
To: Renfrewshire Integration Joint Board

On: 20 March 2020

Report by: Chief Officer

Heading: Change and Improvement Update

1. Summary

- 1.1. This report updates Integration Joint Board (IJB) members on the progress made in developing Renfrewshire Health and Social Care Partnership's (HSCP) Transformation Programme, and the next steps the HSCP will take to scope and implement this programme.
- 1.2. The report provides further detail on the emerging programme structure and supporting governance. The programme will comprise of two strands focused on (i) developing a Renfrewshire-wide approach to improving health and wellbeing and (ii) delivering organisational change within the HSCP.
- 1.3. The report further notes the HSCP's emerging thinking on the financial framework for the Transformation Programme and work which will be undertaken to implement a number of essential enablers of change as part of this approach, including organisational development, communications, digital and data, and property requirements.

2. Recommendation

- 2.1. It is recommended that the IJB note:
 - The progress made in developing the Transformation Programme approach and governance; and
 - A further update on the programme's emerging scope and financial framework will be brought to the IJB in June 2020.
- 2.2. It is also recommended that the IJB approve:
 - The finalised guiding principles which will underpin activity undertaken across the two strands of the Transformation Programme.

3. Summary of progress to date

- 3.1. The HSCP has continued to engage with key stakeholders to develop the approach to our Transformation Programme over the last six months, including a range of discussions and update reports to the IJB.
- 3.2. This paper provides an update on the progress made to date, which in summary has included:
- In September 2019, the IJB agreed to create a Transformation Programme reserve to deliver a 'step-change' in approach, provide resources to mitigate the risk of change, and to support the transition of HSCP services.
 - In November 2019, the IJB approved the Medium-Term Financial Plan 2020/21 to 2024/25, which set out a two-tiered approach to delivering savings. Tier 1 short-term savings would be delivered in 2020/21 and Tier 2 savings would be achieved between 2021 and 2024 through transformational change. The HSCP also presented emerging thinking on the guiding principles and the proposed governance structure for the programme.
 - At the January 2020 IJB meeting, Tier 1 savings proposals were considered and approved.
 - Work to develop the programme scope and governance has continued and is being informed by ongoing engagement with our IJB, the Programme Board, the Strategic Planning Group, HSCP senior managers, services and our partners.
 - As part of this engagement, the four guiding principles have been well received. Feedback provided has also reinforced the importance of key enablers which have been identified as part of our proposed approach to transformation – digital and data, organisational development, communications and property. These elements will be at the core of the HSCP's programme going forwards.

4. Refining the Programme Approach and Governance

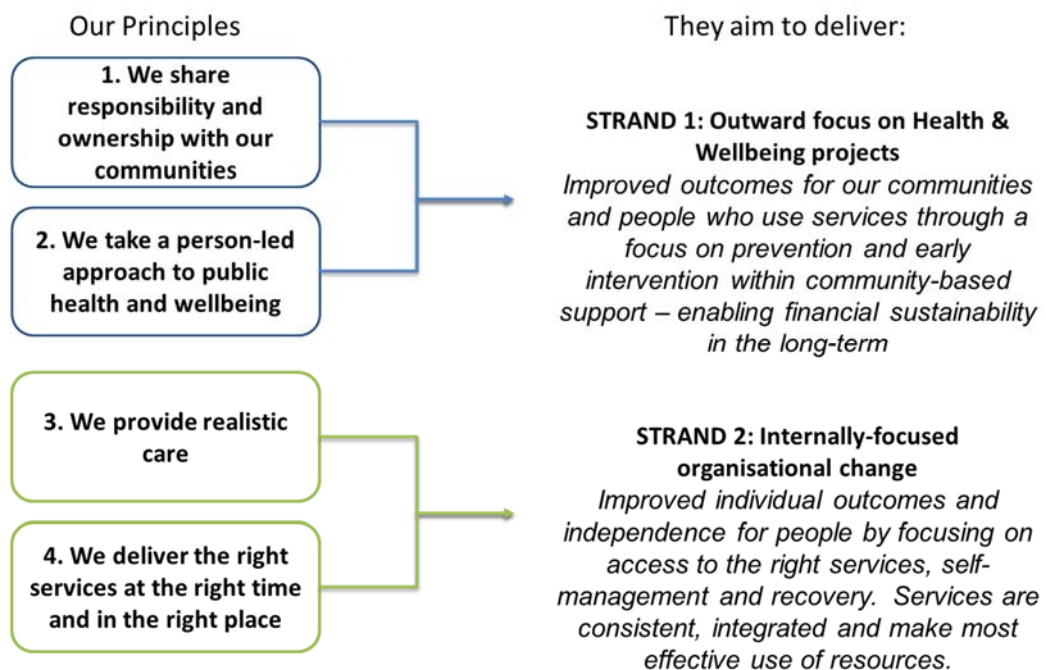
Programme Objectives

- 4.1. The Medium-Term Financial Plan and ongoing service demand pressures create the need for step change, particularly given the challenging financial environment in which we are continuing to operate. The HSCP has developed a set of clear programme objectives to deliver the transformational change required:
- Ensuring the HSCP remains financially sustainable, through delivery of the savings identified in the Medium-term financial plan.

