**PSS Shared Lives Guidance**

Workload Analysis Tool for Shared Lives Scheme Workers and Managers

Introduction and context of the tool

In an attempt to try and define and measure an ideal workload for a Shared Lives worker this Workload Analysis Tool has been developed. It reviews the number of Shared Lives arrangements each worker is supporting but also tries to quantify the workload that each of these arrangements generates for that worker. Finally, it recognises the workload generated from the assessment and approval of Shared Lives carers coming new to the scheme.

The work undertaken by Shared Lives workers is complex, changeable and can be difficult to quantify. Shared Lives carers supported by the scheme could provide both long and short term support to service users. Short- term arrangements could be spontaneous or form part of ongoing established links.

Shared Lives carers provide support to service users with very different needs in a number of settings. This responsiveness and flexibility is what makes Shared Lives valued as a service. However, this flexibility also makes it difficult to set targets for Shared Lives workers and to measure their workload and productivity in any useful way.

Setting targets for workers in established schemes

Targets set for Shared Lives workers regarding their workload are often based on a worker supporting a set number of Shared Lives carers. Such an assumption does not however work for the following reasons:

* Targets based solely on the number of Shared Lives carers supported by a worker are not always helpful as they do not take into account the number of service users supported. For example one worker could support 20 Shared Lives carers and this could involve the support of 20 long term, low workload arrangements or more than 60 long and short term, high workload arrangements.
* Targets for Shared Lives workers based solely on the number of arrangements made are also not always a useful measure. They do not reflect the fact that some arrangements generate a much higher workload than others. Long established permanent Shared Lives arrangements supporting users who have few issues can generate minimal workload for Shared Lives workers. Whilst Shared Lives arrangements supporting people who use or live in Shared Lives arrangements with complex or difficult support needs, using Shared Lives carers who need reassurance and guidance generate a very high workload for workers.
* Short term arrangements and very short pieces of work can generate a high level of work to set them up, sometimes this level of work does not reflect the longevity of the support package in any way.
* The assessment of new Shared Lives carers is very time intensive for Shared Lives workers and is often not recognised if Shared Lives carer to Shared Lives worker ratios are used to determine a worker’s workload
* The frequency of support and monitoring visits to arrangements will impact on the workload of a Shared Lives worker. In order for Shared Lives arrangements to be well supported and safe Shared Lives Plus guidance recommends a minimum of quarterly visits, or more if the Shared Lives arrangement needs it.
* The workload of any Shared Lives scheme manager will be lower than a Shared Lives worker, due to their responsibilities of managing the scheme

All these subtleties need to be considered if targets are to be fair and achievable.

From testing of the workload analysis tool it has been established that the maximum Shared Lives workload score for a full time Shared Lives worker is 50. This is the equivalent of one full time Shared Lives worker supporting up to 25 high support Shared Lives arrangements over a six month period.

Anything over this figure will start to negatively impact on:

* The level of support provided to Shared Lives carers
* The level of monitoring of arrangements
* The scheme’s ability to respond to emergencies/ crises or safeguarding concerns
* The recruitment and approval of new Shared Lives carers and raising awareness of the scheme
* The number of Shared Lives arrangement breakdowns resulting in the need to set up a new Shared Lives arrangement or find alternative models of support for the individual (this figure of Shared Lives arrangement breakdown is very low in Shared Lives)
* Shared Lives carers leaving the service due to lack of support
* Stress, sickness and absence levels of Shared Lives workers, leading to a higher proportion of workers leaving the service and increased pressure on other staff members.
* The CQC inspection rating which looks at how safe, effective, well led, responsive and caring the service is.

The workload analysis tool

This Workload Analysis tool has been developed and tested in conjunction with Shared Lives schemes, as a way of measuring and managing the workload of Shared Lives workers in a meaningful and fair way. In some cases it has been used in conjunction with the assessment tools in the Shared Lives Payment guidance.

It has been tested out over time and measured against the anecdotal evidence given by a number of Shared Lives workers with diverse workloads. All the Shared Lives workers involved in testing the tool felt that the final scores gave an accurate reflection of workload generated by all types of Shared Lives work.

