



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board
Held on	12 May 2021
Agenda Item	11
Title	HSCP Management Review - Adult and Recovery Services
<p>Summary</p> <p>This report provides the Integration Joint Board with an update on the proposed changes in relation to the management review of adult services within the Health and Social Care Partnership.</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>Directions</p> <p><input checked="" type="checkbox"/> No Directions Required</p> <p><input type="checkbox"/> Directions to East Renfrewshire Council (ERC)</p> <p><input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)</p> <p><input type="checkbox"/> Directions to both ERC and NHSGGC</p>	<p>Implications</p> <p><input type="checkbox"/> Finance</p> <p><input type="checkbox"/> Policy</p> <p><input checked="" type="checkbox"/> Workforce</p> <p><input type="checkbox"/> Equalities</p> <p><input type="checkbox"/> Risk</p> <p><input type="checkbox"/> Legal</p> <p><input type="checkbox"/> Infrastructure</p> <p><input type="checkbox"/> Fairer Scotland Duty</p>

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

12 May 2021

Report by Chief Officer

HSCP Management Review

PURPOSE OF REPORT

1. The purpose of this report is to provide the Integration Joint Board with an update on the proposed changes in relation to the management review of adult services within the Health and Social Care Partnership.

RECOMMENDATION

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

BACKGROUND

3. The current HSCP Leadership Team has 4 Heads of Service, a General Manager and 2 Clinical Leads. Julie Murray, Chief Officer has the following direct reports within the Senior Leadership Team:
 - Head of Adult Health and Social Care Localities
 - Head of Recovery and Intensive Services
 - Head of Finance and Resources (Chief Financial Officer)
 - Head of Public Protection and Children's Services (Chief Social Work Officer)
 - Chief Nurse
 - Clinical Director
 - General Manager, Specialist Learning Disability Services
4. Candy Millard, Head of Adult Health and Social Care Localities has announced that she will retire with effect from 30th June 2021. Cindy Wallis, Senior Manager Recovery Services, will also be retiring from the HSCP on 1st August 2021.
5. Following these announcements, the HSCP took the opportunity to review the current management structure and in order to ensure continuity and stability within the HSCP, changes to the structure and the remits of 2 Heads of Service posts have been proposed.

REPORT

6. It is proposed to change the current remits for the Head of Adult Health and Social Care Localities and the Head of Recovery and Intensive Services with these becoming:
 - Head of Adult Services, Learning Disability and Recovery Services
 - Head of Adult Services, Communities and Wellbeing
7. These changes will ensure there is stability and integration within the services across both health and local government to deliver a stronger health and social care experience for our residents. To ensure a clear alignment, Recovery Services (mental health and addictions) and learning disability will all sit within the one remit and all adult,

community and wellbeing, primarily including older adult social work and care services, will sit under the other remit. The reconfiguration of the remits of these Heads of Service are set out below.

Current Remits

Head of Health and Social Care Localities	Head of Recovery and Intensive Services
Delivery of Adults Social Work and Health Services Older Adults Mental Health Services Learning Disability Services Health Improvement Strategic Planning Lead Commissioning Lead for Adult Services Primary Care Improvement Plan	Care at Home and Responder Services Day Care and Residential Provision for Older People Development of Out of Hours Services Recovery Services: Mental Health and Addictions Services Professional leadership and governance of adult social work and quality assurance

Proposed Remits

Head of Adult Services, Communities and Wellbeing	Head of Adult Services Learning Disability and Recovery
Adult social work professional/practice lead (delegated from CSWO) Initial Contact Team and Talking Points Care at Home and Responder Services Telecare/Telehealth Bonnyton House Locality Teams Rehabilitation Unscheduled Care Adult Support and Protection Care Home Assurance	Hosted LD Inpatients Scottish Centre of Technology for the Communication Impaired (national service) Autism Team (board wide) LD Board wide planning LD Community Team LD Day Services/Support Addictions Mental Health Services (Social Work, Primary Care, Community Mental Health Team, Older People's Mental Health)

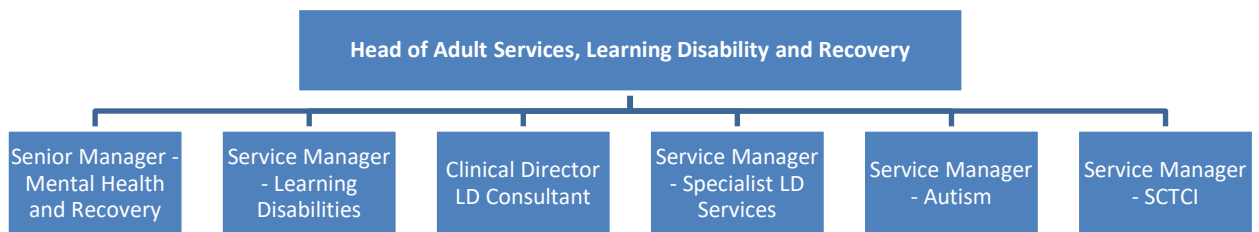
8. As part of the revised remits, it is proposed to integrate the General Manager, Specialist Learning Disability Services into the wider Head of Service structure within the HSCP. This would strengthen the remits of the Heads of Service and will ensure stability at a time where the HSCP is faced with an unprecedented increase in demand for services. The revised remit of Head of Adult Services, Learning Disability and Recovery will ensure a good link with the hosted learning disability, learning disability services within East Renfrewshire and recovery services.
9. In order to increase management capacity as service demands increase, additional changes within the management structures below the Head of Service level are planned.

