

# **A Workforce Strategy for Adult Social Care Independent Providers in Cornwall 2019-2026 'Proud to Care'**

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**We believe the shared vision is of a well led, well regarded and well trained workforce that promotes sustainability, quality and independence within the adult social care independent provider sector. A workforce that is proud to care. This workforce is enabling people to live the best life they can, receiving quality care at all points in their life as and when needed.**

**We also want to ensure that we look after our adult social care workforce so that they can care for the people of Cornwall.**

## **The Case for Change**

In February 2018 the National Audit Office (NAO) published 'The adult social care workforce in England'<sup>1</sup>. This was a wide ranging report with key conclusions which included that the Department of Health and Social Care was not doing enough to support a sustainable social care workforce, the number of people working in care was not meeting the country's growing care demands and unmet care needs were increasing. Sir Amyas Morse, Head of the National Audit Office summarised the position at the time of reporting as follows,

**“Social care cannot continue as a Cinderella service – without a valued and rewarded workforce, adult social care cannot fulfil its crucial role of supporting elderly and vulnerable people in society.”<sup>2</sup>**

Current data and future population predictions highlight the need to develop Cornwall's adult social care workforce to enhance the provision and improve the quality and sustainability of services to our ageing population.

## **The issues**

In Cornwall there are currently:

- People at home awaiting a care package and
- People in hospital waiting to receive personal care package at home

*NB: It should be noted that delays to issue a package of care may be due to either complexity of a person's need and/or the market ability to provide the care that is needed. All of the individuals awaiting a care package will have been assessed and any necessary mitigations will be in place; anyone who is deemed to be 'high risk' will have an allocated worker and have had a risk assessment completed.*

As sourced from the NHS England website 2018/19<sup>3</sup> the days lost in Cornwall due to delayed transfers of care ( DToC) are as below:-

- In 2018/19 (April to March) Cornwall lost a total of 33,434 days as a result of DToC. Of those 33,434 days 13,936 were attributable to social care.

<sup>1</sup> <https://www.nao.org.uk/wp-content/uploads/2018/02/The-adult-social-care-workforce-in-England.pdf>

<sup>2</sup> <https://www.nao.org.uk/report/the-adult-social-care-workforce-in-england/>

<sup>3</sup> <https://www.england.nhs.uk/statistics/statistical-work-areas/delayed-transfers-of-care/statistical-work-areas-delayed-transfers-of-care-delayed-transfers-of-care-data-2018-19/>



- In 2018/19 (April to March) with regards to beds in Cornwall, a total of 1,099 beds were lost due to DToC, 458 of these beds were delays attributed as due to social care.
- A total of 9,360 days (attributable to health, social care and joint) were lost due to patients awaiting a residential or nursing home placement or availability
- A further 10,328 days were lost as a result of patients awaiting a care package in their own home
- 902 days were lost due to patients awaiting community equipment and adaptations

### Providers in the market

The market is proving to be increasingly fragile which is, in part, attributable to workforce availability.

- Cornwall currently has 330 providers as at 1<sup>st</sup> May 2019.<sup>4</sup>
- 16 new providers entered the market in 2018-2019
- 29 providers left the market in 2018-2019
- In 2018-2019 there was a net loss of service of 13 providers.

Cornwall Council and NHS Kernow intentions as the integrated commissioners of health, care and wellbeing services for Cornwall and Isles of Scilly are outlined in the [Adult Health and Social Care Market Position Statement](#) 2019-2022.

### CQC summary

At 18 March 2019, CQC rated 306 adult social care locations in Cornwall as follows:

Rating	Number of locations
Outstanding	8
Good	261
Requires Improvement	36
Inadequate	1

### The workforce

Skills for Care is used at the reference point for adult social care workforce data and at March 2018, the NMDS data in Cornwall showed that:

- 22,000 people were employed in direct care (which includes roles working directly with people who need care and support)
- 1,760 positions were vacant, a rate of 8%
- Turnover rate was at 38%
- 82% of direct care workers were female
- 21% of direct care workers were aged 55 or over

<sup>4</sup> Source: CQC database at 1 May 2019

Management Information Requests Team/Performance, Change and Improvement Unit

[https://www.cqc.org.uk/sites/default/files/HSCA\\_Active\\_Locations\\_May\\_2019.xlsx](https://www.cqc.org.uk/sites/default/files/HSCA_Active_Locations_May_2019.xlsx)

[https://www.cqc.org.uk/sites/default/files/Deactivated\\_Locations.xlsx](https://www.cqc.org.uk/sites/default/files/Deactivated_Locations.xlsx)

