

# Policy and Sustainability Committee

10.00am, 30 August 2022

## Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 Note the content of this report, which summarises the current status of remaining outstanding actions from the Joint Inspection of Older People's Services Progress Review of 2021.
- 1.2 Note that no further formal scrutiny is planned by the Joint Inspection Team in relation to this inspection, and that progress overall has been assessed as positive.
- 1.3 Note that the Edinburgh Integration Joint Board has agreed that all further review and scrutiny in respect of this inspection has concluded.
- 1.4 Agree that any remaining actions will be managed by the Chief Officer of the Edinburgh Integration Joint Board as part of business as usual and that no further 6-monthly updates to the Policy and Sustainability Committee are required.

**Judith Proctor**

Chief Officer, Edinburgh Integration Joint Board

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## Update on the Edinburgh Health and Social Care Older People Joint Inspection Improvement Plan

### 2. Executive Summary

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- 2.1 This report provides a further update on progress made on the remaining outstanding actions associated with the Joint Inspection of Older People's Services in 2016, following a Progress Review carried out by the Joint Inspection Team in 2021.
- 2.2 There are a small number of areas where work is ongoing and this is being picked up either through business as usual, or within the Edinburgh Health and Social Care Partnership (EHSCP) Innovation and Sustainability portfolio. The Joint Inspection Team has noted that overall progress has been positive.
- 2.3 The Policy and Sustainability Committee is asked to note the positive progress made, note that arrangements are in place to continue to deliver improvement within EHSCP services and agree that this report be the last of the regular updates to this committee in respect of the Joint Inspection of Older People's Services.

### 3. Background

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- 3.1 The Care Inspectorate (CI) and Healthcare Improvement Scotland (HIS) (known as "the Joint Inspection Team") carried out a joint inspection of Older People's Services in health and social care across Edinburgh in 2016.
- 3.2 The initial inspection, reported in May 2017, identified 17 distinct areas where improvement action was required. The follow up progress review of December 2018, indicated that the Edinburgh Health and Social Care Partnership (EHSCP) had made limited improvement progress in relation to these recommendations and that the initial improvement plan had not made the impact expected.
- 3.3 A further progress review was carried out by the Joint Inspection Team in 2021. The progress review identified that overall, good progress had been made. The findings highlighted a number of areas where evidence of significant improvement had been evident and a small number of areas where further action was required. The Joint Inspection Team confirmed that they planned no further formal review or scrutiny in respect of this inspection, which they considered to be closed.

- 3.4 The findings of the Joint Inspection Team were reported to the Policy and Sustainability Committee in November 2021. The Committee requested that a further update be provided in June 2022, noting that some actions remained subject to approval by the Edinburgh Integration Joint Board (EIJB). This update was delayed until August 2022 to take account of local government elections and allow time for the formation of new committees.
- 3.5 A report on this matter was provided to the EIJB in February 2022. The EIJB accepted that no further scrutiny was required and remaining actions will be dealt with through business as usual and overseen by the Chief Officer of the EIJB, Judith Proctor.

## **4. Main report**

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- 4.1 The EIJB Strategic Plan 2019 – 2022 sets out clearly the strategic ambitions to create a high-quality, sustainable health and social care system for the city. A wide-ranging and ambitious change programme, known as Innovation and Sustainability, has been established as the key mechanism to deliver on this strategic intent. We have a clear and stated focus on early intervention and prevention, shifting the balance of care from acute to community settings, supporting individuals to build better lives and developing and equipping our workforce to provide quality supports and services.
- 4.2 Our Innovation and Sustainability portfolio has underpinned the improvement activity that was required in response to the Joint Inspection of Older People's Services and impacts all adult provision across the Health and Social Care Partnership.
- 4.3 Following the initial Joint Inspection Team Progress Review in 2018, a further review was planned for 2019/20. Due to the impacts of the Covid-19 pandemic, this was delayed until 2020/21. The EHSCP developed a self-evaluation statement with supporting evidence, setting out the improvement made against each of the 17 original recommendations for improvement. Between June and October 2021, the Joint Inspection Team reviewed this evidence to formalise their assessment of the progress made by the EHSCP since 2018. A report setting out their findings was published on 9 November 2021 which noted significant positive improvement overall. The findings of the Joint Inspection Team were reported to this Committee in November 2022.
- 4.4 The Policy and Sustainability Committee noted the positive progress but requested a further report in June 2022 to update on progress against the remaining outstanding actions. This was delayed until August 2022 due to the impacts of local government elections and the formation of new committees.
- 4.5 Appendix 1 sets out the current status of the remaining actions. Of the 10 areas identified, 6 are considered to have a green RAG status, with activity either complete or well underway, with plans in place for ongoing improvement. A further 3 have been assigned an amber RAG status, acknowledging that further work is

required to fully address the issue, but again noting that plans are in place for this, either through our Innovation and Sustainability portfolio, or within business as usual workplans.

