

# Impact Data on ISF's – Workforce Satisfaction and Retention Data

---



# About Me

---

- *I have over 18 years working within the Health and Social Care sector.*
- *During which time I have undertaken various roles within local authorities and the private sector.*
- *I am currently the Service Manager and a Director at Darwin with 15 years service – We are a forward-thinking support provider located in Dorset.*
- *We have been using Individual Service Funds (ISF's) since 2015. The results have been fantastic!*
- *I have led significant change in this organisation, working to put people firmly in control of their support, implementing Individual Service Funds, driving up quality and improving the services we provide overall.*
- *I hold Level 5 Qualifications In – 1. Leadership and Management within the Health and Social Care, Children's and Young Persons Services – LD Pathway. 2. Commissioning for Well-Being – LD and Autism.*
- *I work closely with Chris Watson (Self-Directed Futures) as a Trainer helping Local authorities and Organisations across the country to implement ISF's.*





- We work with individuals who have; Learning Disabilities, Mild and more severe, Autism, Behaviour's that may challenge, Epilepsy and those with Sensory Impairments.
- Various supported Living Accommodation and Floating Outreach support helping 52 Individuals.
- We want to remain a small provider.
- Employ 45 staff (full time, part time, bank and volunteers)
- Have been using ISFs since 2015.





## What's happening?

You may have heard that local government in Dorset is going through some big changes. On 1 April 2019 the county's nine councils will be replaced by two entirely new organisations:

- Dorset Council, and
- Bournemouth, Christchurch and Poole Council.

The new Dorset Council will replace the existing district and borough councils (East Dorset, North Dorset, Purbeck, West Dorset, Weymouth & Portland) and Dorset County Council, all of which will cease to exist. From April 2019 Dorset Council will deliver your local services, working in partnership with parish and town councils.



### Key



Dorset Council



Bournemouth,  
Christchurch and  
Poole Council

# Background - The Local Context (Dorset)

- In 2019 Dorset County Council ceased – Dorset Council and BPC created
- This sparked a wide range of changes within Dorset – **Services began to be re-shaped**
- A Dorset Council initiative to shift from traditional day centres to genuine community-based support – **This has helped ISF rollout**
- Tricuro (LATC) – Is a Local Authority Trading Company jointly owned by Dorset Council and Bournemouth, Poole and Christchurch Council – Dorset Council moved certain services they had over to Tricuro to create significant change (Ongoing)
- Dorset Council are committed to **change and the expansion of ISF's**. This includes all Self-Directed Support Pathways.

# DCF2 - New Care Framework

---

- Dorset Council launched the New Dorset Care, Housing and Community Safety Framework for 2022-2032
- ISF's have been built into this!
- We have a clear commitment from the local authority to continue developing ISF's in Dorset.
- We have been one of the first providers to be awarded onto the new framework in round 1.



# Self-Directed Support Pathways

“To make it work for the people  
you support, YOU need a passion  
to do things differently as well as  
having a committed workforce”





# Living a Good Life

---



- Choice and control
- Independence
- Confidence
- Friendships
- Happiness

# Community Inclusion

---



- Making a positive contribution
- Continual learning
- Feeling valued
- Freedom
- Fulfilment





# Background – Learning from your Workforce

---

- As part of Darwin's Quality Assurance process we ask for regular feedback from our staff teams in order to constantly improve the way we run as a whole. I have used extracts and data from the past 3 years.
- Individuals using Self Directed Support pathways make up **80% of our workstream (75% - ISF's and 5% - Direct Payments)**. Meaning we only have a few fully commissioned packages.
- We recognise that this is very unique.
- Our employees are the **key** in successful support being delivered to individuals that choose to use our service. Their voice absolutely needs to be heard along with any compliments, complaints, queries, ideas and suggestions which all should be acted upon.
- It should be every organisations desire to have employees who are happy in their roles, share core values and are committed to delivering support in the way that each individual wants.



# Workforce Data across the sector

---



Recruitment and Retention of staff across social care has been difficult for a number of years now. Skills for Care have highlighted some concerning sector statistics.

- 1) Workforce turnover = **24.3%**
- 2) Staff vacancies = **8.4%**
- 3) Average staff sickness = **9.3 days**

These figures are very high and create instability and internal work pressures for an organisation. Inevitably affecting the continuity of support being delivered to individuals.



