

Report

Report to: **Social Work Resources Committee**
Date of Meeting: **17 March 2021**
Report by: **Director, Health and Social Care**

Subject: **Transformation and Service Improvement Programme**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update of progress of the Transformation and Service Improvement Programme in relation to the following services and the impact the Coronavirus (COVID-19) has had on these services:
 - Care and Support Service Redesign
 - South Lanarkshire's Care Facilities Modernisation Programme
 - Mental Health Strategy
 - Care at Home Services Improvement Programme
 - Adult and Older Peoples Day Services Review
 - Equipment and Adaptations

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of this report is noted.

3. Background

- 3.1. This report provides a progress update on the Programme of Transformation and Service Improvement being undertaken by the Health and Social Care Partnership (HSCP). This work supports the delivery of the Integrated Joint Board's (IJBs) Strategic Commissioning Plan (SCP) and continues to strengthen many of our community-based supports.
- 3.2. The response to the Coronavirus (COVID-19) Pandemic continues to slow the progress of the Transformation Programme as resources have been redeployed. The work streams affected are the Care Facilities Modernisation Programme; the evidence-based Review of Adult and Older Peoples Day Services; Care at Home Improvement Programme; Care and Support Review and Mental Health Services.
- 3.3. However, the work on the Transformation agenda has continued and is taking account of the risks that COVID-19 has posed, the learning that is accruing and is considering how we modify services to meet these risks.
- 3.4. This programme of work endeavours to put the people who use Social Care supports, their families and carers and the people who work in Social Care Services at the centre of care. It also gives us the opportunity to align services focussing on the outcomes of the recently published Independent Review of Adult Social Care, which is likely to influence the ongoing programme into the future.

4. Current Position

4.1. Care and Support Service Review

- 4.1.1. The outcome of the review of the Care and Support Service will come to the next cycle of the IJB. The initial findings and recommendations from the Review are detailed within the final report. The Review has identified a number of key themes and the report will include a number of recommendations for sustaining and modernising the service in the context of the IJB's Strategic commissioning and financial planning.
- 4.1.2. In concluding the Review there are areas of the service which need updated to reflect the changing demographic, Social and Health equality profiles and care needs of its service users. An updated Service Specification which takes account of SDS principles and operates with a cost effective and safe staffing model have been a key focus of the Review process.
- 4.1.3. The implementation of the outcomes of the service review and service redesign will require continuing engagement with service users and carers along with key stakeholders across the HSCP, the Council, staff and trade unions.

4.2. Care Facilities Programme

- 4.2.1. Work is now underway on Phase 1 of the Blantyre development with contractors beginning preparatory work on site on 30 November. Full mobilisation began on site 18 January 2021 with earthworks and drainage installation being the priority. It is anticipated that the programme will take 70 weeks for full site completion. A formal 'Sod Cutting' event was scheduled to take place at the end of January, however this had to be postponed due to Lockdown restrictions and will be re-organised when these have been eased.
- 4.2.2. The Care Facilities Steering Group monitors progress and provides advice and leadership around the ongoing activity associated with the development. The Programme Board includes a range of professionals leading on individual work streams.
- 4.2.3. These work streams have been set up to take forward specific work areas of the Programme and are made up of key stakeholders from, Social Work, NHS, Housing, Finance, HR, Legal, third sector and external agencies including the Care Inspectorate. These work streams focus mainly on the following areas:
 - ◆ Workforce Planning
 - ◆ Communication, Consultation and Engagement
 - ◆ Registration - Care Inspectorate
 - ◆ Intermediate Care
 - ◆ GP/ANP Input
 - ◆ Hub Fittings/Furniture
 - ◆ IT
 - ◆ Technology Enabled Housing
- 4.2.4. Having a robust communication strategy embedded within the Change Programme has ensured that neighbours surrounding the site, including the school and church are aware of the work that is being carried out. This proactive approach has helped to alleviate any issues arising within the development.

