
To: Renfrewshire Integration Joint Board

On: 28 June 2019

Report by: Chief Officer

Heading: Change and Improvement Programme Update

1. Summary

1.1. This report updates IJB members on the Renfrewshire Health and Social Care Partnership's (HSCP) evolving Change and Improvement Programme, including the ongoing Service Reviews.

2. Recommendation

It is recommended that the IJB:

- Note the content of the report.

3. Background

3.1. Renfrewshire Health and Social Care Partnership's Change and Improvement Programme 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.

3.2. This report provides an update on the Programme's 4 workstreams:

1. Optimising Joint and Integrated Working and shifting the balance of care;
2. Statutory Requirements, National Policy and Compliance;
3. Service Reviews; and
4. Delivering Safe and Sustainable Services.

4. Workstream 1: Optimising Joint and Integrated Working

4.1. This workstream seeks to establish a health and social care service managed and delivered through a single organisational model, unlocking the benefits which can be derived from streamlined, joined up and wherever possible, integrated working.

4.2. A number of service improvements/developments are ongoing:

- Work to build an effective and dynamic approach to 'locality' and 'cluster' based working, and to build collaboration and joint working between services to better support the needs of local patients and service users; and
- Implementation of a Joint Unscheduled Care action plan with colleagues in the RAH, which aims to demonstrate how the HSCP can reduce demand on Acute Services and create a compelling case for resource transfer.

4.3. The Care at Home Services Transformation Programme has been continuing to work with staff, our service users, Trade Unions and partners to develop services which will enable us to better manage the ongoing demand for our services, within current budgets, whilst supporting people to remain as independent as possible within their own home.

Recent developments include:

- Aligning of Care at Home Coordinators to commissioned services and specified areas, to ensure staff and service users can easily contact someone with working knowledge of their area, offering a more consistent approach to service delivery.
- Improved supplier management with commissioned services, including monthly review meetings to review how suppliers can best respond to current and future need. The initial feedback from these meetings has been positive and has set the groundwork for building strong working relationships.
- With a continued focus on delayed discharges, we have introduced a number of improvement measures:
 - Introduced a dedicated Care at Home phone line for hospital discharges to reduce the waiting time for ward staff trying to make a referral for social care support;
 - Care at Home have worked with health colleagues to streamline and simplify the referral script;
 - Weekly meetings between the HSCP and the RAH to create better outcomes for HSCP service users being discharged from hospital.
- Care at Home geographic boundaries has recently been realigned to alleviate recognised pressures in some areas. This new model has increased the capacity of the existing staff to provide a more responsive service across the Partnership.
- It was recognised Care at Home staff often had to incorporate their travel time between visits which could put staff under increased pressure and often result in a reduction in time spent with the service user to allow for travel. Care at Home has recently worked with the Trade Unions and frontline staff to include travel time within staff schedules, without reducing client time.

Recruitment and retaining staff will be a key focus moving forward, where we want to create a more dynamic service that can respond to the changing demands of the service through the introduction of flexible contracted hour's staff and sessional staff.

- **Care at Home Scheduling and Monitoring System:** The HSCP has formally agreed a contract with Totalmobile Ltd which officially commenced from 29 April 2019. Planning discussions are now underway to develop a detailed plan for the implementation of the new system across the Care at Home service. Following agreement of a detailed plan, key dates will be shared in further updates to the IJB. It is envisaged that implementation of the new system will commence in June 2019, with full implementation achieved by the end of 2020.

5. Workstream 2: Statutory Requirements, National Policy and Compliance

5.1 The HSCP's Change and Improvement Team works closely with the Senior Management Team, Professional Leads and Service Managers to ensure the HSCP comply with new statutory duties, national policy and adhere to any external compliance requirements.

5.2 Current 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. More recently the HSCP has been involved in progressing two Scottish Government self-assessments with our partner organisations, one in relation to our health and social care digital maturity, and the other in response to the Ministerial Steering Group's recent Review of Health and Social Care Integration.

5.3 The IJB are asked to note a number of developments since the last reporting period in March 2019:

5.3.1 **Ministerial Steering Group Self Evaluation:** As members will be aware from the update to the March 2019 IJB meeting, the Scottish Government recently asked every Health Board, Local Authority and IJB to complete a self-evaluation against the proposals set out in the Ministerial Strategic Group (MSG) for Health and Community Care's Report on the Review of Health and Social Care Integration (February 2019).

The Review's proposals fall under 5 themes:

- Collaborative leadership and building relationship
- Integrated finances and financial planning
- Effective strategic planning for improvement
- Governance and accountability arrangements
- Ability and willingness to share information
- Meaningful and sustained engagement.

Over recent months, the Chief Officer has led a range of productive discussions with the Senior Management Team, the IJB and the Chief Executives of our partner organisations to complete Renfrewshire's self-evaluation. Our return was submitted, as required, to the Scottish Government on the 15 May 2019. We will now consider how we take forward improvement actions.

