

# Corporate Policy and Strategy Committee

10.00am, Monday 22 January 2018

## Health and Social Care Improvement Programme and Short-term Resource Implications

Item number	4.1
Report number	
Executive/routine	
Wards	
Council Commitments	

### Executive Summary

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On 22 September 2017, the Integration Joint Board (IJB) considered a report on progress by the Health and Social Care Partnership (the Partnership) against the 17 recommendations of the Care Inspectorate/Health Improvement Scotland's inspection of Edinburgh's health and social care services for older people. The IJB agreed to the Partnership's proposal to reconfigure the previous action plan to address the findings of the inspection more effectively.

At its development session on 13 October, the IJB explored in more detail the Interim Chief Officer's analysis of the three main areas of challenge, namely: finance, performance and quality. IJB members also considered the high-level Statement of Intent developed by the Partnership to clarify and prioritise the urgent recovery action required, not only in relation to the older people's inspection, but for all the work of the Partnership.

On 17 November, the IJB formally approved the Statement of Intent, and noted that the comprehensive improvement programme would be presented to its December meeting. This report fulfils that requirement.

Given the financial implications of the recovery programme, and the Council's interest, this report is being presented to members for their consideration.

There is a very significant level of unmet need in the system (see table in section 3 below).

The pressures on the budget delegated to the Integration Joint Board (IJB) are constraining the level and quality of services delivered by the Health and Social Care Partnership.

Improvement is dependent on short-, medium- and long-term actions that need to be prioritised appropriately.

Some of the improvement requires remedial action to address the absence of standard operating procedures, or the historical non-compliance with these.

There are two distinct, though related areas of activity that require focused attention for the Partnership to achieve long-term sustainability of health and social care services in the city.

The first of these is addressing immediate pressures from the backlog of demand, the service capacity limitations, the risks associated with the shortfall of assessment and review, and the extreme pressures on acute services from the delays in discharges from hospital. In parallel, the Partnership will take action over a slightly longer time frame to address the incomplete transformation to locality working.

The second is the development of a programme to support long-term change in the way health and social care services are delivered, with a much stronger emphasis on self-management and self-directed support, with more effective use of technology and a significant and sustained shift in resources from acute reactive services, to prevention, early intervention and community-based provision.

## Health and Social Care Improvement Programme and Short-term Resource Implications

### 1. Recommendations

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It is recommended that Corporate Policy and Strategy Committee:

- 1.1 notes the short-term resource allocation detailed in paragraph 3.6 below
- 1.2 considers the comprehensive improvement programme for the Health and Social Care Partnership, set out in full at Appendix 1 and in summary at Appendix 2
- 1.3 notes the arrangements to co-ordinate the staffing resources to balance local knowledge and flexibility/speed of recruitment
- 1.4 notes that a Direction has been drafted in relation to re-prioritisation of resource allocation to allow implementation of the short-term actions described in paragraphs 3.6; this Direction will be issued to the Council and NHS Lothian following the Integration Joint Board's (IJB) January meeting.

### 2. Background

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- 2.1 The Care Inspectorate and Health Improvement Scotland published their joint report on the inspection of Edinburgh's older people's services in April 2017. Although the inspection was limited to services for people over the age of 65 and took place in the autumn of 2016, it is a fair reflection of the challenges facing the Health and Social Care Partnership generally, and is a useful benchmark for improvement across several areas, including:
  - a higher than expected use of residential and nursing home placements
  - under provision of, and consequential difficulty in access to, sufficient care at home support
  - under developed early intervention and preventative services
  - a long-standing culture of delays in undertaking assessments, delivering services to meet assessed need and reviewing support plans; and
  - ineffective engagement of front line staff and leadership teams in quality improvement processes and measures.

- 2.2 Actions to address these weaknesses are set out in the inspection improvement plan, which was redrafted in September 2017 to bring greater focus, prioritisation and clarity of accountability.
- 2.3 Also in September 2017, the Health and Social Care Partnership produced a high-level statement of intent, setting out the 7 key areas requiring intensive remedial action for all of Edinburgh's health and social care services. From this statement, actions have been grouped into a comprehensive improvement programme, prioritised, and allocated to named lead officers, with associated resource implications. The first iteration of this improvement programme is set out at Appendix 1, with a summary at Appendix 2.
- 2.4 This statement of intent includes an undertaking that the Health and Social Care Partnership will produce outline strategic commissioning plans for older people, mental health and disabilities for the Integration Joint Board to consider in January 2018, with a similar piece of work concluded for primary care for the February meeting.
- 2.5 For older people, this activity is identifying:
- the need to work with the third and independent sectors to provide increased capacity for assessment and review
  - the need to reshape the nature of the market for care provision to reflect more accurately the need that exists
  - a reduction in NHS Lothian bed-based services and changing the use of facilities across the city
  - that this work may take in the region of 3 years, and that individual projects need to be managed carefully to deliver in a coordinated way.
- 2.6 Because of the comprehensive nature of the improvement programme, progress against the actions will ensure all the requirements of the older people's inspection report are addressed, alongside the Partnership, Integration Joint Board, City of Edinburgh Council and NHS Lothian priorities.
- 2.7 Taken together, these points identify the need for short-term actions to bridge to the longer term future vision.

### **3. Main report**

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#### **Demand for Services**

- 3.1 The position at January 2018 is summarised in the table below:
- 3.2 Whereas these figures fluctuate from week to week, despite the significant emphasis on analysis, reporting and prioritisation, there is no discernible improvement trend over the past two years.

<b>Outstanding (8 Jan 2018)</b>	<b>No of people</b>	<b>No of hours per week</b>
Hospital delays		
Waiting for a care home	44	
Waiting for support to go home	91	
Complex and re-provisioning	31	
Waiting for assessment	42	
Legal / family / carer issues	5	
<b>Hospital total</b>	<b>213</b>	
Waiting for a package of care		
Waiting in hospital*	86	1,441
To move on from reablement/int care	182	1,722
Community (except blocking reab)	727	5,509
<b>Package of care total</b>	<b>885</b>	<b>8,672</b>
Reviews	5,567	
Assessments	1,578	

Notes: it is not possible to provide an overall total, as individuals may legitimately appear in more than one group.

The assessment and review figure are for the week beginning 25 Dec 2017.

