



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

IJB Audit Committee 12.01.22

Agenda Item: 5.1

Purpose: For Approval

Goathill Campus – Financial Gap

PURPOSE OF REPORT

1. To update the Audit Committee of the financial and workforce issues with the Goathill Campus.

BACKGROUND

2. Goathill Campus had been agreed as part of the Comhairle Strategic Housing Investment Plan 2017/22 with the support of Cùram is Slàinte nan Eilean Siar (Western Isles Integrated Joint Board) and in collaboration with the Hebridean Housing Partnership. The plan was to deliver a large strategic housing site in the Goathill area of Stornoway with the objective to deliver general need housing, 'Extra Care' housing, and a care home hub as part of the re-provisioning of housing to meet the needs of our elderly population.
3. The model that was agreed on would provide a 52 bed care home, 4 wings of 13 beds and 50 extra care flats. Out of the 50 extra care flats 11 would be for respite care and 4 for intermediate care. In total this would result in an extra 25 beds for the care of our elderly available in the Stornoway area of Lewis as shown below:

Stornoway area	Pre Goathill	Post Goathill
Dun Eisdean Care Home	38	-
Dun Berisay Care Home	33	-
Bethesda Care Home	21	30
Bethesda Respite Beds	9	-
Blar Biudhe Nursing Home	38	38
Goathill Care Home	-	52
Intermediate Care Beds	2	4
Goathill Respite Beds	-	11
Extra Care Flats	-	35
Care Unit Garrabost	4	-
	145	170



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4. In early 2020, the Chief Finance Officer (CFO) had been given notice that there was a considerable financial shortfall and had escalated the position to senior managers within Comhairle nan Eilean Siar. Work was then started to try and bring the shortfall under control and bring the Goathill project to a break-even position. At budget setting the CFO alluded to the potential shortfall on the project in the 3 year plan.
5. In September 2021 the CFO worked with Social Care staff and the projected financial shortfall at that time was £1,805k. The Social Care Team has evaluated the staffing model required and the gap has reduced to £1,179k as of 25th November 2021.
6. The workforce requirements for the transition to Goathill have been reviewed focusing on the transition of the current care home residents, respite and intermediate beds (**notably excluding Housing with Extra Care - HwEC**).

The table appended provides a summary of the proposed staffing required to support the safe transition of the current 71 residents. This indicates a total vacancy requirement of 19 wte posts. This takes into account the increased staffing levels for overnight care, increasing from the current rate of 8 staff for 71 residents to 10 staff for 62 residents. This can be explained by the design of the care home. It is important to recognise that when taking into account current vacancy, to safely transition the current residents and maintain respite capacity will require the appointment to 25 posts (6 of which are current vacancies)

FINANCIAL SHORTFALL

7. Using the latest resource information the projected shortfall for the Goathill campus is **£650k**. This is a reduction of £550k against the figures presented to the Audit Committee in December 2021. The table below shows the gap broken down by spend categories, the biggest area of overspend is the cost of the increase workforce required. The offset of costs relating to mainland transfers in, has been removed as there are considerable budget pressure in the mainland placement budget. The RAG status relates to the risk of the figures changing.



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Goathill Complex 21/ 22 prices	2021/ 22 Budget £	as 06/01 Estimate £	Variance £	Financial Risk
Expenditure				
Staffing Cost				
Carehome Beds @ 52	3,173,736	2,509,372	664,364	M
Respite @ 9 + 2	149,733	590,801	-441,068	M
ExCH - @ 10	0	521,317	-521,317	M
Staffing Total	3,323,469	3,621,491	-298,022	
Other Expenditure				
Premises Costs	407,677	427,515	-19,838	L
Travel	9,161	8,379	782	L
Supplies and Services	313,296	265,467	47,829	L
Other Total	730,134	701,361	28,773	
Total Costs	4,053,603	4,322,852	-269,249	
Income				
ExCH income		-124,005	124,005	H
Less Voids		50,000	-50,000	H
Residential Income estimate on 52 beds		-639,254	639,254	L
11 ExCH Respite beds		-42,546	42,546	M
> 9 ex-respite Bethesda beds		-46,821	46,821	M
Present Income Budget	-1,093,340		-1,093,340	L
Contribution from NHS		-59,809	59,809	L
Other Fees and Charges		-17,908	17,908	L
8 week assessment period		-32,694	32,694	H
8 week assessment period other		-81,736	81,736	H
Income Total	-1,093,340	-994,773	-98,567	
NET COSTS	2,960,263	3,328,079	-367,816	
If we only recruit to 15 posts and have 10 agency staff @ 31 hr			-281,637	
Total Overspend			-649,453	
Recruitment Need is 25 staff inc. vacancies				



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8. To put the shortfall into context the IJB Social Care has a £2m underlying deficit which is the result of flat cash being provided for the last 4 years (no inflation uplift to pay for staff pay increases for example). The IJB budget process for 22/23 will start with a minimum of a £2.7m budget gap just re: Social Care workforce issues without the NHS Partner's pressures and any other pressures including off island and on island placements.