*\*Data can be viewed at [www.skillsforcare.org.uk](https://www.skillsforcare.org.uk) – Workforce Intelligence ‘Learning Disabilities and Autism’ Correct as 2021/22\**

# Staff Satisfaction

---

- People who choose to work in the Health and Social Care are on the whole amazing individuals but feel de-valued and overlooked as just 'A Worker'.
- Using ISF's can empower staff to go the next level in supporting individuals reach their outcomes. **This creates enhanced job satisfaction.**

## 11) What is most satisfying about your job?

Various first-hand quotes from staff;

"Learning new skills and being trusted"

"Being part of a great team. Being able to support and help customers. No shift is ever the same."

"Happy customers and staff getting along"

"Being trusted by Darwin to help the individual the best I can."

"Seeing clients happy and progressing"

"Seeing the customers having fun makes job satisfaction. / Working alongside fab colleagues makes the job even better. / Being able to explore the community with the customers."

"Supporting the customers. Knowing even the small things help them when they need it."

"Making an impact on people's life and allowing them to live it the way they want too."

"When a customer does something that I have taught them really well and independently; getting appreciated by regular compliments and praise by customers; and just seeing them enjoy life."

"Seeing individuals progress at their own pace to achieve their personal goals, the role in general is just very rewarding"



# Culture Shifting



## 14) What do you like best about working for this company?

All locations;

"Supporting people. Making memories and letting them live their best life as much as possible"

"Working with my friends"

"I do love my job. Never feel like I don't want to come into work"

"I love the hands on, direct approach of care and support that I can give our customers."

"Great team working"

"Vibrant team and customers"

"Friendly helpful staff"

"We are a family and work together."

"I enjoy all aspects of my job / position"

"I like that I am able to work in every location and can/have built strong relationships with all of our customers. I like the staff team that I work with."

"A strong network of staff who puts the clients first in a person centre approach"

"Continuity"

"Everyone is friendly and approachable to work with. / My shifts work around my homelife which is amazing."

"It's a family environment, well supported and a happy place to be most of the time."

"Proper management Hierarchy that listens."

"I love that we are all supported so well by Alex and the Darwin team and how we support each other when we need it in work or personally. We support fantastic diverse individuals and it's great to be part of something so wonderful."

"Were like a family, everyone has each other's back. The customers are fab! Every workday is different and never a dull moment."

"That I have been able to develop and further myself in the years I have been here."

"Its more like a family"

"Support to customers is of the highest standard. They take on wonderful staff. I feel proud of what I do in my working hours to ensure everyone is happy."

"One of the best things about working for Darwin is that we are like one big family- everyone gets on, everyone is easy to talk to. This is the first job I've had where I feel like I really belong. Furthermore, I really like the fact that our hours are so varied, so you have chances to rest between shifts."

"I have made some wonderful friends, have always been supported through tough times. Feel cared for and work with the best staff group ever!"

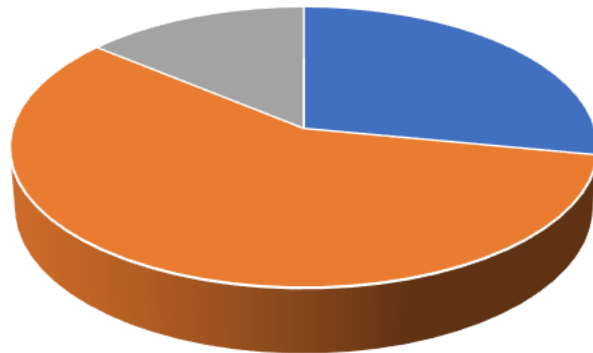
"Supporting customers and how welcoming and lovely the staff are."

# Darwin Feedback Data – Past 3 years

---

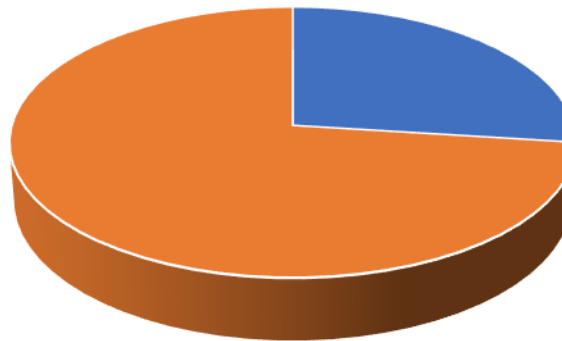
**Employees have a voice and are involved in major decisions regarding changes to Darwin?** – We have seen a steady improvement year on year of staff strongly agreeing.

