

Meeting of Lanarkshire
NHS Board: 25 March 2020

Lanarkshire NHS Board
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SUBJECT: CARE AT HOME SERVICES

1. PURPOSE

This paper is coming to the Board:

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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By Ian Beattie, Head of Health & Social Care, South Lanarkshire Health & Social Care Partnership

3. SUMMARY OF KEY ISSUES

3.1 The Care Inspectorate have been concerned about both the Hamilton and Rutherglen Care at Home Services for some time resulting in Improvement Requirements in their Inspection Reports. The consequence of a stated Requirement is a reduction in grading and a failure to subsequently meet the Requirements brings the grade down further. Both Hamilton and Rutherglen Services have found themselves in this position and in 2019 the grades for both Services fell to the lowest levels of Weak and Unsatisfactory. In December 2019 the Hamilton Service was issued with a formal Improvement Notice. The headline terms of this notice are that:

- ◆ by the end of January 2020
 - management and leadership within the Registered Service must be strengthened
 - the identification and management of risk associated with Audit Support and Protection is improved
 - the identification and management of risk associated with cases where there are complex health needs are improved
- ◆ by the end of February 2020
 - all cases are reviewed and have effective up to date Support Plans in place

- 3.2 The Inspectors have advised Social Work that the Rutherglen Service has similar challenges to those faced by Hamilton. The Social Work Resource has therefore agreed not to accept new cases in both Services to support them to take the necessary improvement actions. The board will want to note that the East Kilbride Service has subsequently been Inspected and received grades of Good/Very Good. The Clydesdale Service is likely to be inspected soon.
- 3.3 The Service is taking forward a comprehensive improvement programme as follows.
- 3.4 Short-term
- 3.4.1. The actions outlined below have either been done or are being done at present:
- ◆ the Service is providing assurance to the Care Inspectorate that it has identified service users with complex needs and has taken action to ensure the risks are managed effectively
 - ◆ a Moratorium on new referrals is in place in both Hamilton and Cambuslang/Rutherglen and will remain in place for the foreseeable future. All new referrals for Home Care Services are therefore being directed to private sector providers
 - ◆ as required by the Care Inspectorate, additional management and leadership support has been provided to the Hamilton Service by drawing in staff who work in high-graded Registered Services who have expertise in service review and support planning
 - ◆ an experienced Registered Manager is leading the team. They are leading a skills audit to ensure appropriate support is targeted to staff working within the Service
 - ◆ the Rutherglen team has relocated to East Kilbride temporarily to work alongside the Management Team and learn their approach
 - ◆ a programme of training and coaching support has been implemented to improve both team's delivery of risk identification and risk management. Written guidance has also been issued
 - ◆ Social Work teams are working through a programme of visits and reviews to give assurance that complex care needs are being met effectively. This initially involved the visit and review of complex care cases and there is a timetable in place to ensure all service users have a service review and up to date Support Plan
 - ◆ there has been engagement with external providers to increase capacity over the duration of the Moratoriums and additional Social Work capacity has been targeted to support this activity
 - ◆ the Chief Officer is leading a Corporate and Health and Social Care Partnership (HSCP) Senior Officer Oversight Group, and the Chief Social Worker (CSWO) and Head of Service are leading twice weekly operational groups to ensure appropriate senior leadership and resourcing is available. The extended Senior Leadership Team has commenced engagement sessions with staff throughout the Registered Service
 - ◆ there is regular and ongoing liaison with the Care Inspectorate and an independent consultant with extensive care services experience has been brought in to offer professional challenge and to support the short-term stabilisation actions and remodelling work.

