



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	20 November 2019
Agenda Item	10
Title	Findings of Joint Inspection by Care Inspectorate and Health Improvement Scotland on Effectiveness of Strategic Planning
<p>Summary</p> <p>The Care Inspectorate and Health Improvement Scotland carried out a joint inspection of Adult Services in East Renfrewshire Health and Social Care Partnership between April and June 2019.</p> <p>The inspection was one of a series on the effectiveness of strategic planning requested by Scottish Ministers. The finding of the inspection was that HSCP showed capacity for continuous improvement with its record of sound progress with the integration of health and social care services, supported by an integrated management structure and co-located teams of health and social care staff.</p> <p>The inspectors identified a number of areas for development to be taken forward by the HSCP. They evaluated the service as good for all 3 areas inspected: performance; strategic planning and commissioning; and leadership and direction.</p>	
Presented by	Julie Murray, Chief Officer
<p>Action Required</p> <p>The Integration Joint Board is asked to</p> <ul style="list-style-type: none"> • Note and comment on the Joint Inspection Report • Ask Chief Officer to prepare an action plan in response to the areas for development identified in the report 	
<p>Implications checklist – check box if applicable and include detail in report</p> <p> <input type="checkbox"/> Finance <input type="checkbox"/> Policy <input type="checkbox"/> Legal <input type="checkbox"/> Equalities <input type="checkbox"/> Risk <input type="checkbox"/> Staffing <input type="checkbox"/> Directions <input type="checkbox"/> Infrastructure </p>	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

27 November 2019

Report by Chief Officer

FINDINGS OF JOINT INSPECTION BY CARE INSPECTORATE AND HEALTH IMPROVEMENT SCOTLAND ON EFFECTIVENESS OF STRATEGIC PLANNING

PURPOSE OF REPORT

1. This report provides the Board with an overview of the findings of Joint Strategic Inspection of Adult Services in East Renfrewshire Health and Social Care Partnership, by the Care Inspectorate and Health Improvement Scotland published in October 2019.

RECOMMENDATION

2. The Integration Joint Board is asked to:
 - a) Note and comment on the Joint Inspection Report
 - b) Ask Chief Officer to prepare an action plan in response to the areas for development identified in the report

BACKGROUND

3. The Care Inspectorate and Health Improvement Scotland carried out a Joint Strategic Inspection of Adult Services in East Renfrewshire Health and Social Care Partnership between April and June 2019.
4. The inspection was one of a series on the effectiveness of strategic planning requested by Scottish Ministers. It was one of six inspections that have taken place with this focus. The key elements during the inspection were how well the partnership had:
 - c) Improved performance in both health and social care
 - d) Developed and implemented operational and strategic planning arrangements
 - e) Established the vision, values and aims across the partnership and the leadership of strategy and direction
5. The inspection included analysis of the evaluative statements and evidence submitted by the partnership, followed by fieldwork in East Renfrewshire, which included focus groups, interviews and observation of activities.
6. [The final report](#) of the inspection was published on 9 October 2019. This report gives an overview of the findings of the inspection for consideration by the Board.

REPORT

Performance

7. The report recognises that East Renfrewshire performs relatively well in comparison with other partnerships, such as delayed discharge but noted a number of areas where the HSCP is working to improve performance (intensive care at home, psychological therapies).

8. The inspectors commented on the well-constructed and accessible annual performance report, and the clear link between strategic planning and performance measures. They found a good system of governance and oversight, and that the comprehensive, accessible suite of performance data and performance reports submitted to the Integration Joint Board, supported its governance role.
9. There was evidence that the HSCP produced a wide range of good quality performance data and used it effectively to sustain good performance and bring about performance improvement. However the development and use of performance data at locality and team level was an area for improvement.
10. Overall this element of the inspection was rated good – important strengths with some areas for improvement.