### **Additional Short-term Resource Requirements**

- 3.3 The Partnership's comprehensive improvement programme has been developed and coordinated with the support of the Council's Strategy and Insight service, as has a more detailed and robust reporting system, which will provide managers with the data they need to monitor their service performance more effectively.
- 3.4 There is much attention locally and nationally on whether health and social care services are sufficiently resourced to meet the growing needs of a frailer, older population, and those of younger adults with increasingly complex disabilities and mental health problems.

- 3.5 Addressing this challenge with limited resources will require some fundamental changes to our traditional models of care, with an increased emphasis on prevention, early intervention, self-management, and community and family support. In addition, we need to develop a greater common acceptance of what realistic levels of publicly-provided care might look like.
- 3.6 The outcome of this work will only become evident in the medium to longer term. In the short term, to facilitate a minimum level of recovery from the current position, an injection of one-off additional resources is required to relieve the most urgent pressures. Additional resources would be focused on the following 3 priorities:
- **reducing the backlog of assessment** and reviews (assessments to ensure adequate consideration of risk to vulnerable people who are not known to services, but who have expressed a need for support; reviews to ensure appropriate levels of service continue to be provided, with potential identification of opportunities for increasing capacity or reducing costs) – the timescale for this has been estimated at 7 months, and includes addressing current pressures in the statutory Mental Health Officer service
  - **reducing the number of people whose discharge from hospital is delayed** – this will involve taking immediate, one-off action to alleviate urgent pressures on acute health services and allow longer term work in support of a sustainable strategic shift; and
  - **establishing efficient and consistent business processes in the newly formed localities**, which would allow for effective and accountable budget monitoring; streamlined work flow; speedier response times; and meaningful data management – the timescale for this is 16 months.

### Resource Implications

- 3.7 The estimated financial costs associated with this short- to medium-term activity, covering the three key areas described in the previous paragraphs are set out below.
- 3.8 **Assessment and review:** as at 20 November 2017, 1,913 people were waiting for an assessment, of which, 1,100 had no previous involvement/assessment activity in the last 12 months; 5,534 people were waiting for a review, 3,301 of whom had no review activity in the last 12 months. To complete these assessments over a 7-month period, whilst continuing to address new workload as this arises, is anticipated to cost in the region of £497,627. This investment will support the assessments/reviews to take place; thereafter, the provision of a service, if required, will be dependent on additional capacity created by efficiencies, brokerage, etc., or on additional resource allocation. The Partnership is exploring the opportunities for the voluntary sector to carry out some of these assessments. This sum would also cover the additional resource required to address the backlog of statutory mental health officer work, which is contributing to both delays in discharges from hospital and delays in applications to the court for guardianship.

- 3.9 **Delayed discharge:** there is capacity in the city, however, this is in care homes that are not part of the National Care Home Contract, which means the cost is much higher than standard local authority-funded places. It may be possible to negotiate additional care home placements at a higher rate than the national care home contract, on a strictly one-off basis to relieve pressure on the acute hospitals and to respond to the highest levels of need waiting in the community. A detailed assessment of this option, including a full risk assessment, with support from the Council's Commercial and Procurement service will be undertaken. £3m is earmarked at this stage.
- 3.10 **Business processes:** to be realised effectively, the vision to operate a model that brings service delivery and accountability closer to local communities needs to be supported by efficient and robust operating procedures. This requirement was not fully implemented as part of Health and Social Care's transformation programme during 2016/2017, and this is hampering progress in terms of both performance and budgetary control. A temporary project team to address this weakness will cost £312,786 over a period of 16 months.
- 3.11 At its meeting on 17 November, the IJB agreed to the reprioritisation of up to £4.5m of originally agreed spend to allow these three projects to proceed.
- 3.12 It is important that addressing the short-term pressures is consistent with the aspirations of the IJB, the Partnership, the Council, NHS Lothian and all partners' and stakeholders' strategic intentions for health and social care services in the future. There are also practical considerations in identifying additional staffing resources. Therefore, the model to be used by the programme involves:
- 3.12.1 identifying Partnership staff to be seconded to the projects; these staff will bring local knowledge of systems, processes, problems and potential solutions; the secondments will be backfilled by agency staff; and
- 3.12.2 to avoid destabilising the Partnership's 'business as usual', supplementing the projects with agency staff who will be under the direction of the project manager, who is an experienced health and social care operational manager, seconded to the project.
- 3.13 The cost of providing services for all those waiting for an assessment is significant. It is not possible to estimate the exact figure with accuracy, given that needs change over time. Some assessments will result in no service being required; others will lead to a wide range of demand. The long-term affordability of meeting this need requires to be tackled through significant service redesign, and is likely to require further, permanent investment. Work is underway to estimate more accurately the resources required.

### **Comprehensive Improvement Programme**

- 3.14 The Statement of Intent, considered by the IJB at its November meeting, was the first step in the recovery of health and social care, setting out the seven key areas for priority action. From this high-level statement, a detailed programme for short-,

medium- and long-term work has been established to ensure a transparent and coordinated approach to the complex landscape of improvement required. This is set out at Appendix 1. Appendix 2 is a summary version, which will be accessible on the Council and Health Board websites.

- 3.15 As well as addressing the short-term, urgent actions for which additional resources are required and which are set out in paragraphs 3.6 above, the programme seeks to accelerate longer term capacity planning and transformation to support the Partnership in achieving an efficient and sustainable balance between demand, quality and cost.

#### **4. Measures of success**

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- 4.1 Health and social care services delivered according to established eligibility criteria, within agreed timescales and to acceptable standards. In addition, over the longer term, a revised service model that emphasises prevention, early intervention, self-management, self-directed support and improved choice and control for people requiring care and assistance.

#### **5. Financial impact**

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- 5.1 The short-term financial implications are estimated at paragraphs 3.6-3.11. Addressing the backlog of assessments is an important part of our improvement activity, however, the costs articulated here do not take account of the demand that these assessments will create. It is difficult to predict these additional costs, and work is underway to estimate more accurately the resources required.
- 5.2 Further work is underway to address the savings targets and budget pressures that are reported regularly to the IJB, the Council and NHS Lothian.
- 5.3 The IJB decision on 17 November 2017, to re-prioritise up to £4.5m to allow the implementation of the short-term actions described in 3.6 will be the subject of a Direction to the Council and NHS Lothian.

#### **6. Risk, policy, compliance and governance impact**

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- 6.1 The difficult circumstances in which the Health and Social Care Partnership finds itself present a range of risks: to individual service users and carers; to people seeking a service; to the ability of both Council and NHS Lothian to meet their statutory obligations and key performance indicators; to staff who are under pressure; and to the financial stability and long-term viability of health and social care services.



