

# Oxfordshire County Council

## Market Position Statement:

**Care Homes**  
**September 2014**





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## Foreword: by John Jackson, *Director for Social and Community Services*

I have great pleasure to introduce this Market Position Statement, the third of its kind from Oxfordshire County Council. It is aimed at existing and potential providers of Care Homes and is part of an on-going dialogue between the council, residents and care home providers about the future of Care Homes in Oxfordshire.

Within this Market Position Statement we set out our current commissioning practices, our understanding of demand for care homes, and how that demand may change in the short to medium term. We also outline current trends and our plans for commissioning care homes across all service user groups.

This is an important document for us because we want to influence and support the local care market to provide innovative, diverse, good quality and value services for adults in Oxfordshire.

This document follows our recently published Market Position Statements for Home Support and Extra Care Housing.

Each document is available via our public website [www.oxfordshire.gov.uk/infoproviders](http://www.oxfordshire.gov.uk/infoproviders) we will keep the content up to date.



Thank you for taking the time to read this document,

**John Jackson**  
*Director for Social and Community Services*  
September 2014

## Our vision for Oxfordshire

A number of documents set out the context in which we work and our vision for Oxfordshire. Oxfordshire's Joint Health and Wellbeing Strategy outlines our aspiration for Oxfordshire stating that by 2016:

- More adults will have the support they need to live their lives as healthily, successfully, independently and safely as possible, with good timely access to health and social care services.
- The best possible services will be provided within the resources we have, giving excellent value for the public.
- More children and young people will lead healthy, safe lives and will be given the opportunity to develop the skills, confidence and opportunities they need to achieve their full potential.
- Everyone will be given the opportunity to voice their opinions and experiences to ensure that services meet their individual needs.

Alongside the Joint Health and Wellbeing Strategy we have the Joint Commissioning Strategies for Older People, People with Physical Disabilities, Mental Health Needs, Autism, and Learning Disabilities. These all uphold our vision of enabling people to live independent and successful lives.

Our overall vision for Adult Social Care reflects the need for personalised, high quality services to be delivered across the county. In order to achieve this we need a diverse market of high quality care providers that give choice for service users.

### Key messages: Our vision for Oxfordshire

- We want people of all ages to lead healthy and safe lives.
- We want people to achieve their full potential.
- We want people to live independent and successful lives.
- We want to ensure that the right services are available at the right time in the right place.
- We want service users to tell us about their experience of the services they receive.
- We want care home providers to consider how they can best support these objectives.

## The demand for care homes

Oxfordshire is overall a relatively healthy county. According to the 2010 Index of Multiple Deprivation, it is in the top 10 per cent of authorities for healthiness and low level deprivation. Life expectancy in Oxfordshire is 84.1 years for women and 79.9 years for men; higher than national and South East averages.

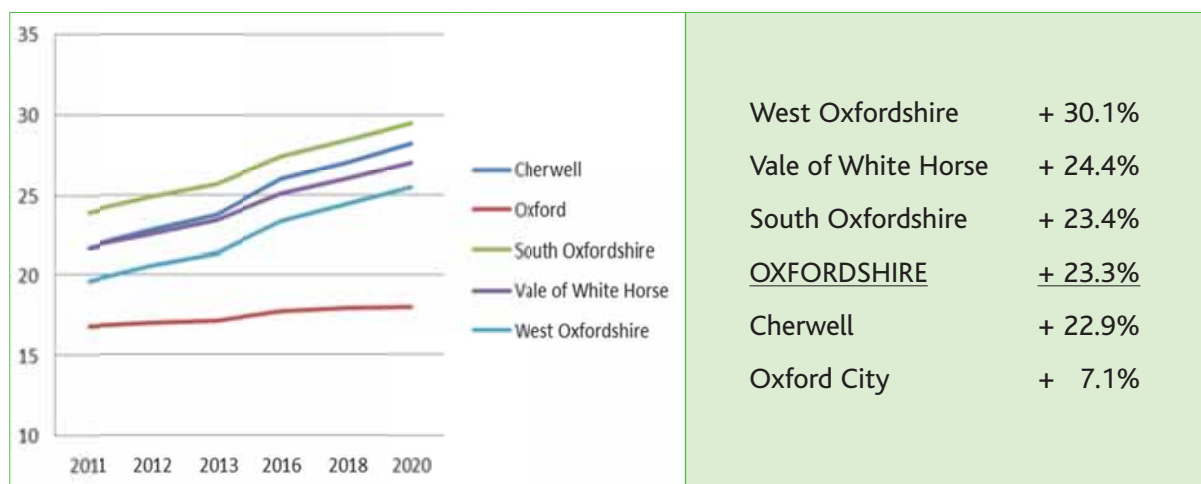
According to the 2011 Census, in Oxfordshire, 103,742 people are 65 years old and over and 14,683 people are 85 years and over (see appendix for details). This equates to 15.6 per cent and 2.3 per cent of the total population respectively. In all the older age bands there are more women than men, and the gap widens with increasing age.

