



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 October 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Domiciliary Care Workforce Actions
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Jill Paterson, Director of Primary Care, Community and Long Term Care
SWYDDOG ADRODD: REPORTING OFFICER:	Rebecca Jones, Programme and Change Manager – Workforce, West Wales Care Partnership

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This report is presented to the People, Organisational Development & Culture Committee (PODCC) to note current pressures across the health and social care system in the Hywel Dda University Health Board (HDdUHB) area, and to note the collective action being undertaken by statutory and other partners to address these in the short and medium term.

Cefndir / Background

The health and care system within HDdUHB area is facing intense, and possibly unprecedented, challenges which are also being felt across the rest of Wales. These challenges were considered in some detail by the Health Board at its Public Board meeting on 29th July 2021 and the Regional Partnership Board on the same day. They stem from a combination of factors, particularly:

- Increased demand on the acute sector resulting from the return to pre-COVID levels of emergency demand, the resumption of elective procedures for cancer and other urgent conditions, as well as the increasing number of individuals requiring hospital treatment for COVID-19.
- Resulting increase in demand for Domiciliary Care; in some areas it is estimated that demand has increased by approximately 15% over the past 3 months.
- Staffing pressures across the system due to isolation rules and additional pressures particularly on social care as staff are lost to other sectors such as the hospitality sector and the impact of Brexit on the local workforce.
- The continued impact of the 14-day isolation rule on admission to care homes and of hardship payments for voids in care homes, both of which can disincentivise managers from receiving new clients.

It should be noted that, despite these pressures and a persistent backlog caused by the factors mentioned above, individuals are still progressing through the system, with people receiving new Domiciliary Care, Reablement and Domiciliary Care packages.

In the light of the intense pressures, the Regional Integrated Executive Group, which sits under the Regional Partnership Board, has assumed the status of a Health and Social Care Tactical Group (HSCTG) for the duration of the current crisis. In this capacity, the HSCTG brings partners together to:

- (1) monitor pressure across the system;
- (2) identify opportunities for collaborative action;
- (3) mandate partners to sign up to agreed actions;
- (4) monitor implementation and;
- (5) unblock emerging obstacles.

The HSCTG has agreed a regional action plan to improve patient flow across the system. Delivery against this plan is monitored on a weekly basis.

Asesiad / Assessment

The regional action plan includes a range of remedial measures including:

- Implementation of a new **Home Based Bridging Service (HBBS)** through which 175 whole time equivalent (WTE) health care support workers will be appointed to provide additional capacity from October 2021. This will build on HDdUHB's existing Bridging Service and will be significantly extended in order to provide bridging to all patients awaiting domiciliary care up to the point of when an appropriate package of care becomes available or the 31st March 2022 (whichever is sooner). The proposed model will aim to enhance existing integrated arrangements in each County area, and its impact will be closely monitored from inception, in order that decisions can be made on refinement/cessation as appropriate. The expectation is that there are either no or minimal delays for patients deemed ready to leave across all HDdUHB services. Arrangements will be designed to prevent negative wider system impact, e.g. by avoiding recruitment directly from the existing health and domiciliary care capacity within the region, and have a comprehensive risk register to support this.
- **Circulation of a detailed regional survey across each local authority area to identify ways to attract more people into the care sector**, targeting those who work in the sector, those who have left and those who do not yet work in the sector. Results are due in early October 2021. Following this, there will be an additional piece of research undertaken in partnership with the Research, Innovation and Improvement Hub. This secondary work will look in more detail at the recovery of the domiciliary care workforce following the pandemic and will follow up on the main themes identified in the survey results.
- During the summer 2021, Pembrokeshire County Council undertook a **pay and conditions mapping exercise across commissioned providers within commissioned and in-house Domiciliary Care services**. The aim of the exercise was to fully understand how domiciliary care workers were remunerated across the county and to review areas for improvement or potential enhancement. Following this initial mapping, it was agreed at the HSCTG held on 6th September 2021, that the same exercise would be undertaken regionally across all 3 counties. The resulting data was analysed and presented to HSCTG on 27th September 2021, with further actions identified to provide more detailed analysis of the data.
- **Review of local practice in relation to care home admissions and exclusions**, in line with national guidance, to increase intake where appropriate and reduce pressures within the acute and other parts of the sector caused by delays in admissions.

- **Revisions to communications to patients and their families on admission to hospital** and during their stay, advising on current pressures and the possibility that alternative arrangements and/or reduced care and support may be necessary upon discharge.
- **Utilisation of care home and community hospital beds to provide step down care where individuals are ready for discharge, however have delayed access to domiciliary care packages.** This is expected to release system pressure and allow people to access care services:
 - Opening of Llys Y Bryn Step Down Unit (Carmarthenshire County System).
 - Increasing bed capacity of Amman Valley Hospital by an additional 8 beds (Carmarthenshire County System).
 - Block purchasing independent sector care home void beds in residential care (Carmarthenshire County System).
 - Review options available to open Cleddau Ward (Pembrokeshire County System).
- **Ongoing ‘right-sizing’ of existing care packages,** reducing levels of care where appropriate and safe thereby optimising finite social care capacity and increasing the number of packages that can be delivered. Learning from successful programmes in Carmarthenshire and Pembrokeshire aimed at reducing the number of double-handed calls is being applied in relation to this
- **Optimising the use of reablement capacity** to support recovery of individuals and reduce the need for ongoing care.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to note the update with regard to the Domiciliary Care workforce.

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1 Seek assurances that people and organisational development arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe services/programmes and functions across the whole of HDdUHB’s activities.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2. Safe Care 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	10. Not Applicable
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not applicable.
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not applicable.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Included within the body of the report, where appropriate
Ansawdd / Gofal Claf: Quality / Patient Care:	Included within the body of the report, where appropriate
Gweithlu: Workforce:	Included within the body of the report, where appropriate
Risg: Risk:	Included within the body of the report, where appropriate
Cyfreithiol: Legal:	Included within the body of the report, where appropriate
Enw Da: Reputational:	Included within the body of the report, where appropriate
Gyfrinachedd: Privacy:	Included within the body of the report, where appropriate
Cydraddoldeb: Equality:	Included within the body of the report, where appropriate