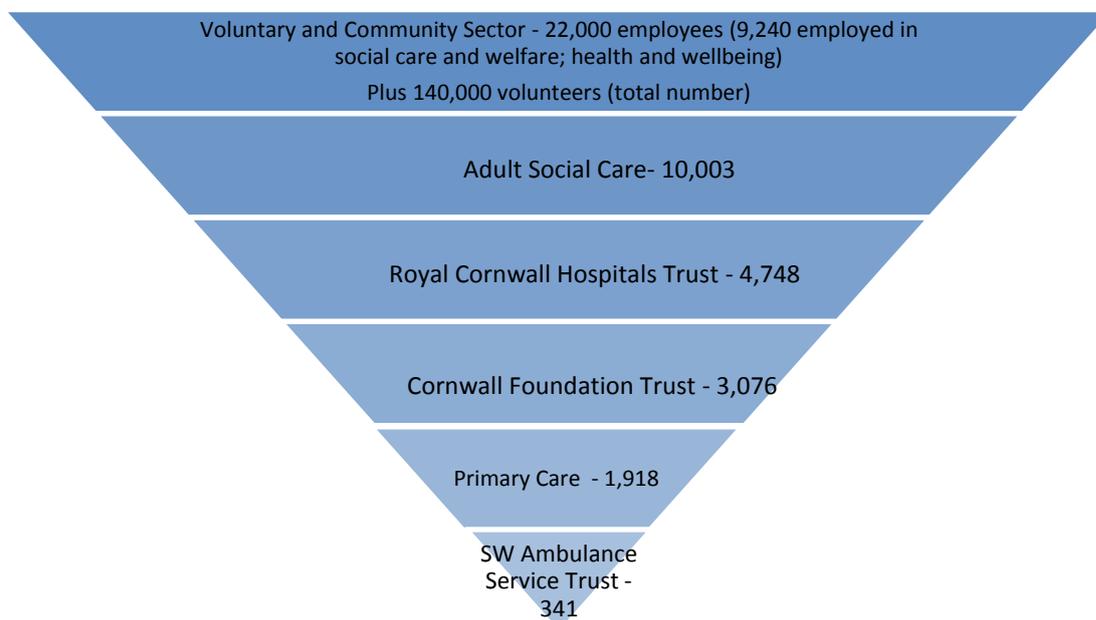


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These figures evidence the issues in Cornwall. We have a ‘super ageing’ population; demand is increasing and our providers cannot always respond which can impede patient flow. Our social care sector has an 8% vacancy rate and experiences a high degree of churn, with a turnover rate of 38%. The sector workforce needs to be strengthened with initiatives in place to attract more people with a strong values base to work in the sector. To retain people, we need to build the reputation of the sector in the community, to professionalise and raise the quality not just of care and of training but also of the approach to managing and leading staff. Enhanced retention of staff comes when people feel valued, are well managed and engaged with their work. In short, we need to establish social care as a worthwhile, rewarding and valued career.

### The role of Adult Social Care

Adult social care in Cornwall provides a solid foundation to the wider health sector, highlighting the need for integration of the social care and health sectors and wider collaboration with colleagues in the voluntary and community sector. Numbers in the below diagram are full-time equivalents with the exception of volunteers which is the actual number.



### Introduction and Scope

This strategy covers the period from 2019 to 2026 and leads to a position where all those working in the adult social care sector in Cornwall can say they are proud to care. Those receiving care can expect to experience high levels of quality and satisfaction with the care that they receive.

There are some key drivers influencing the required change in the adult social care sector in Cornwall:

#### 1. The changing demographics of our population.

In Cornwall we have a ‘super ageing’ population with the number of those in older age increasing by 2% ahead of the national curve. By 2030, 24% of our population will be over 65 years of age, an increase of 33%. Increasing numbers of those will be living with dementia and have mobility issues.



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## 2. The change in levels of care needs of the population.

By 2030 there will be a 64% increase in the number of people in Cornwall with dementia and a 49% increase in those with mobility issues who are over 65 years.

There are also a significant number of older people who themselves are providing unpaid care.

## 3. The need to expand and change our workforce to meet these changing needs.

This includes how we plan and deliver different levels of care to meet need which will impact on staff training, funding and an increased use of technology enabled care.

### Scope

This strategy will address the workforce priorities within the adult social care provider sector including where those services are provided by Personal Assistants.

## The vision for the provider care workforce in Cornwall

The health and care system in Cornwall is striving to achieve the following 'quadruple aims'.

