

# Public Document Pack



County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 22 February 2022

## Notice of Reports Received following Publication of Agenda.

### Adults Select Committee

Wednesday, 2nd March, 2022 at 10.00 am,  
County Hall, Usk - Remote Attendance

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

| Item No | Item   | Pages  |
|---------|--|--------|
| 4.      | <b>Domiciliary Care</b><br><br>To discuss the current challenges faced within the care sector and the Monmouthshire context. | 1 - 24 |

**Paul Matthews**  
Chief Executive

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# Agenda Item 4

## Domiciliary care in Monmouthshire – outline of the current situation.

Attached to this report is a presentation that I will talk through at Adult Select.

The purpose of the presentation is to outline the current situation about both the demand / capacity issues and the workforce – it will also be an opportunity to share some of the work we are doing to try and create more sustainability and stability in the service.

The situation in domiciliary care is a national issue, but we have been particularly affected in Monmouthshire for a variety of reasons which is also included in the presentation.

Thanks

Eve Parkinson

Head of Adult Services

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# Domiciliary Care

Crisis in a crisis

**Purpose:**  
To discuss and  
explore the  
broader issues.

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Understanding of domiciliary care -  
current situation, the deteriorating  
situation over recent years

Tell you what we have done /  
doing

Look at the broader implications  
and solutions

# Service Profile

Domiciliary Care is the cornerstone of Adult Social Care and Health. All other services in adults are reliant on domiciliary care and the impact of the crisis affects all elements of the service.

Page 5 **Current Service 35,756 monthly hours and the trend is upward**

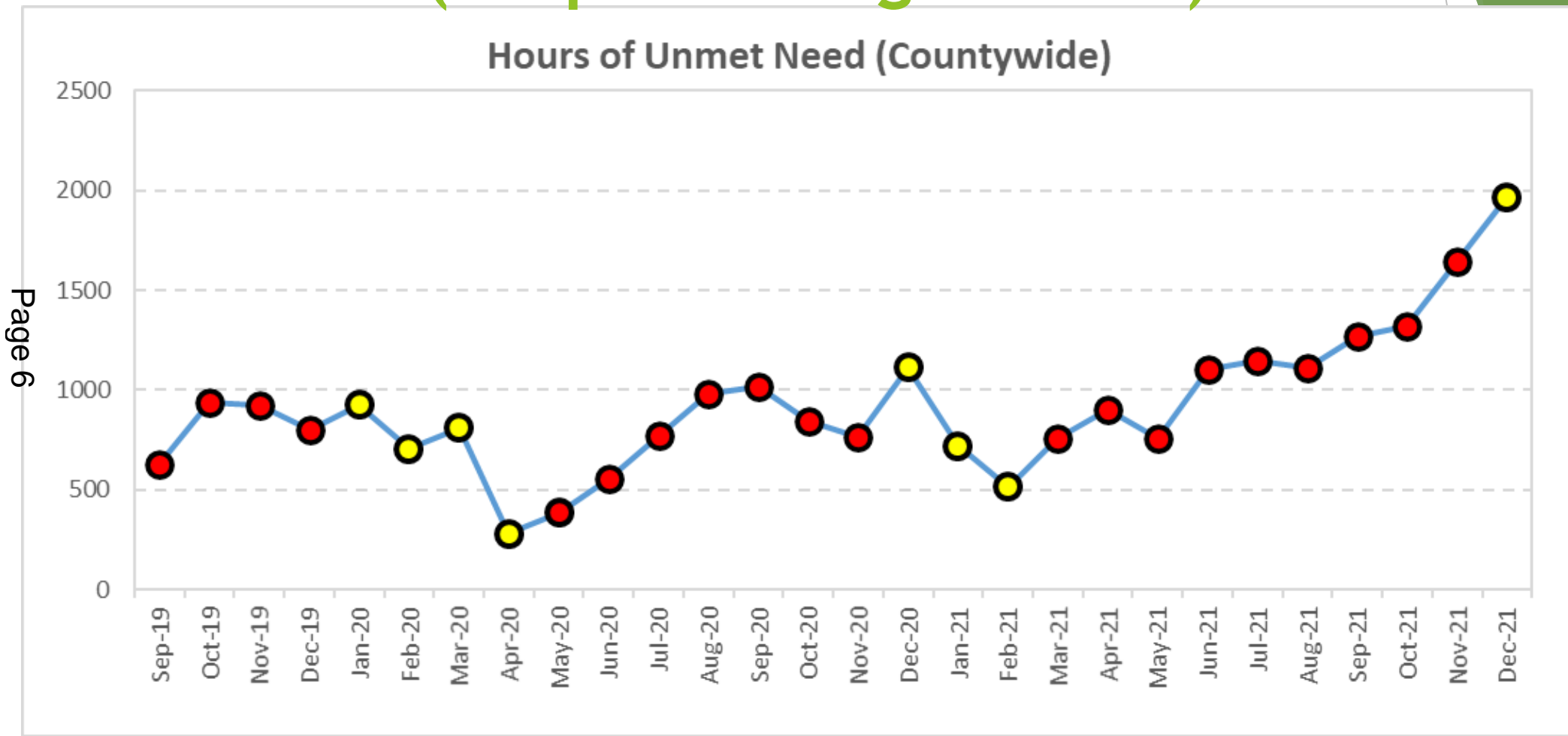
► What constitutes domiciliary care?

