

SOUTH GLOUCESTERSHIRE COUNCIL

A Strategy for Commissioning New Type of Worker

1. Introduction- What is New Type of worker

In the original TOPSS (now Skills for Care) a bid was made in November 2003 by South Gloucestershire Council and B&NES Council.. The statement in the following paragraph was used at the outset of the document to ensure the bid focused on staff skills and abilities being enhanced.

“Local workforce issues can be successfully tackled by taking a more proactive approach to developing existing staff, which is in the interest of both the individuals and the organisation”.

Training Support Programme Circular – LAC 2003(5)

The intervening three years has seen additional funding to support that message, and staff have, with enthusiasm and passion, taken part in a co-ordinated programme of learning and practice development which has offered their Care Home residents a better service and for some staff, new working horizons. This new proposal of mainstreaming the New Types of Worker seeks to find ways of continuing that process building on the work already undertaken and giving staff the chance to develop their learning further.

The South Gloucestershire Community Care and Housing Department believes that by mainstreaming and accessing the Human Resource Grant the new and exciting approach to caring for older people already underway can be supported to grow locally in the Registered Care Homes and provide an opportunity to expand to the Domiciliary Care arenas.

The themes of the Project are set out below.

- Preventing avoidable admissions to hospital
- Facilitating hospital discharge
- Preventing premature dependence on residential and nursing care
- Sustaining a home for life for service users

2. Purpose

- 2.1 This strategy sets out the way in which the New Type of Worker role for older people in south Glos will be commissioned. Older People have significantly greater health needs than the general population. Therefore, this strategy aims to ensure that resources currently invested in Health and Social Services are used effectively to meet the needs of the population of South Gloucestershire Promoting Choice, Well-being and Independence, along with encompassing White Paper Our Health, Our Care, Our Say: A new direction in Community Services.

2.2 There are a number of models of good practice service provision focussing on promoting the well-being of older people in South Glos. Examples include Intermediate Care, START and Dementia Care Team.

Background to proposal

At the start of the Project in 2003, South Gloucestershire originally selected two care homes one from the Independent Sector and one from the Local Authority to participate in a pilot programme. The purpose was to train social care workers to undertake agreed nursing tasks. That number has grown from two to three homes along with the independent sector extending the Project to domiciliary care. The programme has been extremely successful and the number of staff directly engaged under the NTOW umbrella is 44.

The aims of the approach were to a) ensure the new provision was consistent with the framework of “promoting independence” in older people and b) ensure that older people in registered care homes should not have to move when their needs increase either to hospital or alternative care. The project was designed to take the service to the person rather than moving a seriously frail person to a new service at the time of their greatest vulnerability.

Evidence shows that both these aims have been achieved and it is because of this success the South Gloucestershire Project is seeking to be mainstreamed.

The project has, to date, challenged the traditional story that when older people in residential care homes become physically ill they are limited to receiving onsite help from the district nursing service and/or the local General Practitioner. This project has successfully tested whether an additional form of nursing support care can safely be provided (alongside traditional

support methods) to that same cohort of service users in order to prevent them having to move. The model has a) avoided service users’ acute hospital admissions and/or b) facilitated discharges and c) in some cases prevented older people having to move on to nursing homes when their care needs increase.

This success story has not only been commented on locally and nationally but has been promoted in the recent government White Paper ‘Our health, our care, our say: A new direction in community services’ as a model other local authorities and PCTs should attempt to emulate. At a recent conference held to explore the future of NTOW development in Bath, South Gloucestershire and Bristol, four national speakers (CSCI, SCIE, DH and Skills for Care) complimented the work of the project and urged some form of continuance of the skill enhancement.

1. What is new about New Types of Worker?

1.1 Given there are a number of existing services that work towards supporting older people with their health needs, a key question is what makes NTOW distinct from other existing services.