- **Improve health and wellbeing** and improve outcomes for those with health, care and support needs.
- **Improve the experience of care** by improving the quality of commissioned health and care services.
- **Get the most out of the money committed to health, care and wellbeing** and improve the resilience and sustainability of Cornwall's health and social care system.
- **Make Cornwall a great place to live and to work in health, care and wellbeing.**

**Our Vision** is of a well led, well regarded and well trained workforce that promotes sustainability, quality and independence within the adult social care sector. A workforce that is proud to care. This workforce is enabling people to live the best life they can, receiving quality care at all points in their life as and when needed.

We also want to ensure that we look after the whole of our adult social care workforce so that they can care for the people of Cornwall.

### Underpinning principles

Underpinning the vision for this strategy is the principle of partnership working. Cornwall has a higher than average number of small and medium enterprises (SMEs) within the adult social care provider sector. Other pressures of funding and challenges of geography also impact.

To obtain maximum benefit from limited resources (financial, time and workforce) it will be essential that organisations work together in a spirit of partnership and cooperation. Showcasing the adult social care sector as a whole will also enable us to highlight the many career and development opportunities available and positively promote a career in social care and health.



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## Aims and Objectives

**1. By 2022**, the accuracy of available care workforce data will be significantly improved to facilitate informed decision making. Proud to Care Cornwall will be developed as the lead initiative to take this forward.

**2. By 2024**, there will be a significant increase in achievement of formal qualifications and take up of work experience placements and apprenticeship opportunities.

**3. By 2026**, the integrated health and adult social care system in Cornwall has the optimum number of people in place to deliver social care, and promote health and wellbeing to the population.

This document sets out how we will work with providers and other partners to achieve our ambition for 2026. We have both short and long term priorities to align with the intentions outlined in our Market Position Statement. The first phase will cover 2019-2022; further action plans building on this work will be developed to cover 2022-2024 and 2024-2026. Cumulatively these three action plans will detail the actions proposed to achieve our shared ambitions.

## Themes

All action plans will focus on key theme areas as noted below.

- Recruitment and Retention
- Culture, Communication and Engagement
- Learning and Development
- Health and Wellbeing
- Business Intelligence

We also recognise that development of the workforce, while key, is only one element required to meet future needs.

Technology will play an increasing role in the future delivery of care and a Technology Enabled Care (TEC) strategy is being developed.

## Reporting and Review

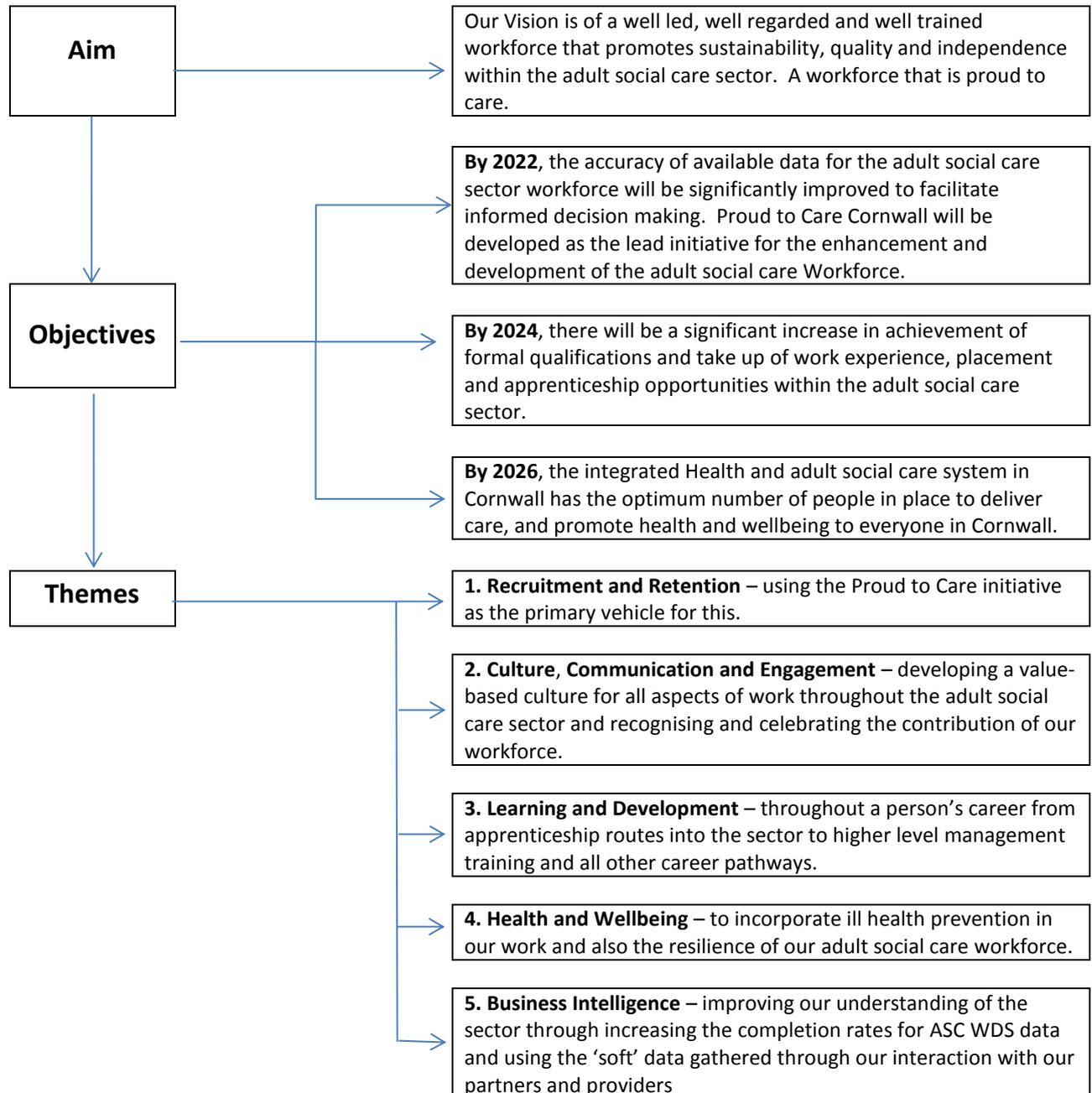
This is a live document and there will be continued engagement to maintain the relevance of the document and its resulting actions.

