

## **Paper to the Overview and Scrutiny Committee's review of the Council Enablement Service**

### **Context**

The care provided in Birmingham by the enablement service does not operate in a vacuum.

We are attempting to operate in a period of crisis in the social care sector. The current government and the coalition before them have cut the budgets for both Health and Social Care in the last 12 years by unprecedented levels. The Governments claims of bringing choice and control to service users have been shown to have nothing to do with choice for users and everything to do with pressing their agenda of wholesale privatisation of the sector and the move to an American system of insurance based health provision.

There are opposing views to those being pushed by central government. Reports such as ***Are radical changes to health and social care paving the way for fewer services and new user charges?*** By Shailen Sutaria, specialty registrar in public health medicine, Peter Roderick, principal research associate, Allyson M Pollock, director (Sept 17) and ***The Failure of Privatised Adult Social Care in England: What is to be Done?*** By the Centre for Health and Public Interest (Nov 2016) and UNISON's own report ***The Damage - Care in Crisis*** (2017) argue convincingly against further privatisation in the sector.

More recently a new report by Age UK lays out the trends in social care. The report ***The Health and Care of Older People in England 2019*** draws on official statistics to provide a comprehensive picture of how services are functioning today for older people. It shows that system failures are having an adverse impact on the care market and that the total amount of home care delivered dropped by 3 million hours between 2015 and 2018.

It shows that the levels of unmet need are rising rapidly with 1.4 million older people struggling without all of the help that they need.

All of the above reports show that there has been a race to the bottom in the social care setting that has affected the pay terms and conditions of the staff that work in it and has affected the levels of care being provided to some of the most vulnerable older people in society.

The vast majority of both home care and residential care is now provided by the private sector much of which entered the market backed by private equity reliant on risky financial structures. Many of these companies avoid paying UK taxes and are more interested in the return on their investment than in the care received by vulnerable or older people in their care.

However, there is a growing acknowledgment that Austerity and the reliance on the market isn't working generally and definitely isn't working in the care sector. The UK's home care industry is "on the brink of collapse" with companies either going bankrupt or pulling out of contracts,

according to a joint report by the Local Government Information Unit and one of the country's biggest providers Mears. Mears says it loses £3m a year on its home care business, and is handing back unprofitable local authority contracts and will be careful about bidding for more.

As many private providers topple on the brink of collapse cutting our own, well respected and stable service any further would be at best short sighted.

### **History of the service**

In 2011 when the enablement service started there were close to 800 employees. Due to cuts to the budget this had shrunk to 460 before the cuts were implemented in 2017/18 cut over 50% of the staff. In 2017 before the service redesign all enablement teams had good CQC reports and were able to enable on average 65% of users to the service.

At the end of the dispute staff numbers stood at 240 people many of whom are part time. More staff left from the south of the city meaning that numbers in teams are uneven and rota's even more uneven.

The challenge for the service is to fit into what is now a changing picture of social care locally as part of council moves to merge with the NHS. It is not clear what the impact of the Customer Journey redesign will have on the provision of social work and assessments and the Early Intervention work role out has now been postponed from September to spring 2020.

What is clear is that our service is far better than any provided by the private sector. Private home care agencies may be cheaper but the quality of the care that they provide is inadequate. The Council use a company called Sevacare to pick up work that the early intervention team are unable to, Sevacare's latest CQC report from May 2019 states that it requires improvement.

The report stated that: -

*"Some aspects of the service were not always safe and there was limited assurance about safety. There was an increased risk that people could be harmed. Service management and leadership was inconsistent. Leaders and the culture they created did not always support the delivery of high-quality, person-centred care"*

This is the second report where they require improvement. The in house service has always had good CQC reports and the only one that had one area that required improvement was critical of how the service was led.

UNISON have over 2,000 members working in the private sector many of whom are working for private care agencies. We regularly hear horror stories of the care provided in the sector and the huge problems staff face when working on zero hour contracts or without travel time.

UNISON and our members are very committed to making the in-house service work. Staff are prepared to work in new ways but need to know where the council and NHS services are going and at the moment this is not clear.

The managers in the service have asked us to work with them on trying to even out the rotas and we have started that joint work with staff.

We feel that the future of our service is caught up in the political battle ground of how care will be funded in the future and in this context it is hard to define exactly where we will fit until the uncertain funding situation is resolved. In the meantime, our members continue to provide excellent care to those citizens in our city that really need them.

