

Borders NHS Board



CARE INSPECTORATE AND HEALTHCARE IMPROVEMENT SCOTLAND JOINT OLDER PERSONS SERVICES INSPECTION ACTION PLAN UPDATE

Aim

To report on progress on the Older Persons Inspection action plan and describe the content of a proposed workshop to refine the inspection action plan.

Background

The Care Inspectorate and Healthcare Improvement Scotland undertook an inspection of older people's services between October 2016 and February 2017. These services are in large part managed or co-ordinated by the Scottish Borders Health and Social Care Integration Joint Board on behalf of Borders NHS and Scottish Borders Council.

The inspection report¹ was published on 28th September 2017. Across the nine key indicators of performance, inspectors found one i.e. 'impact on the community' to be 'good', five to be 'adequate' and three to be 'weak,' including 'delivery of key processes'; 'strategic planning and plans to improve services'; and, 'leadership and direction.'

There are thirteen recommendations for improvement in the report. An action plan has been prepared to meet the thirteen recommendations. This is monitored through the Joint Older People's Services (JOPS) inspection group and reports to the Joint Leadership Group and the Integrated Performance Group. The Inspection Action Plan is attached to this report.

The table below summarises performance on the inspection action plan. There are 59 actions to meet the thirteen recommendations. All the actions to meet recommendations one, two, five, ten and eleven are now complete. Work is ongoing to ensure that the recommendations are sustained.

Some actions have had their timescale extended due to either staff absence, amendment to the action that is required or complexity of the action requiring additional time. All other actions are progressing within timescale (10.5.18).

The action plan has been submitted to the Care Inspectorate and Healthcare Improvement Scotland. The recent feedback from the Care Inspectorate/Healthcare Improvement Scotland is for more clarity on the indicators of success and on the measures that will be

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<http://www.careinspectorate.com/images/documents/4030/Scottish%20Borders%20services%20for%20older%20people%20joint%20inspection%20report%20September%202017.pdf>

used to ensure that outcomes are met. The JOPS group is now ensuring this is incorporated into the action plan.

Summary

Following the Care Inspectorate and Healthcare Improvement Scotland Inspection on Older Persons Services in 2016/ 2017 and action plan was developed to address the resulting recommendations. There has been progress on a number of the areas.

Recommendation

The Board is asked to **note** the progress made on the Inspection action plan.

Policy/Strategy Implications	The Inspection focused on services and so mainly reported on this area. There are no immediate policy implications arising from this report.
Consultation	Not Applicable
Consultation with Professional Committees	A previous update was presented to the Clinical Governance meeting on 18/07/18
Risk Assessment	A key risk is that feedback from the Care Inspectorate/Healthcare Improvement Scotland could require changes or additions to the plan. This could impact on the Partnerships ability to continue to meet the timescales set within the plan. However there is a robust monitoring system in place for the action plan. There are also meetings between the Chief Officer and the inspection team lead to discuss the plan.
Compliance with Board Policy requirements on Equality and Diversity	A specific ED impact assessment has not been done for the action plan as actions within the action plan are subject to their own ED impact assessment requirements.
Resource/Staffing Implications	There are no staffing implications

Approved by

Name	Designation	Name	Designation
Rob McCulloch-Graham	Chief Officer Health & Social Care		

Author(s)

Name	Designation	Name	Designation
Michael Murphy	Interim Chief Adult Services Officer		

Inspection Plan Progress Summary

Red = Significant Delay needs remedial action Amber = Minor delay but still within margins Green = On track Blue = Completed

