



London Borough
of Hounslow

HOUNSLOW MARKET POSITION STATEMENT

2024

INDEX

Introduction	4
What is the Market Position Statement?	4
Promoting Wellbeing and Independence – A Joint Prevention Strategy for Adult Services in Hounslow	5
Who is the Market Position Statement for?	6
Key messages in the Hounslow Market Position Statement	6
Home Care	8
The Care Market	8
Commissioned Services	9
Key challenges	11
Commissioning Intentions for 2024	11
Extra Care and Supported Housing	12
The Hounslow Care Market	12
Commissioning Intentions	13
Supported Living	14
Market Oversight – Supported Living	15
Commissioning intentions	15
Care Homes	16
The Care Market	16
Key challenges	18
Market shaping	19
Commissioning intentions	20
Mental Health - Accommodation based support	21
Carers Support and Community Based Services	22
Carers Support	22
Community based services	22
Day Opportunities for Adults with a learning disability and/ or Autism	22
Hounslow Council commission day opportunities for Older People	23
Commissioning intentions	23
Community Services	23
Market Sustainability	25
Market Sustainability	25
Quality Monitoring	25
Workforce	26
Further information	26

Welcome to the Hounslow Market Position Statement

As the Lead Member for Adult Social Care, Public Health and Transformation, I am keen to work with the care market in Hounslow. It was good to meet so many care providers at the Provider Event in October 2023, to hear your questions and feedback as well as listen to the visiting speakers.

The 2024 Market Position Statement sets out how we continue to plan for the care market of 2024 and beyond. It describes where we are now and informs care providers of our commissioning intentions in 2024 and 2025. This document also provides details of market engagement events or forums planned for the future and provides details of how to contact us – we are keen for care providers to contact us.

It has been apparent for several years that there will be an increased demand for care services in Hounslow in the future. This document continues the process that is already underway, where we talk to the market about our commissioning intentions and listen to feedback about possibilities. The Council continues to welcome the development of new, good quality care provision into the borough – with a view to meeting this increased demand.

Care providers will be aware of the difficult financial position that faces local government. There are challenging times ahead, notably finding sustainable ways to commission quality care. However, this will only be possible with the engagement and commitment of care providers. We hope you can engage with us in the months ahead to ensure we meet the challenges of the future together.



Councillor Saima Chaudhary

Lead Member for Adult Social Care, Public Health and Transformation

Introduction

Welcome to the 2024 Hounslow Market Position Statement.

The London Borough of Hounslow is located in west London. We are proud to be an ethnically diverse borough, which has a growing population of all ages. We are proud to commission and provide care and support to adults. We are fortunate to work with our adult social care clients, and to work alongside their carers, care workers and care providers. A detailed profile of the Hounslow population is contained on the Hounslow Data Hub:

<https://stats.hounslow.gov.uk>

The Hounslow Data Hub contains information on the Hounslow population, economy, and environment. Information for care providers on care requirements and projected future service demand adult social care is placed on the Data Hub and available for all. The Data Hub will be updated during 2024 and in future years. This information forms part of the Market Position Statement in a dynamic way.

WHAT IS THE MARKET POSITION STATEMENT?

The Market Position Statement is a description of the current care market for adults in Hounslow. It is also a statement of our future commissioning intentions for care and support and accommodation-based services for adults. The aim of this document is also to inform care providers of upcoming procurement activity by Hounslow Council. It describes opportunities for care providers to participate in market engagement events and provides contact details should you wish to engage with us. Where we have received questions from the care market and we believe the answers should be shared more widely, we have sought to provide answers in this document.

Under the Care Act 2014, Hounslow Council is under a duty to provide care and support for people with eligible needs. The Act also places a duty on Hounslow Council to maintain an efficient and effective care market, including for people funding their own care. The Market Position Statement is one part of this, although the process does not end here. During 2024 we will be continuing to engage with the current and future care market. Engagement events during 2024 will include:

- The Hounslow Care Home Forum: for care homes in Hounslow and the four Extra Care schemes.
- Contract meetings: with care providers commissioned by the Council.
- Provider events: events that focus on a particular topic or topics and which may be designed for all providers or tailored to specific sections of the market and focus on a particular topic, usually requested by care providers.
- Procurement: market engagement prior or during procurement and forming part of the procurement process.

Hounslow Council will invite care providers to attend future engagement events. In terms of procurement, all eligible providers can submit tenders for future contracts through the formal procurement procedure operated by Hounslow Council using the London Tenders Portal. We encourage providers to sign up to information updates from the London Tenders Portal, including PINs for adult social care services. A PIN is the 'Prior Information Notice', which provide details in advance of procurement. A table showing upcoming procurement is contained at the end of this document.

If you would like to contact us about the contents of this document, please contact us via email: amy.gill@hounslow.gov.uk

Throughout this document we will use terms contained in the Care Act 2014. These include Market Shaping, which means using the levers available to a local authority or the wider NHS to promote market capacity and quality. Commissioning refers to the process of understanding the current and future needs for care and support by adults in the borough, of mapping gaps in service delivery and then ensuring such needs are met. Procurement is a formal, legal process for purchasing services, usually undertaken by Hounslow Council using the London Tender Portal. Contracting is the next stage, including specifying the service in a contract and monitoring delivery.

PROMOTING WELLBEING AND INDEPENDENCE – A JOINT PREVENTION STRATEGY FOR ADULT SERVICES IN HOUNSLOW

The Joint Prevention Strategy was launched in 2015 by Hounslow Council and the NHS and then refreshed in 2019. The goal of the Strategy has been to ensure residents are supported and encouraged to live independent lives. The Strategy focussed on promoting independence for people at risk or who were already accessing health and social care services.

The Council and the NHS have consistently followed the guiding principles of prevention in the commissioning of care services since the Strategy was launched. The objective has been to commission support to enable people to choose alternatives to permanent residence in residential or nursing care homes. For people living at home, the goal has been to enable people to rely less on mainstream services such as homecare through supporting their levels of independence for longer. Commissioning activity has included commissioning additional extra care units, a combined NHS/ local authority reablement service and integrated housing and housing related support at the front of the client journey. This has delivered floating support, housing options, increased carers support and advice, client advocacy and ensuring links to local multi-disciplinary teams.