- 4.2.5. Canderavon House continues to provide intermediate care service in the meantime and is providing valuable learning opportunities to inform the Blantyre model and building on the COVID response work that evolved at McWhirters House. This further builds the evidence that delivering intermediate care within the new custom-built facility will deliver better outcomes for people.
- 4.2.6. Further work on the care facilities programme was paused due to the impact of the global Pandemic. This allowed the HSCP to focus on the response and prioritise services across the Partnership during the Pandemic. COVID-19 has overtaken Phase 2 of the programme. The strategic and operational focus has changed significantly, and the demand for traditional care home services has further decreased. In the context of this changing landscape, there is a need for the Strategic Commissioning Group to review our existing commissioning assumptions and update the IJB's strategic plan taking into account the consequences of and future risks posed by COVID-19. A further paper will be brought forward to detail the emerging options.
- 4.3. Mental Health
- 4.3.1 *Remobilisation and Recovery*
Mental Health Services are a priority within NHS remobilisation and within Lanarkshire Mental Health Services began the process of remobilisation in September 2020 following the restructuring of some service activity at the beginning of the Pandemic. Remobilisation involved incorporating some of the new ways of working required by the Pandemic (such as phone or Video Consultation) into more traditional service provision. This blended approach to service provision has increased capacity within the Community Mental Health Teams to enable them to meet some of the increasing demand for Mental Health Services and support and provide a timely response to individuals experiencing the onset or recurrence of mental ill-health.
- 4.3.2. Improving Access to Mental Health Services and Supports – Action 15 Programme
The Primary Care Mental Health Liaison Nurse Service provides support to people experiencing mild to moderate mental health problems of a short term nature within GP practices. This service has continued to provide a phone triage service to patients in 40 GP practices throughout lockdown. Work is now underway for the Service to expand into more GP practices across Lanarkshire and to develop the non-clinical aspect of the stepped/matched care Primary Care Mental Health (PCMH) and Wellbeing service model. The aspiration is that all GP practices in Lanarkshire will have access to the PCMH and Wellbeing service by the end of 2022. In total, the recruitment of additional mental health staff providing this service will exceed 45wte across NHSL and third sector organisations.
- 4.3.3. Other work streams improving access to Mental Health Services which are developing as part of the Action 15 programme are:
- ◆ Prisoner Healthcare – Work stream Lead: Senior Nurse Shotts Prison
 - ◆ Police Custody – Work stream Lead: Forensic Mental Health Service Manager
 - ◆ Emergency departments – Work stream Lead: Mental Health Service Manager

4.3.4. Integration of Community Mental Teams in South Lanarkshire

The vision for Mental Health Services in South Lanarkshire is to develop an integrated model that will put the person at the centre. The work to transfer the operational management of South Lanarkshire Community Mental Health Services to South Lanarkshire HSCP is continuing. An interim central operational management structure for Community Mental Health and Addictions (CAREs) Services in South Lanarkshire is in place and will progress the implementation plan to facilitate the transfer of Adult and Older Adults CMHT's and locality Psychological Therapies teams to South Lanarkshire HSCP. The Chief Officers of the North and South Partnerships are working through the budget disaggregation that accompanies the transfer of operational accountability to South Lanarkshire HSCP from the previous hosted service arrangements with North Lanarkshire HSCP.

4.3.5. Access to Unscheduled Care

We are preparing to change the way that people with mental health needs engage with services when they do not have an appointment with a health care professional. Initial implementation of these changes began in December 2020. The aim is to make sure that people get to the most appropriate service as quickly as possible. In some cases that will be Mental Health Services, but it is intended that those who do need our services have to see fewer people and have to wait less time to be seen.

4.3.6. A key finding from the COVID-19 response was that when an experienced decision maker was involved early in the patient's journey, a more appropriate outcome was achieved in less time. The main change will be that a person who would previously have arrived at Emergency Department, will instead phone NHS24 and talk to a CPN (Community Psychiatric Nurse) or Psychological Wellbeing Practitioner. If it is decided that a more detailed Mental Health Assessment will be needed, the caller is handed over to the flow centre. The flow centre is an assessment area only, with no follow up or treatment capacity. It will be staffed by senior clinical decision makers who will assess and determine the correct next step. This could include a routine referral to a CMHT, an urgent appointment with a CMHT, a crisis response or signposting/referral to local mental health supports. This change in mental health unscheduled care response is in the very early stages of development in Lanarkshire and is part of the Scottish Government intention that Mental Health Services broaden their approach to unscheduled care access and responding to distress.

4.4. Naming of a New NHS Lanarkshire Facility

4.4.1. NHSL Corporate Management Team approved deviation from the conventional criteria for naming facilities. This was to protect the dignity and confidentiality of individuals using the undernoted service (as per NHSL protocol). They also supported and endorsed the naming of the suite, as The Dunnock Suite.

