# Appendix B: Market Analysis

## 1 Introduction

This market analysis has been undertaken by the Institute of Public Care for the Mid and West Wales Regional Collaborative Commissioning Group. It underpins and contributes to the development of a Regional Market Position Statement for Older People.

A variety of information has been collected specifically to inform this Market Analysis. This includes:

- Market Surveys:
  - Care Homes
  - Domiciliary Care
  - Day Services
  - Community Support Services
  - County Voluntary Councils
- Service Provision data

Other information has been included which is sourced from other documentation supplied by the participating organisations.

The Market Position Statement is being developed jointly by:

- Pembrokeshire County Council
- Ceredigion County Council
- Carmarthenshire County Council
- Hywel Dda University Health Board

It should be noted that in order to ensure consistency of data across the four organisations represented, the financial year 2013-14 has been used (unless otherwise specified). Furthermore, the services considered in this document are aimed predominantly at older people. However they can be accessed by adults of any age but in relatively small numbers. It is not always practical to discount this part of service uptake and so, for indicative purposes, total service uptake is used.

# 2 Community Support and Third Sector

## 2.1 Third Sector Grants

The Social Service and Wellbeing Act puts a significant emphasis on the third sector. Through the provision and commissioning of a range of local services we will ensure that our older citizens have the opportunity to stay healthy and safe for as long as possible. This needs to be based on the availability of a strong network of local community groups, volunteer based activity and third sector organisations which can offer support and information. Each of our partner organisations has its own arrangements for the development of supportive communities and the promotion of volunteer activity.

The WCVA Third Sector Statistical Resource 2014, identifies the following numbers of third sector groups active in the region.

**Table 1: Active Third Sector Organisations**

| | Carmarthenshire | | Ceredigion | | Pembrokeshire | |
|---|---|---|---|---|---|---|
| | Active | Based | Active | Based | Active | Based |
| **Local Groups** | 2067 | 2065 | 1506 | 1491 | 1236 | 1179 |
| **Regional Groups** | 251 | 41 | 181 | 34 | 224 | 33 |
| **National Groups** | 1570 | 47 | 1578 | 51 | 1564 | 17 |

Source: WCVA Third Sector Statistical Resource 2014[1]

All four of our partner organisations award grants to a variety of third sector/community organisations. These range from small, informal local groups, through countywide/regional organisations providing significant services, to national specialist organisations.

**Table 2: Third Sector Grant/SLA Allocations for Older Persons services (2013-14) (£)**

| | Carmarthenshire | | Ceredigion | | Pembrokeshire | |
|---|---|---|---|---|---|---|
| | CC | HB | CC | HB | CC | HB |
| **Total third sector grant allocation (£)** | 709,912 | 226,321 | 319,016 | 219,820 | 526,565 | 344,524 |
| **Total allocation to "top 4" Third Sector organisations (£)** | 620,824 | 193,989 | 319,016 | 202,101 | 326,677 | 198,680 |
| **Total number of grant recipients*** | 9 | 5 | 4 | 7 | 19 | 7 |

Each of the three counties constituting our region has a County Voluntary Council (CVC) Organisation. These exist to facilitate, co-ordinate and support a vibrant, responsive and sustainable community of third sector organisations.

[1] "Third Sector Statistical Resource 2014"; WCVA, 2014
http://www.wcva.org.uk/media/1172670/wcva_almanac_2014_web.pdf

The Social Services and Wellbeing (Wales) Act (2014) places increased emphasis on the need for public bodies to ensure individuals, families and communities can access a range of informal support through local community groups. CVCs will play a central role in ensuring sustainable, supportive communities and the emphasis placed on them by commissioners will reflect this. Their overall budgets are shown below:

| Table 3: CVCs – Budgets (2013-14) | | | |
|---|---|---|---|
| | **Carmarthenshire** | **Ceredigion** | **Pembrokeshire** |
| **Total income** | £1,141,221 | £608,103 | £1,110,719 |
| **Unrestricted income** | £271,206 | £135,385 | £254,717 |
| **Distributed as Grants** | £48,365 | £3,514 | £133,040 |

Source: IPC Market Survey

As part of the development of this Market Analysis, a questionnaire was sent to CVC Chief Officers, inviting them to supply information and identify key challenges, future plans and issues for commissioners. Two CVCs completed the full survey and identified that the majority of their income is restricted to specific projects. Both also noted that they forecast a 50% reduction in income for 2015-16.

| Table 4: CVCs – Council/HB Funding (2013-14) | | | |
|---|---|---|---|
| | **Carmarthenshire** | **Ceredigion** | **Pembrokeshire** |
| Core Funding | £24,910 | £14,168 | £18,753 |
| Other Projects | 119,794 | £84,127 | £232,496 |
| **Total** | 144,704 | £98,295 | £251,249 |
| **Council/HB funding % of total budget** | 12.7% | 16.1% | 22.6% |

Source: IPC Market Survey

The questionnaire circulated to Chief Officers of CVCs invited them to identify key challenges, future plans and issues for commissioners. The following themes can be drawn from the responses received.