The Council is currently developing a business case to evidence the demand for additional extra care schemes. We are engaging with developers of extra care schemes and may engage with the care market and housing providers in 2024.

In addition to statutory services, the Council, with our NHS partners, has developed a range of community based, grant funded services to support prevention across the borough. We have used this approach to commission a range of befriending, mental health support services and wellbeing services that underpin the Prevention Strategy. We strongly encourage all voluntary and community organisations to sign up to Hounslow Connect, to share information on the services available to residents. Hounslow Council provides information on Council grants, funding and commissioning of services through its website. Please use the following links:

<https://Hounslowconnect.com>

www.hounslow.gov.uk/info/20047/community_and_voluntary_sector_services/1200/council_grants_funding_and_commissioning

In addition, through the Transformation Programme, the Council has embarked upon a two-year programme to review how we respond to residents and to make more services available locally.

WHO IS THE MARKET POSITION STATEMENT FOR?

The Market Position Statement can be read by anyone with an interest in the Hounslow care market. It is specifically aimed at:

- Existing providers of health and social care services in Hounslow and across North and West London.
- Service providers and organisations not currently providing services to Hounslow residents.
- Community based enterprises, voluntary sector organisations or social enterprises.
- Personal Assistants or people considering starting a small business in the care sector.
- Hounslow residents with an interest in the care market.

Thank you to care providers who contacted Hounslow Council following the 2022/23 Market Position Statement or who participated in provider events. Based on your feedback we have updated our website, including details of current and future home care commissioning. The adult social care webpage is on the Council's website - www.hounslow.gov.uk/info/20048/adult_social_care

This document is set out in service specific sections, which use terminology used in adult social care. The sections describe current demand and capacity, along with our expectations of future requirements and commissioning intentions. We also talk about the 'ICB' in this document. This is the North-West London Integrated Care Board, part of the NHS. The ICB deliver NHS functions, including commissioning services.

KEY MESSAGES IN THE HOUNSLOW MARKET POSITION STATEMENT

Throughout the document we set out key messages to the care market. These are:

- Commissioning intentions – throughout the document we refer to commissioning intentions. These could be a project to design a new service, the delivery of new funding to existing providers, a contract variation, or a procurement exercise.
- Planned engagement with the care market – during the document we refer to the opportunities referred to above:
 - Care Homes Forum. This is a co-produced forum bringing together care homes with commissioners, the care home support team, public health, and other stakeholders.
 - Provider events – We host provider events throughout the year. Recent examples are the infection prevention and control webinar in November 2023, or the in-person provider conference held in October 2023.
 - A one-off provider event on a particular topic: for example, the home care visa workers webinar or the infection prevention and control webinar chaired by the Hounslow Director of Public Health.
 - Engagement as part of the procurement process.
- Key challenges/ pressures in adult social care – during the document we set out our understanding of the current and future challenges faced by adult social care.

During 2022 Hounslow engaged with care providers during the Government 'Cost of Care Exercise' for care home placements for Older People and Home Care within the borough. A description of the Cost of Care Exercise and the outcomes is set out on the Council's website. In March 2023 Hounslow Council published the 'Market Sustainability Plan' which described the current and future market challenges and financial challenges faced by care providers and the Council. There have been changes since the Market Sustainability Plan was published and these are described in the sections below, notably in home care, care homes and Supported Living. We are continuing to see the projected increases in demand in these areas, however, recruitment in the care sector has improved during 2023.

The Council is continuing to project future demand, assess market capacity and the financial sustainability of Adult Social Care services. This will lead to proposals for financial sustainability which will be considered as part of the 2024 Council Budget.

Care Place

If you are looking to find care for yourself or for someone else, please look at Care Place.

Care Place is a free online information and advice directory managed by the London Borough of Hounslow in partnership with 5 other London boroughs. It covers council services, voluntary organisations, local providers and support groups. Available 24/7 it offers support to Hounslow citizens across many subjects including adult social care, housing, money management, employment, education, leisure, health and wellbeing. Care Place can help with many issues, from finding the right care for an elderly relative who can no longer live safely at home, to finding support for a long-term health condition, benefit or debt advice or information on the support available for carers.

www.careplace.org.uk/?LA=Hounslow

Links to the Data Hub

Finally, please do refer to the Hounslow data hub. Our goal is to become a data driven Council and to combine this with feedback from Hounslow residents to determine the way we work. This is integral to commissioning adult social care services. The data hub contains two notable sections that are part of the Market Position Statement, and these are below:

Population projections relevant to service demand:

<https://stats.hounslow.gov.uk/hounslow-adults-and-older-people-population-need-projections/>

Care Quality Commission scores for registered providers in Hounslow:

<https://stats.hounslow.gov.uk/cqc-provider-ratings/>

Home Care

Good quality homecare is a vital component of the care and support needed to enable people to live well and remain independent in their own home. Homecare agencies are registered with the Care Quality Commission (CQC) and assist people with the tasks of daily living, usually in their own home.

THE CARE MARKET

There are in the region of 60 home care agencies registered with and regulated by the Care Quality Commission (CQC) in Hounslow, although this figure is subject to change. These home care agencies provide care for approximately 2,000 residents. However, the nature of the North-West London care market means that some home care agencies registered in Hounslow will also provide care in other boroughs, notably Ealing. In addition, Hounslow Council contracts with and has commissioned care from care agencies registered in neighbouring boroughs.

The home care market has expanded in Hounslow in recent years, with new providers being set up which are not commissioned by the Council. There have also been significant changes to established providers recruiting additional staff through the visa worker scheme. The CQC ratings for home care providers registered in Hounslow at the time of publication are shown below. This information will be updated in future on the Hounslow Data Hub.