- 4.6 Only one area is assessed as having a red RAG status, relating to the updating of policies and procedures and management of waiting lists.
- 4.7 The reviewing and updating of policies and procedures is a significant piece of work and dedicated resource will be needed to assess the current position, identify gaps, engage stakeholders and redraft new/updated policies and procedures ready for approval. A joint piece of work has been initiated with colleagues from Children's Services but resourcing this has been challenging. The EHSCP Executive Management Team is currently considering an option to recruit some additional temporary resource to progress this, but timescales for completion of this work are likely to extend over 12 – 18 months.
- 4.8 In addition to this, waiting lists within some areas of EHSCP remain challenging. Both Policy and Sustainability Committee and the EIJB have received reports over the past 12 months highlighting significant system pressures, including details of longer waits for assessment and care. In these, the EIJB and Committee have been informed that the system is operating at critical levels of risk, and this remains the case. However, new approaches to dealing with this are being implemented within the One Edinburgh approach, the 3 Conversations work already underway and through the investment of additional system pressures funding to support the Home First model and increased capacity within our multi-disciplinary teams. Concerted effort is being made to recruit to vacancies to provide additional capacity both across our internal teams and in support of our external market. However, based on the current position, this action has been assessed as red.
- 4.9 In summary, significant improvement has been implemented in the years since the original inspection in 2016. The 2021 progress review acknowledges this work and brings the formal process to a close. The EIJB will continue to monitor the remaining red area through regular performance reports and updates on system pressures. On this basis, it is proposed that this report represents the final update on the Older People's Improvement Plan, and Committee is asked to note that arrangements are in place to continue to deliver both the remaining outstanding actions and further innovation and major change within the EHSCP.

## **5. Next Steps**

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- 5.1 The formal report from the Joint Inspection Team draws to a close the original inspection of Older People's Services and the follow up progress report of 2018. The Joint Inspection Team do not intend to revisit any further progress against the 17 original recommendations, however will continue to work with the EHSCP to support ongoing and future improvement through established contacts.
- 5.2 Remaining outstanding actions will be addressed either through the Innovation and Sustainability portfolio or as part of business as usual, as described above.

## **6. Financial impact**

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- 6.1 There are no direct financial impacts arising from the content of this report.

## **7. Stakeholder/Community Impact**

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- 7.1 Extensive engagement with stakeholders and the community has been undertaken as part of the Innovation and Sustainability portfolio and is being used to inform and shape change proposals.
- 7.2 The self-evaluative statements and supporting evidence gathered have a focus on the impacts and outcomes experienced by people who use health and social care services. Considerable engagement and involvement of EHSCP teams contributed to the quality of the evidence produced.
- 7.3 There are no equalities impacts directly arising from the content of this report.
- 7.4 There are no carbon or climate change impacts directly arising from the contents of this report.

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

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- 8.1 [Update on the Edinburgh Health and Social care Partnership Older People Joint Inspection Improvement Plan: Report to Policy and Sustainability Committee, November 2021](#)

## **9. Appendices**

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Appendix 1 – Current Status of Outstanding Actions

**APPENDIX 1 – OUTSTANDING ACTIONS FROM THE JOINT INSPECTION OF OLDER PEOPLE’S SERVICES**

Inspection Rec No.	Action Identified by Inspectors	RAG status	Comments
1	Significant concerns were raised with the partnership by some stakeholders in respect of the approach taken to the engagement and consultation around phase one of the bed-based strategy. There was a recognition and acknowledgement by the partnership that lessons needed to be learned from this.		Action addressed. This has been considered as part of the bed base strategy work and all future engagement plans will be developed through the programme. Plans are in place for a wide public consultation in the summer of 2022 to inform the future of bed base care services in the city. Meetings with unions are also in place.
7	The fact that interactive information was available for care homes was positive, but it was not yet in place for care at home services. This was an area which could be extended to benefit people accessing care within their own homes.		Action addressed. Now available for care at home services. These webpages have been developed to provide information and resources to all care home, home support and social care staff working in Lothian. They have been developed by staff who work for NHS Lothian and the four Health and Social Care Partnerships in consultation with organisations such as Scottish Care and with review by the Lothian Care Home Manager Reference Group.
8	The partnership does not currently publish the reports submitted to committees, such as clinical and care governance and performance and delivery. This data had previously been published in the EIJB reports. In the interests of transparency, it is recommended that reports are made available on the website. This should include qualitative and quantitative data around waiting lists and waiting times for assessment, services and outcomes achieved as well as actions taken to address these.		Action addressed. Reports containing this performance data are routinely reported to the EIJB in relation to systems pressures and are therefore publicly available.

