



Hampshire
County Council

Health and Adult Social Care Select Committee

Resilience, Recruitment and Resourcing update

29th November 2022

Overview

- This presentation provides an update on the following:
 - Resilience within the social care sector
 - Recruitment and resourcing within HCC Adults' Health and Care
 - Older Adults including Reablement - Demand within our Older Adults teams and staffing capacity
 - Younger Adults - associated Client costs
 - Older Adults and Younger Adults commission – external market position
 - Financial Environment Adult Social Care is operating in for Hampshire

Resilience of the Sector

A Sector 'in gridlock'

- The Care Quality Commission's annual 'State of Care' report describes the Health and Care Sector as 'gridlocked', facing a 'tsunami of unmet need across all Sectors, with increasing numbers of people unable to access care'.
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Historical underinvestment in adult social care, alongside **sustained growth in demand**, underpins many of the challenges faced.

- Local authorities have consistently called for a **long-term funding solution** for adult social care. The **need to address annual growth in social care costs** is paramount to ensuring financial sustainability in the medium term.
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The repercussions of the Covid-19 pandemic continue to be felt on individuals, families and care staff.

- E.g., the **sustained increase in Safeguarding Adult Reviews** – 26 SAR referrals were received between Jan-Sept. 2022, up from 10 during the whole of 2021, with three new SAR commissions during this period.
 - E.g., **Growth in the number of provider closures** and provider interruptions – 15 so far in 2022.
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Key partnership arrangements with the NHS continue to evolve and take shape following the establishment of **Integrated Care Systems**.

- This presents both opportunities to support improved outcomes for people and risks – for example where AHC operations are dependent on and influenced by the performance of wider partners.

Resilience of the Sector (2)

Cost of living increases are impacting the resilience of individuals, as well as wider Sector.

- The County Council's Network indicated that **adult social care accounts for 47% of total inflationary costs** (659m) facing county and unitary authorities surveyed.
- People accessing social care services are often the **most vulnerable in society and face disproportionate impacts**.
- Cost of Living pressures are **increasing risky behaviours and safeguarding concerns** (e.g., exposure to fire risk due to changes to cooking and heating methods) and criminal activity (e.g., fraud and exploitation).
- **Impacts are also being felt across the AHC workforce** with indications of some staff taking on second jobs and expressing increased anxiety and stress.

National leadership changes and the Government's programme of policy and legislative reform continue to present risks to AHC operations, capacity, and County Council finances.

- The Government's **social care reform programme** presents a risk to the County Council's finances if national funding is not forthcoming and could further increase market rates as self-funders look to the County Council to arrange their care.
- The Sector is also responding to **Mental Health reforms**, including the introduction of Liberty Protection Safeguards which will replace the Deprivation of Liberty Safeguards scheme.
- Local authorities are also preparing for the introduction of **CQC assessment** of adult social care functions, alongside Integrated Care System assurance. During 2022, the County Council participated in a 'Test and Learn' exercise to pilot the CQC's Single Assessment Framework.

AHC continues to respond to priority agendas, including the **Afghan Resettlement Scheme** and support to **Ukrainian refugees**.

- AHC takes pride in its work to support those in crisis and displaced through conflict – however, the combination of volume, use of hotels, the pace of change and wider pressure on local communities and public services makes the operational environment challenging.

Hampshire market – provider failure

Care Home Closures

- There are a total **468 Care Homes registered** in the Hampshire county area.
- So far this year, **16 care homes across all sectors have advised of their intent to close.**
- **Nine of these services have closed and the remaining seven are in the process of closing.** This compares to four closures in both 2020 and 2021 respectively.
- **This equates to 310 care home beds lost** in the Hampshire market in 2022 - an 111% increase on 2021, when there were 147 beds lost.
- The main reasons for closure were financial viability, unsuitability of the building or closing for refurbishment.
- There remains a high supply of both residential and nursing beds, as **providers continue to report 90% occupancy**, but the sector continues to struggle with staff shortages and a high dependency on agency staffing.
- **Further closures are anticipated** as the sector continues to experience slow recovery while community services experience an increase in demand.

