

Report

Report to:	Social Work Resources Committee
Date of Meeting:	20 January 2021
Report by:	Director, Health and Social Care

Subject:	Transformation and Service Improvement Programme
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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
 - ◆ South Lanarkshire's Care Facilities Modernisation Programme
 - ◆ Care and Support Service Review
 - ◆ Mental Health Strategy
 - ◆ Care at Home Services Improvement Programme
 - ◆ Adult and Older People Day Services Review

2. Recommendation(s)

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

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

3. Background

- 3.1. As part of South Lanarkshire Council's (SLC's) commitment to improve later life for adults and older people and to meet the future needs and wishes of the people, a programme of Transformation and Service Improvement is being undertaken by the Health and Social Care Partnership (HSCP). This work supports the delivery of the Integrated Joint Board's (IJB) Strategic Commissioning Plan (SCP) and continues to strengthen many of our community-based supports.
- 3.2. Coronavirus (COVID-19) has impacted most severely on people who are older or have weakened immune systems and who are typical of the people using Council services. The response process has slowed the progress of the Transformation Programme as resources have been redeployed and services suspended. The work streams affected are the Care Facilities Modernisation Programme; the evidence-based review of Adult and Older People Day Services; Care at Home Improvement Programme; Care and Support Review and Mental Health Services.
- 3.3. In summary, work has resumed, the services incorporate all learning from the pandemic situation and continue to apply this in future months. The services are in a different place from when the Transitions Programme commenced and now need to take account of the risks that COVID-19 has posed and how services can be future proofed to best meet these risks.

4. Current Position

4.1. Care Facilities Programme

- 4.1.1. The work on the Care Facilities Programme came to a natural pause due to the impact of the global pandemic, this allowed us to prioritise services and focus on achieving a level of service provision across the Partnership during the pandemic.
- 4.1.2. Work is now underway on Phase 1 of the Blantyre Facility development, with the contractors commencing on site on 30 November. The contract was awarded after a second tendering exercise was undertaken through the Council's procurement process. The contractor awarded is Cruden Construction.
 - ◆ it is anticipated that the development will take 18 months, giving a projected completion date in the Summer of 2022
- 4.1.3. An extensive public relations exercise is underway to ensure that neighbours of the site including the school are aware of the work that will be undertaken with a recent press release being issued keeping MSPs, elected members, stakeholders and the public abreast of developments. There will be ongoing newsletters published by the contractor as the development progresses which will be circulated to the neighbours. This information will also be distributed to the IJB and elected members to keep them informed.
- 4.1.4. It is evident the intermediate care model delivered as part of the Covid response work within the recommissioned McWhirter House, was successful. This reaffirmed the earlier work that delivering a similar model within a new custom-built facility should achieve similar and potentially better results.
- 4.1.5. This intermediate care model has now transferred in the medium term to the top floor of Canderavon House where there is a capacity to accommodate this until the Blantyre facility is open, in which case it will transfer to the new Hub in the long term.
- 4.1.6. All services are in a different place than when the care facilities programme started, and the redesign group consider it important to pause reflect and take stock of the impact of and learning from the pandemic situation. All services now need to take account of the risks that COVID-19 poses and how services can future proof to meet these risks. In terms of service redesign and modelling, the service delivery model continues to evolve and there are significant voids in residential and nursing home care. By necessity there is a requirement to be more innovative to meet further changes needs and the current pandemic situation. There is now a need to review the modernisation programme and allocation of resources in this changing and challenging operational environment. A further paper will be presented to Social Work Resources Committee detailing these options at the next Committee meeting.

4.2. Care and Support Service Review

- 4.2.1. The review of the Care and Support Service, a Housing support service for Adults with a Learning Disability is concluding. The review identified a number key themes and includes an options appraisal to determine next steps for the service. As part of the review process an updated Service Specification with defined eligibility criteria is being developed by the Resource. The early findings from the review which will inform the final recommendations were detailed within a report prepared for the Social Work Resources Committee on 2 October 2019 and the Integrated Joint Board (IJB) on 3 December 2019. Due to the Covid pandemic, progress of the review has been slower than anticipated.

4.2.2. A key issue is that several service users do not have the legal powers in place under the Adults with Incapacity Act which are required to progress care plans and promote their welfare. This is being addressed alongside the individual care reviews which are progressing. There is potentially a lengthy timeline to conclude this legal process, due to the COVID impact on the Court System.

