

To: Renfrewshire Integration Joint Board

On: 19 November 2021

Report by: Interim Chief Officer

Heading: Chief Officer's Report

| Direction Required to Health Board, Council or Both | Direction to: | |
|---|--|----------|
| | 1. No Direction Required | X |
| | 2. NHS Greater Glasgow & Clyde | |
| | 3. Renfrewshire Council | |
| | 4. NHS Greater Glasgow & Clyde and Renfrewshire Council | |

1. Summary

- 1.1. This report provides an update to the Integration Joint Board (IJB) on key operational activity, including the HSCP's operational response to COVID-19. The report focuses on developments and activity since the last IJB on 17 September 2021.
- 1.2. The report also provides the IJB with an update on the regional and national developments for health and social care services.

2. Recommendations

It is recommended that the IJB note:

- The COVID updates provided, and in particular the continued progress in rolling out the COVID booster and Winter Flu vaccination programmes (Sections 3 to 6);
- The operational service updates provided, including awaited decision from Renfrewshire Council CMT on the reopening of Falcon Day Centre and the Disability Resource Centre on a limited capacity basis in early November (Section 7);
- An update on the delivery of agreed savings and the process being developed by the HSCP to support financial planning for 2022/23 and future years (Section 8);
- Further strategic updates provided by the HSCP describing ongoing actions undertaken by the Partnership to address resource constraints arising through current vacancies; further development of Winter Plans, including guidance received from the Scottish Government; and progress on the review of administration and business support (Sections 9 to 12);
- Confirmation of the IJB's submission of a response to the consultation on proposals for a National Care Service (Section 13).

3. Background

- 3.1. The previous Chief Officer report to the IJB in September 2021 set out the changes made by the Scottish Government to reduce COVID restrictions. At the time of writing, some protective measures continue to be in place, include the use of face covering and the collection of contact details as part of Test and Protect. In addition, from 18 October, proof of vaccination is now required for access to certain events and venues such as nightclubs.
- 3.2. The September update also noted that by early September COVID case rates had reached approximately 1,093 cases per 100,000 in Renfrewshire over a seven-day period, against a Scottish average of 774 cases. The local and national position has since improved and at the time of writing, there are approximately 241 cases per 100,000, which is below the Scottish average of 326 cases. The level of infection in the community does however continue to be of concern and the HSCP maintains flexibility in service provision to respond to this fluid situation.
- 3.3. HSCP services continue to operate under significant pressure, as do our partners within Renfrewshire Council and NHS GGC and in the independent and third sectors. This is a result of increasing demand for services as restrictions have been reduced whilst services continue to reflect public health guidance and infection control measures in delivery. Services are also observing increased absence due to sickness, COVID isolation and annual leave which has been carried over from the previous year. In addition, recruitment and retention challenges across the sector have been exacerbated by the pandemic. The HSCP's ongoing response to these challenges is described further in sections 9 and 10.

4. COVID and Winter Flu Vaccination Programmes

- 4.1. In mid-September the JCVI recommended a booster COVID vaccination for people over 50 years of age and for those in the clinically vulnerable group. They also recommended a third vaccination dose for people who are immunosuppressed.
- 4.2. The order in which these vaccinations are being delivered is in line with the priority groups set out in the first COVID vaccination programme, starting with older adult care home residents, frontline health and social care staff, people over 80 years old and subsequent lower age cohorts. In addition, it was agreed that the COVID booster vaccination could be administered at the same time as the winter flu vaccination.
- 4.3. NHS Greater Glasgow and Clyde are taking the lead on delivering mass vaccination clinics which commenced at the end of September 2021, initially with those over 80 years old.
- 4.4. The delivery of COVID and flu vaccinations commenced in older adult care homes on 28 September 2021 and was offered to every resident who was eligible (those 24 weeks since second vaccination dose and who had not tested positive for COVID in the last 28 days), and staff on shift.

The programme completed on 10 October 2021 with all eligible residents receiving vaccinations. Mop up sessions will continue to capture residents who were not eligible or in hospital when the mobile team visited the care homes.