### Challenges

- Significant reductions in funding resulting in service and support reductions.
- Staffing reductions in response to funding reductions
- Reduction in capacity to attract and retain volunteers
- Increasing expectations on Third Sector organisations to deliver preventative services in a climate of reducing funding

### Future Plans

- Securing suitable levels of core funding
- Strengthening links with the private sector to identify opportunities for funding and efficiencies

- Accessing LEADER/RDP funding to develop strong community infrastructure
- Review the roles of the Health & Social Care Facilitator and Brokers to focus on developing provider networks.
- “Meet the Buyer” and other events to strengthen the relationship between commissioners and providers and adopt a co-productive approach to service development.
- Support the further development of grassroots initiatives – Age Friendly Communities; Dementia Friendly Communities etc.

**Issues for Commissioners**

- Shifting investment to prevention and early intervention
- potential use of the Wales Well-being Bond (WCVA) and other financial instruments that enable an “invest to save” approach
- Support for good-neighbour schemes
- Involving older people in the design and delivery of services that affect them – adopting a co-production approach to services
- Exploring different models of providing residential care – shared living schemes; care co-operatives; care homes run by social enterprises, etc

| Messages for the Market Position Statement |
|---|
| ▪ There is a strong and vibrant third/community sector in the MWW region.<br>▪ This provides a firm foundation for developing a range of universal and preventative service that promote and support independence for older people<br>▪ There is a key role for CVCs in co-coordinating this Third Sector activity<br>▪ The stability of CVCs is threatened by funding reductions<br>▪ A high proportion of funding for CVCs is restricted to specific projects. |

## 2.2 Housing Related Support

Recognising the impact that old age can have on people’s lives and, with an increasing number of older people predicted to be living alone by 2030, it will be important that people have access support to remain living in their current home as well as a range of alternative housing options that may be less expensive to run and easier to maintain.

There are a variety of support services that are available to help people to maintain independence in their own homes. Their availability across the MWW Region is shown in the table below:

| Table 5: Housing Related Support (2013-14) | | | | | | |
|---|---|---|---|---|---|---|
| | Carmarthenshire | | Ceredigion | | Pembrokeshire | |
| | number | £ | number | £ | number | £ |
| **Sheltered Housing (number of units)** | 791 | 413,800 | 427 | 260,046 | 655 | 245,081 |
| **Community alarms (number of people with community alarm issued)** | 549 | 248,746 | 971 | 73,317 | 1,753 | 63,362 |
| **Community Equipment (recipients)** | 3540 | 1,1671,492 | 1220 | | 2,631 | 615,209 |
| **Disabled Facilities Grants Allocated** | 195 | 1,877,649 | 129 | 1,311,495 | 121 | 1,457,187 |
| **Care and Repair (number of individuals receiving support 2014-15)** | 1265 | 1,352,416 | 151 | 23,702 | 95 | 161,609 |

## 2.3 Day Services

The availability of community based day service provision is an important source of support for individuals living independently in the community. Day services provide invaluable social opportunities for otherwise isolated individuals, together with the opportunity to take up a range of services including, meals, bathing, toenail cutting, etc. Day services also offer opportunity for carers to take a break.

