ICG Conference 2016—‘Lots of ideas to take away and work on’

The ICG 2016 Conference was well attended in spite of snow causing traffic jams and congestion. It focused on a critical issue for the care sector—recruitment and retention of staff.

Speakers and a range of workshops set out to help care providers tackle this perennial tough issue: how to attract the right kind of caring staff and how to keep them when the financial rewards are not high. The link was made between keeping good staff, leadership, and CQC rated outstanding quality care.

Feedback on the event includes:
- ‘Great ideas, lots of things I hadn’t thought of’
- ‘All very interesting, new ideas’
- ‘An excellent day, thank you!’
- ‘Excellent speakers, really good ideas, enjoyable’
- ‘Made me think about how to be a better manager’
- ‘Good speakers. Interesting, funny and engaging’.

More details on the Conference inside . . .
**ICG Conference 2016—Recruitment and Retention**

Keynote speaker, Neil Eastwood, founder of Sticky People, gave two very informative presentations: How do the world’s best care providers attract and select their staff and Keeping your staff: Retention secrets from around the world.

Neil had a wealth of tips to give, from employee referral schemes to the importance of targeting ‘passive jobseekers’ and much more. He spoke of the significance of the staff member’s partner at home, and why we should ensure they see our appreciation.

He spoke of supervisors playing a key role in motivation and organisational health. He gave an example of a home care coordinator who spoke harshly to a staff member and failed to be understanding of the difficulties they encountered.

He recommended soft skills training for supervisors.

Neil emphasised that what staff want is appreciation; meaningful work; caring leadership; flexibility—understanding their pressures; and development opportunities.

One delegate commented: ‘Neil Eastwood sessions, very good focus. Fast moving so kept attention’

Ian Donaghy, Director of Training for Carers, puts across a strong message in his usual entertaining way—that we must all be leaders to make sure that our clients (like his Gran) receive a high quality service.

Trevor Brocklebank, CEO Emeritus of Home Instead Senior Care spoke of How to be rated outstanding in homecare. He gave recommendations on leadership, community engagement and completing the Provider Information Return (PIR).

The Skills for Care Values Based Recruitment model is at the heart of all good recruitment. It concerns finding and keeping people with the right values, behaviours and attitudes to work in adult social care and know what it means to provide quality care.

What do you need to do (in brief)?

- Identify and embed your values within your organisation
- See example job adverts—what kind of person are you seeking?
- See example application form
- Use values and behaviours-based interviewing checklist
- See example standard interview questions
- Embed values into job descriptions & person specifications

For information on all of the above and to download the toolkit go to: [http://www.skillsforcare.org.uk](http://www.skillsforcare.org.uk) and look for Values based Recruitment and Retention

Angela Thompson of Skills for Care gave this workshop for us and asked people to sign up and make the Social Care Commitment. She also asked: What makes a good values interviewer? Top of the list—An interest in people and their values, attitudes and motivations towards work and a willingness to probe into people’s values.
Clare Flynn of Brightening Minds Training gave an illuminating workshop on the benefits of Staff Supervision. Clare explained the different encounters that form supervision and how it can be evidenced.

To demonstrate outstanding supervision that is person-centred Clare recommended one page profiles for each member of staff. She gave a good example that covered:

- What others like and admire about me
- What’s important to me
- How best to support me

Outstanding supervision is both formal and informal and can be recorded in different ways/formats.

Clare also suggested a notice board with post-it notes put up by staff that record good and positive outcomes for clients. This is especially important for homecare and informs evidence.

Martin Cheyne, Partner at Hempsons Solicitors gave three very popular workshops on Employment Law: Hiring good staff and keeping them.

Concentrating on the recognised recruitment and retention issue in our sector, Martin looked at some legal pitfalls he’s seen in the recruitment process and examined some strategies and tips in examining the pay and rewards packages we offer our staff. Our ability to reward staff is inevitably linked to our commissioning but one of Martin’s tips included exploring with workshop attendees their reward and celebration of staff care, commitment and effort. Martin is a proponent of staff celebration awards and events and it was good to hear about some providers also offering instant rewards and congratulations to individuals when exceptional care is given and compliments received.

This was a theme which Neil Eastwood of Sticky People developed in the afternoon.

