

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** Strategic Review of HCC Care Services Provision.

**T21 Opportunity Reference:** IH1 - IH4 Strategic Review of HCC Care Services Provision.

**Name of the accountable Officer:** Karen Ashton

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**Department:**

Adults' Health and Children's Services  
Care

Corporate  
Services

Culture,  
Communities and  
Business Services

Economy,  
Transport and  
Environment

**Date of assessment:** 15/5/2019

**Is this a detailed or an overview EIA?**

Detailed

Overview

## Description of service / policy and the proposed change

**Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:**

Hampshire County Council Adults' Health and Care have sixteen council owned residential and nursing care units with 962 places, predominantly for older people, spread across Hampshire, the service is called HCC Care. The service employs 1300 Full Time Equivalent staff (2018/19) across nursing, care, catering and other ancillary roles. Services are rated by the Care Quality Commission as "Good". Occupancy varies across the different locations between 85 – 93%. The current total service budget is 41.7 million.

**Geographical impact:**

All Hampshire

Basingstoke & Deane

East Hampshire

Eastleigh

Fareham

Gosport

Hart

Havant

New Forest

Rushmoor

Test Valley

Winchester

**Describe the proposed change, including how this may impact on service users or staff:**

To achieve the required cost reduction target of £1.65m by 2021 there is a need to undertake a whole service strategic review of HCC Care provision to: Identify future options for the service in terms of estate i.e. broadly remain as is or increase / decrease in terms of the quantum of care provided across Hampshire. Define and implement a sustainable workforce strategy. The outcome of the review would ensure HCC Care provision is aligned with the Adults' Health and Care Market Position in areas where both short and long-term beds are required. Depending on the outcome of the analysis there may be a mix of home closures (subject to a careful de-commissioning programme), re-provision or an increase in bed capacity numbers through an expansion in areas where there is forecast unmet demand. In addition this work would lead to revisions to deployment, delegation and supervision of staff and the programme also assumes building on existing technology enhancement with additional technological functionality to achieve interoperability, thereby enabling advanced performance scorecards for management monitoring and reports. These actions could result in staffing efficiency, whilst maintaining safe levels of care that meet regulator expectations, delivering services within budget and reducing pressure on departmental resources.

**Who does this impact assessment cover?**

Service users

HCC staff (including partners)

## Engagement and consultation

Has any pre-consultation engagement been carried out?

Yes

No

No, but planned to take place

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

## Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

### Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Impact:**

Any change would impact upon predominantly older people as potential future users of these services. From research it is known that moving older people may be detrimental to their wellbeing. Any changes in the location of care that might occur through this process would be cognisant of the risks and mitigate such impacts as it has been proven that these can be minimised, and if managed properly that there is no significant risk posed to them by moving (Ref: An Evaluation of the Modernisation of Older People's Services in Birmingham – final report. 2011. University of Birmingham's Health Services Management Centre). Contained within the report are a series of recommendations which Hampshire County Council would adhere to. The buoyant local labour market in Hampshire means recruitment is challenging. The competition in the hard to recruit groups, e.g. catering and care staff, from higher private sector organisations including the service, entertainment and retail industries which can provide more attractive packages than Hampshire County Council terms and conditions. In making any changes there would be a need to ensure that there are enough resources to maintain safe, effective care for residents and staff. It would be essential that during any process change, plans must demonstrate safe levels of personalised care to the regulator, the Care Quality Commission (CQC). The impact of any proposed changes would not adversely affect any specific protected groups. Staff would be supported to ensure that they are supported to use the technology effectively and that where necessary reasonable adjustments are put in place.

**Mitigation:**

Assuming the review goes ahead we would ensure the approach to any consultation that would be in line with best practice including employing independent advocacy services to ensure that the residents and their families were able to influence their personal circumstances and participate in the consultation to the best of their ability. Fair and transparent HR processes would apply to any staff changes.

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	Any change may affect residents who are either physically frail or have physical disabilities. There may also be people who have Dementia.				
<b>Mitigation:</b>	Detailed dependency assessments for individuals affected would be carried out. Effective person-centred transition plans and support for residents and families would be put into place for each of the residents.				
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	We acknowledge that these changes would have a disproportionate impact on women. This is because on average there are more women than men living and working in residential accommodation.				
<b>Mitigation:</b>					
<b>Marriage or civil partnership</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	There would be a requirement to ensure that the outcomes do not impact upon the ability of the residents in these homes to maintain their relationships with their spouses, partners, wider family members, friends or other social connections.				

**Mitigation:** Person centred transition plans would be put into place for each of the residents. The families of the residents would be fully involved where it is appropriate. Friendship groups within the homes would be identified so that they can be considered should people want to move together. Fair and transparent HR processes would be followed.

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Pregnancy and maternity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Impact:**  
**Mitigation:**

### Other considerations

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Poverty</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Impact:**  
**Mitigation:**

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Rurality</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Impact:**  
**Mitigation:**

If you have only identified neutral impacts, please state why:

### Additional information

[Click here for guidance on any other factors to consider.](#)

**Include any other brief information which you feel is pertinent to this assessment here:**  
(optional)

In order to minimise any risks associated with moving older people, Hampshire County Council would follow best practice in terms of supporting residents through use of advocacy services, effective communication, dedicated care management resource and robust person-centred planning. Depending on the outcome of the analysis, proposed changes may have an impact on staff. Once the analysis is known a separate EIA will be carried out to examine the impact of staff as appropriate.