



WEBINAR

## Coronavirus and workforce – the challenge of the moment

In partnership with

Bevan Brittan 



# Thank you to our partners

Content



Media



Charity



# Setting the scene

- Feedback from our Twitter poll



**LaingBuisson** @LaingBuisson · Apr 20

What is the biggest workforce challenge?

#covid19 #socialcare

Testing

30.8%

PPE

30.8%

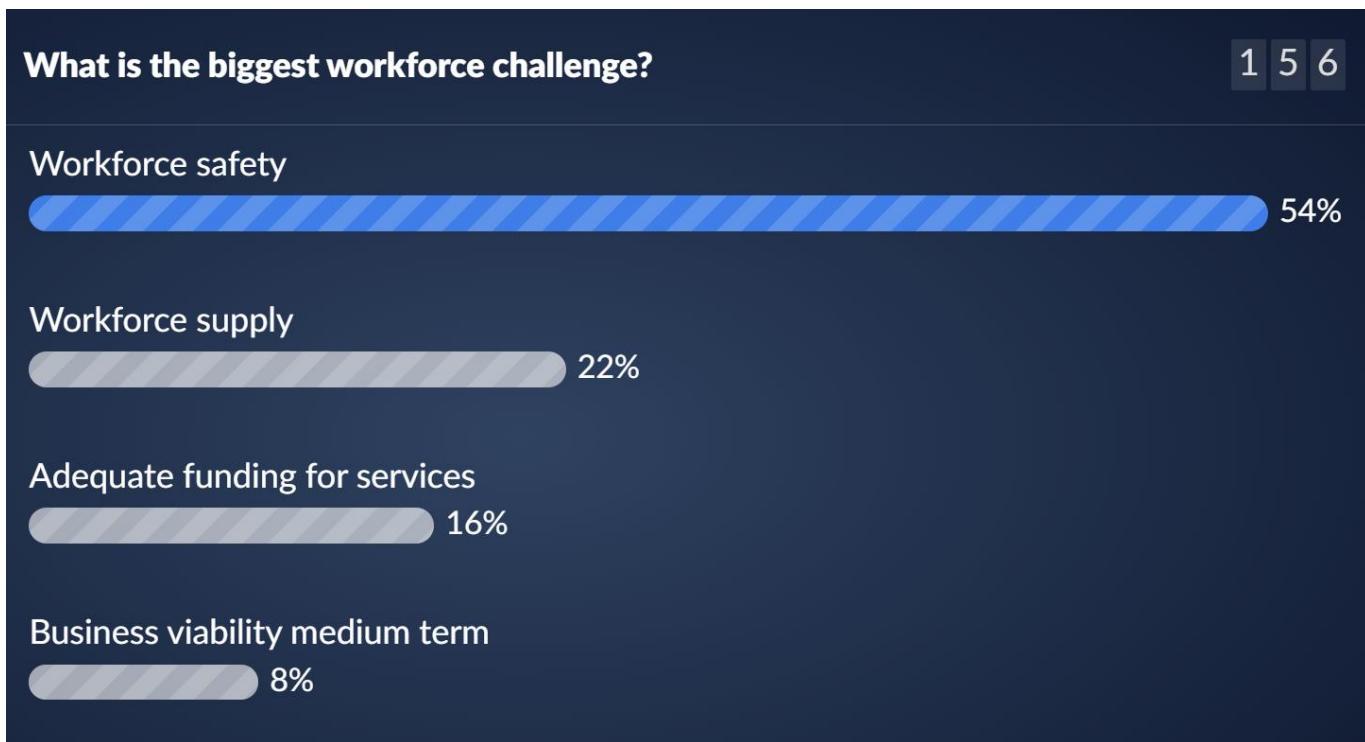
Recruiting new staff

15.4%

Funding extra costs

23.1%

# Webinar LIVE polling



# Key themes

- Market and outlook
  - Will care workers get a pay rise now people see the value they bring?
  - Do you think there should be a Royal College for care workers
  - Will the NHS use social care and recovery staff as a resource on NHS wards in future?
  - Will PE owned care businesses have a future in post Covid service configurations?
  - Can digital DBS checks and regular updates to be run by an impartial organisation?
    - What other digital tools can help manage the shortfall of staff?