Strategic Planning and Commissioning

11. The Strategic Plan for East Renfrewshire Health and Social Care Partnership was considered to be a well presented public facing document with clear links to needs and financial information.
12. The inspectors commented on the collaborative ‘working together’ approach taken by the partnership, through constructive and enabling conversations. They found that the HSCP strived to secure the participation of people who used services, unpaid carers, staff and third sector but that more was needed to involve the independent sector and housing colleagues.
13. A number of examples of innovative commissioning work were commented on by the inspection team. These included person centred models and supports to shift the balance of care. Proposed changes under Fit for the Future for contract management and market facilitation required to be implemented. The inspectors considered that the move to localities was sound but that the pace of change should be increased.
14. The inspectors commented on the Integration Joint Board’s commendable record of sound financial performance. They reported that the Partnership managed its finances competently and well. It used its reserve funds creatively to develop new services to replace out-of-date services. The medium financial plan was seen as a positive development in the face of the challenges the HSCP was facing.
15. Overall this element of the inspection was rated good – important strengths with some areas for improvement.

Leadership

16. One of the aspects that the inspectors noted was the quality, depth and maturity of integration within the partnership. They commented on the default position at all levels of integrated co-operative working among health, social care and third sector staff. They also noted the strong partnership working with the other HSCP in Greater Glasgow and with NHS Greater Glasgow and Clyde.
17. The inspectors also noted the strong commitment to equality and inclusion. They found that the majority of staff and partners were committed to the vision and working collaboratively to deliver positive outcomes for people.
18. The Integration Joint Board was seen to provide sound governance for the partnership. The report comments that the Board as strongly supportive of the partnership’s work while providing robust challenge when appropriate. Effective clinical and professional leadership for its staff was found to be in place.

19. Change management and related communication with staff were areas for improvement. The inspector's considered that the partnership required additional operational leadership and management capacity to effectively implement key strategies and plans.
20. Overall this element of the inspection was rated good – important strengths with some areas for improvement.

Areas for Development

21. The Inspection Report gives 5 areas for development

Areas for Development	
1	The partnership should improve its planning processes showing how: <ul style="list-style-type: none"> • strategic and locality needs information are updated • service and locality plans contribute to strategic priorities • priorities are to be resourced
2	The partnership should improve its approach to meaningful involvement of a full range of stakeholders for: <ul style="list-style-type: none"> • strategic and locality planning • commissioning • service redesign
3	The partnership should work closely with a full range of stakeholders to develop and implement cross-sector market facilitation approaches
4	The partnership should further develop its quality assurance and self-evaluation approaches to demonstrate how it identifies priority areas for self-evaluation and how these activities are co-ordinated to improve services
5	The partnership should make sure that it has sufficient effective operational leadership and management capacity to fully implement strategies and plans

22. These were similar themes from the Ministerial Strategic Group self-evaluation and the findings from the Audit Scotland Report: health and social care integration. It is proposed that the Chief Officer incorporates development actions into a single improvement plan which will be presented to the Integration Joint Board at the next meeting.

CONSULTATION AND PARTNERSHIP WORKING

23. The inspection process included a series of interviews and focus groups with staff and partners. There was a 36% response rate to their independent survey of 582 staff.

CONCLUSIONS

24. The inspection concluded that there was clear evidence that the partnership was improving its health and social services for adults. They found a culture of collaborative leadership, sound governance and a strong commitment to integration. Collaborative working with third sector partners to develop innovative person-centred services and community assets were recognised.

25. The inspectors considered the issues for the in-house care at home service to be a considerable risk for the partnership. They found no evidence of systemic problems with the partnership's governance and performance management systems. The partnership needs to make progress implementing its improvement plan for its care at home service. This will depend on the effectiveness of the operational management of this service.
26. The finding of the inspection was that partnership showed capacity for continuous improvement with its record of sound progress with the integration of health and social care services, supported by an integrated management structure and co-located teams of health and social care staff.

Quality indicator		Evaluation	Evaluation criteria
1	Performance	Good	<p>Excellent – outstanding, sector leading</p> <p>Very good – major strengths</p> <p>Good – important strengths with some areas for improvement</p>
6	Strategic planning and commissioning	Good	<p>Adequate – strengths just outweigh weaknesses</p>
9	Leadership and direction	Good	<p>Weak – important weaknesses</p> <p>Unsatisfactory – major weaknesses</p>

RECOMMENDATIONS

27. The Integration Joint Board is asked to:
- Note and comment on the Joint Inspection Report
 - Ask Chief Officer to prepare an action plan in response to the areas for development identified in the report

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

Joint Inspection (Adults) – The effectiveness of strategic planning in East Renfrewshire Health and Social Care Partnership
http://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/joint_inspe ctions_strat_com/east_renfrewshire_oct_19.aspx