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## **PROPOSAL RE-PROVISIONING OF NIGHT SUPPORT**

**Report by Director – Strategic Commissioning & Partnerships**

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### **SCOTTISH BORDERS COUNCIL**

**15 December 2022**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 This report proposes that following the successful re-provisioning of the Peebles Night Support Service Pathfinder, the re-provisioning of the Night Support Service across the Borders be taken through a full consultation with service users and members of the public.**
- 1.2 A Pathfinder for the re-provisioning of the Night Support Service took place in Peebles during September 2022. All service users were consulted and offered alternative support by way of differently timed visits (late evening/early morning) or the use of technology. The evaluation showed no adverse impact on service users and no increase in risk. Service users reported that they benefited from not being disturbed throughout the night. Families were supportive and raised no concerns.
- 1.3 Staff were fully consulted and operated within St Ronan’s Care Home for the duration of the Pathfinder period. They also responded to any alarm activations (13 activations for one client – 12 due to incorrect settings on the bed sensor).
- 1.4 In the Peebles Team there has been no indication of potential for staff redundancies, so if this was duplicated across the Borders the potential staff saving would be in the region of £451,642.
- 1.5 In addition to this saving there would be approximately £7,000 saving on fuel and a reduction in staff mileage of 13,000 miles.

#### **2 RECOMMENDATIONS**

- 2.1 I recommend that Scottish Borders Council:-**
- (a) Agree that a full consultation on the re-provisioning of the Night Support Service is undertaken, gaining feedback from current service users and members of the public.**
  - (b) Agree that a full IIA is completed based on the findings of the consultation.**
  - (c) Agree that the findings of the consultation and the IIA be shared with this Group prior to any further re-provisioning work being undertaken.**

### 3 BACKGROUND

- 3.1 The pressure on Care services nationally, is already taking its toll and it is likely to increase. Continuing with current models of delivery is not going to be sustainable. New approaches and service delivery models need to be found that will deliver more efficient and effective care, whilst maintaining safe and good quality services.
- 3.2 Five Adult Social Care staff teams across each locality area, currently provide night support to only approximately 70 Home Care service users, at a cost to the Council of £594,295 per annum, making this a very expensive service, costing approximately £8,489 per service user. Many Council areas such as Midlothian and East Lothian have replaced face to face night support with the use of Assistive Technology/Technology Enabled Care (TEC) solutions.
- 3.3 Assistive Technology/TEC has the ability to provide essential support using a person centred approach; it gives increased choice and sense of control to service users; improves service user safety by providing constant monitoring rather than a time-limited face to face visit and allows for an immediate response in the event there is a serious concern with a service user in need of urgent assistance.
- 3.4 Adult Social Care proposed to review the night support currently being delivered across the Borders, with a view to undertaking a Pathfinder in the Peebles area. In preparation for this Pathfinder, the needs of every service user in receipt of night support, was reviewed to establish their needs, and if this could be met using an alternative to face to face care.
- 3.5 Service Users were reviewed and reassessed to determine if:
- Those in receipt of overnight continence support could have a further continence assessment undertaken to identify more appropriate continence aids, thereby reducing the need for support overnight.
  - Those in need of overnight safety checks (e.g. those with a diagnosis of dementia and a known risk of exiting their home overnight) could potentially have these safety checks replaced by use of Assistive Technology/TEC solution (Alarms, bed sensors, door activation monitors etc.)
  - Current shift patterns could be reviewed to consider the introduction of 8.00 pm to midnight and 6.00 am to 10.00 am shifts which would negate the need for overnight continence support visits.
  - An essential face to face visit is required overnight.
- 3.6 Following this review, further discussions took place with service users, family, Night Support Workers, Social Work staff and colleagues from CES, to agree this new overnight support model. Engagement with staff and service users/their families was identified to be key to the success of the Pathfinder and so lessons learned from other projects which have been implemented were taken into account in the planning process.