Recommendation	Action	Responsible Person	Status	Expected Completion Date	Comment	
<p>1. Deliver more effective consultation and engagement with stakeholders on the vision, service redesign and key stages of transformational change.</p> <p>Update: Consultation sessions have been held on mental health transformation, dementia strategy and currently on physical disability and carers strategies. A co-productive approach is being progressed. Locality working groups are in place and have produced locality plans that reflect local need and actions.</p>	1.1.1 - Review and update existing Partnership communication plan	Jane Robertson	Complete	31/08/2017	Communication plan reviewed/updated	
	1.1.2 - Review and update Partnership stakeholder lists and distribution lists	Jane Robertson	Complete	31/08/2017	Stakeholder lists reviewed/updated	
	Use staff survey to evidence that staff aware of vision and consulted					
	1.2.1 - Record all partnership communication activity on overarching action tracker and individual project communication plans	Jane Robertson	Complete	Ongoing	Partnership communication activity recorded	
	1.2.2 - Agree arrangements going forward to support the ongoing engagement with members of the locality working groups	Jane Robertson	Complete	31/10/2017	Arrangements in place to support engagement with locality working groups	
	1.3.1 - Distribute Health and Social Care Locality Plans for public consultation	Jane Robertson	Complete	31/07/2017	Locality plans published and circulated	
	1.3.2 - Consult staff – workshop to provide information on transformation projects. Regular newsletters	James Lamb/Robert McCulloch-Graham	Complete	30/09/2017	Staff consulted on transformation projects through workshop and newsletters	
	1.3.3 - Mental Health and Dementia Strategy Workshops	Peter Lerpiniere	Complete	31/01/2018	Consultation sessions held on mental health transformation, dementia strategy	
<p>2. Ensure the revised governance framework provides more effective performance reporting and an increased pace</p>	2.1.1 - Implement revised governance structure	Robert McCulloch-Graham	Complete	28/02/2017	Governance structure in place	
	2.2.1 - Review effectiveness of revised	Robert McCulloch-	Complete	31/10/2017	Governance reviewed through	

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<p>of change.</p> <p>Update: The governance structure is in place with a performance reporting process to monitor effectiveness.</p>	governance structure	Graham			quarterly performance reports
	2.3.1 - Provide quarterly Partnership performance reports to the IJB	Robert McCulloch-Graham	Complete		Quarterly performance reports in place
	2.3.2 - Staff survey due to be sent out to all staff across the Partnership in Feb 2018	Robert McCulloch-Graham	Complete	30/04/2018	IMatters staff survey completed; now includes social care and health staff.
	2.3.3 - Report Partnership Performance via published Annual Performance Report and to the Ministerial Strategy Group.	Robert McCulloch-Graham	Complete	31/07/2018	2016/17 annual performance in place; 2017-18 report in draft format
<p>3. Further develop and implement the joint approach to early intervention and prevention services so there is a range of services working together that support older people to remain at home and help avoid hospital admission.</p> <p>Update: The strategic review is at an early stage of scoping services and gaps. Recommendations with priorities will follow. There has been development of specific services such as roll out of What Matters Hubs and the hospital to home services.</p>	3.1.1 - Develop a strategic delivery plan to identify the key components of a good EI & P approach for older people and identify gaps	Murray Leys Gwyneth Lennox	Minor delay	31/08/2018	Strategic review session delayed.
	3.2.1 - Introduce specific software to collate and disseminate information on a range of positive activities on a locality basis	Murray Leys	Complete	30/11/2017	What matters hubs signpost to a range of community activities and services.
	3.2.2 - Embed anticipatory care planning and plans into care assessment and planning	Murray Leys	Minor delay	30/09/2018	Anticipatory care plans to be within MOSAIC
	3.3.1 - Ensure ACP in Care Homes are up-to-date	Kenny Mitchell Jane Prior	On Track	30/07/2018	Anticipatory care planning in care homes to link to early warning scores ACP pilot currently being implemented in care homes.
<p>4. Review delivery of care at home, care home, intermediate care and palliative care services to better support a shift in the balance of care towards more community based support.</p>	4.1.1 - Commissioning intentions are clear for older people	Robert McCulloch-Graham	Minor delay	01/04/19	Draft strategic plan for older people housing completed. Care and support needs plans in preparation.
	4.2.1 - Development of Care Home and Care at Home Commissioning Strategy	Robert McCulloch-Graham	On Track	01/04/19	Draft completed for consultation/implementation.