Terminology used in the tool:

**Shared Lives arrangement workload score:** Used to determine whether a Shared Lives arrangement is classed as a high or low workload

**Total workload analysis score:** The score which determines the overall level of workload that the Shared Lives worker has

**Long term arrangement:** is defined as a Shared Lives arrangement that is intended to be permanent and last for longer than 26 weeks

**Short term/ short break arrangement:** is defined as a Shared Lives arrangement that involves an overnight stay and does not exceed 26 weeks in any one year for a particular person using or living in a Shared Lives arrangement. Short break and respite Shared Lives arrangements should be included as this type of arrangement

**Day support arrangement:** Is defined as a Shared Lives arrangement which provides care and support during the day time and does not include an overnight stay with the Shared Lives carer.

Using the workload analysis Tool to identify a Shared Lives worker’s workload

**Step 1:**  Pick a six month period of time over which the workload is to be measured.

**Step 2**: List all the Shared Lives carers supported by the Shared Lives worker using the first column of Table 1 in Appendix 1.

**Step 3**: For each of the Shared Lives carers in turn think about the people who have been supported by them and list these in the second column of Table 1 in Appendix 1.

**Step 4**: List whether the arrangement was long term, short break or day support in the third column of Table 1 in Appendix 1.

**Step 5: determining the needs of the person using or living in the Shared Lives arrangement and the Shared Lives carer**

* **Long term arrangements:** For each long term Shared Lies arrangement (defined as a Shared Lives arrangement that is intended to be permanent and last for longer than 26 weeks) answer the questions in Appendix 2 to determine the needs of the person living in the Shared Lives arrangement and Shared Lives carer involved, and to establish whether the Shared Lives arrangement has a high or low workload for the Shared Lives worker. Enter your answer to the number of questions answered yes to for each arrangement in the fourth column of Table 1 in Appendix 1.
* **Short term arrangements:** For each short term Shared Lives arrangement answer the questions in Appendix 3 to determine the needs of the person using or living in the Shared Lives arrangement and Shared Lives carer involved, and to establish whether the Shared Lives arrangement has a high or low workload for the Shared Lives worker. Enter your answer to the number of questions answered yes to for each arrangement in the fourth column of table 1 in Appendix 1.
* **Day support arrangement:** For each day support arrangement answer the questions in Appendix 4 to determine the needs of the person using the Shared Lives arrangement and the Shared Lives carer involved, and to establish whether the Shared Lives arrangement has a high or low workload for the Shared Lives worker. Enter your answer to the number of questions answered yes to for each arrangement in the fourth column of table 1 in Appendix 1.

**Step 6: scoring to determine whether a Shared Lives arrangement is classed as high or low support**

For each of the questions answered yes should score one point towards the Shared Lives arrangement workload score.

* **Low workload Shared Lives arrangement**: If the Shared Lives arrangement workload score is only one, two or three points it is considered a low workload arrangement.
* **High workload Shared Lives arrangement** if the Shared Lives arrangement workload score is four points and over it is considered a high workload arrangement.

In the final column of Table 1 in Appendix 1 note next to each Shared Lives arrangement if this is a low or high workload arrangement.

Please see **Appendix 5** for a worked example of a completed Workload Analysis tool

**Step 7: Shared Lives carer assessments**

Apart from supporting Shared Lives carers and people using or living in Shared Lives arrangements the other task that generates a high workload for Shared Lives workers is undertaking the assessment and approval of new Shared Lives carers. Research undertaken by Shared Lives Plus established that a detailed assessment supported by reference checks and a comprehensive approval report can take in excess of 40 hours to complete by a Shared Lives worker. This time spent by the Shared Lives worker needs to be included in any analysis of their workload. Whilst the figure of 40 hours may seem high to people who commission Shared Lives, it is essential that a comprehensive assessment of skills, knowledge and understanding takes place along with detailed reference checks to ensure the suitability of any potential Shared Lives carer to provide safe and effective support to people using Shared Lives.

Therefore, for the purpose of the workload analysis tool each Shared Lives carer assessment should be counted as the equivalent of a high support arrangement for the Shared Lives arrangement workload score.