**APPENDIX 1 – OUTSTANDING ACTIONS FROM THE JOINT INSPECTION OF OLDER PEOPLE’S SERVICES**

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8	The partnership acknowledged more work was needed to embed shared approaches to quality assurance. This was evident in the systems developed so far, which are more clinically focused than integrated.		Significant work has been undertaken in respect of the embedding of quality management and assurance. QI training modules have been delivered within locality teams. Significant improvement delivered within care homes using QI methodology, with improvement reflected in increased inspection grade in Royston care home, from 2, then 3, then to 4. Work continues to spread QI learning across the EHSCP.
9	The partnership acknowledged it has yet to develop and publish a market facilitation strategy. Since the partnership has not yet developed a market facilitation strategy, there is no evidence to indicate that the partnership has a robust and whole system understanding of the care sector in the city.		The development of the "One Edinburgh" approach to care at home has involved significant engagement and co-production with the market and represents market facilitation in action. This work will inform the development of the new care at home contract and learning will be extended across other commissioning plans. The formal market facilitation strategy will be included within the wider, refreshed Strategic Plan, due to be published by April 2023.
10	The timeline of the <i>Transformation Programme</i> extends well beyond the period of the non-recurring funding in place for the project team allocated from the EIJB reserves. It will therefore be important for the partnership to continue to resource the team so that pace is not lost, and progress continues.		Action addressed. The EIJB has now agreed recurring funding to recruit a permanent team of project/programme management resource and this will be implemented by the end of the calendar year 2022.
10	The partnership will also need to ensure it continues to embed robust, integrated systems and reporting mechanisms to evidence the impact of the changes delivered through the Transformation Programme on experiences and outcomes for older people.		New governance model introduced, with transformation programme transitioning into the new "Innovation & Sustainability" portfolio. Stronger focus on benefits and evaluation built into the new approach. Data analysis/performance evaluation resource has been strengthened with the addition of 2 new posts, working alongside Innovation & Sustainability team to develop and embed robust methodologies for evaluating impact across transformational change work. Framework being implemented for measuring outcomes for Carers’ Strategy – learning from this will be considered and there may be potential to extend across other areas.

**APPENDIX 1 – OUTSTANDING ACTIONS FROM THE JOINT INSPECTION OF OLDER PEOPLE’S SERVICES**

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12,13,15	In the longer term, further work will be needed to fully implement the 3Cs approach and to ensure more extensive and meaningful information is gathered and analysed to understand the impact on personal outcomes and people’s experiences.		<p>3 Conversations remains one of our key strategic pillars of change. Approximately 70% of all assessment and care management teams are practising in a 3Cs way as at July 2022 and plans are in place to extend to 100% by October 2022.</p> <p>Data is gathered on an ongoing basis regarding the efficiency and effectiveness of 3Cs. Further work is in development to evaluate its impact on personal outcomes.</p>
12,13,15	Other areas for further improvement also include reviewing and updating all relevant policies and procedures; more effectively managing waiting lists for care reviews; supporting more individuals to self-direct their care and support and managing staff absence.		<p>The reviewing and updating of policies and procedures has been recognised as a key area requiring action. A joint piece of work has been initiated between EHSCP and Children’s Services to review gaps, prioritise areas for action and work towards the updating of all policies and procedures. This is a significant piece of work which will require dedicated resource. The Executive Management Team is currently considering options for additional resource to take this work forward, but timescales for completion are likely to be 12 – 18 months.</p> <p>Waiting lists are challenging due to current ongoing system pressures, but approaches to managing this are being trialled as part of the 3Cs. Improvement trajectories have been set for a number of performance areas, including waits for assessment and unmet need, and these are being monitored on a monthly basis by a newly established Whole System Oversight Group, which includes the Chief Executives of NHS Lothian and the City of Edinburgh Council.</p> <p>The 22/23 internal audit programme includes an audit of SDS delivery. This will further highlight areas for improvement.</p>

**APPENDIX 1 – OUTSTANDING ACTIONS FROM THE JOINT INSPECTION OF OLDER PEOPLE’S SERVICES**

Inspection Rec No.	Action Identified by Inspectors	RAG status	Comments
14	<p>The partnership made good progress in taking forward this recommendation, associated with Adult Support and Protection, and Risk Management.</p> <p>It acknowledged there is work to do to ensure any further areas identified for improvement are addressed, including learning from significant case reviews.</p> <p>There will be further exploration of this through the Adult Support and Protection joint inspection programme, which is currently underway across Scotland.</p>		<p>In preparation for the inspection the Adult Protection Committee has been undertaking a broad self-evaluation exercise.</p> <p>This has involved engagement with multi-agency colleagues through focus groups and colleague surveys to canvas their views on areas of strength and areas for development in Adult Support and Protection in Edinburgh.</p> <p>The results are being developed into a comprehensive improvement plan, which will include themes which have been identified from learning from initial and significant case reviews.</p>