



## CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

### REDESIGN OF MOBILE OVERNIGHT SUPPORT SERVICE (MOSS)

#### PURPOSE OF REPORT

1. To update the Integration Joint Board on the outcome of the reassessment process of current MOSS service users and make recommendations for the next stages of redesigning this service.

#### COMPETENCE

2. The combined revenue budget for this service is £422,607. This financial resource is currently divided between an operating budget of £250,587 in Lewis and £172,020 in the Uists.
3. An initial equality impact assessment has been completed. There are no inequalities resulting from the proposed redesign.

#### SUMMARY

4. At the start of the redesign process there were 45 service users who were in receipt of MOSS. An incremental approach to reviewing assessed need and outcomes was undertaken and it became evident that there were opportunities to make safe changes to the delivery of care with immediate effect for a number of service users, predominantly within the Lewis area.
5. In the Uists, the unpredictable supply of a variable hour workforce and the impact that this would have upon the current workforce meant it was problematic to make adjustments in care times ahead of the outcome of this exercise. Nonetheless, the outcome of the reassessment process has concluded that 7 service users in receipt of MOSS in the Uists could have their care rescheduled to late evening and early morning care without any detriment to outcomes being met. Importantly this would also increase the access to evening care within this locality.
6. From the initial assessment process in Lewis it transpired that twelve service users required greater scrutiny and collaborative assessment work between Assessment and Care Management, Community Nursing and Home Care teams. Further joint work has been undertaken which HAS involved the engagement of the Tissue Viability Nurse.
7. This further work has demonstrated that:
  - i. One service user was acknowledged as having exceptional care needs and further examination of how this person's care needs will be ongoing. This will require to be considered in context at the point of transfer of service redesign and safe care arrangements established.
  - ii. An effective redesign of care times by the introduction of a late evening/early morning care service is capable of meeting the needs of the remaining service users. Tissue management will be reflected within personal care plans and monitored effectively.

8. The service redesign process as a whole seeks to reduce the period of risk for service users as through the night, by having greater flexibility of staff operating across a period where there is a strong demand for the service, whilst also reaching a greater percentage of the population.

## **RECOMMENDATIONS**

9. It is recommended that:
  - a) Consultation commences with the remaining service users of MOSS, to outline the proposed changes as detailed at paragraphs 9-11 of Appendix 1 with the published findings of this exercise reported to the Integration Joint Board at its December 2016 meeting.
  - b) Consultation commences with the workforce in Lewis and Uists as detailed at paragraphs 15-17 at Appendix 1 of the report with the published findings of this exercise reported to the Integration Joint Board at its December 2016 meeting.
  - c) Ongoing joint work to address the outcomes for one service user should continue between agencies to determine the exceptional care requirements for this person and establish a an effective care plan.

Ron Culley  
Chief Officer  
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## BACKGROUND

10. The redesign of the MOSS service has been considered by the Integration Joint Board as an area of potential efficiency and service redesign. It was agreed at its March 2016 meeting that this redesign proposal should be explored further and reported to a future meeting of the IJB.
11. MOSS is part of the home care service which has been operating within a geographic area covering approximately 80% of the population density, but notably has not been provided within significant localities such as Uig, Bernera, Lochs, Harris or Barra. It is regulated by the Care Inspectorate and provides a range of social care support and interventions.
12. The service, although appearing bespoke, is essentially a continuation of home care in the late evening, overnight and early morning. The service employs a dedicated group of staff, who are scheduled to work overnight.
13. There are a number of exceptional care packages that will continue to be provided for people across the Island areas which have bespoke arrangements in place and have no direct or indirect impact caused by this redesign agenda.
14. The target outcome from this redesign has been to create opportunities to reach a greater proportion of the population and to be more flexible in supporting service users during the evenings and mornings. This would be done by capitalising on the inefficiencies of the existing arrangements.
15. The redesign of home care in Stornoway and Broadbay has now concluded, and the redesign process will now be extended all other localities. The introduction of late evening/early morning care within a revised pattern of working hours and operational delivery will be considered in that context. The financial considerations of this are explained at paragraphs 22-24 of the report.