Complete Table 2: Shared Lives carer assessment table in Appendix 1, for each Shared Lives carer assessment which has been carried out and add up the total.

**Step 8: Using all the data to determine the workload of each Shared Lives worker**

Once the workload analysis has been completed for each Shared Lives arrangement and inputted into table 1 in Appendix 1 and the number of Shared Lives carer assessments into table 2 in Appendix 1, the Shared Lives worker will need to input the following information into Table 3 from Appendix 1:

* The total number of low support Shard Lives arrangements
* The total number of high support Shared Lives arrangements
* The total number of Shared Lives carers assessments carried out

To calculate the overall Shared Lives worker’s workload score:

* Multiply the low support Shared Lives arrangements
* Each low workload arrangement counts as one arrangement.
* Each high workload arrangement counts as the equivalent of two arrangements.
* Each carer assessment undertaken during the period of time counts as the equivalent of two arrangements.

Now enter the equivalent number of workload arrangements for low support arrangements, high support arrangements and new Shared Lives carer assessments undertaken into column 2 of Table 3 in appendix 1. Add up the figures from column 2 of Table 3 in Appendix 1 to determine the equivalent workload of each Shared Lives worker during the time period.

A pilot of the Workload Analysis Tool established that the optimal workload analysis score of 50 for one full time Shared Lives worker. This is the equivalent of one Shared Lives worker supporting up to 25 high support Shared Lives arrangements

**Setting Goals and Targets for workers in new schemes**

The Workload Analysis Tool has been designed to look at the workload of Shared Lives workers supporting Shared Lives carers and undertaking assessments within an established Shared Lives scheme. For Shared Lives workers setting up or working within a new scheme that has not yet reached its targets the workload issues are very different.

New schemes have the task of recruiting, assessing and approving a number of Shared Lives carers at once and this poses its own challenges. The recruitment of new Shared Lives carers is a difficult and challenging task in itself and one which is made harder without the positive “word of mouth” support from an existing pool of Shared Lives carers.

Assessments of new Shared Lives carers are detailed and intensive pieces of work that need a Shared Lives worker’s full attention and skill. It is generally felt that in order to undertake assessments successfully and to a high standard one Shared Lives worker should not undertake more than 6 or 7 at any one time. Using the Workload Analysis Tool and applying it to the workload of a worker in a new scheme could mean that one Shared Lives worker might be asked to undertake up to 25 assessments in a six month period. This is many more than would be seen as accepted good practice.

For new schemes Shared Lives Plus would recommend that a full time Shared Lives worker could be expected to undertake a maximum of 7 assessments at any one time and this should be combined with other tasks such as recruitment to give a varied and less intensive workload. As new Shared Lives carers are approved additional assessments can then be started.

For new scheme managers who are working alone attempting to establish policies, procedures, methods of working alongside the recruitment and assessment of Shared Lives carers this target of 7 may well need to be reduced.

Once arrangements are made and the scheme becomes more established the Workload Analysis Tool can then be used to balance and monitor the workload of the Shared Lives worker.

**Conclusion**

By using the Workload Analysis Tool we can determine firstly how many arrangements a Shared Lives worker has supported over a given period of time. We can then establish whether these arrangements generated a higher or lower workload for the Shared Lives worker involved.

**Piloting this model we have established that the maximum workload score that a full time Shared Lives worker in an established Shared Lives scheme can support is 50. This is the equivalent of one full time Shared Lives worker supporting up to 25 high support Shared Lives arrangements over a six month period.** This allows us to set clear targets for Shared Lives workers and the scheme as a whole. It also allows us to demonstrate with a degree of confidence when we feel we have met and exceeded these targets.

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## Appendix 1: Workload Analysis form – Shared Lives carers and people placed into Shared Lives arrangements

**To be completed by a Shared Lives worker or a scheme manager (if they hold a case load)**

Start by writing the name of a Shared Lives carer you support in the first column of table one. Then list the names of all the people using or living in Shared Lives arrangements they have supported during the six month period of the analysis into column two. Note in the third column whether each Shared Lives arrangement was long term, short term or day support.

