

Report

Additional investment in community capacity in Edinburgh

Edinburgh Integration Joint Board

14th December 2018

Executive Summary

1. The purpose of this report is to request that the Board issue a direction to the City of Edinburgh Council in respect of additional care at home capacity.
2. Any member wishing additional information on the detail of this paper should contact the author in advance of the meeting.

Recommendations

3. The Integration Joint Board is asked to remit the Chief Officer to issue the direction to the City of Edinburgh Council.

Background

4. At its meeting of 28th September, the IJB delegated approval of the proposal to apply an additional £4m of funding to increase capacity in care at home services, thereby reducing waiting lists for service to the Chair, Vice Chair and Chief Officer.
5. Following agreement by the Finance and Resources Committee of the City of Edinburgh Council (the Council) the contract was varied accordingly. The final piece of governance is the issuing of a direction to the Council in respect of this change.

Main report

6. Edinburgh faces significant challenges in generating and sustaining the capacity required to provide the volume of community based services needed to support people to live at home. This has resulted in well recognised delays across the Health and Social Care system.



7. To address this, the Edinburgh Health and Social Care Partnership (the Partnership) has agreed the “Sustainable Community Support” programme of work. The first phase of which has been focused on what can realistically and affordably be done to alleviate the pressures across the system in the short term. The longer term vision and commissioning strategy for Edinburgh focuses on a wider system transformation, reducing demand and increasing capacity. This will require building new, collaborative relationships with you as providers
8. A provision to meet a proportion of the cost of providing additional care packages to partly address these delays was incorporated in the IJB’s financial plan for 2018/19. The plan also assumed a contribution of £4m from NHS Lothian to support this work. Discussions about how best to target this investment took place between officers from the Council, NHS Lothian and the Integration Joint Board. These focussed on the priorities of the 3 bodies, how these could be aligned and how the risk would be mitigated and shared.
9. In consultation with providers across the city, the challenges faced in recruiting and retaining staff were consistently stressed. To address this, a proposition to increase hourly rates to partner care at home providers in a way which directly links to an evidenced increase in capacity and demonstrates that it improves the pay and conditions of staff was worked up.
10. Following agreement of the IJB, the care at home contract was varied to reflect the outcome of these tri partite discussions ie a staged increase in the hourly rate paid to contracted providers, with effect from 1st October 2018.
11. The Partnership management team has produced a detailed action plan, Edinburgh Delayed Discharge Trajectory and Action Plan (EDDTAP) to support both the performance management and to illustrate how the investment will be used. EDDTAP incorporates outputs from the work commissioned by NHS Lothian from the Carnall Farrar consultancy and work undertaken by the EY consultancy on how the investment could be best used. At its core, however, EDDTAP is a tool for managing the operations of EHSCP and allowing EIJB to performance manage against this key indicator.
12. EDDTAP’s differs from previous work undertaken in Edinburgh in that it has adopted a queue analysis methodology to build a realistic improvement trajectory from the bottom up, rather than imposing a single global target and expecting universal improvement to meet this target. It does not treat all delayed discharges as equal, and recognises the varying degrees of complexity in, for example, the organising of discharges for learning disability patients, versus those in the acute sector with relatively small packages of care.
13. Providers have reported the following improvements they have been able to make to boost recruitment, retention, and overall stability;
 - *Hired a recruitment consultant, whose main focus will be the management of the online presence on various recruitment platforms and social media*

- *Increased pay rate to £10.15 per hour for our care workers, a 13% increase from the previous rate.*
- *Increased mileage allowance from 15p to 30p per mile.*
- *Begun building an additional operations team to support the anticipated growth of the Edinburgh contract to maintain and further improve the quality of service.*
- *Enrolled 50 Community Care Assistants in our SVQ level 3 Health and Social Care programme with an anticipated completion date of April 2019*

Key risks

14. The key risk is that the investment does not support improved performance. This is being closely monitored and will be scrutinised through the quarterly performance meetings between the senior management team of the Partnership and officers from NHS Lothian and the Council.

Financial implications

15. This report details the direction which supports the £4m investment in care at home capacity. The initial rate increase to £17.43 will cost an estimated £0.6m.
16. Any further increase in rates will only be triggered if the capacity increases outlined in the table above are achieved.
17. Monitoring arrangements will be scrutinised at the quarterly performance meetings for the Health and Social Care Partnership held jointly by the Council and NHS Lothian.

Implications for directions

18. The draft direction to the City of Edinburgh Council is attached as an appendix to this report.

Equalities implications

19. As above.

Sustainability implications

20. As above.

Involving people

21. As above.

Impact on plans of other parties

22. This impacts on the plans of partner organisations i.e. the Council, NHS Lothian and care at home providers. These bodies have worked together to develop the proposal to increase care at home capacity in the city.

Background reading/references

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Appendices

Appendix 1

Direction from Edinburgh IJB to City of Edinburgh Council

Direction from Edinburgh Integration Joint Board

Issued to: City of Edinburgh Council

Service affected: Social care for older people

Financial resources: £4m

Timescale for implementation: From 1st October 2018 to 30th September 2019

Direction:

Edinburgh Integration Joint Board ("EIJB") directs the City of Edinburgh Council to procure additional social care capacity for older people in the form of packages of care.

Intent:

- 1) To improve performance against the national delayed discharge standard, and to reduce the IJB's dependence upon hospital beds; and
- 2) To reduce the number of people in the community waiting on the provision of a package of care.

This will be delivered by:

- An increase in the baseline hourly rate for participating providers to £17.43, from 1st October 2018;
- An increase in the baseline hourly rate for participating providers to £17.95, on the delivery of 7 additional hours across the city;
- An increase in the baseline hourly rate for participating providers to £18.31, on the delivery of a further 6 additional hours across the city;
- A final increase in the baseline hourly rate for participating providers to £18.54 on the delivery of a further 4 additional hours across the city.

The total financial value of the above is not to exceed £4m.

This capacity increase is to be targeted at acute hospital beds in the first instance, to meet the trajectory for improvement set out in the Edinburgh Delayed Discharge Trajectory and Action Plan (EDDTAP).

Once this trajectory is met, additional capacity can be provided for those waiting in the community.

Performance management:

A report on progress against the trajectory will be required at each meeting of EIJB until October 2019.

The Chief Officer of the Integration Joint Board is responsible for the delivery of this direction.