- Addressing current demand pressures and investing in prevention and early intervention to mitigate projected increases in future demand.
- Developing organisational and financial flexibility to enable the HSCP to respond effectively to operational and external circumstances which may influence the nature and pace of change.
- Moving from a 'doing to' approach to service design, approach and provision to a focus on 'working with' by maximising independence, enabling self-care and self-management where appropriate and possible, and a focus on rehabilitation and recovery. In doing so, we must work with our communities to adapt their expectations of the HSCP's role in meeting their individual outcomes.
- Enabling behavioural change within the HSCP by supporting our leaders and staff to develop the skills and tools required to improve outcomes for people in Renfrewshire in line with our guiding principles.

Guiding Principles

4.2. The HSCP's ongoing engagement with key stakeholders has enabled the refinement and finalisation of four guiding principles set out in the diagram below, which will underpin all activity undertaken as part of the Transformation Programme. This paper seeks the IJB's approval of the finalised principles.

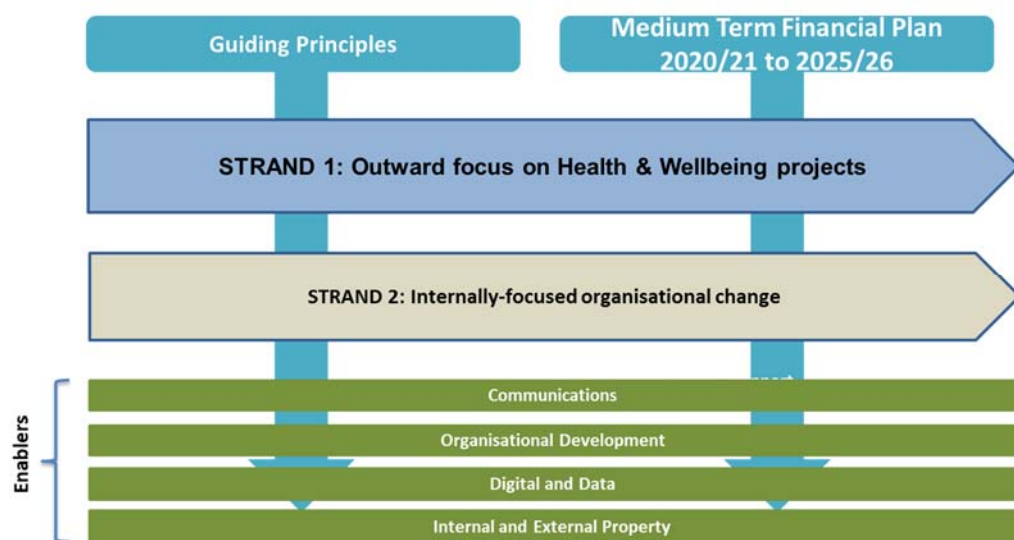


4.3. The first and second guiding principles promote a focus on developing capacity in community-based support to improve health and wellbeing for people who live in Renfrewshire. This cannot be solely achieved by the HSCP and requires a partnership response with a sustained commitment to prevention and early intervention. Whilst it is critical that action is taken now, the full benefits of this work be realised over a longer-term period through a reduction in future demand, rather than medium term savings.

4.4. The third and fourth principles are closely linked to this approach but focus upon addressing immediate demand and financial pressures. These principles recognise the HSCP needs to move from a 'paternalistic' delivery model to providing services with a greater focus on personal outcomes - enabling access to the right services and promoting reablement, self-management and recovery. This will require a fundamental change in staff and leadership behaviours and service user's expectations.

Programme Approach and Resourcing

4.5. The proposed approach for the Transformation Programme has been developed to reflect the guiding principles as set out above. The diagram below provides a visual representation of this approach.