4.2.3. It is recognised that 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.

4.3. Mental Health

4.3.1. The vision for Mental Health Services in Lanarkshire is to develop an integrated model that will:

- ◆ put the person at the centre of decisions about their treatment and care
- ◆ give patients greater understanding and confidence to manage their own condition
- ◆ enable people to take control of their life and have their voice heard
- ◆ be supported by education and group programmes
- ◆ harness the range of third sector and community assets
- ◆ promote anticipatory care planning
- ◆ make greater use of technology
- ◆ prevent or delay the need to use more intensive services

4.3.2. In response to this a proposal to integrate South Lanarkshire Community Mental Health Services, including the transition of the locality psychological therapy teams was approved at South Lanarkshire Integrated Joint Board in February 2019. These services will transition from their current hosted arrangement in North Lanarkshire HSCP in collaboration with North Lanarkshire Mental Health Service.

4.3.3. The transfer of the operational management of South Lanarkshire Community Mental Health services to South Lanarkshire HSCP is a priority. The management and strategic leadership of these services within South Lanarkshire HSCP is essential to supporting achievement of:

- ◆ the Mental Health and Wellbeing Outcomes within the Strategic Commissioning plan
- ◆ South Lanarkshire Good Mental Health for All Action Plan
- ◆ Suicide Prevention plan
- ◆ Lanarkshire Mental Health and Wellbeing Strategy to be taken forward within South Lanarkshire

4.3.4. In order to manage this transition, a phased approach is proposed to achieve a whole system model for mental health that is embedded within the locality model for South Lanarkshire. It is anticipated that the transfer and integration of community mental health services, coupled with the work relating to implementation of the Lanarkshire Mental Health and Wellbeing Strategy will enable a community mental health service framework to be developed. This will identify the core business of the services and key deliverables which will enable the integrated teams to become embedded within and operationally managed in the localities by 2022.

- ◆ **Phase 1: 2019 - 2020:** An interim central operational management structure for Community-based Mental Health Services in South Lanarkshire was developed by the joint Community Mental Health Team (CMHT) Integration Strategic Implementation group. This management structure for Community Mental Health and Addictions Services in South Lanarkshire was implemented in August 2020,

and will progress the implementation plan to enable the transfer of Adult and Older Adults CMHT's to South HSCP by the end of March 2021, put back from December 2020 due to the current pandemic restrictions. Performance, staff clinical and financial governance arrangements for the CMHT's have been agreed and will be implemented at the point of transfer to South Lanarkshire HSCP. A scoping exercise is also underway to consider and review potential service models for an integrated Health and Social Work CMHT.

4.4. Care at Home Service

4.4.1. 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 mirrored the Covid transmission rates in the community, in addition to typical absence levels. There have been spikes in COVID related absence, but they have fallen and remained stable at the time of writing. This position continues to be monitored closely and while there has been no need to implement them, the service has appropriate contingency plans in place should they be required.

4.4.2. 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.

4.4.3 Care Inspectorate Inspections

Inspections have recently taken place within both the Hamilton and Rutherglen services. This represents the first inspections since the Care Inspectorate highlighted concerns about the services in late 2019.

4.4.4 The Care Inspectorate conducted an inspection of the Service in October 2020. Inspectors highlighted considerable progress within the Service in Hamilton and the Improvement Notice that was in place has now been formally lifted.

4.4.5 The level of progress led Inspectors to take the positive but unusual decision to regrade the Service and have subsequently awarded the Service the following grades:

◆ Care at Support	3
◆ Leadership and Management	3
◆ Staffing	2

4.4.6 As a result of progress, and through discussions with the Care Inspectorate, the voluntary moratorium that was previously in place was lifted from 16 November 2020. New services are being resumed in a managed way that will seek to increase services over time. The Care at Home Management Teams will also continue to work closely with the Care Inspectorate in the development and monitoring of services going forward.

4.4.7 Following discussions with the Care Inspectorate, the voluntary moratorium that was previously in place with the Rutherglen Home Care Service was lifted on 31 August 2020. An inspection of the service commenced on 17 November 2020.

4.4.8 Again, Inspectors highlighted the significant progress that had been made within the service and using the new inspection methodology, regraded the service as follows:

◆ How well do we support people's wellbeing?	4
◆ How good is our Leadership?	4
◆ How good is our Staff Team?	4
◆ How good is our care planned ?	3