Care Quality Commission rating	
OUTSTANDING	2
GOOD	41
REQUIRES IMPROVEMENT	11
INADEQUATE	0
NOT YET INSPECTED	10
TOTAL	64

Home care providers are required by the CQC to input information into a web-based tool, Capacity Tracker. This includes number of staff, staff vaccination status, number of clients and to answer topical surveys. Not all home care providers complete Capacity Tracker. We will continue to promote the use of Capacity Tracker during 2024.

During 2023 we have held engagement events with the home care market. This included:

- Infection, Prevention and Control: a webinar on the latest Government guidance led by the Hounslow Director of Public Health, including details of how to access Covid and Flu vaccination for care staff.
- Skills for Care Registered Managers meetings: we have launched a registered Managers meeting, which will be taken forward jointly with the Ealing Registered Managers meeting.
- A Provider Event with sessions from the CQC, Hounslow Safeguarding Adults Team and NHS community health providers.

- A joint webinar with the NHS NWL ICB regarding payments for commissioned care.
- A joint webinar with the NWL Health and Social Care Leadership Academy to promote overseas recruitment.

It is our intention to continue a relationship with home care agencies registered in Hounslow who we do not commission, which is a relationship that grew during the pandemic. If you do not currently attend provider forums, please do contact us, we want to hear from you. If you are starting a home care agency in Hounslow, please also contact us at: amy.gill@hounslow.gov.uk

We receive regular questions from the home care market about our commissioning approach and future intentions. To address these questions, we have created a page on our website:

www.hounslow.gov.uk/homepage/334/protocol_for_newuncontracted_homecare_providers

COMMISSIONED SERVICES

Hounslow Council currently commission in the region of 16,000 hours of home care each week for approximately 1,200 clients. The Hounslow Homecare Contract (HHC) commenced in 2018 with seven home care providers. These seven homecare agencies currently provide in the region of 10,000 hours of home care weekly. Care is also provided by a second tier of 10 providers known as the Select List (SL) who currently provide in the region of 6,000 hours of weekly care. 'Spot' providers are also commissioned to provide care in situations where HHC and SL providers are not able to provide capacity. During 2023 there has been sufficient capacity in the home care market among HHC and SL providers to meet demand.

We can provide a choice of care provider for client's through directly commissioned care within the commissioned care providers, who are monitored for quality. This is in addition to Direct Payments. The breakdown of CQC ratings for HHC and SL, at the time of publication, is shown in the table below.

Care Quality Commission rating	
OUTSTANDING	0
GOOD	15
REQUIRES IMPROVEMENT	2
INADEQUATE	0
NOT YET INSPECTED	0
TOTAL	17

The seven HHC providers are:

- Nation Care Agency Limited
- Westminster Homecare Limited (West London)
- Quality Caring Limited
- Healthvision Hounslow
- TC Care Limited
- Care Outlook (Twickenham)
- Eleanor Nursing and Social Care Limited (Ealing).

The ten SL providers are:

- Avant Healthcare Services Limited
- AMI Homecare Limited
- Graceful Care Hounslow
- KRG Care Limited (trading as 'My Home Care')
- Thames Homecare
- Open Heart Care
- MNA Homecare Services
- Haven Care
- MiHomecare
- Capital Homecare.

Hounslow is a London Living Wage local authority and home care workers employed under the HHC contract or the SL are paid at least the London Living Wage. For those providers contractually obliged to use CM2000 (the electronic call monitoring system) and Finance Manager (the software used to manage payments to providers), we pay a minimum of 30 minutes for each care call delivered. Care workers are always paid for the first 30 minutes of a care call even if the call is ended in less than 30 minutes. The Council audits the payment of the London Living Wage and 30-minute minimums monthly.

During January 2023, to help combat some of the issues raised by the cost-of-living crisis, London Living Wage rate uplift was introduced early. A further uplift in relation to inflation on non-staff costs was awarded in June 2023.

Providers commissioned under the 'HHC' contract log calls (home care visits) using the electronic call monitoring system (ECM) CM2000. The care worker records the start time and end time of each care visit to a client's home. The system allows Hounslow Council to monitor the performance of care agencies and use the data to identify and flag early issues that may escalate into more significant concerns (i.e., call cramming, shortened visits etc). This contract was extended in 2023 for a further two years. It is our intention to operate call monitoring for the full life of the 'HHC' contract (until 2025) and into the next homecare contract. This will be subject to a separate procurement.

Once a SL provider has been commissioned to deliver more than 500 hours of care per week by Hounslow Council on a regular and consistent basis, they are required to implement the call monitoring system, CM2000. In 2023 we implemented call monitoring for the three SL Providers who had passed this threshold, bringing the total of SL providers monitored by CM2000 to four.

The NHS North-West London Integrated Care Board also commissioned home care from the same providers as Hounslow Council, utilising the HHC contract, SL contract and spot providers.

Providers are commissioned by the North-West London ICB to provide weekend homecare support for people discharged from West Middlesex University Hospital, in Hounslow. This 'Out of Hours' support has proved invaluable before, during and after the pandemic, with providers able to increase support during times of peak demand in the spring of 2020, 2021 and 2022. Additional support has not been required so far in 2023.

HHC providers are commissioned by the ICB to support medication level 2 (administration of medication) working with local pharmacies. This enhanced support is designed to prevent unnecessary hospital admissions.

KEY CHALLENGES

Hounslow Council Home Care agencies have previously reported to us that they have struggled with recruitment and retention, caused by rates of pay, the challenges of the role and the need to travel. Hounslow is one of the highest paying London authorities for homecare, recognising the need to support a fair wage and a thriving local care market. These issues grew in significance during 2023 as the UK has faced high levels of inflation and escalating fuel costs.

This situation has also changed during 2023, with home care agencies recruiting additional staff through the Home Office Visa Worker Scheme. This approach has significantly increased the number of hours of care available from the home care market. This has led Hounslow Council and the NWL ICB to commission care from HHC and SL providers and not from the wider home care spot market. This change has also brought risks, with home care agencies finding that the statutory demands of the Visa Worker scheme can lead them to have their licence from the Home Office suspended or revoked. Suspensions have led to short term fluctuations in our commissioning approach.