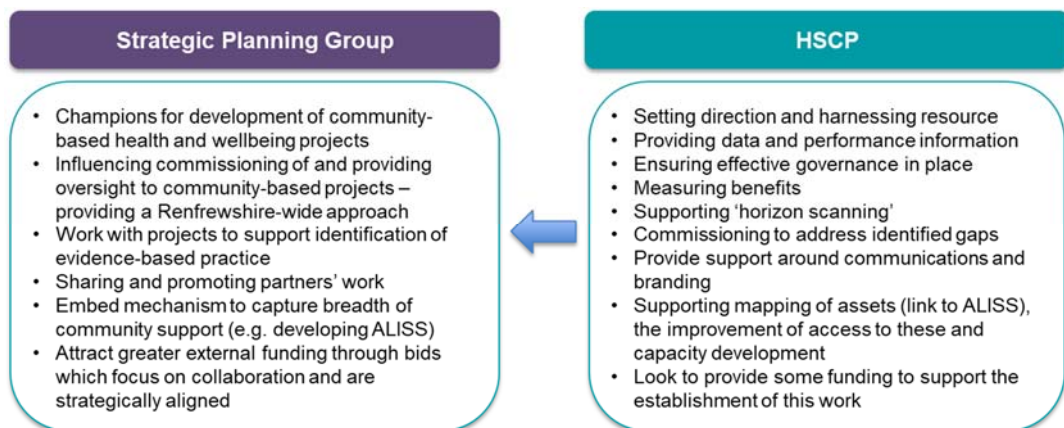
4.6. The Change and Improvement team within the HSCP will lead and coordinate activity undertaken across the two programme strands, ensuring that linkages and dependencies are effectively managed. This will include close liaison with service teams and HSCP Finance to ensure benefits are effectively captured and tracked.

5. Strand 1: A Renfrewshire-wide response to improving Health and Wellbeing

5.1. As the report outlines above, delivering the ambitions set out within the guiding principles will require a Renfrewshire-wide partnership approach

to improving Health and Wellbeing through prevention and early intervention. The Strategic Planning Group (SPG) and the HSCP's Health Improvement Team will be critical in achieving these objectives.

- 5.2. The SPG met in late February 2020, in its capacity as a community planning group, to discuss proposals for the group to lead this response through a range of community based projects for adults and help inform HSCP commissioning to support identified priorities. Under these proposals the SPG will also create a Renfrewshire-wide campaign around the development of community-based support. The diagram below sets out further detail on the proposed roles of the HSCP and SPG:



- 5.3. The HSCP's Health Improvement Team will concurrently focus on health and wellbeing for Children and Families within the under 18 years of age cohort, ensuring that available resources are targeted most effectively towards providing a holistic approach to improving health and wellbeing with Renfrewshire.
- 5.4. Agreed priorities will reflect national and local guidance including but not limited to the Public Health Priorities for Scotland, NHS GGC's 'Turning the Tide through Prevention' and Renfrewshire's local priorities for public health. Further discussions are now being taken forward with partner organisations and third sector partners to consider how planned work can complement and enhance existing initiatives in this context.
- 5.5. Furthermore, the SPG agreed several actions to be taken forward by a Short Life Working Group, which will develop proposals for the wider group to consider and agree:
- The development of a 'shared commitment' which will capture the values and principles of how the group's members will work together and a clear narrative for why this work is being undertaken.
 - A branding and communications plan which will determine branding options and how these can be used effectively by all

partners, and to consider how the role of the SPG and projects developed can best be communicated with the wider public.

- A proposed approach to governance, ensuring that the work undertaken is complementary to and informs existing governance structures and avoids unnecessary duplication.

5.6. Further work is also being undertaken to scope the Health and Wellbeing strand of the Transformation Programme, and associated roles and responsibilities. Through discussions to date, several emerging priorities have been identified, including:

- The impact of housing on health and wellbeing.
- Lifestyle, including physical activity and healthy eating, and their relationship with wider social determinants of health and wellbeing.
- A focus on Children and Families, to be taken forward by the Health Improvement Team as part of their strategy and forward work plans.
- Connectedness – following the recent recommendations from the SPG's review of Loneliness and Social Isolation, the IJB and Community Planning Partnership have agreed that the SPG will lead a Renfrewshire wide response to this agenda. A Connectedness Delivery Group has now formed to progress the review's recommendations.

6. **Strand 2: Delivering Organisational Change within the HSCP**

6.1. In addition to developing preventative and early intervention capacity with our communities, the Transformation Programme needs to deliver organisational change within the HSCP to manage the current growing demand and financial pressures in line with our Medium-Term Financial Plan.

