

REPORT

Item No: 8

SUBJECT:	Integrated Support Worker
TO:	Finance and Audit Sub-Committee
Lead Officer for Report:	Chief Accountable Officer
Author(s) of Report	Nurse Director, Health And Social Care North Lanarkshire
DATE:	12 September 2017

1. Purpose of Report

1.1 This paper is coming to the Finance and Audit Sub-Committee (FAC):

For approval	<input type="checkbox"/>	For endorsement	<input checked="" type="checkbox"/>	For noting	<input type="checkbox"/>
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1.2 This report:-

- (1) Provides an outline of the benefits of an Integrated Support Worker proposal; and
- (2) Identifies the requirement to agree a non-recurring funding allocation of up to £0.250 million to support the test of change for a six month period as part of the winter pressures plan.

2. Route To The Finance and Audit Sub-Committee

2.1 This paper has been:

Prepared By; Nurse Director	Reviewed By; Chief Officer
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3. Recommendations

3.1 The FAC is asked to agree the following recommendations:

- (1) Note the contents of the report;
- (2) Endorse the proposal to undertake a test of change in respect of an Integrated Support Worker role within NHS Lanarkshire for a six month period which will provide additional capacity to meet increased activity levels to address winter pressures;
- (3) Consider the financial implications of the test of change and the options to fund the pilot up to a maximum of £0.250 million on a non-recurring basis;
- (4) Note that, specifically in relation to the proposed use of reserves, the IJB delegated authority to the IJB Chair, IJB Vice-chair and Chief Accountable Officer to agree transfers to and from reserves during the financial year as required and following consultation with the Chair and Vice-Chair of the Finance and Audit Sub-Committee, the Chief Executive of NHS Lanarkshire and the Chief Executive of North Lanarkshire Council; and
- (5) Remit the proposal for the test of change as part of the winter pressures plan to the Integration Joint Board for endorsement.

4. BACKGROUND/SUMMARY OF KEY ISSUES

4.1 The paper proposes the testing and development of a new Integrated Support Worker role within the district nursing service, Health and Social Care North Lanarkshire to meet the growing

complex needs of people using health and social care services. This approach is in line with the partnerships overarching Strategic Commissioning Plan "Achieving Integration".

- 4.2 The strategy outlines the future direction of support and care delivery shifting the balance of hospital based care to the community to meet the challenging needs of an ageing population. This is in keeping with the Public Bodies (Joint Working) (Scotland) Act 2014, National Health And Social Care Delivery Plan, National Health And Social Care Workforce Plan Part I – A Framework For Improving Workforce Planning Across Scotland, facilitating the National Health And Well Being Outcomes to be achieved.
- 4.3 The proposal to develop and test an Integrated Support Worker role improves our ability to deliver person centred, safe and effective care. It is in line with the above strategies and ensures that our most vulnerable patients and their carers are at the heart of the service.
- 4.4 The proposal will also increase our capacity to meet expected activity levels over the winter period ensuring safe and effective care continues to be provided for people using services. This test of change will support service delivery across the wider system of health and social care at a critical period of high demand.