Domiciliary Care Closures

- **Five Domiciliary care services have closed in 2022 affecting a total of 65 people** at the time the Local Authority was notified. This equates to a 67% increase on the number of closures in 2021 (three) and a 400% increase on the closures in 2020 (one).
- The main reasons for closure were **financial viability** (two) and **recruitment/retention** of staff (three).
- The **waiting list for people awaiting domiciliary care has continued to reduce** and at time of writing was 30 across the county.
- Whilst some providers have exited the market, the balance is in favour of new providers entering, with a pipeline of more providers who want to come onboard the Care and Support at Home Framework.
- Attracting staff to address workforce shortages continues to present a challenge – however, several providers are seeing some success in overseas recruitment, which is bringing new capacity into key areas.

AHC Recruitment and Resourcing



AHC continue to face several workforce challenges – this is due to a range of issues which includes:

- Ongoing post covid recovery within the local market and nationally causing a shortage of supply.
- Competition from neighbouring authorities for qualified staff creating issues in border areas
- Competition from other employers paying more for unqualified roles including retail, hospitality and delivery.
- Cost of living pressures
- A national context of low unemployment

Hampshire is not alone in these challenges within our sector, there is a similar picture across the country.

In response, a newly formed **AHC Resourcing Team** has been established and achieving:

- Currently recruiting to 101 vacancies - qualified and unqualified - across Older Adults, Younger Adults & Headquarters
- Successfully recruited to 148 FTE posts since October 2021 across Older Adults, Younger Adults & Headquarters
- Commencing targeted support for HCC Care, starting with the settings with the highest vacancies, and then phasing this across the whole in-house provision

AHC Recruitment and Resourcing

Alongside on-going, targeted transactional recruitment activities, the newly formed AHC Resourcing Team along with Corporate Marketing colleagues have:

- Attended at Community Care Live 22 (11-12 October)
- Identified priorities and planned their approach for 22/23 including
 - Jobsites and boards (Community Care, Guardian Jobs, Indeed, Monster, etc.)
 - Events calendar
 - Promoting the market supplement for HCC Care Assistants
 - Production of a standardised candidate pack
- Widened the candidate pool by
 - Developing links with Job Centres
 - Offering talks / presentations at Universities / Colleges
 - Attending virtual careers fairs as well as a range of in person local careers events
 - Ongoing exploration of overseas recruitment
- Commenced the development of a talent bank approach
 - To ensure there are no 'lost' candidates
- Ongoing evaluation of activities and interventions
 - Ensuring activities are data-led and future plans are informed by what interventions have the most impact



"Jane helps me talk to my granddaughter in Edinburgh"

