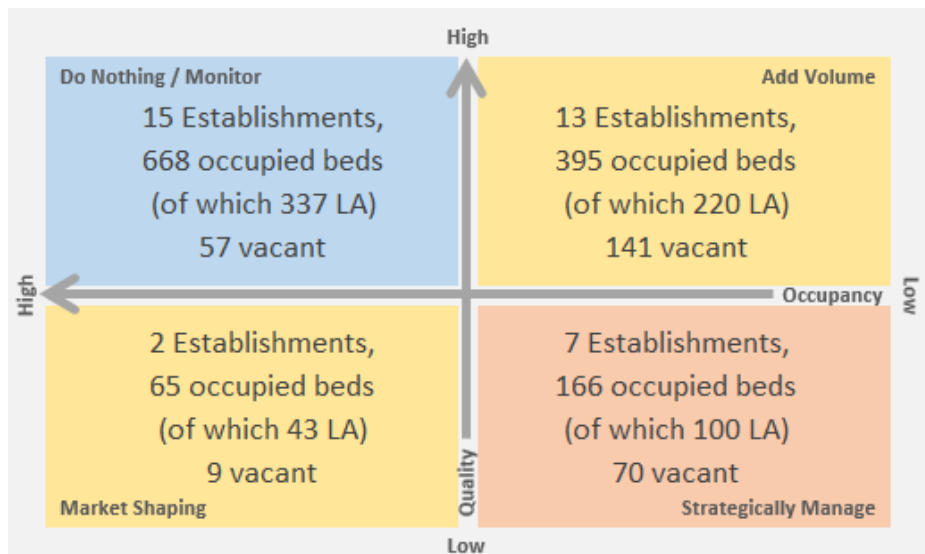
Quality of life and experience of people who utilise our services (internal/external).

Turning data into intelligence (1)

- What does our demand/supply data tell us?
- No. of people and *effort required* are not the same thing!
- We need to put all our **data in context** to understand how we are shaping our market



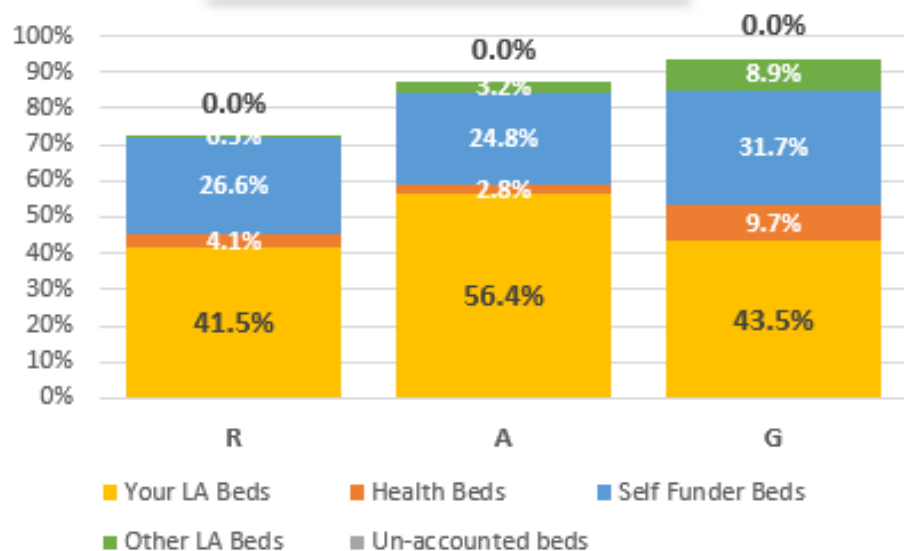
Turning data into intelligence (2)



Market shaping data observations

- 37 registered care homes for older people
- 7 care homes identified as strategically manage
- High level of vacancies
- Low levels of placements from out of area
- Third of placements are self-funded

Occupancy Breakdown



(1) Market Overview	Nursing	Res&Nurs	Residential	Other	Total
No. Establishments	0	4	33	0	37
% Beds	0.0%	19.9%	80.1%	0.0%	100%
No. Beds	0	313	1,258	0	1,571

Bed Breakdown	Total Occupied Beds (current)	0	268	1,026	0	1,294
	Your LA Beds	0	149	551	0	700
	Self Funder Beds	0	25	416	0	441
	Health Beds	0	44	48	0	92
	Other LA Beds	0	50	11	0	61
	Un-accounted for beds	0	0	0	0	0

(2) Quality & Safety	Outstanding	Good	Req Imp	Inadequate	Not Yet Inspected	Total
Improved	1	5	1	0	0	7
Declined	0	0	4	0	0	4
No Change	0	22	4	0	0	26

Discussion

- What are the questions we want answers to in our local market?
- Do you feel you have the data and intelligence you need to make decisions about your market?
- What would a well-shaped market look like?
- Is there any further practical support that could be offered?



