
To: Renfrewshire Integration Joint Board

On: 25 January 2019

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;
 - Approve the Carers Short Breaks Services Statement attached at Appendix 1; and
 - Agree to review the Carers Short Breaks Services Statement on 1st April 2020 and annually thereafter.
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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. 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;
- 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.

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 GP Contract; 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; the planned introduction of Free Personal Care for Under 65s; and the replacement of the Council's Social Care Case Management system.

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

5.2.1 **GP Contract - Renfrewshire HSCP's Primary Care Improvement Plan (PCIP):** In September 2018 the IJB approved the PCIP for Renfrewshire, noting that the purpose of the plan was to deliver on commitments associated with the introduction of a new GP Contract by putting in place additional services to divert appropriate workload away from GPs over the next three years. This will involve the creation of a number of new roles and posts working within primary care, employed by the NHS.

Implementation of the PCIP has been steady with the undernoted progress being made:

- A link worker employed by Recovery Across Mental Health (RAMH) is now based in each GP Practice, offering 40 minute appointments to support patients link with activities and resources in the community, including advice on money, benefits, housing, mental health and wellbeing, carers, volunteering and employability.
- An initial 1.5wte Advanced Practitioner Physiotherapists resource has been recruited to provide Musculoskeletal (MSK) advice support and triaging for patients who present with MSK issues. This resource has been aligned to four GP Practices.

- An initial 0.5wte Advanced Nurse Practitioner resource has been recruited to and is now actively working within one of our Paisley GP Practices. An additional 1.0wte commenced employment in January 2019 which we are actively working with two GP Practices to align this resource.

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

In parallel, the HSCP is developing a local Dementia Strategy. An engagement process is currently underway, with two large events held during December 2018, and a number of focus groups which will target the public, services, organisations, 3rd Sector, Council and staff. These will run until the end of January 2019. A questionnaire is also being used to capture the views of those who cannot make the events/focus groups.

The Group is 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.

5.2.3 **Carers Short Breaks Services Statement:** The Carers (Scotland) Act 2016¹ came into force on 1st April 2018 and placed a number of new legislative requirements on Local Authorities, including powers and duties to be implemented through Integration Joint Boards (IJB). To date, the IJB has received regular updates on the work undertaken before 1 April 2018 to ensure the relevant requirements and duties in the Carers Act had been implemented.

Section 35 of the Act sets out the requirement to publish a statement which provides information for carers about short breaks, including what services are available for carers to support their caring relationships and to promote the health and well-being of the carer.

Section 25 of the Act requires responsible local authorities to consider whether support to meet the identified needs of a carer should take the form of, or include a break from, caring. Local authorities have a duty to consider breaks from caring to support carers based on an assessment of their eligible needs and through the application of Renfrewshire HSCP's Eligibility Criteria for Adult Carers².

The Statement, attached at Appendix 1, sets out the HSCP's policy on providing short breaks to carers as well as information on how carers can access a short break. Renfrewshire HSCP has adopted the Shared Care Scotland description³ of what constitutes a short break:

¹ <http://www.legislation.gov.uk/asp/2016/9/contents/enacted>

² <http://www.renfrewshire.hscp.scot/article/7503/Carers-Act>

³ <https://www.sharedcarescotland.org.uk/wp-content/uploads/2018/06/Making-a-Statement-FINAL.pdf>

Definition: A short break is any form of service or assistance which enables the carer(s) to have periods away from their caring routines or responsibilities.

Purpose: The purpose is to support the caring relationship and promote the health and well-being of the carer, the supported person, and other family members affected by the caring situation.

Carers will be supported to identify the need for and potential benefit of their short break; this will be recorded in the Adult Carer's Support Plan (ACSP). The HSCPs Eligibility Criteria for Adult Carers will be used to determine a carer's eligibility for a short break. It should be noted that short breaks and other support which is agreed through an ACSP may be eligible for waiving of charges (as detailed in the Carers Act guidance⁴).

The HSCP already works in close partnership with Renfrewshire Carers Centre who were involved in the development of the Statement. The HSCP and Carers Centre will collaborate to develop information materials to support the Short Breaks Service Statement, including general information about the Statement as well as information on specific breaks that carers can access.

5.2.4 **Transition from Analogue to Digital Telecare Services** – As previously reported to the IJB, all current analogue system requires to be upgraded as the current system is no longer fit for purpose, and the expertise and replacement parts are no longer available to support this aging system. The upgrade will require all analogue telephone lines being switched off and replaced with a fully digital infrastructure.