5.3.2 Digital Maturity Assessment: One of the stated aims in Scotland's Digital Health and Care Strategy is for all health and social care services to complete an assessment of their digital maturity.

In April 2019, the Scottish Government asked both parent organisations of Renfrewshire HSCP to complete a maturity assessment by June 2019. The assessment aims to baseline, measure and enable ongoing monitoring of the readiness of all NHS Scotland, Local Authorities and Integration Authorities.

Work is underway to complete the assessments which must be signed off by the relevant Chief Executive. The NHS GG&C eHealth Team is leading the NHS return, whilst Renfrewshire HSCP is leading Renfrewshire Council's return. A variety of methods, including staff surveys and workshop discussions, are being utilised to ensure a thorough and wide ranged response to the assessments process.

Following completion and submission of these assessments, a Digital Maturity Index will be published nationally by the Scottish Government, created from the individual Digital Maturity Self-Assessment returns. This will allow progress at a regional and national level towards the goal of digital at the point of care to be monitored. The overall outputs will be used to review, shape and re-design services using the correct resources in the right place and at the right time as part of the new Digital Health and Care Strategy. It is intended that the self-assessment will be completed every 18-24 months as progress is made towards delivery of Digital Health and Care Strategy ambitions.

5.3.3 GP Contract: Renfrewshire HSCP's updated Primary Care Improvement Plan (PCIP) outlines the priorities in 2019/20 to expand teams of HSCP and NHS Board employed health professions in and around General Practice to meet the needs of patients who do not need to be seen by the GP (Expert Medical Generalist).

Priorities include:

- Ongoing recruitment of pharmacists and pharmacy technicians;
- Expansion of phlebotomy service and scoping for Community Treatment and Care Services;
- Further recruitment of Advanced Nurse Practitioners and Advanced Physiotherapists Practitioners;
- Expansion of Link Worker resource;
- Vaccination Transformation expansion; and
- Board wide evaluation process to be undertaken led by Public Health.

5.3.4 Supported Living Framework: The Council, under the direction of the Renfrewshire Health and Social Care Partnership is currently carrying out a tender process to update and replace the current Support Living Services Framework. The Supported Living Service delivers individual, personalised support to service users who may have a learning disability, physical disability, mental health issues or an addiction, enabling them to lead fulfilled and independent lives within their own homes and the wider community. The evaluation and clarification of tender submissions has now passed, with individual negotiations concluding. It is expected that new contracts will be available for use from 1 July 2019.

Following this, we will work with providers to transition from allocating specified care hours to an outcomes-based approach. This will mean that each service user will be given a personalised budget, enabling providers to be more creative and flexible in providing care around an individual's needs. It is expected that all current service users will transition to new individual service contracts by April 2020.

5.3.5 Extending Free Personal Care to Under 65s: The Community Care (Personal Care and Nursing Care) (Scotland) Amendment (No. 2) Regulations 2018 came into effect on 1 April 2019. In line with this change people who have been assessed by the local authority as needing personal care services will now receive these services free of charge regardless of age or condition.

This legislative update brings important benefits for service users and will ensure that charging arrangements for personal care apply equally regardless of age or care group. In addition, other people who may in the past have declined support due to concerns about the cost will now be able to receive that care, if eligible.

The partnership has made significant progress in reviewing care packages to ensure personal care services are appropriately reflected and exempt from charging. This review work is ongoing with progress updates being provided via the regular Change and Improvement paper.

5.3.6 Replacement of Social Care Case Management System: The contract for a new social care case management system commenced on 1 April 2019. The new system - OLM System's Eclipse, will replace the current Northgate SWIFT system when the contract expires in March 2020. Eclipse will replace SWIFT as the core social care system for both the HSCP and Renfrewshire Council's Children's Services.

An implementation programme is planned to formally commence in June 2019 and will be led by Renfrewshire Council. This will be a significant exercise and planning is currently underway with the supplier, Renfrewshire Council and the HSCP. Given the scale of this programme, it will be managed in two phases. Phase 1 will focus on implementation across Children's Services. It is envisaged that Phase 2, the implementation across HSCP, will commence in April 2020.

6. **Workstream 3: Service Reviews**

6.1 In June 2018, the IJB approved four Service Reviews:

1. Learning Disabilities Services;
2. Older People Services;
3. Charging (on behalf of Renfrewshire Council); and
4. Addictions Services.

6.2 The service reviews all share a common aim which is:

To ensure Services are modern; flexible; outcomes focused; financially efficient and 'fit for the future' and taking account of changing trends; demographics; demands; local and national policy drivers; changing needs; inequalities; good practice and service user and carer views.

6.3 An update on the Review of Addictions Services is subject to a separate paper at this IJB meeting.

6.4 **Older People**

As detailed in the March 2019 IJB report, the HSCP research to date has highlighted a number of current issues and emerging opportunities in relation to future services and provision for Older People in Renfrewshire.

This Review sits within a wider strategic ambition for transformation of HSCP services in Renfrewshire to be person-centred and to connect more with the wider community, including support agencies and citizens.

