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**To:** Renfrewshire Integration Joint Board

**On:** 20 September 2019

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**Report by:** Chief Officer

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**Heading:** Change and Improvement Programme Update

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**1. Summary**

- 1.1. This report updates IJB members on the Renfrewshire Health and Social Care Partnership's (HSCP) evolving Change and Improvement Programme, including the ongoing Service Reviews.
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**2. Recommendation**

It is recommended that the IJB:

- Note the content of the report; and
  - Tier 1 financial planning proposals will be brought to the IJB meeting in late 2019/early 2020 for approval.
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**3. Background**

- 3.1. The HSCP's 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 report provides an update on the Programme's 4 workstreams:
1. Optimising Joint and Integrated Working and shifting the balance of care;
  2. Statutory Requirements, National Policy and Compliance;
  3. Service Reviews; and
  4. Delivering Safe and Sustainable Services.

**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. A number of service improvements/developments are ongoing:

- 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; 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.
- The Care at Home Services Transformation Programme has been continuing to work with staff, our service users, Trade Unions and partners to develop services which will enable us to better manage the ongoing demand for our services, within current budgets, whilst supporting people to remain as independent as possible with their own home.

#### *Care at Home Scheduling and Monitoring System*

4.3. The HSCP has formally agreed a contract with Totalmobile Ltd which officially commenced from 29 April 2019. Initial testing and setup up of the new system is underway with Care at Home staff, which will inform the full implementation approach. Following agreement of a detailed approach and plan, key dates will be shared in further updates to the IJB. Full implementation is scheduled for the end of 2020.

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

5.1 The HSCP's Change and Improvement Team works 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.

5.2 Current work programme includes: the GP Contract; the requirement to upgrade telecare equipment from analogue to digital; embedding Self-Directed Support (SDS); delivery of the new Dementia Strategy; the introduction of Free Personal Care for Under 65s; the replacement of the Council's Social Care Case Management system and the Supported Living Framework. More recently the HSCP has been involved in progressing two Scottish Government self-assessments with our partner organisations, one in relation to our health and social care digital maturity, and the other in response to the Ministerial Steering Group's recent Review of Health and Social Care Integration.

5.3 The IJB are asked to note a number of developments since the last reporting period in June.

**5.3.1 Ministerial Steering Group Self Evaluation: Frances** As members will be aware from the update to the March 2019 IJB meeting, the Scottish Government recently asked every Health Board, Local Authority and IJB to complete a self-evaluation against the proposals set out in Ministerial Strategic Group (MSG) for Health and Community Care's Report on the Review of Health and Social Care Integration (February 2019)

The Review's proposals fall under 5 themes:

- Collaborative leadership and building relationship
- Integrated finances and financial planning
- Effective strategic planning for improvement
- Governance and accountability arrangements
- Ability and willingness to share information
- Meaningful and sustained engagement

Over recent months, the Chief Officer has led a range of productive discussions with his Senior Management Team, the IJB and the Chief Executives of our partner organisations to complete Renfrewshire's self-evaluation. Our return was submitted, as required, to the Scottish Government on the 15 May 2019.

**5.3.2 Review of Integration Scheme:** Integration Schemes offer a blueprint for the delivery of integrated services, setting out how the partner organisations, the Health Board and Local Authority, will locally work jointly to integrate and plan for services in accordance with The Public Bodies (Joint Working) (Scotland) Act 2014. The partner organisations must carry out a review of their Integration Scheme every 5 year for the purpose of identifying whether any changes to the Scheme are necessary or desirable. In line with Act, the Renfrewshire Integration Scheme must be reviewed by June 2020.

On behalf of the parent organisations, the Chief Officers within Greater Glasgow and Clyde (GGC) have agreed to adopt Pan-GGC approach to review all Schemes collectively by June 2019. The Schemes will be updated to reflect progress made with integration, the proposals/recommendations made in the Audit Scotland and Ministerial Strategic Group Review of Integration. This approach will allow greater consistency in approach and will also enable any amendments to all the existing stated hosted arrangements to be jointly agreed.

Prior to being submitted to the Scottish Government for approval, each revised Integration Scheme must be approved by its respective Local Authority and the Health Board. Schemes will also be presented to respective IJBs for information.

**5.3.3 Living and Dying Well with Frailty Collaborative:** The HSCP have been successful in a new collaborative from Healthcare Improvement Scotland. This is an opportunity for the HSCP and one of our GP Clusters to work together through the national collaborative to improve earlier identification, anticipatory care planning and shared decision-making, to ensure that people aged 65 and over living with frailty get the support they need, at the right time, at the right place.