- 6.2 The actions described in paragraphs 3.6 above will mitigate these risks in the very short term, however, they have significant budgetary implications, and by their nature do not ensure long-term sustainability.
- 6.3 The comprehensive improvement programme seeks to mitigate risks; however, it is inevitable that full effect of any mitigation will require a sustained increase in resource allocation.

## **7. Equalities impact**

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- 7.1 There are no equalities impacts arising from this report.

## **8. Sustainability impact**

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- 8.1 There are no sustainability impacts arising from this report.

## **9. Consultation and engagement**

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- 9.1 Each of the actions in the comprehensive improvement plan includes requirements to engage with a combination of staff, stakeholders, service users and their carers. The degree and extent of engagement will vary, depending on the individual action. The detail will be included in progress reports to the governance board and the IJB.

## **10. Background reading/external references**

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- 10.1 None.

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## **11. Appendices**

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Appendix 1 – Edinburgh Health and Social Care Change Programme

Appendix 2 – Summary Improvement Programme

# Appendix 1

## EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP CHANGE PROGRAMME

Last updated 30/11/2017

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	Stage?	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	FY17/18 if appropriate		FY 18/19 if appropriate	
										1. Pipeline 2. In development 3. In delivery 4. Complete				Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_001	Workforce strategy and delivery plan	Doing the Basics Well (People, Values and Culture)	Overall strategy and plan to address workforce issues and develop agreed culture for the partnership, agreed between CEC and NHSL and reflecting specific context and needs of the partnership.	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	2. In Development	31/03/2018	Internal business change, project management and HR support	Internal resource identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_002	Development and implementation of a Joint Training and Development Plan	Doing the Basics Well (People, Values and Culture)	Development and Implementation of a Joint Training and Development Plan, with a particular focus on: 1. Development of a structured induction programme 2. Operational Management Training 3. Leadership Development	Both	EHSCP Change Programme Board	Michelle Miller	Peter Collins	High	2. In Development	31/03/2018	Internal business change, project management and HR/LD support	HR/LD resource still to be confirmed	N/A	N/A	N/A	N/A
EHSCP	EHSCP_003	Communications and Engagement Plan	Doing the Basics Well (People, Values and Culture)	The development and roll out of an integrated communications and engagement plan for the partnership, to include internal communications with staff and stakeholders and external communications, including web presence.	Both	EHSCP Change Programme Board	Michelle Miller	Ann Duff	High	2. In development	31/12/2017	Internal project management and communications support	Comms support in place Project management resource to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_004	Improving performance: managing sickness absence	Doing the Basics Well (People, Values and Culture)	Addressing sickness absence rates across the partnership, ensuring policy and procedures are followed; targeted interventions for problems areas; support and training for managers to equip them to better manage absence;	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	2. In development	31/03/2018	Internal business change, project management and HR support	HR and business change support in place Project management needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_005	Improving performance: managing individual performance	Doing the Basics Well (People, Values and Culture)	Defining the values, behaviours and standards we expect from our team members; ensuring that organisational objectives are set and that team and individual objectives are developed to support delivery of these. Ensure all team members have SMART objectives, development plan, clear line management arrangements, appropriate infrastructure	Both	EHSCP Change Programme Board	Michelle Miller	Pat Wynne	High	2. In development	31/12/2017	Internal business change, project management and HR support	HR and business change support in place Project management needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_006	Improving performance: Home Care and Reablement	Doing the Basics Well (People, Values and Culture)	Specific project to address performance and efficiency in the home care service. To look at reducing sickness absence rates and maximising contact time to release savings and create capacity to address unmet need.	CEC	EHSCP Change Programme Board	Michelle Miller	Julie McNairn	High	2. In Development	31/03/2018	Internal business change, project management and HR support	Internal business change, project management and HR support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_007	Locality Working - Infrastructure	Doing the Basics Well (People, Values and Culture)	Ensuring basic infrastructure is in place to enable locality working. To include accommodation, systems and ICT requirements (including re-configuration of Swift).	Both	EHSCP Change Programme Board	Michelle Miller	TBC	High	1. Pipeline	31/12/2017	Internal business change, project management, ICT and business support	Project management support needs to be identified	N/A	N/A	N/A	N/A
EHSCP	EHSCP_008	Improving Relationships	Improving Relationships	Programme of work to improve the Partnership's relationships with NHS Lothian, the Council, the voluntary and independent sectors and partners IJBs, as well as Scottish Government, COSLA and scrutiny bodies.	Both	EHSCP Change Programme Board	Michelle Miller		High	2. In Development	Ongoing	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_009	Establish performance reporting framework	Developing a Performance Framework	Agree the metrics to be reported to the IJB and those for the EHSCP which will be reported to SMT. Establish processes to allow us to measure and report performance against metrics clearly and concisely, with a focus on action and improvement. Ensure that performance can be measured and reported at locality level.	Both	EHSCP Change Programme Board	Colin Briggs	Eleanor Cunningham	High	3. In delivery	31/12/2017	Internal Strategy and Insight resource	Internal Strategy and Insight resource in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_010	Establish Savings Governance Board and approach	Establishing a Financial Framework	Re-establish savings governance board and monitor progress to hold team members to account.	