
To: Renfrewshire Integration Joint Board

On: 14 September 2018

Report by: Chief Officer

Heading: Change and Improvement Programme Update

1. Summary

1.1. This report updates IJB members on Renfrewshire Health and Social Care Partnership's evolving Change and Improvement Programme, including the three Service Reviews, Learning Disabilities, Older People Services and Charging, Eligibility Criteria and Thresholds, approved by the IJB in June 2018.

2. Recommendation

It is recommended that the IJB:

- Note the content of the report.
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3. Background

3.1. The Renfrewshire Health and Social Care Partnership's (HSCP) 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 is supporting 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 programme is being delivered through 3 workstreams:

1. Optimising Joint and Integrated Working and shifting the balance of care;
2. Statutory Requirements, National Policy and Compliance;
3. Service Reviews to support the delivery of our Market Facilitation Statement and Strategic and Financial Plans.

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. As part of this work, a number of service improvements/developments are underway including:

- Development and delivery of the HSCP's Primary Care Improvement Plan (PCIP), as part of the introduction of the GP Contract;
- 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;
- The Care at Home Transformation Programme; 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 IJB are asked to note a number of developments since the last reporting period in June 2018:

4.3.1 **Renfrewshire HSCP's Primary Care Improvement Plan (PCIP)** was approved by the GP Subcommittee of the Area Medical Committee on 31 July 2018 and shared with the National General Medical Services (GMS) Oversight Group, Scottish Government. The PCIP is the subject of a separate paper to this meeting.

4.3.2 **Localities:** The HSCP has a range of services which were designed to support rehabilitation and reablement type activities. These have been in place for a number of years. From initial engagement with key stakeholders including SMT, Staff Partnership Forum (SPF), locality staff and professional leads, there is a recognised opportunity to provide a more integrated service model. This would aim to ensure services are efficient and customer focused e.g. simple referral and intervention pathways which have minimal overlap and are effectively co-ordinated. To facilitate this, work is underway to scope a work programme to design and deliver an integrated multidisciplinary rehabilitation/reablement service model.

4.3.3 **Care at Home:** Following the recent service review, work is now underway to establish an organisational structure that facilitates staff management and support at a locality level, devolving responsibility closer to staff and service users.

Work also continues to procure and implement a scheduling and monitoring system, however following advice from the Council's Corporate Procurement team, the current tender has been discontinued due to a number of technical contractual issues. Work has begun on a new tender process and early indications of procurement pathways suggest the award of this contract will be concluded in early 2019.

There remains a strong focus on engagement with our staff, and further work is underway to ensure our service users feel informed and dialogue and feedback encouraged.

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

5.1 The HSCP's Change and Improvement Team work closely with the SMT, Professional Leads and Service Managers to ensure the HSCP comply with new statutory duties, national policy and adhere to any external compliance requirements. Current work programme includes: local preparations for the introduction of the Carers Act; the new GP Contract; the requirement to upgrade telecare equipment from analogue to digital; the Dementia Strategy and, more recently, the planned introduction of Free Personal Care for Under 65s.

5.1.1 The Scottish Government has committed to the extension of Free Personal Care to all under 65s who require it regardless of condition. Ministers have committed to the extension by 1 April 2019. A new local Steering Group is being established to oversee the HSCP's preparations. This Group will consider issues around the implementation of the extended policy, including the possible increase in demand; costs for uptake of services; interactions with the benefits system and with Children's Services; and the impact on local eligibility criteria.

6. **Workstream 3: Service Reviews**

6.1 On 29 June 2018 the IJB approved 3 service reviews, in addition to the Addictions Review and GGC System Wide Mental Health Strategy work already underway:

1. Learning Disabilities Services (see section 7);
2. Older People Services (see section 8) and;
3. Charging, Eligibility Criteria and Thresholds (see section 9), on behalf of Renfrewshire Council.

6.2 Governance arrangements are now in place for the reviews, with each being led by a Head of Service, and supported by an external consultant providing an objective view.

Service	Lead	External Support
Addictions	Head of Mental Health, Addictions and Learning Disabilities	External Consultant with relevant Addictions experience
Learning Disability	Head of Mental Health, Addictions and Learning Disabilities	Paradigm
Older People	Head of Health and Social Care (Paisley)	External Consultant with relevant Older People Services experience
Charging, Eligibility Criteria and Thresholds	Chief Finance Officer	Rocket Science
Mental Health Strategy in Action 15 (GGC wide review)	Head of Mental Health, Addictions and Learning Disabilities	Medical Director (Mental Health), NHS GGC

6.3 A Planning Group has been established for each review, led by the Lead Head of Service. These Groups include representation, as appropriate, from service users, providers, staff, partner organisations and other relevant specialist inputs. The Planning Groups are responsible for agreeing Terms of Reference and overseeing the review process.

