

EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

AUDIT AND PERFORMANCE COMMITTEE: 11 AUGUST 2020

SERVICE IMPROVEMENT PLANS 2020/21

Report by Planning and Performance Manager

PURPOSE

1. To present to the Audit and Performance Committee the Service Improvement Plans for 2020/21 for Wellbeing and Recovery Services, Children's Health, Care and Justice Services and Locality Services which support the Health and Social Care Partnership ('the Partnership') Strategic Plan 2018-21.

RECOMMENDATION

2. It is recommended that Audit and Performance Committee:
 - (i) Receive the report;
 - (ii) Note the impact of COVID-19 on planning service improvement and associated reporting;
 - (iii) Note the improvement highlights of key service portfolios for 2019/20;
 - (iv) Note that Service Improvement Plans will follow in short course for Primary Care and Out of Hours Community Response Services;
 - (v) Note and comment on the draft Service Improvement Plans 2020/21;
 - (vi) Endorse the content of the draft Service Improvement Plans 2020/21 subject to any amendments arising from (ii) above, and;
 - (vii) Otherwise comment on the report.

SUMMARY

3. Each of the three Service Improvement Plans provides an overview of their respective areas of service responsibility, information detailing service and management structures, budgets for the current year and an outline of the strategic context that informs their approach to service planning, development and improvement. Service Improvement Plans also contain a retrospective look at the preceding year, highlighting key areas of progress and opportunities for further improvement.
4. Each of the SIPs contain three core components, which taken together form an improvement development programme for the 2020-21 period. These include an Improvement Plan, detailing the range of key actions/activities that will be undertaken by the services. The actions/activities are broken down into three types, these being ongoing, transformational and recovery/renewal actions i.e. actions to inform recovery from COVID-19. Also included are Quality Assurance/Improvement Dashboards highlighting a suite of service-specific measures that will be used to track progress against set targets over the coming year. In addition, each SIP also contains a Risk Register, which identifies the high level risks and mitigating actions that are being deployed to address these risks.

BACKGROUND

5. The production of Service Improvement Plans is part of an ongoing cycle of delivering continuous improvement in delivering positive outcomes for our residents and communities. The Plans are driven and shaped by the views of a range of operational staff and managers, with support from strategic services and informed by the findings of ongoing external engagement.
6. Service Improvement Plans are a key mechanism for setting out service level contributions to the delivery of the Partnership's objectives as they contribute to the Wellbeing theme of the Community Plan 2015-30, being East Ayrshire's sovereign plan.
7. Service Improvement Plans were established in 2016/17 and have subsequently driven improvement activities across the Partnership's main service portfolios. In 2019/20, interim leadership and management arrangements were established following the decision not to recruit to the Health of Service Community Health and Care post. Subsequently, strategic service portfolios are; Locality Services, Wellbeing and Recovery Services, Children's Health, Care and Justice Services and Primary Care and Out of Hours Community Response, aligned to the priorities and outcomes set out in the Strategic Plan 2018/21.

IMPACT OF COVID-19

8. The Audit and Performance Committee received a detailed report at its meeting of 9 June 2020 setting out the HSCP response to the COVID 19 Pandemic through the delegated arrangements agreed by the Integration Joint Board on 25th March 2020. The report detailed the arrangements established across all service areas including the interface with Acute, third and independent providers and communities. It recognised the commitment of the workforce and partners to continue to support communities and set out the challenges faced.
9. The challenges and opportunities as described in the previous report are manifested within service improvement planning in the recovery context; the dual pathway managing COVID-19 and non COVID-19 service improvement, the interfaces between systems and work streams at various stages of resumption and in respect of the impact of limited availability of performance data at national and local levels.
10. This has necessitated a phased production of Service Improvement Plans for 2020/21, which were in the final stages of development prior to the outbreak of COVID-19 to ensure there is satisfaction that these are sufficiently cohesive, recovery focussed, able to advance strategic opportunities and simultaneously mitigate risk.

SERVICE IMPROVEMENT PLANS 2020/21

11. In the context for 2020/21 as described, Service Improvement Plans cover the following service areas:
 - Children's Health, Care and Justice (Appendix I)
 - Wellbeing and Recovery Services (Appendix II),
 - Locality Services (Appendix III) and;
 - Primary Care and Out of Hours Community Response (to follow).