Both	Savings Governance Board	Moira Pringle	Jess Brown	High	3. In Delivery	31/10/2017	Internal programme management and Finance support	Internal programme management and Finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_011	Delegation of Financial Resources	Establishing a Financial Framework	Workstream will plan and implement the delegation of financial resources to localities as appropriate (both staffing and purchasing budgets). It will ensure mechanisms are in place to generate reliable locality budget and spend data. It will provide clarity on financial expectations and accountability for delivering and will include support and training for managers where required.	Both	Savings Governance Board	Moira Pringle	Kenny Raeburn/Mike Porteous	High	2. In development	30/06/2018	Internal finance support	Internal finance support in place	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_012	Audit of Budget Management	Establishing a Financial Framework	Internal Audit are conducting an audit of Home Care budget management. An early priority will be to review arrangement for assessment and authorisation of Individual Service Funds (ISF's) and Direct Payments (DP's) where increases in financial commitments are material.	CEC	Savings Governance Board	Michelle Miller	Lesley Newdall	High	3. In Delivery	22/12/2017	Internal Audit and Finance support	Internal Audit and Finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_013	Ledger Improvements	Establishing a Financial Framework	Workstream will progress the development of a client based structure in the ledger system which will allow the production of enhanced management information, reporting budget and actuals by client group/service type, whilst also allowing for faster and more accurate responses to Freedom of Information requests.	CEC	Savings Governance Board	Moira Pringle	Kenny Raeburn	Medium	3. In Delivery	30/06/2018	Internal finance support	Internal finance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_014	Review of Charging	Establishing a Financial Framework	Review of all CEC service charges with decisions on charges in 2018-19 to be confirmed in February 2018 through the 2018-19 budget process. This will include a comprehensive review of Care Home charges.	CEC	Savings Governance Board	Moira Pringle	Karen Dallas	High	3. In Delivery	31/12/2017	Internal finance support	Internal finance support in place			TBC	TBC
EHSCP	EHSCP_015	Support Planning and Brokerage	Delivering Financial Sustainability	Savings based around - delivering city wide interventions through transition of provider led review for existing service users thereby reducing package of care by 5% - Delivering test of change in North east through self directed support options and budget management controls as well as cost controls thereby reducing packages of care by 10% for all cohorts	CEC	Savings Governance Board	Moira Pringle	Angela Lindsay	High	3. In delivery	31/03/2019	Ernst & Young support	Ernst & Young support in place	£876	£584	£1,431	£1,431
EHSCP	EHSCP_016	Telecare Expansion	Delivering Financial Sustainability	The telecare project will deliver preventative Telecare Services to 3,000 additional service users over a 18 month period to realise approx. £7m/yr. in financial savings	CEC	Savings Governance Board	Moira Pringle	Katie McWilliam	High	3. In delivery	31/03/2019	Ernst & Young support Project manager	Ernst & Young support in place Project manager identified and due to start	£1,324	£1,324	£6,951	£6,951
EHSCP	EHSCP_017	Reablement	Delivering Financial Sustainability	Implementation of criteria led discharge to facilitate reductions in packages of care sizes	CEC	Savings Governance Board	Moira Pringle	Marna Green	High	3. In delivery	31/03/2019	Ernst & Young support	Ernst & Young support in place	£1,424	£770	£2,136	£2,136
EHSCP	EHSCP_018	Review of Transport Packages	Delivering Financial Sustainability	Review of the top 50 most expensive transport packages in Health and Social Care to identify financial savings from alternative packages	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	2. In development	31/03/2018	To be dealt with by temp assessment team who are working through backlog - circa £500k requirement over 7 months.	To be dealt with by temp assessment team who are working through backlog - circa £500k requirement over 7 months.	£37	£37	£113	£100
EHSCP	EHSCP_019	Direct Payment Clawback	Delivering Financial Sustainability	Reclaim £1.2m in unused direct payment funds	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	3. In delivery	31/03/2018	Temporary SDS Advisor		£100	£100		
EHSCP	EHSCP_020	Disabilities VERA Reduction (pre Phase 3 cost saving activity)	Delivering Financial Sustainability	Release of staff as part of a targeted VERA offer in Disability Day services to ensure staffing resource is matched to current demand	CEC	Savings Governance Board	Moira Pringle	Mark Grierson	High	3. In delivery	31/12/2017	Internal HR, project management and finance support	Internal HR, project management and finance support in place	£150	£150	£650	£650
EHSCP	EHSCP_021	Prescribing - pan Lothian target	Delivering Financial Sustainability	Delivery of savings through tariff changes and off patent movement of drugs	NHSL	Savings Governance Board	Moira Pringle	Locality managers	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£1,785	£1,785	£1,785	£1,785
EHSCP	EHSCP_022	Nursing	Delivering Financial Sustainability	Reduction in bank and agency use primarily in HBCCC through reinforcing nursing tools e.g. e-rostering and ward dashboards	NHSL	Savings Governance Board	Moira Pringle	Pat Wynne	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£436	£436		
EHSCP	EHSCP_023	Ward closure	Delivering Financial Sustainability	Closure of Balfour Pavilion. Non pay budgets no longer required.	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	3. In Delivery	31/03/2018	Internal finance support	Internal finance support in place	£120	£120	£120	£120
EHSCP	EHSCP_024	Prescribing - local target	Delivering Financial Sustainability	Savings delivered primarily from 3 schemes: "brown bag" waste scheme, Care Home and >75 polypharmacy scheme, pain management scheme. Additional local / in year savings schemes to be identified at Star Chamber	NHSL	Savings Governance Board	Moira Pringle	Locality Managers	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£2,630		£2,360	
EHSCP	EHSCP_025	NW Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in North West NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Marna Green	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£312	£87		
EHSCP	EHSCP_026	SW Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in South West NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Patrick Jackson	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£318	£181		