Keep going until you have a list of all the Shared Lives carers you support and all the people using or living in Shared Lives arrangements that each Shared Lives carer has supported during the six month period of the analysis. Then look at the question sheets (Appendix 2 for long term Shared Lives arrangement, Appendix 3 for short term arrangements and Appendix 4 for day support arrangements) and answer the questions of each Shared Lives arrangement between each carer and service user.

Add up the number of questions with a yes answer for each Shared Lives arrangement and put the score in the 4th column. Shared Lives arrangement workloads are calculated as:

**Low workload arrangement**: If the Shared Lives arrangement workload score is only one, two or three points it is considered a low workload arrangement.

**High workload arrangement:** if the Shared Lives arrangement workload score is four points and over it is considered a “high workload arrangement”.

**Shared Lives carer assessments:** are counted as two Shared Lives arrangements (high workload)

Indicate in the 5th column whether a Shared Lives arrangement is a low or high workload

|  |  |
| --- | --- |
| **Period of analysis** | |
| Date from: |  |
| Date to: |  |

**Table 1**

| **Name of Shared Lives carer** | **Names of people who have used or lived in Shared Lives arrangements supported by the Shared Lives carer** | **Was this a long (LT), short term (ST), or day support (DS) arrangement** | **Number of questions answered yes (score)** | **Is this a high or low support Shared Lives arrangement** |
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**Table2: New Shared Lives carer assessments undertaken**

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| **Name of Shared Lives carer being assessed** |
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|  |
| **Total number of Shared Lives carer assessments undertaken** |
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**Table 3 – Workload analysis score**

|  |  |  |
| --- | --- | --- |
|  | **Total number of Shared Lives arrangements** | **Workload score for Shared Lives carer assessments, low support and high support Shared Lives arrangements**   * Low support (multiply the total number of low support arrangements by 1) * High support (multiply the total number of high support arrangements by 2) * Shared Lives carer assessments (multiply the total number of Shared Lives carer assessments by 2) |
| Total number of low support Shared Lives arrangements |  |  |
| Total number of high support Shared Lives arrangements |  |  |
| Total number of new Shared Lives carer assessments |  |  |
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| **Total workload analysis score for the Shared Lives worker** |  |  |

## Appendix 2: Workload analysis form - Questions to apply to long term arrangements

Think about each of the Shared Lives long term arrangements that you support and ask the following questions for each and score a point each time the answer is yes. Add up the score for each Shared Lives long term arrangement and note it in the third column of Appendix 1

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| --- |
| 1. Has the person living in the Shared Lives arrangement been supported by this Shared Lives carer for less than twelve months? |
| 1. Does this Shared Lives carer need a lot of reassurance, guidance and extra support? |
| 1. Does the person living in the Shared Lives arrangement use violent, abusive or difficult behaviour? |
| 1. Does the person living in the Shared Lives arrangement need help with ongoing personal care needs, health needs or specialist needs? |
| 1. Does the person living in the Shared Lives arrangement lead a lifestyle, which puts their health and safety at considerable risk? |
| 1. Has the person living in the Shared Lives arrangement had intensive involvement of other professionals including the police or criminal justice system during this period of time? |
| 1. Is the person living in the Shared Lives arrangement without Care Management or other statutory support or are there significant care management issues? |
| 1. Is the person living in the Shared Lives arrangement without current day support or employment which causes issues for the carer and scheme? |
| 1. Does the person living in the Shared Lives arrangement have any family member or friend who needs regular and frequent information, reassurance or support from the scheme worker? |
| 1. Have the Shared Lives carer(s) had a significant change in circumstances during the period eg bereavement, house move, divorce? |
| 1. Are the Shared Lives carer(s) based a long distance from the Shared Lives worker’s base (more than 60 minutes) drive? |
| 1. Have any complaints been made about the Shared Lives carer during the period or any investigations undertaken |

## Appendix 3: Workload analysis score form - Questions to apply to short break and respite arrangements

Think about each of the Shared Lives short break arrangements that you support and ask the following questions for each and score a point each time the answer is yes. Add up the score for each Shared Lives short term or short break arrangement and note it in the third column of Appendix 1