- Enablement
- Long term care/ dementia
- EOL
- Night service

► What do we do?

- Care & support plans identify an individual's needs & outcomes
- It could be four double handed calls per day
- It could be walking to the paper shop

# Demand - Unmet Need (People waiting for Care)



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**Notes: Increasing Trend; Yellow points indicate the Covid Waves**



# Demand - Where are the people with Unmet Need

| Where are these People                             | Hours          | People     | %           |
|--|----------------|------------|-------------|
| Change to Existing Care Plan Based on Need         | 99.25          | 11         | 5%          |
| No Care Being Received (Waiting for Care at Home)  | 805.00         | 104        | 43%         |
| With Reablement (Waiting for Long Term Care)       | 239.00         | 23         | 13%         |
| In Hospital fit for Discharge                      | 712.50         | 49         | 38%         |
| <b>TOTAL Hours of Unmet Need as at 06/01/20222</b> | <b>1855.75</b> | <b>187</b> | <b>100%</b> |

*Notes: Increasing Trend from a normal position of between 600 - 800 Hours*

# Demand - Unmet Need by Patches

| TWUD Patches                            | Dec-21         |
|---|----------------|
| Abergavenny Town                        | 374.25         |
| North Abergavenny                       | 62.5           |
| South Abergavenny                       | 30.75          |
| West Abergavenny                        | 74.75          |
| <b>North Monmouthshire</b>              | <b>542.25</b>  |
| Central Monmouthshire                   | 53.5           |
| Usk & District                          | 216.5          |
| Monmouth Rural                          | 67.25          |
| Monmouth Town                           | 277.5          |
| <b>Central Monmouthshire</b>            | <b>614.75</b>  |
| Caldicot Town                           | 343.25         |
| Chepstow Rural                          | 37.75          |
| Chepstow Town                           | 264.25         |
| The Levels                              | 165.75         |
| <b>South Monmouthshire</b>              | <b>811.00</b>  |
| <b>Total</b>                            | <b>1968.00</b> |
| <b>Number of People waiting for POC</b> | <b>187</b>     |



# Demand - Complexity Across Adult Service Delivery

| Adult Services                                     | People      | Weekly Hours | Supply |
|--|-------------|--------------|--------|
| <b>Domiciliary Care</b>                            |             |              |        |
| -Independents                                      | 438         | 4,745.50     | Down   |
| -Independents (24 Hour Live in Care)               | 18          | 2,872.25     | Up     |
| -Inhouse   | 262         | 2,340.25     | Down   |
| -Unmet Need  | 187         | 1,968.00     | Up     |
| <b>Care Home Placements</b>                        |             |              |        |
| -InHouse   | 30          |              | Stable |
| -Independents                                      | 271         |              | Down   |
| -Independents (Out of County Placements)           | 81          |              | Stable |
| -Independents (In County Placements)               | 190         |              | Down   |
| <b>Others (Supported Living, Respite, Sitting)</b> | 230         |              | Stable |
| <b>No of People Supported</b>                      | <b>1436</b> |              |        |

*Notes : Does not include the people we support with no POC*

# Strategic Direction

- The Act - Person centred and asset based approach that focusses on “what matters”
- Place Based - Developing a place based approach that focuses on a community and the individuals that live within “place”. Statutory services will work with communities - focus on enabling, prevention, well-being and inclusion.