Every year Oxfordshire’s population increases as does the number of people who need care. Over the next 10 years Oxfordshire will experience a 23.3 per cent growth in the number of older people living in the county (as shown in Figure 1 below) and the number of people over 85 years of age will rise by nearly 40 per cent; there will be more older people and they will be living longer.

As the population ages the demand for support will rise and the support needed will become more complex.

Between 2012 and 2020 the overall number of people with dementia is forecast to increase by 28 per cent, from 7,794 to 10,009. People over 90 with dementia are forecast to increase by 48 per cent in the same period - from 1,736 to 2,565. Disabled people are living longer, often with more complex needs.

Figure 1: Number of people aged 65 and over in Oxfordshire 2011-2020 (0,000s)



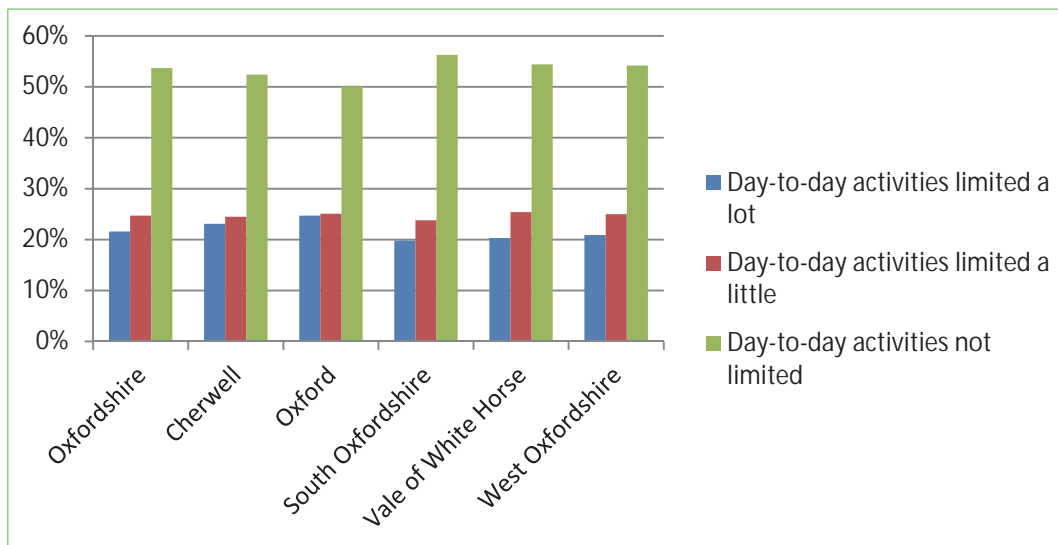
(Sources: Calculations based on the Office for National Statistics 2010-based Subnational Population Projections and the 2010-Based Projections - Principal Projection for England<sup>2</sup>) [www.ons.gov.uk](http://www.ons.gov.uk)

<sup>1</sup> Institute of Public Care Projecting Older People Population Information System data, available at [www.poppi.org.uk](http://www.poppi.org.uk)

<sup>2</sup> At the time of publication, the latest population projections are 2011 based. The updated population projections will be based on 2013 data and will be included in the analysis in the subsequent versions of this Market Position Statement.

Although we cannot predict how many people need care home services in Oxfordshire, we can tell from the 2011 census that a considerable number of Oxfordshire residents have long term care needs. Respondents were asked to identify whether their day today activities were affected by a long-term health problem that was either related to old age or had lasted for at least 12 months. The results suggest that 46.3% of older people in Oxfordshire were affected to some level and 21.6% were affected a lot. Those living in Cherwell and Oxford felt that their daily lives were affected by their condition, more so than the county average.

Figure 2: Prevalence of disability among Older People aged over 65 in 2011 (%)



Source: 2011 Census, Office for National Statistics; [www.ons.gov.uk](http://www.ons.gov.uk)

An estimated 24,000 older people in the county are significantly limited in how they live their lives. Of these we estimate that:

- 4,000 (16%) receive long term support managed by the local authority. 1,587 of these people are in a care home. The rest receive home support or purchase their support through a direct payment.
- 5,700 (24%) receive intensive (50 hrs+) informal care from a family or friend
- 2,100 (9%) self fund a care home placement
- 3,400 (14%) self fund care at home
- 8,800 (37%) have a potential need who could come forward and ask for care

## In summary over the next ten years:

- The number of older people living in Oxfordshire will rise by 23%.
- The number of people over 85 will rise by nearly 40%.
- People with disabilities will live for longer, often with more complex needs.
- It is estimated that the gender balance of older people is forecast to remain constant with 55% of over 65s being female.
- The number of people with dementia is forecast to increase by 28% from 2012 to 2020, from 7,800 to 10,000.
- The number of people over 90 with dementia is forecast to rise by 48% in the same period - from 1,736 to 2,565.
- As the population changes in size and need so the demand for social care increases.

## Who uses care homes?

The table below shows that the number of those supported by the county council at home and in a care home increases with age. The peak age band for placement in a care home is 85 and older for both men and women.

