



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

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Integrated Joint Board – Workforce Report as 31 December

Introduction

The workforce monitoring report provides an overview of the Integrated Joint Board's workforce position at the end of December 2021 and the risk the IJB and the wider community face due to the worsening workforce position now and into the future. This report will be presented to March CPP meeting. It contains the following sections:

1. Summary
2. Demography
3. Workforce Summary
4. Vacancies and Available Workforce
5. Age, Retirals and Sickness
6. Future need
7. Partners
8. Data Sources

1. Summary

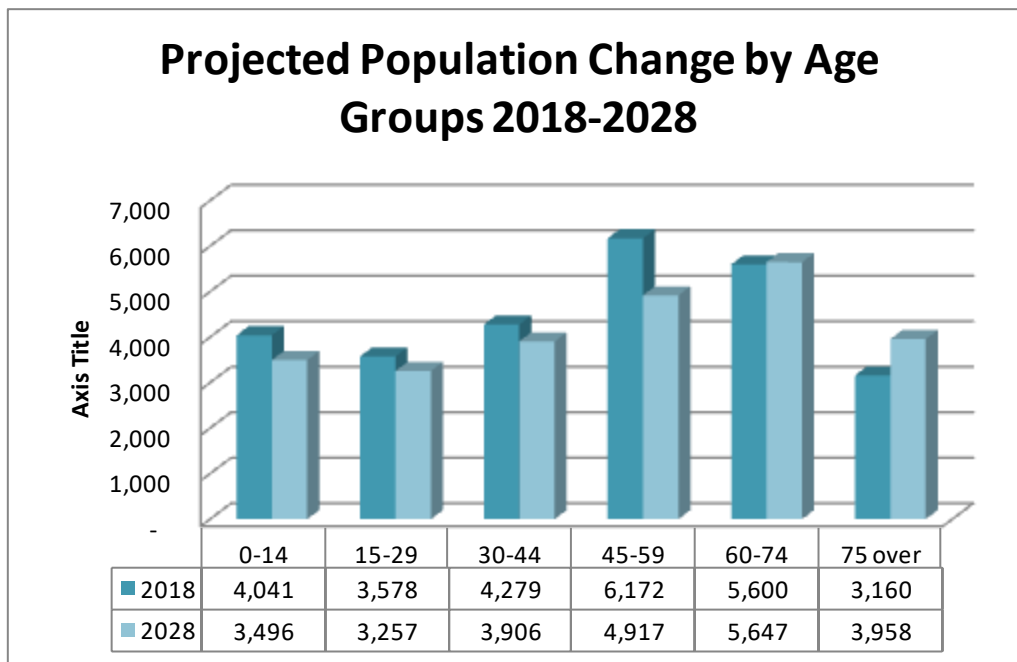
- 1.1 Detailed analysis has been undertaken on IJB workforce issues, partly based on Quarter 3 and using predictive data from various Government and Local Government sources to look forward in the short term (2-3 years). A summary RAG status for the short term (next 2 years, **not** the status as of month 9) of the main areas of concern is shown below.
- 1.2 Looking at the population and demographics of the Island, this is not a task simply for the IJB partners but all stakeholders on the Islands and the Scottish Government and can build on work already being undertaken by the Community Planning Partnerships (CPP). There will be some Government funding (Bond of £50,000 for 100 families) due to be available shortly to help with Scottish Island depopulation but it is not just about bringing people up to live here but bringing onto the island families of working age and keeping these people and their young children on the island to provide a sustainable workforce and community for the future. Previously CPP identified we needed 1,000 working age families to inward migrate to sustain the islands workforce required.

Short Term Risk 1-2 years	Vacancies	Age	Retiral	Sickness
Allied Health Professionals	L	M	L	M
Dental	M	M	L	M
Hospital (Acute) Nursing	H	M	H	M
Community Hospital Nursing	H	H	M	L
Community Nursing	H	H	L	M
Mental Health	H	M	L	H
Management and PCIP	H	H	L	L
Adult Services	M	M	M	VH
Residential Services	VH	VH	VH	H
Home Care & Reablement	VH	M	H	H
Management inc Assessment	H	M	L	L

- 1.3 To note the age column is recognising staff over 55 however, the retiral for the short term will be looking at 64+ age group. You can therefore have a higher risk relating to 55+ but a medium short term retiral age as more of the staff are in the 55-60 age range.

