

Report

Report to:	Social Work Resources Committee
Date of Meeting:	8 May 2019
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Older People Care Homes – Establishment Changes
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval from Committee to change the staffing establishment within the Older People Care Homes (OPCH) to reflect new demands and requirements in the service.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted; and
- (2) that the proposed changes to the establishment within Older People Residential Care Homes, as outlined in Appendix 1, be approved.

3. Background

3.1. In recent years there has been significant changes in national policy direction and associated developments in the types of services available to support older people to remain in their own home for longer. The age at which people come to live in OPCH has increased as more people are successfully supported to remain in their own homes for longer within their communities. Those moving into residential care are now frailer and over 80% of our current residential care home residents have a diagnosis of dementia. Many of these service users have multiple long term health conditions. Thus, there is a requirement to change the focus from being predominately a “support” service to a “care” service.

3.2 The Integration Joint Board recently approved a refreshed Strategic Commissioning Plan for Health and Social Care Services covering the planning period 2019-2022 which provides a comprehensive overview of the potential impact of new demands and challenges facing Health and Social Care Services. Some key factors:

- ◆ responding to demographic challenges whereby over the period 2018-2027, the 65+ population is projected to rise by 23.4%. This becomes more pronounced for the 85+ population which is projected to rise by 32.8% over the same period
- ◆ recognition that whilst the population is living longer, people are not always living healthier. In South Lanarkshire, more of the older age population will live with conditions such as mental health, chronic pain, respiratory disease and hypertension

- ◆ a continued rise in demand for emergency hospital care with Accident and Emergency attendances and emergency admissions, which both continue to show increased demand year on year of 2.5% for Older People
- ◆ levels of frailty will increase, with dementia being a key indicator of frailty. 80% of people within residential care homes have a diagnosis of dementia
- ◆ demands emanating from national policy which continues to focus on shifting the balance away from more institutionalised solutions to supporting people to remain in their home and community. This reflects the wishes and preferences of the majority of the population
- ◆ increasing choice and options for people to have more say over how they can direct their care

3.3 New delivery models and increased choice are also impacting on OPCH and all Residential Care Services, indicating a need to reconsider and update the staffing model. For example, the new transitional care model will require workers to develop and enhance their skills to deliver a future model based on reablement, recovery and using Self Directed Support approaches to increase choice and flexibility to support people to return home. Those people assessed as needing support in a long term care environment will generally be very frail and likely to have a dementia diagnosis.

3.4 In addition to this, there are new National Care Standards and associated regulatory changes which has resulted in the Care Inspectorate's requirements shifting from defined staffing ratios for each establishment based on a standardised resident profile, to one where responsibility for this firmly shifts to the provider based on levels of dependency. The rationale for this being that fixed staffing ratios are based upon a standard profile and do not reflect the changing needs of individual residents' dependencies and capabilities or for that matter changing levels of frailty. The Care Inspectorate have clearly stated that a provider "*must, having regard to the size and nature of the Care Services, the statement of aims and objectives and the number and needs of service users, ensure that at all times suitably qualified and competent persons are working in the Care Service in such numbers as are appropriate for the health, welfare and safety of service users*". This change will form a key component of future inspection approaches and is one that Social Care Services has to respond to in terms of staffing models which meet these new standards.

4. Current Position and Proposed Changes

4.1. The Resource has undertaken a workforce planning activity to scope out how the workforce is best positioned to respond to this changing demand and updated regulatory environment.

4.2. A number of emergent themes in relation to workforce development have been recognised including:

- ◆ a need to reconsider the current skill mix and ratios of the Social Care Assistant (SCA) and Social Care Worker (SCW) role. There is a need for a greater number of Social Care Worker (SCW) posts to meet the changing needs of the residents. The Social Care Worker post is a pivotal multi-faceted role which undertakes tasks including the safe administering of medicines, offering person-centred care to residents with a range of complex care needs including undertaking risk assessments, care planning, care reviews and working as a member of a multi-disciplinary team

- ◆ a need to extend the cover provided by Senior Social Care Workers (SSCW) during day shifts so that there is sufficient support to and oversight of the individual units with the care homes.
- ◆ the service has already established opportunities for employees to develop their skills and experience in order to respond to the needs of the residents. A good example of this has been developing Social Care Assistants to carry out higher level tasks to progress to SCW role, to support the service to meet more complex service user needs and regulatory requirements. The proposal to shift the balance of SCW posts will offer employees the opportunities to develop and progress within the OPCH structure.