For several years, Hounslow has operated a joint brokerage team, sourcing packages of care on behalf of the Council and the ICB. Combined with joint contract monitoring and joint commissioning this has proved very effective. During the life of the Hounslow Homecare contract the joint brokerage team have routinely proved able to source packages of care within 24 hours of receiving a new request or a variation to an existing package of care.

During 2024 we will continue to encourage and support all homecare agencies in ensuring that their staff receive Covid and Flu vaccinations in line with current protocols. We are aware that vaccination rates vary between different providers, and continue to support care workers, clients who use services and the wider health and social care system in accessing these essential vaccinations.

During 2023 we have made changes to the way we support people being discharged from hospital. The home care contribution to the Community Recovery and Reablement services has been brought fully in house. These services are delivered jointly by Hounslow Council and the Hounslow and Richmond Community Services NHS Trust. In addition, we introduced a Bridging Care service in November 2023. This is a discharge from hospital with home care which is then followed by assessment in the community.

COMMISSIONING INTENTIONS FOR 2024

- The annual review of the hourly rate paid to providers, to be completed in the Autumn/Winter 2024 for implementation April 2024.
- The continued use of the CM 2000 call monitoring system for care provided under the Hounslow Home Care contract.
- The continued use of the PAMMS Tool to audit care providers commissioned to provider home care.
- To embed the new Bridging Service.

In 2025 we will reprocure home care. We will also continue to explore options for specialist provision in home care. We will engage with the market to identify options for specialist care and continue to engage with providers who are not commissioned by the Council or the ICB, which may lead to procurement of specialist home care provision.

Direct Payments – Choice and Control

Adult social care clients, or carers, can choose a Direct Payment or an individual budget, to support the choice and control of their care. Client’s may choose a provider through Care Place (or through their own networks), or they can employ a PA. A PA is a ‘Personal Assistant’ who is directly employed by a client to deliver care and support. The Hounslow Direct Payments Team will support a client in the recruitment of a Personal Assistant if required.

The Direct Payment Team may be contacted via the Adult Social Care front door: adultsocialcare@hounslow.gov.uk 020 8583 3100.

Extra Care and Supported Housing

THE HOUNSLOW CARE MARKET

The term ‘extra care’ housing is used to describe developments that comprise self-contained homes with design features and care and support services available to enable self-care and independent living. In Hounslow there are currently four extra care schemes. Greenrod Place has operated for more than a decade and has been joined by three newer Extra Care schemes developed under the Hounslow Prevention Strategy. The four schemes operating are:

- Greenrod Place, operated by Housing 21.
- Park Lodge House, operated by Octavia Housing, was opened in 2015.
- Bridgewater House, operated by Octavia Housing, was opened in 2017.
- Bristol Court, operated by London Care, was opened in 2019.

All four schemes are fully occupied (flats either full or residents allocated to voids and in the process of moving in) and we are operating a waiting list. The care provided at all four schemes is rated Good by the Care Quality Commission.

Only Bristol Court has areas allocated, but all schemes will take people with a learning disability or dementia as well as general needs.

Scheme Name & Address	Age	LBH nominated flats at social rent	Private leaseholder flats
Bristol Court, Feltham	18+	94 flats (86 one-beds and 8 two-beds) ▪ Dementia – 12 flats ▪ LD – 15 flats ▪ General Needs – 67 flats	N/A.
Greenrod Place, Brentford	55+	38 flats (31 one-bed and 7 two-bed)	5 private rent/shared ownership flats.
Bridgewater House, Isleworth	55+	33 flats (30 one-bed and 3 two-bed)	3 shared ownership flats.
Park Lodge, Hounslow	50+	36 flats (33 one-bed and 3 two-bed)	N/A.

COMMISSIONING INTENTIONS

The successful delivery of the strategy has increased the extra care capacity in Hounslow from 38 flats to 201 flats. This has delivered client choice and reduced demand on home care and care homes. Currently schemes are near capacity with waiting lists developing. Work is underway to develop and agree a business case to develop a pipeline of schemes, with an initial scheme of 50-60 units to be developed as a matter of urgency. The Council has started to engage with interested developers of extra care and will continue to engage with the market I 2024 to plan for future provision.

Case study: Two Bridges

In 2022 Hounslow Council oversaw the completion of the new Two Bridges scheme, which is supported accommodation for adults with learning disabilities and/ or autism and behaviours that challenge being run as a two-year pilot. The background is that a lack of suitable accommodation in Hounslow led to children and adults with learning disabilities and/ or autism being placed outside of the borough. Placing children or adults outside of the borough can be problematic because it may lead to:

- Isolation from family and the local community.
- A heightened risk of crisis and hospitalisation due to a lack of an integrated support system.
- Hounslow Council may find it more difficult to respond to emergencies or Safeguarding alerts.
- Care providers are harder to contract manage, and it is harder for Hounslow Council to ensure value for money.

Two Bridges is now fully occupied. There are eleven, purpose built, one-bedroom flats. Care is delivered using an integrated care model designed to enable and empower vulnerable service users to either sustain or move towards independent living and fulfilling lives. The pilot care providers are:

- Dimensions: a specialist learning disability and autism care and support provider, with high quality positive behaviour support.

- Hounslow and Richmond Community Services NHS Trust: multi-disciplinary support including Speech and Language Therapy, nursing care and psychiatric care.
- Octavia Housing: a specialist registered housing provider.

The services provided will be reviewed during the first two years of operation, leading to the development of a new service specification and procurement.

Case Study: Supported Housing

The Joint Commissioning Team source and contract manage a range of types of supported housing and related support services. Under the Joint Prevention Strategy, the ambitious LIFE Programme led to:

- ‘Integrated support provision for adults, including floating support and carers respite. This service has been recommissioned as separate floating support and carers services with the new service aligned to Community Solutions, the Council’s Integrated Neighbourhood Services and the Public Health agenda. The new services are being introduced from January 2024.
- Social Inclusion Supported Housing delivered from 10 sites and 86 bedspaces across the borough for people who are homeless, have mental health or substance misuse problems and other complex needs by St Mungo’s.
- Young People’s Supported Housing delivered from six sites and 76 units across the borough by Look Ahead.