Each Council within the regional collaborative manages its own “in-house” day centres as follows:

| Table 6: Day Centre Provision (in house) | | | |
|---|---|---|---|
| | Carmarthenshire | Ceredigion | Pembrokeshire |
| **Number of day centres** | 4 | 1 | 7 |
| **Ave number of places (week)** | 127 | 36 | 152 |
| **Ave use of capacity (week)** | 52% | 61% | 71% |
| **Ave number of places (weekend)** | 12 | 0 | 0 |
| **Ave use of capacity (weekend)** | 91% | n/a | n/a |
| **Number of customers 2013-14** | 405 | 103 | 446 |
| **Number of users with dementia** | 21 | 3 | 117 |

Source: IPC Market Survey

In addition to these day centres, each of the three partner council also:

- Commissions or provides day placements in their own, and/or within independent sector care homes.
- Commissions day services form other independent sector providers as follows:

**Table 7: Day Service Provision (other)**

| | Carmarthenshire | Ceredigion | Pembrokeshire |
|---|---|---|---|
| **Day service placements available in a care home (in-house)** | 0 | 134 | 0 |
| **Day service placements commissioned from a care home (independent sector)** | 19 | 11 | 43 |
| **Day service placements commissioned from the independent sector (not in care homes)** | 269 | 1 | 67 |

Market survey questionnaires were sent also to independent sector providers and responses were received from two providers. The following challenges, future plans and issues for commissioners were identified:

## Challenges

- The potential to expand the role of day centres is limited in a number of cases by the availability of suitable sites (and potentially capital investment)
- Low staffing levels (attributable to recruitment and retention) mean that individuals with higher support needs cannot access the services they need in day centres
- The current transport fleet restricts the number of people in wheelchairs who can access the service

## Future Plans

- There is a need to review existing day services
- There is a need to consider how the reablement service can be supported by and work with day services
- “Low-need” centres could develop to build preventative capacity within the community.

**Issues for Commissioners**

- A review is required of the role of day centres and day services more widely to:
  - meet the needs of people with higher support needs
  - contribute significantly to the preventative agenda
  - support the reablement function
  - maximise the use of capacity and be accessible to as many members of the community as possible
  - make use of the role of day centre as community resources

- The contribution of independent sector day services will be recognised and included in any future review and forward planning.

| Messages for the Market Position Statement |
|---|
| ▪ Day services will continue to play an important role in supporting older people to remain independent at home<br>▪ This role could potentially extend to that of community resource<br>▪ Transport services need to be developed to make day centres accessible to all those who may benefit from them<br>▪ The role of independent sector day centres/services needs to be included in the review of and future planning for day services. |

## 3 Reablement

For those who have needs which cannot be met purely by community, universal and prevention support, we will offer early intervention and reablement services to help them address their difficulties, and avoid specialist or substitute care, or recover their independence within the community.

Information on the provision and outcomes of reablement services are shown in the table below:

**Table 8: Reablement**

| | Carmarthenshire | Ceredigion | Pembrokeshire |
|---|---|---|---|
| Numbers of people who have completed reablement | 313 | 268 | 103 |
| Numbers of people not needing ongoing support following reablement | 139 | 152 | 59 |
| Numbers of people needing reduced levels of care following reablement than was anticipated | 94 | 22 | 25 |

Source: ICF Headline Performance Indicators - Baseline (Jan - March 2015) Quarter 1

# 4 Long Term Services

## 4.1 Domiciliary Care

Suitably trained experienced and competent carers provide personal care and support to individuals in their own home.  These services are currently commissioned to meet specific needs identified in individuals' care plans on a task/time basis.

Each of our partner organisations has its own arrangements and undertakes its commissioning separately.

**Table 9: Domiciliary Care: Commissioned Supply (2013-14)**

| | Carms | Ceredigion | Pembs | Hywel Dda |
|---|---|---|---|---|
| **Provisions (number of recipients)** | 1,185 | 611 | 1,518 | 128* |
| **Service levels <5 hrs** | 180 | 131 | 314 | n/a |
| **Service levels 5-9 hrs** | 349 | 129 | 380 | n/a |
| **Service levels >=10 hrs** | 534 | 114 | 340 | n/a |

Source: Service Provision Data collection exercise (IPC)
* NB Hywel Dda UHB Figure represents the number of care at home packages that have an element of domiciliary care.  NB Under current guidance, it is not possible to report number of hours of domiciliary care service in HB care packages.

Each commissioning authority secures domiciliary care from a mixture of its own in-house service (except Hywel Dda UHB) and independent sector providers.  The spend to each of these providers is shown below.