# Key themes

- Operational

## Risk

- What is the sector doing to support staff who are more at risk eg BME communities?
- Why are we not receiving the PPE the government promised?
- How will we risk assess the need to have visitors if the lockdown lasts for a long time?
- If staff stay off and have no medical reason, what can we do if we need them to work?

## Funding

- Are care providers accepting new residents from hospital without any indication of their funding status?
- Can we furlough any of our staff who are shielding as we are funding by public money?

## Furlough

- Can colleagues demand to be furloughed if they have childcare issues?
- Can care staff choosing not to work due to age (over 65) be furloughed?
- If staff have an underlying health condition, is it only those who receive an NHS letter to shield that can be furloughed?

# Workforce is THE key cost

- Care Cost Benchmarks

## Staff costs as % of Fair Price\* for Care Homes for Older People, 2020-21 projections

	Frail older	Dementia
Nursing care	71%	71%
Residential care	63%	65%

\* Fair Price calculated as the mid-point of 'floor' and 'ceiling' care and accommodation costs plus reasonable profit

Developed  
with the **JRF** JOSEPH  
ROUNTREE  
FOUNDATION



# WEBINAR: Social Care: Coronavirus and Workforce - the challenge of the moment



**Mike Parish**  
Chair  
Care UK



**Sam Leighton-Smith**  
Founding Partner and  
Director  
Compass Associates



**Suhail Mirza**  
Author  
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Report



**Jodie Sinclair**  
Partner & Head of  
Employment, Pensions  
and Business  
Immigration  
Bevan Brittan

**Submit your questions on Sli.do**

# Mike Parish

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Chair  
Care UK  
and  
Achieve together

Sli.do  
**#workforce**

Submit your  
questions on  
**Sli.do**

# Mike Parish, Chair Achieve together and Care UK

- Care UK significantly impacted with Covid-19 related deaths of 5% of residents (around double historic mortality) with a further 10% of residents symptomatic. Six colleagues have died potentially from Covid-19
- In Achieve together Covid-19 related deaths and symptomatic people we support around 0.2%; one colleague has died
- No real indication of care home planning by Government
- Few admissions to hospital – recognition that care home is better for palliative care
- PPE and testing frustrations continue
- Significant costs incurred by both organisations, fees support slow
- Elderly care sector sustainability risk from doubling of mortality rate and no to slow admissions rate

# Mike Parish, Chair Achieve together and Care UK

- Colleague absence in both organisations peaked at around 12%. Note that absence in public sector organisations with full pay sickness absence schemes has been materially higher
- Supply challenge to meet latest PHE guidance on PPE
- Significant increase in support worker job applications, with more expedient processes. Applications from nurses and experienced care colleagues reduced
- Unprecedented interest in the sector, with DHSC care career advertising and political interest in professionalisation and improving pay levels
- Need to explore potential for Government support for legal indemnity for claims where we met contemporaneous guidance or could not access PPE

# Sam Leighton-Smith

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Founder and Director  
Compass Associates

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Submit your  
questions on  
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# COMPASS HOLDING GROUP



Compass  
Associates

Permanent recruitment  
Middle management  
Exposure to whole sector  
Largest within space



COMPASS  
EXECUTIVES

C-suite Level search firm  
Investment community  
NFP  
Life Sciences



Compass Corporate Services

Primarily in H&S Care  
Central office recruitment

# WHO WE ARE

## 2. TIMELINE OF EVENTS / IMPACT

### 11th March 2020

Chancellor announces £12bn COVID package

- ◆ Interviews paused / cancelled
- ◆ Consumer health considers options

### 16th March 2020

Boris urges home working

- ◆ Many businesses central offices start working remotely
- ◆ Pause on future recruitment for head offices
- ◆ All client meetings shelved

### 17th March 2020—present

Chancellor announces £330bn emergency package

- ◆ Consumer health grinds to halt
- ◆ Schools / Nurseries close
- ◆ Retail (food aside) shuts down
- ◆ 50% spike in social care applications

## 3. OBSERVATIONS / OPPORTUNITIES

### Observations

Health and Social Care have parity of attention

Digitalisation and recalibration to recruitment process

Adaption to current crisis was nimble and rapid

Retention and Recruitment is now rightly Recruitment and Retention

Staff Morale at all time high.