3.5 Medium-term

3.5.1 To consolidate the short-term work and take forward the changes that are required, the Service has recently been granted approval to increase the capacity of the Resource in the following areas:

- ◆ investing in Assessment and Care Management functions which would include hospital discharge functions
- ◆ introducing a new Senior Carer role to provide support and supervision more directly to the patch team delivering services and improve the career pathway
- ◆ introduce the new scheduling IT System which has already been purchased
- ◆ introduce additional project management capacity to assist the Resource with the implementation of required changes

3.5.2 Both the Social Work Committee and the Integrated Joint Board (IJB) have approved in principle a remodelling of the Service. This will ensure compliance with the relevant Regulations and to take account of the changes to the policy, legislation, demography and demand levels that have arisen since the current service model was established.

3.6 Long-term

3.6.1 Work has also commenced on improving quality assurance systems such as developing a clearer dashboard of demand, capacity and performance; working with senior NHS colleagues to adopt some of the proven quality assurance methods used in community nursing to the Service and improving the transparency of processes for reporting into the Council and IJB. A key element of this work will be putting in place regular staff and service user feedback mechanisms. The collected data will also improve scrutiny from Elected Members and members of the IJB on service performance and quality.

- ◆ the Resource's work with the independent consultant is verifying the need to increase capacity to meet demand and comply with the Regulations. There is support for the Senior Carer role and the increased statutory activity underpins the need for investment in Care Management Teams. The full benefits arising from the investment in the new scheduling system will be realised through a redesign of this element of the Service
- ◆ the advice from the consultant is that the immediate priority should focus solely on actions which improve the Council's performance against the Care Inspectorate Requirements. The short-term and medium-term actions outlined above are intended to directly address these issues and reports outlining longer term structural changes will be brought back to Elected Members at a future date
- ◆ the Care Inspectors returned to the Hamilton Service to review progress in early February and a feedback session with the Chief Officer has taken place. They have subsequently issued an updated improvement notice advising that:
 - Element 1 had been met
 - Element 2 had an extended deadline of 31 May 2020
 - Element 3 had an extended deadline of 31 March 2020
 - Element 4 had an extended deadline of 31 May 2020
- ◆ the timeline focuses on a series of steps to bring the Hamilton and Rutherglen Services up to the required standards by the summer of 2020. The additional resourcing that is in place will continue over this time period. The Resource is recruiting management roles and anticipates that the new post-holders will

be in place by the end of this time period and that the Services will have made sufficient progress with the improvement action to build up to a return to full operational capacity

- ◆ the Resource intends to take forward incremental change in line with the medium-term improvement plan and this will require recruitment to the roles described within existing permissions and available budget. This will support transition activity pending a fuller report coming forward to future Committees. It is anticipated that the full programme of work will be taken forward in two or three phases over an 18-month period
- ◆ it is proposed that a temporary Project Team is established for a two year period reporting to the Service Manager for Care at Home to enable this programme of work to be taken forward to a stage of approval and subsequent implementation. A Programme Board will be established to oversee the work streams

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

- 6.1 Detailed action plans have been established for the Care at Home services in both Hamilton and Rutherglen and are being progressed as a matter of priority. Progress against these actions are the subject of regular reporting to the Care Inspectorate.

7. FINANCIAL IMPLICATIONS

- 7.1 The funding to support the costs of transitional change within the Care at Home service have been met from within existing budgets and were approved by Social Work Committee on 2 March 2020.
- 7.2 Further reports will be taken to Social Work Committee to set out the longer-term strategy and structure for the Services included in the report which will include recommendations about financial sustainability of the remodelled service. These reports will cover financial implications and any requirement for investment. A report will be brought to the NHS Board to provide an update on the future direction of the service following Social Work Committee approval.

8. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

9. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

- 10.1 This report does not introduce a new policy, function or strategy, or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

Yes
 No

10. CONSULTATION AND ENGAGEMENT

- 10.1 Consultation has taken place with the Trade Unions regarding the report. They are supportive of the intended changes to the Service. Operational staff and front-line carers have also been consulted and are supportive of these developments.

11. ACTIONS FOR THE BOARD

The Board are asked to:

Approval	<input type="checkbox"/>	Endorsement	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	

12. FURTHER INFORMATION

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

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