**Table 10: Domiciliary Care Budget (2013-14) (Council) (£)**

| | Carms | Ceredigion | Pembs | Hywel Dda UHB |
|---|---|---|---|---|
| **In-house** | 6,452,424.89 | 1,035,103 | Reablement Only | n/a |
| **Supplier 1*** | 1,823,013.12 | 886,200 | 2,635,784 | 873,942 |
| **Supplier 2** | 1,382,598.36 | 637,198 | 1,972,319 | 547,879 |
| **Supplier 3** | 1,351,491.28 | 371,951 | 972,405 | 259,802 |
| **Supplier 4** | 1,083,691.38 | 357,845 | 627,266 | 245,103 |
| **Supplier 5** | 1,022,602.80 | 331,681 | 556,612 | 237,787 |
| **Supplier 6** | 876,007.84 | 103,316 | 439,302 | 187,976 |
| **Supplier 7** | 426,537.06 | 85,871 | 437,164 | 177,744 |
| **Supplier 8** | 327,951.98 | 85,543 | 349,904 | 144,737 |
| **Supplier 9** | 150,277.63 | 57,182 | 227,099 | 137,834 |
| **Supplier 10** | 101,728.34 | 26,556 | 213,533 | 132,122 |
| **Total** | 14,998,324.68 | 2,943,343 | 8,431,388 | 3,492,803 |

* ranked in order of spend.

In addition to the services commissioned by Hywel Dda HB to support and provide care for people in their own homes, specific support is commissioned to support and care for people who end their lives at home as shown below:

| Table 11: End of Life Care Services (Hywel Dda) | | | |
|---|---|---|---|
| | **Carmarthenshire** | **Ceredigion** | **Pembrokeshire** |
| **Grants/SLAs to end of life specific* services (£)** | tbc | tbc | tbc |
| **Number of individuals receiving end-of-life care** | tbc | tbc | tbc |

A market survey questionnaire was circulated to independent sector domiciliary care providers by each Council. Respondents were invited to identify key challenges, future plans and issues for commissioners.

### Challenges

- Maintaining a stable, skilled and motivated workforce is challenging. There are particular issues with:
  - Recruitment and retention
  - Training
- Funding and fee levels continue to be an issue
- Generally providers find it hard to provide the capacity necessary to meet levels of demand
- The relationship between commissioning agencies (health, social care and housing) is not always constructive. A whole system approach is required.
- Short task based visits do not promote wellbeing and dignity

### Future Plans

- There is some appetite to move towards outcome based commissioning
- Some providers are looking to expand and diversify eg flexible working and night-sitting
- Some providers are considering promoting the care profession in schools and colleges
- Encouraging staff to train as trainers
- Providers are embracing the use of new technologies

### Issues for Commissioners

- There is an opportunity to incentivise providers to innovate
- Providers are receptive to a move away from task orientated commissioning towards outcome based commissioning.

- Providers seek clarification (and engagement) in commissioners plans to implement the Social Services and Wellbeing (Wales) Act.

| Messages for the Market Position Statement |
|---|
| ▪ Maintaining a stable and skilled workforce is a particular challenge. Key issues are:<br>    ▪ Recruitment and retention<br>    ▪ Training<br>▪ There is potential in undertaking joint initiatives to promote careers in care professions<br>▪ Funding and fee levels continue to be an issue<br>▪ A "whole-system" relationship is required between social care, health and housing<br>▪ There is an appetite to expand and innovate<br>▪ There is a readiness for outcome based commissioning<br>▪ Providers are exploring the potential use of technologies<br>▪ Providers are seeking clarity over future plans |

## 4.2 Extra Care Housing

The provision of care at home supported by the increased availability of technology will mean that people will be able to stay at home much longer if they choose. The development of supported living and extra care accommodation will support people to maintain their "own front door" whilst still having increasingly complex health and social care needs met by a community based services. The number of units of Extra Care Housing currently available in each of our three Council areas is shown below:

**Table 12: Extra Care Housing Capacity**

| | Carmarthenshire | Ceredigion | Pembrokeshire |
|---|---|---|---|
| **Number of ECH Schemes** | 2 | 1 | 3 |
| **Number of units of ECH (total)** | 78 | 48 | 128 |
| **Number of units of ECH (single bed)** | n/a | 16 | 74 |
| **Numbers of unit of ECH (double bed)** | n/a | 32 | 54 |

## 4.3 Care Homes

We expect that older people in our region will still reach stages in their life where they will seek support in a care home environment and benefit from the security of 24 hour support in a safe and supportive environment. The current capacity of care homes in our region is as follows:

**Table 13: Care Home Capacity**

| | Carms | | Ceredigion | | Pembs | |
|---|---|---|---|---|---|---|
| | Indepen-dent | Council | Indepen-dent | Council | Indepen-dent | Council |
| **Residential care** | 484 | 211 | 102 | 166 | 212 | 18 |
| **EMI Residential care** | 258 | 35 | 92 | 8 | 283 | |
| **Nursing care** | 296 | 0 | 154 | | 220 | |
| **EMI Nursing care** | 242 | 0 | 7 | | 396 | |
| **Respite Care** | | 32 | 2 | | | |
| **Total** | **1280** | **278** | **357** | **174** | **1111** | **18** |

The three partner Councils commission care home placements from a mixture of their own in-house service and independent sector providers. The expenditure to each of these providers is shown below.

