



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	18 March 2020
Agenda Item	9
Title	Care at Home Improvement and Redesign Programme
<p>Summary</p> <p>This report provides an update to the Integration Joint Board on the progress of the Care at Home service in relation to the improvement activity undertaken to date. The report includes a summary of progress against Care Inspectorate requirements and anticipated timeline for completion of any required actions.</p>	
Presented by	Julie Murray, Chief Officer
<p>Action Required</p> <p>The Integration Joint Board is asked to note and comment on the report.</p>	
<p>Implications checklist – check box if applicable and include detail in report</p> <p> <input checked="" type="checkbox"/> Finance <input type="checkbox"/> Policy <input type="checkbox"/> Legal <input type="checkbox"/> Equalities <input checked="" type="checkbox"/> Risk <input checked="" type="checkbox"/> Staffing <input type="checkbox"/> Directions <input type="checkbox"/> Infrastructure </p>	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

18 March 2020

Report by Chief Officer

CARE AT HOME IMPROVEMENT AND REDESIGN PROGRAMME

PURPOSE OF REPORT

1. This report updates the Integration Joint Board on progress against the comprehensive programme developed to support meeting the Care Inspectorate requirements. The report also includes an update as to progress against the timeline and key milestones to be reached to progress the service redesign.

RECOMMENDATION

2. The Integration Joint Board is asked to note and comment on the report.

BACKGROUND

3. Integration Joint Board members will recall that as previously reported the Health and Social Care Partnership's new senior management team formed a view that there needed to be a substantial redesign of the service and formed a change programme board to oversee this. As reported the service intent was to continue with improvement activity whilst progressing the service redesign.
4. The focus for the service has now moved to ensure improvement actions to date are embedded within the service and that additional resources are in place to support taking forward the service redesign.
5. The Integration Joint Board has received a series of reports on the issues with the in-house care at home service and the improvement activity underway. Links to all previous papers are provided at the end of this report in the background papers section.

REPORT

6. The programme of improvement and redesign is being led by the Chief Officer and the programme oversight board chaired by the Council Chief Executive is now established. Membership is drawn from staff side, HR and legal services as well as the Chief Officer, who is the Programme sponsor, the Chief Social Work Officer, the Intensive Services Manager and a programme manager.
7. The key element in relation to meeting and sustaining the Care Inspectorate requirements is to review frontline management roles to ensure our home care support workers are properly supported in the community. This will require the development of new roles that are fit for the future.
8. Continuity of support for our service users will require further recruitment and a change to work patterns to ensure the staffing resource is better aligned to meet service demand.

9. A robust recruitment campaign has been progressed to support recruitment to the service, including advertising through STV; social media and radio. The campaign timings were aligned to run in conjunction with the national recruitment campaign for social care being led by Scottish Government. The campaign has been extremely successful with 199 enquiries and 118 applications received to date. Interviews are underway and a rolling programme of induction planned to support new staff into post. HR Business partners are supporting the recruitment process to ensure timely progress through our Safer Recruitment procedures.
10. The role of the Homecare Reablement Worker has been re-evaluated to a grade 5 due the knowledge element of the role changing as a requirement of the Scottish Social Services Council (SSSC) registration. All staff who currently hold the relevant qualification have been upgraded with effect from 17 December 2019. Staff who have yet to gain the required qualification will be upgraded from 2 April 2020. It is not anticipated that any further increase in grading for front line staff will result following service redesign.
11. We are now in the second phase of improvement within the service. Absence levels have hampered progress, however additional management staff have now been secured which will support progress going forward. 'Phase 2' running from September 2019 to March 2020 where the focus is on:
 - Realigning the continuing work on the requirements to reflect the second inspection feedback and report
 - Refining and refocussing the use of additional resources
 - Planning the service redesign and begin the implementation.
12. The table below sets out progress against the key improvement activities required to be completed to ensure the service meets the requirements made by the Care Inspectorate. The table sets out the achievements to date and anticipated timeline for completion of actions.