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| 1. Was this Shared Lives arrangement set up with less than 2 weeks’ notice? |
| 1. Does the Shared Lives carer need a lot of reassurance, guidance and extra support during this Shared Lives arrangement? |
| 1. Does the person using or living in the Shared Lives arrangement use violent, abusive or difficult behaviour? |
| 1. Does the person using or living in the Shared Lives arrangement need help with ongoing personal care needs, health needs or specialist needs? |
| 1. Does the person using or living in the Shared Lives arrangement lead a lifestyle which put their health and safety at considerable risk whilst they were supported by this carer? |
| 1. Does the person using or living in the Shared Lives arrangement have intensive involvement of other professionals including the police or criminal justice system during this arrangement? |
| 1. Was the person using or living in the Shared Lives arrangement without Care Management or other statutory support or were there significant care management issues? |
| 1. Does the person using or living in the Shared Lives arrangement have any family member or friend who needed regular and frequent information, reassurance or support from the scheme worker |
| 1. Have the Shared Lives carer(s) had a significant change in circumstances during the period e.g. bereavement, house move, divorce? |
| 1. Are the Shared Lives carer(s) based a long distance from the Shared Lives worker’s base (more than 60 minutes drive?) |
| 1. Have any complaints been made about the Shared Lives carer during the period or any investigations undertaken? |

## Appendix 4: Workload analysis score form - Questions to apply to day support Shared Lives arrangements

Think about each of the Shared Lives day support arrangements that you support and ask the following questions for each and score a point each time the answer is yes. Add up the score for each Shared Lives day support arrangement and note it in the third column of Appendix 1

|  |
| --- |
| 1. Has the Shared Lives arrangement between Shared Lives carer and the person using the Shared Lives arrangement been established for less than three months? |
| 2. Was this Shared Lives arrangement set up with less than 2 weeks’ notice? |
| 3. Did the Shared Lives carer need a lot of reassurance, guidance and extra support during this Shared Lives arrangement? |
| 4. Did the person using the Shared Lives arrangement use violent, abusive or difficult behaviour? |
| 5. Did the person using the Shared Lives arrangement need help with ongoing personal care needs, health needs or specialist needs? |
| 6. Did the person using the Shared Lives arrangement lead a lifestyle which put their health and safety at considerable risk whilst they were supported by this Shared Lives carer? |
| 7. Did the person using the Shared Lives arrangement have intensive involvement of other professionals including the police or criminal justice system during this Shared Lives arrangement? |
| 8. Was the person using the Shared Lives arrangement without Care Management or other statutory support or were there significant care management issues? |
| 9. Does the person using the Shared Lives arrangement have any family member or friend who needed regular and frequent information, reassurance or support from the scheme worker |
| 10. Have the Shared Lives carer(s) had a significant change in circumstances during the period e.g. bereavement, house move, divorce? |
| 11. Are the Shared Lives carer(s) based a long distance from the Shared Lives worker’s base (more than 60 minutes) drive? |
| 12. Have any complaints been made about the Shared Lives carer during the period or any investigations undertaken |

## Appendix 5: A worked example of the Workload Analysis Tool and scoring in practice

To calculate their Shared Lives workload analysis score the Shard Lives worker completed Table 1 of Appendix 1 by writing the name of all the Shared Lives carers they support in the first column, the names of service users they have supported during the period of the analysis in the second column and whether each arrangement was long or short term in the third column.

For each arrangement between the Shared Lives carer and service user, the Shared Lives worker asked each of the questions in appendices 2 and 3, and then added up the number of questions to which the answer is yes. The number of questions answered yes for each arrangement was put into column 4. In column 5 the Shared Lives worker has calculated whether an arrangement is a low or high support arrangement by using the following definitions:

* **Low workload arrangement**: If the arrangement workload score is only one, two or three points it is considered a low workload arrangement.
* **High workload arrangement:** if the arrangement workload score is four points and over it is considered a “high workload arrangement”.
* **Shared Lives carer assessment:** The Shared Lives worker also listed all Shared Lives carer assessments in table 2. Any Shared Lives carer assessment is classified as a high workload arrangement.

