



# CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Integration Joint Board 27.01.22

Agenda Item: 6.1

Purpose: Approval

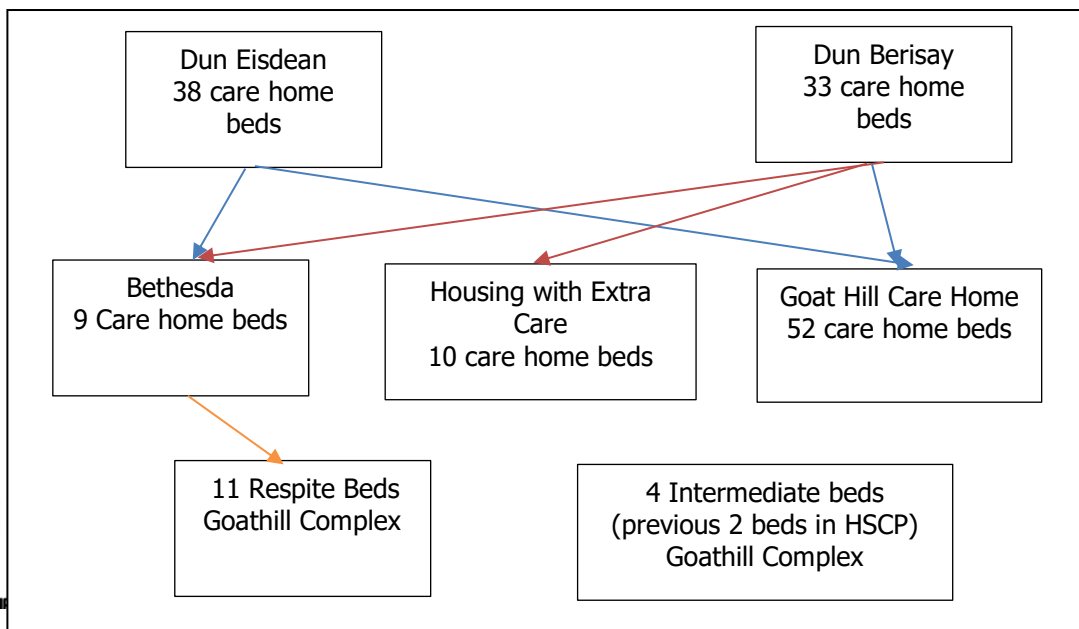
## Goathill Campus – Structural Deficit

### PURPOSE OF REPORT

1. To update the Integrated Joint Board of the financial and workforce issues with the Goathill Campus. Specifically this paper focuses on the revenue and workforce requirements to safely transition the current 71 care home residents into the Goathill complex alongside the intrinsically linked respite and intermediate bed capacity.

### BACKGROUND

2. Goathill Campus had been agreed as part of the Comhairle Strategic Housing Investment Plan 2017/22 with the support of Curam is Slainte nan Eilean Siar (Western Isles Integrated Joint Board) and in collaboration with the Hebridean Housing Partnership in partnership with the Scottish Government More Homes Scotland Funds. The plan was to deliver a large strategic housing site in the Goathill area of Stornoway with the objective to deliver large scale strategic housing site, 'Housing with Extra Care', 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 Housing with 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.
4. A schematic view of the transition for residents is outlined below (please note the particular placement of current residents between new Care Home, Bethesda and Housing with Extra Care will be determined according to individual's needs):





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The detail of the current capacity and future is outlined in the table below:

Stornoway area	Pre Goathill	Post Goathill
Dun Eisdan Care Home	38	-
Dun Berisay Care Home	33	-
Bethesda Respite Beds	9	-
Intermediate Care Beds	2	-
Bethesda Care Home beds (converted)	-	9
Goathill Care Home	-	52
Intermediate Care Beds	-	4
Goathill Respite Beds	-	11
Housing with Extra Care	-	10
	<b>82</b>	<b>86</b>

- A report presented to the IJB on 21.09.2017 indicated a structural revenue deficit of **£486k**. By early 2020, the Chief Finance Officer (CFO) had been given notice that the financial shortfall had risen considerably and had escalated the position to senior managers within Comhairle nan Eilean Siar. Work was initiated to quantify the structural deficit and to identify mitigations within Comhairle nan Eilean Siar to close the gap.
- In budget setting for the 2020\_21 period the CFO made reference to the structural deficit within the 3 year plan.
- In December 2021 the CFO alongside Adult Social Care colleagues determined the financial shortfall to be **£1,179k**. Given the significant scale of the risk further analysis was undertaken to quantify the structural deficit. The due diligence focused on the financial and workforce required to safely transition the current 71 care home residents and wider system capacity to the Goathill complex.
- 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 **(excluding the 25 HwEC units available within the development)**.



