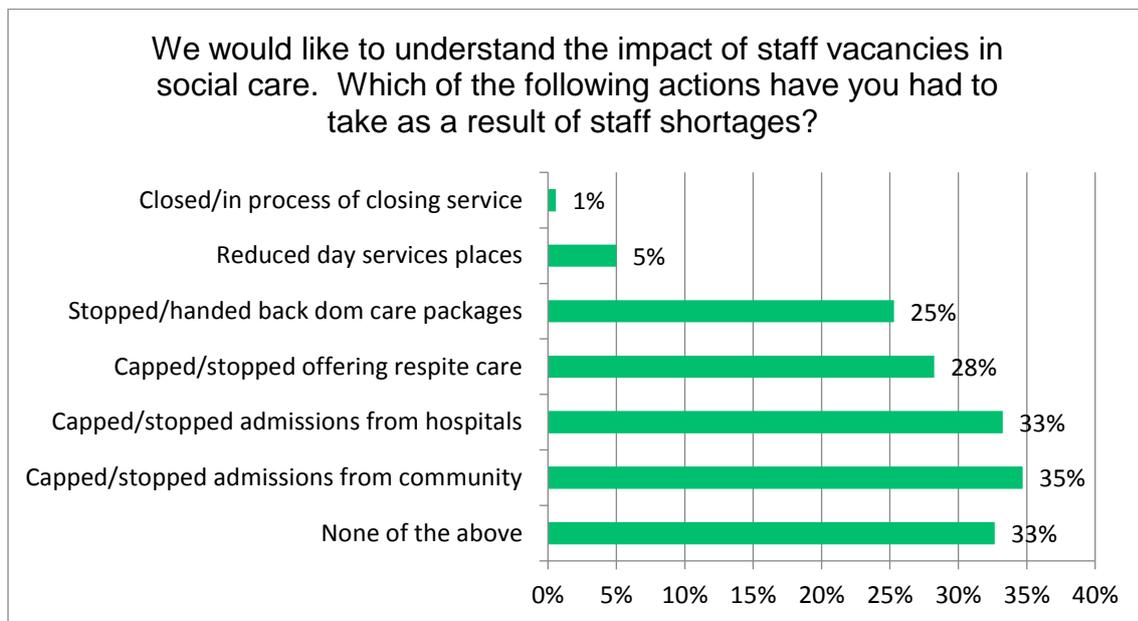


NCF / Outstanding Managers Network survey

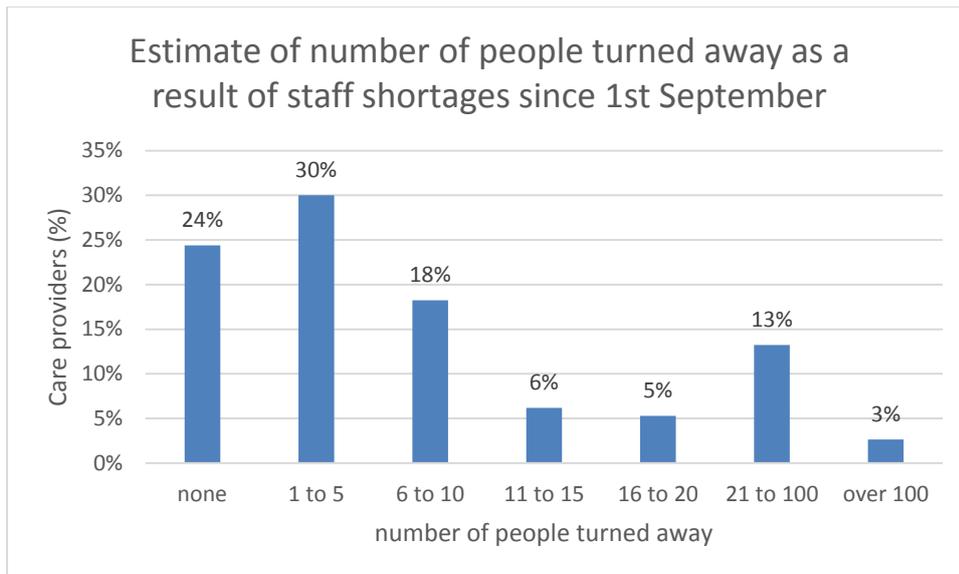
- 340 Registered Managers
- Running services with a total of 21,314 staff
- Supporting 15,450 people
- 76% run services for older people – the majority are care homes without nursing
- 24% run domiciliary care services

Current staff vacancy rate – average 17%

67% report significant impacts such as capping admissions to care home or handing back care packages to Local Authorities.