4.4.2. NHS Lanarkshire (NHSL) is a member of a West of Scotland Regional collective of Health Boards who are working on new models of Service for the Forensic Examination and ongoing support and care for victims of rape and sexual assault. Commensurate with Regional plans, NHSL is in the process of creating a new facility to provide the necessary Forensic Medical Examinations. It is nearing completion and now requires to be formally named. The Project Board have sought suggestions from persons with lived experience via Rape Crisis, and after discussion the proposal is *The Dunnock Suite. The Project Board considers this to be a suitable, fitting, and discreet title which protects the users of the facility in its anonymity. The development of this facility is in-line with the Scottish Government requirement for all territorial boards to provide local facilities as part of a national improvement plan which includes legislative change in regard to the responsibilities of local boards.

The Scottish Government Taskforce on Rape and Sexual Assault are leading a series of improvements, underpinned by legislative change and Health Improvement Scotland standards and performance indicators to report on nationally. The facility in question and the nature of the work conducted therein, requires to be discreet, for sensitivity and confidentiality/privacy reasons. In these circumstances any overt or literal naming of the suite that explicitly describes its function would be distressing and 'identifying' for anyone using the facility. By way of example, the sister facility in NHS Ayrshire and Arran has been named "The Willows".

**[A Dunnock is a small, resident bird of the British Isles which lives in large numbers in Lanarkshire. Well camouflaged with shades of brown for its preferred environment of hedgerows and undergrowth, it is characteristically shy and cautious and remains unobtrusive in its existence].*

4.5. Care at Home Service

- 4.5.1. Care at Home Services continue to operate as normal, delivering essential services to some of the most vulnerable service users in our communities. As expected, staff absence has increased sharply as a result of increased COVID transmission, staff self-isolating and general illness. This has limited capacity within the Service.
- 4.5.2. Winter Planning contingencies have been implemented and contact has been made with service users and their families to establish situations where they could provide low level supports to increase resilience within the Service. There has been a more limited response that we received in the first Lockdown as a result of families continuing to work.
- 4.5.3. A large number of individuals who receive a Care at Home Service from South Lanarkshire HSCP receive assistance with the preparation of meals as part of their support. The majority will require a range of other supports as a result of their needs, necessitating a visit by a Home Carer. However, there are around 85 service users who either receive only a food preparation service, would be able to function independently, or would be able to function with the support of those that reside with them.
- 4.5.4. A temporary Community Meals Service has been re-established to support those identified as being suitable and approximately 85 service users are receiving the service. The service ensures that service users receive a visit each day, with visits taking place over lunchtime each day. The visits provide:
- ◆ the delivery of a hot two-course meal
 - ◆ the delivery of a sandwich and cold desert that can be eaten at tea-time
 - ◆ a wellbeing check and reporting of any concerns to the locality team
- 4.5.5. The establishment of Community Meals service provides a number of benefits:
- ◆ the service ensures that those identified as suitable for the service continue to receive well balanced and nutritional meals each day
 - ◆ drivers are on hand to check on the wellbeing of individuals each day and relay any concerns to the Care at Home service to follow up
 - ◆ the Home Carer time that is released can be redirected towards those with the greatest need and support the maintenance of services during these challenging times
- 4.5.6. External providers also have appropriate contingency plans in place should they be required. However, there has been a general improvement in staff absence within external agencies over recent weeks.

