

Report

Report to:	Social Work Resources Committee
Date of Meeting:	11 December 2019
Report by:	Director, Health and Social Care

Subject:	Care at Home Services
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ highlight the outcome of the recent inspection of Care at Home Services within the Rutherglen/Cambuslang locality by the Care Inspectorate
- ◆ update on the progress of proposals to redesign the Care at Home Service

2. Recommendation(s)

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

- (1) that it be noted that an action plan to respond to issues highlighted by the Care Inspectorate once the final report is received will be prepared;
- (2) that the review of Service functions currently taking place be noted; and
- (3) that it be noted that a report will be submitted to a future meeting of the South Lanarkshire Integration Joint Board (IJB) seeking approval of the redesigned service to meet current and future demand.

3. Background

- 3.1. The Care at Home Service plays a pivotal role in achieving the strategic goal of supporting people to live independently and safely at home and in doing so also underpins another of the Integration Joint Board's (IJB's) strategic planning intentions of managing the pressures on unscheduled care. It is an integral part of the whole Health and Social Care system, which includes Community Care, Residential and Nursing Care and Hospital Care and needs to operate smoothly to avoid adverse impacts elsewhere in the system.
- 3.2. A report was presented to the Social Work Resources Committee on 2 October 2019 highlighting issues arising from the recent Care Inspectorate report into the Care at Home Service within the Hamilton locality. The report highlighted a range of important issues that had primarily come to the fore in the Hamilton locality but required to be considered more widely across the Service.
- 3.3. Initial feedback following a recent inspection by the Care Inspectorate of the Care at Home Service within the Rutherglen and Cambuslang locality has highlighted a number of issues consistent with those identified within the Hamilton locality. While the written inspection report is still to be received, the issues identified were primarily:

- ◆ the quality of the care management
- ◆ meeting the requirement to complete six monthly Service reviews and support planning
- ◆ ensuring staff are well supported, have the appropriate skills and knowledge and feel confident in their role
- ◆ ensuring consistency of care delivery in the context of challenging levels of demand
- ◆ strengthening the participation and involvement of service users in the delivery and development of services
- ◆ having sufficient capacity in the system to meet demand

3.4. Rutherglen and Cambuslang

3.4.1. Care Inspectorate reports for the Rutherglen and Cambuslang area over recent years have noted a downward trend in grading. Despite the considerable efforts of Managers and staff within the Service, initial feedback from the Care Inspectorate indicates that Inspectors have assessed the Service as being unable to make the sufficient improvements required and, as such, their grading model mandated a further reduction in grades for the Service.

3.4.2. It is anticipated that the final report will be published in December 2019. On receipt of the report, a full action plan will be implemented, much of which will apply learning from the experience within the Hamilton locality, where work is well underway to address issues highlighted in their inspection earlier this year. Some key actions are:

- ◆ improvement steering group meets weekly
- ◆ weekly local meetings to review the progress of the agreed action plan
- ◆ critical analysis report completed
- ◆ the services operating from the East Kilbride and Clydesdale localities have been achieving more positive Care Inspectorate grades. It is on that basis that the Operational Manager for Clydesdale has assumed responsibility for the Larkhall/Stonehouse teams and the East Kilbride Operations Manager for the Blantyre team
- ◆ a new Operations Manager has taken over the management of a smaller scaled Hamilton Service
- ◆ a new Service Manager has been appointed and commenced post in early October 2019
- ◆ targeted training for Co-ordinators has been delivered by the Fieldwork Manager (strategic support)
- ◆ regular liaison with the Care Inspectorate

3.4.3. The significant learning from the work undertaken within the Hamilton Service will be applied to the Rutherglen and Cambuslang Service, with similar frameworks established to oversee the improvement agenda.

3.5. Redesign of the Care at Home Service

3.5.1. Committee have previously been advised about the considerable pressures on the Service to meet increasing demand and that this is anticipated to continue to rise year on year. Some of the key themes identified in the inspection reports of both Hamilton and Rutherglen and Cambuslang localities potentially represent wider issues within the Service. As a result, proposals for a redesign of the Service, outlined to Committee in October 2019, are currently being developed, with a report outlining the proposals in full being submitted to a future meeting of the IJB for consideration in March 2020.

4. Employee Implications

- 4.1. There are no immediate employee implications from this report. However, it is anticipated that there will be employee implications arising from the future proposals to redesign the Service. These will be considered in detail in the report to be presented to the IJB in March 2020 and, thereafter, to the Social Work Resources Committee as appropriate.

5. Financial Implications

- 5.1. An element of this report refers to redesign activity that is achievable within the available resource to target services optimally, improve flow and efficiency. However this report also highlights the need to address the challenges to ensure the Service meets regulatory requirements into the future. This will require further consideration of the level and distribution of resource to this Service area and the potential for Service remodelling to achieve the necessary changes within an achievable financial envelope.

6. Other Implications (Including Environmental and Risk Issues)

- 6.1. There is potential risk in relation to service quality and outcomes for service users if improvement is not progressed across the service and within Hamilton and Rutherglen and Cambuslang areas specifically. Significant work is required to modernise the service and ensure that appropriate infrastructure is in place to support the delivery of quality services and there is a risk of potential enforcement action and reputational damage to the Health and Social Care Partnership and the Council if improvements are not achieved.
- 6.2. There are no sustainable development issues associated with this report.

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.
- 7.2. Full consultation will take place with Trades Unions and other stakeholders in terms of the information contained in this report.

Val de Souza

Director, Health and Social Care

24 October 2019

Link(s) to Council Values/Objectives/Ambitions

- ◆ Improve later life
- ◆ Deliver better Health and Social Care outcomes for all

Previous References

- ◆ Social Work Resources Committee – 2 October 2019

List of Background Papers

◆ none

Contact for Further Information

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

Scott McNeill, Service Manager

Ext: 5477 (Phone: 01698 455477)

Email: scott.mcneill@southlanarkshire.gov.uk