
To: Renfrewshire Integration Joint Board

On: 23 November 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 Service Reviews underway.

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; and
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 September 2018:

4.3.1 **Renfrewshire HSCP's Primary Care Improvement Plan (PCIP):** The Plan has been agreed with the GP Sub Committee and subsequently was approved by the IJB in September 2018. This Plan is supported by a new Primary Care Improvement Fund, which is expected to rise for the following three years. The PCIP supports the development of new roles within multi-disciplinary teams working in and alongside GP Practices. This will involve the creation of a number of new roles and posts working within primary care, employed by the NHS and our plans to recruit new staff are underway.

4.3.2 **Unscheduled Care Action Plan:** All GGC HSCPs have now agreed a set of performance indicators which will be regularly reviewed. Locally the HSCP is setting up a group which will review and monitor Renfrewshire progress against key actions which include:

- Increasing the use of consistent Anticipatory Care Plans (ACPs);
- Rolling out the 'red bag' initiative in all nursing homes. The red bag contains important information about a care home resident's health in one place so they can receive quick and effective treatment by ambulance and hospital staff, with the aim of reducing residents' length of stay in hospital;
- Agreeing service improvements in specialty areas where usage of unscheduled bed days is high (heart failure in Renfrewshire) and sharing these across the system;
- Supporting care homes to reduce avoidable admissions to hospital by targeting work with homes that have higher admission rates, and through this understand what is driving this. In addition, encouraging the use of ACPs and providing support to homes through our Care Home Liaison Nurses;
- Focussing attention on frequent users at Emergency Departments (ED) with GPs to try a preventative approach with these patients; and
- Use of a common frailty tool to be used across the NHS Board area to identify people at risk of hospital admission and support them and their families to manage their conditions.

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: the introduction of the Carers Act; the requirement

to upgrade telecare equipment from analogue to digital; embedding Self-Directed Support (SDS), delivery of the new Dementia Strategy and, more recently, the planned introduction of Free Personal Care for Under 65s.

5.2 The IJB are asked to note a number of developments since the last reporting period in September 2018:

4.3.1 **Dementia Strategy:** The Renfrewshire Dementia Strategy Group is developing an action plan to ensure it delivers on its commitments within the strategy.

In parallel, the HSCP is developing a local Dementia Strategy. An engagement process is currently underway which will include two large events during December 2018, in addition to a number of focus groups targeted at the public, services, organisations, 3rd Sector, Council and staff. A questionnaire will also be used to target those who cannot make the events/focus groups.

The Group are still awaiting an update on the Scottish Government's paper 'Transforming Specialist Dementia Hospital Care' which recommends reducing the number of specialist dementia hospital beds and using the funds released to improve community and care home services. This could have significant implications for Renfrewshire. The Dementia National Advisory Group has recently reviewed its remit and membership, with only national groups being represented on the Group. Until recently, Renfrewshire has been part of this Group.

4.3.2 **Self-Directed Support (SDS) Self Evaluation:** Good progress has been made to implement the Self-Evaluation Action Plan, with many of its recommendations now in place. As part of this work the HSCP has successfully established a good practice model which includes system and process redesign; staff training; and service user communication / support.

The HSCP recognises, as with all transformational change, the need to continue to work with its staff, service users and their carers / families to ensure all our service users are equipped to make best use of their personal budget through the SDS process, and to show them how their needs and outcomes can be met in new ways.

A SDS review session is being arranged for early 2019, to identify any further proactive action which can be taken locally, including:

- the effectiveness of the improvements implemented to date;
- the feedback arising from the recent Adult Services Inspection;
- any recommendations or feedback in relation to SDS coming through the current Service Reviews; and
- how SDS is reflected in our Strategic Plan and Market Facilitation Statement.

6. Workstream 3: Service Reviews

6.1 As approved by the IJB, the HSCP has 4 service reviews underway:

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 All Reviews are being led by a Head of Service and supported by external consultants who are leaders in their field. The HSCP is committed to an inclusive, co-production approach; engaging closely with each Review's identified key stakeholders including service users, their families and carers, staff, partners, and the wider community.

6.4 The Reviews are working to a similar timeline, aiming to take initial findings and recommendations to the IJB in early 2019.

Learning Disabilities

6.5 This Review is led by Head of Mental Health, Addictions and Learning Disability Services, supported by Paradigm. Progress has been made since the last update to the IJB.