2. Demography

2.1 Using updated population prediction ([Population Projections \(cne-siar.gov.uk\)](https://cne-siar.gov.uk)) the islands are expecting to see a 6% drop in population by 2028, one of the biggest population decreases in Scotland. Working age population is set to decrease by 6% by 2028 and in contrast the over 75s with the greatest levels of co-morbidity is set to rise by 25%. The population changes will result in a year-on-year reduction in the available workforce to nurse, care and attend to the most vulnerable of people whose numbers are increasing year on year. The IJB is already feeling the effect of the changes in demography with high levels of vacancies in social care workforce and nursing workforce. In the last 5 months the net work force in post has reduced by over 30, predominately in homecare and trained nursing posts.



2.2 Looking at the latest mid population statistics available there was a drop in population of 220 from 2019 to 2020. Although 40 was due to net outward migration the biggest change is negative natural change i.e. there were 375 deaths compared to 203 births. Looking at the table above this trend will continue and in just over 20 years time the Western Isles could be looking at a population of only 22,709.

2.3 It is also worth noting that the Western Isles has the highest equal female pensioner population at 27% in comparison to 20% in Scotland. This is against a back drop of 94% of frontline social care workers being female.

- 2.4 The pandemic has brought about changes how people work, this may not be positive for the island as net inward migration may not result in an increase in available workforce as people are able to take their job with them or maybe already at retiral age. Opposite to that there is a potential growth in the existing population to work for off island companies and the public sector but remain on island.

3. Workforce Data Summary

- 3.1 The table below shows high level statistics per service with regards to vacancies, age of workforce and gender profile. The following paragraphs drills down into the details and how each area interacts.

Estab Head	As of 31 Dec 2021 Service Area	Vac. Head	% Vac	Head Over 55+ %	Head Over 65+ %	Female % in Post
75	Allied Health Professionals	4	5%	22.5%	1.4%	89%
71	Dental	7	10%	25.0%	0.0%	81%
106	Hospital (Acute) Nursing	18	17%	26.1%	8.0%	98%
61	Community Hospital Nursing	11	18%	30.0%	6.0%	92%
106	Community Nursing	19	18%	31.0%	1.1%	99%
49	Mental Health	12	24%	27.0%	0.0%	70%
24	Management and PCIP	8	33%	37.5%	6.3%	81%
118	Adult Services	13	11%	29.6%	0.0%	90%
228	Residential Services	11	5%	45.6%	6.9%	94%
213	Home Care & Reablement	47	22%	34.9%	4.2%	96%
55	Management inc Assessment	10	18%	29.0%	2.9%	82%
1,106	Total	160	14%	33.0%	3.6%	92%

4. Vacancies and Available Workforce

- 4.1 As can be seen from the table above in some areas of the IJB there are significant vacancies, even taking into consideration the low establishment numbers in some services. It is becoming increasingly difficult to recruit not just to specialised posts but to the unskilled and semi skilled posts which are mostly found from within the Islands employment market. Due to the predominance of our female workforce we are in effect halving our available employment pool with which we are competing with many other sectors on the island; tourist industry, catering, supermarkets, fish factories for example.
- 4.2 Within the Hospital Wards, bank staff have been employed where there are vacancies, however the vacancy factor is slightly overstated due to the temporary redeployment of staff and posts across the red and green pandemic pathways. In the two community hospitals in Benbecula and Barra it has been increasingly difficult to

recruit trained staff and the Health Board have had to use agency nursing and bank to supplement substantive post holders.

- 4.3 Looking at available workforce across the islands (we know geographically the available workforce and jobs do not always collate) Decembers statistics for Na h-Eileanan Siar shows 398 people looking for work, gender split 255 men and **143 woman**. The figures are not split geographically.
- 4.4 Highlighted is the available female workforce where we draw the majority of our unskilled and semiskilled workforce from. There are only 143 females looking for work and it has to be noted, many of them may not be suitable or wish to work for health and social care for various reasons.
- 4.5 Looking at the latest school leaver information (19/20) 57% of pupils go to Higher and Further Education, majority of which will be mainland provided, i.e. outward migration. That leaves 43% or 103 available school leavers to entice into Health and Social Care. However, using the female predominance of our workforce again halves the available pool. As mention above in 4.1 Health and Social Care is in competition with other sectors too. Some of Social Care jobs require driving licences so many of the 16+ leavers may go into the tourist or catering industries and therefore it may be difficult to attract back once they reach 18+.

Total	Higher Education	Further Education	Employment	Other
241	95	43	84	19
100%	39%	18%	35%	8%

5. Age, Retiral and Sickness

- 5.1 The age of the workforce in summary is shown in section 3.1, the aging workforce is having an effect on the retirals due in the short, medium and long term. The sickness of our workforce can directly correlate to the high age of our workforce. There is not normally an increase in sick episodes but staff in the 55 plus age category can be are off for long periods of time, some with long term conditions. The table below shows likely retirals in the next 10 years by service. To note the Home care retirals in the next 2 years have dropped as at least 5 staff have left in the older age bracket. To note 22 residential staff may retire in the next 18 months with 15 already 65 and over as of 31 December 2021.