BT (as the largest provider) anticipates completing the switchover by 2025, with most of the smaller suppliers expecting to have switched over before then. Virgin is currently working to the timescale of 2020. In Renfrewshire over 3000 alarms will require to be replaced and 1273 peripherals based on a like for like replacement audit (based on figures at January 2019).

The new system will offer a number of benefits including:

- calls being answered quicker with crystal clear clarity and you will no longer hear tones whilst connecting;
- the digital alarms will have a SIM card embedded in the alarm unit which will connect to the network with the best signal strength depending on the location of the alarm. Currently alarms are subject to the service user having a broadband connection that the alarm can connect to;
- greater resilience, with a 'heart beat' that will inform the alarm receiving centre if it loses connectivity to the network or is going into power failure. Alarms will come with a power cable only; and
- as the SIM card cost will be included in the initial purchase price of the alarm unit so there will no longer be a need for a call cost on activation being paid for by the service user. It is estimated that the initial SIM card yearly cost will be £5 per month.

⁴ <https://www.gov.scot/publications/carers-scotland-act-2016-statutory-guidance/>

The purchase of digital alarms is supported by Scotland Excel's new Technology Enabled Care Framework which commenced on 1 January 2019.

Work is underway locally to plan a phased upgrade programme over the next three years, and to secure the additional budget required to purchase the new digital equipment. It is anticipated that significant one off and recurring investment will be required. In previous years Renfrewshire's Technology Enabled Care (TEC) Service has benefitted from national funding and grants, however no national funding is anticipated to support Local Authorities transition from analogue to digital.

5.2.5 Replacement of Social Care Case Management System: the contract for SWIFT, the Social Care Case Management system used by the HSCP and Renfrewshire Council's Children's Services, is due to expire in March 2021. Work is currently underway to ensure there is a replacement system in place. This will be a large-scale change programme which will require substantial resources to support its successful implementation.

As IJB require the parent organisations to commission and contract ICT suppliers on their behalf, in line with the Public Bodies (Joint Working) (Scotland) Act 2014. A proposal to award contract for the replacement of Swift to OLM system was considered and approved by Renfrewshire Council Finance, Resources and Customer Services Policy Board on 14th November 2018. The contract cost is circa £430k for the initial 2-year period with an option for a 1 year + 1-year extension (circa £750k over 4 years).

Subject to final contract negotiations and sign off, the ICT system which will replace Swift is OLM systems - Eclipse Social Care Case Management System. It is anticipated that Eclipse will enable more efficient ways of working and for an improved service to be delivered to our citizens.

Given the scale of the change, the programme will begin in early 2019, with the initial focus being on data cleansing, migration system build and process redesign. A phased approach to rollout will be developed in partnership with the supplier and Children's Services. This will be shared in further updates to the IJB. We would expect key areas to have functionality by 2021.

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 HSCP will provide an update on the outcomes of the Reviews to the IJB in March 2019.

Learning Disabilities

6.5 Since the last IJB meeting, the Learning Disabilities Review led by the Head of Mental Health, Addictions and Learning Disability Services, supported by Paradigm has made steady progress.

6.6 In December 2018, on concluding an extensive consultation and engagement exercise, Paradigm shared their initial observations and the Review's emerging themes with the HSCP. Both Paradigm and the HSCP recognise the value of the coproduction approach taken and believe this will ensure that the Review's outcomes reflect the depth and breadth of stakeholder views across Renfrewshire's Learning Disabilities community.

6.7 Supported by the HSCP, Paradigm are now concluding their input to the Review and plan to formally submit key outcomes by March 2019 for the HSCPs consideration and further consultation.

Older People's Services

6.8 The Older People's Review, led by the Interim Head of Health and Social Care (Paisley) and external support from Mybackpages Consulting Ltd and Journey Associates.

6.9 As detailed in our November IJB Update, the HSCP appointed Journey Associates to lead additional engagement work with our key stakeholder groups. Due to the diversity of the stakeholders we are looking to engage with, and the importance of their views being captured, the timeline for engagement has extended past the original review findings date.

6.10 To date, 3 sessions led by Journey Associates have taken place which have included 21 older people, 3 carers and 7 front line staff. A further session is scheduled for February 2019. These sessions have provided real value through additional insights to the review, in particular those of older people, those who care for them and staff. As such, the HSCP has agreed to an extension with initial outcomes paper to be presented in Spring 2019 and follow up papers thereafter throughout 2019.

6.11 Through a process of active participation and skilled facilitation, these sessions have created a safe space for stakeholders to share their views, voice their needs, generate insights and ideas on the future of services for Older People.

