

To: Leadership Board

On: 19 June 2019

Report by: Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Adult Social Work Services – Annual Monitoring Report 2018/19

1. Summary

- 1.1 Adult Social Work Services were delegated to Renfrewshire Integration Joint Board (IJB) on 1 April 2016. These services are managed through the Health and Social Care Partnership (HSCP).
 - 1.2 This report and the performance Scorecard appended provide a review of activity and performance using the most up to date information available.
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2. Recommendations

- 2.1 It is recommended that members note:
 - the contents of this report updating activity and performance of adult social work services delegated to the IJB; and
 - that the six-monthly performance report will be presented to the Board on 4 December 2019.
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3. Background

- 3.1 The list of functions that must be delegated by the Local Authority to the IJB is set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions, etc) (Scotland) Regulations 2014, and is noted in Annex 2, part 1 of Renfrewshire's Integration Scheme. These include:

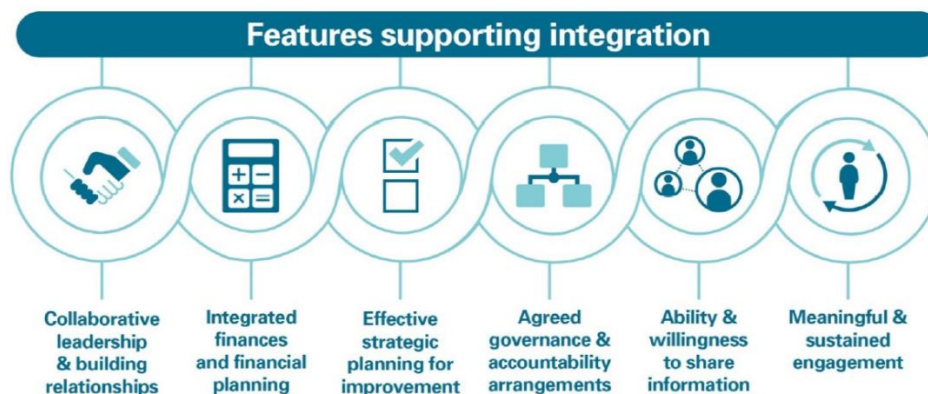
- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers' support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Respite provision
- Occupational therapy services
- Reablement services, equipment and telecare

3.2 Whilst regular reporting in relation to these services is reported in detail to the Integration Joint Board (IJB), it was previously agreed that regular updates would be provided to the Leadership Board in relation to the delegated services. This ensures oversight of the key achievements, challenges and wider context relating to the delivery of these services.

4. National Direction

4.1 In May 2018, the then Cabinet Secretary for Health and Sport made a commitment to Parliament to undertake, with COSLA, a 'Review of Progress Under Integration Authorities'. Through the Ministerial Strategic Group for Health and Social Care, a small leadership group was commissioned to undertake this Review of Progress which has now concluded its deliberations and on the 4 of February 2019 produced a set of 26 proposals for driving forward health and social care integration.

4.2 The Ministerial Strategic Group recognised that the Audit Scotland report 'Health and Social Care Integration – update on progress', published in November 2018 provided important evidence for changes needed to progress integration and agreed that the recommendations of this report must be acted upon. The group also recognised that this report provided a helpful framework and therefore set out its proposals under each of the six features below:



- 4.3 The Ministerial Strategic Group expects that every Health Board, Local Authority and IJB will evaluate their current position in relation to this report and the Audit Scotland report, and take action to make progress using the support on offer. Renfrewshire's evaluation is currently underway and is being led by the Health and Social Care Partnership. In addition, Partnerships are required to initiate or continue the necessary "tough conversations" to make integration work and to be clear about the risks being taken and ensure mitigation of these is in place; and should be innovative in progressing integration.

This is a priority for Renfrewshire Health and Social Care Partnership, and an update will be provided to this Board on 4 December 2019 as part of the six-monthly progress report.

5. Strategic Context

- 5.1 Renfrewshire Health and Social Care Partnership's new three-year Strategic Plan 2019-2022 was approved by the Integration Joint Board in March 2019 and is based on the resources available at that time. It sets out how the HSCP intends to achieve its organisational vision: "Renfrewshire is a caring place where people are treated as individuals and supported to live well". The Plan contains a range of key actions and performance measures which form the basis of the HSCP's performance reporting to both the Integration Joint Board and parent organisations Renfrewshire Council and NHS Greater Glasgow and Clyde.
- 5.2 The strategic context in which the HSCP is operating continues to evolve. A range of challenges lie ahead in terms of an ageing population, increasing numbers of people living longer with more complex health and care requirements, as well as the changing needs of local people which require modern, flexible care and support to be available in local communities.
- 5.3 The development of the Strategic Plan has been an accessible and inclusive process, which has been enabled and supported by the Partnership's Strategic Planning Group (SPG). It was co-produced with service users, carers and families across all care groups as well as staff, providers, communities, third sector organisations and partners.