- 4.4.9 There remains much to do within the improvement journey of both services. However, the inspections represent significant progress. The scale and pace of work undertaken by staff within both services cannot be underestimated and the outcome is testament to their hard work and dedication.
- 4.4.10 A new 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 has now been established and preparations are currently taking place to support the piloting of the system with a small group of staff in the Bothwell/Uddingston area early in 2021. A wider roll out to all locality areas is scheduled to take place throughout 2021.
- 4.4.11 As part of the implementation of the scheduling system, Home Carers will be issued with new mobile devices. The introduction of 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 and staff with each other.
- 4.4.12 Plans are currently being developed in partnership with The Scottish Government and NHS Lanarkshire to support a programme of COVID testing for frontline staff within the Care at Home sector. While yet to be finalised, it is anticipated that this will commence in January 2021. Plans are also being developed to support the implementation of a COVID vaccination programme. This is anticipated to commence in February/March of 2021.
- 4.4.13 Improvement activity within the Service has increased as Lockdown restrictions have eased. A Care at Home Improvement Board has recently been established to oversee developments within the Service and this is complemented by a number of work streams that have responsibility for taking forward the redesign of the Service.
- 4.5. Adult and Older People Day Service Review
- 4.5.1. Work continues to conclude the Adult and Older People Day Service Review and it will be considered at a future meeting of the Integrated Joint Board (IJB) in the context of the IJB's Strategic Commissioning requirements. The Review is informed by activities including
- ♦ consideration of strategic drivers including Self Directed Support Legislation, demographics and national policy
 - ♦ an analysis of the current service model
 - ♦ data analysis
 - ♦ property and transport review
 - ♦ consideration of service user demographics, dependency levels and needs
 - ♦ feedback from all stakeholders through consultation and engagement
 - ♦ feedback on the interim outreach model
 - ♦ a review of publications and practice from other organisations both nationally and internationally
- 4.5.2. In summary the findings indicate a need to have a clear focus on organising social care supports around each individual, having flexible care and support that will enable people to achieve their personal outcomes. A focus is required on individual

strengths and assets rather than problems or needs addressed in groups which the current service model is more focussed on.

- 4.5.3. Options for redesign are currently being worked up which build on the strengths and assets of the current model whilst considering opportunities to remodel elements of the service to provide the flexible supports carers are seeking and to take account of the personalisation outcomes the SDS legislation supports and expects. Proposed developments would be designed on a locality basis. The detailed review report and options will be the subject of a future report for the IJB and Social Work Committee in the early part of 2021. Options for redesign will be the subject of stakeholder consultation in the next phase of the engagement process. The eventual model must be founded on the principles of SDS and offer choice, control, and flexibility to adapt to the changing needs of the user population over time.
- 4.5.4. Around a third of the available Day Services care staff workforce remain deployed in other parts of the Resource such as Residential Care Homes, and Care and Support Services. This position remains under review since it is recognised that other areas of the Resource's work are under considerable strain due to the increase in COVID-19 amongst both users of services and staff. In particular, the increase in staff having to self-isolate as instructed by Test and Protect has placed demands on all areas of the work.
- 4.5.5. Whilst the majority of Day Service buildings remain closed due to the COVID situation, the four management and administrative Hubs remain open (Harry Smith, Murray Owen, Harry Heaney and Newberry Rooney) to support the delivery of day service Outreach, support employees and undertake weekly risk assessment and reviews for all registered services users. Each of these Hubs also function as a locality base for the storage, provision and management of Personal Protection Equipment (PPE) for staff.
- 4.5.6. Scottish Government Guidance for the Safe Re-opening of Building Based Day Services remains that decisions to re-open services should be made at a local level involving the local authority, health protection and the Care Inspectorate where required and under the authority of the Director of Public Health. The risks from contracting COVID-19 for service users of adult and older people's day services are substantial. Older people attending day services are typically aged over 80 with underlying health conditions and 65% have a diagnosis of Alzheimer's or dementia. Similarly, the learning disability population has a heightened risk particularly, where individuals are living with Downs Syndrome. A large cohort of day centre users have a cognitive impairment which would contribute to significant challenges in maintaining the strict physical distancing and infection prevention and control measures that are required to maintain the safety and wellbeing of those in attendance. At this stage, it has been agreed that the immediate risk to re-open day service buildings for adult and older people could not be sufficiently mitigated and these should remain closed for the delivery of support to service users whilst the outreach service will continue. It is intended that building based services will largely remain closed until at least March 2021, when this will be reviewed.
- 4.5.7. A pilot is currently in place within two of the Hubs (Harry Smith and Murray Owen) to enable the learning disability physiotherapy service to hold clinics enabling those individuals with multiple complex needs to access individual appointments. Hubs have also been supporting delivery of the flu vaccination programme.

- 4.5.8. At this stage, it has been agreed that the immediate risk to re-open Day Service buildings for adult and older people could not be sufficiently mitigated and these should remain closed for the delivery of support to service users whilst the Outreach Service will continue. It is intended that building based services will largely remain closed until at least March 2021.

5. Employee Implications

- 5.1. There are no direct employee implications associated with this report. However, the work streams referred to 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. Personnel and Finance services are also represented on the Review Groups.

6. Financial Implications

- 6.1. There are no direct financial implications associated with this report. The transformation and improvement work streams 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. 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.

18 December 2020

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ none

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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