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_027	NE Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in North East NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Angela Lindsay	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£308	£17		
EHSCP	EHSCP_028	SE Locality schemes	Delivering Financial Sustainability	A range of action to deliver sustainability in South East NHSL local budget	NHSL	Savings Governance Board	Moira Pringle	Nikki Conway	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£307	£18		
EHSCP	EHSCP_029	Rehab	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL Rehab budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£47	£47		
EHSCP	EHSCP_030	RFU	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL RFU budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£100	£100		
EHSCP	EHSCP_031	Contenance Care	Delivering Financial Sustainability	A range of action to deliver sustainability in NHSL contenance care budget	NHSL	Savings Governance Board	Moira Pringle	Sheena Muir	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£22	£22		
EHSCP	EHSCP_032	Review of grants programme	Delivering Financial Sustainability	Full review of grant programme to assess efficiency and outcomes and deliver a 10% saving. (Roll forward of current grants for 2018/19 - 10% saving target to instead be met through innovation funding).	CEC	Savings Governance Board	Moira Pringle	Wendy Dale	Medium	2. In development	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	£449	£449
EHSCP	EHSCP_033	Workforce	Delivering Financial Sustainability	Develop and embed key workforce controls to ensure that efficient and safe staffing levels are in place whilst reducing expenditure. To include the activity underway as part of the Agency Spend Control project.	CEC	Savings Governance Board	Moira Pringle	Pat Wynne	High	2. In development	31/03/2018	Internal business change, project management and HR/LD support	Internal business change, project management in place HR/LD support to be identified	£1,200	TBC	TBC	TBC
EHSCP	EHSCP_034	Milestone House	Delivering Financial Sustainability	Project to consider alternative funding approaches for Milestone House.	CEC	Savings Governance Board	Moira Pringle	Colin Beck	Medium	1. Pipeline	TBC	Internal business change, project management and finance support	Internal business change, project management and finance support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_035	Telecare 2	Delivering Financial Sustainability	Proposal for further expansion of the service, looking at: 1. Integrating additional service offerings into the ATECH24 service 2. Remote monitoring and night support 3. SMART homes and assistive technology 4. Intelligent automation	CEC	Savings Governance Board	Moira Pringle	Katie McWilliam	Medium	1. Pipeline	TBC	TBC	TBC	£0	£0	TBC	TBC
EHSCP	EHSCP_036	Adaptations	Delivering Financial Sustainability	Consideration of alternative models of service delivery.	CEC	Savings Governance Board	Moira Pringle	TBC	Medium	1. Pipeline	TBC	TBC	TBC	£0	£0	TBC	TBC
EHSCP	EHSCP_038	Capacity Planning	Delivering Financial Sustainability	To support HSCP through capacity and demand planning to meet the demand for health and social care services for ongoing operational pressures and growth expected in services over next 10 yrs. The outcomes of the project is a clear baseline for activity and finance highlighting the gap in next 10 years, clear understanding of the level of care and support required to sustainably meet demand, functional rather than service led approach to service design and provision with the right mix of person centred care and support, integrated commissioning strategy that supports sourcing for best value potentially through use of alternative delivery model, realisation of financial savings through service redesign, streamlining and use of alternative delivery models. The key areas of focus are demand prevention, Alternative delivery models for home care, alternative delivery models for internal care homes and redesign of day services.	CEC	Savings Governance Board	Colin Briggs	Katie McWilliam	High	1. Pipeline	TBC	Ernst and Young support	Ernst and Young support in place	£0	£0	TBC	TBC
EHSCP	EHSCP_039	Review of Discretionary Spend	Delivering Financial Sustainability	Review of all discretionary spend, including supplies, and implementation of controls.	Both	Savings Governance Board	Moira Pringle	TBC	High	1. Pipeline	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	£200	£200
EHSCP	EHSCP_040	Review of Legal Fees	Delivering Financial Sustainability	Review of external legal fees with a view to introducing a more cost effective model.	CEC	Savings Governance Board	Moira Pringle	Kenny Raeburn	High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place	£0	£0	200	200
EHSCP	EHSCP_041	Review of Social Care Fund/Integrated Care Fund	Delivering Financial Sustainability	Full review of Social Care Fund/ Integrated Care Fund allocations	Both	Savings Governance Board	Moira Pringle		High	2. In Development	31/03/2018	Internal finance support	Internal finance support in place				
EHSCP	EHSCP_042	Response to the Care Inspectorate Report	Ensuring Quality	Review and prioritise each of the recommendations in the inspection report, re-cast the original improvement plan.	CEC	EHSCP Change Programme Board	Michelle Miller	Keith Dyer	High	4. Complete	31/10/2017	Quality assurance support	Quality assurance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_043	Response to the Care Inspectorate Report	Ensuring Quality	Delivery of action plan to address the recommendations in the inspection report.	CEC	EHSCP Change Programme Board	Michelle Miller	Keith Dyer	High	3. In Delivery	31/03/2018	Quality assurance support	Quality assurance support in place	N/A	N/A	N/A	N/A
EHSCP	EHSCP_044	Assessment Backlog	Ensuring Quality	Project established to coordinate the approach to clearing the current assessment/review backlogs. Additional resources identified to drive this forward.	CEC	Assessment and Review Board	Michelle Miller	Sylvia Latona	High	2. In Development	30/06/2018	circa £500k requirement over 7 months for professional/practitioner staff. Programme management support needed.	Funding identified for circa £500k requirement over 7 months for professional/practitioner staff. Programme management support in place	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_045	End to end review of SDS and direct payment processes	Ensuring Quality	Specific project to address shortcomings in current DP administration processes. To encourage greater use of payment card and reduce significant manual elements of process currently needed.	CEC	Assessment and Review Board	Michelle Miller	Mark Grierson	High	1. Pipeline	30/06/2018	To be confirmed. May be possible for Swift data cleansing team to cover this.	To be confirmed. May be possible for Swift data cleansing team to cover this.	N/A	N/A	N/A	N/A
EHSCP	EHSCP_046	Swift data cleansing/compliance	Ensuring Quality	Data cleansing project established to address data quality and business process shortcomings in key systems and areas. Project will focus on: 1. Ensuring meaningful data held on SWIFT that demonstrates good social work practice. 2. Establishing lean consistent business systems created with the initial focus being on the newly created locality teams. 3. Meeting statutory timescales for waiting times for services, allocating cases and effectively managing workloads. 4. Improved financial management systems implemented in Health and Social Care and Joint Partnership working. 5. Improved scrutiny of Key Performance Indicators and exception reporting created and embedded. Additional resource has been identified to undertake this work.	CEC	Assessment and Review Board	Michelle Miller	Mary McIntosh	High	3. In Delivery	31/03/2019	Circa £312k for additional business support staff over a period of 16 months	Circa £312k for additional business support staff over a period of 16 months	N/A	N/A	N/A	N/A
EHSCP	EHSCP_047	Delayed Discharge - Additional Care Home Places	Ensuring Quality	There is capacity in the city, however, this is in care homes that are not part of the National Care Home Contract, which means the cost is much higher than standard local authority-funded places. It may be possible to negotiate additional care home placements at a higher rate than the national care home contract, on a strictly one-off basis to relieve pressure on the acute hospitals and to respond to the highest levels of need waiting in the community.	CEC	EHSCP Change Programme Board	Michelle Miller	TBC	High	2. In Development	31/03/2018	£3m	£3m recommended to IJB	N/A	N/A	N/A	N/A
EHSCP	EHSCP_048	Older People Strategy	Developing Strategies	Development of Older People strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically address: 1. Use of Royal Victoria, Liberton and Royal Edinburgh land 2. use of care homes 3. Implementation plans for MATTs and Hubs 4. Review of domiciliary care services	CEC	EHSCP Change Programme Board	Colin Briggs	Katie McWilliam	High	2. In Development	31/12/2017	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_049	Primary Care Strategy	Developing Strategies	Development of Primary Care strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically address: 1. prioritised list of capital investments, supported by strategic assessments 2. cluster-by-cluster action list 3. a timescaled investment plan for the workforce	NHSL	EHSCP Change Programme Board	Colin Briggs	David White	High	2. In Development	31/12/2017	TBC		N/A	N/A	N/A	N/A
EHSCP	EHSCP_050	Mental Health Strategy	Developing Strategies	Development of Mental Health strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically include: 1. a commissioning plan for the Royal Edinburgh Hospital (REH) phase 2b 2. a commissioning plan for the REH phase 2b community services 3. a forward plan for substance misuse services	CEC	EHSCP Change Programme Board	Colin Briggs	Colin Beck	High	2. In Development	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_051	Disabilities Strategy	Developing Strategies	Development of Disabilities strategy with robust high level commissioning plan. To set out demand and capacity, investment choices and associated risks. To specifically include: 1. a commissioning plan for the learning disabilities elements of REH phase 2b 2. a commissioning plan for the community elements of learning disability services associated with REH phase 2b 3. a commissioning plan for phase 2 of the REH campus, specifically for patients with rehabilitation needs	CEC	EHSCP Change Programme Board	Colin Briggs	Mark Grierson	High	2. In Development	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A