Across the sample, a total of at least 4,981 (ie approx. 5,000) people had had care turned down.



Impact on the NHS

'We took on average 4 hospital discharges a week plus another 3/4 reablement packages of care per week from discharge to assess. In the last 12 weeks we have been able to take 2 hospital discharges due to having to reduce capacity because of staff shortages. We have lost 500 hrs per week from available capacity since April this year because of staff leaving and the inability to recruit into the vacant posts'

Turning people who need care away

'Currently have a waiting list of 30+ for domiciliary care packages and waiting list for live in care of up to 4 weeks to enable recruitment and training of carers as we do not have a surplus of live in carers available to pick up the packages immediately. It's often a stage of one off/one on if a client passes away. .'

'... in effect, we are running a 'one out, one in' service...as a care package is closed this gives us the capacity to take on another package. However, when a carer leaves us, our business shrinks a little bit more, as we will not take on care packages we cannot safely deliver the care for. In the last 3 months we have turned away 147 local authority care packages, as we do not have capacity.'

'Heartbreaking turning down 10 plus packages of care that are needed a day.'

Unable to take on people with higher needs

'Turned down complex care packages sadly, have not got enough staff to look after them safely.'

'Stopped admissions for service users who require additional one-to-one support.'

'We have struggled to provide the level of activities and engagement the service once provided. Whilst this has also been impacted by COVID. We are being more cautious and realistic on our

admissions and I have declined someone recently as I was concerned we would struggle to meet the additional care needs they had'

Unable to give high quality care

'We have also had to change visit times of the service users we have at the moment to fit in with the availability of the staff we have. This is NOT person centred care!!!!'

Shrinking sector - closure of services / failure to open planned services

'Seriously considering having to close if something isn't urgently done. Crisis meeting with management on Thursday'

'Not able to open a small new shared supported living house'

'Extremely concerned at the financial viability of any service. Having to increase wages to compete with others but no increase in funding. Also still got substantial increased costs related to Covid.'

'Although I have said we have 5% staff vacancies, this is what we require right now with our existing work. However, our service is shrinking in size because we are unable to recruit, despite using lots of different ways to recruit.'

Management covering care roles

'The manager and deputy are working floor shifts weekly and completing around 60 hours each a week to ensure residents are safe and supported.'

'My self and my office staff are having to cover care duties , therefore their work is building up'

'Existing staff (mainly management) having to cover care hours. This has meant some service developments have had to be put on hold.'

'Myself and my deputy working about 70 hours per week, every week, begging / making deals with team members to get shifts covered. Having to deny annual leaves requests as it would leave us too short. We've run on our minimum staffing levels all year, there's been no let up.'

Impact on people working in social care

'I am looking for work in other industries because I cannot continue this losing battle. I am waiting for CQC to turn up and tear me to pieces because I don't have staff and can't do my job because I'm filling the roles of 7 staff. I can't do this anymore and as soon as I find another job, I will leave the sector. I have only ever worked in care so it breaks my heart to consider leaving. I cannot afford to pay Carers what they deserve because local authority pays so poorly, I am forced to give jobs to people who will only work minimal hours because their universal credits then get reduced, we have a crisis yet a good percentage of the workforce are paid NOT to work by universal credits.'

'...it's becoming increasingly difficult to keep morale up. They have been through a very challenging 18 months, and this is just not something they need or deserve. Burnout is a real threat, more so now than ever before'

'We are very worried this is just the beginning of this crisis. I manage service across 2 regions of the country and we can see the problem expanding across our branches. The care sector has become staff led. The painful truth is most of these staff do not want to continue. Simply because of the low pay.'

Majority of responses were from South East and South West.