- 4.5.7. Electronic scheduling system has been procured within the Service. This will bring significant improvements to the service in relation to communication with staff, more effective and efficient scheduling and improved recording of information. A Project Implementation Team is now operational and live testing of the system commenced on 2 March 2021 with a small number of service users and staff in the Bothwell/ Uddingston areas. A wider roll out to all locality areas is scheduled to take place throughout 2021 and requires to be completed by Autumn 2021.
- 4.5.8. As part of the implementation of the scheduling system, Home Carers are being issued with new mobile devices. The roll-out of these new devices will also see Home Carers receiving access to organisational email and Microsoft Teams providing the service with significant improvements in the way it communicates with staff.
- 4.5.9. Vaccination roll-out is now well underway and uptake has been exceptionally high. Across Lanarkshire, over 5,400 internal and external Care at Home staff have either had their first dose COVID10 vaccination or are booked to receive this by the middle of February. This figure includes over 1,500 South Lanarkshire Care at Home, Care and Support and Day Services staff. Appointments for the second dose vaccinations have been issued to staff and are now taking place as scheduled.
- 4.5.10 Weekly staff testing arrangements have recently been finalised and were implemented across the Care at Home sector on 11 February 2021. Early experiences indicate a minimal number of staff testing positive as a result of the asymptomatic testing.
- 4.5.11 Improvement activity within the Service is ongoing but capacity has fluctuated in parallel with the Pandemic waves and response activity. As noted in previous reports, the Care at Home Improvement Board is overseeing a number work streams that have responsibility for taking forward the redesign of the Service. The COVID response, improvement activity in Hamilton/Rutherglen and the work to implement the scheduling tool have been prioritised. It is hope that the COVID related demands on the Service will ease and allow the Service to be refocused on this programme. It is anticipated that a fuller report on this Review will be brought to the IJB mid-year.
- 4.6. Adult and Older People Day Service Review
- 4.6.1. Work is now complete on the Adult and Older People Day Service Review and the final report was presented to Elected Members at an engagement event on 4 February. The initial findings and recommendations from the Review are detailed within a report prepared for the Social Work Resources Committee and the Integrated Joint Board (IJB). The Review has identified a number of emerging themes and the report includes a number of recommendations for consideration, approval and to determine next steps identified.
- 4.6.2. The four management and administrative Hubs remain open (Harry Smith, Murray Owen, Harry Heaney and Newberry Rooney) to support the delivery of outreach, support employees and undertake weekly risk assessment and reviews for all registered services users. Each of these Hubs continue to function as a locality base for the storage, provision and management of Personal Protection Equipment (PPE) for staff as well as three of the Hubs hosting vaccination centres for Health and Social Care staff across the Partnership area.
- 4.6.3. It remains the case that the immediate risk to re-open Day Service buildings for adult and older people could not be mitigated at this time and these should remain closed for the delivery of support to service users whilst the Outreach Service will continue.

4.7. Equipment and Adaptations

- 4.7.1. There has been an ongoing Review of equipment and adaptations provision since 2018. The first stage of this Review was to transfer adaptations from Social Work over to Housing and this successfully took place over 2018/19. The second stage was to review the value for money options on equipment provision for SLHSCP.
- 4.7.2. SLHSCP currently have a contract for equipment provision with both Equipu (Glasgow) through South Lanarkshire Council and North Lanarkshire Joint Equipment store for NHS. The review of the services from both is being supported by a Project Board and in turn a project team. The project team are working with stakeholders to develop an options appraisal on the Best Option for equipment provision for the Partnership, both from a person-centred perspective and also from a financial perspective in terms of best value. The results of the options appraisal should be available by the end of March 2021. Further details of the options, results and implications will be presented at a future committee following on from this work.

4.8. Reporting timetable

- 4.8.1. As indicated above, the HSCP intends to bring forward a series of reports providing more detail on the outputs of the review and transformation activity and to seek approval from the IJB for further actions.
- ◆ This cycle: Day Care and a further report later in 2021
 - ◆ Next Cycle: Care and Support
 - ◆ Future 2021 cycles:
 - Care at Home
 - Mental Health
 - Care Facilities
 - Equipment

5. Employee Implications

- 5.1. The employee implications associated with this report will be individual to each work stream. However, the work streams referred involve service redesign intended to reshape services and have associated workforce issues. The work streams will continue to be the subject of consultation with the trade unions.

6. Financial Implications

- 6.1. There are no direct financial implications associated with this report. The transformation and improvement workstreams are intended to support the HSCP to deliver the IJB's Strategic Commissioning Plan within the available resources and in accordance with the Financial Plan.
- 6.2. There is a significant element of financial risk associated with the ongoing response and consequences of the COVID Pandemic. The Chief Finance Officer has identified costs to be set against the Mobilisation Plan for the Scottish Government. However, there remains a risk that COVID will impact adversely upon the financial position and consequently the transformation and improvement programme.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change in terms of the information contained in this report.
- 7.2. There are no implications for sustainability in terms of the information contained in this report.

7.3. There are no implications for the environment in terms of the information contained in this report.

8. Other Implications

8.1. At this moment the risk implications associated with this report are being monitored through a COVID-19 risk report.

8.2. There are no sustainable development issues associated with this report.

8.3. This work has strategic fit with other transformational change work streams currently being progressed, for example primary care transformation.

9. Equality Impact Assessment and Consultation Arrangements

9.1. A full equality impact assessment will be developed in conjunction with the future strategy for Residential Care Homes.

9.2. There has been significant consultation and engagement with stakeholders as outlined throughout the report. This will continue to be intrinsic to this programme of work.

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Director, Health and Social Care

16 February 2021

Link(s) to Council Values/Ambitions/Objectives

- Improve Later Life
- Deliver better Health and Social Care for all

Previous References

- ◆ Social Work Resources Committee of 20 January 2021

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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