**Table 14: Care Home: Budget 2013-14**

| | Carms | | Ceredigion | | Pembs | | Hywel Dda |
|---|---|---|---|---|---|---|---|
| | Res | Nurs | Res | Nurs | Res | Nurs | FNC + CHC |
| **In-house** | 6,401,799 | 0 | 4,541,989 | 0 | 2,856,893 | 0 | n/a |
| **Supplier 1*** | 1,445,402 | 1,085,756 | 1,442,462 | 599,312 | 469,093 | 514,344 | 1,453,220 |
| **Supplier 2** | 677,542 | 923,014 | 177,665 | 385,960 | 393,095 | 382,234 | 1,070,815 |
| **Supplier 3** | 559,065 | 529,509 | 177,593 | 309,742 | 352,966 | 296,802 | 989,203 |
| **Supplier 4** | 498,161 | 484,180 | 170,175 | 291,100 | 334,348 | 226,904 | 857,716 |
| **Supplier 5** | 448,687 | 398,683 | 159,687 | 250,741 | 342,514 | 173,946 | 857,515 |
| **Supplier 6** | 440,652 | 282,837 | 158,352 | 249,459 | 333,760 | 150,985 | 645,307 |
| **Supplier 7** | 413,937 | 273,615 | 151,133 | 219,510 | 330,215 | 149,485 | 635,281 |
| **Supplier 8** | 400,306 | 201,021 | 120,891 | 200,421 | 327,238 | 135,647 | 574,990 |
| **Supplier 9** | 338,503 | 195,225 | 113,742 | 69,438 | 252,418 | 109,444 | 530,261 |
| **Supplier 10** | 318,274 | 180,768 | 97,086 | 46,866 | 251,663 | 103,940 | 527,063 |
| **Total** | **11,942,328** | **4,584,608** | **7,310,775** | **2,622,550** | **6,244,203** | **2,243,731** | **8,141,371** |

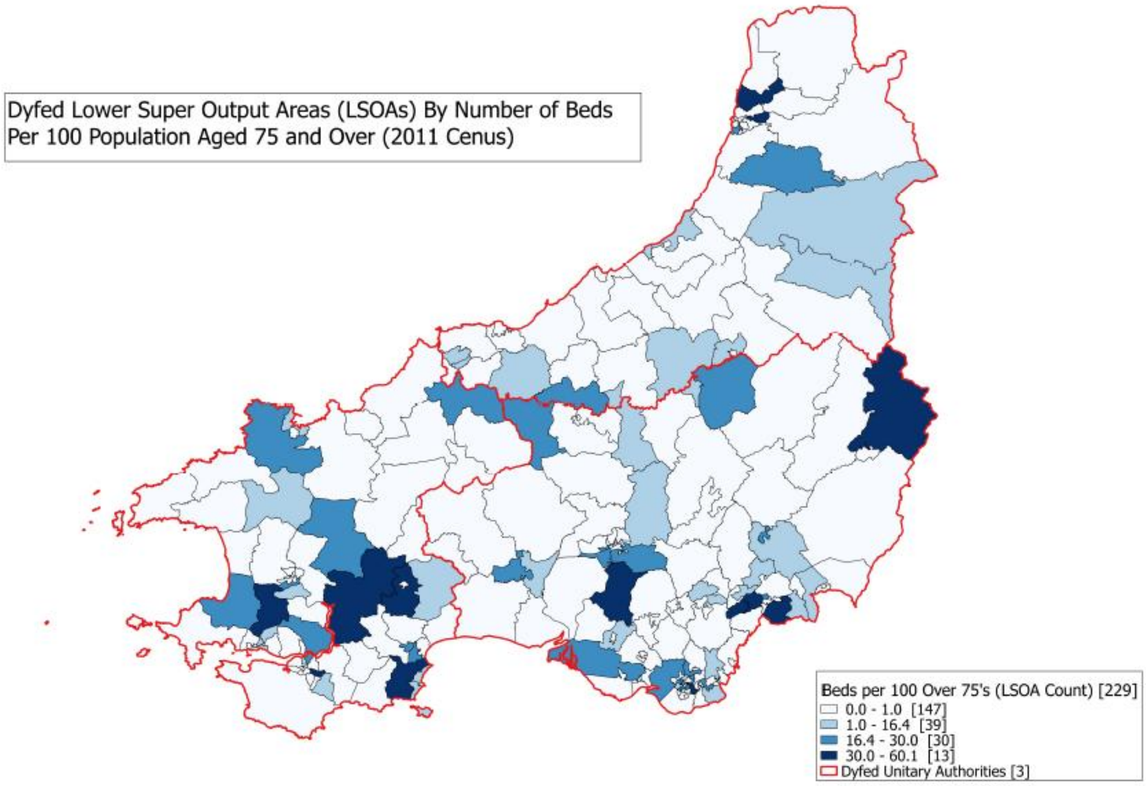
Hywel Dda Health Board also commissions care in the region's care homes. Continuing Health Care (CHC) funding is used for those individuals assessed as having eligible complex and ongoing healthcare needs. Funded Nursing Care (FNC) pays for the nursing component of the cost any individual's placement in a nursing home.