MITIGATION WORK

9. Given the combined risk associated with both the workforce shortfall and the financial gap the following represented short term plans to mitigate the risk:
- Secure additional funding from CnES to close either the expenditure or income gap. Round figures indicate a gap of circa **-£650k** which represents a reduction of £550k against the initial projection to open the entire complex;
 - It is significant to note that this is predicated on a reduction in staffing costs re 25 Housing with Extra Care (HwEC) alongside the loss of income associated with non-occupancy; and
 - This sum sits in **addition** to the underfunded position from CnES over the last 4 years which is a **-£2,000k** recurring deficit in the Social Care element of the overall IJB budget as explained in paragraph 8.
10. Work has been undertaken to further review the staffing model of care and the current charging policy for Care Homes. Review "off-island placements" continues but to note many individuals require a high level and complex package of care and it is unlikely the Local Authority can recruit the workforce to provide that on the island. The placement budgets are also under pressure from transitions and the risk of home placement breakdowns.



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RECOMMENDATIONS

11. It is recommended that members of the Audit Committee:

- Note the revised Gap in funding above; and
- Agree that a report asking for an increased payment from the Local Authority Payment be taken to Policy and Resources Committee in order to support the transition of the current care home and respite beds to Goathill in the first instance. The Integrated Joint Board would be required to consider its position on commissioning the additional 25 Housing with Extra Care beds against the financial backdrop

Debbie Bozkurt
Chief Finance Officer

Nick Fayers
Chief Officer

Jack Libby
Chief Social Work Officer

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Appendix Goathill staffing

Service	Beds	Staffing Required	Staffing Status
Residential	52	67.21 (this relates to all staffing requirements). Due to the design of the care home (4 wings) increased staffing is required for overnights due to fire evacuation policy, which is 8 staff on overnight. In comparison, a newly built care home on Orkney, built over 4 wings of 10 residents per wing, has two staff on per wing, overnight.	Staffing will be covered from within existing staffing pool (Dun Berisay & Dun Eisdean). The current combined wte staffing for Dun Berisay and Dun Eisdean is 80 wte (this relates to all staffing requirements).
HwEC (ground floor)	10	13.15 (this does not include the 2 nd manager or the 2 nd caretaker). This includes the two overnight staff required for overnight fire evacuation.	Staffing will be covered from within existing staffing pool (Dun Berisay & Dun Eisdean). This leaves us 2 wte staff short from within existing combined DE and DB staffing.
Respite	11	14.62 (this relates to the staffing required to provide respite care for Lewis)	Respite staffing is currently met with Bethesda establishment. This will be converted too additional care home bed capacity within Bethesda
Intermediate Care	4	None, as care delivered by Reablement Team. Respite staffing has had to be increased at night to allow for fire evacuation for Intermediate Care residents.	



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The commentary re staffing status should be considered in total i.e. residential, HwEC and Respite. The existing staffing establishment is 81.18 WTE, 110 heads and to transfer existing patients this would require 95.38 WTE, 129 heads an increase of 14.2 WTE or 19 heads.

However, there are 3.32 WTE, 6 heads vacant, this results in the need to recruit into 25 posts to successfully transition exiting clients from Dun Berisay and Eisdèan. Recruitment statistics indicate that Social Care have a just over 50% success rate in filling posts, so the table at paragraph 7 includes an element of agency staff to enable the full transition to occur.

A Safe Staffing Tool was utilized to calculate the staffing schedule for Goathill. The Care Inspectorate expectation is that a safe staffing tool will be utilised to calculate the staffing requirements for care homes. The Health and Care (Staffing) (Scotland) Act 2019 sets out the requirements for safe staffing across health and social care to ensure competent workforce with appropriate numbers of staff with the correct skill mix to ensure high quality care.

The Care Inspectorate will not stipulate staff numbers, however do expect the service to be able to always respond appropriately to the needs of the residents.

The staffing ratio for Goathill compares to that of Blar Buidhe Care Home. Comparisons have also been made with other similarly designed care homes on mainland Scotland and a new development on Orkney, which have evidenced that a staff to resident ratio of 3 staff to 12/13 residents is common practice and acceptable to the Care Inspectorate.



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