



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board	
Held on	22 September 2021	
Agenda Item	14	
Title	Intensive Services Update	
Summary		
<p>This report provides members of the Integration Joint Board with an update in relation to the current pressures within Intensive Services and the actions taken to address these.</p> <p>A brief update is also included in relation to the latest Care Inspectorate inspection.</p>		
Presented by	Lee McLaughlin, Head of Adult Services: Communities and Wellbeing	
Action Required		
The Integration Joint Board is asked to note and comment on the report.		
Directions	Implications	
<input checked="" type="checkbox"/> No Directions Required	<input checked="" type="checkbox"/> Finance	<input checked="" type="checkbox"/> Risk
<input type="checkbox"/> Directions to East Renfrewshire Council (ERC)	<input type="checkbox"/> Policy	<input type="checkbox"/> Legal
<input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)	<input checked="" type="checkbox"/> Workforce	<input type="checkbox"/> Infrastructure
<input type="checkbox"/> Directions to both ERC and NHSGGC	<input type="checkbox"/> Equalities	<input type="checkbox"/> Fairer Scotland Duty

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

22 SEPTEMBER 2021

Report by Chief Officer

INTENSIVE SERVICES UPDATE

PURPOSE OF REPORT

1. The purpose of this report is to provide an update in relation to the current pressures within Intensive Services and the actions taken to address these. An update is also included in relation to the recent inspection undertaken by the Care Inspectorate.

RECOMMENDATION

2. The Integration Joint Board is asked to note and comment on the report.

BACKGROUND

3. Members have received regular updates in relation to service pressures, redesign and improvement activity within our care at home service over the years. Reporting was increased following the inspection in February 2019 when the services was received '*weak*' and '*unsatisfactory*' gradings.

REPORT

Care Inspectorate Inspection Report - Care at Home

4. The Care Inspectorate re-inspected the Care at Home service in mid June and we were delighted that the service met all requirements and improvement areas and was graded as '*good*' against all inspection themes.
5. With the previous gradings of '*weak*' and noting that the attainment of these standards was over the course of the pandemic, it was deemed a particularly commendable achievement.
6. One '*Area for Improvement*' around consistency of staff and timings of visits was highlighted and an action plan has been generated and agreed with the Inspector on this.
7. The Inspector noted that the feedback from service users was extremely positive overall. People using our service felt really well supported by our frontline staff within both our Care at Home and Telecare service. It was commented that our staff teams were positive and motivated to do a good job, regardless of role.
8. A video message from the Chief Officer acknowledged the hard work and dedication of everyone within Intensive Services.

Care at Home Service Pressures

9. The Care at Home Service is under severe pressure due to the demand for services. There has been an increase in both hospital and community referrals. Currently there is a waiting list for services required to facilitate safe discharge from hospital. A waiting list for community referrals is also being managed. As a result, there is significant pressure on the partnership due to the number of delayed discharges.
10. The increased pressures for Care at Home services has had an impact on the social care workforce across Scotland. Providers and agencies are struggling to provide staffing resource within East Renfrewshire. This is mirrored in partnerships and local authorities across Scotland. It is anticipated that levels of demand will continue and may rise as part of the annual winter pressures.
11. There are significant capacity issues within Care at Home both locally and across Scotland and a national group is in place to look at this. In the last few months, there has been a 50% reduction in the amount of service that commissioned providers are able to deliver. This has led to significant pressure on the HSCP's in house care at home service. We are seeing an increase in complaint activity as a result of service pressures.
12. In mitigation, we have strengthened our pathway whereby a move to intermediate care is now part of our standard discharge plan, should community supports not be readily available. In addition to utilising Bonnyton House, plans are in place to increase availability of intermediate care beds within the partnership as required.
13. This is enabling individuals to move to these beds from hospital or from home where required, in a step-up, step down approach to care. This approach allows for a continuation of care to be provided to our residents. It enables individuals to transition from hospital whilst awaiting a home care package to facilitate a discharge home, and based on a thorough risk assessment, will also provide care for our members of the community at home should there be difficulties in providing their care package.
14. Close oversight and governance is in place to ensure individuals do not remain in this environment any longer than is necessary. To ensure individuals continue to rehabilitate in their journey from hospital, Reablement Occupational Therapists are providing support and interventions. Care home staff also support with rehabilitation plans to ensure residents do not become de-conditioned by their stay.
15. Improved outcomes for those being supported through the intermediate care pathway are anticipated and it should be noted that there will be no charge to individuals accessing intermediate care beds
16. Further recruitment to mitigate against the impacts of the pressures was deemed critical and a fuller update on this is below. Additional actions and mitigations are as follows:
 - Request was made across the HSCP from the Chief Officer for staff willing to support service delivery in the short term.
 - Review and realignment of work patterns within our Organiser team, which will also strengthen our 'out of hours' position. This aligns with our future service redesign ambitions.
 - Realignment of staff within Intensive Services to priority tasks.
 - Using data sources to review direct contact time and opportunities to make service provision adjustments to maximise existing capacity.