The three strategic priorities identified in our previous Strategic Plan remain the principles which direct our work in Renfrewshire HSCP:

1. Improving Health and Wellbeing
2. Providing the right service, at the right time, in the right place.
3. Working in partnership to support the person as well as the condition

- 5.4 The development of the Strategic Plan was informed by Renfrewshire HSCP's Draft Market Facilitation Plan which was approved by the Integration Joint Board (IJB) in June 2018. The Market Facilitation Plan is a live document, updated regularly, that translates the profile of need and demand into a plan which can shape and influence health and care services in Renfrewshire. It aims to inform, influence and adapt service delivery to offer a diverse range of sustainable, effective and quality care so people can access the right services for themselves and their families at the right time and in the right place.

It is also envisaged that the Market Facilitation Plan will give service providers an insight into the changes in the health and care needs of the population of Renfrewshire and the future shape of services that need to be developed and delivered to meet those changing needs.

- 5.5 In addition, the results from the NHS Greater Glasgow and Clyde 2017/18 Adult Health & Wellbeing Survey for Renfrewshire informed the development of the Strategic Plan. The results of the survey were presented to the IJB in January 2019 and highlighted the following improvements over time:
- Percentage of people smoking has reduced from 35% in 2008 to 15% in 2018;
 - Percentage of people exposed to second hand smoke has reduced from 43% in 2008 to 28% in 2018; and
 - Percentage of people consuming five or more portions of fruit/vegetables per day has increased to 46% from 41% in 2014.

The survey also shows that:

- Only 47% of people in Renfrewshire met the physical activity target to be active for at least 150 minutes per week. This is lower than the Greater Glasgow and Clyde average of 58%; and
- One in five (20%) respondents said they had a long-term condition or illness that substantially interfered with their day to day activities. Those aged 65 and over were the most likely to have a limiting condition or illness and those in the most deprived areas were twice as likely than those in other areas to have a limiting long-term condition or illness.

6. Service Development Activities

Modernising Services

- 6.1 Renfrewshire HSCP has a Change and Improvement Programme which is focused on proactively developing our health and social care services in line with national direction and statutory requirements; optimising the opportunities joint and integrated working offers; and ensuring any service redesign is

informed by a strategic planning and commissioning approach. This underpins our work to ensure we provide the best possible services and care to our service users and to enable our service and resource planning to focus on and deliver the right outcomes for all.

- 6.2 The Change and Improvement Programme is delivered by a range of workstreams seeking to drive the integration of services and shift the balance of care, whilst also responding to the changing needs and demographics of the local population. The current change and improvement work programme includes: the GP Contract; the requirement to upgrade telecare equipment from analogue to digital; embedding Self-Directed Support (SDS); delivery of the new Dementia Strategy; the introduction of Free Personal Care for Under 65s; the replacement of the Council's Social Care Case Management system and the Supported Living Framework.

In addition, a review of the Addictions Services in Renfrewshire was commissioned in January 2018 by the Alcohol & Drug Partnership (ADP). Based on key findings from the review several recommendations have been developed and are now being taken forward as follows:

1. Introduction of a clear and visible single service model for Renfrewshire..
2. Establishment of a single access or receiving team for all alcohol and drug referrals to eliminate duplication of assessment between the alcohol and drug services. This will deliver a barrier-free point of contact that will be easily navigated by individuals wishing to self-refer and those coming via professional referral.
3. Review the model of care within Renfrewshire Drug Service and consider the adoption of a Community based provision that would actively engage with clients/patients with community/home settings
4. Extend the model of care provided by the Integrated Alcohol Team to include actively offering Alcohol Home Detoxification
5. Development of an Integrated Community Rehabilitation facility within the Torley Unit to enhance the model of provision presently on offer.
6. Review the Renfrewshire GP Local Enhanced Service with the aim of establishing a designed Renfrewshire Shared Care Model that provides a clear pathway of care between specialist core services and shared care as part of a recovery and service discharge process.
7. Explore establishing a dedicated specialist Shared Care Team to manage the New Renfrewshire Shared Care provision.
8. Explore the commissioning of Recovery/Aftercare Hub service.

In addition, there are also ongoing service reviews for older people and learning disability services.

New Partnership Activities

- 6.3 Improving the Cancer Journey

During 2018/19, Renfrewshire Council and Renfrewshire Health and Social Care Partnership successfully secured £500,000 from Macmillan Cancer Support to develop the Macmillan Renfrewshire Improving the Cancer

Journey (ICJ) project. The aim of the ICJ project is to support people affected by cancer in Renfrewshire by:

- Supporting health and third sector partners to strategically assess and meet the non-clinical needs of people affected by cancer by supporting the development of a community based cancer impact assessment for the wider partnership and a joint strategic needs assessment on cancer
- Enabling high quality and integrated models of person centred assessment, care and support to deliver the greatest impact for the communities they serve
- Creating clear pathways for people affected by cancer, designed around the user and streamlined for convenience, efficiency and accessibility. Centred around the individual's Holistic Needs Assessment, transitions will be anticipated, planned, fully supported, co-ordinated and integrated from the point of diagnosis
- Create access points for information and other support services that will provide advice on support, health and wellbeing and self-management. This will build on existing links in local communities and make the best use of available resources and partnerships including maximising use of third sector resources including Macmillan services
- Providing access to financial and welfare benefits advice.