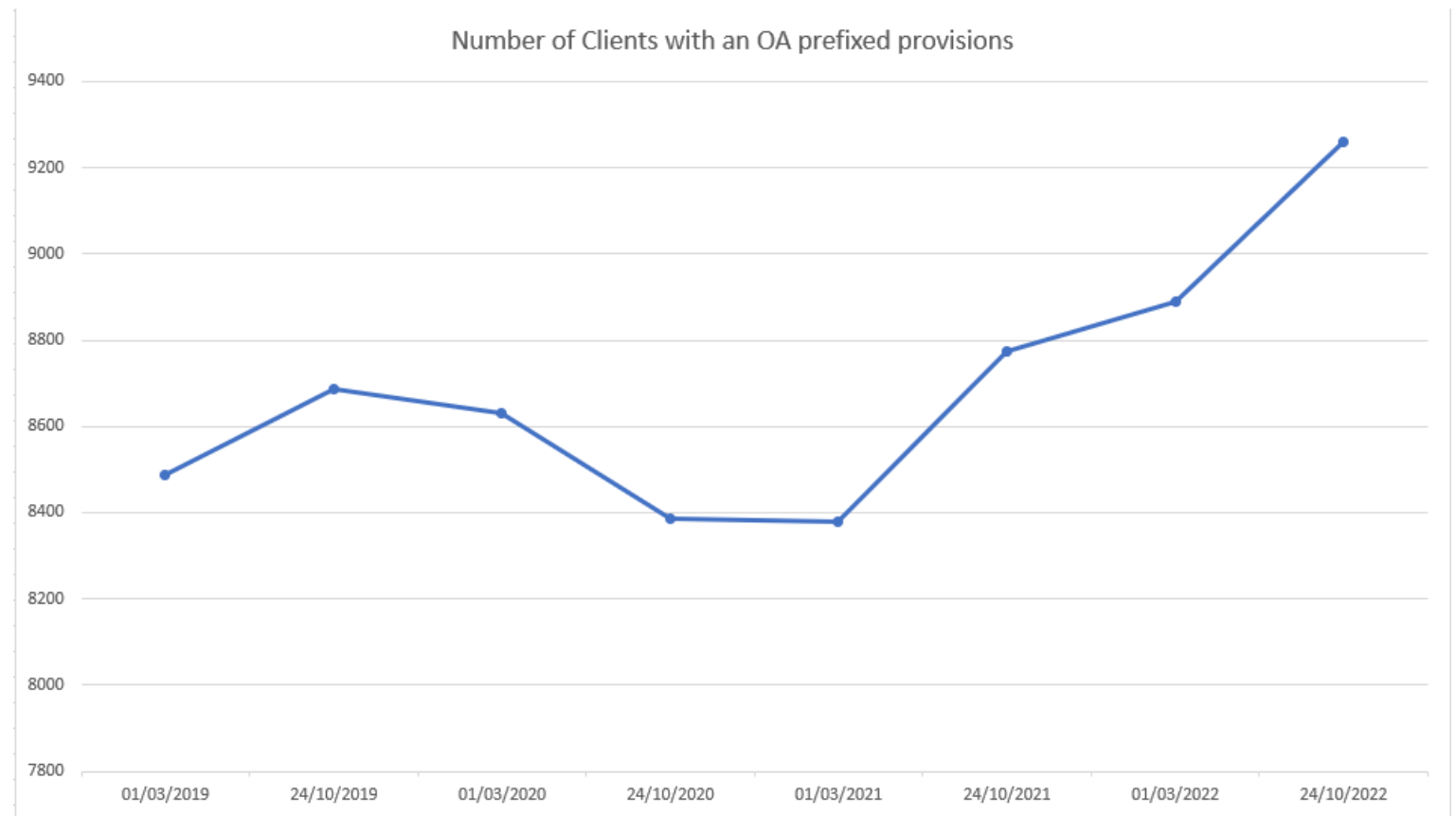
It's the people that make the difference. For everything else there's training.