6.6 HSCP officers, together with Paradigm, have met with people with a learning disabilities and/or autism, their parents and carers, staff and other key stakeholders via a range of scheduled workshops and engagement events. All events / conversations have been structured around three main questions –

- What do you love about the services?
- Looking to the future, what do you want to see?
- What would improve things from now?

6.7 On Thursday 25th October 2018, a visioning day called 'The Big Event' was held at Tweedie Hall in Linwood bringing together approximately 80 stakeholders. This day was facilitated by Paradigm, which aimed to share the outputs from previous stakeholder sessions, to highlight emerging themes, and to further build upon conversations to date.

Paradigm are now compiling the outputs from the day, which will further inform their findings.

6.8 Supported by the HSCP, Paradigm's focus through November and December 2018 will be on research and information gathering, with a view to presenting their initial findings by end the year.

6.9 Based on these findings, the HSCP plan to bring proposals to the IJB in March 2019.

Older People's Services

6.10 Since the last IJB meeting, the Older People's Review, led by the Interim Head of Health and Social Care (Paisley) and our external support, Alex Davidson from Mybackpages Consulting Ltd, has made steady progress.

6.11 The established Short Life Working Group has now met four times where discussions have included: agreeing our approach to effective stakeholder engagement; exploring the current picture and the emerging themes; identifying opportunities, challenges and positives in our Older People services; and considering what future provision could look like.

6.12 In addition, the Mybackpages Consultant, alongside Lead HSCP Officers, have met with a wide range of key stakeholders on both one-to-one and in group settings.

6.13 To build upon the engagement process to date, the HSCP has recently commissioned Journey Associates to carry out half day sessions throughout November and December 2018 with the key stakeholder groups, namely service users, their families and carers, staff who work in Older People services and our community networks.

6.14 Following on from these sessions, there will be a visioning workshop with the Short Life Working Group which will bring together the outputs from all the engagements sessions held.

6.15 The Review will continue to carry out research and information gathering and modelling of any emerging options, which alongside the output from the engagement process, will be reported back to the HSCP in late 2018.

6.16 The HSCP plan to present an initial finding and recommendations paper to the IJB in early 2019.

Charging

6.17 The Chief Finance Officer is leading this Review, with external support from Rocket Science Consulting, and is being taken forward on behalf of Renfrewshire Council.

6.18 This Review aims to consider:

- What services are charged for and which are not;
- What level these charges are set at;
- How the financial assessment relates to chargeable services; and
- How to simplify the process, making it more transparent and easier for service users to understand charges.

6.19 A Planning Group has been established to support the Review, with representation from HSCP and Renfrewshire Council officers, including legal, finance, procurement and policy experts. Key areas of focus include:

- Provide an understanding of where our policy and model differs from peers;

- Identifying best practise and trends through benchmarking across NHS GG &C and other Local Authority areas;
- Exploring potential changes and improvements to current policy and model;
- Considering the wider impact of any potential change for service users, staff, providers, the HSCP and Council.

6.20 The Review's recommendations will to be reported to IJB in early 2019, which will seek agreement to present these to the Council for approval.

Addictions

6.21 A Whole System Review was completed by an external consultant and this reported in May 2018. The review findings were presented to the 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.

6.22 A future service model, including an outline organisational structure along and implementation plan, will be submitted to the IJB for consideration in early 2019. Members should also note that a number of vacancies within the service have been held pending the outcome of the final staff model.

6.23 A half day event with Addictions staff took place on 30th October 2018, which focussed on the future model and the steps required to make the change.

6.24 The ADP continue to have oversight and receive regular briefing on the future direction and an implementation plan as it emerges. There is also continued dialogue with HR and Trade Unions to ensure they are kept appropriately briefed and consulted.

6.25 An outline of the staff model along with implementation plan will be submitted to the IJB for consideration in early 2019.

System-wide initiatives: GGC Mental Health Strategy

6.26 As previously reported to the IJB, the HSCP is participating in the development and delivery of a GGC System Wide Mental Health Strategy and this is one part of the wider GGC wide strategy, Moving Forward Together (MFT). This work is ongoing, both at a GGC and local level, and the IJB will be kept briefed on progress.

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.
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List of Background Papers – None.

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