The ICJ Project Board and Working Group have now been established and the Health and Social Care Partnership will full participate in both groups and will continue to support the development and delivery of the project in Renfrewshire.

6.4 Alcohol and Drugs Commission

During 2018/19, Renfrewshire Community Planning Partnership agreed to establish an independent commission to establish a true picture of drug and alcohol use in Renfrewshire, and to make recommendations on what partners can do together to support local people and communities adversely affected by drug and alcohol use. The first meeting of Renfrewshire's Alcohol and Drugs Commission took place on 19 March 2019 and is supported by the HSCP Chief Officer and members of the Senior Management Team.

7. Adult Social Work Performance Overview





- 7.1 Adult Social Work services are managed and monitored via regular internal HSCP professional governance and operational management arrangements, including meetings, case management, and regular service and case reviews. These meetings involving Heads of Service and Service Managers take place on a four to six-weekly basis, covering a variety of local and national strategic and operational indicators. They allow Managers to scrutinise and discuss performance data, agree remedial action, timescales for improvement, and consider future challenges which may affect services to allow planned actions and mitigation where appropriate.

- 7.2 In addition to internal scrutiny, performance is reported at every Integration Joint Board meeting, with the Scorecard presented twice yearly. The report charts data for the last three years, and where possible, associated targets, the 'performance direction of travel' and whether the indicator is currently on track to meet target. The reports provide a detailed picture of what is working well, current challenges and intended remedial action where necessary.

The Renfrewshire IJB Scorecard reports on Adult Social Work indicators alongside a variety of both local and national health service indicators. All indicators are reported under the nine national health and wellbeing outcomes. The most recently reported performance data recorded for Adult Social Work Services is appended to this report.





8. Current Adult Social Work Services Performance

- 8.1 Current performance for the 20 Adult Social Work Services' indicators is as follows:

Performance Indicator Status		No.
	Target achieved	2
	Warning	1
	Alert	1
	Data only	16



- 8.2 Areas of Strength – Green Indicators

The following two indicators are rated green and are achieving target.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	85%	
	Average number of clients on the Occupational Therapy waiting list	340	302	349	350	



8.3 Warning – Amber Indicator

The following indicator is an amber warning given that it is 2% below target.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	30%	

8.4 Areas for Improvement

The performance indicator included within the table below is the only indicator rated as red or behind target. However, it should be recognised that the 2018/19 data is not currently available and throughout this time HSCP senior managers are working with NHS and Renfrewshire Council services to support staff and improve attendance.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	Not available due to change in recording systems	1.79 days	

9. Next Steps

- 8.1 The next performance report on delegated Adult Social Work functions will be reported to the Leadership Board on 4 December 2019.

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology – none**

7. Equality & Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety – none

9. Procurement – none

10. Risk – none

11. Privacy Impact – none

12. Cosla Policy Position – none








List of Background Papers











None




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Adult Social Work Services Scorecard 2018/19

Performance Indicator Status		Direction of Travel	
	Target achieved		Improvement
	Warning		Deterioration
	Alert		Same as previous reporting period
	Data only		




National Outcome 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	85%		
Average number of clients on the Occupational Therapy waiting list	340	302	349	350		
Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	30%		
Homecare hours provided - rate per 1,000 population aged 65+	460	459	444	-	-	
Percentage of homecare clients aged 65+ receiving personal care	99%	99%	99%	-	-	
Population of clients receiving telecare (75+) - Rate per 1,000	29.13	39.47	40.17	-	-	
Percentage of routine OT referrals allocated within 9 weeks	-	-	Baseline 52%	-	-	

National Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Number of adult carer support plans completed for carers (age 18+)	-	-	93 completed (Provisional)	-	-	
Number of adult carer support plans refused by carers (age 18+)	-	-	79 (Provisional)	-	-	
Number of young carers' statements completed	-	-	76 completed (Provisional)	-	-	



The performance indicators identified in the table above are designed to support carers' health and wellbeing and help make caring more sustainable. These measures were introduced on 1 April 2018, as a result of the implementation of the Carers (Scotland) Act 2016.

National Outcome 7: Health and social care services contribute to reducing health inequalities						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Number of Adult Protection contacts received	2,578	2,830	2,723	-	-	
Total Mental Health Officer service activity	200	200	723	-	-	
Number of Chief Social Worker Guardianships (as at position)	107	117	Year End Average 113	-	-	
Percentage of children registered in this period who have previously been on the Child Protection Register	12%	23%	24%	-	-	

National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	Not available due to change in recording systems	1.79 days		
No. of SW employees, in the MTIPD process, with a completed IDP	543	909	1,000	-	-	

National Outcome 9: Resources are used effectively in the provision of health and social care services, without waste

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Care at Home costs per hour (65 and over)	£23.56	£22.40	2018/19 information available early 2020	-	-	
Direct Payment spend on adults 18+ as a % of total social work spend on adults 18+	3.7%	4.25%	2018/19 information available early 2020	-	-	
Net residential costs per week for older persons (over 65)	£360	£414	2018/19 information available early 2020	-	-	