- 3.7 During the Pathfinder, the West Night Support Team was available on standby to respond to any alarm activations that occurred, they also provided any essential overnight visits which were deemed necessary for those service users whose needs could only be met by face to face support, such as those with palliative care needs.
- 3.8 It was proposed that if successful in Peebles, this model be rolled out, in phases across the Borders and that one of the original five Night Support teams would be retained to ensure any essential face to face visits were provided, and would also act as a responder service in the event of any Assistive Technology/TEC activations. The Responder service would consist of two staff on duty; one would be based in a Care Home in East locality, and the other would be based in a Care Home in West locality. Between these staff, they would also respond to any care needs in the South locality.
- 3.9 After full evaluation of the Pathfinder and establishing the key benefits and deliverables, consultation will take place with the remaining night support teams, supported by HR and Trade Union colleagues. These staff will be supported through deployment into other roles within SBC, alleviating recruitment pressures on our care services and freeing up capacity across the Borders, including day care and care homes.
- 3.10 The proposed change in service delivery is expected to achieve financial efficiencies of approximately £275,642. This has been calculated using a worst case scenario approach, based on potential for redundancy payments.
- 3.11 In summary the proposal was to:
- Remove four of the five Night Support Teams.
  - Retain one team as a Rapid Response Night Support Service.
  - Extend day shift hours to operate from 6.00 am instead of 7.00 am and until midnight instead of 10.00 pm. It is proposed that 6.00 am to 10.00 am and 8.00 pm to midnight shift patterns be advertised specifically for these hours, to minimise impact on existing day staff, and to seek approval from TU colleagues. There is currently a project group in situ, reviewing shift patterns across Home Care Services.
  - Increase the use of Assistive Technology/TEC
  - Redeploy staff from four night-time support teams to bolster day care/care home staffing.
  - By offering affected staff night shift posts within a care home setting, this would be deemed a suitable alternative, and would therefore reduce potential redundancy payments.
  - A further alternative for affected staff, would be the option to offer them 8.00 pm to midnight shifts in Home Care, if they would prefer to work in Home Care Services.

## 4 EVALUATION

4.1 Feedback from service users, in their own words, can be seen in Table 1.

Table 1. Service user feedback

<b>Service User</b>	<b>What works well</b>	<b>What could work better</b>	<b>Any other concerns</b>	<b>Any Risks</b>
ML	Enjoying not being disturbed during the night	Nothing, happy not getting the visit	No concerns, getting used to her bed visit being 21.30 rather than 22.30. Would prefer a later time if it ever became available	No risks at the moment
Mr T (Husband of service user DT)	Husband and wife are not getting a disturbed sleep resulting in Mr T feeling better and able to cope with Mrs T's care needs during the day as he is her main carer	Nothing, happy not getting the visit	None at all	No risks - visit was for turning during the night for skin integrity. No breakdown in skin, all well
BL Daughter	Daughter advised her Mum is deteriorating and feels night support would no longer be able to meet her Mum's needs. Sometimes daughter stays over (presumed to mean that FT care is required)	Was happy to receive visit at the time for peace of mind but feels night support can't be there all the time, daughter stays when having a bad night	None at all	No risk at the moment bed sensor has not activated since the Pathfinder
RS	Mr S is happy are that his visit is back to day shift staff and getting settled early in the evening	Nothing, happy not getting a visit	None at all	No risk at the moment
<b>Staff Feedback</b>				
AH	AH liked that there had been calls and had been able to help people when they have needed it. AH does not mind lone working	Not being based in a care home as feels that he may be used for care home tasks and will	AH feels some staff commitments and feedback wasn't as positive due to expressing	No risks have been identified during the Path finder

	and happy to go	be included in their count	their wishes not to be part of the Rapid Response Team	
C'oD	CO'D liked the base being in St Ronan's. She advised she felt safer knowing there was three members of staff on and if she got a call out she could check in with staff in the care home and tell them where she was going	Being busy and having a purpose at night instead of sitting in a care home with nothing to do	Using two staff members when the plan is to use one when doing rapid response	No risks have been identified during the Pathfinder

4.2 The evaluation showed that in many cases the care visit could be undertaken earlier in the evening or early in the morning instead of during the night. It also showed that a number of visits were not actually required. Table 2. shows the original and new support for the Peebles clients that previously received a Night Support visit. The table also shows the care package savings.