The Shared Lives worker inputted any new Shared Lives carer assessments they have undertaken into table 2

Finally in Table 3 the Shared Lives worker inputted the number of low support arrangements supported, high support arrangements supported and the number of new Shared Lives carer assessments undertaken throughout the time period. This allowed the Shared Lives worker to see how many Shared Lives arrangements they are supporting, the level of support required and their overall Shared Lives workload analysis score, which indicated their overall workload.

The completed example is below:

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| --- | --- |
| **Period of analysis** | |
| Date from: | 1st September 2012 |
| Date to: | 30th August 2014 |

**Table 1**

| **Name of Shared Lives carer** | **Names of people they have supported** | **Was this a long (LT),short term (ST) or day support (DS) arrangement** | **Number of questions answered yes (score)** | **Is this a low or high support arrangement** |
| --- | --- | --- | --- | --- |
| Shared Lives carer A | Service User A | DS | 1 | Low |
| Shared Lives carer B | Service User B | DS | 1 | Low |
| Shared Lives carer B | Service User C | DS | 1 | Low |
| Shared Lives carer C | Service User D | ST | 1 | Low |
| Shared Lives carer D | Service User E | ST | 1 | Low |
| Shared Lives carer D | Service User F | DS | 2 | Low |
| Shared Lives carer E | Service User G | LT | 2 | Low |
| Shared Lives carer E | Service User H | LT | 2 | Low |
| Shared Lives carer F | Service User I | ST | 2 | Low |
| Shared Lives carer G | Service User J | LT | 2 | Low |
| Shared Lives carer G | Service User K | LT | 2 | Low |
| Shared Lives carer G | Service user L | DS | 2 | Low |
| Shared Lives carer H | Service user M | LT | 2 | Low |
| Shared Lives carer I | Service user N | LT | 2 | Low |
| Shared Lives carer J | Service user O | LT | 3 | Low |
| Shared Lives carer K | Service user P | LT | 3 | Low |
| Shared Lives carer L | Service user Q | ST | 3 | Low |
| Shared Lives carer M | Service user R | LT | 3 | Low |
| Shared Lives carer N | Service user S | ST | 4 | High |
| Shared Lives carer O | Service user T | LT | 4 | High |
| Shared Lives carer O | Service user U | ST | 4 | High |
| Shared Lives carer P | Service user V | LT | 4 | High |
| Shared Lives carer P | Service user W | LT | 5 | High |
| Shared Lives carer Q | Service user X | LT | 5 | High |
| Shared Lives carer Q | Service User Y | DS | 5 | High |
| Shared Lives carer Q | Service User Z | ST | 5 | High |
| **Total number of Shared Lives carers supported** | **Total number of people that the Shared Lives carer’s have supported** |
| 17 | 26 |

**Table 2: Carer assessments**

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| --- |
| **Name of Shared Lives carer** |
| Shared Lives carer U |
| Shared Lives carer V |
| Shared Lives carer W |
| **Total number of Shared Lives carer assessments undertaken** |
| 3 |

**Table 3**

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| --- | --- | --- |
|  | **Total number of Shared Lives arrangements** | **Workload score for Shared Lives carer assessments, low support and high support Shared Lives arrangements**  To calculate this use the following calculations   * Low support (multiply the total number of low support arrangements by 1) * High support (multiply the total number of high support arrangements by 2) * Shared Lives carer assessments (multiply the total number of Shared Lives carer assessments by 2) |
| Total number of low support Shared Lives arrangements | 18 | 21 |
| Total number of high support Shared Lives arrangements | 8 | 16 |
| Total number of new Shared Lives carer assessments | 3 | 6 |
| Total number of Shared Lives arrangements | 29 |  |
|  |  |  |
| **Total workload analysis score for the Shared Lives worker** |  | **43** |

In this example this Shared Lives worker has supported 29 Shared Lives arrangements and assessed three new Shared Lives carer over the past 6 months and their workload analysis score is 43. The optimal workload analysis score for a full time Shared Lives worker in an established scheme is 50, therefore the workload of this Shared Lives worker would seem to be about rig