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<p>Update: Review of delivery of support services progressing. Option appraisal report completed on shifting the balance; social care demographic report prepared and benchmarking report to follow. Integrated Strategic Plan for Older People Housing, Care and Support Needs has been launched 01.06.18</p>	Develop commissioning plan for all areas in the Borders in terms of access to Care at Home and Care Homes				
	<p>4.3.1 - We will implement the commissioning cycle</p> <p>Commission all services in a way that ensures service users are given maximum control via revised contractual requirements with providers</p>	Eric Livingston	On Track	30/10/2018	Establish a responsive commission cycle based on robust consultation.
	4.4.1 - Establish a contractual position with care at home providers which allows for flexible care at home delivery	Robert McCulloch-Graham	Complete	30/06/2018	Care at home contract enables flexible care at home delivery
	4.5.1 - Discuss with Scottish Government the use of Margaret Kerr Unit as a homely setting in Scottish Government performance figures	Murray Leys	Complete	31/01/2018	ISD is undertaking a national consultation about performance measures – includes how units such as Mgt Kerr are viewed
<p>5. Update the carers' strategy to have a clear focus on how carers are identified and have their needs assessed and met. Monitor and review performance in this area.</p> <p>Update: The interim carers strategy 2018-19 is being consulted on. It has a focus on raising awareness of the caring role and a clear pathway for carer support is in place. Planning has started for the 3 year Carers Strategy from April 2019.</p>	5.1.1 - Develop a Carers support plan, eligibility criteria and pathway for assessing and supporting carers	Susan Henderson	Complete	30/04/2018	Carers support plan, eligibility and pathway in place
	5.1.2 - Put communication and training plans in place to ensure stakeholders are aware of the legislation	Susan Henderson	Complete	30/04/2018	Communication and training plan in place and ongoing
	5.2.1 - Carers strategy 2017-19 agreed and published that states how carers needs are identified and met	Susan Henderson	Complete	30/04/2018	Currently consulting on Carers Strategy 2018-19.
	5.2.2 - A performance process in place to monitor and review progress in identifying and supporting carers	Susan Henderson	Complete	30/04/2018	Carers support plan now includes monitoring information.

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Target: Annually increase in carer take up of support plans.	5.2.3 - An assessment of the health needs of carers in Scottish Borders is produced	Tim Patterson	Complete	31/05/2018	Health Needs Assessment of carers in Scottish Borders completed, with action plan
<p>6. Ensure that people with dementia receive access to a timely diagnosis.</p> <p>Update: Following a mapping exercise to identify areas of improvement arrangements have progressed to promote consistent and accurate information on GP registers when people have a diagnosis of dementia. This is to be audited.</p>	6.1.1 - As part of Standard 9 of Care of Older People in Hospital (HIS) "people with a diagnosis, or suspected diagnosis of dementia in hospital will receive high quality care". We will ensure people with a diagnosis in hospital are supported outside a hospital.	Peter Lerpiniere	Complete	31/07/2018	"Arrangements are in place to ensure that GP's are alerted when a diagnosis of dementia is made in hospital or at delirium clinic. Audit confirms that process ensures diagnosis is recorded on dementia register."
	6.2.1 - Carry out awareness session on TiME agenda November facilitated by MHOAS	Peter Lerpiniere	Complete	30/11/2017	Awareness session taken place
	6.2.2 - Consider increasing capacity to carry out more memory clinics	Peter Lerpiniere	Complete	31/10/2018	Consultation events held; review capacity to rebalance resources to support more memory clinics. This consideration is complete and will come to fruition as MH transformation progresses.
	6.2.3 - Map the patient pathway from referral to diagnosis to entry on to Dementia Register to look for any challenges and areas for improvement	Peter Lerpiniere	Complete	31/07/2017	Patient pathway mapped
	6.3.1 - Discuss with GP practices in order to carry out a gap analysis of the diagnoses on MHOAS records against GP records	Peter Lerpiniere	Complete	31/08/2017	Gap analysis completed
	6.4.1 - Write letters to GP practice to follow up on discussions in point 5 above and ask GP to add missing diagnoses on to register	Peter Lerpiniere	Complete	30/09/2017	Request made to GPs to add missing diagnosis info to register

