

REPORT

Proposal to continue Programme Management Resource within the Edinburgh Health and Social Care Partnership.

Edinburgh Integration Joint Board

7 December 2021

Executive Summary

1. In February 2019, the Edinburgh Integration Joint Board (EIJB) accepted a proposal from the Chief Officer to fund, at a cost of £2M, the establishment of a transformation team to accelerate its strategic ambitions over a nominal period of two years.
2. A transformation programme was then developed that underpinned the EIJB Strategic Plan 2019 to 2022, which was approved by the EIJB in August 2019.
3. The transformation team was established at c75% strength in early 2020. Although the programme was affected by the COVID-19 pandemic, significant progress has nonetheless been achieved in the highest priority strategic projects.
4. The Edinburgh Health and Social Care Partnership (EHSCP) is not provided with programme management expertise through the integration scheme. Nor does it have a planning and programming resource out with commissioned contracted services within the existing structure.
5. As we deal with the consequences of COVID, continue our transformation programme and prepare for the creation of a National Care Service, there is an enduring need for skilled project management resource to complement the work of operational managers and strategic leads to develop and deliver future innovation, change and financial sustainability.
6. As part of the organisational review, it is proposed to transition the temporary programme/project management capability into an enduring EHSCP capability held within the strategic planning area.

Recommendations	<p>It is recommended that the EIJB:</p> <ol style="list-style-type: none"> 1. Agrees in principle to the establishment of a permanent structure of programme/project management within EHSCP as part of wider organisational change. 2. Agrees in principle that recurring funding of c£700k is made available to support this proposal. Funding options in the short term are being scoped. In the longer term, costs are expected to be met over time through the savings generated by the delivery of major change projects. 3. Notes that further detail on the proposal will come back to the EIJB in due course.
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Report Circulation

1. This report has not been circulated to any other group or committees.

Main Report

Context and Background

2. The transformation team was initially recruited in December 2019/January 2020, following an EIJB decision to commit £2 million from reserves to fund the development and delivery of a programme of major change to accelerate and begin to deliver on its strategic intent.
3. Transformation team members have been employed either on fixed term temporary contracts, or on a seconded basis from the City of Edinburgh Council. Contracts were in place until the end of March 2022 but have since been extended to December 2022 within the existing budget.

4. Due to the temporary nature of the offer, the team has experienced a degree of 'churn' and posts have only been filled at c75% for the duration of the programme. As a result, several projects identified in the programme have been delayed or are yet to begin. Specifically, the tech/digital, transitions and future focused infrastructure projects.
5. Prior to the establishment of the team, there was no dedicated resource in place to support major change and transformation. The EHSCP is not provided with project and programme management expertise through the Integration Scheme and does not have any planning and programming resource, other than for commissioned services.
6. A wider organisational review was suspended during the height of the COVID-19 pandemic and has only recently been reinstated. Options are being re-scoped and refined as part of lessons learned from the pandemic. The formal process is expected to start in the New Year and on current plans will be completed by the end of 2022.

Transformation Programme Key Achievements

7. The transformation programme is the key mechanism through which the EHSCP is delivering on the ambitions set out in the Strategic Plan 2019 – 2022. The dedicated additional capacity and expertise provided by the transformation team has allowed the EHSCP to make significant progress in this regard over the last two years. This includes:
 - The development and initial roll out of the 3 Conversations model within locality assessment and care management teams. The approach has significantly reduced the length of time that people wait to see a worker, from a pre-innovation average of approximately 40 days, to just 2.5 days. 3 Conversations is also allowing us to support more people early on, connecting them to community supports and delivering good outcomes without the presumption that formal paid-for services are always the best or only solution. Innovation sites are now supporting the majority of people without the need to progress to formal paid for services (81%), and only 7.5% of new people who contact us go on to receive long term paid for support. A plan is in place to ensure 3 Conversations practice is embedded in all locality assessment and care management teams by April 2022.
 - Extensive engagement and co-production to develop the Edinburgh Wellbeing Pact, along with the development and EIJB approval of a 3-year Community Mobilisation Plan, as part of the enactment of the Pact. Community Mobilisation is driving closer partnership working with communities and the third sector and is developing plans for community commissioning models to replace the existing grants programme. The

project is working closely with EVOG and community organisations to invest in the short term an additional £1 million to support communities and build capacity.