By November 2020 the Collaborative will aim to:

- Reduce the rate of hospital bed days per 1,000 population for people aged 65 and over by 10%;

- Reduce the rate of unscheduled GP home visits per 1,000 population for people aged 65 and over by 10%; and
- Increase the percentage baseline of Key Information Summaries (KIS) for people living with frailty by 20%.

**5.3.4 Digital Maturity Assessment:** One of the stated aims in Scotland's Digital Health and Care Strategy is for all health and social care services to complete an assessment of their digital maturity. The assessment aims to baseline, measure and enable ongoing monitoring of the readiness of all NHS Scotland, Local Authorities and Integration Authorities.

In April 2019, the Scottish Government asked both parent organisations of Renfrewshire HSCP to complete a maturity assessment by June 2019. Renfrewshire HSCP led Renfrewshire Council's return which was signed off by Renfrewshire Council Chief Executive and submitted on the 26 June 2019. Findings of the submission will be shared with Renfrewshire by September 2019, allowing Renfrewshire to understand our position matched to a national average. This will also allow a Digital Maturity Index to be published nationally by the Scottish Government, created from the individual Digital Maturity Self-Assessment returns across Scotland, allowing progress at a regional and national level towards the goal of digital at the point of care to be monitored.

When survey results are made available to both partner organisations of Renfrewshire HSCP it is intended that we collaborate across GG&C to discuss the findings of the results. This will enable all organisations to view the baseline position for the local geography within GG&C and the potential to work with Health Boards and Local Authorities to help support planning and investment priorities if required.

The overall outputs will be used to review, shape and re-design services using the correct resources in the right place and at the right time as part of the Digital Health and Care Strategy. It is intended that the self-assessment will be completed every 18-24 months as progress is made towards delivery of Digital Health and Care Strategy ambitions.

**5.3.5 GP Contract / Primary Care Improvement Plan (PCIP):** Our updated PCIP was submitted to the Scottish Government in June 2019. Implementation of our PCIP continues to involve placing of expanded teams of HSCP and NHS Board employed health professions in and around general practice to meet the needs of patients who do not need to be seen by the GP (Expert Medical Generalist). It also involves GPs and their practice teams undertaking training in the new ways of working and signposting patients appropriately.

HSCPs are required to submit updates to the Scottish Government via the GMS Contract/PCIP implementation tracker to provide assurance that implementation is progressing as set out in our PCIP. The next implementation tracker update must be shared with the Scottish Government by the 30 October 2019 and this is subject to a separate paper at this meeting.

### **5.3.6 Provision of Primary Medical Services - Tender for a New**

**Contractor:** In June 2019 the IJB were advised on work underway to tender for a new contractor following the departure of the previous GP contractor providing primary medical services (located in the GP Practice at Erskine Health Centre, Bargarran Erskine) from 1 March 2019. NHS Greater Glasgow and Clyde have been looking after the patients as a directly managed practice (2c practice) from 2 March 2019.

The specification for this tender process has now been finalised and pending approval from procurement. Once approved, it is hoped to interview by end of October/beginning of November for a new contractor.

**5.3.7 Supported Living Framework:** The Council, under the direction of the HSCP are nearing the end of the tender process to update and replace the current Support Living Services Framework - being in the final stages of preparing contracts for the providers of Supported Living Services. A project was established in February 2019, taking a 2-stage approach to managing the provision of Supported Living Services, with stage 1 focusing on the renewal of provider contracts and stage 2 working on the transition from allocating specified care hours to an outcomes-based approach. This will mean that each service user will be given a personalised budget, enabling providers to be more creative and flexible in providing care around an individual's needs.

Interim contracts remain in place for now with providers, however it is expected that new contracts will soon be available and will be backdated to the 1 July 2019 in order to complete stage 1 of the project. Running in conjunction with this, work has now commenced to shape stage 2 of the project and progress is at a very early stage. Providers have been kept updated and workshops will be arranged with The Supported Living Service to plan the transition from allocating specified care hours to an outcomes-based approach.

**5.3.8 Extending Free Personal Care to under 65s:** The partnership has made system changes to extend free personal care to under 65's, in line with The Community Care (Personal Care and Nursing Care) (Scotland) Amendment (No. 2) Regulations 2018 which came into effect on 1 April 2019. Significant progress has been made in reviewing existing care packages in line with the legislative update.

This review work remains a priority for the partnership and resources will continue to be made available to conclude all outstanding reviews. This ensures new and existing personal care services will be reflected within our systems and be exempt from charging. This review work is ongoing with progress updates being provided via the regular Change and Improvement paper.

## **6. Workstream 3: Service Reviews**

6.1 In June the IJB approved 4 Service reviews:

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 The Learning Disabilities and Older People Reviews are the subject of separate papers to this meeting.