Case Study: Shared Lives

Hounslow Council supports Shared Lives. This is a scheme to support adults with learning disabilities, mental health or other needs that make it hard for people to live on their own. The current provider of Shared Lives is Certitude and the contract has been extended for a further year so that a review can take place on the current provision. The Council is currently working with the Shared Lives organisation to identify options for the future of a shared lives service. This includes clients of different ages and with a range of support needs.

Supported Living

Supported Living is a service that supports people with a range of support needs to retain their independence while still having that extra physical and emotional support needed to lead completely fulfilled lives in their own homes. In 2022/23 we commissioned Supported Living for approximately 295 people, within the borough and outside of Hounslow.

	2023/ 24	2024/25	2025/26
Supported Living	344	389	429

There has been a steady growth in demand for Supported Living and Hounslow Council project a significant increase in the future.

There are 56 Supported Living schemes in Hounslow. Providers are largely commissioned on a spot basis, meaning that the Council will commission care for an individual client and not purchase all available beds in a scheme. There is a range of provision in Hounslow for adults with a learning disability and adults with mental health needs.

Supported Living Schemes for people with learning disabilities and or autism have been commissioned under the LIFE programme, working to transform local accommodation-based services to meet the requirements of the Transforming Care agenda, reducing the need for out of area placements and enabling people with complex conditions to have their needs met locally.

MARKET OVERSIGHT – SUPPORTED LIVING

Hounslow Council wishes to see Supported Living schemes operate in the borough that are high quality. We work closely with all providers and will maintain an oversight of the quality of provision even with schemes which are not commissioned by the Council. In recent years we have been concerned by provision that we have not commissioned, and we will continue to work closely with the Care Quality Commission to monitor care.

We encourage all new or prospective providers to contact the Council and we have recently introduced a policy to encourage all commissioners who are placing adults in Supported Living schemes in Hounslow to contact us using the ADASS referral route. This means that we will be informed of adults placed into Supported Living Schemes in Hounslow.

COMMISSIONING INTENTIONS

We have projected a large increase in demand for Supported Living places for Hounslow residents. Between 2024 and 2026 we project a rise of 85 clients, and we wish to offer suitable accommodation and support to all Hounslow clients in borough.

We are keen to talk to any good quality experienced provider who wishes to create new Supported Living provision in the borough. We are interested in talking to any good quality providers who have experience of providing Supported Living. If your organisation is interested, please contact us using the details below. Our commissioning strategy is to purchase spot placements and to manage the expansion of the local care market to meet local need and to ensure local health and community services are engaged with new provision and can meet need. This means that if a scheme is developed in the borough, we will not purchase spot beds if the building or the care provided does not meet the needs or wishes of the clients.

If you are a new or prospective provider please contact us at amy.gill@hounslow.gov.uk We will ask you to complete a questionnaire providing details of your facilities, care and support services and organisations policy and procedures. Please be aware that there is no guarantee that we will source care and support from a new provider even though demand is rising.

Care Homes

THE CARE MARKET

There are 30 registered care homes in Hounslow, comprising:

- Two residential care homes for older people (which are operated by Hounslow Council).
- Nine nursing homes for older people.
- Two residential care homes for adults with mental health needs.
- 17 Residential care homes for adults with a learning disability.

There are 819 care home beds registered with the Care Quality Commission (CQC) in Hounslow care homes. Hounslow care homes operate within a wider geographic market for care, with people from across West London moving into Hounslow care homes. We believe that approximately 60% or less of care home beds are taken by people living who were living in Hounslow prior to admission.

In the 2022/23 Market Position Statement we projected a growth in demand for care home beds. We talked to the care market about this growth in demand at the October 2023 Provider Event. As a result, we have received contact from care providers, and we are aware of proposals to develop new care home provision. Thank you to providers who have been in contact as we plan for growing demand for different types of care. Please continue to engage with us. The information below will continue to be updated on the Hounslow Data Hub web site.

We are projecting a modest decline in demand for residential care among adults aged between 18 and 64. We currently commission care home beds for adults within this age group from across England, based on the needs of the individual, the location of suitable care and client choice.

	2023/24	2024/25	2025/26
Residential 18 to 64	112	110	108

Hounslow Council operates two in-house residential care homes, which have a capacity of 105 beds, and which operate at close to full capacity. During 2023 we have allocated one bed at each home for residential respite, based on market demand and feedback from clients. We also allocate one emergency bed at each of the two homes. The table below shows demand for residential care in addition to these two care homes, which is projected to rise by a modest amount.

	2023/24	2024/25	2025/26
Residential 65+ (not in house)	100	106	111

Finally, we are projecting a continued steady growth in demand for nursing home places for adults, with a projected rise of 30 places by 2026.

	2023/24	2024/25	2026/27
Nursing home placements	210	227	240

The table below shows the current CQC ratings for the eleven care homes for Older People in Hounslow. We aim to improve the quality of the local care homes by working alongside care providers and to purchase a higher portion of the beds locally for our residents.

Care Quality Commission ratings – Care Homes in Hounslow for Older People	
OUTSTANDING	0
GOOD	10
REQUIRES IMPROVEMENT	1
INADEQUATE	0
TOTAL	11

The table below shows the current CQC ratings for the 17 care homes for adults with a Learning Disability in Hounslow. There are in the region of 130 care home beds in borough for an adult with a learning disability. We commission approximately half of these beds, and we are committed to raising the quality by working with care providers. However, working with a client, the family and care providers to find a suitable home will mean that we continue to commission care on a wider geographic basis.

Care Quality Commission ratings – Care Homes in Hounslow for Adults with a Learning Disability	
OUTSTANDING	2
GOOD	11
REQUIRES IMPROVEMENT	3
INADEQUATE	0
NOT INSPECTED YET	1
TOTAL	17

There are two care homes operating in borough who care for adults with mental health needs (as well as one caring for adults with mental health needs who are over 65 years old, and this is counted above). We continue to face a shortage of provision for adults with mental health needs and we wish to talk to any provider with a proven track record in this area about expanding provision.