### **Current Service**

The enablement service currently has 225 Enablement Assistants providing a service across the city. The service provides short term personal care to people in their own homes. The Care Quality Commission overall rating for the service was good in the inspection report of the 24th October 2019. The service currently offers rehabilitation packages which are short term and we are now also offering long term packages of care and working in prevention offering a seven-day service from 7.00am to 22.00pm.

### **Overview of the role of the Enablement Home Care staff.**

The service promotes citizens independence by assisting them to regain skills we also assess their needs and choices to provide a service in a person- centred way. This includes personal care, supporting with diet and hydration, administration of medications using med-packs and use of creams, preventing and controlling infection using gloves and aprons. Double up calls, sitting service, shopping, cleaning, house cleansing with the uses of equipment.

Enablement works in partnership with other professionals within social services and NHS care. District nurses, Occupational Therapists, surgeries GP, doctors and emergence services, 911, committee centres and any other organizations. Working within Birmingham City Council policies, procedures and guidelines, following individual care plans, risk assessments, safety monitoring and reporting to management on any issues that may occur during a shift. These could be safeguarding, medication issues, mental capacity, equipment (home/mobility). We also report issues to managers and update citizen's files before leaving their home.

Enablement Home Care staff are trained and qualified having achieved NVQ level 2 & 3, ODP training, Manual Handling, Medication and many others which are refreshed each year.

When the service went through the changes of the business case 2017-2018, there were over twice the number of enablement assistants. A VR trawl took place that allowed over half of the staff to leave the service. Unfortunately, many more staff left who worked in the south of the city than the north leaving a very uneven service in each area.

Also, the Team Leaders that did observations and assessments within our citizen's homes while also managing the staff where reduced from 35 to 12 members of staff. The role was taken from Team Leaders and given to the Occupational Therapists to complete assessments across the city.

Occupational Therapists have since moved on to the Early Intervention Team. Leaving the Home care service short of staff for assessing which has contributed to gaps in service provision.

Unison and management are working closely together with staff across the city at all grades, to try to overcome some of these problems and move forward to provide a good service that fits the needs of citizens. Having the right person at the right place at the right time providing consistent care to the individuals.

### **Self-roster**

Unison and the management team have been working with the Sutton Home enablement team on a self-roster, working to make the service more even within the constituency. Asking 20 staff to choose shifts that work best for them as a work life balance, and that meets the business need. Working shifts 7.00am till 13.00pm and 16.00pm till 22.00pm over seven-days to try and get the same amount of staff for each shift each day. We found staff were very willing to make it work and would do anything possible, so the service became more even for the citizens of Birmingham.

The self-roster rota has produced a more efficient shift pattern than the staff are currently working. This can give citizens more continuity of care and help to fill up any gaps within the service. It will become more cost effective over time as the self-roster is rolled out across the city to all constituencies. Staff and citizens will benefit from a more consistent rota and this should stop staff being sent all over the city which isn't efficient.

Unison and management are having meetings with staff across the city on North and South. Staff are being asked if they could change the patch they currently work in and move into a constituency that they are living in or on the border of. This is due to low numbers of staff in many constituencies' over the south side of the city. More even teams will be able to give better continuity of care for citizens.

Unison and management are working well together so that changes can be made at a quick pace so the service can move forward. Our next steps are moving to the ECSH (courts), where permanent staff can also look at a potentially self-roster. This could encourage more staff to work within in the schemes and would provide continuity of care for citizens and higher levels of staff.

### **Detail of the Sutton team rota.**

Before the self-roster staff were on a mixture of working patterns and rotas. This consisted of 2, 3, 4 and 5-week rotas.

Staff have very different start and finishing times, as follows;

7-1 7-2 7-12 7- 12.30 7.30-1.30 8-12 8.30-1 8-12.30 10-2 am 4-10 4-9 4-8 4-7 5-10 6-10 6.30-10 pm.

After the self-roster only 1 rota pattern spread over 2 repeating weeks. Now in the morning all staff start at 7am apart from 1 starting at 10am (due to childcare) and most staff starting at 4pm and finishing at 10pm with some shifts put together to complete a whole shift e.g. 5-10 4-7 4-6 6-10.

### **Ongoing work and suggestions**

- Self-roster for all staff
- Having a bank of staff willing to work extra paid hours across the city to fill gaps in provision. Part time staff offered to join the bank.
- To employ more staff within the service to meet the growing business need.
- To look at the staff-plan system to ensure it is working efficiently and the allocation of calls is done in the most efficient way. Enablement assistants time needs to be planned in the most efficient way to stop staff being sent up to 20 miles to a call.
- We believe that the council should look into doubling up staff in the evening for safety, this then would encourage more staff to work more evenings. Like rapid response assistants in the Early Intervention Team.
- Have 10 Hubs for staff mileage that are in the constituency closet to where the staff member lives so that they are able to claim reasonable mileage for their first and last calls.
- Training for staff on other tasks that could be offered within the service for citizen's quality of life.

