To: Renfrewshire Integration Joint Board

On: 20 September 2019

Report by: Chief Officer

Heading: Update on Review of Older People's Services in Renfrewshire

1. Summary

1.1 This report seeks to outline Phase 2 of the review of Older People's Services in Renfrewshire.

1.2 The review of Older People Services is part of the overall transformation programme being progressed by the HSCP. The driving principles for the programme signal a clear intention to shift the focus to enabling and supporting those that require assistance to enjoy the best quality of life possible, informed by individual choices.

1.3 The intention of Phase 2 of the review is to build upon the momentum already established in Phase 1, ensuring that our focus is on delivering the best possible outcomes and quality of life to all older people in Renfrewshire, with a clear emphasis on supporting greater numbers of older people to remain living in the community for as long as possible.

2. Recommendations

It is recommended that the IJB:

- Note the contents of this report and the planned approach for Phase 2; and
- That IJB members attend the presentation sessions of the co-design workshops, to hear the discussions and suggestions coming from our older citizens, staff and partner organisations.

3. Background – Phase 1 Overview

3.1. A summary of the progress in relation to Phase 1 was presented in a report to the March 2019 IJB.

3.2. The core purpose of phase 1 of the review was to establish a clear service user view of older people's service provision across Renfrewshire and to encourage aspirational thinking with regards to; 'how good could we be when we work together.'

3.3.   In phase 1, eight emerging themes were identified:

1. Place (where do we provide services to enable connected communities)
2. Health and Wellbeing (supporting people to live as healthily as possible)
3. Early Intervention and Prevention (responding quickly and seeking to slow, delay or avoid care needs arising)
4. Partnership Working (services working together and working with citizens)
5. Information and Communication
6. Range of Services and Supports (optimising what is available)
7. People and Community (safe communities that place the need of people at the centre of what we do to connect services, people and communities)
8. Enablers (e.g. technology to optimise care arrangements)

3.4.   The recommendations from this phase will build on the understanding developed in phase 1, evaluate the need to further test and verify the themes, facilitate the development of a shared vision clear direction promote a partnership model of working that supports older peoples' aspirations for their future.

Phase 2 Overview

3.5.   Building on the themes from phase 1, Phase 2 takes a more user-centred, cooperative approach to refining the themes into tangible deliverable actions. The outputs will include a series of prioritised proposals/actions aimed at transforming, improving and remodelling our services.

3.6.   Phase 2 will therefore see further and targetted engagement with a broader range of stakeholders, so that a deeper understanding of user needs enables meaningful insights to emerge and help shape the direction of services to meet older people's needs in the future.

3.7.   Over 2019/20, the HSCP will work with service users, stakeholders and partners to:

• define Older People's priorities based on the feedback from phase 1;
• understand what needs to change in our current service models to deliver on these priorities – assets-based approach / what gaps we have across Renfrewshire – not just within the HSCP range of services and ways of working;
• articulate how we know that we are doing the right thing – understand how the changes we make will deliver the right impact; and
• develop a programme that enables these changes in an inclusive, engagement based way.

Based on this work, the HSCP will present a draft delivery plan to the IJB for Renfrewshire Older People's services by March 2020.

4.   Summary of Actions Since Phase 1

4.1.   In preparation for Phase 2, a series of actions have already been progressed:

- **Reinvigoration of the Older People's Steering Group –** The membership, role and function of the Steering Group has been revisited to ensure that it provides project governance, ensures national and regional strategic alignment as well as overseeing the implementation of the transformational change required to ensure success. We have expanded the membership to include voluntary and service user representation, Renfrewshire Council's Head of Policy and Commissioning, the Chief Social Work Officer (CSWO) and Chief Executive of Engage Renfrewshire, underlining the importance of the collective partnership.

- **Formation of an Older People's Reference Group –** A Reference Group has been developed and includes members of the shortlife working group (SLWG), with additional members representing the various stakeholders, including older Renfrewshire Citizens, Services Users and Carers. The purpose of the reference group is to provide the driving force underpinning the review, guided and governed by the Steering Group, and working under its direction.

- **Review of best practice** – Recent initiatives in the exploration of dementia villages, benchmarking with our neighbouring local authority areas and reviewing published reports on reshaping services has enabled us to consider what is working well, and what lessons can we learn from what hasn't worked. We have actively engaged with Wigan Council to consider their initiative, The Wigan Deal, engages the wider community in creating a better borough, leading to better services and a positive change to internal culture.

- **Workforce Capability** – Key to the success of the older people's review will be active and effective participation of stakeholders - structured and comprehensive communication with staff to enable them to effectively embrace new ways of working to facilitate a move to a more enabling 'do for themselves' model of care, and aspects of this work are already underway as we explore with staff and service users our approach to self-directed support and refocus to the personalisation agenda.

- **Locus for activity** – The programme team are considering several options to help Phase 2 build momentum and gain traction. We are currently looking into the possibility of a demonstration area for new ways of working.

- **Increasing Resources** – We have increased resources to allow for more in-depth interviews with a wider range of older people and to

run service-user workshops. These were recognised as both insightful in phase 1 and critical to testing our thinking going forward.