6.2. In developing this second strand of work, SMT recognises that change and improvement activity already being undertaken by the HSCP has significant breadth and depth. This activity includes:

Project Driver	Project
Statutory and policy requirements (mandatory): <i>Implementation of new legislative</i>	Implementation of the GP contract and Renfrewshire's Primary Care Improvement Plan
	Work to support the transition of telecare services from analogue to digital

<i>requirements and/or national priorities</i>	In scoping: Recommendations of Mental Welfare Commission review of support for people with autism and complex needs
Contractual commitments (mandatory): <i>Implementing existing contract requirements</i>	Implementation of the Totalmobile scheduling system within Care at Home
	The commencement of work to implement the Eclipse case management system as a replacement for SWIFT (and which is currently being implemented within Children's Services within Renfrewshire Council)
	In scoping: Implementing commissioning for outcomes in contracts for Supported Living contracts
Implementing Best Practice: <i>Developing services in line with the national direction of travel and best practice in service provision</i>	Continued delivery of the Older People's Services review
	Development of a series of improvement workshops with Care at Home to support implementation of the scheduling system and determine the scope of longer-term transformation
	Implementation of the recommendations of the review of Addictions services, and work with the Renfrewshire Alcohol and Drugs Commission
	Implementation of the recommendations of the Learning Disabilities review
	The completion of the nationally led Digital Maturity Assessment and identification of emerging digital priorities in partnership with the HSCP's parent organisations
	In scoping: Undertaking a review of current End of Life support provision (this work is currently being scoped)

- 6.3. Work is now underway to scope the additional work required to deliver step change. The SMT has scheduled a series of workshops in April and May 2020 to undertake a review of existing work, much of which is mandatory and critical to the direction of travel, and to determine the focus and phasing of additional projects. Work taken forward will be subject to available resources. A staged approach to delivery will be adopted and underpinned by a robust financial framework.

Financial Framework

- 6.4. The Medium-Term Financial Plan for Renfrewshire IJB, approved in November 2019, sets out the medium-term financial outlook for the IJB. These projections are set within the context of economic uncertainty,

which is described in further detail in the 2020/21 Delegated Health and Social Care Budget report submitted alongside this paper. It is vital that the IJB continues to proactively progress its financial planning strategy through the Transformation Programme, which will enable delivery of the Tier 2 approach set out in the Medium-Term Financial Plan. This Programme now represents the principal vehicle for the IJB to address its estimated net budget gap (for the period 2021/22 to 2023/24) of £9m to £19m (based on a range of funding scenarios between 1.5 to 3 percent of annual uplifts from our partner organisations) to ensure the sustainability of our health and social care services going forward and the delivery of the right health and social care services, accessed in the right place and at the right time.

- 6.5. Overall savings targets will reflect the three-year span of the Transformation Programme and will be set out for the period 2021-2024 in line with the Tier 2 approach within the Medium-Term Financial Plan.
- 6.6. The financial framework will also set out the financial resources which will be required to deliver the activities within scope of the Transformation Programme and will inform project phasing. This will include an assessment of the scale and application of the transformation reserve, creation of which the IJB approved in September 2019.
- 6.7. Related to the above point, in its 2019/20 budget, Renfrewshire Council, in recognition that the HSCP was progressing a range of service transformation and redesign projects which take time to fully develop and implement, agreed to earmark £1.4 million of non-recurring resources, to support the HSCP meet the costs of transformation activities.
- 6.8. At its meeting of 9 March 2020, Renfrewshire Council approved a motion to commit £1 million of this non-recurring resource in response to the recommendations of the Renfrewshire Alcohol and Drugs Commission. This funding is to support priorities emerging from the Alcohol and Drugs Commission, in recognition of the prevention and early intervention emphasis of the Commission's recommendations to support improving outcomes for adults. The remainder of the £1.4 million, i.e. £400,000, will remain available for the HSCP to draw down in support of its Transformation Programme.
- 6.9. Following confirmation of the scope and phasing of activity within the programme, savings targets will be further broken down to provide indicative annual savings targets. The HSCP however recognises that such annual targets will need to remain flexible on a year-to-year basis to enable effective management of operational pressures which may occur, or to respond to unforeseen circumstances (for example the outcome of trade negotiations between the UK and EU, or the impact of the potential spread of Coronavirus on service delivery).

7. Transformation Programme Enablers

- 7.1. Transformation programmes of this nature are particularly complex. Making significant changes to the way in which services are delivered and the required organisational development to support our workforce will take time. To maximise the opportunity of success, it is essential that this programme maintains a clear focus on putting in place and delivering required 'enablers of change'. This section sets out the enabling work being undertaken by the HSCP.