5. CONCLUSIONS

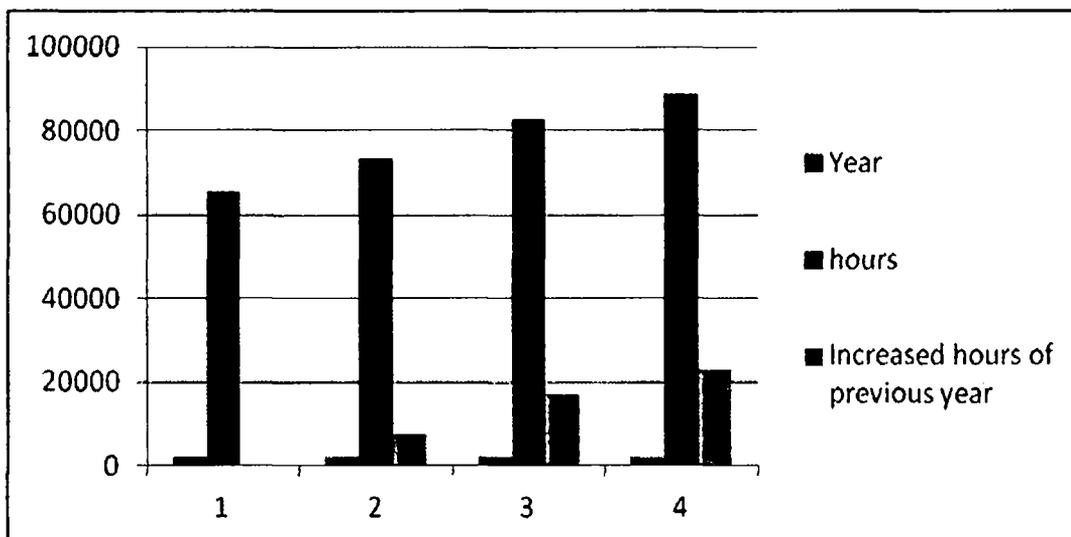
- 5.1 It is proposed to test and develop a new role of Integrated Support Worker within the district nursing service. The test would consist of recruiting Integrated Support Workers located within the district nursing service for a temporary 6 month period.
- 5.2 In testing this new role it is anticipated we will:
 - Reduce unscheduled care usage of our most vulnerable patients
 - Reduce the time spent in hospital thereby reducing delayed discharges
 - Improve communication between patients and the district nursing team thereby reducing the number of services patients and carers require to communicate with
 - Improve continuity of care and compliance with treatment modalities
 - Improve the identification of, and response to, the early signs of patient deterioration
 - Reduce the number of transfers of care between district nursing and home care services
 - Improve workforce efficiency and satisfaction.
- 5.3 Subject to the test of change in respect of the Integrated Support Worker role being endorsed, it is proposed to allocate up to £0.250 million of reserves to meet the cost of the test of change for a temporary 6 month period.
- 5.4 In relation to the use of reserves, the IJB delegated authority to the IJB Chair, IJB Vice-chair and Chief Accountable Officer to agree transfers to and from reserves during the financial year as required and following consultation with the Chair and Vice-Chair of the Finance and Audit Sub-Committee, the Chief Executive of NHS Lanarkshire and the Chief Executive of North Lanarkshire Council. Any such transfers to and from reserves agreed through this delegated process would be reported to the next meeting of the IJB. In addition to requesting that the Finance and Audit sub-committee endorse this test of change, they are therefore also asked to note the proposed use of reserves up to a maximum of £0.250 million to fund the cost of the test of change.
- 5.5 The Integrated Support Worker job descriptions will be evaluated via NHS Lanarkshire's Agenda for Change job evaluation process. The number of wte Integrated Support Workers will be determined on the output from the NHS Lanarkshire Agenda For Change job evaluation process in line with the recognised NHS Lanarkshire staff governance and human resource policies. All NHS Lanarkshire human resource policies and staff governance standards will be met.

- 5.6 District Nursing Team Leaders and Home Support Managers will work in partnership to ensure the needs of people with complex conditions are supported as effectively and efficiently as possible with appropriate interventions particularly during the winter period.
- 5.7 A development programme will be provided by the Practice Development Units in both NHS Lanarkshire and North Lanarkshire Council under the auspices of the Care Academy. NHS Lanarkshire Practice Development Unit will take a lead in delivering and co-ordinating the programme. This will ensure staff have the skills and competencies required to fulfil all aspects of the role.
- 5.8 Clinical and support supervision will be led by the District Nursing Team Leader supported by the Home Care Manager ensuring robust clinical and support governance mechanisms are in place to provide assurance. Regular reports will be provided to the Partnerships Support Care and Clinical Governance Committee through to HQAC.
- 5.9 An independent review of the impact of the Integrated Support Worker role would be undertaken by the University of the West of Scotland. This will enable the findings from this test to be extrapolated and utilised for future planning purposes to support patients and service users to live independently, avoid hospital admission or expedite discharge from hospital.