### **Addictions**

6.4 The Whole Systems Review of Addiction Services has been completed and has now reached its implementation phase. To take forward the recommendations from the Review, an Implementation Steering Group has been established, supported by Renfrewshire Alcohol and Drug Partnership, with the following progress achieved to date:

#### *Recovery Hub*

6.5 One of the biggest gaps identified within the Review was the lack of recovery opportunities for individuals affected by alcohol and drugs. There is clear evidence that shows that the provision of enhanced recovery opportunities will contribute to better outcomes for individuals. This has led to Renfrewshire HSCP securing premises in partnership with Renfrewshire Council colleagues. This will provide a clear pathway from 'traditional' services and offer a clear exit strategy to access a number of recovery opportunities with the ultimate aim of accessing training, volunteering and employment opportunities. The premises require a significant degree of refurbishment, which the ADP has agreed to fund, and it is hoped that refurbishment of the building will be completed by January 2020. A Recovery Forum has also been established with key stakeholders. The Forum have been tasked with developing a programme of activities which will be provided by the Recovery Hub as part of the recovery orientated system of care.

#### *GP Specialist Shared Care Team*

6.6 One of the key recommendations from the Review was to move towards adopting the NHS Greater Glasgow & Clyde Shared Care Model to enhance current provision in Renfrewshire. An event was held in June 2019 for local GPs with to hear about the findings from the Whole Systems Review. A Specialist Shared Care Team Leader from Glasgow South attended the event to share their experience of moving towards the new Shared Care model. GPs in attendance agreed that this model would benefit their patients and agreed to adopt this new process. It is expected that the model will be implemented by January/February 2020. It was also agreed that the new model will incorporate a training and development element which will be delivered on a quarterly basis.

An audit of all patients who are supported within GP Shared Care Clinics is also underway and will be concluded at the end of October 2019.

#### *Staff Communication and Engagement*

- 6.7 A staff communication and engagement plan is currently underway. In addition to the staff briefing events organised over the last year, a further two briefing sessions were held recently with all addiction staff. An overview was provided on the status of the implementation phase of the Review and staff were given the opportunity to raise any issues or concerns. A further briefing with staff is planned once HR processes have been agreed.

#### *Service Manager for Alcohol and Drugs*

- 6.8 The post of Service Manager for Addictions has been recruited to and is due to take up post in early October 2019. This post will be instrumental in providing strong leadership in further developing a recovery and outcome focused service to meet the needs of service users supported by a highly developed workforce.

#### **Charging**

- 6.9 The Joint HSCP/Council Charging Steering Group continue to consider the impact and viability of any changes to the existing policy, including looking at the wider landscape across Scotland: to identify best practice and to ensure that any proposed changes would deliver a more transparent and equitable policy for our service users. As previously noted, charging is a Local Authority matter and therefore any change to the current charging policy would be subject to Council approval.

### **7. Workstream 4: Delivering Safe and Sustainable Services**

- 7.1 As outlined in the Chief Finance Officer's 'Financial Report 1 April 2019 to 31 July 2019', the HSCP Senior Management Team, led by the Chief Finance Officer, has developed a two-tiered financial planning model. This will enable Renfrewshire to address our 2019/20 financial pressures, whilst in parallel introducing a more strategic approach to ensure the financial sustainability of the organisation in the medium term.
- 7.2 The short-term financial planning work for 2019/20, Tier 1, is being supported by experienced external support to provide independent challenge to SMT thinking. This work is focused on where we can derive benefits from a more integrated organisational structure. Proposals will be presented to the IJB for approval in late 2019 / early 2020.
- 7.3 The HSCP's medium term approach, Tier 2, to develop a 2022/23 Delivery Plan is the subject of a separate paper to this meeting. This paper recognises the need for a radical programme of financial and service re-modelling which focuses on the way we work and engage with each other, our communities and our partners, all of which will take time. As outlined in the Chief Finance Officer's report to this meeting, supporting governance and resources are being established to ensure the HSCP is equipped to drive this change forward as

part of an expanded Change and Improvement Programme. Subject to IJB approval, a transformation reserve will be created to support this programme

- 7.4 Members will receive updates on the expanded Change and Improvement Programme at each IJB meeting, and their approval sought where appropriate.

### Implications of the Report

1. **Financial** – the Change and Improvement Programme supports the delivery of the 2019/20 Financial Plan.
2. **HR & Organisational Development** – there are implications for NHS and Council posts. HR and OD work in close liaison with the Change and Improvement Programme.
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** – n/a.
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** – the report highlights a range of risks associated with the proposals and mitigation treatment where identified.
11. **Privacy Impact** – n/a.

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### List of Background Papers – None.

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