



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	29 January 2020
Agenda Item	12
Title	Care at Home Improvement and Redesign Programme
<p>Summary</p> <p>This report provides and update to the Integration Joint Board on the progress of the Care at Home service in relation to the improvement activity undertaken to date and an outline of timescales for the service redesign.</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

29 January 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 outlines 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 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 is now in place to support recruitment to the service, including advertising through STV; social media and radio. The campaign timings have been aligned to run in conjunction with the national recruitment campaign for social care being led by Scottish Government.
10. We are now in the second phase of improvement within the service. '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.
11. The table below sets out the key improvement activities within the programme for Quarter 1, the latest update, RAG (red, amber, green) status and plans for the months to the end of March 2020. Quarter 2 priorities are in the process of being set and will predominantly focus on the service redesign.

Latest Update	RAG	Q1 2020 (Jan, Feb, Mar)
Workstream 1 Requirements Phase 2		
Activity: Care Planning <ul style="list-style-type: none"> • Care planning for the service continues to be undertaken • Positive progress being made on creation of reports from Carefirst to ensure that our care planning performance is maintained • Ongoing development with organisers on outcome focussed care planning, with practice forums to support this. 	A	Improve quality of plans to better reflect outcomes and risk management. Refine pathway to ensure all service users entering the service have a care plan developed in line with statutory requirement.
Activity: Medication <ul style="list-style-type: none"> • Over 50% of staff have now completed medication good practice training • Medication pilot planning completed. Pilot now operational. • Some queries raised via Trade Union reps from frontline staff 	G	Train remaining staff in medication good practice Commence the pilot and monitor early impacts Roll out pilot across Barrhead locality
Activity: Reviews <ul style="list-style-type: none"> • Historical overdue reviews completed (except handful outwith our control) • Automated Carefirst report now refined and generated weekly to ensure review performance is maintained reviews due • Quality sampling of reviews undertaken has commenced. 	A	Improve quality of reviews Develop QA measures within the review process.
Activity: Complaints <ul style="list-style-type: none"> • Limited progress • Recording process continues to be refined • External advisor supporting the further development of complaint handling process and overview. 	A	Introduce monthly management team complaint reviews - complaint overview and learning improvement focus Ensure overview of complaint activity for the service is further developed and maintained

<p>Activity: Service Delivery</p> <ul style="list-style-type: none"> Compliance rates (use of electronic monitoring of visit times) now sitting at over 90% Where frontline staff resource has allowed visit times have been increased when required. 	R	<p>Improve communications to front line staff around changes to schedules Secure additional management resource to support service redesign</p>
<p>Activity: Employ/ Deploy</p> <ul style="list-style-type: none"> Additional 8 staff recruited- induction this month Advertising strategy planned and designed with TV partners and Internal Communication team. Launch date 03/02 	A	<p>Ongoing recruitment Implement recruitment strategy Develop wider strategic plan for recruitment across social care sector Provide better continuity of care/service timings/patterns of service delivery Progress modern apprenticeship scheme</p>
<p>Activity: Training</p> <ul style="list-style-type: none"> Training completed to quarterly plan (focused medication, ASP, food hygiene and GDPR) Competency checks commenced Draft Learning and Development framework for Intensive Services completed Q1 2020 training plan prepared and circulated to allow for staff scheduling 	G	<p>Deliver Q1 2020 training plan - first aid, dementia and medication focus Deliver 2x further induction programmes</p>
<p>Activity: Supervision</p> <ul style="list-style-type: none"> Field based supervisions have commenced 	A	<p>Continue monitoring to ensure schedule is being followed as normal practice Develop quality of sessions and experience of managers & organisers in delivering supervisions</p>
<p>Activity: Notification to Care Inspectorate</p> <ul style="list-style-type: none"> Managers continue to undertaking reporting 	G	<p>Introduce a monthly overview and focus on reporting at management meetings Remind staff regularly on the importance of notification Ensure better reporting is in place (volume/timeliness) Finalisation of reporting procedures</p>
<p>Activity: Dementia</p> <ul style="list-style-type: none"> Training dates set for this quarter and cohort size agreed Dementia good practice discussions held at patch meetings 	G	<p>Staff attend training as scheduled</p>
<p>Activity: Supplementary</p> <ul style="list-style-type: none"> SSSC registration of workforce completed in advance deadline. Quality Framework outline agreed 	G	<p>Progress the development of the Quality Framework and relevant tools to support the implementation of this</p>

Service Redesign

12. The timeline and key milestones for the service redesign have been progressed in partnership with key workstream stakeholders and are outlined below.

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

13. The latest update on progress is detailed below

Latest Update	RAG	Q1 2020 (Jan, Feb, Mar)
Workstream 2 Service Redesign -Care At Home and Responder Services (including out of hours)		
<ul style="list-style-type: none"> Preparation activity including: forming workstream team prepare detailed project plan define model & structure has been undertaken 	A	Finalise job specifications and evaluate Financial modelling
Workstream 3. Workforce Development		
<ul style="list-style-type: none"> Being managed under workstream 1 	G	Planning, design and delivery of training- ongoing quarterly planning
Workstream 4. Private Providers (Interim framework)		
<ul style="list-style-type: none"> Singular Pathway for commissioning of Care at home provision continues to be developed Contract management officer for care at home providers appointed 	G	Prepare provider market for future Comprehensive overview of all externally commissioned Care at Home provision
Workstream 5. Transport		
<ul style="list-style-type: none"> Commissioning of review of use of transport within the service being progressed in partnership with Neighbourhood services. 	A	Undertake review. Recommendations to be progressed in Q2
6. Telecare TSA Action Plan		
<ul style="list-style-type: none"> Review of improvement plan and activity by consultant has now been undertaken. Action plan for service progressing 	A	Implement the agreed recommendations from consultant's report

7. Telecare A2D (operational)			
	<ul style="list-style-type: none"> Digital Office funding bid submitted 	<p style="text-align: center;">G</p>	Appoint to role Early planning/preparation for implementation
8. Embedding TEC			
	<ul style="list-style-type: none"> Appointment to role agreed 	<p style="text-align: center;">G</p>	Continue workstream planning Progress workstream

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 now being planned to inform the direction of the service redesign.

IMPLICATIONS OF THE PROPOSALS

Finance

15. The Care at Home service is currently projected to overspend by £501k based on the current cost commitments against a budget of £7.5 million (6.7%). This includes the £1 million funding agreed by the Integration Joint Board for this year. This is an increase in projected costs of £40k since last reported 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. As previously reported the risk associated with the care at home service remains high. Our improvement and redesign work should support a reduction in risk. Additional risks associated with winter pressures have to date been mitigated through winter planning.

Directions

21. There are no directions 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

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BACKGROUND PAPERS

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>