- 4.3. The model for night shift cover also needs to change to consolidate and build upon the interim arrangements that are in place in response to the changing circumstances. The paper proposes an increase in the number of Social Care Workers (nights) to ensure that there is sufficient cover and the correct skill set available to meet resident's needs. The service has developed an effective model of Senior Social Care Worker cover through an Overnight Agile Peripatetic Team that bridges across the units to provide a flexible system of support and guidance to the SCW's
- 4.4. The report also proposes the establishment of posts to support bed based intermediate care services and embrace the opportunities to develop tele-care supports. As the Older People Care Homes modernisation programme progresses through its first phase, additional skill sets are required to realise the ambitions of the programme. The Workforce Planning activity highlighted the need to create an Occupational Therapist to support Intermediate Care and two Telecare Development Workers to support the development and roll out of the Technology Enabled Care Services which are associated with the new care facilities and technology enabled homes to be constructed in Blantyre. It is proposed that some financial resource is released from vacant residential posts to support the establishment of these posts.
- 4.4. On this basis, a number of changes are proposed within the existing OPCH establishment which can be delivered within existing financial resources, which is further detailed at paragraph 6.
- 4.5. In summary, the above changes will position the service to meet the following:
- ◆ provide a more person centred service through increasing the number of Social Care Worker roles
 - ◆ changing dependency levels and regulatory requirements
 - ◆ a skill-mix that supports the development of new services and which offers more opportunity for employees to develop
 - ◆ consolidate and develop the overnight model to offer a more flexible model, including an Overnight Agile Peripatetic Team to cover geographical areas
 - ◆ ensure that each wing of a care home has a Senior Social Care Worker who will have responsibility for the health and wellbeing of service users
 - ◆ support increased choice and options in terms of recovery and reablement
 - ◆ promote and support the uptake of technology enabled care

- 4.6. Subject to Committee approval, a full implementation plan will be developed to allow smooth transition to the new staffing model.

5. Employee Implications

- 5.1. The proposed changes to the establishment and employee implications are outlined in Appendix 1.

6. Financial Implications

- 6.1. The proposed changes to the establishment can be implemented within existing resources.
- 6.2. There will also be a reduction in overall staffing costs of £0.120m, as the creation of the additional Social Care Worker posts will eliminate the need to incur additional payments to SCA for undertaking additional tasks.

7. Other Implications

- 7.1. Failure to provide appropriately skilled and adequate levels of staff within the OPCH estate commensurate with identified dependencies and aspirations of the older people care home population, presents significant risks to peoples' personal outcomes. The risks, however, to the Council and the South Lanarkshire Health and Social Care Partnership are also significant as there is a requirement to meet regulatory requirements, failure may result in sanctions which would cause reputational damage, as well as place service users at personal risk. The proposed changes to establishment mitigate this risk.
- 7.2. There are no other issues associated with this report.

8. Equality Impact Assessment and Consultation Arrangements

- 8.1. The report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 8.2. In line with the recent Care Inspectorate guidance, the proposals have been made which take account of the nature of service users, the needs and number of service users and the requirement to ensure that at all times suitably qualified and competent persons are working in OPCH.
- 8.3. The Trade Union have been involved in discussions to date in terms of these proposals and will continue to be engaged with and updated in regard to the ongoing work relating to recruitment and retention and proposals contained within this report.

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16 April 2019

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve Later Life
- ◆ Protect Vulnerable Children, Young People and Adults
- ◆ Deliver Better Health and Social Care Outcomes for All

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Appendix 1

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