6. STRATEGIC CONTEXT

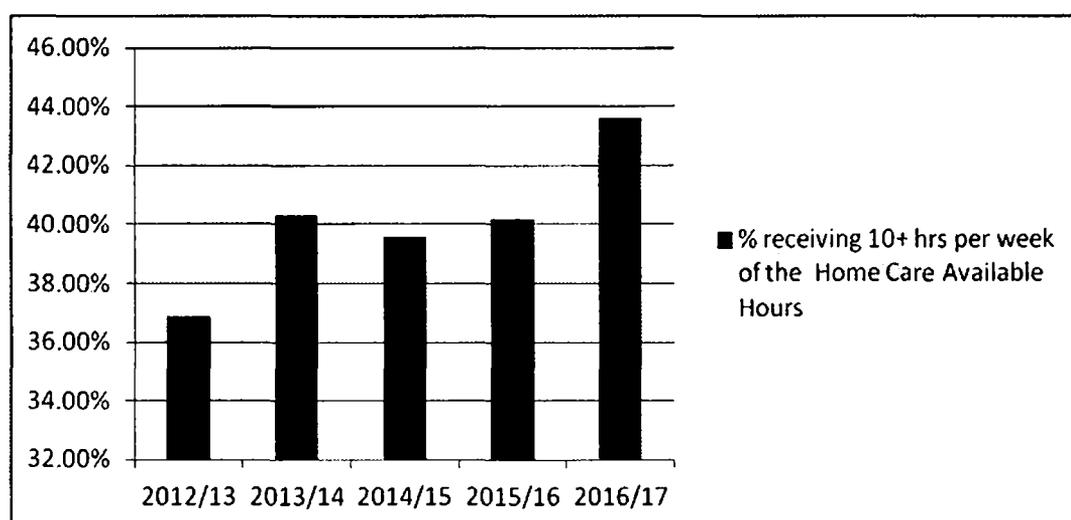
- 6.1 Achieving Integration outlines the intention to shift the balance of hospital based care to the community by developing contemporary integrated approaches to the provision of support, social and clinical care within localities to meet the needs of an ageing population.
- 6.2 *Currently district nursing and home care services work closely together as both services are involved in the care and treatment of some of the same people. These are our most vulnerable housebound patients with complex needs some of whom are at the end of their life and have chosen to die at home. The complexity of people accessing district nursing and home care services is increasing as the North Lanarkshire population ages and the prevalence of long-term conditions and multi-morbidities increases.*
- 6.3 District nursing has not seen a sizable rise in the number of patients on their case load however the rise in the complex needs of patients is significant. Over a four year period there has been a 26% increase in the time spent seeing and managing patient care, with the district nursing service providing 88,546 hours of care in 2016 compared to 65,547 hours of care in 2013 (Table 1). This means that patients will be visited on multiple occasions by two members of staff throughout the day and evening, seven days per week. They will be housebound, have multi-morbidities and some will be at the end of their life, all requiring their families and carers to be supported.

Table 1: District nursing hours spent on seeing and managing patient care



6.4 Home care have seen a 7% increase over the last five years in the number of people requiring 10 or more hours of home care per week delivered by 2 Home Support Workers, (Table 2).

Table 2: % of People Receiving 10+ Hours Per Week Of The Home care Available Hours



6.5 While district nursing and home care teams working together is good practice, in essence families are being visited by a range of staff on a day to day basis leading to:

- Unnecessary hand offs and opportunities for miscommunication between services to arise.
- High levels of footfall going through the patients home such as 2 members of the district nursing team followed by 2 members of home care throughout the day all providing different elements of care.
- Inconsistencies of care arising between services
- Potential for early signs of deterioration to be missed.

6.6 It is clear from the data above that the status quo is not sustainable. New models of care and new ways of working will be required to meet demand, improve person centeredness and patient safety. Integration provides an opportunity to do the right thing and design a new way of working which maximises the opportunity integration brings to improve person centeredness and safety for our most vulnerable and complex patients living at home whilst delivering services as efficiently and effectively as possible.