Peregrine House and Vida Hall, both ICG members that have been rated Outstanding by CQC, gave a workshop on achieving high quality care.

Dr Kevin O’Sullivan of Peregrine House and James Rycroft and Bernadette Mossman of Vida Hall spoke of staff being the life blood of their organisations.

James Rycroft gave an example of what leadership means at Vida Healthcare

- Lead with passion
- Have true belief in the company ethos (in good times & bad)
- Inspire others to reach their goals by showing a true interest in their own development
- Give employees opportunities to excel
- Be inspirational!
- Accept who you are
- Gain insight into your style of leadership and how this might be adapted to encourage better working outcomes for your team.
Conference—Raise the volume on social care crisis!

Delegates at the ICG conference were told of the need to raise the volume of protest over the crisis hitting social care.

Chair Mike Padgham said: ‘We currently have four factors creating a perfect storm – ever increasing demand for more and more complex care; greater and greater scrutiny of that care; tighter and tighter budgets to work in and rapidly rising costs – including the National Living Wage.’

He called for greater investment in social care, for a merging of NHS and social care and for greater use of the independent sector. He also suggested a referendum on social care and questioned whether providers should stand as MPs or councillors to get social care’s case heard.

As this edition went to press providers were waiting to see if there was any positive news for social care in the Government’s Autumn Statement. There has been growing pressure from providers, charities and organisations calling on the Government to address social care in the Budget to tackle its crisis and ease pressure on the NHS.

Bodies, including the Care Quality Commission and ADASS have all warned that social care is at ‘tipping point’.

Appreciating staff

ICG member, Emma Finn, Director of Bluebird Care Scarborough and Bridlington, celebrates her staff regularly.

Whether it’s a three year work anniversary for Gemma Knipe pictured with her Certificate; or congratulating new recruits on passing their 12 week probationary period; or presenting flowers and a Certificate to a member of staff on completing their first year at work, or celebrating the Bluebird care assistant of the month, Philippa Bailey (July); Emma believes in showing appreciation.

Emma says: ‘Working in care is a demanding job. I keep my staff by paying attention to the work they do and showing them how much I value them.’

Celebrating Achievements

Many Congratulations! Hooray!

Riccall Care is the overall winner of the Business of the Year Awards at the York Press Business Awards 2016. They had already taken the title of Family Business of the Year.

Tony Conroy and Mike Richards, Directors of Riccall Care are also on the Board of ICG, giving their time to work on behalf of all care providers in York & North Yorkshire for free.

And very well done to Bilton Hall, Harrogate—Finalist for the national Best Dementia Garden Awards 2016.
ICG is questioning North Yorkshire County Council about the results of a survey taken between July and 27 September on its proposals for fees for care.

The results of the survey presented to the Council Executive were as follows:

<table>
<thead>
<tr>
<th>Proposal</th>
<th>No. surveyed</th>
<th>No. providers responding</th>
<th>Agree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care homes &amp; care homes with nursing (OP)</td>
<td>195</td>
<td>55</td>
<td>6</td>
<td>49</td>
</tr>
<tr>
<td>Care homes &amp; care homes with nursing (inflation)</td>
<td>195</td>
<td>55</td>
<td>14</td>
<td>41</td>
</tr>
<tr>
<td>Specialist placements in care homes</td>
<td>157</td>
<td>10</td>
<td>5</td>
<td>4</td>
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<td>Specialist placements in care homes (inflation)</td>
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<td>4</td>
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<tr>
<td>Domiciliary care</td>
<td>270</td>
<td>34</td>
<td>10</td>
<td>24</td>
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<td>270</td>
<td>34</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>Community based care (e.g. day centres)</td>
<td>222</td>
<td>17</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Community based care (inflation)</td>
<td>222</td>
<td>17</td>
<td>15</td>
<td>2</td>
</tr>
</tbody>
</table>

The ICG is questioning these figures. The Council says ‘All affected providers within the County were contacted and invited to take part in the survey’.

**Number of care homes:** the table above shows a total of 352 care homes in the County. The NYCC Market Position Statement of Jan 2014 gives the total as 235 care homes (including specialist providers) with the Council purchasing less than 30% of the beds for older people.