The strategy and resulting action plans will be reviewed on a 6 monthly basis and updated as necessary to ensure that the needs of the sector are being met and that Cornwall continues to develop the sustainability, quality and independence of its care workforce within the context of the wider health and social care system.

## Actions Plans

We know the long-term challenges that the adult social care sector in Cornwall will need to meet by 2026 and believe that having a strategy that covers this timescale will provide a route map to enable us to meet these challenges. However, much can change over 6 years and while having the longer term required outcomes mapped out is essential; actions plans to achieve these outcomes need to be flexible to take account of external factors. We have therefore split the actions plans into three distinct timeframes with each being reviewed towards the end of its term to help inform the next plan.

The overall themes are however likely to remain the same though additions may be made should circumstances require it. A summary outline of our action plan is as represented below.



## Our 2019-2022 action plan

This first part of the 'Proud to Care' Workforce Strategy will lay the foundations for future years and ensure the right initiatives, strategies and resources are in place to support required growth, with no compromises on quality of care delivered.

1. **Recruitment and Retention** – using the Proud to Care initiative as the primary vehicle, we will...
  - Create a dedicated Proud to Care Cornwall website with a central recruitment platform for all organisations to promote care worker vacancies in Cornwall.
  - Enhance the status of the care workforce in Cornwall.
  - Promote good employment practices.
  - Champion value-based leadership to improve engagement and motivation of employees and to aid retention.
  
2. **Culture, Communication and Engagement** – developing a value-based culture for all aspects of care work, recognising and celebrating the contribution of all the workforce. We will...
  - Promote values based leadership in all aspects of delivery.
  - Engage businesses and employees with the further development of a joint care and health Proud to Care Ambassador Scheme.
  - Celebrate and publicise the achievements of the sector and the inspiring individuals that work within it.
  
3. **Learning and Development** – throughout a person's career (from apprenticeship routes into the sector to higher level leadership and management training) and other career pathways. Together we will...
  - Increase the number of apprentices within the sector.
  - Develop career pathways, including through the nurse associates programme.
  - Work with the sector and training providers to identify gaps in current provision for training and development and develop solutions.
  - Develop the capacity and skills of care businesses to increase their use of technology to improve business practice.
  
4. **Health and Wellbeing** – Together we will...
  - Build the resilience of our workforce.
  - Increase the number of providers taking part in the Healthy Workplaces Award scheme
  - Use " Making Every Contact Count" principles to increase opportunities for businesses to promote wellbeing within their staff groups
  
5. **Business Intelligence** – improve understanding of the sector through increasing completion rates for Adult Social Care Workforce Data Set (ASC WDS – formerly National Minimum Data Set (NMDS))data. Together we will...
  - Commit resources to help businesses complete their ASC WDS data.
  - Build understanding of the need to improve the information and data available to decision makers locally and nationally.
  - Create an information resource for the Sector