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	6.4.2 - Adjust first assessment letter used by MHOAS to include clear diagnoses & request to GP to add to dementia register	West Team Secretary	Complete	31/07/2017	Assessment letter to GPs for diagnosis completed
	6.4.3 - Develop patient awareness leaflet to set expectations of what will be offered / delivered	Peter Lerpiniere	Complete	30/06/2018	Post diagnostic leaflet is designed and in pre-production phase.
7. Take action to provide equitable access to community alarm response services for older people. Update: Bordercare service is now being provided through East Lothian. Performance information will be provided by SBCares. Options paper on response services to be prepared for IJB.	7.1.1 Produce protocol	Murray Leys	On Track	31/10/2018	Protocol to be put in place for responder service.
	7.2.1 - Audit current systems through use of SWOT analysis	Murray Leys	Minor delay	30/09/2018	Review method of response
	7.3.1 - In conjunction with a Falls Strategy increase focus on telecare and establish feasibility of introducing a universal alarm service	Murray Leys	Complete	31/12/2018	
8. Provide stronger accountability and governance of transformational change programme. Ensure that: progress of the strategic plan priorities are measured and evaluated; service performance and financial monitoring are linked; locality planning is implemented and leads to changes at a local level; independent needs assessment activity is included in the joint strategic needs assessment. There is appropriate oversight of	8.1.1 - Improve the content, structure and format of the IJB quarterly performance reports	Jane Robertson	Complete	31/10/2017	
	8.2.1 - Ratification of Commissioning and Implementation Plan by IJB	Robert McCulloch-Graham	Complete	31/12/2017	
	8.3.1 - Both IJB and strategic planning group bodies have timetabled development sessions throughout the year which will cover strategic planning and commissioning functions with a clear inclusion of outcomes and value for money. Further development of financial elements of Locality Plans and demonstration of "fair	Robert McCulloch-Graham	Minor delay	31/10/2018	Work has been commissioned to review model of community capacity in relation to hospital capacity.

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<p>procurement and commissioning work; A market facilitation strategy is developed and implemented.</p> <p>Update: An updated Strategic Plan has been drafted and is monitored through quarterly performance reports; the 2017-8 Annual Performance Report to be approved on 31 July. Locality working groups and locality plans which reflect local need and priorities are in place; reps sit on the SPG which monitors progress. A market facilitation plan will be put in place.</p>	share"				
	8.4.1 - Refer to Action Point 9	Robert McCulloch-Graham	Minor delay	30/09/2018	Financial plan and provision of health and social care in progress
	8.5.1 - Continued support for locality working groups to take on monitoring role of progress of implementation of Locality Plans. This support and reporting is now via the Council's community planning process	Robert McCulloch-Graham	Complete	30/04/2018	Locality Actions plans being implemented.
	8.5.2 - Implementation of robust reporting mechanisms to evidence changes made at a local level	Robert McCulloch-Graham	Complete	30/09/2017	Locality groups representatives sit on the SPG
	8.6.1 - Commissioning and Implementation plan ratified by IJB October 2017	Robert McCulloch-Graham	Complete	31/12/2017	Commissioning and implementation plan agreed
	8.7.1 - Monitor the Commissioning and Implementation Plan	Robert McCulloch-Graham	Complete	31/07/2018	Above combined with Strategic Plan
	8.8.1 - Development, approval and implementation of a Market Facilitation Plan for the IJB	Robert McCulloch-Graham	On Track	31/10/2018	Market facilitation plan to be progressed from demographic, benchmarking and strategic plan.
<p>9. Develop and implement a detailed financial recovery plan to ensure savings proposals across NHS Borders and council services are achieved.</p> <p>Update: A financial plan was agreed in Feb with work ongoing for a longer term sustainable plan. A transformation and efficiency</p>	9.1.1 - Develop and implement a detailed financial recovery plan to ensure that a sustainable financial position is achieved and agreed by the Integration Joint Board	Carol Gillie David Robertson	Significant Delay	1/4/2018	The 18/19 Budget is yet to be agreed and the IJB is aware of this position.
	<p>9.2.1 - To achieve this:</p> <ul style="list-style-type: none"> Identification of the impact of the current planned transformation and redesign programme in terms of resource realignment, efficiency opportunities and 	Carol Gillie David Robertson	Minor Delay	1/4/2018	Financial statement for 2017/18 agreed. The 2018/19 financial plan was discussed at the IJB, Savings Plans have been agreed with IJB. Savings plan for the NHS is yet to be finalised.