4 Market Opportunities



Supporting the Workforce: Proud to Care

Jo Johnson, North Lincolnshire Council

Reducing barriers and encouraging recruitment

- Through consultation with providers and the workforce, we identified various retention and recruitment barriers into care sector roles including other competitive industries such as the retail sector, non-drivers, childcare, working hours and staff burn out.

Agency Hub and Induction Programme

- Enabling retired workers, NHS bank staff, or people undertaking health and social care courses to undertake paid work to suit their availability, including times such as school holidays etc.
- Since February 2023 37 people have joined the agency hub, providing 1,723 hours of additional support

Wheels2Work

- Wheels2Work North Lincolnshire is an electric moped and electric bicycle subsidised pay as you go hire scheme, with vehicles specifically allocated for care sector workers. The scheme includes all safety equipment, security locks, servicing and maintenance

Funded Childcare

- Since the commencement of the scheme over 100 parents have received support with childcare funding, for over 140 children's placements. 30 providers across the sector have staff who have accessed the scheme
- An average of 6,000 hours of childcare is now being funded per month

Health and Wellbeing Incentives

- To support the care sectors health and wellbeing, annual Normanby Hall memberships and 3 months NL Active gym/swim memberships were offered.

Carefriends

- Research shows that 36% of recruitments to the care sector are through employee referrals. Care Friends is an employee referral app for social care, where care workers earn points for referring people they know into jobs within their organisation, alongside retention bonus points for good work.
- From launch, 31 people have commenced work in the care sector, 51% of them were new to care.

Proud to Care



'Receiving staff from Ongo PTC has been very beneficial. It has helped to increase capacity and fill staff vacancies. Staff retention has been good and new staff have referred their friends and family to us which has been fantastic.'

'We successfully recruited through Proud to Care! The process went smoothly and the Proud to Care team were a great support!'

'In my 11 years of care, this is one of the best workforce retention schemes that I have been involved in'

'The scheme allowed me to work more hours, this has had a positive impact on my income and quality of life'

'We are really excited to be a part of the campaign. It's great to see the care worker role valued and in the spotlight'

'Proud to Care have been very committed to filling our vacancies which has been a huge help during difficult recruiting times.'

'The childcare scheme gave us more flexibility and wider availability to cover the hours of more service users. The range of childcare services that were open to us to select from including evenings allowed our staff to consider covering hours that they had not previously considered.'

Discussion

- How might these opportunities work within your market?
- Is there anything missing?
- Is there any further practical support that could be offered?



Concluding thoughts

Key takeaways

Not advocating for 'additions' to the day job, but subtle and incremental changes to the everyday activities!

Takeaway 1

Spend some time considering your operational risks and what may be causing these.

Test your hypothesis with the market.

Takeaway 2

Next time you need to communicate with the market, pick up the phone or visit them.

Reflect on what you did differently during the pandemic.

Takeaway 3

Create a list of the questions you need to answer and then map the data you have against these.

Reflect on what this is telling you and what you can do as a result.

Takeaway 4

Collaboration both internally (operational staff) and externally (providers). What works and we need to keep/replicate and what needs to be improved.

Incremental changes rather than being put off by the 'big-bang'.

- Information about the content of this session or further sessions:

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Partners in Care and Health chantelle.mcdonald@local.gov.uk

- North Lincolnshire Market Opportunities

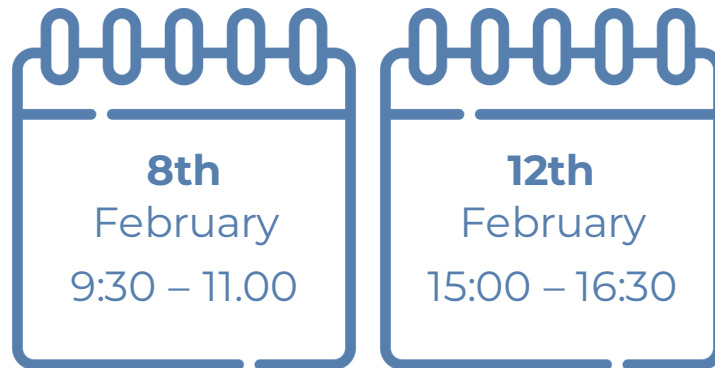
[Care Worker Jobs – Proud to Care North Lincolnshire \(proudtocarenorthlincs.co.uk\)](http://proudtocarenorthlincs.co.uk)

Proud to Care e-mail proudtocare@northlincs.gov.uk

Future dates for your diary

Theme 2

Capacity and
performance



Theme 3

Demand
management



Slides and further information will be e-mailed
to all attendees

Thank you for your time