 Hampshire County Council

hants.gov.uk/jobs/careers/adultcarecareers

Older Adults – demand and staffing levels

Demand
Actuals – Steep
Incline
Number of OA
Clients
increasing

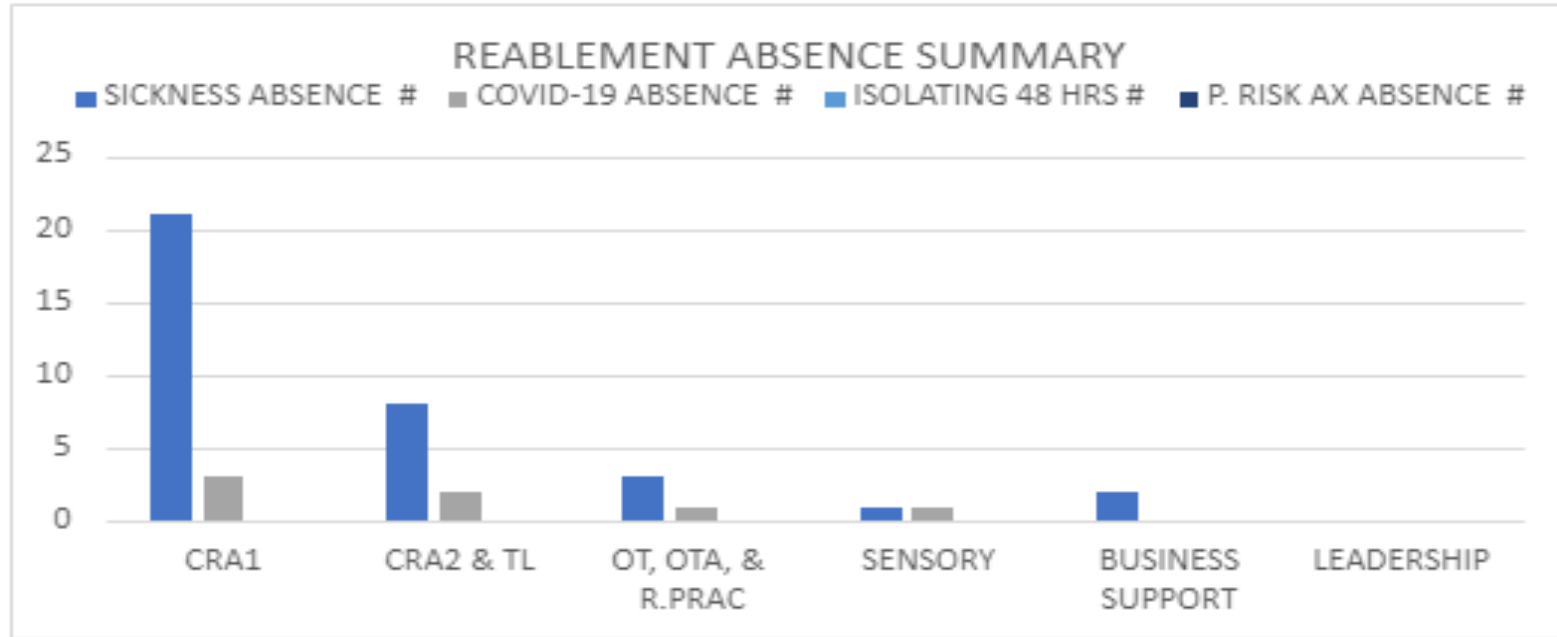


Growing Demand Overall

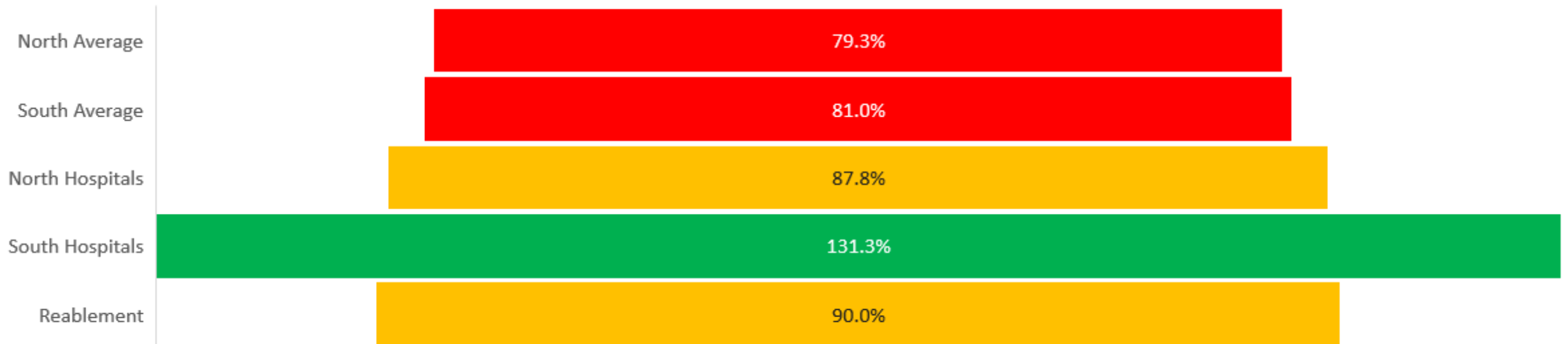


Referrals into Reablement Service have grown year on year from 18,980 in 2019 to a predicted 27,538 in 2022, demonstrating a **30% increase**.