*Table 1: Older people supported by the county council, March 2014*

	Residential home	Nursing Home	Total in care homes	% of overall no. in a care home	% supported at home
65-74	61	120	181	11.7%	21.3%
75-84	192	275	467	30.2%	33.4%
85+	441	458	899	58.1%	45.4%
Total 65+	694	853	1547*	100.0%	100.0%

*Source: Oxfordshire County Council data \* 171 people live in specialist care homes*

*Table 2: People with physical disabilities, mental health problems and learning disabilities under 65, supported by the county council, March 2014*

	Residential home	Nursing Home	Total in care homes
Physical disabilities	29	59	88
Mental health	17	5	22
Learning disabilities	240	4	244
Other	0	15	15
Total	286	83	369

*Source: Oxfordshire County Council data*



## Our analysis shows that:

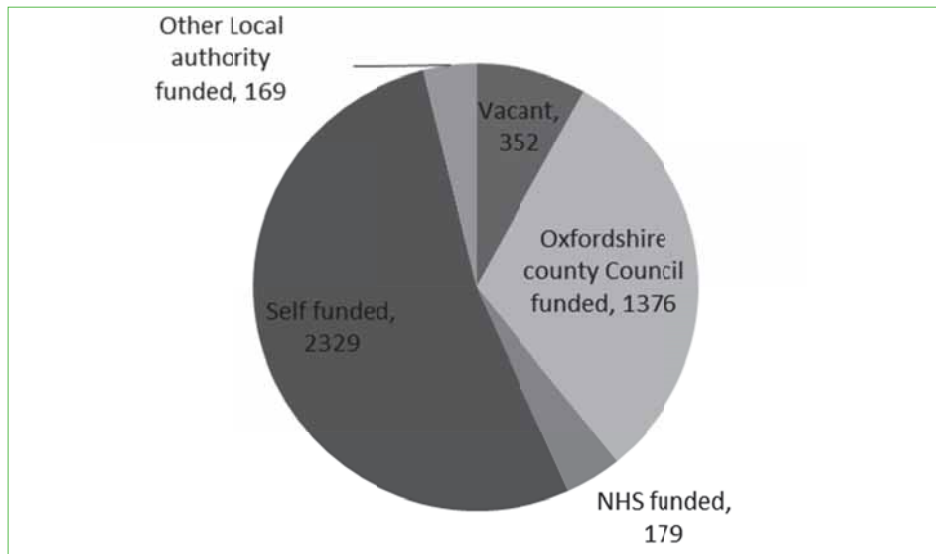
- c.4 per cent of people aged over 65 live in a care home.
- In Oxfordshire, of all the older people supported in long term care, a greater proportion are supported in care homes (residential or nursing), as opposed to in the community.
- People live in care homes in Oxfordshire for longer than in other parts of the country; the average length of stay in Oxfordshire is 5 months longer.
- For council funded residents the length of stay in a care home is approximately 30 months.
- There is general consensus that older people may be admitted into care homes too early, particularly people who pay for their own care.
- Between 1 April 2013 and 31 March, 2014 626 new permanent placements were funded by the council. Of these 259 (41%) were in residential places and 367 (59%) were in nursing places.
- When their needs have been compared against the council's eligibility criteria, a number of older people may not have needed care home services when they first went into a care home.
- In Oxfordshire the number of people who go into care (nursing and residential homes) after being in an acute hospital is about twice as high as the national average.

Over the past few years, the number of older people admitted to a permanent care home placement has fluctuated but has been consistently above the council's anticipated target.

626 people were permanently placed in a care home last year (12 per week) compared to 582 (11.2 per week) in the previous year. A key Better Care Fund target is to reduce the number of admissions to 546 (10.5 per week) in 2014/15 by developing improved community based services, such as extra care housing, which will allow people to live in their own home for longer. Generally, we are seeing that the number of admissions has reduced this year.

Our analysis suggests that the county council purchases just over one third of all care home places in Oxfordshire. We estimate that a further 9% of places are purchased by the Oxfordshire Clinical Commissioning Group. This means that a significant proportion of the available beds (over one half of all places) are purchased by people placing privately in care homes. This makes the council the largest single purchaser in the market, but not the majority purchaser.

Figure 3: Estimated Use of Care Homes for older people in Oxfordshire April 2014



Source: Oxfordshire County Council data

We are supporting individuals in Oxfordshire who fund their own social care by:

- improving the quality, availability and dissemination of information;
- providing advice about long term care funding options and;
- providing independent financial information and advice.

## Key messages: Demand

- As our population increases as does the number of older people.
- People are living for longer, often with more complex needs.
- As the population ages and increases the demand for support will increase.
- About four per cent of the population aged 65 and over resides in a care home.
- Older people living in care homes are increasingly likely to have complex needs and conditions that will require very high levels of care and support.
- The number of people placed by the council in care homes has fluctuated over the past few years, but has been above the council's target.
- A number of people may not have needed care home services when they first went into a care home.
- In Oxfordshire, just over half of care home residents pay for their own care.
- The average age of admission to a care home for people funded by Oxfordshire County Council in 2013/14 was 85.
- In Oxfordshire, the number of people aged over 85 will more than double by 2033.

