

To: Improving Life Chances Group

On: 27 June 2018

Report by:  
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## **JOINT INSPECTION OF ADULT HEALTH AND SOCIAL CARE IN RENFREWSHIRE**

### **1. Summary**

- 1.1 Scottish Ministers have asked the Care Inspectorate and Healthcare Improvement Scotland to report on the effectiveness of the strategic plans prepared by integration authorities, from April 2017. At this early stage in the integration of health and social care the aim is to ensure that the integration authorities have building blocks in place to plan, commission and deliver high quality services in a co-ordinated and sustainable way, namely:
- A shared vision
  - Leadership of strategy and direction
  - A culture of collaboration and partnership
  - Effective governance structures
  - A needs analysis on which to plan and jointly commission services
  - Robust mechanisms to engage with communities
  - A plan for effective use of financial resources
  - A coherent integrated workforce plan which includes a strategy for continuous professional development and shared learning.
- 1.2 The purpose of this inspection was to assist Renfrewshire Health and Social Care Partnership to answer the question “How well do we plan and commission services to achieve better outcomes for people?” To do this the inspectors assessed the vision, values and culture across the partnership, including leadership of strategy and direction, the operational and strategic planning arrangements (including progress towards effective joint commissioning) and improvements the partnership has made in both health and social care, in respect of the services that are provided for all adults.

### **2. Recommendations**

- 2.1 It is recommended that the group notes the content of this report

### 3. Background

3.1 The joint inspection took place between October and December 2017. In preparation for the inspection, the partnership undertook a self evaluation across the following Quality Indicators that the Care Inspectorate and Healthcare Improvement Scotland had identified as being in scope for the inspection:

- Quality Indicator 1 - Key performance outcomes
  - 1.1 Improvements in partnership performance in both health and social care
- Quality Indicator 6 – Policy development and plans to support improvement in service
  - 6.1 Operational and strategic planning arrangements.
  - 6.5 Commissioning arrangements
- Quality Indicator 9 – Leadership and direction that promotes partnership
  - 9.1- Vision, values and culture across the partnership
  - 9.2 - Leadership of strategy and direction.

The partnership self evaluated each of the Quality Indicators as Level 4 – Good using the Care Inspectorate/Healthcare Improvement Scotland's six point scale below.

Level 6	Excellent	Outstanding or sector leading
Level 5	Very good	Major strengths
Level 4	Good	Important strengths with areas for improvement
Level 3	Adequate	Strengths just outweigh weaknesses
Level 2	Weak	Important weaknesses
Level 1	Unsatisfactory	Major weaknesses

The self evaluation together with supporting evidence and examples of good practice were submitted to the Inspection Team on 27 October 2017. Following this, the inspectors carried out a series of onsite scrutiny sessions with staff, partners, providers, carers and service users.

In addition, a staff survey was undertaken by the inspectors and the results of which have informed the inspection report. The results of the survey were presented to the Health and Social Care Senior Management Team on 10 November 2017. At that time the response rate (34%) was the highest received by the inspection team and it was also noted that the overall response to the questions was more positive than the national average.

3.2 On 18 April 2018, The Care Inspectorate and Healthcare Improvement Scotland published their findings from the inspection in the report 'Joint Inspection (Adults) the Effectiveness of Strategic Planning in Renfrewshire', refer to Appendix 1. The report highlights that Renfrewshire Health and Social Partnership are making significant progress on improving residents' health and social services, it also concurs with the self assessment that Quality Indicators 1 and 6 are Level 4 – Good. In advance of the inspection, the partnership was advised that Quality Indicator 9 would not be given a formal grade, however, comments on this indicator have been provided within the report.

3.3 On the whole, the report is positive and highlights the following key successes:

#### **Key Performance Outcomes**

- The partnership has a robust, structured approach to monitoring progress in performance. Regular reports are produced and these are reviewed by senior managers and the IJB. Exception reports are also produced for the IJB.
- The partnership is performing well against national targets. A key area of success is the timely discharge of individuals from hospital. The partnership has a history of low rates of delayed discharge and is continuing to perform well.

#### **Strategic Planning and Commissioning Arrangements**

- The partnership has completed a joint strategic needs analysis, supporting the development of its joint strategic plan and related plans.
- The partnership has successfully begun the development of a range of early intervention and support services for adults and their carers.

#### **Leadership and Direction that supports Partnership**

- The partnership has a clear vision which is understood and shared by all grades of staff. There is a strong commitment to the delivery of health and social care services in line with this vision. There are clear connections between the vision and the strategic plan.
- Members of the senior management team are highly visible, and supportive of frontline staff. Joint working is promoted, and a culture of integrated working is evident. The joint working is contributing to the delivery of positive outcomes for people experiencing health and social care services.

3.4 However, the report also identifies the following areas for improvement:

<b>QI 1.1 Improvements in partnership performance in both healthcare and social care:</b>
Develop a strategic approach to gathering qualitative and outcome focussed feedback from people who experience health and social work services.
Benchmark our performance against other partnerships across the country
<b>QI 6.5 Commissioning Arrangements</b>
Work with the local community and with other stakeholders to develop and implement a cross-sector market facilitation strategy
Develop joint robust quality assurance systems and a joint programme of quality assurance activity that are embedded in practice
Involve people who experience services, carers and key stakeholders, including the third and independent sectors, at an earlier stage when services were being planned or (re)designed
Revised and updated strategic commissioning plan including: <ul style="list-style-type: none"><li>• how priorities are to be resourced</li><li>• how joint organisational development planning to support this is to be taken forward</li><li>• how consultation, engagement and involvement are to be maintained</li><li>• fully costed action plans including plans for investment and disinvestment based on identified future needs expected measurable outcomes</li></ul>
<b>QI 9.2: Leadership of strategy and direction</b>
Conduct a training needs analysis and developing a structured programme of sessions for IJB members

- 3.7 At the next meeting of Renfrewshire's Integration Joint Board it will consider the areas for improvement highlighted within Section 3.4 and develop an improvement plan in response.

## **4. Resources**

- 4.1 N/A

## **5. Prevention**

- 5.1 N/A

## **6. Community Involvement/Engagement**

- 6.1 Inspectors met with key stakeholders including staff and service users as part of the inspection process.

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