

## NORTH LANARKSHIRE COUNCIL

## REPORT

TO: Social Work Committee	Subject:  Home Care Review - Creation of an Out of Hours Service & Management Support Structure
FROM: Jim Dickie Director of Social Work	
DATE OF COMMITTEE: 24th November 1998	
REF: AJ/MMcC	

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to describe proposals for the creation of an Out of Hours home support service and management support structure and to seek Committee approval for its implementation.

**2. BACKGROUND**

- 2.1 An increasing number of disabled, frail and older people wish to remain in their own homes, with support, for as long as possible, rather than go into residential care. The Council's Joint Community Care Plan acknowledges that all organisations involved in caring for people should aim to meet this objective in the way that services are provided. In practice, this means that services need to become more flexible and available, where possible, on a 24-hour per day basis, particularly home support services.
- 2.2 Previous reports on the future of the Council's home care services have been approved by Committee in August and October 1998. Within these reports, it was indicated that a key component for change included the establishment of a formal structure of support and development for the service outwith daytime working.

**3. CURRENT SITUATION**

- 3.1 An intensive home care service is based at Merrystone having been approved by committee on 3 March 1998. This service provides intensive packages of care to clients who would otherwise require admission to residential or nursing home care and is a joint health, social work project.

- 3.2 The alert attendants operate from 3 teams based at Airdrie ,Cumbernauld and Motherwell covering all of North Lanarkshire. They provide an emergency response service and are managed by Home Help Organisers within the Coatbridge and Cumbernauld Teams and by the Resource Worked based at Community Care HQ at Motherwell.
- 3.3 The alert switchboard is based in Glasgow and is managed by South Lanarkshire Council.
- 3.4 Home Care services both during and outwith normal working hours are provided by area team workers.
- 3.5 A recent analysis of the home care workload has shown that 150-200 home support workers currently operate after 5pm and at weekends within the Council's area. Most of these workers are home helps. This assistance consists of approximately 1700 client contacts per week. It does not include service user contacts through the Home from Hospital Schemes nor the Alert Service.
- 3.6 Tasks undertaken in people's own homes between 5pm and midnight are mainly concerned with the provision of meals and assistance with going to bed. A small number of staff work overnight and in these cases the client is usually being provided with a complex package of intensive support from a number of agencies. It is, however, the social work department's intention to increase the amount of overnight care available overall, and this should be achieved through the full implementation of the Home Care Review, as well as through the establishment of the Intensive Home Care Project (previously reported to Committee in March 1998).
- 3.7 Home support staff operating out of hours currently seek advice in emergencies through telephone contact with a supervisor at home. The Social Work Standby Service, which operates in the West of Scotland area, and to which North Lanarkshire Council contributes, provides a comprehensive service for all social work responsibilities and statutory functions out of hours.
- 3.8 Its function is different from that proposed within this paper, in that it essentially operates as a crisis service, whilst this proposal is for the creation of routine out of hours support, as would be available to daytime workers. It is likely that the need for the Social Work Standby Service to be involved with home support problems will diminish if this team is approved. Since partners' contributions to the cost of the Standby Service are based on previous year's usage, the North Lanarkshire share of this cost should decrease over time, though the out of hours home support service

would only replace Standby in respect of specific circumstances, which constitute only a small portion of the Standby Service's activities.

#### **4. PROPOSED OPERATIONAL ARRANGEMENTS**

- 4.1 It is proposed that the following domiciliary services be based in and managed from Merrystone House in Coatbridge :

The Intensive Home Care Service  
 The Out of Hours Home Care Service  
 The Alert Switchboard  
 The Management of the Alert Mobile Teams

- 4.2 One of the central aims of the government's action plan for modernising community care is to develop a modern flexible home care service to allow people to be cared for at home. The relocation of the services above and the recent home care review are major planks in North Lanarkshire strategy re accomplishing this. It is proposed that the post of Senior Community Care Officer at Headquarters be redesignated, Co-Ordinator Home Care Services and regraded, reflecting the increased responsibility of externally managing the above services as well as the ongoing developments of home care services across North Lanarkshire.
- 4.3 The four services identified in 4.1 will be managed at a local level by a Unit Manager which will require the creation of an additional post at RW32 level.
- 4.4 It is proposed that the Out of Hours Support Service Management Structure will operate all-year round from Monday to Friday from 4pm to 9am, and all day Saturdays and Sundays. It will be based in the Merrystone Centre in Coatbridge, which will also be the base for the Intensive Home Care Project and the relocated Alert Service, which will be the subject of a separate report to Committee. In this way it is hoped to provide a truly integrated service, which is consistent with best value principles and stated Government policy on flexible home care, as contained in the recently published 'Modernising Community Care'.
- 4.5 Apart from providing structured supervision and support to staff, monitoring standards and carrying out assessments, similar to daytime home support managers, it is expected that out of hours staff will develop the services further, for example for specialist support to those with dementias, or for terminally ill people.