## The current supply market

Analysis from the Care Quality Commission's website shows that there are 127 care homes in Oxfordshire; 102 for older people, 27 for people with learning disabilities and 23 for people with mental health needs. There are more than 4,800 care home beds in Oxfordshire, nearly 90 per cent of total beds are for older people and 68 per cent are also registered for people with dementia.

Of the 102 registered care homes in Oxfordshire providing care for older people, 75 are registered to support people with dementia. There are a total of 4,345 beds of which 3,373 are registered for people with dementia. The average bed number per home is c.42.

*Table 3: Care homes for Older People in Oxfordshire*

District	Number	Total beds	Oxfordshire County Council supported residents	Percent of total beds
Cherwell	21	941	348	37.0
Oxford City	17	627	267	42.5
South Oxfordshire	21	902	268	29.7
Vale Total	20	883	243	27.5
West Oxfordshire	23	992	358	36.1
Total	102	4,345	1,484	34.1

*Source: Oxfordshire County Council data*

The county council has a long-term development block contract with the Order of St John for 499 placements in 17 of its homes. This agreement runs through to 2026.

In the course of its business the council also spot purchases placements in nearly all the 102 care homes for older people within Oxfordshire.

As of April 2014 the council was supporting 169 older people in care homes outside of Oxfordshire. We are looking at the reasons why people choose to live outside of their county.

Over the last few years there has been a good level of interest in developing new care home services in Oxfordshire. The council estimates that providers added about 200 beds during the last 18 months; a number of operators added beds to their stock either by developing new homes or by extending existing ones.

There may be a danger that if supply outstrips demand then vacancies may increase, creating an imbalance between expenditure and income for some care homes.

The financial health of the sector is regularly checked by the council. In terms of sustainability, the current financial health of the sector is similar to that of 12 months ago.