Building on initial multi-stakeholder engagement sessions undertaken by Journey Associates, the HSCP are in the process of working to further progress their initial findings, in a second phase. This Phase 2 will run for approximately 8 months in length from the start of their commission.

The overarching aim is to identify and clearly define pertinent challenges, themes and opportunities related to the future of older people's services to enable these challenges to be addressed through a partnership approach. Regular updates on outputs from the review will be provided to the IJB.

6.5 **Learning Disabilities**

Since the last update to the IJB in June 2019, the HSCP has continued to focus on engagement with key stakeholders on the Paradigm Review findings and recommendations.

The approach adopted has included a 6-week online consultation and series of events, this has allowed for over 300 people to engage directly with the HSCP over the course of March, April and May 2019. These include:

- Launch Event including staff, families and carers, people with a learning disability and IJB Chair and Vice Chair
- 3 events for Families and Carers

- 3 events for staff
- An event for people with a Learning Disability, which included a short video.
- As part of the consultation, hard copies of the report were available at all events and in key locations, as well as posted out upon request.

There remains concern amongst some carers and staff that the Review will result in cuts to services or closures of Day Centres. Some families and carers at the consultation sought assurance that there would be no change, at all, in the care of their family member now or in the future. Whilst the HSCP can confirm there is no intention to close day centres, it cannot provide assurance that people's care will always remain the same. The HSCP is committed to ensuring that Renfrewshire has the best services for people with a Learning Disability.

The feedback received through the engagement process has been critical of Paradigm for the approach adopted and the language and style of the report. As such, the HSCP will share the outputs from the consultation with Paradigm to allow them an opportunity to address/respond to the issues raised.

Communication emerged as a key theme from the consultations with families and carers. A number of helpful suggestions were received about how to improve communication. The HSCP will progress these and discussion about how we can ensure good communication will be ongoing.

An extended Learning Disability Planning Group meeting has been set for July 2019, this event will allow for discussion on the consultation outputs and for priority areas to be identified. The outcome of the consultation and identified priority areas for action will be shared with the IJB in September 2019.

6.6

Capability Scotland – West Lane Gardens and Whitehaugh

As planned, Capability Scotland withdrew service provision at West Lane Gardens and Whitehaugh on the 26 April 2019. All service users have transitioned to the provision of their choice, with early indications that those who have moved to Community Networks are particularly pleased with the new service they are now attending.

The expansion of Community Networks, which included the creation of a hub at West Lane Gardens, began on 29 April 2019. This included the TUPE of six employees from Capability Scotland as well as the recruitment of several new staff to support the expansion.

The final step of the expansion is improvement works at West Lane Gardens. Funding has been secured and work is ongoing to programme the required works, which are likely to begin at end June 2019. One further update on the expansion will be provided on the completion of works in Autumn 2019.

6.7 Charging

Since the last reporting period, a Charging Steering Group has been established with representatives from the HSCP and Council, including the Chief Finance Officer and Director of Finance respectively. This group will consider the impact and viability of any changes to the existing policy. As previously noted, any change to the current charging policy would be subject to Council approval.

7. Workstream 4: Delivering Safe and Sustainable Services

- 7.1 The HSCP Senior Management Team, led by the Chief Finance Officer, has commenced financial planning for the period 2020–23, with a focus on continuing to ensure safe and sustainable services whilst meeting the significant financial challenges we face. It is estimated that within this period the IJB will face between £18m to £24m of pressures. The level of Scottish Government and partner organisation funding to address these pressures is not yet clear, however, there is a working assumption that the HSCP will require to make significant savings.
- 7.2 The HSCP recognise this cannot be achieved without radically transforming the way we work and engage with each other, our communities and partners, which will take time. Building upon our established medium-term financial planning strategy, outlined in our Financial Plan, the HSCP believe working to a 3-year planning cycle will allow for a more strategic approach and provide the required time to support and embed change to structures, processes and behaviours.
- 7.3 Over the coming months, the HSCP will look to refine its financial planning approach and start to identify where we believe there are potential opportunities to realise further efficiencies. Regular updates will be brought to the IJB.

Implications of the Report

1. **Financial** – the Change and Improvement Programme supports the delivery of the 2019/20 Financial Plan.
2. **HR & Organisational Development** – there are implications for NHS and Council posts. HR and OD work in close liaison with the Change and Improvement Programme.
3. **Community Planning** – the HSCP will ensure there are appropriate links into the wider community planning process.
4. **Legal** – supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technology** – technology enabled solutions may be identified as part of the service reviews and pilot work.
7. **Equality & Human Rights** – the proposal contained in this report place due regard on equality requirements.
8. **Health & Safety** – health and safety processes and procedures are being reviewed in order to support safe and effective joint working.

9. **Procurement** – procurement activity will remain within the operational arrangements of the parent bodies.
 10. **Risk** – the report highlights a range of risks associated with the proposals and mitigation treatment where identified.
 11. **Privacy Impact** – n/a.
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List of Background Papers – None.

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