

Report

Update on the Progress Review of Older People's Services

Edinburgh Integration Joint Board

8 February 2019



Executive Summary

1. The purpose of this report is to provide an update on the outcome of the progress review of Older People's services in Edinburgh Health and Social Care Partnership (EHSCP). The report provides detail of the proposed approach for taking forward the 17 recommendations made in the inspection report May 2017, which includes an updated improvement plan with clear links to the partnership's transformation and change programme.

Recommendations

2. The Integration Joint Board is asked to:
 - I. Note the findings of the Progress Review of Older People's Services in Edinburgh which took place during June and July 2018.
 - II. Note the EHSCP's plans to align the areas for improvement set out in the progress report through a new strategic transformation model designed to take the focus away from short term, reactive planning to long term sustainable change.
 - III. Agree that the report and action plan will be overseen by the Edinburgh Integration Board (EIJB) and its revised governance structures.

Background

3. In May 2017, the Care Inspectorate and Healthcare Improvement Scotland published their joint inspection findings on older people's services in Edinburgh. The purpose of the joint inspection was to find out how well the partnership achieved good personal outcomes for older people and their unpaid carers. The report made 17 recommendations.
4. It is normal practice, within joint inspections, that where a grade of 'weak' is applied, that the inspection team returns within a year to review the levels of

progress made against each recommendation. The review visit is not a further inspection and no new recommendations are set. The progress review visit took place during June and July 2018 and the progress report was finally published in December.

Main report

Progress Review Findings

5. The review highlighted some areas of reasonable or good progress but on the whole there has been limited progress made against the majority of the recommendations.
6. The review recognised good or reasonable progress has been made around improvements to the falls pathways, our joint approach to developing robust quality improvement and assurance systems and processes and also around ensuring risk assessments and management plans are recorded appropriately and were informed by relevant agencies in statutory adult support and protection cases.

Actions, Improvement and Key Updates since the Review Visit

7. The partnership welcomes the feedback from the report and also recognises that the review took place at a time of significant change in the IJB and HSCP and the findings will allow for an opportunity for the HSCP to consider the improvements required as part of the wider transformation and change programme.
8. At the time of the initial inspection, the partnership developed an improvement plan to address the areas for improvement. This was refreshed by the Interim Chief Officer in September 2017 and this formed the basis of the evidence submitted to the inspection team as part of the progress review.
9. Since the review visit the HSCP has placed significant focus on addressing some of its key challenges in performance and now have clear trajectories of improvement for delayed discharges which are monitored closely. There has been a consistent improvement in meeting these targets since they were agreed.
10. In addition, there has been a marked reduction in the number of delays in NHS Lothian acute beds and the number of people waiting for an assessment has also reduced.
11. There have also been significant improvements in relation to people waiting for a Package of Care across NHS Lothian acute sites.

12. The additional investment of funding towards community care capacity has begun to be applied and providers are reporting positively. The additional capacity will support the targeting of delays as well as supporting older people in the community to remain at home.
13. Progress has been made around strategic planning and the development of our Outline Strategic Commissioning Plans, including Older People. In relation to engagement and participation, involving over 750 people in the development of our strategic plans was recognised by Audit Scotland as good practice.
14. Work in collaboration with carers and carer organisations to develop an updated Carers Strategy are progressing and will include how carer's needs are identified, assessed and met. The strategy should be ready for ratification by the IJB early 2019.
15. The first workforce plan has been developed following a '6 step' methodology and a cross system workforce planning group has been established to oversee the workstreams and development.
16. An independent review of the governance arrangements in the partnership has been commissioned and if agreed, the actions will strengthen the strategic leadership and direction and provide the support to deliver a new transformation and change programme in support of the longer term vision and sustainability of the HSCP.
17. The Older People's Working Group (OPWG) have agreed the workstreams to support post diagnostic dementia support , this includes supporting the post diagnostic support service, the National Innovation Test Site in North East Edinburgh (to test the relocation of post diagnostic support in primary care) and scope and support the implementation of improvements to dementia assessment and service pathways.
18. The EHSCP is committed to working towards continual improvement in these areas.

Approach to Improvements

19. It is recognised that the review visit took place at a time of significant change in the partnership. The appointment of a new Chief Officer in May 2018 and a new Head of Operations in June 2018 has allowed for the opportunity to review and refresh the approach to addressing improvement and its wider strategic and transformational change.
20. The progress review reported that the HSCP had failed to take a strategic approach with regards to the improvement plan and the approach taken to address the improvements was more reactive and short term rather than being part of a whole systems approach, with the focus being on individual

recommendations rather than delivering an overall programme of improvement. The recasting of the action plan seeks to ensure a more strategic approach to improvement.

21. A proposal setting out a recasting of the EHSCP's strategic transformation model and vision is also on the IJB's agenda today for consideration. This sets out the plans to reshape the model aligned to the wider revised transformation programme under the '3 conversations' model. The implementation of this model would support the delivery of improvement against the inspection recommendations as part of a 'whole systems' approach and will provide longer term sustainability of good health and care services in Edinburgh.
22. The Executive Team have met with the link inspector to discuss how the partnership will address the areas of weakness set out in the report. A workshop has been arranged for January 2019 for representative from the Care Inspectorate, Healthcare Improvement Scotland and the Executive Team to look at this proposed approach to support the delivery of improvement against the 17 recommendations and the feedback from the progress review.

Key risks

23. The quality of the services we deliver is closely linked to performance and resource, and where some improvements can be made through improved compliance with procedure, the risks will remain if the HSCP is unable to bring the financial position into balance and identify any additional resource requirement to drive forward improvement.

Financial implications

24. The level of unmet need across services and the resource required to make improvements in the areas highlighted will without doubt have significant cost implications to the partnership. This will be a consideration in the partnership's five year sustainable financial plan which will have clear links to the strategic plan and will underpin the '3 conversations' model.

Implications for Directions

25. No directions are required in relation to this update.

Equalities implications

26. The progress review highlights areas of unmet need across services in Edinburgh which is likely to impact on health inequalities for service users.

Sustainability implications

27. There are no sustainability implications arising from this report.

Involving people

28. The partnership values the input from service users and third and voluntary sector organisations and is committed to involving the appropriate representatives in the proposed transformation and change model workstreams.

Impact on plans of other parties

29. There is no impact on plans of other parties.

Background reading/references

Edinburgh Health and Social Care Partnership Progress review of joint inspection of older people's services

http://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/joint_inspections_adults/edinburgh_city_dec_18.aspx

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Appendices