**Number of domiciliary care providers:** the Council’s list of approved domiciliary care providers includes multiple sites for larger organisations as well as organisations from outside North Yorkshire (e.g. Merseyside) who just want to be on the list. Even so, it totals 190 providers. In 2013, before the tender exercises which cut provider numbers, NYCC said 24 providers were providing 69% of the care.

We therefore believe the above table, upon which the Executive was asked to make a decision on fee rates, is misleading. We are asking the Council to explain these figures.

The Health and Social Care landscape is complicated in North Yorkshire where the county is divided into three STP footprints:

- West Yorkshire and Harrogate (Including Craven)
- Humber Coast and Vale (representing York, Selby, Ryedale and Scarborough)
- Durham Darlington Teeside Hambleton, Richmondshire and Whitby

NHS England Five Year Forward View
NHS England has asked every health and care system to come together to create their own plan for the delivery of NHS England’s Five Year Forward View. These plans, known as STPs, set out a clear vision for how the challenges presented in the Five Year Forward View will be met by 2020/21.

The purpose of STPs is to improve services for people around:
- Health and wellbeing
- Care and quality
- Finance efficiency
Helping Hands of Harrogate—How to be Outstanding

Gather evidence
Direct feedback from your customers is essential information that enables you to make a judgement about your own performance. If feedback from your customers is positive, you would also want positive recognition from the CQC.

Present your evidence
If you believe you are providing a high quality care service, it becomes your job to describe and evidence how you know you are achieving this. The CQC provide lots of helpful material to guide providers on what a high quality service looks like and how we can deliver a service that is high performing in line with the five key lines of enquiry (KLOEs) Safe, Effective, Caring, Responsive and Well Led*.

Planning
Set your goal
Know what rating you want to achieve. Our management team’s first job was to share this goal with all carers and support them to make links between what they do on a day to day basis, the KLOEs and the achievement of a particular rating.

Share widely
Don’t keep this information to yourself; share this widely in a proportionate way that makes sense to your team. We shared this information through informal chats, formal supervision sessions and team meetings. Carers welcomed such discussions and enjoyed describing what they do well and the positive impact it has on the lives of the people they support.

Share ‘magic moments’
Such discussions gave team members the opportunity to share their ‘magic moments’, share those specific times when they felt they had made a positive difference and made their role feel rewarding and worthwhile. These conversations really helped employees to describe with passion what care teams do well, the positive impact of their involvement in people’s lives and also goes some way in the identification of exceptional and distinctive practice.

Always keep a record
A record of these events will provide a great source of tangible evidence to support the achievement of the rating you are aiming for. It also goes someway to prepare staff to talk to Inspectors about the things that go really well rather than focussing on the things that don’t always go as planned.

Focus the minds of staff on the good things they do
This process may also help you identify evidence of creative and innovative practice and can make carers feel much more confident when talking to inspectors rather than shaking with fear about saying something wrong!

Preparation
Make written and visual records, write case studies and collect documents from all levels of your service that evidences different characteristics across the KLOEs. Whilst the necessity of such preparation can make the most motivated of people put their head in their hands, prioritising this alongside the actual act of delivering high quality care may prevent a sense of dread about inspections.

Building confidence
Having an increased sense of confidence will enable you to positively showcase your achievements in the sometimes uncomfortable face of scrutiny. We hope it will support you to achieve the outcome you want and the one your team deserves.

Instil confidence
Be confident, help your team to describe when they are getting it right, praise individuals when things go well and share it with others. Start to collect sources of evidence across the KLOEs that show characteristics of each rating level, this approach will help to start inform your thinking about what is a realistic outcome of an
inspection process and it will give you a very good idea about what is achievable, where you need to focus your energy on areas for improvement and reduce the likelihood of disappointment.

Be honest
Where things haven’t gone as planned don’t fear being found out, be prepared to demonstrate your duty of candour by describing honestly what happened and how you responded, what action you took to prevent a similar incident and show your understanding of the positive impact your action achieved.

Portfolio
The completion and return of your Provider Information Return (PIR) is essential if you are asked for it by the CQC. See this as an opportunity to make use of a helpful tool that gives a structure to your portfolio of evidence rather than a time consuming headache.

