

Key issues highlighted by managers and staff during the consultation process and how the Project Board has responded

Staff Feedback	Project Board Response
<p>Management/Team Leader capacity stripped back too far in the proposed structure</p>	<ul style="list-style-type: none"> • A fourth Home Support Manager added back into the structure • Increase in Team Leader hours across the service (increase on initial proposal, not current levels): <ul style="list-style-type: none"> - Re-ablement – 5 x 30 hours and 1 x 30 hour (12 month temp contract) - Care – 4 x 30 hours (day), 3 x p/t = total 56 hours (night) - Sheltered with Extra Care – 4 x 30 hrs and 1 x 20 hour (12 month temp contract) - Prevention & Support – 3 x 30 hours + 2 x 37 hrs (Seniors, Warden Call) • Proposal to develop a scheme for training and developing a pool of front-line staff who can ‘act up’ and provide cover in Team Leader role
<p>One base for city-wide re-ablement service was not practical or sensible</p>	<ul style="list-style-type: none"> • Two bases for the city-wide re-ablement service, on the East and West of the city – Glen Lodge and Gale Farm Court
<p>Proposal to move to 15/20/25 hour contracts would remove flexibility and lead to many carers having to leave the service</p>	<ul style="list-style-type: none"> • Adopt a standard set of 5/6 hour shift patterns within the re-ablement service as an alternative to moving to 15/20/25 hour contracts – 7am-1pm; 8am-1pm; 8am-2pm;4pm-10pm; 5pm-10pm • Adopt a minimum of 15 hour contracts, and a maximum of 30 hour contracts, to help ensure continuity of care. Within these boundaries staff will be able to continue with their existing contracts so long as it fits with the 5/6 hour shift patterns
<p>Concerns from EMI and High Dependency staff at having to work with a different customer group</p>	<ul style="list-style-type: none"> • Shadowing opportunities encouraged and specific training programme being developed
<p>Concern that proposed Planning & Co-ordination roles would remove too much control from the managers accountable for delivering each service</p>	<ul style="list-style-type: none"> • Idea of Planning & Co-ordinator Officer posts has been withdrawn, but... • Have retained the principle that all referrals should be routed via the Re-ablement Team (to ensure re-ablement potential is fully achieved, and to help ensure a better ‘flow’ of customers through the system) • Team Leaders will be responsible for rostering staff in their service area (additional Team Leader hours were put back into the structure to reflect this)
<p>Care staff working outside of office hours (ie evening, night, and weekend shifts) receive minimal management support in comparison with day-time staff</p>	<ul style="list-style-type: none"> • Sufficient Team Leader hours have now been put into the structure to ensure better coverage across all shifts. This includes the creation of three part-time Night Team Leader posts that will cover a 10pm-6am shift

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	<ul style="list-style-type: none"> A trained and developed pool of front-line staff will also be able to provide cover in the Team Leader role
<p>Management cover arrangements for evenings and weekends are not robust enough, relying too heavily on goodwill. A lack of consistency in systems makes providing cover across different services very difficult</p>	<ul style="list-style-type: none"> Team Leaders from the Re-ablement service, Care service, and Sheltered Housing with Extra Care will cover the weekday 5-10pm shifts within their own services, but provide cover across all services at weekends Work is in hand to develop a single process/system (including one suite of forms) that will be followed city-wide across all services. This electronic system will be accessible from any office base across the city
<p>Lone working. Front-line staff very concerned by the proposal that we shouldn't automatically 'double-up' on evening rounds without a simple Healthy & Safety risk assessment having been undertaken</p>	<ul style="list-style-type: none"> Have heard staff's strength of feeling on this issue. Will return to this after the new service delivery model has been introduced in April '09. A small working group involving managers, team leaders, front-line carers and Health & Safety will explore the issues and concerns and make a recommendation about the introduction of risk assessments in 2009
<p>Staff, and several Team Leaders in particular, talked about the potential benefits of creating a relief pool of workers to draw upon to cover leave and sickness</p>	<ul style="list-style-type: none"> Will explore the possibility of creating a 'bank' of home care staff before April '09. Will link into corporate work looking at the development of a talent pool/e-recruitment/etc.