Retirals	RAG	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total
Allied Health Professionals	L	1	1		1		3	1	2	4		13
Dental	L		1	1	1	2	1		5	1	2	14
Hospital (Acute) Nursing	H	7	1	2	1	1	2	1		1	4	20
Community Hospital Nursing	M	3		1	1	3	2		1	3		14
Community Nursing	L	1		2	1	3	2	4	3	7	2	25
Mental Health	L					3	2			2	1	8
Management and PCIP	L	1		1			1		2			5
Adult Services	M	1	4	2	0	2	2	7	4	5	2	29
Residential Services	H	15	7	3	5	11	7	13	7	6	13	87
Home Care & Reablement	H	7	3	4	5	5	7	6	4	6	9	56
Management inc. Assessment	L	1	0	0	1	1	2	5	0	1	0	11
		37	17	16	16	31	31	37	28	36	33	282

5.2 The sickness figures for the IJB for the quarter 1- 3 2021 is shown in the following table. Data can be drilled down to allow managers to look at specific work areas, reasons why staff are off sick and patterns in absenteeism. It can be noted that there are very high levels of sickness within frontline social care staff and mental health staff (smaller numbers in the mental health teams).

	Q1	Q2	Q3	Risk	Change
Adult Day Care	8.9%	14.3%	22.2%	H	↑
Adult Homecare	10.5%	10.1%	14.2%	H	↑
Adult Learning Disabilities	6.5%	6.5%	8.5%	M	↑
Adult Residential	9.9%	10.0%	9.9%	H	↔
Mental Health	11.8%	12.8%	13.2%	H	↑
Acute Nursing	10.0%	8.4%	8.2%	M	↓
Community Hospital	10.6%	6.0%	3.5%	L	↓
Community Nursing	6.1%	5.9%	5.5%	M	↔
Dental	6.1%	7.4%	6.8%	M	↔
AHP	3.2%	5.2%	5.6%	M	↑

6. Workforce Need - Social Care

6.1 Reviewing the likely level of Social Care recruitment required across the Island, specifically within the next two years and in light of the Goat hill development, the following table shows an approximation of staff recruitment required in heads. This is only for Social Care and should be read in conjunction with paragraph 4-5. What is not included within these figures is any recruitment required in the private sector, i.e. Bethesda, Blar Buidhe, (approx 15 heads at last count just for private residential).

	In Post	Vacant	2yr Retiral	Inc. estab. Required	2 yr recruit	RAG
Homecare	166	47	10	16	73	H
Residential	217	11	22	53	86	H
Adult Services inc Day Care	105	13	5		18	M

7. Main Workforce Risks

There are many potential operational and financial risks faced in planning for the future Health and Social services for the population of the Western Isles. For example:

- Services cannot be provided to clients. Homecare specifically is at risk of service break-down, with 72 assessed clients not receiving care with 643 hours of unmet need
- Use of agency staff to fill gaps:
 - Cost implication, agency staff for medical grades can be up to 5 x higher than substantive role
 - VAT implication for NHS
 - For Social Care amount of agency staff required would be unmanageable with regards to sourcing staff to island, and accommodation needs
 - Destabilising of patient/client care with different agency locums brought in to care and treat
- Inability to move on with key projects due to workforce issues e.g. Goathill complex,
- Catch 22, possible reduction in services over the next 10 years could impact on a) inward migration of families – needed to boost population and b) could result in outward migration of families if care needs cannot be met (not just for adult services).

8. Data Sources

8.1 The following are links or description of the data sources used in compiling this report, there are many interesting articles pertaining to workforce issues as well as the published data:

- Population - [Population Projections \(cne-siar.gov.uk\)](https://cne-siar.gov.uk/population-projections)
- Workforce Data
 - obtained from CnES HR system and by information held by Social Care managers
 - NHS SSTS (Scottish Standard Time System) reports and funded vacancies held within financial records
 - Available Workforce [Universal Credit statistics, 29 April 2013 to 9 December 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/universal-credit-statistics)
 - School leavers [Summary Statistics for Attainment and Initial Leaver Destinations, No. 3: 2021 Edition - gov.scot \(www.gov.scot\)](https://www.gov.scot/summary-statistics-for-attainment-and-initial-leaver-destinations)