Figure 4: Location of care homes for older people in Oxfordshire

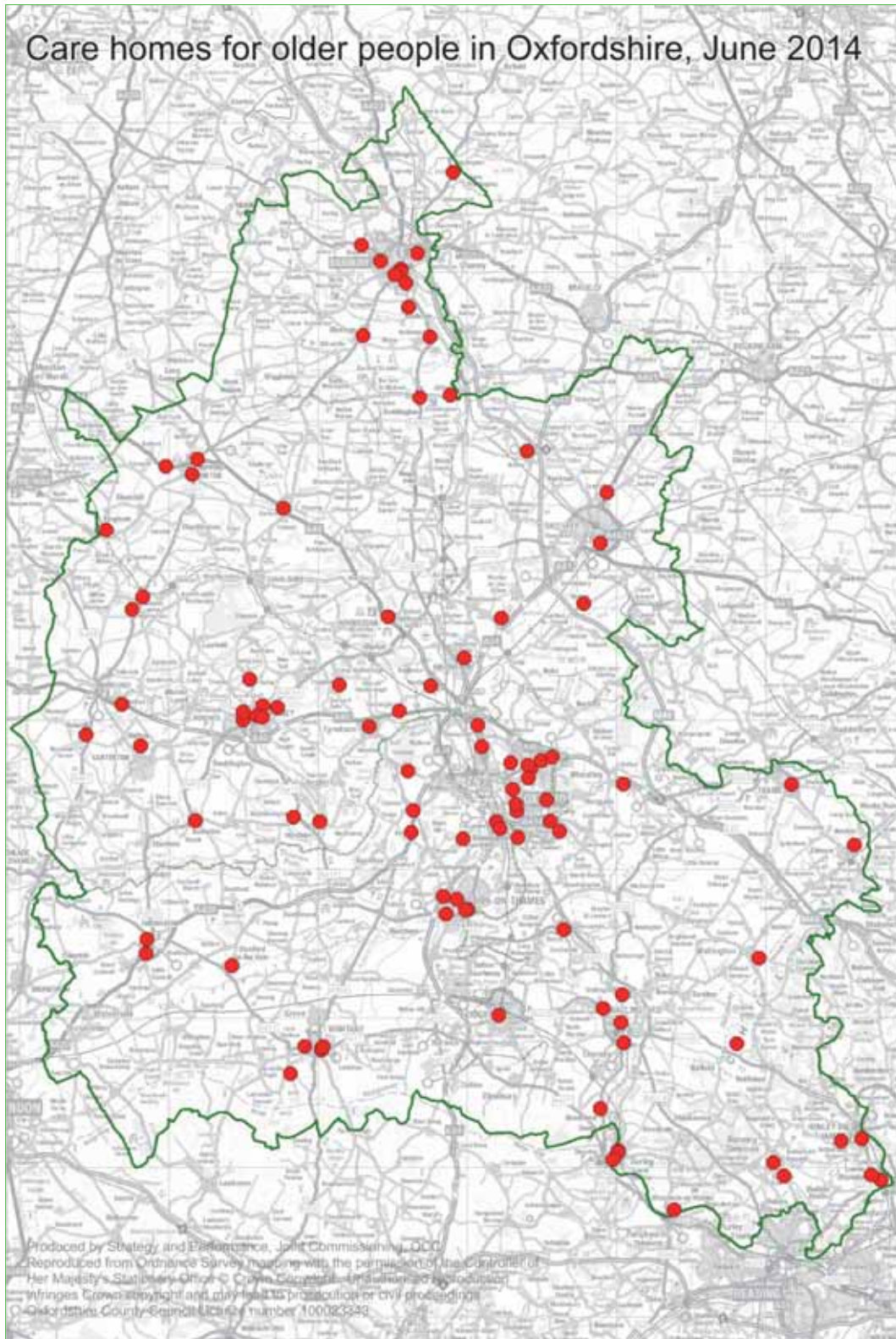


Table 4: Number of beds per 1,000 people age 65 and over by district

	Total 65+ population	Total care home beds	Care home beds per thousand people aged 65 and over	Current Extra Care Housing supply *	Care home and Extra Care Housing beds per thousand people aged 65 and over
Oxfordshire	103,742	4,405	42.5	2,131	63
Cherwell	21,699	941	43.4	577	70
Oxford City	16,640	627	37.7	291	55.2
South Oxfordshire	24,380	902	37	400	53.4
Vale of White Horse	21,761	883	40.6	486	62.9
West Oxfordshire	19,262	1,052	54.6	377	74.2

Source: 2011 Census and Oxfordshire County Council analysis

\* Current supply includes open, feasibility plans approved and works underway stages

West Oxfordshire has the highest and South Oxfordshire has the lowest per capita supply of care home beds for people aged 65 years and over. This does not change when actual and planned supply of Extra Care Housing is taken into account.

## Workforce

The county has high employment and a high skills base with (fewer than two per cent of residents claim jobseekers allowance). There is competition for labour, particularly skilled labour, and this leads to employment areas and service areas with a skills shortage.

Recruitment and retention of staff is one of the general challenges social care providers face in Oxfordshire. The recruitment and retention of staff in the more rural areas of Oxfordshire can be particularly difficult.

We want to work with providers that can promote a positive image of social care services and can attract new staff into the service.

## Key messages: The current supply market

- The care home sector in Oxfordshire is dominated by care homes for older people.
- There are 102 registered care homes for older people in Oxfordshire.
- The council purchases over one third of the care home placements for older people and just over half of the beds are occupied by self-funders.
- There is significant interest in the development of new care homes and extra care housing in Oxfordshire.
- With new investments, the market structure may well change and this may generate vacancies impacting upon the financial health of some providers.
- The sector is generally financially healthy and stable.
- The Oxfordshire Care Homes Association reports occupancy levels in the mid 90% region.
- The county has high employment meaning low unemployment.
- There is a skills shortage in some areas.
- Recruitment of social care workforce is challenging in some areas.

## The quality of care being delivered

The main clients for care home services in Oxfordshire is older people.

Recent published results from Care Quality Commission inspections suggest that for the care homes for older people that the county council works with 91 % of standards are compliant with relatively few areas requiring improvement or being under enforcement activity (June 2014).

Each year we undertake a survey of people who use social care. This includes people who live in care homes and in their own home. In February 2014, 120 people in a care home responded to the survey. Of these 89 or 74% were very satisfied with their care and 27 or 23% were quite satisfied with their care – meaning that 116 (or 97%) were either quite or very satisfied with the care they received.

### Key messages: Quality

- Our view is that the quality of care home services across Oxfordshire is good.
- Across Oxfordshire, people are generally happy with services they receive in care homes.
- The Care Quality Commission reported that when last checked nearly all standards were being met in the majority of care homes in Oxfordshire.

## Future funding

Historically Oxfordshire County Council has a strong reputation for working in partnership with its health colleagues. Pooled budgets for Older People's Services, people with learning disabilities, physical disabilities, and mental health needs have brought together both health and social care money; these are overseen jointly by the council and the Oxfordshire Clinical Commissioning Group. Previously, health system funding and adult social care funding were separately managed.

This pooled arrangement increases our purchasing power with Health and includes:

- Older people's pooled budget (£171 million).
- Learning disability pooled budget (£79 million).
- Mental health pooled budget (£49 million).
- Children's commissioned services (£84 million).
- Physical disability pooled budget (£19 million).
- Drugs and Alcohol Team (£9 million).

The information above needs to be considered alongside our changes in funding.

Since 2010 we have had to save £127 million across all directorates and we are committed to saving a further £74 million between 2014/15 and 2017/18.

We anticipate a very challenging financial settlement for the next three to four years. While we have made significant savings already, we expect a further reduction of £64 million, equating to about 20% of our budget.

In Social and Community Services we are committed to fulfilling our responsibilities towards people who need care. This means we will continue to meet our statutory duties and provide or arrange good quality care for all people who are eligible for support from the Local Authority. We will continue to meet new demand as it arises. In order to achieve this with a reduced budget we have put forward proposals to cut back our provision on non-statutory services.