Care Quality Commission ratings – Care Homes in Hounslow for Adults with Mental Health needs	
OUTSTANDING	0
GOOD	2
REQUIRES IMPROVEMENT	0
INADEQUATE	0
TOTAL	2

Case study: Care Home Support Team

Hounslow operates a care home support team, comprised of community nurses from the Hounslow and Richmond Community Services NHS Trust. The three members of the care home support team each have a patch of roughly one third of the 30 Hounslow registered care homes and the four Extra Care Schemes. The team are available to assess new residents and provide advice on care. They provide training, or advice on specific aspects of care and can advise on care plans. The team attend the Care Home Forum and are the first point of contact when a new resident is admitted, a care plan needs to be discussed or a referral for community health support is required.

Case study: Care Home Forum

The Hounslow Care Home Forum brings together:

- The Registered Managers of Hounslow Care Homes.
- The Registered Managers of the Hounslow Extra Care Schemes.
- The Hounslow Joint Commissioning Team.
- The Care Home Support Team.
- The Primary Care Team at the NWL ICB.

We wish to thank the participants in the Hounslow Care Home Forum for attending during 2022/23. We will continue to hold forums in 2024, with a mixture of virtual and in person meetings. We will continue to have agendas that are co-produced by all participants.

KEY CHALLENGES

We wish to allow Hounslow residents a choice of care home or location of care home. We know that when many people move into a care home they wish to be placed within the borough and as close to their previous home as possible or close to a relative or friend. We are aware that we cannot always provide this because the care home of choice may be full or may not provide suitable care. We will continue to offer choice of care home when we can.

We will continue to make new placements for adults with a learning disability in high quality suitable care homes. Suitable vacancies do not always occur at the right time in the borough, and we will continue to work alongside clients and their families to source suitable care.

During 2022 and into 2023 there was a shortage of residential care beds for older people in the borough. The two Hounslow Council operated residential care homes – Clifton Gardens and Sandbanks Resource Centre – were effectively full. However, 2023 there has been a slight reduction in demand which has led the Council to pause the consideration of expanding in house residential provision for the time being.

We have seen an increase in demand for residential respite and to meet this demand we have allocated one bed at each of the in-house residential care homes for pre-planned respite (there is also an emergency bed for unplanned admissions).

There has been a shortage of nursing home beds for adults with mental health needs and for older people with dementia and behaviours that challenge. This shortage exists in Hounslow and in neighbouring boroughs. We wish to hear from any care provider who is considering developing new provision and we can share projections from Hounslow Council and from the West London Alliance (which covers the eight west London local authorities). We will consider purchasing spot beds from good quality providers with a track record in this type of care.

We have been asked by care homes to commission greater levels of in-reach support for residents with behaviours that challenge, and we will do this in 2024, working with care homes and the West London Trust. We will work through the Care Home Forum to pilot a new approach to commissioning support for care planning.

There is a shortage for nursing home beds for adults under the age of 65, including adults close to the age of 65 who may wish to move to a nursing home. We are aware that two care homes in Hounslow have changed their registration to admit adults under 65 who can be suitably cared for, albeit in an environment largely composed of older people. We wish to thank the care market for making significant steps to care for adults who may only be a few years younger than the traditional registration threshold of 65.

We are projecting a growth in demand for routine Nursing Home placements for local authority clients. At present we expect this demand to be met from within the current care home capacity available in Hounslow.

There is a shortage of respite beds in nursing homes, and we wish to talk to any local care home that can meet this demand. There is a shortage of care home beds for people with feeding or mobility or non-weight bearing requirements. We will liaise with the market jointly with the NWL ICB to source additional care home beds to meet these needs.

MARKET SHAPING

There will be projects delivered during 2024 to shape the care market and the health and social care services that support care homes.

- NHS London Care Plan: we will work with care homes who will pilot parts of the future London Plan for Care. This will provide care homes with read only access to parts of a residents’ health record. We are also encouraging care homes to introduce electronic record systems.

- NWL ICB GP contract for care homes: we will support the ICB to engage with all stakeholders in the review of GP contracts for care homes.
- NWL ICB project for advanced care planning: we will support the ICB who have commissioned Marie Curie to visit each care home and advise on advanced care planning.
- Review the discharge protocol: we will jointly review the discharge protocol with care homes and West Middx Hospital.

COMMISSIONING INTENTIONS

The following commissioning intentions for care homes will be acted on in 2024:

- We will continue to support all clients to access the care home, or location of the care home of their choice where possible.
- We are keen to commission respite beds in nursing homes for older people in Hounslow, for clients with routine nursing needs and for clients with nursing dementia. There has been an increase in requests for respite in care homes during 2023. We understand care homes do not always wish to provide respite for less than one month, but we remain keen to talk to any provider able to work with us on nursing respite, whether on a spot or a block basis.

Finally, we will continue to work with care homes on quality. We will promote the London ADASS twice yearly quality survey. We will continue to audit care homes using the Access Group PAMMS Tool. We will continue to meet with representatives of the Care Quality Commission monthly. We will continue to respond to questions raised by care homes.

Mental Health - Accommodation based support

Demand for mental health placements of all kinds continues to grow and this is expected to continue. We are projecting a demand for nursing and residential care home placements for all adult age groups. We are projecting a demand for other types of accommodation, including supported living and supported housing.

Not only demand but also need is changing. Clients may have multi-faceted need, with provision needed to support physical needs, complex mental health and/ or learning disability and support client choice.

Hounslow has an integrated team responsible for sourcing and managing mental health placements and for interfacing with the market to ensure supply is sufficient to meet demand. By combining these functions, we are working with live information about need as it evolves and can shape the market accordingly.

