

22nd April 2013

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR FOR PERSONAL CARE AND SUPPORT – OLDER ADULTS

PROGRESS ON DEVELOPMENT INITIATIVES WITHIN THE SOCIAL CARE WORKFORCE

Purpose of the Report

1. To report on progress made by the Nottinghamshire Partnership in relation to funding received from Nottinghamshire County Council to raise the standards of care through the development of the independent sector social care workforce.

Information and Advice

2. The Partnership has three funding streams that it currently receives to deliver its main purpose, which is to raise the standard of care delivered to people in Nottinghamshire through ensuring that the social care workforce has the required levels of skills, knowledge and behaviours. This report will set out the outcomes that have been achieved under each of these funding streams, with particular attention to the funding received from Nottinghamshire County Council's Adult Social Care and Health Committee.
3. Nottinghamshire County Council is hosting the Nottinghamshire Partnership which supports access to three funding streams. These include:
 - a) Rollover monies from the Workforce Development Grant (£241,000 April 2013) – used to provide an annual programme of training for mandatory training and targeted development needs.
 - b) Monies received through the Skills for Care Innovation Fund (£88,000) – used for innovative projects that will add value to the services provided through the Partnership.
 - c) Funds invested by Nottinghamshire County Council (£352,000) – targeting sustained social care workforce development for the future as well as focusing on improving management of social care organisations and provision of high quality dementia care.

Outcomes achieved to date

4. Quarterly face to face training programmes:

- From April to December 2012 (9 months) 1,600 staff were trained from across 130 care settings.
- The training sessions varied from half a day to two full days depending on the subject matter.
- Average cost of training is £20 per course offering opportunity to support income generation for the Partnership.

5. Skills for Care Innovation Fund has enabled the Partnership to deliver four projects:

- a) Action Learning Sets – to develop confidence and compliance evidence to meet the CQC Essential Standards. As a result a toolkit is being produced incorporating the good practice identified in order to share and support the whole sector.
- b) Leadership and Management Training – to strengthen the evaluation demonstrating a strong correlation between good managers and good standards of care.
- c) Coaching to Institute of Leadership and Management (ILM) level 3 award – to cascade best practice in organisations and to develop Best Practice Champions to improve best practice across other social care organisations in Nottinghamshire.
- d) Competence Framework for Person-Centred Moving and Handling – to provide a cost effective training model that encourages care workers to consider the personal needs of the individual, including dignity and safety.

Areas for Development

6. Listed below are some of our areas for development:

- Lack of engagement from lower banded homes that would benefit from bespoke training plans.
- Concern over income generation whilst hosted by Nottinghamshire County Council.
- Need to make sure that we work in partnership with the right contacts within local authorities to make sure that the market reflects their commissioning priorities.
- Lack of capacity and resource, including lack of a database to support the management information that is required.
- Lack of opportunity to tender for contracts that could support sustainability, due to not being an independent legal entity.

Nottinghamshire County Council Funding

7. The £352,160 funding received from the County Council is to be used over a 2 year period (October 2012 until October 2014). The scheduled expenditure until the end of March 2013 amounts to £70,000. This has been committed as planned, and has enabled the two members of staff to be appointed, the website to be established and incorporated into the County Council's site and the dementia training to commence. The training involves over 80 staff from 28 care homes and runs from February until December 2013.

The Business

8. The objective is that in 12 months' time the Nottinghamshire Partnership will be self-financing and accepted in the sector as the one organisation that supports care providers to meet their regulatory requirements. It will achieve this by providing a central point of contact for delivering excellent workforce development opportunities. Engagement with the sector is complex and a business model is being established in order to offer different types of customer contracts based on need. It is anticipated that this will attract strong membership and commitment from the sector. Evaluation evidence shows that approximately 1,800 delegate places will have been filled by the end of March 2013.