Social Care must NOT “emotionally recruit” - Stress Test  
Investors pipelining

Vanity / Consumer Health to have a prolonged period of unrest

### Opportunities

Social Care to show case value and career opportunities

Strategic recruitment of staff

Serious career programmes

Investors / Infra to maintain interest in Social Care Y-O

# Suhail Mirza

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Consultant  
LaingBuisson

# Healthcare Workforce: Pre-Covid Context

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## GLOBAL CONTEXT<sup>1</sup>

- 20% healthcare worker shortage (18million workers) by 2030

## NHS VACANCIES<sup>2</sup>

- 100,000 vacancies; 8.1% of workforce
- 43,950 nurse vacancies (FTE) July-Sept 2019

## SOCIAL CARE<sup>3</sup>

- 122,000 (FTE) vacancies in England, average vacancy rate of 7.8%
- 30.8% average turnover rate (440,000 leavers last 12 months)

## WORKFORCE WELLBEING<sup>4</sup>

- 38% NHS Staff in England unwell due to workforce stress (Health Education England 2019)
- 35% of social care workers reportedly using alcohol to cope with work related stress

1 4th Global Forum on Human Resources for health: Dublin Declaration 2017 <https://hrfforum2017.ie/>

2 NHS Providers: 15 April 2020 <https://nhsproviders.org/confronting-coronavirus-in-the-nhs/2-how-is-the-nhs-coping-at-this-point>

3 Skills for Care- October 2019 <https://www.skillsforcare.org.uk/home.aspx>

4 IPPR April 2020;Care Fit for Carers <https://www.ippr.org/files/2020-04/care-fit-for-carers-april20.pdf>



# Covid-19 & Continuity: Policy and Practical Imperatives

*Including insights from Leadership interviews for Laing Buisson UK Healthcare Staffing Report 2020*

## COVID SURVEY<sup>1</sup>

- On average a quarter of frontline workers are unable to work.
- 34% of Providers urgently need more staff.

## SECURING STAFFING SUPPLY CHAIN

Regional and local initiatives to source staff and safeguarding supply & tech enabled governance and protection against rate pressure and financial fraud.

## RETENTION AND INTEGRATION

*“Retention of current staff through truly valuing them and aligned to international recruitment within a supportive migration policy is key to the future of the healthcare workforce.”*

Rt Hon Stephen Dorrell, former Secretary of State for Health

## FUNDING

*“We do not need any more policy papers and commissions into adult social care. The sector needs to be properly funded.”*

Professor Martin Green , CEO, Care England

## THE FUTURE: PARITY OF ESTEEM

*“Social care workers need to be truly valued as equal partners. Why is there no “People Plan” for the social care workforce?”*

Dr Jane Townson Philpott , CEO, UKHCA

## WORKFORCE WELLNESS

*“Healthcare workers wellness and mental health must become a top workforce planning priority now and for the future.”*

Tosca Fairchild, Assistant CEO North Staffordshire Combined Trust



<sup>1</sup> Skills for Care: Survey 31 March 2020 <https://www.skillsforcare.org.uk/home.aspx>

# Jodie Sinclair

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Partner  
Bevan Brittan

# Workforce - Legislative Framework

- **Coronavirus Act vs Existing legal framework**
- **Capacity and Delivery**
  - Resourcing
  - Well – being
  - Health & Safety (testing, PPE, infection control & risk assessments)
- **Latest Legislation, Guidance and Directions**
  - **Shielding Employees**
  - **Pregnant Employees**
  - **Furlough Scheme**
    - Public funded services
    - Annual leave
    - Shielding/SSP
    - Zero hours workers



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Bevan Brittan  
Health & Social Care legal and regulatory specialist

LaingBuisson  


# Longer Term Opportunities, Challenges & Litigation Risk

- **Recruitment, retention and absence**
- **Employee Relations Issues**
- **Well being & health and safety at work**
- **Whistleblowing/Raising Concerns**
- **BAME workforce**



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Bevan Brittan  
Health & Social Care legal and regulatory specialist



**Thank you**

**Next Webinar**

**HOME CARE**

**Thursday 7 May 10.00am**