The main focus of NTOW is to:

- Target people who would otherwise face admission to hospital, unnecessary prolonged hospital stay or long term nursing care
- Prevent unnecessary prolonged hospital stay
- Be designed to maximise independence and to enable service users to remain living at the Care Home

ntow

new types of worker
new types of working



- Provide a Base Line clinical assessment for each service user
- Involve short term nursing task interventions
- Work collaboratively with Health Care Professionals.
- Reflect the principles outlined in the White Paper.

1.2 The speed of the nursing task intervention is unique as it is provided by a single discipline to prevent admission to hospital and premature dependency on long term nursing care and facilitate timely discharge from hospital..

1.3 Starting from the above definition NTOW is targeted at those people requiring lower level nursing needs. This means that NTOW is particularly targeted at older people as they are the people who would benefit most from this new service. The focus of NTOW is about providing more short term nursing tasks and not providing long term nursing support.

2. A Whole Systems Perspective

2.1 NTOW is viewed in the context of the whole systems approach taking into account the person's needs and supplying professional staff who are trained to provide agreed nursing tasks.

2.2 Primary Care Services include services provided by GPs, Community Nurse and Therapy Staff. These professionals support NTOW and provide instruction and direction to NTOW staff and undertake complex clinical tasks.

2.3 Working towards developing NTOW will provide a home for life of all service users

entering our care homes. It is important to take into account that this service is only provided at Kerr House and Wapley Court at the present time and does not extend to the whole geographical area of South Glos.

2.4 Current trends indicate that older people occupy 85% of acute hospital beds. The Government is clear there should be equality provision for older people who use services provided by South Glos

2.5 NTOW may be developed in partnership with the Statutory and Private Sectors.

2.6 Current trends indicate that older people occupy 85% of acute hospital beds.

3. Service User Group

3.1 Term Older People refers to people over 65 years and is specifically linked in the National Service Framework Standard One 'Rooting out age discrimination' to ensure that older people are never discriminated against within NHS service or in accessing Community Care services as a result of age.

3.2 The principle of NTOW is to develop further a whole systems approach i.e.

- Reduce avoidable hospital admissions
- Facilitate timely discharge from hospital
- Plan innovative new services in non-hospital environments
- Minimise premature dependence on long term nursing care

4. Principles for commissioning NTOW

4.1 This section looks at the options of commissioning NTOW to meet the health needs of older people accessing the Local Authority Care Homes.

4.2 This strategy was developed in consultation with the South Gloucestershire Primary Care Trust and consultation from the Older Peoples Forum. It is essential to make clear how the service will be commissioned to encompass a collaborative approach with the PCT to deliver services to the older population of South Glos.

4.3 Increases in the population of older people can lead to existing primary care services being unable to provide enough services or be unable to respond quickly when people are in crisis. This can mean older people lose their independence prematurely and are admitted to acute hospital care which does little to sustain their independence.

4.4 Government targets set out in the White Paper "Our Health, Our Care, Our Say – A New direction in Community Services" state that the development of NTOW is one of the key elements in the Governments strategy for modernising the NHS and Community Care.

5. Delayed Transfers of Care

5.1 In order to meet the criteria of Delayed Transfers of Care service users are deemed ready for discharge at the point of being medically fit. These service users are very vulnerable as they will in all probability have lost some of their independence and confidence. Therefore the benefits of NTOW can work towards ensuring services are targeted in a timely way to those people who need ongoing clinical and social intervention.

6. NTOW Care Services model for South Glos.

6.1 22 Local Authority care staff have

participated in the NVQ underpinning knowledge training. This training has proved to be extremely valuable in supporting the NTOWs to achieve the level 3 in Care Award and undertake the agreed clinical task. This has demonstrated that care staff can provide an holistic approach to care for Older People. The evaluation also concluded that staff have felt valued because they have been given the opportunity to add to their Continued Professional Development (Portfolio of Skills). The mainstreaming of the project will prepare and equip additional staff within the original pilot homes as well as roll out the Project to the other managed Local Authority Homes

6.2 The proposal continues to consolidate a number of local and national Strategies:

- Continue to consolidate collaborative working with all stakeholders
- Provide more services as part of care provision
- Raise the standard of care in Registered Care Homes
- Aid workforce planning
- Address skill and mix shortages
- Aid recruitment and retention

6.3 It is recognised that all the organisations involved will need to be helped through training to become better at joint working. The mainstreaming of NTOW through training will work towards creating a better qualified, more competent workforce .