The Offer

9. Care providers would be able to access the following workforce development opportunities to fulfil the offer to help them to meet their regulatory requirements:
 - Conferences, local network groups
 - Special interest action learning sets
 - E-learning and blended learning approaches
 - Face to face training with line management competence assessment
 - Best Practice Champions offering coaching and mentoring
 - Competence frameworks e.g. person-centred moving and handling
10. Local Authorities and other corporate organisations will be able to work with the Nottinghamshire Partnership to negotiate and design packages to shape their targeted market by:
 - raising standards to specified levels
 - meeting commissioning standards
 - delivering agreed programmes of learning and/or certification

Development of a website and database

11. The website has been developed within the pages of the Nottinghamshire County Council website and this is being kept up to date. The statistics show that in December 2012 the Nottinghamshire Partnership pages received 3,053 unique page views.
12. A quote has been obtained to produce a purpose built database that will increase our capacity and provide a range of information that will help with the evaluation of the benefits of the training that the Nottinghamshire Partnership is delivering.

Management Development

13. The aim is to develop management career pathways specifically for the social care sector. Access to career pathways will:
- encourage succession planning to avoid costly gaps when managers leave
 - raise the numbers of registered managers with the required level of qualification.
14. The career pathways being developed are for:
- new and aspiring managers using the new management induction framework to develop qualifications at levels 3 and 4; and
 - new and existing managers at level 5
 - continuing Professional Development guidance
15. Evaluation of the success of the management development initiatives will consider:
- turnover of managers and other staff
 - number of registered managers with management qualifications
 - the outcome of Nottinghamshire County Council audits and CQC inspections.

Dementia

16. A dementia programme has been commissioned that is aimed at raising standards of dementia care in Nottinghamshire through implementing a person-centred approach. This programme has been designed to make a difference as it requires the participation and full commitment of the owner and registered manager.
17. Nottinghamshire County Council funds have already secured 80 delegate places on a nationally recognised person-centred dementia training programme. This first tranche of training covers 28 care homes across bands 1 to 5, including 6 of the Nottinghamshire County Council care and support centres. This forms part of the Nottinghamshire Partnership's holistic workforce development initiative, which covers:
- dementia awareness for all staff through e-learning
 - signposting for care staff to dementia qualifications at levels 2 and 3
 - training for social workers to support and place people with dementia
 - outcome measurement training for auditors of aspects of dementia care in quality frameworks.
18. Evaluation of this comprehensive training programme will consider a range of indicators that delegates will be trained to use, including quality of life, interactions, environment, well-being, occupation, pain reduction, behaviour prevention, personal and nursing care, relationships, specialism, staff impact and harm reduction.
19. The Nottinghamshire Partnership will also conduct a study that will be base-lined and repeated at annual intervals over a 2 year period that will look at reductions in the number of falls, admissions to hospital, medication errors, complaints etc.

Priorities over the next 6 months

20. Listed below are our priorities over the next 6 months:

- Delivering management training in line with the career pathways developed.
- Recruiting to a further cohort of the 12 month dementia programme to support the drive for care providers delivering excellent dementia care.
- Designing a person-centred dementia care programme for home care.
- Developing the competence based frameworks.
- Evaluating the work done in 2012, including completing the evaluation report for the Innovation Funding Project (due to be completed at the end of March 2012).
- The Partnership will be working with the newly developed Steering Group to establish a Governance Board of Directors.
- Consulting with potential customers on the workforce development support that they would like to be able to access and pay for.
- Developing a front end relationship with the My Home Life Project in the delivery of the training to the care and nursing staff.
- Producing a report back to the Adult Social Care and Health Committee on the progress made for February 2014.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

It is recommended that the Adult Social Care and Health Committee:

- 1) It is recommended that the Adult Social Care and Health Committee notes the contents of this report and receives a report on progress in early 2014.

DAVID HAMILTON

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Constitutional Comments (SLB 09.04.13)

26. Adult Social Care and Health Committee is the appropriate committee to consider the content of this report.

Financial Comments (CLK 11.04.13)

27. The financial implications are contained in paragraphs 3 and 7 of the report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

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