- Establishment of the Home First Edinburgh ethos within the EHSCP. Significant progress has been made including the development of the Single Point of Access (SPOA) through the Flow Centre for all urgent health and social care/ therapy pathways requiring a 4-hour response as part of Phase 2 Redesign of Urgent Care. It also includes: the development of an Emergency Department to Hospital at Home pathway as an alternative to hospital admission for frail elderly; the enhancement of our Hospital at Home capacity City wide to provide more over 65's with a safe alternative to hospital; recruitment of Home First Navigators to ensure earlier intervention, assessment and earlier discharge in Intermediate Care Facilities and Hospital Based Complex Clinical Care (HBCCC); creation of a new Community Respiratory Team and Service allowing people who are COVID positive, recovering from COVID and/or oxygen dependent to have an early supported discharge with hospital at home; and becoming the first HSCP to implement a test of change for Planned Date of Discharge in Ward 51, Western General Hospital and Fillieside Intermediate Care Facility.
- The development of Phase 1 of the Bed Base Strategy, elements of which have now been approved by the EIJB and are moving into implementation. The strategy sets out the vision and direction for bed base services in the City, with the initial phase focused primarily on increasing intermediate care capacity, right-sizing HBCCC beds and transforming care home provision. The Bed Base Strategy will deliver a redesigned and improved model of care, with increased capacity for much needed nursing and dementia care beds. Over time, the project will deliver significant benefits in terms of quality and experience, whilst also releasing projected financial savings of around £2.1 million.
- Extensive engagement with care at home providers to develop the “One Edinburgh” approach to the provision of services. Aimed at optimising all care resource in the City, to minimise unnecessary travel, focus effort in the community and reduce carbon emissions. Plans are in place to develop a new and fit for purpose care at home contract as part of this workstream, which is currently planned to be in place by October 2022.
- Development and approval of a business case to replace the legacy Webroster scheduling system with a new, modern, mobile scheduling tool – Total Mobile. The new system offers significant benefits in terms of additional capacity and efficiency within our internal home care workforce

and will support the One Edinburgh approach. It is anticipated that the implementation of Total Mobile will ultimately create cashable and non-cashable benefits of approximately £10 million over 5 years, while creating the equivalent of an additional 80 FTE through optimization of the workforce's capacity. This will assist in addressing issues with delayed discharge and shifting the balance of care into community settings.

- The development of the first EIJB workforce strategy, "*Working Together*". The strategy sets out our vision and plans for one workforce, to build a caring, healthier and safer Edinburgh. The strategy focuses on 4 main areas: health and wellbeing; culture and identity; workforce capacity and transformation; and leadership and development. The strategy is in the final stages of development and due to be presented to the EIJB early in 2022.

Future Major Change and Sustainability

8. Whilst the transformation programme has delivered some significant benefits to date, several projects run over longer timescales and will require ongoing support to ensure no loss of momentum. The programme team has recently undertaken a transition planning exercise to review the status of all transformation projects, determine resource requirements beyond the current end date, and understand where acceptable risk could be taken in returning workstreams to business as usual.
9. All transformation projects would be affected in some way if all support was withdrawn in December 2022. However, the following projects are singled out as being most at risk of significant delay or non-delivery:
 - Home First
 - 3 Conversations
 - Digital and technology
 - Workforce
 - Edinburgh Pact/ Community Mobilisation
 - Bed Base Strategy
10. The existing transformation programme has a range of identified key priorities for the next phase of change. These include:
 - Tech/Digital transformation, focusing on a range of digital/TEC solutions
 - The next phase of the Bed Base Strategy
 - Full roll-out and embedding of 3 Conversations model across all relevant services

