



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 October 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Home Based Care Service Workforce
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Andrew Spratt, Deputy Director of Finance

**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

Due to the unprecedented challenges being experienced across the health and social care system, the following brief was provided by the Health Board Executive Team/Gold Strategic Group on 8th September 2021 and response requested of the operational team.

With recruitment starting during week commencing 13th September 2021, the Health Board's existing Bridging Service will be significantly extended such that it can provide bridging to all patients awaiting domiciliary care up to the point when an appropriate package of care becomes available or the 31st March 2022 (whichever is sooner). The expectation is that there are no/minimal delays for patients deemed ready to leave across all HB services. The approach and model should consider carefully and mitigate as far as possible any longer-term adverse consequence and have a clear exit strategy.

This paper aims to provide the Sustainable Resources Committee (SRC) with assurance of the financial implications of this decision. Reference to this paper, and the current situation has been discussed at Board Seminar on 14th October 2021, and forms part of the Winter Plan responses that were also considered at that meeting.

Cefndir / Background

It has been recognised across the Health Board and the three Local Authorities that the current fragility and paucity of domiciliary care provision in the community is contributing to increased risk to our population:

- Risk of harm to individuals awaiting an ambulance in the community;
- Risk of sub optimal outcomes and harm to individuals requiring assessment and care and support in the community;
- Risk of sub optimal outcomes for patients delayed in hospital pending care and support availability;
- Risk of sub optimal outcomes for patients pending bed availability to receive urgent planned care.

There are multiple factors contributing to the current high level of challenge:

- Higher than ever demand on social care services – complexity and numbers;
- A high number of care homes in COVID-19 exclusion which compromises step down opportunities when these are appropriate for patients / people awaiting domiciliary care;
- Large number of handback of care packages due to workforce constraints;
- Aging population – more people over 55 than under 55 in Pembrokeshire; a differential which is projected to continue to grow with additional demands, and also a reduction in workforce;
- Hospitality staffing shortages driving different opportunities for people which compound historical recruitment and retention challenges experienced by the sector;
- Overseas staff have returned to their home country;
- High levels of care home embargoes leading to smaller bed numbers and choice of patients leading to lower complexity patients taking places;
- Mental health services facing unprecedented demand;
- Workforce fatigue;
- Family fatigue and increasing concerns.

The Health Board Executive Team / Gold Strategic Group brief was consequently presented to the West Wales Care Partnership's Integrated Executive Group (IEG) together with a paper outlining the following:

- Current position relating to domiciliary care compromise across Carmarthenshire, Pembrokeshire and Ceredigion and the underlying cause;
- The impact on domiciliary care compromising the availability of packages of care for patients delayed in hospital or who are pending care and support following an assessment of need at home;
- Existing mitigating actions in train to support recovery and sustainability of domiciliary care across our three Counties;
- Acknowledgement that Bridging Services exist across the three County 'systems' however delivery of such services varies across the Health Board area and are either Health Board or Local Authority led. As such, the IEG paper outlined a definition of 'bridging care' together with principles and standards that need to be considered in delivering such a service;
- Proposed model and response to the Health Board Executive Team / Gold Strategic Group brief for an Enhanced Health Board Bridging Service;
- Initial assessment of risks associated with implementing an enhanced Health Board led 'bridging care' provision.

The assessment section of this report outlines the workforce, and therefore financial, implications of the decision taken to extend the existing bridging service across the Health Board.

Asesiad / Assessment

The following workforce requirements have been put forward to extend the service, with their indicative financial implications. The costs are based on recruitment enabling a start date of 1st December 2021, although it is recognised that some could start slightly earlier, with others later.

Home Based Care Service	WTE	£
Carmarthenshire	30	241,098
Pembrokeshire	20	160,732
Ceredigion	10	80,366
TOTAL	60	482,196

Supervisory and support roles are still being scoped by each Operational Delivery Group (ODG) as they will be dependent on existing local infrastructure.

Recruitment processes started on 1st October 2021, with initial applications being received as per the below, as at 5th October 2021.

Home Based Care Service	Applications
Carmarthenshire	11
Pembrokeshire	12
Ceredigion	2
TOTAL	25

The service is being extended on a temporary basis until 31st March 2022, with recruitment proceeding on a permanent basis. With the level of vacancies already in existence across the services, the recurrent financial risk will be managed by rotating the workforce into these permanent vacancies once a decision is made to disband the extended service. A view will be taken in the Integrated Medium Term Plan (IMTP) as to any extension that is required after 31st March 2022, and financial considerations will be factored into the same process and reported back to the SRC.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to note the decision-making process taken and the risks to be managed during the coming months.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 Provide assurance on financial performance and delivery against Health Board financial plans and objectives and, on financial control, give early warning of potential performance issues, making recommendations for action to continuously improve the financial position of the organisation, focusing in detail on specific issues where financial performance is showing deterioration or there are areas of concern.
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):	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 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained within the report.
Rhestr Termau: Glossary of Terms:	Not Applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Acute and Community Bronze Command, Silver (Tactical) Command, Gold Command.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial risks to the non-recurrent in year and the position has been considered and included within the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Workforce risks are highlighted within the report, and their mitigation plans.
Risg: Risk:	Contained within the report.
Cyfreithiol: Legal:	Advice has been sought and is being discussed within the operational management structure.
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable

**Cydraddoldeb:
Equality:**

Workforce will ensure that all relevant equality policies are adhered to when formally recruiting.