Requirement	Achievements	Further Actions Required/Gaps	Staffing Resources Required to Complete Activities	Expected Completion Date
Care and Support				
Ensure that service users' personal plans set out how the health, welfare and safety needs of individuals are to be met	- Personal plan format agreed with Care Inspectorate (CI) - 6 FTE Reviewers recruited - 2 additional reviewers recently recruited specifically to support hospital discharge referrals - Personal plans are updated at point of review	Some service users still require new format care plans. Additional review staff are currently addressing these.	Existing review staff team	30/04/20
	- Risk assessments now included within personal plans - Through Patch meetings, supervision and induction Home Care Workers (HCW) encouraged to read personal plans and report any changes needed	Plans require to further developed to be more outcome focused	Learning & Development (L&D) teams Reviewers, Home Care Organisers (HCO) and managers	31/07/20

	<ul style="list-style-type: none"> - All care planning now undertaken is completed on Carefirst forms, which ensures wider access to all relevant HSCP staff - Quality assurance now being undertaken by dedicated staff - Carefirst form being adapted to ensure outcomes for service users are reflected - Care plan related development sessions and practice forums are now established 			
Medication must be managed in a manner that protects the health and wellbeing of service users	<ul style="list-style-type: none"> - Medication pilot (small scale) implemented in relation to administration of medication from original packaging - Medication management is now part of the assessment process - Additional pharmacy technician appointed dedicated to support Care at Home Service. - Specific clarification on levels of support with medication issued to all front line staff through inductions, texts, patch meetings and inclusion in the care diaries - To date 150 of home care workforce have undertaken Medication training - Medication classification now added to Carefirst forms - Post training competency based assessments now underway- undertaken by pharmacy team - Medication Policy agreed and being rolled out through implementation of pilot 	<p>Upscaling of pilot requires to be progressed</p> <p>Continue medication training for staff</p> <p>Personal plans require to be further developed to reflect a person centred approach around the manner in which service users wish to be supported with the management of their medication</p> <p>Medication Policy to be reviewed in line with agreed policy review date.</p> <p>Safemed App (promoted by SSSC) to be uploaded to all phones</p>	<p>Pharmacy team, Patch Organiser, HSWs in Neilston, L&D, Manager</p> <p>L&D, All operational staff</p> <p>L&D teams Reviewers, HCOs and managers</p> <p>Pharmacy Lead and Service Manager</p> <p>Service Manager and IT support</p>	<p>Rollout of pilot across Neilston by end April</p> <p>80% by end April 2020</p> <p>31/07/20</p> <p>31/03/20</p> <p>30/04/20</p>
Ensure that personal plans are reviewed in line with legislation	<ul style="list-style-type: none"> - 6 Full Time Employment (FTE) Reviewers recruited - 2 additional reviewers recently recruited specifically to support hospital discharge referrals - Review template agreed with CI - Review documentation captures all relevant persons participating or contributing to reviews 	<p>Quality Assurance (QA) findings have identified differences in quality of review recording and a lack of focus on outcomes. Further development activity being</p>	<p>L&D teams Reviewers, HCOs and managers</p>	<p>Ongoing</p>

	<ul style="list-style-type: none"> - Performance monitoring on reviewing within statutory time period is now collated and reported to senior management on a weekly basis - Reviewers integrated into specific operations team to ensure smoother transition of information of any service changes required as a result of reviewing activity. - QA exercise initiated to monitor review quality and remedial action initiated 	scheduled for reviewers and HCOs		
Ensure handling of complaints is in accordance with our procedures and good practice guidelines	<ul style="list-style-type: none"> - "How to Complain" information is included in core information provided to all service users - HCO development sessions have given focus on complaints handling - Discussion on key issues raised through complaints on patch and operational management meeting agendas - Draft Home Care Complaints handling procedures prepared – final feedback comments being collated - Year 19/20 complaints to date and themes overviewed and reported. Future reporting route and timescale agreed 	Finalise the complaints handling procedure and implement Regular reporting shared with management team	Service Managers, Managers, HCOs and HSWs Project Officer	31/03/20 31/03/20
Ensure that planned and actual service delivery times are agreed with those receiving the service and appropriate to meet the assessed care needs	<ul style="list-style-type: none"> - Staff visit compliance has improved to over 90%- time compliance has also improved to over 60% - On time visit levels have been maintained despite absence pressures - Service redesign planning commenced and TU support agreed - Some scheduling improvements implemented where resourced allowed 	Continue to manage levels of absence with HR support Agree and implement transport strategy to improve service responsiveness Hospital discharge function embedded into Patch teams Implement Service Redesign	Managers, HCOs and HR Transport team & Consultant Managers Managers, TU, HR	31/06/20 30/06/20 31/05/20 31/03/21
Staffing				
Ensure that we employ and deploy support staff in sufficient numbers to adequately	<ul style="list-style-type: none"> - Key service priority is recruitment activity 	Complete interviews and recruitment process for current bank of applicants	Managers, HR, Support Team	15/04/20