– 16 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	5pm-10pm				5-10pm	7am-1pm	
Week 2							
	5pm-10pm				5pm-10pm		4pm-10pm

– 28 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	10am-2pm 6pm-10pm	6pm-10pm	10am-2pm 6pm-10pm		6pm-10pm	6pm-10pm	6pm-10pm
Week 2							
	10am-2pm 6pm-10pm		10am-2pm 6pm-10pm	6pm-10pm	6pm-10pm		

– 35 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm			7am-1pm	7am-12pm 4pm-10pm	4pm-10pm	7am-1pm 4pm-10pm
Week 2							
	7am-1pm		7am-1pm	7am-1pm	7am-12pm 4pm-10pm		

– 35 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-12pm			7am-12pm 4pm-10pm	7am-1pm 4pm-10pm	4pm-10pm	7am-1pm
Week 2							
	7am-1pm		7am-1pm	7am-1pm	7am-1pm 4pm-10pm		

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
		7am-1pm		7am-1pm	7am-1pm	7am-1pm 4pm-10pm	7am-1pm
Week 2							
		4pm-10pm	4pm-10pm	4pm-10pm	7am-1pm		

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	4pm-10pm	7am-1pm		4pm-10pm	7am-1pm		
Week 2							
	7am-1pm	4pm-10pm		7am-1pm	7am-1pm	4pm-10pm	4pm-10pm

– 15 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
				5pm-10pm		7am-12pm	7-12pm5-10pm
Week 2							
		5pm-10pm		5pm-10pm			

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm 4pm-10pm	7-1am4pm- 10pm	7am-1pm				
Week 2							
	7am-1pm 4-10pm					7-1pm 4pm-10pm	4pm-10pm

– 22 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm	7am-11am		7am-1pm		4-6pm	4pm-8pm
Week 2							
	7am-1pm	7am-1pm		7am-1pm			7am-11am

– 34.5 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
		7am-2pm	7am-1:30pm 4pm-7pm	7am-1pm	7am-1pm	7am-1pm	
Week 2							
		7am-2pm	7am-1:30pm 4pm-7pm	7am-1pm	7am-1pmm	7am-1pm	

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm	7am-1pm	7am-1pm		7am-1pm		
Week 2							
	7am-1pm	7am-1pm	4pm-10pm		7am-1pm	7am-1pm	7am-1pm

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
		7am-2pm		7am-2pm	7am-1pm 4pm-6pm	7am-1pm	7am-1pm
Week 2							
		7am-2pm	7am-2pm	7am-1pm 4pm-6pm	7am-1pm		

– 20 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
				7am-1pm	7am-1pm		
Week 2							
				7am-1pm	7am-1pm	4pm-10pm	7-1pm 4pm-10pm

– 20 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
			7am-1pm 4pm-10pm	4pm-10pm			
Week 2							
		7am-1pm 6pm-10pm				7am-1pm	7am-1pm

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
		7am-1pm	7am-1pm	7am-1pm			7am-1pm 4pm-10pm
Week 2							
		7am-1pm	7am-1pm	7am-1pm			7am-1pm 4pm-10pm

– 15 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	4pm-10pm		4pm-10pm	7am-1pm			
Week 2							
						7am-1pm	7am-1pm

– 24 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm	7am-1pm	7am-1pm				
Week 2							
	4pm-10pm	7am-1pm	7am-1pm			7am-1pm	7am-1pm

– 35 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm 4pm-10pm	4.30pm-10pm	4.30pm-10pm		7am-1pm	7am-1pm	
Week 2							
	7am-1pm 4pm-10pm		4.30pm-1pm	4.30pm-10pm	7am-1pm	7am-1pm	

– 36.5 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm	7am-1pm 4pm-10pm	7am-1pm 4pm-10pm				
Week 2							
	7am-1pm	7am-1pm 4pm-10pm	7am-1pm 4am-10pm			7am-1pm	7am-1pm

– 30 hours

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
	7am-1pm	7am-10am- 4pm-7pm	7am-1pm	7am-1pm		7am-1pm	7am-1pm
Week 2							
	7am-1pm	7am-10am 4pm-7pm	7am-1pm	7am-1pm			