

Project Title: Visioning a different Care workforce in Pembrokeshire

Project Background:

In Pembrokeshire we have a growing retirement and older person's population and like most of the UK challenging times for recruitment and retention of staff into the care sector all contributing to growing waiting lists.

In a recent survey by West Wales Care Partnership asking staff in care what are their top motivating factors for applying for a job in care, whilst the highest was pay and benefits, the other top reasons were rewarding and varied work; increased job satisfaction; and promotion and progression.

The commissioning team within Pembrokeshire County Council have also anecdotally been informed that lone working and the feeling of isolation of people working in domiciliary care services is a barrier both within recruiting and retention of staff and sometimes a contributor to people seeking to leave the industry.



Project Aims/Objectives:

Through developing a different model of care delivery for Pembrokeshire, across the three sectors of domiciliary care, day opportunities and care homes. Creating more flexible care roles where people are trained and offered the opportunity to work across the three sectors. Staff will be offered the opportunity to work across the sector in a given week and working in a more locality based method reducing travel time and lone working.

A second part of the project will be looking at the development of 'Place Based Care'. To create a locality care model where care can be provided within a certain mileage of a care home, bringing together people living in a care home and people receiving support in the community together.

Project Approach:

- To achieve the aims of this project we are working with internal Local Authority teams and managers, with Social Care Wales and Care Inspectorate Wales and commissioned providers to discover flexible working over various services.
- Engagement with staff in all services, ensuring we listen to the experiences of redeployment through COVID-19 pandemic.
- Working with human resource teams looking at new job descriptions and agreements between departments.

Project Outcome(s):

We were anticipating outcome for the project to be:

- Enhanced skills development for staff
- Improvement on 'do only what is needed – no more, no less- and do no harm' staff undertaking role equivalent to their roles.
- Reductions in travel time.
- Improvements on the resident's experience of care.
- Improvement on well-being of staff.
- Reduction in waiting list.

Project impact:

This project is still ongoing.

The impact so far is the opportunity for team managers and staff to explore different approaches to delivering care and how we can support staff differently, working with Social Care Wales and Care Inspectorate Wales.

Development of recruitment marketing and promotion tools.

Using the learning from COVID-19 pandemic redeployment programme.

Key Conclusions:

- This project has many layers and elements to it, each requiring dedicated time to develop.
- The project needs longer than 12 months to undertake.
- Covid-19 is still present and does have an impact on the development of this project as it involves working with staff involved in other front line roles.
- There is an enthusiasm for considering opportunities of other avenues of delivering services and supporting staff development.
- Engagement with staff presented additional considerations not previously considered.
- Need for a recruitment campaign.
- Consideration of additional training provision.
- Agreements between teams for ways of staff working jointly between services.
- New Job Description and development of a new role.

Next Steps:

The project will be continuing.

- Further engagement with staff and co-production of the service development with managers
- Development of Agreements for working across different teams.
- Working with the Human Resource for continuation of recruitment of staff including this new role to build capacity within the sector and enhance the offer for staff career opportunities.
- Working with commissioned providers to seek the potential elements that can be developed.

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