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The table appended (supported with floor plans) provides a summary of the proposed staffing required to support the safe transition of the current 71 residents.

This takes into account the increased staffing levels for overnight care. Current staffing ratio is 1:1.14 as compared to 1:1.37 for Goathill. 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 **31 posts** (6 of which are current vacancies)

### FINANCIAL SHORTFALL

8. Using the latest resource information the structural deficit for the transition of the current care home residents to Goathill campus is **£526k**. Of particular note this figure is the shortfall to transition the **71 care home residents only**. This represents an increase of **18%** in this element of the budget. Please note the structural deficit assumes for budget purposes that all posts will be filled by substantive staff paid single status rates. In reality it is unlikely that all posts will be filled and high cost agency staff will have to be brought in.
9. 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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**NHS**  
Eileanan Siar  
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Goathill Complex 21/22 prices	2021/22 Budget £	as 17/01/22 Estimate £	Variance £	Financial Risk
<b>Expenditure</b>				
<b>Staffing Cost</b>				
Carehome Beds @ 52	3,323,469	2,698,842	624,627	M
Respite @ 11	-	599,850	-599,850	M
ExCH - @ 10	-	521,317	-521,317	M
<b>Staffing Total</b>	<b>3,323,469</b>	<b>3,820,009</b>	<b>-496,540</b>	
<b>Other Expenditure</b>				
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
<b>Other Total</b>	<b>730,134</b>	<b>701,361</b>	<b>28,773</b>	
<b>Total Costs</b>	<b>4,053,603</b>	<b>4,521,370</b>	<b>-467,767</b>	
<b>Income</b>				
ExCH income for 10 beds under CH		-124,005	124,005	H
Less Voids		9,400	-9,400	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
<b>Income Total</b>	<b>-1,093,340</b>	<b>-1,035,373</b>	<b>-57,967</b>	
<b>NET COSTS</b>	<b>2,960,263</b>	<b>3,485,997</b>	<b>-525,734</b>	

For Transition of Staff into Carehome	WTE	WTE
Need extra staff	17.87	24
Vacant as of Jan	3.32	6
	<b>21.50</b>	<b>31</b>



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9. 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. Recent indications are that the Local Authority Payment will be flat cash for 22/23 plus any ring-fenced monies provided by the Scottish Government for specific purposes, e.g. fund private sector increase in living wage.

### MITIGATION WORK

10. Given the combined risk associated with both the workforce shortfall and the structural deficit 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 **-£526k**

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.

- The CFO and CO have contacted Scottish Government Finance regarding the current structural deficit

### RECOMMENDATIONS

11. It is recommended that members of Integrated Joint Board note the structural deficit:

- Note the revised Gap in funding above and
- The Integrated Joint Board agrees to not proceed with the transition of the current care home residents and associated capacity until the structural deficit can be met by CnES and the recruitment of the 31 posts completed
- To proceed with the known structural deficit would be against Standing Financial Instructions

**Debbie Bozkurt**  
Chief Finance Officer

**Nick Fayers**  
Chief Officer

**Jack Libby**  
Chief Social Work Officer

**CÙRAM IS SLÀINTE, January 2021**



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Eileanan Siar  
Western Isles



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### Appendix Goathill staffing

Service	Beds	Staffing Required	Staffing Status
Residential	52	70.99 (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 establishment combined wte staffing for Dun Berisay and Dun Eisdean is 81.18 wte (this relates to all staffing requirements).
HwEC (ground floor)	10	13.15 (this does not include the 2 <sup>nd</sup> manager or the 2 <sup>nd</sup> 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	14.91 (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, although at present there are vacancies within the team. Respite staffing has had	



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		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 99.05 WTE, 134 heads an increase of 17.87 WTE or 25 heads.

However, there are 3.32 WTE, 6 heads vacant, this results in the need to recruit into 30 posts to successfully transition existing clients from Dun Berisay and Dun Eisdéan. Recruitment statistics indicate that Social Care have a just over 50% success rate in filling posts. The table at paragraph 9 shows the deficit with substantive posts, however it is likely costs in the first year at least, will be £300k higher if agency staff have to be brought in to fully transition. **One off** transitional costs only could be met by earmarked reserves.

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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