In 2012/13 we spent £60.73m on care home services for older people. In 2013/14 this figure was £61.21m.

Our Target Banding Rates for care home services for older people are reviewed annually and can be found at [www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)

Our spend on care home services for adults with a learning disability in 2013/14 was c.£20m - c.60% of these placements are outside of the county.

For Adults with a Physical Disability it was £3.98m in 2012/13 and £4.11m in 2013/14 and for Mental Health it was £1.42m and £1.527m respectively.

We are keen to work with care providers to explore how the Care Act will impact on future funding arrangements. We have held an inaugural meeting with providers to establish how best to make this happen and intend to meet on a regular basis to explore the challenges and opportunities this new piece of legislation brings.



## Key messages: Funding

- The council and its Health Partners have a strong joint working arrangement.
- Pooled budgets exist across all client groups; this funding relationship increases our purchasing power.
- The council and its partners make a significant investment in care home services in Oxfordshire.
- The council spends c.£61m per annum on care home services for older people and c.£25m per annum on care home services for adults.
- We expect funding levels will continue to come under pressure in future years.
- We will continue to meet our statutory responsibilities.
- We are keen to work with care providers to explore how the Care Act will impact on future funding arrangements.

## Our future service model

The council's role is changing. It is shifting from one of a care services provider to one where it helps others to provide services, helps people to assess their own needs and encourages self-help.

Over the last few years we have spoken with providers at our conferences and in individual meetings about the care homes market in Oxfordshire. During these meetings we have stated that:

- the services that care homes provide play an important role in helping to meet the needs of vulnerable adults;
- whilst our longer term strategy may be to continue to purchase nursing care home services we anticipate purchasing fewer residential care home services in the future.

We are committed to a thriving Oxfordshire and we will continue to provide a safety net for the most vulnerable people in the county, some of whom may need care home services.

### **Our future service model is one that:**

- Encourages people to choose how they wish to live their lives. To help achieve this objective we are improving the level of information and advice available to people about the options they may have.
- Enables them to choose to stay safe, well and independent in their own homes thereby avoiding the need for admission to a care home. Our workforce strategy will help to ensure more skilled, enabling or specialist services are available to help achieve this.
- Encourages older adults to find a new home for life in one of the purpose-built Extra Care Housing Units around the county when they do need more support. We are working hard to increase the supply of Extra Care Housing in the county. The Market Position Statement on Housing with Support explains more, you can find it at [www.oxfordshire.gov.uk/infoproviders](http://www.oxfordshire.gov.uk/infoproviders)

### **We expect that over the next few years:**

- we will support adults with a learning disability in supported living arrangements where help is available day and night;
- we will support adults with mental health problems in housing with floating support;
- the majority of services that we purchase from care homes will be for older people who can no longer safely remain in their own homes, and primarily for those with nursing and/or dementia needs.

We also recognise that some older and younger adults, including people with a physical disability, may need the services of a care home. Despite this our aim is not to increase our overall purchasing of care home services in Oxfordshire.

### **When we do purchase services our future service model anticipates that care homes in Oxfordshire will:**

- operate as an effective integrated and seamless part of the wider social and health care system and be able to cater for all client groups;
- provide opportunities for the local community, family and informal carers to in-reach into the care home;

- provide services that help vulnerable adults and older people to stay at home for longer, and support family carers to continue caring for a person at home through the provision of flexible respite and intermediate care services;
- ease the transition from a life lived in a person's own home to one that will continue in a safe, stimulating and supportive environment;
- offer a wider range of short and longer term care home services for adults and older people with the most complex and challenging needs including people with dementia;
- offer more high quality nursing dementia beds;
- enable everyone to live the best life they can;
- provide high quality care to people as their needs change through to the very end of their life;
- reduce the need for admission to hospital where such an admission is avoidable;
- ensure that when a resident is admitted to hospital that discharge back to the care home is facilitated at an early date and without delay;
- operate a culture of continuous improvement and learning with clear and robust processes in place to learn from incidents, experience, feedback.

## Key messages: Future service models

- Improved information and advice will be available to help people make informed decisions about the care and support they need.
- Our preference is to support adults and older people to remain independent in their own homes, supported accommodation or Extra Care Housing.
- More flexible short-term breaks and services are needed.
- Whilst we will continue to purchase nursing home services we expect to purchase fewer pure residential care services; when we do it will be for those with higher end dependency needs, including dementia.
- We will purchase good quality care home services to meet the increasingly complex and high level care needs of some older and younger adults, including people with dementia.
- We will support care homes to ensure that those who are dying do not have to experience unnecessary and traumatic transfers to hospital.
- When a resident is admitted to hospital we want to see the care home support an early discharge back to the care home.
- We want to see care homes operating as an effective integrated and seamless part of the wider social and health care system and to cater for all client groups.

## The challenge for providers

Our future service model will present a number of challenges for providers.

