



## **Reinstating the services of the Adults, Health and Well-being Department, Gwynedd Council**

### **Report for the Mid Wales Joint Committee**

Author: Mari Wynne Jones

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The Adults, Health and Well-being Department has ensured that we have met our statutory duties throughout the Covid-19 crisis. The crisis has significantly affected all the Department's services. Although we succeeded in maintaining the majority of services, the method of service provision had to change for some services such as day care and respite care.

The challenge of restoring some of these services will face us during 2021/22, and we must consider options for reinstating the services in their current form, or replacing them with new services. We will reflect on the experiences of the past 12 months to ensure that learning is built into our future working methods.

This will be delivered by:

- The Department's performance management processes.
- Revising corporate plans and the Departmental risk register to re-prioritise action plans.
- Improving the use of data/information to improve the sharing of key local information with colleagues in the Health Board.

### **Redesigning of Safe Social Services**

The challenges that have faced us since the beginning of the Covid-19 pandemic are:

- the use of technology to provide services and hold meetings effectively
- workforce sustainability and well-being while adapting to working from home or remotely
- ensuring a safe working environment where face-to-face visits are necessary
- planning for an increase in demand
- responding creatively to the care and support needs of individuals and carers as traditional services such as day care and respite care were postponed due to risks
- ensuring that we learn from experiences of working within the pandemic period, building on the good practice and not slipping back to the old ways of working
- making better use of data and information to support service planning.

## **Gwynedd Council Plan 2018-2023**

In a normal crisis such as flooding or a major incident, the response to the crisis would begin winding down and the "recovery" would start. However, with this crisis, the response has continued for a long period, with elements of "recovery" increasing as time progresses.

The recovery plans are a combination of responding to minimise the spread of the virus as far as possible, and moving towards the "new normal".

Regarding the Covid-19 situation

We must be able to respond swiftly to the needs of the people of Gwynedd, and should it be necessary to divert our attention to other work, we need to be realistic regarding what it is possible for us to achieve.

The work of rebuilding for the future will begin by looking at the various needs of local communities and the creation of Local Regeneration Plans.

The crisis has highlighted the good work that happens within the County. Communities have pulled together to support the most vulnerable people in society. We must celebrate and give thanks for that effort, and the Council has schemes that will strive to maintain that momentum in the future, such as Supporting People's Well-being. Gwynedd Council cannot satisfy everyone's needs and we cannot do everything on our own. More than ever, Covid-19 has demonstrated the importance of collaborating with public bodies.

The 2021-22 review of the Gwynedd Council Plan 2018-23 includes the continuation of schemes that are already in the plan, and a series of new priorities. A number of these have arisen directly from the Covid-19 crisis and others have arisen indirectly as the crisis, the associated living conditions and restrictions have highlighted other needs.

### **Improvement Priority**

#### **Help people who need support to live their lives as they wish**

Our vision is for everyone of all ages to receive the support that they require in the most appropriate and convenient way to allow them to continue to live their lives as they wish. In order to succeed, there will be a need to continue to collaborate with other providers, such as the Health Board, and to remember to continue to place the central focus on the individual's needs.

#### **How will we achieve this?**

##### **1. A Suitable and Sustainable Care Provision for the future**

The Covid-19 crisis has highlighted a number of other factors that can affect our ability to continue to provide suitable care services to people. Consideration must be given to our ability to cope if the identified risks increase. In order to ensure that we are able to continue, in 2021/22, we will:

- seek to understand the "actual cost of care" to consider possible options for our care commissioning arrangements in the future
- ensure that we understand the need for nursing beds provision in the county, and proceed with the Penrhos Site project in order to address the shortages in Pen Llŷn.
- work towards further increasing the number of dementia beds in the County

- consider whether our support services, e.g. day care and respite continue to be suitable to address the needs of the people of Gwynedd, or whether there is a need for us to do something differently
- consider how we can improve the suitability of our care provider buildings when attempting to satisfy additional infection control measures.

We have also committed to improve the quality of our care provision across the County. During 2021/22, we will:

- open a bespoke dementia unit that has been completed at Llan Ffestiniog, but has not been able to open due to the Covid-19 emergency
- complete the work of building an additional dementia unit at our home in Barmouth
- complete modifications to our home in Dolgellau in order to be able to offer more bespoke care for individuals with severe physical needs
- collaborate with the Adra housing association on the development of Extra Care Housing in Pwllheli and seek to identify opportunities for similar developments in other parts of the county, with priority being given to the Dolgellau and wider Meirionnydd area
- strengthen our quality assurance services to ensure that care providers have adequate support to maintain quality services for the residents of Gwynedd.

## **2. Redesigning our Adults, Health and Well-being Department Care Services.**

The county's care needs are changing, and we have been collaborating with the Health Board to transform our community services. We need to facilitate the ability of our staff and Health Board staff to collaborate as one team within specific areas. This will lead to ensuring that individuals who require health and care support in the community will have one point of contact, in order to ensure the best results and a seamless service. We are also working to change our way of providing domiciliary care across the county in order to facilitate our ability to ensure that the care has been tailored based on what matters to the individual.

During 2021/22, we will:

- empower the integrated teams (teams that include care staff as well as health staff), to be able to achieve what matters to the adults of Gwynedd. This will include looking at appropriate training and removing any technological barriers
- award new home care contracts in each area, with the aim of implementing the new model early in 2022/23
- strengthen our Occupational Therapy service, including developing a specialist manual handling service to enable individuals to live as independently as possible
- add to the network of community hubs that support and create opportunities for individuals with learning disabilities by developing plans for Canolfan Dolfleurig in Dolgellau
- re-open our community mental health hub in Pwllheli, after it had to close as a result of the Covid-19 crisis, and look at options to develop further hubs across the county
- look at options to develop emotional and practical support to the younger cohort in the Arfon area. Develop a community hub model across the county in order to provide a broad range of well-being opportunities for adults in their local communities.

Supporting unpaid carers is central to our work and we strive to do this by offering new opportunities and many schemes have been developed to that end. Naturally, we have seen

increased pressure on unpaid carers during the past year, and we will review the virtual arrangements that have been established following the Covid-19 crisis to consider whether it is possible to learn any lessons on how to better support carers in future.

### **3. The Workforce and Recruitment in the Field of Care, Adults, Health and Well-being Department**

Recruiting to the care field is challenging for various reasons. We have an effective and committed workforce, and this has been especially evident during the Covid-19 crisis. However, we must ensure that we have sufficient workers with the necessary skills to cope with the increasing need that is likely to arise in the future.

During 2021/22, we will:

- review the arrangements of the recent #GalwGofal recruitment campaign in order to consider how we will approach recruitment in the future
- consider our registration and training arrangements as well as staff development arrangements, in order to increase flexibility and resilience in the field. We will focus on the terms and conditions of work, workforce planning and development, the image and profile of care posts, communication and marketing. The work of establishing a new home care provision system will have a positive impact on elements such as the salaries of front line staff, employment contracts and career pathways in the field
- develop a Grow our Own scheme to address the lack of expertise in some fields, such as Occupational Therapy.