## SERVICE USERS

16. At this stage of the redesign process, there are 19 service users in receipt of overnight care out of the original 45. This includes 7 service users in the Uists and 12 service users in Lewis. The consultation exercise outlined at Appendix 1 details how the process will be managed from this point onwards.
17. The conclusion to the reassessment process within the Uists confirms that a proposed exit strategy towards a redesigned model of late evening/early morning care could be introduced following due process, without compromise to outcomes being met or addressing current risk. This is outlined at paragraphs 9-11, Appendix 1.
18. The conclusion to the reassessment process within Lewis has confirmed that a proposed exit strategy to a redesigned model of late evening/early morning care could be transferred without compromise to outcomes being met. However, due to a greater complexity of care having been identified, a mapping of service user care time to reflect both planned outcomes and the management of risk versus the redeployment of staff will not be fully identified until the outcome of the consultation process. This does not restrict the proposal to redesign the service, but could have a potential impact upon the lead in time for implementation of the revised ways of working.

## MOSS EMPLOYEES

19. There are currently 5 staff members employed within the Uist service and no vacancies. These staff posts are configured as:

Staff	Hours worked
2 x PT	2 x 15.75
3 x PT	3 x 31.5
No Vacancies	

20. There are currently 3 staff members employed within the Lewis service with an additional 3 vacancies. These staff posts are configured as:

Staff	Hours worked
1 x PT	1 x 13.5
2 x PT	2 x 31.5
Vacancies	2 x 31.5 1 x 18

21. The assessment process has concluded that the current deployment of care times is not necessary to meet existing outcomes in care and support. It has demonstrated that the current allocation of staffing resources to these care times has been both inefficient in financial and output terms. The proposals contained within Appendix 1 at paragraphs, 15-17 outline the planned exercise for supporting the workforce change processes required and in effect the redeployment of staff to revised patterns of working hours. All changes will be advanced in accordance with the Comhairle's workforce change procedure, with a proposal to match all existing employees into the new positions.
22. It is important to note that the redesign of this service has no direct or indirect impact upon the generic home care workforce in the Uists or Lewis. It seeks to target the safe transfer of care arrangements for existing service users and also manage to accommodate (where possible) any current unmet need by providing greater depth and flexibility to evening and early morning care.

### **CONSULTATION PROCESS**

23. The consultation paper at Appendix 1 outlines the vision for the redesign of this service and the stages required for its implementation. There have been initial discussions with Trade Unions (Unite and Unison) who have been sighted on the recommendations contained within this report and the planned exercises within the consultation stages.
24. Participation and engagement will occur throughout the process with the service users and known representatives. The proposed changes in care delivery will be communicated on an individual basis, with final implementation stages communicated in writing.
25. Central to the redesign and the implementation is the re-mapping of scheduled care for those service users who require later evening and in some cases earlier morning care. The actual re-allocation of these care times is not a challenge in itself to arrange but can only be safely and effectively implemented when the revised pattern of working hours is established and a sufficient predictable workforce supply is in position. Dependent upon the staff responses to the proposals of revised ways of working will determine timescales for implementation.

### **FINANCIAL CONSIDERATIONS**

26. The total operational costs of a redesigned service will be identified from the outcome of the consultation, which includes the re-mapping of care times and the workforce change processes. This will be reported at the time of the publishing the findings to the consultation. Although not detailed at this stage of redesign, the cost of the revised service offer will be considerably below the current revenue budget of MOSS.
27. As the current service is operating with a number of vacancies and there has been a marked reduction in eligibility of the current service, the financial risk is low. Given that the operational costs of through the night care incorporates an enhancement of one-third, there will also be a marked reduction in cost associated with the reduced hours of enhanced working rates between the hours of 1 a.m. and 6.30 a.m.