# Integrated Services (impact of demand)

| Integrated Services       | Nov-19 | Nov-20 | Nov-21 | Demand  | Comments                                 |
|---------------------------|--------|--------|--------|---------|--|
| Referrals each month      | 255    | 252    | 261    | Stable  | People presenting are more complex       |
| Caseloads                 | 2133   | 2730   | 4168   | Up      | Increased demand on therapies            |
| People on waiting lists   | 80     | 115    | 734    | UP      | Caseloads already well above average     |
| Workforce                 | Nov-19 | Nov-20 | Nov-21 | Numbers |  |
| Workforce (Direct Care)   |        | 180    | 182    | Stable  | Increased sickness & problems recruiting |
| Workforce (Practitioners) |        |        |        |         | Increased sickness                       |

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**Notes: Does not include services provided by CLDT, both Adult Mental Health Teams**

# Workforce Data Care at Home



# Labour Turnover

| All SCH |          |
|---------|----------|
| Year    | Turnover |
| 2019/20 | 8.53%    |
| 2020/21 | 8.80%    |

| Adult Services |          |
|----------------|----------|
| Year           | Turnover |
| 2019/20        | 11.12%   |
| 2020/21        | 7.99%    |

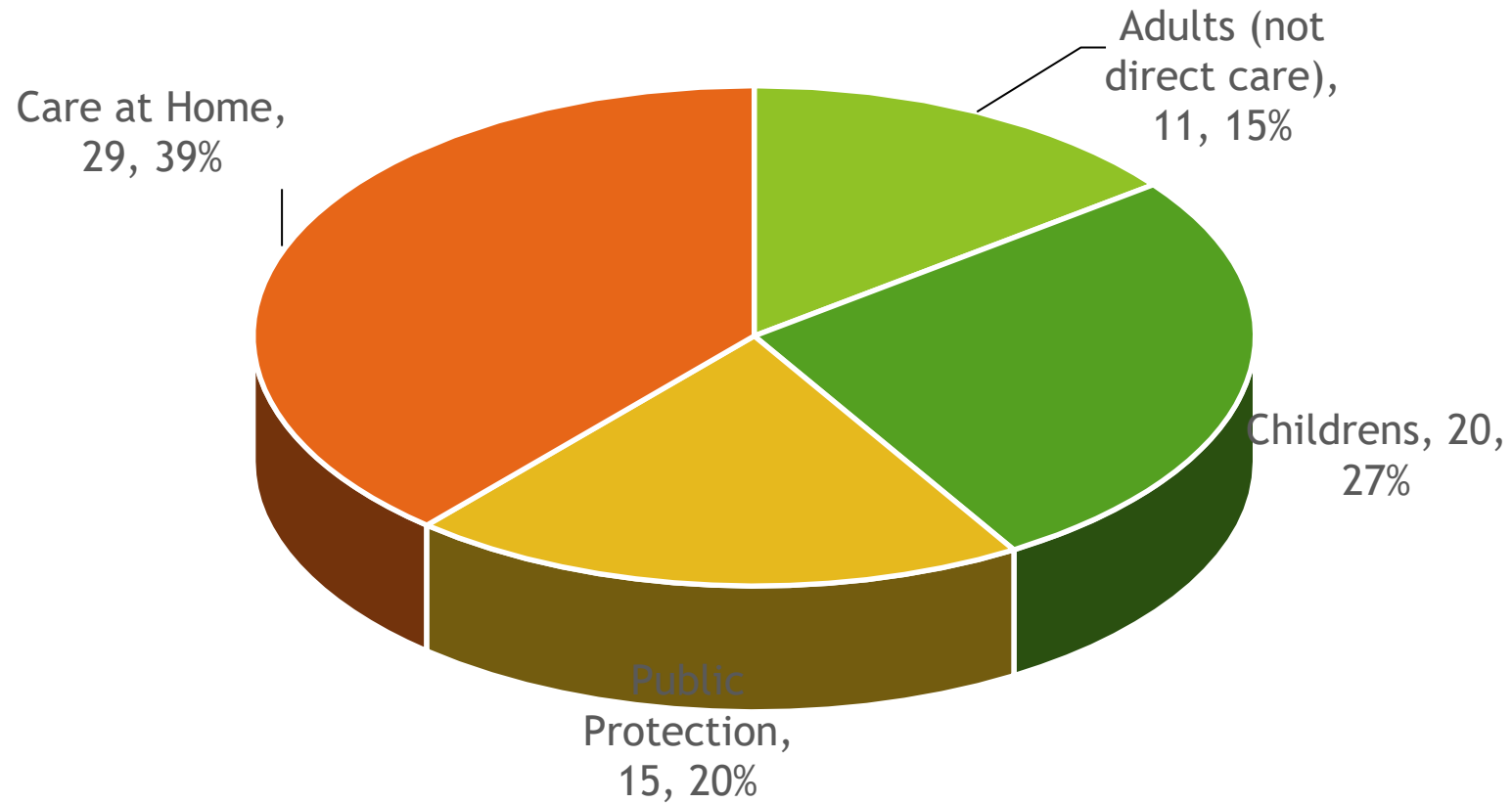
| All Wales National Average |     |
|----------------------------|-----|
| 2020/21                    | 12% |