7. INTEGRATED SUPPORT WORKER PROPOSAL

- 7.1 As identified earlier the increasing complexity of people living at home requires the workforce to develop and expand the scope of practice to meet their needs. It is believed the development and testing of an Integrated Support Worker managed by the district nursing service working in partnership with home care is the right thing to do to improve the quality of care provided to our housebound patients.
- 7.2 It is therefore proposed to recruit Integrated Support Workers within the district nursing service for a temporary 6 month period. The test of change will enable people with complex needs to be cared for by a single team ensuring:
- a consistent approach to care,
 - facilitating the early identification and escalation of people displaying early signs of deterioration'
 - reducing dependency on unscheduled care and
 - reducing hand offs and the number of professionals that families need to communicate with.
- 7.3 The test of change will also enable people to be discharged from hospital more quickly to the district nursing service and home support service, including evenings and weekends with transfer to the appropriate pathway thereafter.
- 7.4 Subject to approval, the Integrated Support Worker job description will be assessed via NHS Lanarkshire's job evaluation process. The wte Integrated Support Workers will be determined on the output from the NHS Lanarkshire Agenda For Change job evaluation process in line with the recognised NHS Lanarkshire staff governance and human resource policies up to the full value of the available funding.
- 7.5 The post holders will work flexibly, be recruited for a six month period and be deployed across the localities to match current demand covering seven days per week over the hours of 8am to 10pm.
- 7.6 Line management would be via the District Nurse Team Leader. The Home Care Manager for the locality would be responsible for working alongside the District Nursing Team Leader enabling the scheduling of visits to be effective.
- 7.7 Recruitment will be undertaken externally through local media and Job Centre Plus with a view to offering this opportunity to our local population. We are committed to tackling inequalities in North Lanarkshire and intend to actively target and recruit young carers and young people leaving the care system. There is strong evidence that young carers and young people leaving the care system do less well academically and in gaining employment reducing their life chances. This approach is in line with our organisational responsibilities as corporate parents. All NHS Lanarkshire human resources policies will be complied with as part of the recruitment process.
- 7.8 A development programme will be implemented ensuring staff have the skills and competencies required to fulfil the role. Practice Development Units within NHS Lanarkshire and North Lanarkshire Council will work together to produce and deliver the programme under the auspices of the Care Academy with NHS Lanarkshire's Practice Development Unit taking a lead role in delivering and co-ordinating the programme ensuring staff have the skills and competencies to fulfil all aspects of the role.
- 7.9 It is anticipated that Integrated Support Workers will be visiting clients at home undertaking an agreed range of tasks under the direction of registered nurses but without direct supervision. Robust governance arrangements utilised for Health Care Support Workers within the district nursing service will be utilised. Regular updates will be provided to the Partnerships Support Care

and Clinical Governance Committee through to HQAC ensuring strong governance and assurance mechanisms are in place.

- 7.10 The University of the West of Scotland will evaluate the test and provide a report outlining impact and lessons for consideration in developing the future integrated workforce, shaping the future work plan of the Care Academy.

8. BENEFITS AND ISSUES

- 8.1 The proposal aims to improve the quality of care being delivered to our most vulnerable housebound patients with complex needs being cared for by the district nursing and home care services across the domains of safety, person centeredness and effectiveness. The benefits and issues of the test of change are detailed on the attached appendix.
- 8.2 Implementation of the proposal will be led by the Associate Nurse Director. Improvement methodology will be utilised to support the implementation of this test of change ensuring we learn lessons and make improvements throughout the implementation process. An evaluation will be undertaken by the University of the West of Scotland ensuring we identify and learn lessons in planning future integrated roles.
- 8.3 The evaluation will be considered by the Care Academy in due course, the Joint Human Resources Group and Support Care and Clinical Governance Committee. The baseline data and improvement methodology will be utilised to track improvement and impact with a view to determining the success of the proposal in relation to six quality outcomes. The outcome of the evaluation will help to inform future recommendations regarding the development of an integrated workforce to deliver the national health and well being outcomes and the strategic commissioning plan "Safer, Healthier Independent Lives".
- 8.4 This proposal has been considered by the NHSL Corporate Management Team and links to the Health and Social Care North Lanarkshire Strategic Commissioning Plan, Achieving Excellence and National Health and Wellbeing Outcomes.