- 6.12 We asked people to work in groups to discuss the needs of older people and the existing services that they use or are aware of. Thereafter, groups were asked to discuss ideas they have to improve existing services or to develop new services. We then worked across the groups and shared our learning, insights and ideas and mapped these for everyone to see, discuss, build on, and agree
- 6.13 On concluding Journey Associates work, a final session with the Older People's Short Life Working Group will bring together all of the engagement and review outputs to date and together with the Lead Reviewer the HSCP will present the key areas which will form the basis of the paper to the IJB in March 2019.

Charging

- 6.14 The Chief Finance Officer, with external support from Rocket Science Consulting, has recently concluded a review of social care charging on behalf of Renfrewshire Council.
- 6.15 The HSCP and Rocket Science are now drafting the outcome of this Review, modelling a range of potential changes and improvements to current policy and the wider impact these changes would mean for service users, staff, providers, the HSCP and Council.
- 6.16 An initial draft of the Review findings will be presented to the Charging Planning Group for their consideration and comment in early 2019. This Group has representation from HSCP and Renfrewshire Council officers, including legal, finance, procurement and policy experts. Following this, a final draft will be presented to the IJB in March 2019.
- 6.17 Any recommended changes to the current Charging Policy will be subject to Council approval and subject to an Equality Impact Assessment.

Addictions

- 6.18 Since the last IJB meeting, the Head of Mental Health, Addictions and Learning Disability Services has commenced work to develop a future service model based on the direction of travel set out in the findings of the recent Whole System Review
- 6.19 An update was provided to the Strategic Planning Group in December 2018, where the main findings from the Review were well received, these included:
- Introduction of a fully integrated Alcohol and Drug Service in Renfrewshire;
 - Establishment of a single point of access team for all Alcohol and Drug referrals;
 - Future model needs to include more community-based provision and assertive outreach;
 - Extend the model of care in relation to Alcohol to include Alcohol Home Detoxification;
 - Development of an Integrated Community Rehabilitation facility to enhance the model of provision presently on offer;
 - Develop recovery opportunities in Renfrewshire, building on the success of the Sunshine Recovery Café; and
 - Establish a specialist dedicated team to provide support to the GP Shared Care.

- 6.20 The Alcohol & Drugs Partnership (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.
- 6.21 The current priority of the Addictions Review is the development of the “To Be” Service model, which will detail the Renfrewshire’s response to the recommendations above. The Head of Service chairs the Implementation Steering Group, which bring back together key stakeholders involved in the Review from across the HSCP to progress the implementation of the new model. The IJB will receive an update paper in March 2019 which will include the proposed outline service model, and regular updates will be provided throughout 2019/20.

System-wide initiatives: NHSGGC Mental Health Strategy

- 6.22 As previously reported to the IJB, the HSCP is participating in the development and delivery of a NHSGGC 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.

List of Background Papers – None.

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Renfrewshire Health and Social Care Partnership

Short Breaks Services Statement for Adult Carers

1 Background

The Carers (Scotland) Act 2016 came into force on the 1st April 2018, placing new legislative requirements on the Renfrewshire Integration Joint Board and the Renfrewshire Health and Social Care Partnership (HSCP). Section 35 of the Act⁵ sets out the requirement to publish a statement containing information about the short breaks services available to carers.

2 What is a Short Breaks Services Statement?

The Carers Act requires Local Authority/Health and Social Care Partnerships to publish a 'Short Breaks Services Statement' to help carers understand what short breaks are available, how they can be accessed and any eligibility criteria that apply.

A Short Break Services Statement is intended to help carers to be better informed about the assistance available to support them achieve a break from caring.

This Short Breaks Services Statement provides information about Renfrewshire HSCP's approach to short breaks for carers.

3 Definition of Carer

The Carers Act introduced a new definition of a carer. A carer is:

an individual who provides or intends to provide care for another individual (the "cared-for person")⁶

4 What is a Short Break?

Renfrewshire HSCP has adopted the Shared Care Scotland description⁷ of what constitutes a short break:

Definition

A short break is any form of service or assistance which enables the carer(s) to have periods away from their caring routines or responsibilities.

Purpose

The purpose is to support the caring relationship and promote the health and well-being of the carer, the supported person, and other family members affected by the caring situation.

The term '*respite*' is sometimes used to describe a break from caring. In general, '*respite*' is more often associated with breaks in institutional settings or emergency situations. The term 'short breaks' is considered a more positive term and more in line with the flexibility and creativity that carers have said they require.