- 4.6 A detailed report outlining the proposed changes on the community alarm service will be brought forward to the next Committee cycle.

## 5. PERSONNEL IMPLICATIONS

The creation of the new services described above, plus the management of the Intensive Home Care Project will require additional management input from Headquarters. In recognition of this, it is proposed that the post of Senior Community Care Officer at Headquarters be redesignated as Co-Ordinator, Home Care Services and regraded from PO2 to PO8.

- 5.1 A post of Unit Manager at RW32 level will be created at Merrystone.
- 5.2 The Out of Hours Home Care Service will operate with the following Home Support Management Staffing:

			WTE
Monday to Friday	9.00am to 5.00pm	1.5 home support manager	1.5
Monday to Friday	4.00pm to 12.00 midnight	2.0 home support manager	2.0
Saturday to Sunday	9.00am to 5.00pm	2.0 home support manager	.8
	4.00pm to 12.00 midnight	2.0 home support manager	<u>.8</u>
			<u>5.1</u>

Between the hours of midnight and 7.00 am the nightshift Alert Controller will provide the necessary support and responses for front-line staff. In recognition of this, a higher grade is being recommended for these staff. This will be included in the separate Committee report on Alert Control Centre staffing.

- 5.4 The proposed grade for the Home Support Manager is Residential Grade 23, at spinal Column Points 27-30. Costing is based on SCP 30, given that it is hoped that experienced people will apply for the posts.

Staff on residential scales work five days out of seven, without the requirement to pay enhanced rates for weekend working.

- 5.5 Home support workers who will provide the direct service to clients will be transferred to the Out of Hours Team from the existing service. The process for how this is to be done will be agreed with the trade unions, but will take account of the need for continuity, the current patterns of demand and the individual views of workers. The numbers involved will be determined in the first instance by the current out of hours workload and the total amount of budget already deployed to this function.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The costs of creating the management infrastructure described above will be (Appendix 1) funded from savings arising from the rationalization of the various management elements of 'stand-alone' projects operating within the current system, and the monies laid aside from CET to fund the implementation of the home care review.
- 6.2 The home support workers providing services will be transferred from existing teams together with their existing funding.

## **7. CONCLUSION**

- 7.1 There are currently large numbers of home support staff operating out of hours and at weekends in North Lanarkshire without the benefit of structured support.
- 7.2 It is the stated objective of the Council to increase the amount and flexibility of its home care services to meet the aspirations of people to live in their own homes for as long as possible. Over time, the achievement of this objective will mean that the volume of service provided outwith daytime working is likely to increase.

The previous Committee reports on the North Lanarkshire Review of Home Care Services indicated that a key component in developing the service was the need to create a management support structure out of hours. This should ensure that these services are provided in a systematic and cost effective way, whilst providing a better quality for the client.

7.3 The above changes are in line with the current governments objectives of creating more flexible home care services.

**8. RECOMMENDATIONS**

Committee is asked :

- (i) To approve the proposal for the creation of an out of hours service
- (ii) To approve the proposed changes to the structure outlined in paragraph 5
- (iii) To remit to the Personnel Services Committee for its interest.



**Jim Dickie**  
**Director of Social Work**

**17 November 1998**

## Appendix 1

**Management of Out of Hours and  
Intensive Home Care Services**

**Additional Costs**

Regrading of Co - ordinator Home Care Services.	(PO2 TO PO8 )	£1,917
Unit Manager	( RW32 )	£23,997
Home Support Managers ( six WTE )		£111,654
Sup /NI		£16,508
		<u>£154,076</u>

**Funding Sources**

Deletion of following posts :

Airdrie	Flexicare	Project Leader	AP3	£16,233
Airdrie	Flexicare	Project Assistant	AP1	£12,294
Coatbridge	Flexicare	Project Leader	AP3	£16,233
Coatbridge	Flexicare	Project Assistant	AP1	£12,294
Motherwell	Flexicare	Project Leader	AP4	£18,609
Motherwell	Dom Resp.	Project Leader	AP1/2	£12,879
Sup /NI				£10,625
Alert User Agreement				£23,997
CET monies set aside for implementation of Home Care Review				£30,912
				<u>£154,076</u>

Note : Administrative support provided from redeployment of posts located within stand alone projects.