| Children's Services |          |
|---------------------|----------|
| Year                | Turnover |
| 2019/20             | 4.63%    |
| 2020/21             | 10.21%   |

| Direct Care<br>(All Care at Home Teams) |          |
|---|----------|
| Year                                    | Turnover |
| 2019/20                                 | 9.85%    |
| 2020/21                                 | 6.84%    |



# New Starters since March 2021



93% of applications came via the Indeed website



# Age Profile - Care at Home Team

Over half the workforce are over 45 years old.

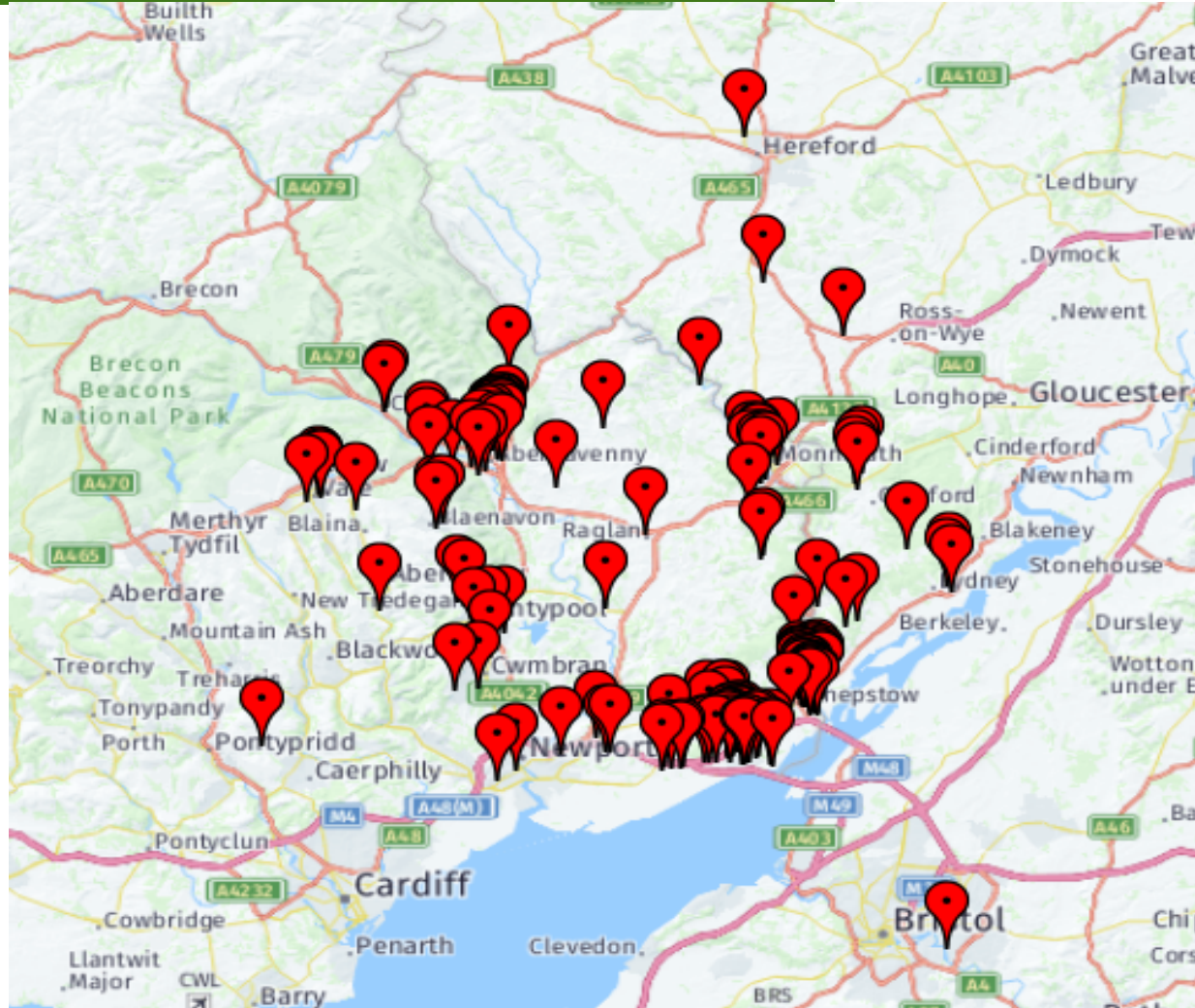
|         | 16-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ | Total |
|---------|-------|-------|-------|-------|-------|-----|-------|
| Central | 0     | 7     | 9     | 11    | 13    | 4   | 44    |
| North   | 7     | 21    | 17    | 22    | 20    | 5   | 92    |
| South   | 2     | 5     | 6     | 17    | 8     | 2   | 40    |
| Total   | 9     | 33    | 32    | 50    | 41    | 11  | 176   |
| %       | 5%    | 19%   | 18%   | 29%   | 23%   | 6%  |       |