- 4.5. The vaccination programme for people considered housebound by their GP commenced on 23 September 2021. This is delivered by a mobile vaccination team staffed by a range of disciplines including retired nurses, administrative staff, Health Visitors and Podiatrists and at the time of writing almost two thirds of housebound residents have been vaccinated for flu and COVID Booster (62.4% and 63.9% respectively).
- 4.6. The programme to deliver booster doses to older adult care home and housebound residents is progressing exceptionally well, with many compliments received from people, families, carers and GP practices. This is down to the commitment and hard work of the staff planning for and delivering the programmes.
- 4.7. First and second dose clinics remain available to those 18 and over and single dose vaccinations for those aged 12 to 17 through mass vaccination clinics.

5. Care Homes

- 5.1. There are 23 Care Homes for Older People in Renfrewshire, three of which are operated by the HSCP – Montrose, Hunterhill and Renfrew. The positive impact of the COVID vaccination programme continues to be visible across all Care Homes. As noted above, the Flu and COVID booster vaccination programmes for Care Home residents have now been completed with mop up sessions planned for November.
- 5.2. The HSCP has continued, and will continue, to work closely with both Public Health and the Care Inspectorate. The range of enhanced oversight delivered through the regular Huddle arrangements and enhanced clinical and care governance also remains in place. Surveillance and mass testing of staff and residents also continues to be undertaken to proactively identify any COVID-19 infections and manage any potential outbreaks.

6. COVID Assessment Centre

- 6.1. The COVID Assessment Centre established at Linwood Health Centre in March 2020 continues to provide a service for patients who are experiencing COVID respiratory symptoms. Although infection numbers have decreased from the recent peak levels, the demand for the service continues to vary, especially as we head into winter where respiratory conditions can be exacerbated and uncertainly on whether related symptoms are COVID related. The demand for this service continues to be monitored on a daily basis by the Head of Service and Clinical Director, to make sure there is adequate appointments available and to predict potential spikes in demand.

Operational Services COVID Update

7. Day Support and respite

Older People and Disability Resource Centre Day Services

- 7.1. The HSCP has continued to provide outreach support from the Falcon Centre to support people within the community and promote mental wellbeing through purposeful activity. In addition, the HSCP continues to deliver online and virtual activities for service users and, for those who do not partake in any of these, we provide as a minimum weekly welfare calls to service users, their families, and carers.
- 7.2. As part of ongoing service recovery planning, plans for the reopening of Falcon Day Centre and the Disability Resource Centre, on a limited capacity basis, have been progressed. HAZID reports and risk assessments have been undertaken to ensure that the buildings can reopen safely whilst maintaining social distancing and infection control requirements.
- 7.3. A proposal for reopening the centres was approved by Renfrewshire Council CMT in early November. At the time of writing, preparations for reopening Falcon and the DRC have continued in line with a reopening date of 15 November.
- 7.4. Following the reopening of these centres, the HSCP continues to assess opportunities to reopen additional day centres in the coming months. This will be subject to the necessary level of support levels being available, including cleaning and transport. Reflecting the maintenance of two metre social distancing and in the context of the levels of infection within the community, these buildings will also be operated on a limited capacity basis.

Learning Disability Services

- 7.5. Renfrewshire Learning Disability Services (RLDS) re-opened all building bases from 26 April 2021, inclusive of Mirin and Milldale Day Opportunities based within Renfrewshire Leisure's Lagoon and On-X centres respectively. Due to two-metre social distancing remaining in place and applied Public Health / Care Inspectorate guidance, building based capacities remain limited.
- 7.6. However, RLDS have been able to increase capacities for both Mirin and Milldale Day Opportunities, supported by the additional use of Beechwood Community Centre. All required risk assessments have been undertaken, and all current COVID protocols and prevention measures applied within Mirin and Milldale Day Opportunities also apply within Beechwood Community Centre. Given the larger area and layout of the space, social distancing measures can be safely maintained.
- 7.7. RLDS also continues to utilise the implemented 4-Tier model, with priority given to family and/or unpaid carers. This is inclusive of community outreach and virtual/digital activities.

- 7.8. In providing the above support, the service continues to assess family/carer and supported person need and are seeking to address wherever possible ongoing challenges in meeting service demand within the current available building capacities.

