



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

SOCIAL CARE AND WORKFORCE

16 December 2021

Report by Nick Fayers Chief Officer

Overview of the current risks relating to workforce and impact on Health and Social Care Partnership

PURPOSE OF THE REPORT

1. The purpose of the paper is to advise the Integration Joint Board of the risks, both financially and workforce, to support the new model of Social Care and the development of the Goathill Project.

COMPETENCE

2. There are financial and human resource issues associated with the recommendations.

SITUATIONS

3. This document will provide a summary of the current risk re workforce and the associated impact on current operational delivery of services across the Health and Social Care Partnership. In addition the report will highlight the risks associated with the development and planned transition of the Goathill complex.
4. The 3 reports appended to this report provide the granular detail in terms of workforce, winter pressures and Goathill.
5. The co-dependencies of delivering winter resilience against a backdrop of workforce/population challenges pose a significant risk on the H&SCP ability to deliver on MSG performance indicators, notably delayed discharge.



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6. The position as of 12 December is **11** patients delayed which equates to a total of 16% of the WIH bed base. A further area of risk to the wider health and wellbeing of the community is unmet need through a lack of capacity (through vacancy/sickness in adult social care) of **444 hours/week**. This is impacting a total of **62** individuals with a further **9** awaiting social care assessment.
7. The development of the Goathill complex is to be welcomed as it will see the replacement of aging estate within the care homes in Stornoway in addition to a new development of Housing with Extra Care. The co-design of the facility with Sterling University will see class leading estate to support the aging population, particularly those with dementia.
8. There is a strong research base that supports the principle of Housing with Extra Care. Notably NIHR (School for Social Care Research) notes the work of Smith et al (2017) which states that HwEC has the potential to support high quality of life for people living with dementia if sufficient and flexible resources can be provided.

(Smith R, Darton RA, Cameron A, Johnson EK Lloyd L, Evans S, Atkinson TJ, Porteus J (2017) Outcomes-based commissioning for social care in Extra Care Housing – is there a future?, *Housing, Care and Support*, 20, 60–70.)
9. The financial appraisal for Goathill indicates a financial gap of **£1,179k**. This sits alongside an uplift in staffing of **56 WTE**.
10. Whilst the model of care is not under review to safely transition the current 71 care home residents requires an increase in workforce by circa **24 WTE** with an associated cost of **£727k**. Unless the finances can be secured to enable recruitment there is a very high risk of being unable to operationally open the new care facilities at Goathill



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BACKGROUND

11. The quarter 1 joint IJB workforce/finance report provides an updated population prediction (Population Projections (cne-siar.gov.uk)) the islands are expecting to see a 6% reduction 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.
12. The risks associated with depopulation and growth in demand sit against an overarching recruitment challenge. An analysis of vacant unskilled/semi-skilled workforce across health and social care (including estimated posts required for Goathill and Winter Planning) was undertaken.
13. This assessment indicates that to close the current vacancy gap in addition to recruiting to new posts required to deliver system resilience alongside the uplift in workforce required to safely open Goathill requires **162** new posts. **111** of these being required within adult social care.
14. This recruitment requirements need to be considered against current success in recruiting to vacancy. In the first 6 months of the financial year when comparing recruitment outcomes NHSWI recruited to **91%** of the vacancies whilst CnES recruited to **53%** of the vacancies.
15. The H&SCP recognises that there is are differing terms and conditions associated with Agenda for Change and Single Status. The differences which amount to £178/week greater for NHS employees (B2) when enhancements are factored in. Work has commenced in CnES to explore how enhancements alongside other benefits can be delivered to aide recruitment/retention.



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ASSESSMENT

16. Given the risk factors outlined above it is critically important that the risk to H&SCP and the Integrated Joint Board regarding opening the Goathill complex be fully recognised.
17. An analysis of the staffing required to open the new care home (within Goathill complex) indicates recruitment of 24 new staff to safely support the transition of the current 71 residents of Dun Berisay(DB)/Dun Eisdean(DE)
18. The analysis is based on a robust assessment of the staffing required to safely deliver care in the new 4 wing complex. The staffing profile has been undertaken by colleagues currently responsible for managing care homes alongside the requirements outlined by the Care Inspectorate.

[\(https://www.gov.scot/publications/health-social-care-standards-support-life/pages/1/\)](https://www.gov.scot/publications/health-social-care-standards-support-life/pages/1/)
19. Both of the models are predicated on the staffing model that indicates that to safely staff the 52 care home beds in Goathill will require **99** of the **105** staff who are currently identified in the DB and DE establishment. (please note there are currently 5 vacancies)
20. The requirement for higher ratios is a product of the building design and 'safe staffing' model of operating a 4 wing care home as opposed to the linear design currently operated in the two existing care homes, namely DE and DB.
21. Option 1 works is predicated on the requirement that 19 of the current care home residents would be cared for within Housing with Extra Care (HwEC). Option 2 differs in that 8 of the residents would transition to Bethesda Care Home whilst the remaining 11 residents would be cared for in HwEC (as outlined above).
22. The net effect of either model has the same staffing requirement



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RECOMMENDATION(S)

24. It is recommended that the Integration Joint Board:

- a) Notes the status of the report;
- b) Agrees to identify solutions to close the financial gap and enable recruitment as outlined in c & d;
- c) To identify solutions to support effective recruitment of the minimum 24 posts required and identified within the paper to allow the new care home to safely open; and
- d) To identify solutions to support effective recruitment to the compliment of 32 posts required and identified to support Housing with Extra Care.

APPENDICES

Appendix 1 – Winter Planning for Health and Social Care

Appendix 2 - Workforce Report Health and Social Care

Appendix 3 – Goathill Project update

Nick Fayers

Chief Officer

Western Isles Health and Social Care Partnership / Integration Joint Board

14 December 2021