Communications

- 7.2. Communication is often cited as the number one reason for the failure of transformation programme. A clear and consistent narrative is therefore essential in achieving the ambitions set out by the guiding principles, across the Transformation Programme and within individual projects. This activity must also align with and complement business as usual communications. A Communications Manager is now in place and leading work to develop a comprehensive communications plan to support this programme.

Organisational Development (OD)

- 7.3. As described above, the changes delivered through this programme will require cultural and behavioural change within the HSCP. It is essential that these changes are underpinned by effective organisational development and workforce plans to ensure we have the capability and capacity to deliver agreed future service delivery models. A Workforce, People and Change Group will lead this work within the HSCP, and specifically with our Leadership Network to drive this change forward.

Data and Digital

- 7.4. Optimising available data and digital technologies will be essential in changing health and social care delivery models in line with our guiding principles. Effective use of technology can support further integrated working and enhanced productivity within the HSCP, and also enable our service users to manage their health and remain independent for longer.
- 7.5. The HSCP completed the Scottish Government's Digital Maturity Assessment in 2019 and the output has helped inform an initial view of the HSCP's digital priorities. The priorities have also been aligned with Scotland's Digital Health and Care Strategy. These priorities will underpin the Digital Health and Care strand of the Council's developing Digital Strategy.

- 7.6. The HSCP will continue to work with Renfrewshire Council and NHS GGC as our parent organisations who provide and support the HSCP's technology solutions. A Digital Delivery Group, with representation from both partners, will seek to take forward digital opportunities which arise from the Transformation Programme.

Internal and External Property

- 7.7. The programme will look to maximise the use of Council and NHS property utilised by the HSCP and consider the role of local community-based assets. Opportunities identified as part of the Programme will be assessed further by the HSCP with partner organisations as they emerge.
- 7.8. Furthermore, NHS Greater Glasgow and Clyde has set out its intention to produce a Board-wide, long-term Property Strategy which takes account of where the Board needs to be in the next 10 years in supporting Health and Care services.
- 7.9. To take forward this process, NHS GGC has sought to identify an HSCP within the health board area which would pilot the development of a Property Strategy. This work will then inform development of NHS GGC's Property Strategy more widely. Following a process of consideration and assessment, Renfrewshire HSCP has been selected as the pilot site and work has now commenced to further scope the strategy development process and gather existing baseline data. Further updates will be brought to the IJB as this work progresses.

8. Next steps for the development of the Transformation Programme

- 8.1. A further progress update will be brought to the IJB in June outlining:
- Refined roles and responsibilities within programme approach and governance
 - The overarching financial framework for the Transformation Programme including overall and indicative annual savings
 - The scope of the programme, which will be prioritised in line with the guiding principles, the financial framework and available transformation resources
 - Our approach to delivering on the 'enablers' with our partner organisations
- 8.2. Prior to this, the HSCP will seek to test emerging details with IJB members through scheduled development sessions.

- 8.3. In undertaking this transformational activity, the HSCP will continue to actively engage with other Partnerships across Scotland and will draw on leading local and national practice to inform proposals for change. This engagement is ongoing and is complementary to the HSCP's ongoing participation and contribution to collaborative discussions led through Health and Social Care Scotland.
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Implications of the Report

1. **Financial** – There are no financial implications for this report. However, the Transformation Programme will deliver financial savings and these will be quantified and monitored on an ongoing basis.
 2. **HR & Organisational Development** – There are no immediate HR & OD implications from this report. However, as the Transformation Programme progresses HR & OD implications will be identified and the programme team will liaise closely with staff-side and HR colleagues as appropriate.
 3. **Community Planning** – The work undertaken by the SPG under the Health and Wellbeing programme strand will support delivery of the SPG's Community Planning remit. Community Planning governance and processes will be followed throughout.
 4. **Legal** – supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014. Legal guidance will be sought at appropriate junctures throughout the delivery of the Transformation Programme.
 5. **Property/Assets** – work to develop a property strategy will inform future requirements for and use of assets.
 6. **Information Technology** – Digital has been identified as a key enabler of the required transformational activity. Appropriate technology-enabled solutions will be identified as part of the service design process.
 7. **Equality and Human Rights** – There are no Equality and Human Rights impacts from this report. However, future proposals for change which are developed under the Transformation Programme will be assessed in relation to their impact on equalities and human rights.
 8. **Health & Safety** – health and safety procedures will continue to be reviewed to ensure safe and effective joint working as integration progresses and service models develop
 9. **Procurement** – procurement activity will remain within the operational arrangements of the parent bodies.
 10. **Risk** – risks which emerge during the Transformation Programme will be appropriately assessed, mitigated and managed through implemented governance structures.
 11. **Privacy Impact** – n/a.
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List of Background Papers –

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