If you have done your planning and preparation well the pain of completion will be less.

PIR
We took the completion of the PIR as an opportunity to tell the inspector about our achievements prior to the inspection, which gave us organisational confidence. We viewed the actual inspection days as the opportunity showcase a portfolio of supporting evidence to demonstrate what we had said. It gave us a structure, simply ‘describe and show’.

Evidence—in different formats
We presented evidence in whatever form demonstrated that our service is of an outstanding quality. We provided evidence in a range of formats for example a short video clip that ‘said’ the same as a thousand words.

Completion of the PIR supports you to understand in some depth your service at all levels. It helps you check whether the service you are delivering is actually being delivered to the standard you think it is. It helps identify the areas you can improve upon to ensure your service is high quality in all areas. Be prepared to describe what you are going to do to build on what you are already doing to improve your service and be able to describe what impact you anticipate this will have on people you support by relating this to the KLOES

Reflection
Having this supporting evidence to hand will prompt thoughtful and reflective discussions with your Inspector. Knowing your service in depth will serve to demonstrate just how well led your service is. It will increase your confidence, support the development of your strategic service plan, support the performance management of your team members at every level, enable you to articulate to your team the service’s direction of travel and motivate your whole team to achieve the mission of your organisation, namely delivering a high quality service and the part they play in contributing to this.

Help the Inspector
Our approach was embraced by our Inspector. Inspectors will be under scrutiny to explain to their Regional Managers how they reached a judgement about your service with supporting evidence, our approach helped her do this….. Deep breath…. WE ARE ALL ACCOUNTABLE!

References
* Relevant Provider Handbook for your service
Appendix A KLOE’s
Appendix B Characteristics of each rating level

Helping Hands of Harrogate—How to be Outstanding

Supporting Case Studies (example)

Safe
Carers described a great sense of satisfaction in supporting Dana to develop the skills to manage her own skin integrity rather than them making decisions on her behalf. Dana was given current best practice guidelines on how to manage erythema (reddening of the skin). Her carer would take photos of reddening, show them to Dana and she would then make decisions about what needed to happen next. The impact of this approach resulted in Dana’s skin not breaking down, a reduced involvement of community health professionals and Dana enjoying the freedom to be part of new leisure pursuits previously not possible because of the presence of pressure sores and a limiting skin care plan. Her carers delighted in Dana being able to take more control over her own life through enabling her to safely manage her own health needs. This approach resulted in Dana enjoying improved health and sense of emotional wellbeing.

Sleepovers—payments and the law

ICG members are complaining that they are still not being paid by the NYCC to meet their legal requirements and pay staff the National Living Wage (NLW) hourly rate for each hour of a sleepover.

The NLW was introduced in April making all staff entitled to £7.20 an hour. Last year the Employment Tribunal gave a landmark ruling in Esparon v Slavikova. They ruled that sleep-ins were ‘time work’ and all hours in attendance should count as working time.

ICG raised the issue and NYCC replied that they have contacted every provider affected and asked for information and they are still waiting for it to be sent. They say ‘Our advice has been clear however that providers need to ensure that wage levels for the total hours worked must be at or above NLW. Hence the need for the analysis.’

ICG members say that this is not the case and that they have had to do all the chasing on this. Meantime they are having to pay the legal requirement on services contracted by the Council.
ICG is a care association which represents independent care providers in York and North Yorkshire including care home providers for all client groups, domiciliary care agencies, supported living and extra care housing providers, and day centres in the private and voluntary parts of the independent sector.

Independent Care Matters is sent currently to all care providers in York and North Yorkshire; all City Councillors; all County Councillors; senior managers at the CCGs, Borough and District Councils & NHS Trusts; to all local MPs and MEPs and to senior managers at NYCC & CYC.

Address:
Keren Wilson, Chief Executive
Independent Care Group (ICG)
5 Beechwood Grove
HARROGATE, HG2 8QP.

Providers - are you on the new care directory?

North Yorkshire and York Care Directory is the new website for anyone looking for a local care service. It lists care homes, nursing homes, home care services and day care venues. It also shows live, up to date bed availability.

To register your care service or to advertise other services, please visit www.nyycd.co.uk or email info@nyycd.co.uk

First providers to register get an Early Bird Discount!