6.4 A structured process is being adopted for all Reviews, with common, defined stages as outlined in the table below:

Stages	Key milestones
Stage 1: Scope and Design	<ul style="list-style-type: none"> • Review Governance in place – Lead Officers and external support appointed. Planning Group established • Terms of Reference approved
Stage 2: Analyse and Review	<ul style="list-style-type: none"> • Information gathering – key themes, challenges and drivers • Data analysis • Benchmarking • Initial discussions with senior managers – background and context
Stage 3: Exploring Options	<ul style="list-style-type: none"> • Engagement with key stakeholders including Planning Group, Council, NHS and Professional Advisory Group • Initial discussion document with options for further review
Stage 4: Options Appraisal / Future Model	<ul style="list-style-type: none"> • Phase 1: • Feedback from SMT, Planning Group, IJB (Dev Session), Council and NHS • Initial Internal Report with draft recommendations and options
	<ul style="list-style-type: none"> • Phase 2: • Wider stakeholder engagement and involvement briefings on high-level options and themes e.g. Trade Unions, SPF, SPG, governance groups, general public etc. • Draft Report following consultation process
Stage 5: Impact Assessment	<ul style="list-style-type: none"> • EQIA completed • HSCP PAG Impact Assessment completed
Stage 6: Formal Approval	<ul style="list-style-type: none"> • Final IJB Board paper setting out recommendations on behalf of Review Planning Groups presented for approval (Council for Charging)
Stage 7: Implementation Design and Delivery	<ul style="list-style-type: none"> • Implementation Plan to be developed and agreed by Planning Group • Regular communications to key stakeholders including IJB. Ongoing engagement and involvement of service users and others

- 6.5 A number of common principles will underpin each Review:
- 6.5.1 **Strategic Alignment:** Ensure any Review recommendations and outcomes align with our Market Facilitation Statement, Strategic and Financial Plans and relevant national strategy and policy;
 - 6.5.2 **An Inclusive approach:** The HSCP continues to be committed to an engagement-based model with ongoing and meaningful dialogue with key stakeholders, in particular service users. Recognise the anxieties and sensitivities given the nature of the services; and
 - 6.5.3 **A focus on creating fit for the future services:** Establishing services which are outcomes focused; financially efficient and taking account of changing trends, demographics and demand.
- 6.6 The Reviews will run up to late 2018, with final approval of recommendations to be sought in early 2019.
- 6.7 The Chief Officer and Senior Management Team have been raising awareness of the Service Reviews with our key stakeholders to ensure they are clear on their purpose and the approach being taken. To date, there have been briefings with the Strategic Planning Group, Staff Partnership Forum and the HSCP Leadership Network. A session with the HSCP's Professional Advisory Group (PAG) is also scheduled in September 2018.

7. Addictions

- 7.1. A Whole System Review was completed by an Independent Reviewer, in May 2018. The review findings were presented to Alcohol and Drug Partnership (ADP) and ADP Delivery Groups for feedback in May/June 2018. In addition, initial briefings were undertaken with the SMT, Trade Unions and staff groups.
- 7.2. Further work is now being undertaken to define a future model, based on the Review's direction and recommendations. A Delivery Group is currently being established which will include a sub group dedicated to staff consultation on the new model. The ADP will continue to have oversight and a further briefing on the future direction and an implementation plan has been scheduled for 29 August 2018.
- 7.3. The IJB will receive an update on the Review findings and proposed future model at their development session on 12 October 2018.

8. Learning Disabilities

- 8.1. The HSCP's Head of Mental Health, Addictions and Learning Disabilities is leading this Review.
- 8.2. Following mini tender process Paradigm, a leading learning disability training and development agency, has been appointed as the external support.

8.3. Integral to Paradigm's approach:

- Their team has an advocate and a carer with lived experience;
- Co-production with carers including carer workshops;
- Visioning day for service users and carers;
- Planning events including service users, carers, staff including commissioning and stakeholders; and
- Focus groups and one to one discussions.

8.4. A Planning Group has been established and it has now agreed the Terms of Reference. Ongoing communication will take place with service users and family members/carers to share understanding of the review work and this will include the development of a DVD for people who use our services.

9. Older People's Services

9.1. The HSCP's Head of Health and Social Care (Paisley) is leading this Review. An external consultant has been appointed to provide independent review support and has undertaken initial discussions with a range of senior officers in the HSCP and Council, and also visited a number of the HSCP's Older People residential and in-patient services. The external consultant attended the Strategic Planning Group in August 2018 to talk through his role, and the experience he will bring to the Review.

9.2. The first meeting of the Planning Group took place on 29 August 2018, where members agreed the Terms of Reference and the proposed approach and timeline for carrying out the Review.

10. Charging, Eligibility Criteria and Thresholds

10.1. The Chief Finance Officer is leading this Review on behalf of Renfrewshire Council.

10.2. A consultant from Rocket Science has been appointed (external review support). To date, Rocket Science have undertaken initial discussions with a range of senior officers in the HSCP and Council, and have also carried out some initial research, benchmarking and analysis to help inform the Review.

10.3. A Joint Planning Group, with both HSCP and Council representation, is scheduled and draft Terms of Reference have been shared for review and approval.

11. Mental Health Strategy

11.1. The 5 year Mental Health Strategy for Greater Glasgow & Clyde is being led by the Clinical Director (Mental Health, NHS GGC on behalf of all Greater Glasgow and Clyde HSCPs). A Programme Board has been established with representation from each of the 6 HSCPs. The Programme Board has a range of supporting workstreams, each with agreed Terms of Reference. Initial briefings have taken place with all GGC IJBs.

11.2. A Renfrewshire Mental Health Strategy Planning Group is being established to manage the local implementation of the strategy, and regular updates will be provided as part of the Change and Improvement Programme.

Implications of the Report

1. **Financial** – the Change and Improvement Programme supports the delivery of the 2018/19 Financial Plan.
2. **HR & Organisational Development** – HR and OD teams will work in close liaison with the Change and Improvement Programme Leads.
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** – all proposals will 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** – where risks are identified, mitigation will be sought where possible.
11. **Privacy Impact** – n/a.

List of Background Papers – None.

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