### Care home providers will need to consider:

- How they can operate as an integral and effective part of the wider health and social care system.
- How to provide a broader menu of generic and specialist services delivered in both smaller and larger care homes.
- Whether to diversify and develop care home based service options such as community hubs or outreach for domiciliary care and "bring the outside in" by enabling community groups and lunch clubs to meet within the care home.
- The development of respite care models to provide more flexible, personalised and responsive services to support transition towards longer term placements where these are needed.
- How to care for people with dementia, including promoting diagnosis of dementia and supporting people who have dementia continually through the progression of their illness.
- Whether including nursing and therapy as part of the service model for both residential and nursing care could deliver benefits to service users and the business.
- Its ability to deliver therapy-led rehabilitation and intermediate care services for adults and older people, including services for people with an acquired brain injury.
- An approach to the planning and delivery of care which aims to prevent further and unnecessary decline.
- How to ensure that individual staff members are recruited for their values and behaviours and have the skills, knowledge, qualifications and experience that they need to deliver high quality, personalised care to those with complex needs and/or at the end of their life.

### As people become more dependent providers will need to ensure that their staff:

- Have access to a full range of suitable equipment to help meet the needs of more complex individuals.
- Fully understand the **Mental Capacity Act** including the requirement to assume that a person has capacity unless this has been formally assessed to the contrary.
- Have a thorough knowledge and understanding of the needs of people with **Dementia**. They will know how best to meet these needs and be positive about ensuring that all people with dementia are supported to have the best possible quality of life.
- Are able to identify signs of **development and progression of various conditions** and be able to respond accordingly, including when and when not to seek advice, while responding to situations in the care home setting.
- Have exemplary **moving and handling skills** to enable them to care safely for residents, including bariatric people, people with physical disabilities or dementia. Care homes are recommended to consider the College of Occupational Therapists publication "Living well through activity in care homes" toolkit (see [www.cot.co.uk/living-well-care-homes](http://www.cot.co.uk/living-well-care-homes))

- Are able to support people **at the end of their lives** and act on DNACPRs (Do Not Attempt Cardiopulmonary Resuscitation)
- To take appropriate action to enable people who are dying to have a good death in the place that is now their home without referral to an acute hospital.
- Maintain a higher level of skills, ability and competency to care for residents' increasingly complex needs.

Finally, providers need to be aware of the Care Act and the implications that it will bring for them. The council recognises that this Act has implications for both the council and care providers and it will work alongside providers to consider the same.

## Key messages: The challenge for providers

We want to see the care home market deliver:

- A wider range of high quality and reliable short and longer term residential services.
- More capable mainstream and specialist services for adults and older people with the most complex needs.
- A mix of provision to meet the diverse needs of our clients with quality a consistency across all services - in newer and older and smaller and larger care, homes in urban and rural locations.
- A value-based recruitment and skill set.
- A capable, competent, motivated and empowered workforce - comprising nurses, therapists, care workers, registered managers and ancillary staff.
- To be able to care for people with challenging conditions in a dignified way right through to the end of their lives in a care home setting.

Care home providers will need to consider the implications of The Care Act 2014 and how that will affect their business in the future.

## Working together

The council sees care home providers as key partners in supporting vulnerable people of any age in Oxfordshire.

It is constantly looking to share expertise, benchmark best practice and work with its partners to deliver high quality care.

We will work with colleagues from the care homes sector to ensure that they are integrated in to a whole systems approach across Oxfordshire.

**The priorities we have defined in our Older People's Joint Commissioning Strategy 2013-2016 are to:**

- Work with care homes to ensure the care home market delivers good quality and safe provision at a market price that is financially sustainable, for people who are self-funders and those that are supported by the county council and /or Oxfordshire's Clinical Commissioning Group.
- Improve the support and services that people receive when they are in care home.
- Ensure that we have the right number of residential placements, specialist placements for people with dementia and Extra Care Housing (housing with personal care provided on site) available.

At an individual service user level providers can expect good quality social work support, good information together with a proactive and appropriate response to address any issues of concern. Providers can also expect an open and transparent response to complaints and safeguarding together with a focus on learning from episodes that present. This approach is adopted to ensure the best possible outcome for the service users we support both now and in future years.

At a provider level you can expect each provider to have a named Supplier Relationship Officer and a Contract Officer allocated to them.

At a strategic level the council will work with the Oxfordshire Association of Care Providers and care home providers individually on activities such as:

- service and workforce planning;
- the development of Apprenticeship Schemes;
- identification and signposting to local training opportunities;
- good practice forums to share expertise, knowledge and ideas;
- benchmarking service delivery and operational practice across Service User groups, specialist services and geographical areas;
- discussion about new services and operational efficiency;
- the commissioning of services based on outcomes;
- implications of the Care Act 2014.

The council is expecting to have an e-Marketplace system ready for launch in April 2015. In the run-up to this date the council will work with providers and potential users of services to help them to be ready to sell and purchase services directly, without having to work through the council.

