

90 Day Challenge Update 1

The 90 day challenge targets the removal of an awaiting care list in north and mid-Devon by focusing on activity that can improve supply of workforce to meet care demand. The 90 days commences Monday 14th September. A number of workstreams are underway and fortnightly updates on progress provided.

Data

Activity focused on removing the awaiting care list will start in earnest on Monday 14th September. We have identified our baseline, taken during the last week of August. This is always a challenging week in care, due to school closure and a bank holiday reducing workforce capacity, and the baseline data identifies the significant challenge ahead of us.

	Hrs acl	PoC acl	hrs referred (wk)	hrs sourced (wk)	Poc referred	PoC sourced new	PoC sourced inc	PoC decreased	Poc not req	Weekly hrs
Awaiting care zone 1	224	15	252	149.5	13	6	3	4	4	77.75
Awaiting care zone 2	316.25	30	312.25	227.00	24	9	8	3	3	38.5
Awaiting care zone 3	349.50	29	136.00	55.25	9	2	4	0	5	120.8
Total	889.75	74	700.25	431.75	46	17	15	7	12	237

The baseline data shows almost 900 hours of care are required, for 74 individuals, in north and mid Devon. The awaiting care list (ACL) is cumulative, so includes hours and individuals who were referred both this week and previous weeks where care has not been sourced.

The baseline data identifies we have different challenges in different zones. Northern Devon has seen an increase in demand over the last few months whereas zone 3 demand has been lower.

Zone 1 (Torridge): this zone used to have less need of the three zones but since March the increase in demand for new and increased care has been most noticeable in this location. 4 individuals were supported to decrease care hours and this enabled us to redeploy capacity elsewhere.

Zone 2 (Barnstaple, Ilfracombe): this zone has highest demand. In the baseline week data shows that we used care capacity to increase care for 8 individuals as well as providing a new care package for 9 individuals. Providing an increase in care is a hidden workforce capacity consumer: it is as important to increase care as it is to provide new care to help individuals retain their independence and prevent a hospital admission.

Zone 3 (Crediton, Tiverton): this zone is now the smallest zone in both capacity and demand, and there is also much less movement, suggesting more difficulty in recruitment and due to travel. During the baseline week 5 referrals for care were not required. From previous data we know c40% of packages are not required are due to individuals passing away. Other reasons include the individual going into long term placement, refusing care or preferring another solution to meet their needs.

Operations workstream (lead: Vicky.hancock1@nhs.net)

This week's Hub calls focused on finalising activity ahead of the 90 day challenge launch on Monday 14th September. This included coordinating place-based meetings to identify run efficiencies in

geographical hotspots such as Crediton, Cullompton and Ilfracombe. In Torrington, providers have shared additional data to identify where they may be driving past each other on visits which could indicate some efficiencies if those runs were reorganised. Devon County Council are on board with supporting conversations with individuals whose visit times or provider may need to change to benefit from this efficiency.

Recruitment is an ongoing activity with all providers. Schools reopening typically results in more job seekers and, although this year cannot be compared to others due to the pandemic, providers remain hopeful that the improvements in terms and conditions for their workforce will encourage more applications. Social media appears to be the most successful recruitment platform.

Easy Living and Mulholland Care both demonstrated good practice in recruitment. Both organisations reviewed previous applicants who had not followed up on their application, and Easy Living Care has since converted some individuals to careworkers whilst applicants to Mulholland Care are now proceeding with the application process.

Contracting workstream (lead: Natasha.koerner@nhs.net)

The 90 day challenge has been made possible through increased hourly rates paid to social care providers, enabling them to improve the terms and conditions of their workforce. Contract activity is underway and near completion.

Finance workstream (lead: Nigel.blacker@nhs.net)

Activity is underway to back pay providers signed up to the new contract terms for work carried out between 6th April and 16th August. Payment should reach providers no later than 30th September. We recognise cashflow is critical to enable providers to participate fully in the 90 day challenge. Providers will be paid the new hourly rates from P6 (17th August): payment is in arrears and this should reach providers in October.

Tier 3 to 2 workstream (lead: Natasha.koerner@nhs.net)

Our Tier 3 providers receive a lower hourly rate until they have undergone the Trust's due diligence process. To ensure as many of our providers benefit from the higher hourly rate we are supporting existing tier 3 providers with this due diligence process. We are delighted that three of our tier 3 providers, Carrington Care, Crediton Care and Rural Care are nearing the end of this process.

Training workstream (lead: Vicky.hancock1@nhs.net)

Time 2 Care have created a manual handling training room in Bideford and are inviting other providers to use this facility. Full infection control measures will be used before and after use.

We are especially pleased to have feedback from providers that they are using the increase in the hourly rate to fund training for staff so those staff can access a higher rate of pay due to additional qualifications. We know from previous surveys our workforce love to learn.

Blood glucose monitoring and competency training is being provided by the Trust's Care Homes team to enable Chapter Care to manage this delegated task. The complexity of care being delegated to providers is increasing, which accounts for some of the increase in demand.

Plans are in place with DWP and Learn Devon to run a sector work academy programme in North Devon during the 90 Day Challenge.