- **Reframing of the eight themes from Phase 1** – a review of the Phase 1 themes has resulted in two broad categories: **Service Themes** (Health & Wellbeing / Early Intervention & Prevention / Services & Supports / People & Community) and **Cross-Cutting Themes** (Place / Partnership Working / Information & Communication / Enablers). These will be tested with the project Steering Group and Reference Group before being explored in detail during the co-design workshops. This will help us work through phase 2 with a clearer focus on how these themes will shape the discussion to inform change.

Theme 1: Services Provided by HSCP

Assumptions	Considerations	Focus Group	Who might be involved?
Use Standard Assessment Tool + Frailty Tool in a consistent way There is a need to optimise independence	Clarity needed on application of the tool for staff to support consistency in application Workforce planning and capability/confidence building to embrace new ways of working (AD Report) Increasing use of SDS though currently relatively low (20%)	Staff	• Proposed Need — SDS • Day Centres • Care Homes • Care at Home • Meals • Telecare • GP • DN • Rehab (A+P) • Communication based 3rd sector service

Theme 2: Health and Wellbeing

Assumptions	Considerations	Focus Group	Who might be involved?
Assessments need to be aligned, standardised with a clear focus on Outcomes. Promote independent and active living wherever possible	Focus needed on Active Living A new narrative is needed on people being responsible for their own health + wellbeing underpinned by an independent philosophy/model	Assessment + case management staff	• Citizens • Staff • 3rd Sector Partners

Theme 3: Early Intervention (Prevention)			
Assumptions	*Considerations*	*Focus Group*	*Who might be involved?*
• Need to enhance speed of response / crisis for concern • Minimise Admission to hospital • Appropriately speed up discharge from hospital • Responsive Rehabilitation • Reducing Falls	<u>Prevention</u> What can we do to stop this happening or re-occurring? Life transition management to help people to plan for older, independent and active living wherever possible	People at risk of admission, at risk of falling Al people to be better aware of transitions into older years	• Service Users • Carers • Staff • 3rd Sector Partners

Theme 4: Living in our community			
Assumptions	*Considerations*	*Focus Group*	*Who might be involved?*
Greater of self-care/self-management, where do-able, leads to the best outcomes	• Access to/ provision of housing • Access to transport • Access to public services *- Leisure* *- Libraries* *- Social activities* Need to respond to: - Society views - Culture - Neighbourhood - Safety	Service Users	• Service Users • Carers • Staff • 3rd Sector Partners

5.   Phase 2 Approach

5.1.   Phase 2 will progress the findings from Phase 1. The outputs include a number of proposals and actions identifying, defining and prioritising both challenges and opportunities to enhancing community-based older people's services through a partnership approach. Outline proposals to enhance services will be developed with reference to the cross-cutting themes.

5.2.   This approach enables innovative, co-created solutions through active participation based on real and lived experiences.

5.3.   The Phase 2 activities are summarised in the table below.

Activity	Purpose	Detail
Steering Group	Governance and strategic alignment	Meeting monthly
Reference Group	Subject matter experts across the multi-stakeholder group will develop a shared purpose and evolve true partnership working	Three 'invited to attend' co-design workshops. Inaugural workshop to be held on 4th September
User Research	Face-to-face interviews with users to gain a deep and insightful understanding of needs and opportunities for service provision.	10 interviews (starting 28th August) with service users and non-service users, with a number of follow-up interviews (quantity to be confirmed).
Public Events	Events in public spaces to share, test, develop outputs and to generate PR and awareness.	2 public events in November – dates not yet confirmed.
Staff Engagement Workshops	These will build capacity by exploring opportunities to enhance and standardise the assessment process and empower staff to make informed choices to support outcomes-related services.	3 staff workshops with up to 21 staff at each, the initial one planned for the 1st October.
Co-design Workshops	User-focused, participatory workshops exploring the themes and actions to enhance services. This inclusive approach will involve multi-stakeholders (older people, third sector representatives and Reference Group members.	6 Workshops with up to 24 people at each (4 groups of up to 6 participants including: 3-4 older people, 1-2 third sector/community group and one Reference Group member. IJB members will be invited to presentation session at the end of workshops. These will run between October and December

5.4   By utilising an engagement-based participaptive approach, the review will seek opportunities to increase community capacity ensuing that older people's services are characterised by a continuing focus on delivering the best possible outcomes and quality of life to all. This is underpinned by a clear intention to shift the focus from 'doing for' to enabling and supporting those that require assistance to enjoy life to the best of their abilities and potential.

6.   Next Steps

- Final agreement on the Terms of Reference for both the Steering Group and Reference Group (expected 3rd September),
- Arrange and conduct user interviews – the first tranche of interviewees have been identified and face-to-face interviews are being scheduled. This information will facilitate deep insights into the needs of service users.

- Series of staff workshops – three staff workshops are scheduled for October, to identify opportunities to enhance assessment and identify measures to support staff to deliver flexible, outcomes-focused services.
- Recruiting service users – we will be working with the Reference Group and other partners to identify and recruit participants to the Co-design workshops which will run from October to December.

Implications of the Report

1. **Financial –** None
2. **HR & Organisational Development** – None
3. **Community Planning** – None
4. **Legal –** None
5. **Property/Assets –** property remains in the ownership of the parent bodies.
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 have been identified arising from the recommendations contained in the report. 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** – procurement activity will remain within the operational arrangements of the parent bodies.
10. **Risk –** None.
11. **Privacy Impact** – None

List of Background Papers – None

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