- Exceptional agreement obtained to offer payment of annual leave carried over from 2020 only to Care at Home Service staff. The aim is create some capacity in the system putting less demand on the workforce to cover annual leave when demand continues to be high and anticipated to increase over the winter period.
 - Introduction of a Hospital Inreach Test of Change (RAH and QEUH).
17. Despite the heightened profile surrounding the pressures and clear desire to deliver a service for everyone who needs it, running a safe service remains an overarching priority for us and we cannot take discharges where it is unsafe to do so.

Care at Home Recruitment

18. The Senior Care at Home manager opted to take early retirement and left us at the end of August. Interviews for this post and the vacant home care manager post have taken place. We were unsuccessful in recruiting to the senior manager post but were successful in appointing to the home care manager post. Interim arrangements to cover the responsibilities of the senior manager post have now been put in place, pending further recruitment.
19. Recent recruitment drives for frontline care staff have been on a temporary basis and have unfortunately been largely unsuccessful. As such, the service has been unable to appoint to previously agreed numbers of temporary appointments. Neighbouring local authorities and other care organisations are currently recruiting permanent staff.
20. We have therefore agreed to move to offer permanent contracts (on a 4 on/4 off basis) and adverts (utilising previously developed audio, branding and imaging) launched on local radio and social media channels on 17th August 2021. In light of the strong competition for staff, we aim to 'fast track' candidates to early interviews however normal safe recruitment approaches will continue to be followed. Early signs are positive with over 50 expressions of interest received within the first few days and the interviewing process is progressing at pace.
21. There was a need to convert the existing 24 temporary contracts with the team to permanent contracts in order to avoid temporary staff applying for permanent posts. We need to attract external applicants in order to ensure the resource within the service increased.
22. It is anticipated that given the current unmet need and expected increase in demands as we approach winter, there is little financial risk in any recruitment to permanent positions for frontline staff within the service. Staff will be required on an ongoing basis to meet anticipated service demand. Additionally, some of the costs incurred through additional staff recruitment will be mitigated by reduction in overtime within the current staff team.

CONSULTATION AND PARTNERSHIP WORKING

23. Ongoing communication with Trade Union colleagues on recruitment process and change management.

IMPLICATIONS OF THE PROPOSALS

Finance

24. The Chief Financial Officer is aware of budget pressures in relation to ongoing recruitment.

Workforce

25. Staffing and recruitment implications are outlined in the report.

Risk

26. We remain alert to the risks to service delivery in relation to operational pressures

DIRECTIONS

27. There are no directions arising from this report.

CONCLUSIONS

28. The service has met the requirements from the Care Inspectorate and operating at an acceptable level. Risks to service delivery continue to be managed dynamically.

RECOMMENDATIONS

29. The Integration Joint Board is asked to note and comment on the report.

REPORT AUTHOR AND PERSON TO CONTACT

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Chief Officer, IJB: Julie Murray

BACKGROUND PAPERS

IJB Presentation – November 2020

IJB Presentation – August 2020

IJB Paper: January 2020 – Care at Home Improvement and Redesign Programme
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25790&p=0>

IJB Paper: November 2019 – Care at Home Improvement and Redesign Programme
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25553&p=0>

IJB Paper: September 2019 – Care at Home Improvement Update: August 2019
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25145&p=0>

IJB PAPER: August 2019 – Care at Home Improvement Update
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24912&p=0>

IJB PAPER: 26 June 2019 – Care at Home Improvement Update
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24640&p=0>

IJB PAPER: 1 May 2019 – Care at Home Inspection Report and Improvement Plan
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24316&p=0>

IJB PAPER: 20 March 2019 – Care at Home Improvement Activity
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24127&p=0>

IJB PAPER: 30 January 2019 – Care at Home Update
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=23706&p=0>

IJB PAPER: 29 March 2017 – Care at Home Programme Update
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=19790&p=0>