- 6.4 The strategy is aimed at consolidating and sustaining the success of collaborative working developed at Kerr House in order to raise the number of qualified and competent staff.
- 6.5 We will review the accommodation needs of older people to ensure that a range of accommodation is available to meet varying needs for support and care, adhering to the Homes for Life principle and to examine the use for respite and intermediate care (Taken from Corporate Services Plan 2004/05 p30)
- 6.6 It seeks to promote South Gloucestershire's Community Care Plan.
- 6.7 Following a Local Implementation Group (LIG) meeting on 26/09/06 the following was agreed. Our aim is to train 50% of care staff who work in the agreed care homes to become NTOW care staff.

Name of Home	NTOW staff trained to date	Proposed % of staff to be trained	Number of staff to be trained per year 07/08
Kerr House	80%		Linked to workforce planning
Wapley Court	25%	50% (linked to workforce planning)	5
Alexandra Way		50% (linked to upgrade of building and stable workforce)	7
			12 maximum

- 6.8 Nominated Care Staff will complete a preliminary co-hort training package delivered by North Bristol Trust. This will enable them to have the knowledge and skills to carry out the overall task and to be proficient to complete the NVQ 3 in Care Qualification
- 6.9 Using the model designed at Kerr House, when Care Staff have completed the cohort training at NBT they will shadow Community Nurses who will deem staff proficient to carry out the agreed nursing tasks.
- 6.10 Equipment will be purchased within the Care Home to enable care staff to carry out the task.
- 6.11 NVQ Assessors for the Project will be supported and seconded from the South Gloucestershire NVQ unit. The plan is to second a Duty Manager who has undertaken the NTOW training to the NVQ Centre. The funding for this post will be utilised from the Delayed Discharge Grant Fund Scheme.

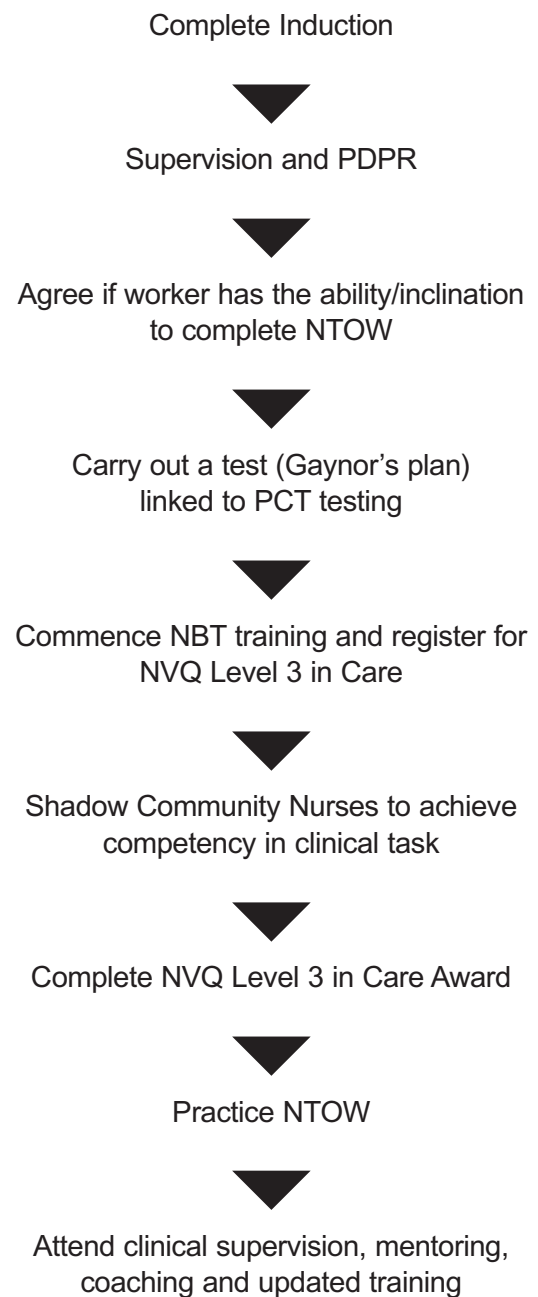
7. Clinical Support, Supervision, Mentoring and Updated Training

