

Open Report on behalf of Lincolnshire Care Association (LinCA)

Report to:	Adults Scrutiny Committee
Date:	29 June 2016
Subject:	Workforce Issues in Residential and Nursing Homes and Other Care Settings (including Domiciliary Care)

Summary:

This report outlines the key workforce issues being experienced by providers of Adult Care in Lincolnshire, and the support which is being offered by LinCA (the Lincolnshire Care Association) to meet the challenges.

LinCA is supported by grant funding from Lincolnshire County Council and has also accessed resources from Skills for Care and Health Education England. Providers are asked to make a contribution to all workshops and training sessions except those which relate to Safeguarding which are provided free of charge.

Workforce support is available from a variety of sources, which have not historically been coordinated. A workforce strategy has been developed in conjunction with the sector and commissioners of the services (both local authority and NHS) to provide a coherent pathway to ensuring that we have the *right people with the right attitudes and skills in the right place at the right time* to deliver a high standard of care to service users in Lincolnshire.

Actions Required:

To consider the information presented on the key workforce challenges and the ways in which they are being addresses.

1. Background

For ease of understanding we have divided the key issues for the workforce in care providers into three areas of work, although there is significant interdependency.

1. **Recruitment** – ensuring that the right number of people with the right attitude and aptitude to care join the workforce. Historically this has been a reactive process for many care providers, and there is a perception that it is not as selective as it could be – if only one person applies should you hire them to fill gaps on the work roster even if they are not a good fit.

We are supporting providers to change this by encouraging a Values Based Approach to recruitment alongside the Safer Recruitment principles which are essential when working with vulnerable adults. Practical workshops have been held with more planned for the autumn and a Lincs FM advert was placed on behalf of all 12 lead providers of domiciliary care.

Good quality recruitment also depends on attracting people into joining the sector. This is a major work stream for LinCA in 2016 following on from a joint Health and Care project in 2015 which was funded by Health Education England. Within this work stream there are a number of initiatives, including:

Icare..... Ambassadors

We have successfully applied to Skills for Care for permission to host an *Icare.... Ambassadors* group. This is a national initiative to develop care staff to work with schools, colleges and community groups to share their experience in social care. We have 14 Ambassadors who have completed training and a number of others who are newly registered. Ambassador numbers across the East Midlands region are:

	Count
Derbyshire	1
Lincolnshire	14
Northamptonshire	5
Nottinghamshire	8

Talent Academy

LinCA is part of the Talent Academy which has been set up as part of the Lincolnshire Health and Care programme to improve the recruitment into health and care. We are developing a programme of work alongside the NHS to ensure that social care is not overwhelmed, and that the opportunities within small and medium sized employers are included.

- 2. **Retention** – As set out in the summary of the 2015 workforce data, Adult Social Care in Lincolnshire has a staff turnover rate of almost 25%. If this could be reduced to 15% it would save on recruitment and initial training costs as well as providing a better quality of care by reducing the number of strangers that service users encounter.

This is a perennial issue and can in part be caused by low pay rates, particularly in domiciliary care, but pay alone will not solve the problem.

As part of the ADASS [Association of Directors of Adult Social Services] regional workforce group, we have been looking at possible solutions and in particular enhancing career structures and increasing the number of apprenticeships in the sector.

Milton Keynes Council have been running a dedicated programme of working with schools in their area which has resulted in 35 new work experience placements and 4 Apprenticeship starts.

We are working with Grantham and Boston Colleges and selected schools who offer Health and Social Care in the Sixth Form to identify the reasons why there appears to be a disconnect between full time study of Health and Social Care and entry into the sector, and to pilot new ways of working with students to reduce attrition. The Milton Keynes programme indicates that this work needs dedicated staff time, which we feel would be a good investment both in the short term and in the identification of the talent of tomorrow.

Recognition

Social Care can be a role which is invisible unless something goes wrong, although it is essential to the wellbeing of our most vulnerable citizens. We are working with Lyndsey Hannam to improve the image of the workforce. On a more formal note, we are holding a Celebrate and Reflect afternoon on July 20th at which Cllr Mrs Bradwell has kindly agreed to present certificates and awards to some of those who have taken part in development programmes during the first year of LinCA Workforce Development.

We will also be holding Lincolnshire's first countywide Care Awards in 2016/17.

3. Development - Quality of service depends upon staff having the right knowledge and skills, who feel confident and competent in their role.

Social care is also changing rapidly. Providers need to be aware of Integration, Care Act, Making Safeguarding Personal and other policy changes as well as the requirements of regulatory bodies and last but not least how to operate in a financially challenged landscape.

Whilst care managers recognise the importance of staff development, it can be difficult to identify the priorities and where to find the best value for money. There are also a number of funding streams and workforce support initiatives available which can overlap.

Much of the sector in Lincolnshire is comprised of smaller organisations often spending time and money on training which does not achieve the intended outcomes, and sometimes the response to having too much on offer is not to actually respond to any.

To assist with this, we have put together a comprehensive directory of resources which includes the workshops and other events and study programmes that we have developed and commissioned. A copy of the directory is available at Appendix B to this report.

The programme has in its first year focussed on key areas including:

Care Certificate
Leadership and Management
Safeguarding
First Aid
Moving and Handling

In the next year we will repeat these core sessions as well as taking forward the work on Frailty which we started in March. This will include Dementia, End of Life Care as well as the holistic support for the frail elderly. This work has been supported by leading clinicians in Lincolnshire which ensures that we are giving the message of how it will work here and not just a national perspective, as well as building relationships across the system.

Nursing staff in care homes is a particular challenge, both in terms of numbers and ensuring that skills and knowledge are up to date. All nurses in the sector will be required to meet the revalidation criteria which for those who have not had to undertake formal Continuing Professional Development for some time is a daunting prospect. We have been working with colleagues in Public Health and CCGs to offer support through workshops and study days.

This will continue to be a challenge, but also an exciting opportunity, and we are thrilled to have been offered a funded place on the proposed Master's Degree in Specialist Practice Frail Older Adults for Health and Social Care for the independent care sector.

2. Consultation

a) Policy Proofing Actions Required

n/a

3. Appendices

These are listed below and attached to the end of this report

Appendix A	Lincolnshire Independent Care Sector - Draft Workforce Strategy (Lincolnshire Care Association – Workforce Development)
Appendix B	Lincolnshire Car Association Workforce Development - Learning and Development Resources (June 2016)

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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