### 4.3.1 Distribution of Care Home Capacity.

Figure 1, below, shows the number of care home beds per hundred people over 75 years in each of the regions Lower Super Output Areas.

Given the predominantly rural nature of the region, offering people a place in a care home which is in, or near their local community presents particular challenges. There are areas across our region where the demand for care home placements cannot be met by local supply.

**Figure 6: Care Home Beds per 100 over 75s Population**




### 4.3.2 Feedback from Care Home Providers

A market survey questionnaire was circulated to care home providers in each county. Respondents were invited to identify key challenges, future plans and issues for commissioners:

**Challenges**

- Maintaining a stable, skilled and motivated workforce is challenging. There are particular issues with:
  - Recruitment and retention
  - Training
- Fee levels

- Increasing dependency of (residential) clients
- Community based health and social care services are not always felt to be sufficiently responsive to the needs of care home residents.
- Some providers are experiencing difficulty with capital maintenance and improvement
- Some providers are finding it difficult to maintain adequate levels of occupancy
- Some providers note increasing demands on management to provide information to meet monitoring and regulatory requirements

### Future Plans

- Generally a number of providers have plans to expand and/or diversify, including:
  - New provision for people with dementia
  - Provision of day services
  - Expand and improve existing buildings

### Issues for Commissioners

- Providers experience a need for commissioners to improve communication and partnership working
- Providers are seeking clarity over future plans
- There is the opportunity for commissioners to lead a collaborative approach to workforce issues, especially in promotion of the care profession, recruitment and retention and training.

| Messages for the Market Position Statement |
|---|
| ▪ Maintaining a stable and skilled workforce is a particular challenge. Key issues are:<br>▪ Recruitment and retention<br>▪ Training<br>▪ Funding and fee levels continue to be an issue<br>▪ Providers are expressing difficulty meeting the needs of residents who are being referred with generally increasing dependency levels<br>▪ Responsiveness of LA/HB to support residents<br>▪ Increasing regulatory and monitoring requirements<br>▪ Generally there remains an appetite to expand and diversify.<br>▪ There is a lack of clarity over future plans and requirements<br>▪ There is a need for commissioners to improve communication/partnership<br>▪ Providers are seeking clarity over future plans |

# 5 Services for People with Dementia

| Table 15: Services for People with Dementia 2013-14 | | | | |
|---|---|---|---|---|
| | **Carms** | **Ceredigion** | **Pembs** | **Hywel Dda** |
| **Grants/SLAs to dementia specific* services (£)** | 226,309.00 | 140,000 | 71,968 | 27,484 |
| **Number of Third Sector orgs (dementia specific)** | 4 | 2 | 9 | 1 |

# 6 Services for Carers

| Table 16: Services for Carers 2013-14 | | | | |
|---|---|---|---|---|
| | **Carms** | **Ceredigion** | **Pembs** | **Hywel Dda** |
| **Grants/SLAs to carers specific services (£)** | 488,488.00 | 303,016 | 186,157 | 225,003 |
| **Number of Third Sector orgs (carers)** | 4 | 3 | 19 | 6 |
| **Carers assessments undertaken** | 237 | 89 | 425 | 934 |