meet the needs of service users.	<ul style="list-style-type: none"> - Robust induction arrangements in place and HR support given to accelerate appointments - New appointments working to alternative work patterns to better meet service demands - Promotion of career path with several promotions via internal recruitment 	Assign new recruits to service users to support improved continuity and meeting service user needs	Managers and HCOs	30/06/20
		Creation of a bank of staff for 'as and when required' cover for absence being established	Managers and HR	30/06/20
Ensure that persons employed in the provision of the care service receive training appropriate to the work they are to perform	<ul style="list-style-type: none"> - Training records available of all training undertaken workforce - HCO development programme delivered – evidence available outlining training undertaken/ongoing- range of topics covered - Multiple induction programmes delivered - rolling training programme now introduced - Training opportunities discussed at Patch Meetings - Quarterly training priorities set 	Deliver rolling training programme including Adult Support and Protection (ASP) training	HCOs to schedule - L&D Team to deliver	Commence by 31/03/20
		ASP App (promoted by SSSC) to be uploaded to all phones	Service Manager and IT support	31/03/20
		Learning and Development Framework for Practice to be finalised	Service Manager and L& D team	31/03/20
Ensure provision of staff supervision and appraisals	<ul style="list-style-type: none"> - Supervision and Quality Conversation programme introduced for front line staff and HCOs- absence levels have led to significant gaps in planned programme - Importance of supervision highlighted at operational meetings - Future supervision dates now projected 	Gaps currently identified in supervision to be prioritised in coming weeks	HCOs and HSWs	31/03/20
		Group supervisions to be undertaken where gaps in individual arrangements have been delayed due to line manager's absence	Managers & HCOs	31/03/20
		Supervision Policy requires to be finalised	L&D	TBA
The service should review the results of the training in dementia awareness for staff and ensure proposals are in place to increase the	<ul style="list-style-type: none"> - Hosted Dementia Bus training sessions - Included dementia training in quarterly training plans - Dementia training also included in overall service training plan 	Continue to schedule HSWs to planned sessions	HSOs	Ongoing

access of this training for staff	and the 6 week rolling training programme			
Management & Leadership				
Ensure the service follows the guidance on notification reporting to the Care Inspectorate	<ul style="list-style-type: none"> - Development sessions for HCOs & Home Care Managers (HCM) focused upon making timely and appropriate notifications to the CI - Notifications process has now been refined to ensure alignment between Datix and CI notifications. 	Identify and implement further revisions to increase process robustness and timeliness of reporting	Senior Homecare Manager/ Home Care Managers	31/03/20
		Introduce routine reporting on incident notifications for the service to ensure management overview	Senior Homecare Manager/ Home Care Managers	31/03/20
Supplementary areas				
	<ul style="list-style-type: none"> - Home Care management meetings and Patch meetings now well established - QA visits to support front line staff and service users now initiated - Additional temporary management resource now commenced - HCO out of hours rota now provides full service cover hours - Staff and Service User survey issued 	Collation of service user feedback from review data and implement any required follow ups	Senior Managers	31/03/20
		Analysis of current service user and staff surveys and follow up	Senior Managers	31/03/20
		Introduce routine 'Courtesy Calls'	Service Manager	30/07/20
		Increase level of QA visits in the field	Home Care Managers/ HSOs	30/04/20
		Resolve phone system issues	Governance and Systems Manager	TBA
Continue to develop Standard Operating Procedures across the Home Care service	Managers/Improvement Team Members as appropriate	Ongoing		

SERVICE REDESIGN

13. The timeline and key milestones for the service redesign are being progressed in partnership with key workstream stakeholders and are outlined below. There has been slippage with timescale due to absence levels within the service and subsequent operational pressures. Revised timescales have therefore been included.