In terms of procurement, we have moved away from traditional block contracts as spot purchasing is a more flexible and efficient way to meet the diverse needs of our residents. We work with a wide and growing range of providers both within and outside the borough and are always keen to talk to new organisations interested in working with us, particularly those able to offer placements in borough. Organisations must be suitably qualified and experienced in working with adults with mental health needs and able to deliver high quality services which meet our standards.

In 2024 we expect to commission:

- Services providing a high level of support (24 hour on-site staffing) and geared to one of the following client groups:
 - a. people with complex Mental Health needs whose behaviour may be challenging, often including active substance misuse.
 - b. young people with complex Mental Health needs, often on a background of Autism Spectrum Disorder and/or learning disability.
 - c. older people with functional Mental Health needs, often accompanied by declining physical health and mobility.
 - d. For the first two client groups, supported living model is preferred although ability to provide personal care on an individual basis would be helpful. For the older client group, the Care Quality Commission registered care home model is preferred.
- Services offering step down from highly support accommodation - for people able to take a first step towards greater independence but still requiring daily support and monitoring.
- Services offering self-contained accommodation (ideally dispersed) with visiting support that can be tailored according to individual needs.

Please contact Karl Mellor, Hounslow Council Placements and Brokerage Manager (Mental Health and Learning Disability) if your organisation is interested in working with us (karl.mellor@hounslow.gov.uk)

Carers Support and Community Based Services

CARERS SUPPORT

Hounslow Council commission services to support carers. During 2023 we have continued to engage with carers. This has led us to start to develop a new Carers Strategy, the re-procurement of the Carers Short Breaks service, revision of information for carers on Care Place, publication of information Council's Data Hub and the creation of a new expanded carers support team at the Council.

COMMUNITY BASED SERVICES

Hounslow Council and the North-West London ICB commission community-based services. Many of these are long standing and resilient services that are local to Hounslow. These include health advice, hospital discharge support and day services for adults. Hounslow Council and the North West London ICB also jointly commission community equipment.

DAY OPPORTUNITIES FOR ADULTS WITH A LEARNING DISABILITY AND/ OR AUTISM

Adults with a learning disability and/or Autism have the right to community presence, independence, and relationships, just like anyone else. To support this vision into reality, Hounslow Council commissions day activities, which support people to obtain the outcomes and skills required to assist residents into employment and greater independence. During 2024 we will work with current providers, which are largely traditional building-based services to increase the focus on the Council's aims.

Hounslow has a range of different day opportunities services that offer varying levels of provision to people with learning disabilities including:

- Sandbanks Resource Centre – A local authority managed day service that offers a range of activities for those that require day care.
- Speak Out Hounslow – To support and empower adults with learning disabilities in Hounslow to speak up, be heard, affect change, and have real life and social opportunities.
- Harle House – The day service is run by Hounslow Mencap West and provides support for up to 25 people per day with learning disabilities aged 50 and upward. 38 people attend the centre at present with mild, moderate, and severe learning disabilities.
- The Community Access Service – This service enables residents to make friends, learn new skills, stay healthy and develop independence across a range of community projects and programmes.
- We are 1 – Provides a range of activities, Groups & Workshops at The Alf Chandler Centre.
- Our Barn provides a range of activities and programmes to support young adults with learning difficulties or other disability. It is a meeting place for 16 to 25-year-olds.

- Number 1 Allotment Chiswick – Provide opportunities for people with learning disabilities to gain experience of gardening helping to grow fruit and vegetables in an allotment plot in Duke's Meadows, Chiswick.

We have identified the following gaps in provision:

- There is a gap for clients with a Learning Disability or diagnosed with an autism spectrum disorder who require a building-based provision for personal care, medical or nutritional support needs but also want to access the community.
- There is a gap of specialist day opportunity provision for clients diagnosed with an autism spectrum disorder.

During 2024 commissioners will talk to the care market to identify solutions to the gaps we have identified.

DAY OPPORTUNITIES FOR OLDER PEOPLE

The current day care services for older people living in Hounslow:

- Sandbanks Resource Centre Feltham (Hounslow Council): delivers a combined day care service to adults with learning disabilities, physical disabilities, ASD and behaviour that can challenge, as well as to people living with dementia who are deemed eligible/open to adult social work teams.
- Vintage Club (Age UK - Feltham): offers a day care provision on Mondays, Tuesdays and Wednesdays. Members are provided with morning and afternoon tea, a hot 2 course lunch and a range of activities. There is a minibus transport service available for those living within a certain radius of the centre.

Hounslow Council also commissions care from a wider range of day opportunities providers outside of the borough when a client has requested specific care. For example, for older people we commission Nirvana Day Centre in Hayes, which provides culturally specific day opportunities for older people from an Asian background.

COMMISSIONING INTENTIONS

In 2024 we will engage with the west London care market and review the current provision of day opportunities for all client groups. We will engage with clients and the adult social care market and the wider voluntary sector to understand what additional opportunities are required and available.

COMMUNITY SERVICES

We also commission the following community services:

- British Red Cross provide a Hospital Discharge Support service.
- the Mulberry Centre provide end of life advice and support.
- Community equipment services provided by Medequip, who are commissioned to source, deliver maintain and then collect equipment.

- Your Voice in Health and Social Care – Hounslow Healthwatch provide a unique role in ensuring the voice of patients, residents and carers is heard and acknowledged in Hounslow.
- Advocacy services are available for providers to access directly in Hounslow. Since the last Market Position Statement, we have commissioned POhWER to provide independent advocacy. This includes the Independent Mental Health Advocacy Service, the Independent Mental Capacity Advocacy Service, and the NHS complaints service. POhWER can be contacted at pohwer@pohwer.net
- Hounslow Stroke Recovery service, which provides support for the survivors of stroke and other people who are affected.
- Community neurological support service. A community-based dementia service will be reviewed and extended under an existing contract.

Case study – Healthwatch Hounslow

Healthwatch Hounslow are commissioned to provide independent assessments of the quality-of-care services in the borough. This includes health and social care services.

‘Enter and view’ is the term applied to care home assessments. Healthwatch will arrange in advance to visit a care home, talking to staff, residents, the family and friends of residents to build up a picture of service quality. Healthwatch are independent and submit their reports to the care provider and the Council.