Division	Scheme Number	Scheme Name	Scheme Classification	Project Description	NHSL/CEC impacts?	Governance Route	SRO	Lead	Priority Level: High Medium Low	1. Pipeline 2. In development 3. In delivery 4. Complete	Target completion date	Resource Required to Deliver	Resource in Place? Gaps?	Savings Plan value ('000s)	Savings Forecast outturn ('000s)	Savings Plan value ('000s)	Savings Forecast outturn ('000s)
EHSCP	EHSCP_052	Market Shaping Strategy	Developing Strategies	The development, enhancement and effective implementation of self-directed support, including brokerage arrangements, are priority actions that underpin the recovery plan and on which performance, quality and capacity depend. Self-directed support will also characterise our market shaping strategy, which is an important element of our work to increase care and support capacity in the city and represents a priority action for the Partnership.	Both	EHSCP Change Programme Board	Colin Briggs	TBC	High	1. Pipeline	31/03/2018	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_053	Second phase development of strategies	Developing Strategies	Development of strategies for the following: 1. Carers 2. Long term conditions and prevention 3. Sexual health services 4. Edinburgh Alcohol and Drug Partnership services 5. Palliative Care 6. Acute hospital services under the purview of the IJB  These strategies to be developed once priority strategies for older people, primary care, mental health and disabilities are complete.	Both	EHSCP Change Programme Board	Colin Briggs	TBC	Medium	1. Pipeline	TBC	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_054	Review of IJB governance	Clarifying and Simplifying Governance	Review how the IJB and its sub committees function and fit together, including remits, agenda setting, forward plans and standing agenda.	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	2. In Development	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_055	Governance of Hosted Services	Clarifying and Simplifying Governance	Review and clarify, in conjunction with partner IJBs, how the JB provides governance oversight to NHSL Hosted Services	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_056	Protocol for parent bodies	Clarifying and Simplifying Governance	Develop protocol and guidance to set out how parent bodies can raise issues of clinical, professional, financial, operational or strategic input, both formally and informally.	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	30/11/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_057	Professional Advisory Committee	Clarifying and Simplifying Governance	Clarify the role of the Professional Advisory Committee, including how it is asked for advice, generates work and feeds into other standing sub-committees of the IJB	Both	EHSCP Change Programme Board	Colin Briggs	Wendy Dale	High	3. In Delivery	31/12/2017	TBC	TBC	N/A	N/A	N/A	N/A
EHSCP	EHSCP_058	Phase 3 Organisational Review: Community Equipment Service and Community Alarm Telecare Service	Clarifying and Simplifying Governance	Design and implement efficient and sustainable staffing structure for CES and CATs	CEC	EHSCP Change Programme Board	Colin Briggs	Katie McWilliam	High	2. In Development	31/01/2018	Business change, project management, finance and HR support	Business change, project management, finance and HR support in place	TBC	TBC	TBC	TBC
EHSCP	EHSCP_059	Phase 3 Organisational Review: Social Care Direct and Emergency Social Work Service	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	Colin Beck	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_060	Phase 3 Organisational Review: Strategic Planning	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	TBC	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_061	Phase 3 Organisational Review: Disabilities	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Colin Briggs	Mark Grierson	Medium	2. In Development	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_062	Phase 3 Organisational Review: Service Matching Unit	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	CEC	EHSCP Change Programme Board	Michelle Miller	Marna Green	Medium	3. In Delivery	31/03/2018	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC
EHSCP	EHSCP_063	Phase 3 Organisational Review: Primary Care	Clarifying and Simplifying Governance	Review of existing staffing group and implementation of a new sustainable staffing model to support effective and efficient service delivery	NHSL	EHSCP Change Programme Board	Colin Briggs	David White	Medium	2. In Development	TBC	Business change, project management, finance and HR support		TBC	TBC	TBC	TBC