Mental Health Inpatient Services

- 7.9. Patients admitted to Renfrewshire Mental Health wards continue to be tested for COVID-19 and isolated until a negative result is confirmed. Staff in the Mental Health wards are tested regularly using two methods, PCR tests and Lateral Flow Tests.
- 7.10. The Covid-19 booster programme has commenced for Mental Health In-Patients and staff with first and second doses also offered, where necessary.
- 7.11. Renfrewshire Mental Health Wards have implemented NHS GGC guidance for level 0 easing of restrictions to ensure that patients are able to have visits from family supports.
- 7.12. There continues to be a significant demand on Mental Health Services, in particular inpatient services. Adult Mental Health admission wards are regularly full, resulting in a need to transfer patients out of sector or to Older People's Mental Health wards. This is reflected across NHS GGC and Scotland. Renfrewshire are working closely with colleagues across the board area to ensure effective and efficient use of the whole system of Mental Health beds across NHS GGC.
- 7.13. There has been a significant amount of work undertaken to address the continued nursing recruitment challenges across NHS GGC. 12 newly qualified nurses took up post at the beginning of October, with a further 5 registered nurse posts being filled through local recruitment. Further recruitment is required to fill the seven remaining vacant posts.

HSCP Strategic and Operational Updates

8. Update on HSCP Savings Programme

- 8.1. In March 2021 the IJB approved a suite of savings proposals with a total value of approximately £885k. These proposals were a continuation of the Tier One savings approach as set out in the Medium-Term Financial Plan 2020/21 to 2025/26. These savings are summarised below:

| Savings Theme | Proposed Saving 2021/22 |
|----------------------|--------------------------------|
| Contract Management | £10,000 |
| Service Redesign | £163,119 |
| General Efficiencies | £527,650 |
| Vacancy Management | £183,839 |
| TOTAL | £884,608 |

- 8.2. In addition to the savings agreed for delivery in 2021/22, there were additional Tier One savings of approximately £170k, focussed on general efficiencies, to be delivered from 2020/21.
- 8.3. By the midpoint of this financial year, steady progress has been made in the achievement of the overall savings target.

Savings Fully Delivered

- 8.4. **Contract Management (£10k)** – through renegotiation and renewal of the Community Connectors Programme contract, efficiency savings of £10k have been delivered with no direct impact on service provision.
- 8.5. **Vacancy Management (£183.8k)** – due to increasing uptake of Self-directed Support, the ongoing impact of COVID-19 and the consequent change in service engagement and delivery, a number of vacant posts were identified as no longer required and subsequently deleted from the establishment.

Savings Partially Delivered

- 8.6. **Service Redesign (£163.1k)** – to date a saving of circa £153k has been declared against the target, achieved through: the redesign of the Social Work services team at the Royal Alexandra Hospital, without a reduction in staffing numbers; a review of the structure of the Health Improvement Service team and associated vacancy management; and through the development of existing Alcohol Day Support provision in line with the recommendations of the whole system review of Addiction Services.
- 8.7. **General Efficiencies (£528k + £170k outstanding from 2020/21)** – to date a saving of circa £328k has been declared against this target, achieved through efficiencies resulting from new blended ways of working implemented in response to COVID-19 and which are expected to remain in place.
- 8.8. Still to be delivered against this target is the combined saving of £370k to be achieved through the rolling review of care packages to ensure support provided best meets the needs of individuals and adopts a strengths-based focus rather than a deficit model. A revised approach is currently being implemented to deliver this saving

9. Financial Planning Process for 2022/23 and future years

- 9.1. In August the SMT agreed a refreshed financial planning process for savings to be delivered in 2022/23 and beyond, building on improvement opportunities identified from previous years. The updated process includes extended timescales for proposal development, continued rigorous oversight from SMT supported by coordinated tracking of agreed savings through a financial benefits management tracker, and increased support for Heads of Service to enable early course correction or risk management, where required.
- 9.2. The process for development of 2022/23 and 2023/24 savings commences this month, with a shortlist of proposals to be agreed by SMT in December 2021 and a suite of fully developed proposals to be brought to the IJB for decision in June 2022. It is proposed that savings for 2022/23 are delivered by September 2022 and savings for 2023/24 are delivered by 1 April 2023.