Adult Services, Learning Disability and Recovery

10. In order to ensure robust management capacity remains of the Learning Disability Inpatient Service, it is recommended a Service Manager be appointed on a permanent basis, reporting to the Head of Adult Services, Learning Disability and Recovery. Inpatient operational leadership and board wide professional leadership will fall under the new post. This will ensure ongoing continuity in our board wide responsibilities.

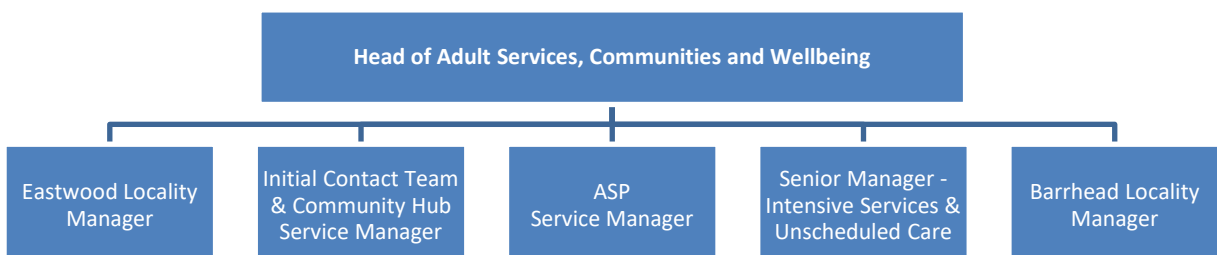
Additionally, given the retirement of the existing post holder, and therefore a loss of clinical leadership, we plan to introduce a Lead Nurse on a temporary 12 month basis to ensure stability during a significant period of change and re-mobilisation against a backdrop of increasing demand.

11. East Renfrewshire Community Learning Disability Team and Day Services will also be realigned under this Head of Service remit. In order to increase management capacity, it is proposed to introduce a Service Manager for Learning Disability. This will allow additional capacity for work on the overnight support and leadership for how our day services will adapt to people's needs as we learn to live with Covid-19. It is also anticipated that we will be taking forward a programme of work following the Scottish Government's announcement of a change fund to provide better support to people with complex needs.
12. It is proposed that the Service Manager for Mental Health and Recovery is realigned under the Head of Adult Services, Learning Disability and Recovery. The Older Adult Mental Health Team will also be realigned under this service manager. As the Service Manager for Mental Health and Recovery is a NHS employed post, it is proposed that the Service Manager for Learning Disability would be a Council employed post. This will ensure a balanced approach to professional leadership and accountability.
13. The proposed structure is shown below



Adult Services, Communities and Wellbeing

14. As part of the redesign, the Intensive Services Manager will assume responsibility for Unscheduled Care. It is anticipated that a single point of leadership around this agenda will strengthen links between Care at Home and Home from Hospital in order that we can avoid hospital admissions, and provide smooth, effective and rehabilitative support to individuals on discharge from hospital.
15. The proposed structure is shown below



CONSULTATION AND PARTNERSHIP WORKING

16. At its meeting on 15th March Council approved changes in remits and agreed in principle to appointing/matching process for Head of Service.
17. The HSCP Joint Staff Forum agreed the revised structure at its meeting on 16th March. We will continue to work in partnership with the Joint Staff Forum to implement the new structure.

IMPLICATIONS OF THE PROPOSALS

Finance

18. The purpose of the review was not to make a saving but to reinvest in services at a critical time whilst strengthening the capacity within these.

Workforce

19. Workforce implications are detailed throughout the report.

DIRECTIONS

20. There are no directions arising from this report.

CONCLUSIONS

21. This report set out changes to Head of Service remits and strengthening of senior management arrangements for adult services.

RECOMMENDATIONS

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

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

Council Paper: 15.03.2021 – Item 7. Chief Officer Organisational Changes
https://www.eastrenfrewshire.gov.uk/media/4763/Council-item-07-15-March-2021/pdf/Council_item_07_-_15_March_2021.pdf?m=637510756163530000