- 7.1 It has been evident that the NTOW require ongoing support to develop their underpinning knowledge to support their clinical skills learning.
- 7.2 The Primary Care Trust for South Glos and Bristol have agreed a plan (appendix 1) to provide clinical support, supervision and mentoring. It has also been agreed that they will provide a rolling programme of annual updates in the agreed tasks throughout the year.

8. Review of Job Description

- 8.1 The job description is to be reviewed to reflect the additional duties being undertaken. It is recognised that the NTOW role is undertaken in the Care Home. Therefore, it is not anticipated that this will affect the grading of the role. However, in order to recognise the additional skills staff have acquired it has been suggested that an extra payment be made monthly.

Route for Staff to progress to NTOW



9. NTOW Plan for 2007/08

9.1 Commission training for 12 people at NBHT to extend the Project to Alexandra Way

The estimated cost will be £1,400 to which the Staff Development Unit will fund

9.2 Assessment

To be undertaken by the NVQ Centre staff and selected Senior Staff of the Care Homes

9.3 The NVQ Centre will cover the cost of registration, verification and assessment for NVQ.

9.4 All of the Stakeholders are committed to continuing to develop collaborative working to achieve the aims of the strategy. This can be achieved by the continued development of a planned and long term relationship at local level by ensuring that health and community care providers are included in discussions at all stages.

9.5 We need to design services around the service users taking health and community care to them and not moving people to nursing care.

10. Developing “roll out” of the Project

10.1 It was agreed at a recent meeting with John Nash Skills for Care Regional Manager that the South Gloucestershire Project should develop a closer partnership with both Skills for Health and local LRN's to support the progress of NTOW work in the region.

10.2 Fionnuala Palmer, Skills for Health Regional Manager, will be approached to see how health and social care connections can be enhanced and developed. It may be helpful for example to connect the NTOW work with the NHS transformational priorities and the South Glos Community Care Plan.

11. The Wider Picture

11.1 This proposal fits with a number of local and national strategies: -

- Partnership working: Local Authorities and PCT's and NHS (some partnership work with the Independent Sector).
- Providing more flexible services as part of Registered Care reprovion
- Raising and expanding standards of care in registered care homes
- Meeting CSCI targets
- Connecting to DH Long Term Conditions and self care proposals
- Providing more flexible services as part of Domiciliary Care reprovion (proposed Independent Sector Provider)
- Raising and expanding standards of care for people in their own homes
- Developing the new Common Induction Standards
- Maintaining sustainability and replicability
- Connecting to Learning Skills Council work
- Developing Leadership, Management and Workforce planning
- Addressing skill shortages
- Staff development
- Recruitment and retention initiatives

11.2 The proposal has also the support of Skills for Health. The organisation has developed nationally agreed career pathways for support staff, as well as taking the lead in the development of over 2000 national workforce competences, some of which form the basis for training NTOW within South Glos. Skills for Health will facilitate the use of career pathways and competences across all participating organisations.

12. The Proposal

12.1 The proposal consists of five separate strands paying attention to:

- a) Strategic NTOW Direction & Organisational Learning
- b) NTOW Practical Skills and Competences
- c) Individual Learning development from past input
- d) Further underpinning knowledge training for 12 staff
- e) Service Evaluation & Reflective Practice

12.2 The shared learning element of the process and in particular aspects of the inter organisational learning has helped to drive the Project forward. We aim to build on the past experience to establish a process for actual learning. The learning set will require management and co-ordination assistance together with a local person to develop a local plan.

Richard Pople
Team Manager and LIG Lead