# Care at Home Teams: Length of Service

61% of the total workforce have 5 years or less service.

|                      | Less than 1 year | 1 - 2 years | 3 - 5 years | 6 - 10 years | 11 - 15 years | 16 - 20 years | 21 - 25 years | 26 - 30 years | 30+ years | Grand Total |
|----------------------|------------------|-------------|-------------|--------------|---------------|---------------|---------------|---------------|-----------|-------------|
| CARE AT HOME CENTRAL | 5                | 16          | 9           | 6            | 4             | 0             | 4             | 0             | 0         | 44          |
| CARE AT HOME NORTH   | 16               | 14          | 21          | 14           | 8             | 9             | 6             | 2             | 2         | 92          |
| CARE AT HOME SOUTH   | 8                | 11          | 9           | 0            | 5             | 4             | 1             | 2             | 0         | 40          |
| %                    | 16%              | 23%         | 22%         | 11%          | 10%           | 7%            | 6%            | 3%            | 2%        | 176         |

# Where our staff live



**Why people  
applied to join  
Monmouthshire**

I wanted to join MCC  
as I feel it can offer  
me more  
opportunities in the  
future.

I left because of  
the lack of training  
and continuous  
pressure to work  
over time.

I am using this as an  
opportunity to try  
something new, as I  
was in an office style  
job previously.

To make a  
difference to  
others.

Not getting enough  
hours in my previous  
job.

# Impacts

- Public Transport network across the county and across county boundaries
- Limited Affordable housing
- National labour market (Brexit & Covid)
- Registration Social Care Wales - retiring earlier, put off joining
- Rurality of communities
- Negative media messaging - working in care
- Limited access to further education in locality (Social Care qualifications)
- Limited apprentices in care available

## Employment Data

Employment by Occupation in Care, Leisure & Other Service Occupations combined:-  
Monmouthshire is **6.9%** against Wales which is **9.9%** and **9%** in the whole of the U.K.

Unemployment figures for Monmouthshire is **3.4%** and in Wales is **4.4%** and **5.0%** in the whole of the U.K.

# Reasons for leaving employment

“Career change”

“Enjoyed my job but Covid-19 made me rethink my vocation”

“Moved to self employed”

“Reduced hours and more work life balance in another employment.”

“Changes within my job time constraints and lack of staff.”

## What has been positive during your time in MCC?

“Making a difference to a person who’s being supported and working as a team.”

“I would consider working for MCC again.”

## What can MCC do to improve?

“Employ more people at a better rate of pay.”

## How is the culture working within MCC?

“I enjoyed my time working and was supported very well”

“Frustrations with work life balance”

# The change required...

- Change the narrative - from last resort to aspiration
- Change the model - to care we must know people ordinarily and respond accordingly.
- Change the terms and conditions of employment across the whole sector
- Change the way we work with our partners

# Ways Forward

- TWUD
- Place based - will encompass all aspects of a community - 3<sup>rd</sup> sector, housing, education, residential settings, the community itself etc
- Micro carers



# Budget

- The hidden unmet need and cost going forward would be significant - based on commissioning the current unmet need of 2,000 hours = circa £2 million

# If Nothing Changes

## Key risks

- R & R
- Family stress
- Individual harm and neglect
- Reputation
- Place based and TWUD not achievable