⁵ <http://www.legislation.gov.uk/asp/2016/9/contents/enacted>

⁶ <http://www.legislation.gov.uk/asp/2016/9/contents/enacted>

⁷ <https://www.sharedcarescotland.org.uk/wp-content/uploads/2018/06/Making-a-Statement-FINAL.pdf>

5 Renfrewshire's Carers

Renfrewshire HSCP acknowledges the significant role carers play in supporting the people they care for and recognises carers as partners in the delivery of care.

The 2011 Census⁸ found that 10% of the population of Renfrewshire was providing unpaid care, and that

- 59% of carers are female;
- 54% are employed; and
- 19% are aged 65 and over.

There is recognition that the number of carers is under reported with a more recent report suggesting that an estimated 17% of the population of Scotland are carers⁹.

The 2017/18 Health and Care Experience Survey¹⁰ found that

- 64% of carers in Renfrewshire who responded to the survey said that they have a good balance between caring and other things in their life (this compares to 63% in Renfrewshire 2015/16 and 65% for Scotland 2017/18);
- 35% said caring had not had a negative impact on their health and wellbeing (34% in 2015/16 and 39% for Scotland);
- 44% said they have a say in the services provided for the person they care for (45% in 2015/16 and 46% for Scotland);
- 38% said that local services are well coordinated for the people they look after (38% in 2015/16 and 40% for Scotland); and
- 35% feel supported to continue caring (39% in 2015/16 and 37% for Scotland).

6 Types of Short Breaks

There are many ways a carer can have a short break from their caring role. The type and length of a break will be proportionate to every situation and will require the completion of an Adult Carer Support Plan (ACSP) and the application of eligibility criteria for carers. More information on the HSCP's eligibility criteria for carers can be found here: <http://www.renfrewshire.hscp.scot/article/7503/Carers-Act>.

Short breaks can take any number of forms and can be for short or extended periods. Short breaks should be personalised to meet carer's needs and be planned around what matters to them. Examples of short breaks can include:

- traditional holiday type short breaks, often overnight away from caring situation
- receiving services e.g. massage, alternative therapies
- requiring equipment e.g. computers/ tablets
- receiving space
- receiving time e.g. driving lessons to shorten time to the caring role.

⁸ <http://www.scotlandscensus.gov.uk/en/censusresults/bulletin.html>

⁹ <http://www.gov.scot/Publications/2015/03/1081>

¹⁰ <http://www.isdscotland.org/Products-and-Services/Consultancy/Surveys/Health-and-Care-Experience-2017-18/Detailed-Experience-Ratings.asp>

7 Intended Outcomes for Carers

Carers will be supported to identify the need for and potential benefit of their short break; this will be recorded in the carer's ACSP. The outcomes of a break will be personal to each carer, but may include:

- Carer will have improved wellbeing;
- Carer will have more opportunities to enjoy life outside of their caring role;
- Carer will feel better supported to continue in their caring role.

8 How do carers access Short Breaks?

To access a short break a carer must complete an ACSP; the plan will identify the carer's needs and intended outcomes. Renfrewshire Carers Centre is the point of contact for carers who would like an ACSP or discuss anything about their caring role.

If the carer's needs meet the eligibility threshold, the Carers Centre will refer the carer on to Renfrewshire Health and Social Work Partnership (RHSCP) where a worker will complete an ACSP alongside the carer.

If the carer's needs do not meet the eligibility threshold, other forms of support will be agreed when the carer completes an ACSP with the Carers Centre.

More information on all the support carers can access is available on the Carers Centre's website <http://www.renfrewshirecarers.co.uk/>, you can also contact the Carers Centre on 0141 887 3643 or enquiries@renfrewshirecarers.org.uk.

Information on short breaks available across Scotland is available on Shared Care Scotland's website <https://www.sharedcarescotland.org.uk/>.

9 Costs to Carer

Short breaks and other support which is agreed through an ACSP may be eligible for waiving of charges (as detailed in the Carers Act guidance).

10 Review of Short Breaks Services Statement

Scottish Government guidance on the preparation of a statement sets out that a statement should be reviewed "*as and when required, whilst giving regard to changes such as new short breaks services becoming available locally or nationally; or short breaks services that are no longer available.*"¹¹

The HSCP will review its Short Breaks Services Statement annually.

11 Feedback and further information

If you have any questions about the Short Breaks Services Statement, please contact Renfrewshire HSCP at:

¹¹ <https://www.gov.scot/publications/carers-scotland-act-2016-statutory-guidance/>

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