Activity Area	Original Timescale	Revised Timescale
Design (operating model, structure, initial financial modelling)	Jan- mid Mar	Jan- end May
In principle approvals	Late March	Mid - June
Phase 1 (Non Frontline workers)- specifications, consultation & implementation	April - July	June - October
Phase 2 (Frontline staff team)- (specifications, consultation & implementation)	Aug - Dec	October – March

CONSULTATION AND PARTNERSHIP WORKING

14. Staff side are represented on the programme oversight group. The draft collective agreement, linked to the adoption of the ethical care charter, has now been prepared and shared with staff side. Further engagement sessions with cohorts of staff from both frontline and management staff teams are being progressed to further inform the direction of the service redesign.

IMPLICATIONS OF THE PROPOSALS

Finance

15. The Care at Home service is currently projected to overspend by £760k based on the current cost commitments against a budget of £7.5 million (10.8%). This includes the £1 million funding agreed by the Integration Joint Board for this year. This is an increase in projected costs of £259k since last reported (in period 8) and includes additional spend on recruitment.
16. The cost projection is regularly reviewed to reflect the ongoing impact of the action plan, including increasing recruitment, reducing agency use, the interim framework contract and review of care packages. This continues to be refined as the year progresses and we are working hard to bring costs closer in line with budget on a recurring basis.
17. The additional £750k recurring budget (included in the position above) is meeting the costs of 12 responders, 10 care at home FTE (full time equivalents) and additional contract management capacity. There is also £175k committed to progress the improvement and redesign of the service.
18. The £250k non-recurring resource is fully committed and is funding a number of development posts along with training and recruitment. Should there be any in year slippage, this will carry forward to fund a full 12 months of activity.

Staffing

19. Redesign of the care at home service will have implications for current staff roles and working patterns. The first phase of the redesign will include the management structure and staff roles within this structure, the second phase will see the rationalisation of the work patterns of frontline staff to ensure that service demands can be fully met at the peak demand times for the service.

Risk

20. The risk associated with the Care at Home service remains high. Our improvement and redesign work should support an overall reduction in risk. Risks associated with winter pressures have to date been mitigated through winter planning. It should be noted that continued pressures to provide services to ensure discharges from hospital are not unduly delayed have added additional pressure to an already stretched service. To some extent this risk has been mitigated by transfer of service to the external market framework providers where capacity is available. The additional risks in light of the COVID 19 virus are being managed on a day to day basis as guidance from Scottish Government is updated. It is anticipated that as necessary existing service provision will have to be prioritised and an eligibility criteria implemented for any new service referrals. High levels of absence across the service are already a contributory factor to the high risk rating of the service. These continue to be mitigated as far as possible through ongoing support to manage absence from HR business partners, managed allocation of overtime and use of agency staff.

Directions

21. None at this point, but will be issued when redesign proposals are agreed.

RECOMMENDATION

22. The Integration Joint Board is asked to note and comment on the report.

REPORT AUTHOR

Gayle Smart, Intensive Services Manager
Gayle.Smart@eastrenfrewshire.gov.uk

Julie Murray, Chief Officer, IJB
julie.murray@eastrenfrewshire.gov.uk
0141 451 0746

11 March 2020

BACKGROUND PAPERS

IJB Paper: January 2020 – Care at Home Improvement and Redesign Programme
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25790&p=0>

IJB Paper: November 2019 – Care at Home Improvement and Redesign Programme
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25553&p=0>

IJB Paper: September 2019 – Care at Home Improvement Update: August 2019
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25145&p=0>

IJB PAPER: August 2019 – Care at Home Improvement Update
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24912&p=0>

IJB PAPER: 26 June 2019 – Care at Home Improvement Update
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24640&p=0>

IJB PAPER: 1 May 2019 – Care at Home Inspection Report and Improvement Plan
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24316&p=0>

IJB PAPER: 20 March 2019 – Care at Home Improvement Activity
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24127&p=0>

IJB PAPER: 30 January 2019 – Care at Home Update
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=23706&p=0>

IJB PAPER: 29 March 2017 – Care at Home Programme Update
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=19790&p=0>

CCGC PAPER: 20 June 2018 – Homecare Service Inspection
<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=22587&p=0>

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