10. Staffing pressures: HSCP activity to fill vacant posts

9.1. Previous updates to the IJB have noted ongoing challenges faced by the HSCP in filling vacant posts across a range of services.

9.2. These challenges have been exacerbated by the pandemic and are similarly faced by other HSCPs and by our partners within NHS GGC, Renfrewshire Council and the third sector. This has also been identified as a live 'issue' in regular risk framework updates to the Audit, Risk and Scrutiny Committee.

9.3. The HSCP continues to implement service-level recruitment strategies which prioritise actions to fill vacancies at accelerated pace wherever possible. These include, but are not limited to:

- Participating in and supporting board-wide recruitment activity for key posts such as Nurses within Mental Health Inpatients, complemented by local recruitment activity for all vacant posts.
- Broadening presence beyond My Job Scotland for frontline Care at Home posts to additional recruitment sites, supported by promotions through local media and billboard advertising within Renfrewshire communities.
- Running single day application and interview recruitment at job fairs to support interested candidates to move through the recruitment process at speed.
- Utilising Scottish Government funding to extend establishment within District Nursing and to recruit Advanced Nursing Practitioners and Band 3 and Band 5 posts. Staff turnover does however continue to contribute to pressures within the District Nursing service.
- Linking with Renfrewshire Employability Services to engage with care sector training courses, and to assess opportunities for apprenticeships and use of the UK Government's Kickstart scheme.
- Providing additional resources to complement the existing establishment to enhance support for the management of complaints, enquiries, FOIs and Subject Access Requests (SARs).
- Identifying new fixed term posts to recruit to which are separate from existing vacancies but can support and complement service provision.

10. Business Continuity: Winter Planning and COP26

10.1. A report was provided to the IJB in September 2021 setting out the HSCP's Winter Planning framework to ensure the safe and effective provision of services over the winter period. This report recognised that the peaks in demand and associated challenges in delivering frontline services are no longer only visible over winter but have in fact been observed throughout the last 20 months of the pandemic.

10.2. The HSCP is currently reviewing its Business Continuity processes to respond to this changing environment and will seek to undertake 'winter' planning activities throughout the year. To ensure that the HSCP's services are fully

prepared for this winter period, the Change and Improvement team has been running a number of scenario-planning workshops with services to assess high risk scenarios and ensure that all necessary actions have been identified. Services involved include but are not limited to Care at Home, Care Homes, Mental Health and District Nursing and the scenarios considered include (i) internal and external staffing challenges which are currently being managed and could increase over winter, impacting on service provision and the management of delayed discharges; and (ii) supply chain issues. A range of supporting actions have been captured within service action plans. A further update on delayed discharges is also provided in the performance update to this IJB meeting.

- 10.3. In addition to winter planning, the HSCP has also worked with Renfrewshire Council and NHS GGC to ensure that contingency plans were developed and enacted as required during the COP26 event held in Glasgow, between 31 October and 12 November 2021. This has included service level plans to adapt service provision as required to mitigate against expected road closures, protests and rail and bus strikes during the event period. In addition, at the time of writing, the HSCP continues to support daily reporting across the Board area to ensure a centrally coordinated view of any issues arising.

11. Scottish Government Letter on Winter Planning: 8 October 2021

- 11.1. The Scottish Government wrote to NHS and Local Authority Chief Executives and HSCP Chief Officers on 8 October 2021 to confirm measures and investment (over £300m on a recurring basis) being put in place nationally with the aim of supporting health and social care services over the winter.
- 11.2. These measures are in line with the principles of (i) maximising capacity; (ii) ensuring staff wellbeing; (iii) ensuring system flow; and (iv) improving outcomes.
- 11.3. The letter reiterates that the NHS in Scotland will remain on an emergency footing until 31 March 2022 and is currently experiencing significant demand pressures. As such, the Scottish Government is currently examining the volume of work connected with staff governance, staff experience and ongoing programmes and may choose to temporarily slow or suspend some programmes to help alleviate resource pressures.
- 11.4. In addition, the Scottish Government has set out the following measures:
- The provision of funding to strengthen multi-disciplinary working to support discharge from hospital and support people to be cared for as close to home as possible. This includes £15m for recruitment of support staff and £20m to enhance multi-disciplinary teams.
 - Territorial Health Boards are asked to immediately recruit 1,000 new health care support workers at Bands 3 and 4 to provide additional capacity in the community and in hospital settings. This equates to 222 staff within NHS GGC and 34 within Renfrewshire. The Scottish Government recognises that this may inadvertently move staff from one part of the system to another, which is a critical dependency that will need to be managed.