Market Sustainability

MARKET SUSTAINABILITY

Under the Care Act, local authorities should promote a sustainable care market that meets the needs of residents. There are several ways this happens in Hounslow which are set out below.

The Council engages with providers annually regarding inflation. The Council commissions and receives independent advice on the impact of inflation on care staff wages and providers non-salary costs. For care homes, most supported accommodation, and most community services the Council holds individual discussions with providers regarding inflation. For the Hounslow Homecare contract and SL home care providers, an annual survey of costs takes place, with this information informing the hourly rate for home care each year.

The Council works closely with care providers regarding business continuity threats in Hounslow. We maintain contact lists of care providers and pass on information when urgent risks materialise. We also promote vaccination for care staff against the effects of flu and covid.

QUALITY MONITORING

Hounslow monitors the quality-of-care services commissioned by the Council and services operating in the borough that are not commissioned by the Council.

The Council and care providers are bound by the Safeguarding Adults legislation. If you are a care provider and you have identified that an adult is at risk of abuse and neglect you must contact Hounslow Council. The Hounslow Safeguarding adults service can be contacted via the Council website:

https://www.hounslow.gov.uk/info/20130/safeguarding_adults_at_risk

Concerns about the quality of care, which are below the threshold for Safeguarding, are treated as ‘Quality Alerts’. We encourage all care providers in Hounslow, or other professionals, to contact us using a quality alert form and via the generic mailbox below:

Contract.returns@hounslow.gov.uk

We investigate all quality alerts and customer complaints. We meet the Care Quality Commission each month and share intelligence. More serious concerns about care quality are dealt with under the Council Provider Concerns Policy and Procedure. This will usually lead to an improvement plan being developed by a care provider in consultation with the Council. It may lead to a time limited local authority suspension of new commissioning activity with the provider until quality improves. During 2024 we will engage with providers on a revised Provider Concerns Policy and Procedure, with the intention of listening to feedback from providers and potentially simplifying the process.

We meet the Care Quality Commission monthly to share intelligence on care providers operating in Hounslow and externally. This is termed the Provider Intelligence meeting.

WORKFORCE

We work closely with Skills for Care in west London and encourage all care providers to engage with Skills for Care, to be part of working groups or to access training and other staff support. We encourage all registered care homes and home care agencies to complete the Capacity Tracker webtool with their data monthly.

We are partners with the NHS in the new North West London Health and Social Care Academy. This has included supporting overseas recruitment and in 2024 will include local recruitment, staff support and training. This follows our recruitment campaigns that have run for the past two years to support local care providers.

Finally, if any care provider would like to advertise their vacancies through our Care for Hounslow webpage, please get in touch.

FURTHER INFORMATION

If you would like further information about market sustainability, please contact us: amy.gill@hounslow.gov.uk

Commissioning intentions 2024/25

The table below summarises the Commissioning intentions that are mentioned in the Market Position Statement.

Title	Description
Care Homes	Continue a conversation with the care market in the borough and close to the borough about rising demand
Care Homes	Identify nursing respite beds
Home care	Begin the commissioning cycle for the new home care and home care monitoring system that is due in 2025
Care market	Promote stability in the care market in the context of the visa worker scheme
Home care	Continue the ongoing review into quality and the application of electronic call monitoring data in supporting a quality home care service
Home care	Complete the annual review of home care hourly rates
Care market	Discuss inflation with commissioned care providers for the period 2024/25
Care market	Continue to promote Registered Manager Networks and Provider engagement
Care market	Implement the NWL Health and Social Care Academy recruitment
Extra Care	Develop the business case for future unit (s)
Care Market	Continue quality audits and contract monitoring of care providers
Supported Living	To work with all providers, current and new, to meet rising demand
Care market	To promote the delivery of the London Care Record
Day opportunities	To review current provision and talk to the market about future provision
Grants	To extend grant provision for hospital discharge and end of life advice services
Healthwatch	To continue to monitor priorities for Enter and View and Deep Dives against the workplan for 2024/25
Shared Lives	To develop and implement a new Shared Lives provision in Hounslow in 2024/25
Care Market	To continue to engage with the care market prior to new recommissioning (procurement) of new services
Recommissioning services	To continue to engage with key stakeholders when developing/ recommissioning services

Procurement activity 2024/25

Hounslow Council Service area	Provider	Start date	End Date (with extensions)
Unregulated Service – Advice, Support.	Alzheimer's Society	01.04.2018	Contract end date 31.03.25.
Unregulated Service – Community Equipment.	Medequip	01.04.2023	Current contract end date 31.03.2026.
Unregulated Service – Advice and Support.	INS	01.04.2019	Current end date 01.05.2025
Supported Accommodation	St Mungo's, extend contract next year	01.04.2019	Current contract end date of 31.03.2024. Extension available.
Extra Care	Bristol Court extension	16.09.2019	Current contract end date of 15.09.2024. Extension available.
Extra Care	Bristol Court Catering, extension	16.09.2019	Current contract end date of 15.09.2024. Extension available.
Extra Care	Octavia - Park Lodge	01.04.17	Current contract end date of 31.03.2024. An extension is planned
Extra Care	Housing 21 Greenrod Place	01.4.17	Current contract end date of 31.03.2024. An extension is planned
Extra Care	Octavia - Park Lodge	07.7.17	Current contract end date of 01.03.2024. An extension is planned.
Home Care	Homecare Contract	01.11.2018	Current contract end date to 31.10.2025.
Home Care	Hounslow Homecare Select Provider List (Back up providers)	1.12.2020	Current contract end date 31.10.2025.
Home Care	CM200 HAS Technology	26.6.21	Current contract end date 25.6.25.
Supported Accommodation	Two Bridges	22.05.22	Current contract end date 31.05.2024
Unregulated Service	Healthwatch	01.04.2017	Current contract end date is September 2024.



London Borough
of Hounslow

HOUNSLOW MARKET POSITION STATEMENT

2024