## Key messages: Working together

- The council recognises care home providers as key partners in the delivery of support to vulnerable people in Oxfordshire.
- It is seeking a robust working relationship with its providers at all levels to ensure the delivery of high quality care services.
- Providers will have opportunities to work with the council and the Oxfordshire Clinical Commissioning Group to model and test innovative and cost effective approaches to service delivery.
- The council will work with its partners at an individual provider level, with the relevant Care Associations and with the Oxfordshire Clinical Commissioning Group to ensure the availability and delivery of good quality care services in Oxfordshire.

## Summary of key messages

### Our vision for Oxfordshire

- We want people of all ages to lead healthy and safe lives.
- We want people to achieve their full potential.
- We want people to live independent and successful lives.
- We want to ensure that the right services are available at the right time in the right place.
- We want service users to tell us about their experience of the services they receive.
- We want care home providers to consider how they can best support these objectives.

### Demand

- As our population increases as does the number of older people.
- People are living for longer, often with more complex needs.
- As the population ages and increases the demand for support will increase.
- About four per cent of the population aged 65 and over resides in a care home.
- Older people living in care homes are increasingly likely to have complex needs and conditions that will require very high levels of care and support.
- The number of people placed by the council in care homes has fluctuated over the past few years, but has been above the council's target.
- A number of people may not have needed care home services when they first went into a care home.
- In Oxfordshire, just over half of care home residents pay for their own care.
- The average age of admission to a care home for people funded by Oxfordshire County Council in 2013/14 was 85.
- In Oxfordshire, the number of people aged over 85 will more than double by 2033.

### The current supply market

- The care home sector in Oxfordshire is dominated by care homes for older people.
- There are 102 registered care homes for older people in Oxfordshire.
- The council purchases over one third of the care home placements for older people and just over half of the beds are occupied by self-funders.
- There is significant interest in the development of new care homes and extra care housing in Oxfordshire.
- With new investments, the market structure may well change and this may generate vacancies impacting upon the financial health of some providers.
- The sector is generally financially healthy and stable.
- The Oxfordshire Care Homes Association reports occupancy levels in the mid 90% region.
- The county has high employment meaning low unemployment.
- There is a skills shortage in some areas.
- Recruitment of social care workforce is challenging in some areas.



## Quality

- Our view is that the quality of care home services across Oxfordshire is good.
- Across Oxfordshire, people are generally happy with services they receive in care homes.
- The Care Quality Commission reported that when last checked nearly all standards were being met in the majority of care homes in Oxfordshire.

## Funding

- The council and its Health Partners have a strong joint working arrangement.
- Pooled budgets exist across all client groups; this funding relationship increases our purchasing power.
- The council and its partners make a significant investment in care home services in Oxfordshire.
- The council spends c.£61m per annum on care home services for older people and c.£25m per annum on care home services for adults.
- We expect funding levels will continue to come under pressure in future years
- We will continue to meet our statutory responsibilities.
- We are keen to work with care providers to explore how the Care Act will impact on future funding arrangements.

## Future Service Models

- Improved information and advice will be available to help people make informed decisions about the care and support they need.
- Our preference is to support adults and older people to remain independent in their own homes, supported accommodation or Extra Care Housing.
- More flexible short-term breaks and services are needed.
- Whilst we will continue to purchase nursing home services we expect to purchase fewer pure residential care services; when we do it will be for those with higher end dependency needs: including dementia.
- We will purchase good quality care home services to meet the increasingly complex and high level care needs of some older and younger adults, including people with dementia.
- We will support care homes to ensure that those who are dying do not have to experience unnecessary and traumatic transfers to hospital.
- When a resident is admitted to hospital we want to see the care home support an early discharge back to the care home.
- We want to see care homes operating as an effective integrated and seamless part of the wider social and health care system and to cater for all client groups.

## The challenge for providers

We want to see the care home market deliver:

- A wider range of high quality and reliable short and longer term residential services.
- More capable mainstream and specialist services for adults and older people with the most complex needs.
- A mix of provision to meet the diverse needs of our clients with quality a consistency across all services - in newer and older and smaller and larger care, homes in urban and rural locations.
- A value-based recruitment and skill set.
- A capable, competent, motivated and empowered workforce - comprising nurses, therapists, care workers, registered managers and ancillary staff.
- To be able to care for people with challenging conditions in a dignified way right through to the end of their lives in a care home setting.

Care home providers will need to consider the implications of The Care Act 2014 and how that will affect their business in the future.

## Working together

- The council recognises care home providers as key partners in the delivery of support to vulnerable people in Oxfordshire.
- It is seeking a robust working relationship with its providers at all levels to ensure the delivery of high quality care services.
- Providers will have opportunities to work with the council and the Oxfordshire Clinical Commissioning Group to model and test innovative and cost effective approaches to service delivery.
- The council will work with its partners at an individual provider level, with the relevant Care Associations and with the Oxfordshire Clinical Commissioning Group to ensure the availability and delivery of good quality care services in Oxfordshire.

**If you have any questions, please write to:  
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**For further information about our work visit:  
[www.oxfordshire.gov.uk/infoproviders](http://www.oxfordshire.gov.uk/infoproviders)**

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