- Additional funding to enable patients in hospital to move into care homes and other community settings on an interim basis to help them complete their recovery (where Care at Home packages cannot be provided or first choice care home places are not available).
- Funding to expand existing Care at Home services and approaches which prevent care needs from escalating, and for the application of Technology-Enabled Care (TEC).
- The provision of £48m funding to enable employers to update the hourly rate for adult social care staff providing direct care to at least £10.02 with effect from 1 December 2021.
- Continued funding to social care providers for additional COVID-19 costs relating to public health measures and remobilisation, and the Social Care Staff Support fund until 31 March 2022. From 1 November, financial support for non-delivery of care and under-occupancy is only available in exceptional circumstances.
- A continued focus on recruitment, including nationally coordinated recruitment in specialist areas of need, an aim to increase international recruitment, and the deployment of healthcare students (apart from dental students) in appropriate part-time roles.
- Continuing to support measures to maintain the health and wellbeing of the health and social care workforce.

11.5. Further guidance was also set received on 22 October setting out the evidence that will have to be provided by HSCPs in applications for funding to accelerate multi-disciplinary team recruitment. Funding will be provided to those HSCPs that are on track with utilisation of their recurring 2021/22 PCIF allocation and can demonstrate reasonable confidence that the additional funding can be spent on MDT staff in financial year 2021/22. At the time of writing the HSCP are working with partners to assess application options.

12. Administration and Business Support Review

12.1. The previous Chief Officer report to the IJB set out a brief update on the commencement of the HSCP's review of the existing Administration and Business Support service within the partnership.

12.2. The scoping phase of the review has continued to progress well, with ten workshops held to provide all staff with the opportunity to provide feedback, should they choose to do so. These workshops have had high levels of engagement within the current context of pressures across the Partnership's services, with approximately two thirds of staff attending.

12.3. A final report setting out the findings of the scoping phase, aligned with common themes identified in the feedback received, was submitted to the project's Steering Group in early November. This report identifies opportunities which can be acted upon quickly and sets out a proposed scope for the next, more detailed phase of the review. These steps are currently

being considered by the Steering Group. Regular communications continue to be provided to the staff group to ensure they are kept up to date on progress.

13. IJB Response to the National Care Service Consultation

- 13.1. The IJB undertook a facilitated workshop with officers on 8 October 2021 to enable IJB members to review the key elements of the Scottish Government's consultation on proposals for a National Care Service.
- 13.2. The views raised in this session were collated by officers and summarised within a proposed response to the consultation from Renfrewshire IJB. The final version of this response was agreed by the IJB at a special meeting on 28 October 2021, following which a submission was made to the Scottish Government prior to the consultation deadline of 2 November 2021.
- 13.3. The breadth of submissions received by the Scottish Government will now be analysed and assessed to shape and develop new legislation. A Bill is expected to be introduced in the Scottish parliament in summer 2022. The legislation is likely to be extensive and complex and is likely to take at least a year to be scrutinised by Parliament. The Scottish Government intend the National Care Service to be fully functioning by the end of the parliamentary term in 2026.

Implications of the Report

- 1. **Financial** – No implications from this report.
- 2. **HR & Organisational Development** – No implications from this report.
- 3. **Community Planning** – No implications from this report.
- 4. **Legal** – No implications from this report.
- 5. **Property/Assets** – Ongoing COVID guidelines around physical distancing continue to guide the nature of service provision and the ability to use existing property.
- 6. **Information Technology** – No implications from this report.
- 7. **Equality and Human Rights** – No implications from this report.
- 8. **Health & Safety** – No implications from this report.
- 9. **Procurement** – No implications from this report.
- 10. **Risk** – Risks and issues arising during the COVID response and the Partnership's operational delivery are tracked and managed on an ongoing basis.
- 11. **Privacy Impact** – None from this report.

List of Background Papers: None

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