

Edinburgh Health and Social Care Partnership

Improvement Programme Summary

December 2017



Working together for a caring,
healthier, safer Edinburgh

Edinburgh Health and Social Care Partnership Statement of Intent



The Partnership has developed a change and improvement programme structured around the key themes outlined in the Statement of Intent

The following slides outline the high level detail of the programme and identify the action we will take over the coming months to deliver against our priorities

Doing the Basics Well



We will identify, develop and deliver the basic organisational norms to allow the Partnership to operate more effectively.

We will:

- define the values, behaviours and standards we expect from all staff at all levels in the Partnership
- ensure that all staff:
 - have SMART objectives aligned to the objectives of the Partnership, clear line management arrangements and a development plan
 - understand the respective roles and responsibilities of the IJB, Health and Social Care Partnership, Council and NHS Lothian

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18		
Doing the Basic Well SRO Michelle Miller	Yellow bar	Develop workforce strategy and delivery plan							
		Develop and roll out Partnership communications and engagement plan							
		Embed arrangements for team and individual performance management							
						Develop and implement Partnership-wide sickness absence improvement project			
						Develop and implement home care efficiency and improvement project			
						Develop and roll out Partnership training and development plan			

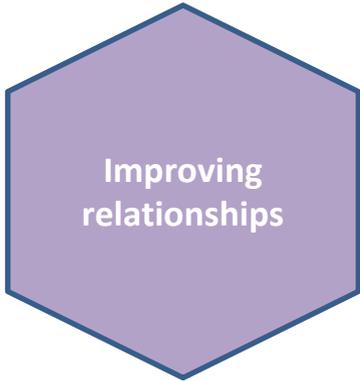
Progress to Date:

A workforce steering group has been established and business change expertise has been provided by Strategy and Insight to support development and implementation of a coherent, integrated workforce strategy and plan.

HR is supporting work to analyse sickness absence levels and plan the approach to improvement.

A project to address efficiency in the internal home care services has been established and added to the savings governance programme.

Improving Relationships



We will work to improve our relationships with NHS Lothian and the Council, as well as with the voluntary and independent sectors, partner IJBs, service users and their carers. We also need to consider our relationships with the Scottish Government, COSLA, scrutiny bodies and others, and ensure these are productive and positive. We will:

- respond promptly and accurately to requests for information
- meet deadlines
- ensure appropriate attendance at boards and committees
- support locality teams more effectively

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	
Improving Relationships SRO Michelle Miller		Ongoing programme of work to improve relationships						

Progress to Date:

The need to improve our relationships with a range of stakeholders and work more effectively with partners is an ongoing priority for the Partnership. The importance of this has been a key focus in a number of recent management and development sessions and away days.

We will continue to prioritise the development and embedding of culture and behaviours, which support effective working.

Developing Strategies



The Partnership will, by January 2018, deliver strategies for Older People, Disabilities and Mental Health; and by February 2018 for Primary Care. These strategies will set out demand and capacity, investment choices, and the risks associated with each. They will have high-level, but robust commissioning plans embedded in them, and be presented to the IJB for approval. Each strategy will outline:

- an accurate and realistic analysis of our current position
- a statement of where we want services to be in the medium and longer term
- robust analysis of our current demand and capacity
- an outline of required resources
- an action plan for delivery

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	
Developing Strategies SRO Colin Briggs		Development of outline strategy and commissioning plan: Older People							
		Development of outline strategy and commissioning plan: Disabilities							
		Development of outline strategy and commissioning plan: Mental Health							
		Development of outline strategy and commissioning plan: Primary Care							
		Second phase of strategic development: carers, long term conditions and prevention, sexual health, alcohol and drug, palliative care and acute hospital services							

Progress to Date:

Work is underway to develop the 4 key strategies.

Outline strategic plans for Disabilities, Older People and Mental Health will be presented to the IJB in January. The Primary Care strategic plan will follow in February.

The final plans will be completed by September 2018.

Developing a Financial Framework



Developing a financial framework

- We will establish a financial framework that is focused on best use of resources and well managed financial accountability. We will:
- communicate the financial challenge, our options for delivery, and the risks to performance and quality, as widely as we can, including with the public
 - couch financial discussions with the IJB in terms of investment (and disinvestment) decisions
 - delegate financial resources as appropriate to localities, whilst being clear on financial expectations and the accountability for delivery
 - re-establish the 'savings governance group' to monitor progress against agreed actions

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18
Establishing a Financial Framework SRO Moira Pringle	Yellow bar	Re-establish savings governance board and monitoring framework					
		Internal audit of budget management and DPs/ISFs					
		Delegation of financial resources to localities					
		Council review of charging					

Progress to Date

Savings Governance Board and programme established and meeting on a fortnightly basis to track progress of key projects.

Internal audit underway and due to report back on 22 December 2017.

Financial outlook/strategy for next 5 years due to be presented to the IJB on 15 December 2017.

Delegation of resources to localities largely complete, with exception of purchasing budgets. Work is underway and this is expected to be in place for the start of the new financial year.