October Staffing Capacity

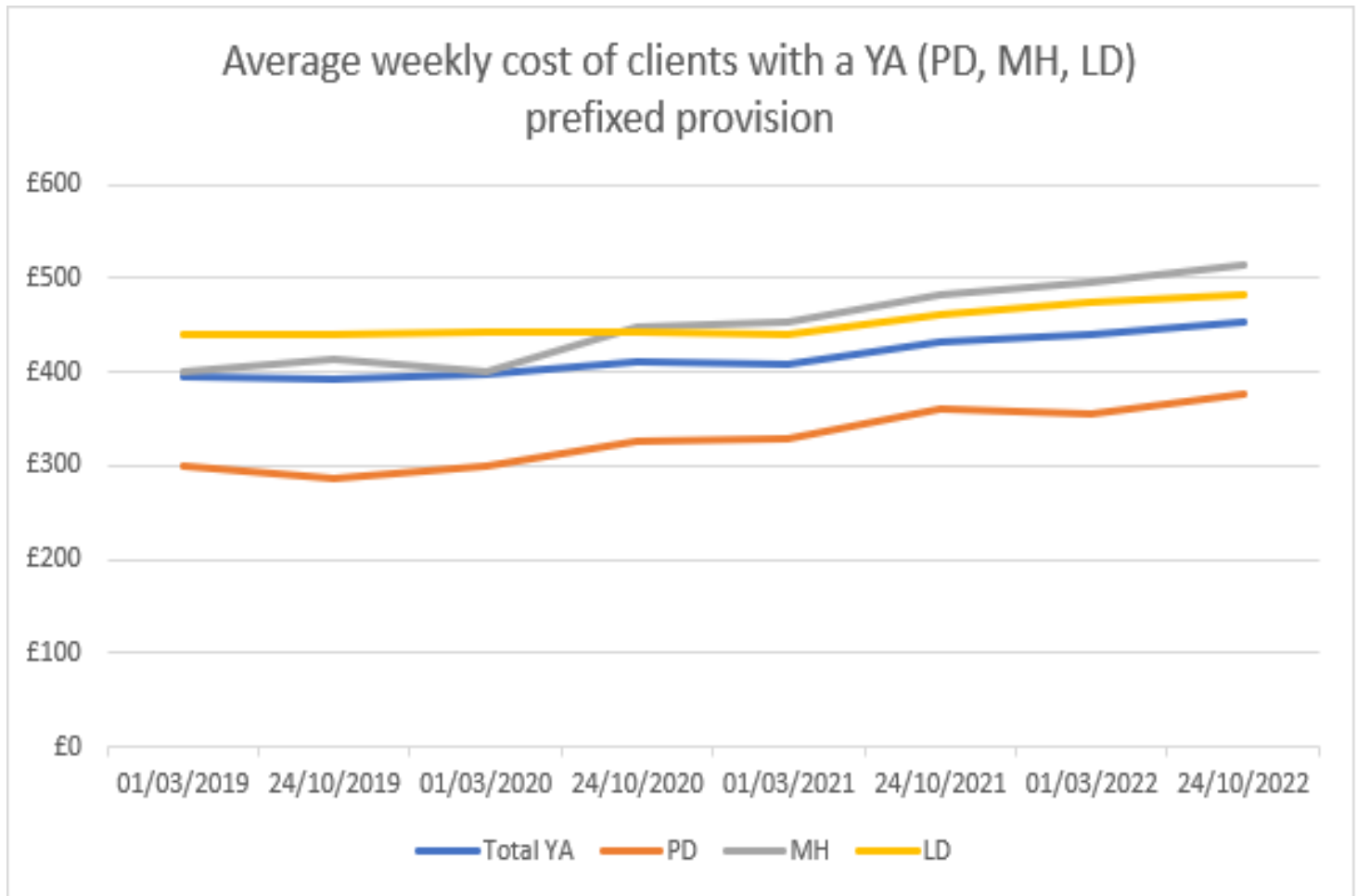


October Workforce Capacity Average



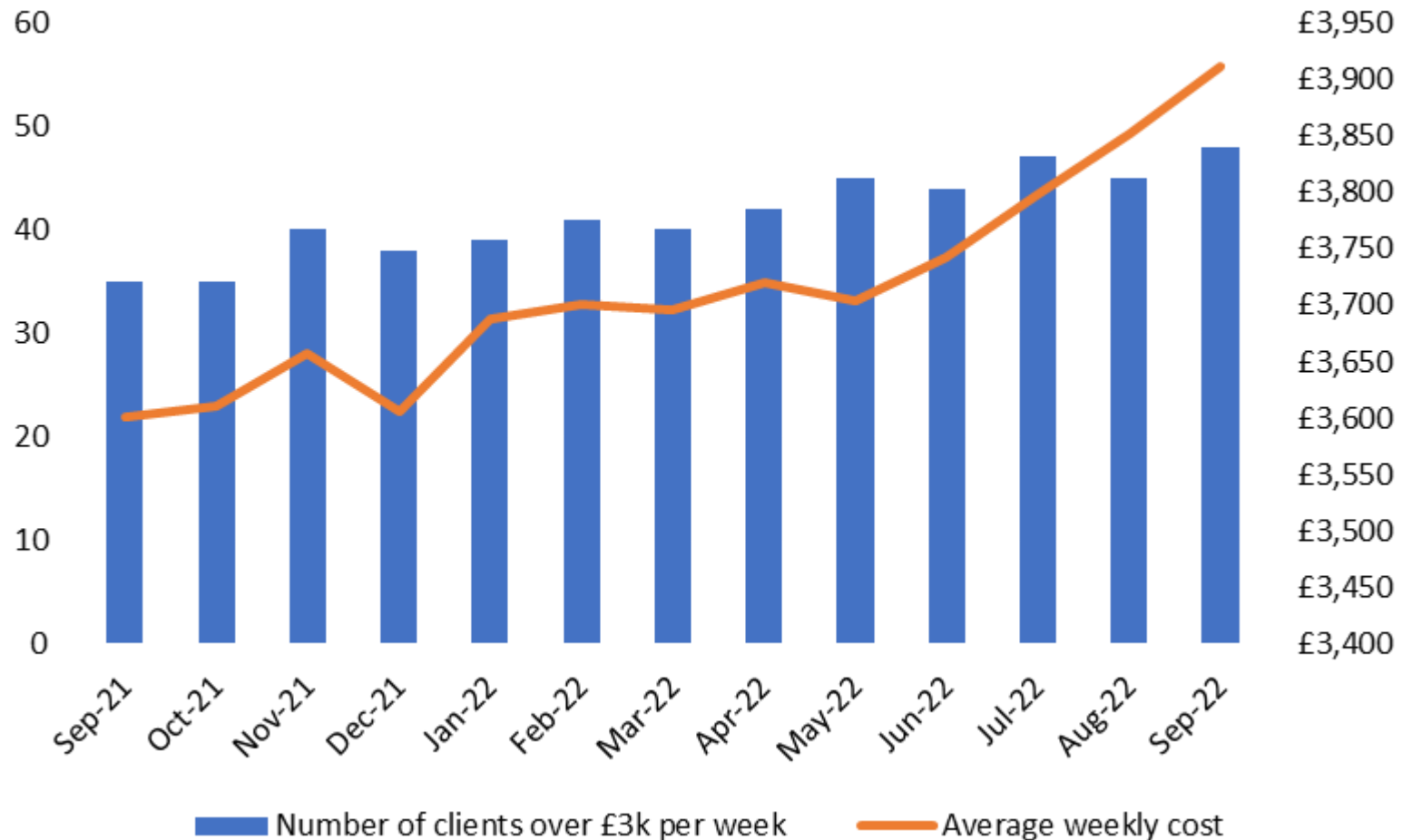
Younger Adults – Costs

Average weekly cost - Younger Adults (LD, PD, MH 18-65)



Number of LD clients costing over £3000 per week and average weekly cost of those clients