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programme is being progressed and monitored with the contribution from this to be confirmed.	ongoing sustainability requirements beyond transitional funding arrangements <ul style="list-style-type: none"> • Identification of further joint opportunities for service redesign and agree a joint plan for any associated capital or revenue investment requirements • Implementation of a medium-term solution for addressing the recurring efficiency gap across the partnership's devolved and large hospital budget set-aside resulting from non-recurring savings delivered in current and historic years • Identification of any additional investment requirements associated with the delivery of the partnership's approved Strategic Plan and how these investment requirements can be met 				
10. Ensure that there are clear pathways for accessing services and that eligibility criteria are developed and consistently applied. It should communicate these pathways and criteria clearly to all stakeholders. The partnership should also ensure effective management of any waiting lists and that waiting times for services and support are minimised. Update: What Matters hubs offer speedy community access, and have had a positive impact on waiting lists which are reviewed through performance clinics. The discharge to assess	10.1.1 - Deliver community led services via hubs in localities Provide shortened 'what matters' assessments	Murray Leys	Complete	31/01/2018	Community led hubs rolled out; assessments shortened; performance clinics review waiting lists
	10.1.2 - Through matching unit provide more speedy access to services Develop a more robust hospital to home process	Jane Prior	Complete	31/05/2018	Assess to discharge policy drafted.

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policy paper to clarify and develop a more robust hospital to home process is within approval process.					
<p>11. Work together with the critical services oversight group and adult protection committee to ensure that: risk assessments and risk management plans are completed where required; quality assurance processes to ensure that responses for adults who may be at risk and need of support and protection improve; and improvement activity resulting from quality assurance processes is well governed.</p> <p>Update: Adult protection audit system in place and Care Inspectorate system being utilised; a series of risk management sessions have been held in May with operational team managers and a risk assessment protocol has been developed from this to ensure improved response.</p>	<p>11.1.1 - Quarterly Adult Protection file audits to be carried out. The Adult Protection Committee Coordinator conducts a 100% Audit of Adult Protection.</p> <p>All Audits are reported to the AP Audit sub group and any team remediation is captured through an individualised team improvement plan.</p> <p>Produce performance reporting reports for the AP Audit sub group, AP Committee & CSOG. These reports will be subject to peer scrutiny particularly in relation to Risk assessment, Protection plans, Chronologies and Case Conferences.</p> <p>Refresher AP training to be set up.</p>	Stuart Easingwood	Complete	31/08/2017	AP audits are undertaken and reported on to CSOG Following a review of the Audits an improvement plan is in place to address identified performance issues .
12. Develop and implement a tool to seek health and social care staff feedback at all levels. The partnership should be able to demonstrate how it uses this feedback to understand and improve staff experiences and also its services.	12.1.1 - Implement IMatters staff survey across the Partnership	Robert McCulloch-Graham	Complete	31/05/2018	IMatters survey undertaken.
	12.1.2 - Examination of IMatter output Include feedback through Self-evaluation strategy	Robert McCulloch-Graham	Minor delay	31/10/2018	Survey to be sent to team managers and report made to joint leadership group.

Recommendation	Action	Responsible Person	Status	Expected Completion Date	Comment
Update: IMatters survey has been extended to social care and health staff; results are being sent to team managers to develop action plan based on response, with report to joint leadership group.	Annual Appraisal process/PRD Report to Integration Joint Board Team				
13. Develop and implement a joint comprehensive workforce strategy, involving the third and independent sectors. This should include a focus on sustainable recruitment and retention of staff, building sufficient capacity and skills mix that delivers high quality services. Update: A draft workforce plan has been drafted for approval. Once agreed the next stage will be to develop a workforce plan with third and independent sector.	13.1.1 - Draft Joint Workforce Plan to include third and independent sectors to incorporate plans for developing a sustainable workforce. Present Draft Workforce Plan for sign off by IJB	Robert McCulloch-Graham	On Track	30/06/2018	A workforce plan has been prepared. and presented to the SPG and stakeholder groups
	13.1.2 - Work with the 3rd and independent sector to collate information on recruitment & retention in the workforce	Robert McCulloch-Graham	On Track	30/11/2018	Progress with third and independent sector once above approved.
	13.1.3 - Support the 3rd and independent sector with a strategy to meet the demands of the workforce – plan for this?	Robert McCulloch-Graham	On Track	30/11/2018	As above
			Status	No.	%
			Complete	39	70%
			On Track	8	14%
			Minor delay	8	14%
			Significant delay	1	2%
			Total	56	100%