2020



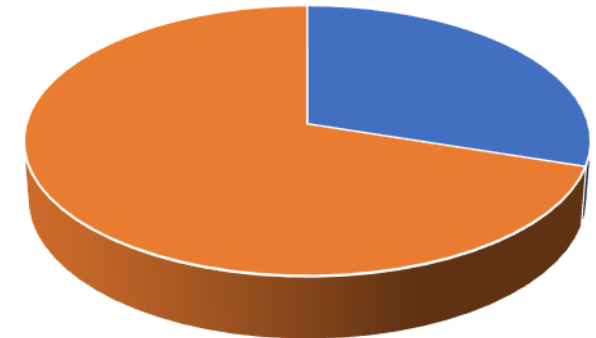
■ Strongly Agree ■ Agree  
■ Disagree ■ Strongly Disagree

2021



■ Strongly Agree ■ Agree  
■ Disagree ■ Strongly Disagree

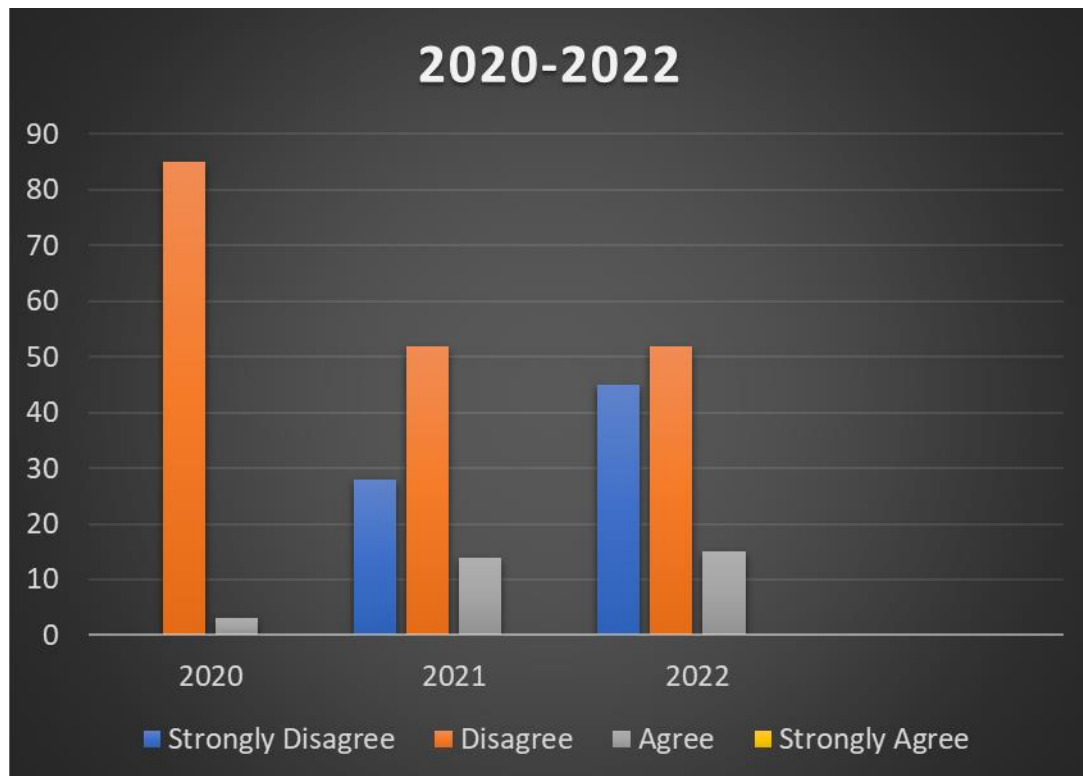
2022



■ Strongly Agree ■ Agree  
■ Disagree ■ Strongly Disagree

# Darwin Feedback Data – Past 3 years

**I feel under a great deal of stress in my job?** – Staff have shown that they are less stressed in their roles.



**I feel that I am valued as an employee?** – Getting the right organisational culture is really important.

- 45% strongly agree (2021 = 50% / 2020 = 25%)
- 55% agree (2021 = 50% / 2020 = 75%)
- 0% disagree
- 0% strongly disagree

**Recognising the value of your employees is vital.**



- “Has the way Darwin help individuals (Using ISF's) helped you do your job better”. **65% ‘Strongly Agree’** with 35% ‘Agree’.
- “Overall how satisfied are you working for Darwin” = This years statistics were **57%** of staff are ‘**Strongly Satisfied**’ with 43% saying they were ‘satisfied’. Nobody said they were dissatisfied.
- “Would you recommend Darwin to a friend” = Over the past 3 years we have received **100%** on ‘**YES**’. This tells me we are on the right tracks!!
- **60%** of the workforce ‘Strongly Agree’ that they are “Treated with respect by management and fellow colleagues” with the other 40% ‘Agree’.