Edinburgh Health and Social Care Partnership

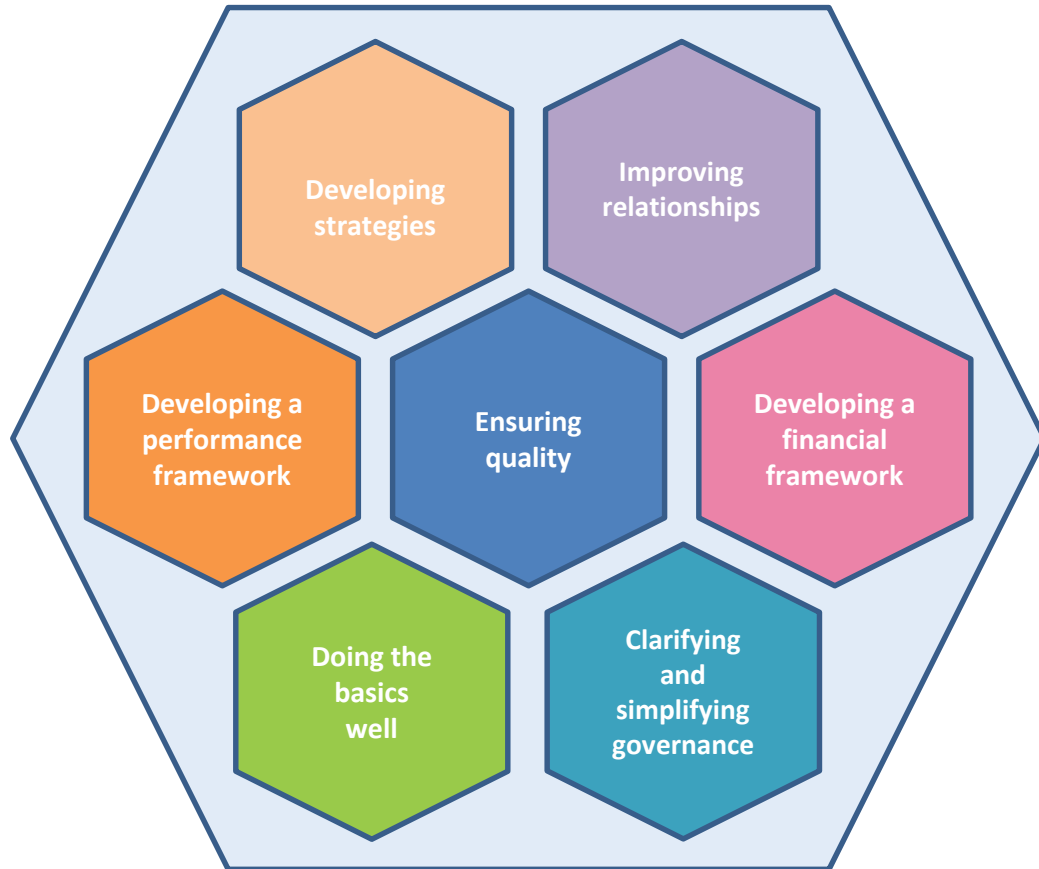
# Improvement Programme Summary

January 2018



Working together for a caring,  
healthier, safer Edinburgh

# Edinburgh Health and Social Care Partnership Statement of Intent



The Partnership has developed a change and improvement programme structured around the key themes outlined in the Statement of Intent

The following slides outline the high level detail of the programme and identify the action we will take over the coming months to deliver against our priorities



# Doing the Basics Well



We will identify, develop and deliver the basic organisational norms to allow the Partnership to operate more effectively.

We will:

- define the values, behaviours and standards we expect from all staff at all levels in the Partnership
- ensure that all staff:
  - have SMART objectives aligned to the objectives of the Partnership, clear line management arrangements and a development plan
  - understand the respective roles and responsibilities of the IJB, Health and Social Care Partnership, Council and NHS Lothian

WORKSTREAM	RAG	NOV 17		DEC 17		JAN 18		FEB 18		MAR 18		APR 18	
Doing the Basic Well SRO Michelle Miller		Develop workforce strategy and delivery plan											
		Develop and roll out Partnership communications and engagement plan											
		Embed arrangements for team and individual performance management											
		Develop and implement Partnership-wide sickness absence improvement project											
		Develop and implement home care efficiency and improvement project											
		Develop and roll out Partnership training and development plan											

### Progress to Date:

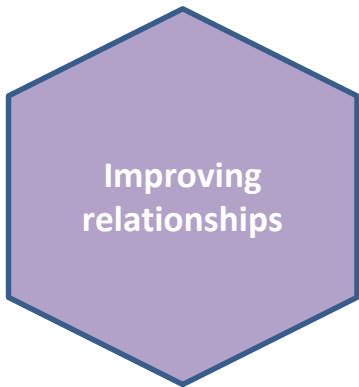
A workforce steering group has been established to support development and implementation of a coherent, integrated workforce strategy and plan. The group will meet for the first time on 22 January 2018. Work is underway to align the EHSCP workforce strategy with City Deal and wider Economic Strategy approaches. Workforce strategy was the focus of a recent leadership development session.

Business change expertise has been provided by the Council's Strategy and Insight division to develop an induction programme for the partnership and to analyse recent staff survey data with a view to improving staff engagement.

HR support is in place to analyse sickness absence levels and plan the approach to improvement, particularly in "hot spot" areas.

A project to address efficiency in the internal home care services has been established and added to the savings governance programme.

# Improving Relationships



We will work to improve our relationships with NHS Lothian and the Council, as well as with the voluntary and independent sectors, partner IJBs, service users and their carers. We also need to consider our relationships with the Scottish Government, COSLA, scrutiny bodies and others, and ensure these are productive and positive. We will:

- respond promptly and accurately to requests for information
- meet deadlines
- ensure appropriate attendance at boards and committees
- support locality teams more effectively

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Improving Relationships SRO Michelle Miller							
		Ongoing programme of work to improve relationships					

## Progress to Date:

The need to improve our relationships with a range of stakeholders and work more effectively with partners is an ongoing priority for the Partnership. The importance of this has been a key focus in a number of recent management and development sessions and away days.

Relationships with the Care Inspectorate and Health Improvement Scotland have been strengthened, with both contributing to a recent leadership team away day.

The third and independent sectors are fully engaged in the development of the outline strategic commissioning plan for older people.

A community engagement working group has been established (a sub group of the Strategic Planning Group) and is working towards production of a community engagement strategy by the end of March.

We will continue to prioritise the development and embedding of culture and behaviours, which support effective working.

# Developing Strategies



Developing strategies

The Partnership will, by January 2018, deliver strategies for Older People, Disabilities and Mental Health; and by February 2018 for Primary Care. These strategies will set out demand and capacity, investment choices, and the risks associated with each. They will have high-level, but robust commissioning plans embedded in them, and be presented to the IJB for approval. Each strategy will outline:

- an accurate and realistic analysis of our current position
- a statement of where we want services to be in the medium and longer term
- robust analysis of our current demand and capacity
- an outline of required resources
- an action plan for delivery

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	
Developing Strategies	SRO Colin Briggs	Development of outline strategy and commissioning plan: Older People							
		Development of outline strategy and commissioning plan: Disabilities							
		Development of outline strategy and commissioning plan: Mental Health							
		Development of outline strategy and commissioning plan: Primary Care							
		Second phase of strategic development: carers, long term conditions and prevention, sexual health, alcohol and drug, palliative care and acute hospital services							

## Progress to Date:

Outline strategic commissioning plans have been developed for Learning Disabilities, Older People and Mental Health. These were circulated to Strategic Planning Group members on 22 December 2017 and will be discussed on 12 January 2018. The plans will be presented to the IJB on 26 January 2018.

The Primary Care and Physical Disabilities outline strategic commissioning plans will be presented to the Strategic Planning Group in February and to the IJB in March 2018.

Reference boards are being established for each plan, chaired by voting members of the IJB.

The final plans will be completed by March 2019.