Table 2.

<b>Service users</b>	<b>Initial cost of overnight visit per week</b>	<b>Solution</b>	<b>Final cost per week for night support</b>	<b>Difference</b>	<b>Cost of TEC (one off cost)</b>	<b>Annual saving</b>	<b>Comments</b>
RS	67.55	n/a	0.00	67.55	0.00	3,512.6	Visit time changed - returned to day carers
AC	67.55	Single bed sensor	0.00	67.55	£110.00	3,402.6	NS replaced with TEC
BL	67.55	n/a	0.00	67.55	0.00	3,512.6	Reviewed service not required – Hours returned
MLJ	135.10 (2 visits)	n/a	0.00	135.10	0.00	7,025.2	2 <sup>nd</sup> visit Hours returned/ 1 <sup>st</sup> visit provided by

							day carers
DT	67.55	n/a	0.00	67.55	0.00	3,512.6	Reviewed service not required – Hours returned
CH	67.55	Visit essential	67.55	0.00	0.00	0.00	No current saving
<b>Total Annual Saving for the six service users</b>						<b>£20,968</b>	
<i>An additional four service users were removed from the Pathfinder as deceased, moved to care home or were admitted to hospital prior to the Pathfinder commencing.</i>							

4.3 In summary, the Pathfinder has shown that in many cases a physical visit is not actually required, or the care could be provided by a twilight shift. There was no increase of risk or accidents due to the removal of a physical visit.

4.4 During the Pathfinder there were 13 alarm activations for the one service user. 12 activations were due to the time settings on the sensor needing to be adjusted. Since this adjustment has been made there has only been one alarm activation. A visit was carried out and the service user was settled in bed.

4.5 Service users have reported that they benefit from no staff disturbance through the night. Families were supportive of the change with no complaints or concerns raised during the Pathfinder.

4.6 Although there was no physical staff saving during the Pathfinder, as the staff were on standby, the Pathfinder has shown that the Team could be removed if a small Rapid Response Team was in place.

4.7 Staff options appraisals show that within the Peebles team, 75% of the staff were happy to move to working within the day time Home Care Team and 25% were happy to be part of the overnight Rapid Response Team.

4.8 In the Peebles Team there have been no indication of potential staff redundancies, so if this was duplicated across the Borders the potential staff saving would be in the region of £451,642.

4.9 In addition to this saving there would be an approximate £7,000 saving on fuel and a reduction in staff mileage of 13,000 miles.

## 5 IMPLICATIONS

### 5.1 Financial

If the savings seen in the Peebles Team were duplicated across the Borders, the saving would be in the region of £451,642.

### 5.2 Risk and Mitigations

As mentioned in the body of this paper, no increased risks for clients were noted.

A full IIA would need to be conducted along with a full consultation to ensure that all service users and potential service users' views are considered. This will reduce the reputational risk to the Council.

### 5.3 **Integrated Impact Assessment**

(a) A full consultation will be undertaken to ensure the impact of this change is fully considered.

(b) An IIA has been completed for the Pathfinder project, but a full IIA will be completed along with the full consultation.

### 5.4 **Sustainable Development Goals**

This project will positively impact on the following development goals:

- Ensure healthy lives and promote wellbeing for all at all ages.

### 5.5 **Climate Change**

There will be a positive impact on staff mileage and its associated environmental cost.

### 5.6 **Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

### 5.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration of Scheme of delegation.

## 6 **CONSULTATION**

6.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report

6.2 SLT and APWG have been consulted, along with service users and staff within the Pathfinder area. All Night Support Staff are aware the possible changes to the Night Support Service provision. The Corporate Equalities and Diversity Officer has also been consulted.

### **Approved by**

#### **Name**

**Jen Holland**

#### **Title**

**Director – Strategic Commissioning & Partnerships**

#### **Author(s)**

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**Background Papers:** [insert list of background papers used in compiling report]  
**Previous Minute Reference:** [insert last Minute reference (if any)]

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