# Impact of SDS pathways on Workforce - Darwin

---

Comparing Darwin to Skills for Care workforce intelligence data.

- 1) Our staff Turnover is **10.5%** annually – **Significantly** lower than the average of 24.3%.
- 2) Staff vacancies sit at **5%** - Also lower than the **8.4%**
- 3) Staff sickness days are **4.2** – Almost exactly 50% lower than the sector average of **9.3 days**

In each key area we have consistently fallen below the 'average' which is really pleasing. This improves our overall service delivery.

# Benefits seen to Staff Recruitment and Retention

## Self Sustaining Workforce

- Sharing core values and understanding the need to be flexible.
- Valuing every staff members role, no-matter how small.
- Having a supportive and nurturing culture.
- Listening to the EVERYONE and being led by the individuals we support.
- "A happy employee is a productive employee".
- We have **NEVER EVER** used Agency staff. I am so proud of this!!
- Turnover of staff is very low meaning we benefit from enhanced continuity of care to individuals we support.
- Resource allocation are more efficient with savings coming from not needing to constantly recruit. Allows us to pay staff higher wages and offer enhancements for unsocial working.





# Improved Systems - Virtual ISF Wallets

- We are currently working on a pilot using virtual wallets for ISF's which create an independent financial system for the management of funds.
- This eases the administrative burden to Providers.
- This pilot is working with PPL Public Partnerships and utilising software system that is already being broadly used across England for Direct Payments.
- I believe this has huge potential and will allow further financial transparency between Provider, Individual and Local Authority.



<http://www.myvirtualwallet.co.uk>

# Overcoming Workforce Challenges

---

- I believe that **we have benefited** from greater workforce retention as a result of using alternative commissioning mechanisms via Self Directed Support pathways (ISF's and Direct Payments).
- Its about bringing everything **together** and having the **confidence and commitment** to drive person centred support forward.
- The **culture** of an organisation is incredibly important along with strong **Person Centred Values** they must run concurrently with using ISF's. Without **BOTH** it will not succeed.
- Encouraging different ways to deliver better services to individuals can have a supportive impact on sector wide workforce sustainability.



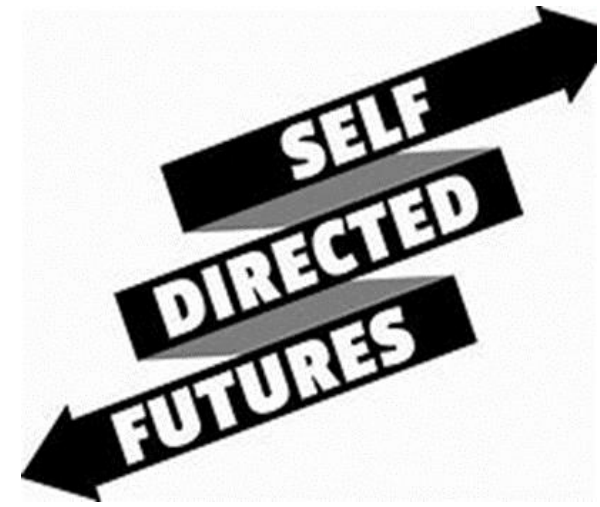
# Training, Help and Support on ISF's

---

- **Self-Directed Futures** offer a comprehensive schedule of training sessions to support learning and implementation of ISF's.

## Sessions include;

- Putting ISF's into Practice.
- Supporting the Workforce around SDS pathways.





# Thank You

## Contact Details

Email: [alex@darwincareltd.co.uk](mailto:alex@darwincareltd.co.uk)

Email: [alex.goff@selfdirectedfutures.co.uk](mailto:alex.goff@selfdirectedfutures.co.uk)

Mobile: 07815792605