# Developing a Financial Framework



Developing a financial framework

We will establish a financial framework that is focused on best use of resources and well managed financial accountability. We will:

- communicate the financial challenge, our options for delivery, and the risks to performance and quality, as widely as we can, including with the public
- couch financial discussions with the IJB in terms of investment (and disinvestment) decisions
- delegate financial resources as appropriate to localities, whilst being clear on financial expectations and the accountability for delivery
- re-establish the 'savings governance group' to monitor progress against agreed actions

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	
Establishing a Financial Framework  SRO Moira Pringle	Yellow	Re-establish savings governance board and monitoring framework						
		CEC Internal audit of budget management and DPs/ISFs						
		Delegation of financial resources to localities						
		Council review of charging						

## Progress to Date

Savings Governance Board and programme established and meeting on a fortnightly basis to track progress of key projects.

Council Internal audit underway; the draft report is due by the end of February.

Financial outlook for next 5 years was presented to the IJB on 15 December 2017, setting out substantial projected financial pressures. Work is underway to develop mitigation plans.

Delegation of resources to localities largely complete, with exception of purchasing budgets. Work is underway and this is expected to be in place for the start of the new financial year.

# Clarifying and Simplifying Governance



Clarify and simplify governance arrangements

We will simplify our governance arrangements to ensure they are focused on delivering our objectives and are easily understood by our staff, partners and stakeholders. We will:

- clarify the differing roles of the IJB and the Health and Social Care Partnership and their relationships to the Council and NHS Lothian
- review how the IJB and its sub groups fit together
- review the internal governance of the Health and Social Care Partnership
- ensure that the IJB and the Partnership both have a set of organisational objectives

WORKSTREAM	RAG	NOV 17		DEC 17		JAN 18		FEB 18		MAR 18		APR 18	
Clarifying and Simplifying Governance	Yellow	Review and clarify governance of IJB and sub-committees and NHSL hosted services											
		Review and clarify role of Professional Advisory Committee											
		Develop and implement new staffing structures for "Phase 3" services											
SRO Michelle Miller													

### Progress to Date:

Ensuring clarity of roles and remits is a key focus in planned staff engagement sessions.

An IJB briefing on 17 October confirmed governance arrangements. The IJB is recruiting new non-voting members and is seeking nominations for chairs for various steering groups and strategic planning groups. A report will go to the January meeting of the IJB with recommendations about the recruitment of citizen board members and the appointment of chairs to the Audit and Risk, and Performance and Quality sub groups.

The Partnership's senior management team structure has been revised and recruitment is underway for the Chief Officer. Long list interviews are due to take place w/c 8 January 2017. A recommendation on the preferred candidate is due to be presented to the IJB on 2 March.

Locality scrutiny boards have been established to focus on finance, quality and performance.

# Developing a Performance Framework



Developing a performance framework

We will develop a performance framework aligned to the Scottish Government’s national outcomes and local priorities, against which the Partnership and its staff can be held to account. We will:

- establish organisational objectives for the Partnership that provide the basis for setting team and individual objectives
- set out the metrics to be reported to the IJB and Health and Social Care Partnership Senior Management Team
- report against the metrics clearly and concisely
- emphasise personal accountability

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	
Developing Strategies SRO Colin Briggs	Yellow bar	Establish organisational, team and individual performance objectives							
		Agree performance reporting framework with a focus on action and improvement							
		Ongoing clear and concise reporting against agreed metrics							

## Progress to Date:

Planning is underway to ensure the development and cascade of appropriate organisational, team and individual performance objectives.

A performance dashboard has been developed to track performance against the key national outcome indicators. Work is underway to extend this dashboard to local reporting. Baselines are being established to enable measurement of improvement delivered through this programme.

Scrutiny boards being established in each locality have a clear focus on the management and improvement of performance, budgetary control and quality.



# Ensuring Quality

Ensuring quality

We will improve citizens' experience of our services by taking action in response to the 17 recommendations in the report of the joint inspection of services for older people published in May 2017. We will:

- review and prioritise each of the recommendations
- sustain, and where necessary, accelerate progress to date
- engage with the inspection bodies as partners in our improvement journey
- establish a robust programme of quality assurance



WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	MAY 18	JUN18	
Ensuring Quality SRO Michelle Miller	Yellow bar	Revise and re-prioritise inspection action plan									
		Delivery of improvements detailed in inspection action plan									
		Project to address current backlogs of assessments and reviews									
		End to end review of all business processes for assessments and reviews									
		End to end review of all business processes for the administration of Direct Payments									

## Progress to Date:

The inspection action plan was revised and re-prioritised in October 2017. We have established a quality improvement framework for localities, supported by expertise in adult protection and quality assurance and compliance.

Funding was agreed by the IJB to establish a project to address the current backlog of assessments/reviews over the coming 7 months. Staff are being recruited and a project plan is in place.

Funding was also agreed for a temporary data cleansing/compliance team to improve the integrity of Swift data and ensure that lean, effective business processes are in place to support locality working. The team is now operational.

# Savings Governance Programme – Delivering Financial Sustainability



- In addition to the improvement programme, themed around the priorities set out in the Statement of Intent, the Partnership has also developed a savings programme
- This programme is monitored and governed through the Savings Governance Board, which meets on a fortnightly basis to track progress and deal with risks/issues/decisions
- The savings programme is targeting significant financial savings and/or cost avoidance
- The high level details of this programme are set out in the following slide



# High Level Savings Programme



WORKSTREAM	RAG	OCT – DEC 17	JAN – MAR 18	APR – JUN 18	JUL – SEP 18	OCT – DEC 18	JAN – MAR 19	APR – JUN 19	JUL – SEP 19	OCT – DEC 19		
<p><b>Delivering Financial Sustainability</b></p> <p><b>SRO</b> <b>Moira Pringle</b></p>	<p style="background-color: red; color: red;">[Redacted]</p>	<p>Prioritise and agree pipeline projects for delivery</p>										
		<p>Disability services, legal fees and discretionary spend</p>										
		<p>Maximise direct payment clawback</p>										
		<p>Deliver staffing savings for phase 3 services</p>										
		<p>High value transport cost savings</p>										
		<p>Delivery of 2017 /18 NHS locality schemes</p>										
		<p>Review of Partnership Grants Programme and delivery of efficiencies</p>										
		<p>Telecare Expansion Programme – Purchasing Budget Efficiencies</p>										
		<p>Support Planning and Brokerage – Purchasing Budget Efficiencies</p>										
		<p>Reablement – Purchasing Budget Efficiencies</p>										