- The embedding of a sustainable Home First staffing structure within localities, to build on success to date and ensure further improvements;
 - Development of a market shaping strategy and the delivery of the new care at home contract by December 2022
 - Scoping new commissioning model in line with the One Edinburgh vision
 - A coherent approach to looking at infrastructure (bed base and housing) projects across the EHSCP
 - The delivery of the actions identified in the workforce strategy
11. In addition to the existing projects, there is a need to identify, scope, develop and deliver the next phase of major change and innovation, with a focus on set aside services and on financial sustainability in the medium to longer term. There is a requirement to develop a pipeline of projects which can deliver on the EIJB's strategic priorities whilst also taking a different approach to the investment of the total budget, moving away from the need for short term budget savings proposals on an annual basis. This will also need to be developed in the context of the changes which are likely to be required to implement the National Care Service.
12. Joint Inspectors from Health Improvement Scotland and the Care Inspectorate recently published their final progress review report in relation to the 2016 inspection of older people's services in Edinburgh. This report acknowledges the significant change and improvement that has been delivered across EHSCP services since the original inspection. Improvements have been made in a wide range of areas, but the particular contribution that the transformation programme has made has been recognised by inspectors, and their report highlights the need for adequate funding to be made available to resource the on-going work of the programme to ensure pace and progress are sustained.
13. This work will require dedicated project and programme management capacity to support operational managers and strategic leads to ensure that the change is well-managed, appropriately governed and that benefits are realised.

Permanent Resource Proposal

14. A wider organisational review is considering the EHSCP structure, is looking to close existing gaps and provide the required resource to maintain operations, support the EIJB and its committees and plan strategically for the future.
15. The EHSCP Executive Management Team has concluded that a programme/project management capability will be required on an enduring basis. It has acknowledged that the capability will not be provided by the integration scheme and is an identified capability gap.

16. In recognition of the value added by the transformation team over the last 24 months and the ongoing need to drive change and innovation within the EHSCP, it is proposed that a permanent capacity is created within the Strategic Planning area.
17. This capability would comprise of programme and project management capacity, along with data analysis and evaluation expertise. These will be integrated posts, available on either NHS Lothian or the City of Edinburgh Council terms and conditions. The team will work closely with colleagues in Operations and Strategic Planning to identify and deliver strategic priorities.

Implications for Edinburgh Integration Joint Board

Financial

18. In February 2019, the EIJB approved the use of £2 million in non-recurring reserves to fund the transformation programme. Projected spend against this budget to the end of March 2022 is approximately £1.8 million.
19. It is proposed that recurring funding of c£700,000 is made available to establish a permanent programme and project management capacity within the EHSCP, to coordinate and drive the delivery of major change, innovation and sustainability. Funding options in the short term are being scoped. In the longer term, costs are expected to be met over time through the savings generated by the delivery of major change projects.

Legal / risk implications

20. There is significant risk to key strategic projects if current resource were to be withdrawn in 2022. This proposal ensures that momentum is not lost and dedicated capacity to manage major change is embedded within the permanent establishment of the EHSCP in support of EIJB strategic aspirations.
21. There is an outstanding internal audit action to conclude a review of the strategic planning area to ensure sufficient resource is in place to support the EHSCP and deliver EIJB strategic ambitions.

Equality and integrated impact assessment

22. There are no direct equalities issues arising from the content of this report.

Environment and sustainability impacts

23. There are no direct environmental or sustainability impacts arising from the content of this report.

Quality of care

24. The transformation team is supporting a range of key strategic projects aimed at improving the quality of care provided in services across the EHSCP.

Consultation

25. Extensive engagement with a wide range of stakeholders has been undertaken to develop and deliver the transformation programme.
26. The recently published Care Inspectorate report on the Older Peoples Improvement Plan recommends continued resource to support strategic priorities.

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Background Reports

None

Appendices

None