12. In Children's Health Care and Justice, the service successfully completed seven of its key strategic actions with one action regarded as being 75% complete by the end of March 2020, giving a completion rate of 94% for all the key improvement activities that it identified to be undertaken in 2019/20.
13. Key service highlights in 2019/20 were:
- (i) Completion of Phase 1 of the work to improve HMP Kilmarnock healthcare accommodation. This has increased clinic capacity within the prison with an additional 2 consulting rooms added to increase capacity for mental health and addictions work to take place. The new accommodation will also improve the health and wellbeing of the healthcare staff by ensuring they have office space which is fit for purpose, has natural light and fresh air and meets H&S regulations for minimum space.
 - (ii) Providing the population in HMP Kilmarnock with enhanced access to a mental health professional. The mental health team has been increased by 3 full-time RMN's, a part-time occupational therapist and a part-time speech and language therapist providing us with additional capacity for delivering mental health services. A 'Duty Nurse' role has also been introduced, which means a mental health nurse is allocated each day Mon-Fri to see new reception patients who have been identified as having a mental health diagnosis / are on mental health medications / are at risk or have requested to be seen by a mental health nurse.
 - (iii) The service continued to progress a number of key initiatives that are helping to increase the number of Care Leavers (and others furthest from the labour market) moving into Positive Destinations, including the establishment of a Youth Employment Workforce Group.
 - (iv) Enhancing the support provided by the service to individuals within Justice to help improve life skills and relationships. All Support Assistants have completed Group work facilitator training organised via Community Justice Scotland along with community worker training in collaboration with Community Voices Network and Strathclyde University to provide them with the skills required to effectively undertake this task. In collaboration with social work colleagues and service e users, areas of learning have been identified for inclusion in a program which individuals will undertake as part of 'Other Activity' hours and will benefit them in supporting positive change.
14. Areas for further improvement, notwithstanding recovery and renewal activity relate to;
- (i) Realising financial recovery and transformation agendas via service redesign programmes at the necessary scale and pace and in collaboration with service users, carers and community partners.
15. Wellbeing & Recovery Services is one of the new interim strategic service portfolios, therefore 2020/21 is its first Service Improvement Planning period. Two of the relevant six actions within the Community Health and Care Services Service Improvement Plan were completed by the end of March 2020, with another two significantly advanced.

16. Key service highlights in 2019/20 were:

- (i) Successful implementation of Phase 1 of the Primary Care Mental Health Team Review. With the introduction of Mental Health Practitioners into GP Practice we are now able to offer early intervention to individuals presenting at GP Practice, which has resulted in a reduction in referrals to secondary services and our aim is to eventually have MHP's across all practices within East Ayrshire to become the 'front door' to adult mental health services.
- (ii) Successful implementation of Phase 1 of New Models of Assisted Living with 12 tenants accessing shared support. The success and learning from this is being applied to the ongoing development of new models of support and ground work is underway for the next new build in Auchinleck.
- (iii) Continuing to successfully enable people who have complex needs to live independently drawing on natural supports where possible, to achieve their outcomes through implementation of the 24 hour care review; right support, right time, right place.

17. Areas for further improvement notwithstanding recovery and renewal activity relate to;

- (i) Realising financial recovery and transformation agendas via service redesign programmes at the necessary scale and pace and in collaboration with service users, carers and community partners.

18. Locality Services, is one of the new interim strategic service portfolios, therefore 2020/21 is its first Service Improvement Planning period. Five of the relevant nine actions with the Community Health and Care Services Service Improvement Plan were completed by the end of March 2020.

19. Key service highlights were:

- (i) The implementation of CM2000 (care delivery management software), has provided a number of operational benefits, including: real time monitoring, identifying staff capacity, timely delivery of key information to frontline staff, aiding continuity of care, setting timescale tolerances for visits and sending real time alerts to avoid missed visits. These improvements have contributed towards meeting service user outcomes and resource efficiency.
- (ii) The Intermediate Care Team continued to shift the balance of care towards the community setting. Throughout 2019/20, more than 750 admissions were prevented, almost 600 hospital patients were discharged early and 1,900 people were supported to return home with only care at home.
- (iii) The revised Community Occupational Therapy service structure and delivery approach has improved outcomes for people by reducing risk and maximising opportunities to promote independence, in addition to providing more effective support for staff.
- (iv) The Community Alarms Care at Home team continued to deliver essential safety responses for 4,500 technology-enabled care users in East Ayrshire, supporting people to feel safe at home and to live independently for as long as possible. Their ongoing compassion and commitment saw the team and Risk Management Centre staff win the 2019 Team Award at the EAC Employee Awards.

20. Areas for further improvement notwithstanding recovery and renewal activity relate to;
- (i) Continuing to implement electronic scheduling systems within care at home services and embedding the national framework for community health and care integrated service as a tool for service planning and improvement. Create a recruitment, development and retention programme for social care, implement effective palliative and end of life care models and establish arrangements to learn from the experiences of supported people. Continue to improve interfaces and integrated working with multidisciplinary teams across Primary and Community Care.

HUMAN RESOURCE IMPLICATIONS

21. There are no Human Resource implications arising directly from this report. Workforce planning implications are included in the SIPs in relation to recruitment, increasing demand and expansion in key areas to meet the needs of multi-disciplinary team working. Detailed work is carried forward through workforce planning arrangements.

COMMUNITY PLANNING

22. The Service Improvement Plans 2020/21 contribute to the Wellbeing Delivery Plan of the Community Planning Partnership.

TRANSFORMATION IMPLICATIONS

23. Service Improvement Plans contribute to the Transformation Strategies of the Integration Partners in relation to progressing and implementing collaborative service re-design toward multidisciplinary, community-focussed and preventative ways of working, and improving quality of support.

EQUALITY IMPLICATIONS

24. There are no equality implications arising directly from this report.

RISK IMPLICATIONS

25. Risk identification and mitigation is contained in the Service Improvement Plans for 2020/21 and is managed through service level Risk Registers and the Risk Management Committee.

RECOMMENDATIONS

26. It is recommended that Audit and Performance Committee:
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(vii) Otherwise comment on the report.

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27 July 2020

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