Number of LD clients costing over £3k per week





OA & YA Commissioning

Market overview – spotlight on
workforce

Older Adults provider market overview

Care Type	RAG	Narrative
OA Care at Home	Green	The wait list has continued to reduced and at the end of October stood at about 50 (mainly in the NF area). A number of providers have exited the market, but the balance is in favour of new providers entering, with a pipeline of more providers who want to join the CAH framework. Staff shortages continues to be the major issue and staffing levels have remained static over the past 6 months i.e. providers are recruiting to standstill. Concerns have been shared about the skills/capabilities of new joiners, who require significant upskilling. A number of providers are now seeing some success in overseas recruitment, which is bringing new capacity into key areas of the county.
OA Res and Nursing	Green	There remains a high supply of both residential and nursing beds, as providers continue to report 90% capacity, but the sector continues to struggle with staff shortages and a high dependency on agency staffing. As with care at home, staffing levels have remained static over the past 6 months. There have been homes exit the market with a total loss of 300 beds out of circa 11,000 beds and 2 further closures for refurbishment/change of service. Further closures are anticipated as the sector continues to experience slow recovery while community services experience an increase in demand.
OA Day Services	Orange	Services saw a significant reduction in client numbers (due to death or moves to long term placements) and these numbers are not picking up. There has been a reduction in referrals and a slow return of private sector clients. Providers are experiencing workforce pressures and high turnover of staff, particularly among the volunteers. Providers are looking to consolidate services.
OA Extra Care	Green	There have been workforce challenges in Extra Care schemes, leading to a high reliance on Agency staff, but there are now signs that this reliance is reducing. Occupancy in schemes is high, with the exception of Winchester and Eastleigh where there are higher voids and lower referrals. Concern remains regarding the sustainability of care contracts should referrals not pick up in these areas. Waiting lists are now building up in the north of the county and in Gosport, with expressions of interest are coming in for Spinnaker View, our newest scheme due to open in May 2023.

Younger Adults provider market overview

(Adults under 65 with Learning Disability, Autism, Mental Health and Physical Disability)

Care Type	RAG	Narrative
YA Care at Home	Orange	The Council commissions geographically based zonal contracts which provide care at home and community based support work. These providers are experiencing significant delivery issues due to recruitment and retention issues and lack of availability of back fill agency workers (due to general high demand on agencies). The Council continues to work closely with providers to identify priority cases and ensure care is delivered to those most in need.
YA Res and Nursing	Orange	The YA Res/Nursing market remains fairly resilient in regard to current provision, with minimal closures or hand backs. However, new referrals are proving to be very difficult to source as even where empty beds are available, providers are unable to provide the staffing required. This is particularly acute for those with more complex needs leading to a significant increase in very high cost packages which may have previously been provided at a lower level.
YA Day Services	Green	YA Day Services have recovered strongly post COVID, with most providers at or above pre-COVID client numbers. Significant issues are being experienced in providing transport in terms of cost and availability. This is leading to an increasing number of issues and in some cases, transport to a service costing more than the service itself.
YA Supported Living and Extra Care	Orange	Staffing continues to be the most serious issue impacting providers. Providers are reporting significant retention issues as lower paid staff source other options in a competitive employment market. There have been some signs of increased recruitment but the general turn over of staff is at a very high level. Agency backfill is also proving more difficult to source. The use of agency workers is not a sustainable option where staffing shortages are significant in volume or duration due to cost. One significant contract has been handed back and several providers have raised the possibility of hand backs. Providers are in general looking anxiously toward the Council's inflationary offer for 2023/24 which is yet to be confirmed.

Context of the Financial Environment Adult Social Care is operating in for Hampshire

- Continued increases in complexity and demand of clients across all client groups is placing unprecedented financial pressure on the department alongside workforce shortages both at the professional Social Work level and staff that deliver care services.
- The above, combined with the impact on the current cost of living crisis, has meant these cost pressures have continued to rise even sharper throughout the year. The County Council has built into the Medium Term Financial Plan an additional £35m of growth funding for 2022/23. As a minimum all of this funding will be required in year and it is recognised that even further real terms investment will be required in 2023/24.
- Against the backdrop of these pressures the department are also required to deliver against three active savings programmes. As at start of 2022/23 there were over £70m of savings remaining to deliver up to 2025/26.
- The workforce challenges, whilst not of the same financial magnitude as purchased care budgets does have an equally disruptive impact on the department operationally. The financial impact though is stark - agency costs to cover vacant posts can exceed double, and sometimes more, the cost of the HCC workforce rates. Furthermore, to retain and attract staff, in particular for lower paid staff within our own care services, the County Council have agreed to pay enhancements that could cost as much as £1m.
- Pay rates for care staff is not an HCC only issue, it is also affecting providers, which in part is the reason for the continued increase in prices of paid for care that underpins the pressures highlighted above.
- At the time of writing we await the Autumn statement, due 17th November. It is hoped that this will provide certainty and clarity whilst unlikely that sufficient funding to mitigate the current pressures will be announced.