Clarifying and Simplifying Governance



Clarify and simplify governance arrangements

We will simplify our governance arrangements to ensure they are focused on delivering our objectives and are easily understood by our staff, partners and stakeholders. We will:

- clarify the differing roles of the IJB and the Health and Social Care Partnership and their relationships to the Council and NHS Lothian
- review how the IJB and its sub groups fit together
- review the internal governance of the Health and Social Care Partnership
- ensure that the IJB and the Partnership both have a set of organisational objectives

WORKSTREAM	RAG	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18
Clarifying and Simplifying Governance	SRO Michelle Miller	Review and clarify governance of IJB and sub-committees and NHSL hosted services					
		Review and clarify role of Professional Advisory Committee					
		Develop and implement new staffing structures for "Phase 3" services					

Progress to Date:

Ensuring clarity of roles and remits is a key focus in planned staff engagement sessions.

An IJB briefing on 17 October confirmed governance arrangements. The IJB is recruiting new non-voting members and is seeking nominations for chairs for various steering groups and strategic planning groups.

The Partnership's senior management team structure has been revised and recruitment is underway for the Chief Officer.

Locality scrutiny boards have been established to focus on finance, quality and performance.

Developing a Performance Framework



Developing a performance framework

We will develop a performance framework aligned to the Scottish Government’s national outcomes and local priorities, against which the Partnership and its staff can be held to account. We will:

- establish organisational objectives for the Partnership that provide the basis for setting team and individual objectives
- set out the metrics to be reported to the IJB and Health and Social Care Partnership Senior Management Team
- report against the metrics clearly and concisely
- emphasise personal accountability

WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	
Developing Strategies SRO Colin Briggs	Yellow bar	Establish organisational, team and individual performance objectives							
		Agree performance reporting framework with a focus on action and improvement							
		Ongoing clear and concise reporting against agreed metrics							

Progress to Date:

Planning is underway to ensure the development and cascade of appropriate organisational, team and individual performance objectives.

A performance dashboard has been developed to track performance against the key national outcome indicators. The next stage will extend this dashboard to local reporting.

Scrutiny boards established in each locality have a clear focus on the management and improvement of performance, budgetary control and quality.

Ensuring Quality

Ensuring quality

We will improve citizens' experience of our services by taking action in response to the 17 recommendations in the report of the joint inspection of services for older people published in May 2017. We will:

- review and prioritise each of the recommendations
- sustain, and where necessary, accelerate progress to date
- engage with the inspection bodies as partners in our improvement journey
- establish a robust programme of quality assurance



WORKSTREAM	RAG	OCT 17	NOV 17	DEC 17	JAN 18	FEB 18	MAR 18	APR 18	MAY 18	JUN 18
Ensuring Quality SRO Michelle Miller		Revise and re-prioritise inspection action plan								
		Delivery of improvements detailed in inspection action plan								
		Project to address current backlogs of assessments and reviews								
		End to end review of all business processes for assessments and reviews								
		End to end review of all business processes for the administration of Direct Payments								

Progress to Date:

The inspection action plan was revised and re-prioritised in October 2017. We have established a quality improvement framework for localities, supported by expertise in adult protection and quality assurance and compliance.

Funding has been identified to establish a project to address the current backlog of assessments/reviews over the coming 7 months. We are establishing a temporary data cleansing/compliance team to improve the integrity of Swift data and ensure that lean, effective business processes are in place to support locality working.

Savings Governance Programme – Delivering Financial Sustainability

- In addition to the improvement programme, themed around the priorities set out in the Statement of Intent, the Partnership has developed a savings programme
- This programme is monitored and governed through the Savings Governance Board, which meets on a fortnightly basis to track progress and deal with risks/issues/decisions
- The savings programme is targeting significant financial savings and/or cost avoidance
- The high level details of this programme are set out in the following slide



High Level Savings Programme



WORKSTREAM	RAG	OCT – DEC 17	JAN – MAR 18	APR – JUN 18	JUL – SEP 18	OCT – DEC 18	JAN – MAR 19	APR – JUN 19	JUL – SEP 19	OCT – DEC 19		
<p>Delivering Financial Sustainability</p> <p>SRO Moira Pringle</p>	<p style="background-color: red; color: white; text-align: center;">RAG</p>	<p>Prioritise and agree pipeline projects for delivery</p>										
		<p>Disability services, legal fees and discretionary spend</p>										
		<p>Maximise direct payment clawback</p>										
		<p>Deliver staffing savings for phase 3 services</p>										
		<p>High value transport cost savings</p>										
		<p>Delivery of 2017 /18 NHS locality schemes</p>										
		<p>Review of Partnership Grants Programme and delivery of efficiencies</p>										
		<p>Telecare Expansion Programme – Purchasing Budget Efficiencies</p>										
		<p>Support Planning and Brokerage – Purchasing Budget Efficiencies</p>										
		<p>Reablement – Purchasing Budget Efficiencies</p>										