9. IMPLICATIONS

9.1 NATIONAL OUTCOMES

This relates to all nine national outcomes.

9.2 ASSOCIATED MEASURE(S)

This proposal aligns to the following best value criteria: vision and leadership, effective partnerships, governance and accountability, use of resources, performance and management and equality. The proposal does not meet sustainability as it is a test of change for a 6 month period.

9.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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The wte Integrated Support Workers will be determined on the output from the NHS Lanarkshire Agenda For Change job evaluation process in line with the recognised NHS Lanarkshire staff governance and human resource policies up to the full value of the finance being made available.

Subject to the test of change in respect of the Integrated Support Worker role being endorsed, it is proposed to allocate up to £0.250 million of reserves to meet the cost of the test of change for a temporary 6 month period.

In relation to the use of reserves, the IJB delegated authority to the IJB Chair, IJB Vice-chair and Chief Accountable Officer to agree transfers to and from reserves during the financial year as required and following consultation with the Chair and Vice-Chair of the Finance and Audit Sub-Committee, the Chief Executive of NHS Lanarkshire and the Chief Executive of North Lanarkshire Council.

Any such transfers to and from reserves agreed through this delegated process would be reported to the next meeting of the IJB. In addition to requesting that the Finance and Audit sub-committee endorse this test of change, they are therefore also asked to note the proposed use of reserves up to a maximum of £0.250 million to fund the cost of the test of change.

9.4 PEOPLE

On a day to day basis the Integrated Support Workers will be managed by the District Nursing Team Leaders. The Associate Nurse Director will be responsible for working with Health and Social Work Managers to implement the test of change keeping oversight of the development programme and also the data gathered for improvement, governance and assurance. At this time no high risks are identified in preventing the proposal being implemented.

9.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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An equality and diversity impact assessment has not been completed as it is a short term proposal which complies with NHS Lanarkshire policies and procedures. The proposal is focused on the needs of our most vulnerable house bound patients with complex needs some of whom are at the end of their life.

Young carers and young people leaving care do less well academically and in achieving employment. Through no fault of their own they have fewer opportunities and life chances. As a partnership we are committed to tackling inequalities. Therefore we will actively target the recruitment of young carers and young people leaving the care system into a proportion of the Integrated Support Worker roles providing a first step into a career in health and social care. In doing so we aim to proactively discharge our organisational responsibilities as corporate parents.

9.6 CARBON MANAGEMENT IMPLICATIONS

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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10. BACKGROUND PAPERS
None.

11. APPENDICES
Benefits and Issues of Test of Change - Integrated Support Worker Appendix



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CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Anne Armstrong, Nurse Director, Health And Social Care North Lanarkshire on telephone number 01698 858116.

Benefits	Issues
<ul style="list-style-type: none"> • Increase capacity to meet demand over the winter period. • Single service involved in the delivery of care to complex people. • Reduce hand offs between services. • Reduce the time spent in hospital reducing delayed discharges • Reduce number of transfers of care between district nursing and home care • Improve communication between patients and the district nursing team reducing the number of services patients and carers require to communicate with • Reduce unscheduled care usage of our most vulnerable patients • Improve continuity of care and compliance with treatment modalities • Recognition of early signs of deterioration and escalation to registered nurses with the aim of reducing unscheduled care and unplanned admission. • Improve patient and carer satisfaction. • Improve service responsiveness • Improve job satisfaction for staff in providing holistic care. • Opportunities for people in North Lanarkshire to gain short term employment and experience in health and social care through the Care Academy. • Support the fulfilment of corporate parenting responsibilities of the organisation. • Improve workforce efficiency 	<ul style="list-style-type: none"> • Ability to recruit staff on short term contract.