

North Lanarkshire Council Report

Adult Health and Social Care Committee

Agenda item _____ approval noting Ref MF Date 09/05/2019

Home Support Update Briefing

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Executive Summary

At the Adult Health and Social Work Committee in February, it was noted that the development of the new model of home support required more detailed planning and consultation with all stakeholders. This would also take account of the wider review of the integration arrangements, which would be brought back to Council and the IJB in August. It was also agreed that an interim update would be provided for Committee in May. This report is the interim update.

Recommendations

It is recommended that the Adult Health and Social Care Committee:

- (1) Note the content of the report;
- (2) Request a full and detailed action plan be presented to the August Committee;
- (3) Remits the report to the IJB for the approval of the direction of travel and actions required to achieve full plan and recommendations for August Adult Health and Social Care Committee.

Supporting Documents

- Council business plan to 2020**
- Improve the health and care of communities
 - Reducing inequalities
 - Prevention and early intervention
 - Targeting resources to those most in need
 - Enhancing self-help abilities

Appendix 1 Home Support Re-design 2018-2020

1. **Background**

- 1.1 The new model of Home Support as described in previous reports and agreed by Committee from March 2018 continues to be rolled out in North Lanarkshire.

However, in line with the DigitalNL programme and achieving efficiencies, developments to progress the use of electronic scheduling and remote working, which will improve both the quality and efficiency of service on offer have been progressed.

- 1.2 The new model, incorporating reablement, intensive service provision and links with the recently established rehabilitation teams in each locality continues to be rolled out in the context of the Integration Review, due to conclude in May 2019. It is anticipating possible broader developments and change in relation to service delivery arrangements for the more effective delivery of local services including First Point of Contact.
- 1.3 For financial year ended, 2018/19, Home Support had a deficit balance of £1.5 million. As one of the largest council budgets (£51 million), it is acknowledged that the service will contribute to the overall savings within the Partnership. Reasons for cost pressures varies across the authority and management action plans are in place to address these and realign budgets to match demographics over the next two years.

2. Report

- 2.1 Previous reports noted that current service delivery models cannot continue to meet the demographic challenges of new demand, remain within budget and function effectively in the future. Work streams and priority tasks have been reviewed and staff identified to progress tasks to effect change and improvement.
- 2.2 Consequently an overarching Home Support Project Board within the Partnership has been established to plan and implement the specified changes required in terms of tasks, resourcing and structures to offer a quality but efficient and economic service.
- 2.3 The overarching Strategic Home Support Project Board will manage:
 - Development of Kirona and dynamic scheduling
 - The implementation of any new operational/service delivery arrangements including central and satellite bases and community accessibility.
 - Determining and agreeing service provision management arrangements and staffing requirements
 - Determining Assessment, Planning, Case Management and Review arrangements and staffing requirements for home support users
 - Linking assessment etc. requirements for Home Support to broader enquiries and referrals to current and future models for accessing service and longer term support including choice for individuals and self-directed support
 - Progressing due process and consultation in terms of job descriptions, evaluation, consultation and change in relation to workforce and staffing for management of the service
 - Progressing due process and consultation in terms of job descriptions, evaluation, consultation and change in working conditions and contracts for front line staff as previously proposed to offer best possible spend and use of electronic scheduling.
 - Plan and implement merging currently separate Out of hours and Community Alarm provision with day time provision within a single base.

- Link with First Point of Contact, general initial enquiries and referrals for assistance and concerns to the Service

2.4 The pre-existing Project Board will become the Operational Home Support Group and overview and implement operational change and improvement in relation to:

- Reablement and Intensive Support
- Ensuring Choice and Control
- Staff Training and Skill Mix
- Medication
- Assistive Technology
- Service user and carer engagement and wider community capacity building.

The Operational Group will report directly to the Strategic Board and in moving forward quantifying the resourcing required for service delivery and assessment and planning which is currently combined for staff and the implications of this will be subject to discussion with staff and form a main component of the plan for the recommendations for committee in August.

2.5 As noted in earlier reports the service currently uses the 'Job Manager' from the wider Council commissioned software programme Kirona to alert staff of their work schedules through their smart phones and links with SWIS, the Social Work Information System to link with each service user. The roll out of the intended second element in Kirona of 'dynamic scheduling' will reduce the need for manual scheduling, freeing up managers to be less office based and supporting a greater quality focus across the service. Scheduling would require to manage service users requiring two person support, special personal care needs by identified trained staff and the skills required for intensive end of life care.

2.6 Discussions have been undertaken with Business Solutions within Infrastructure to obtain additional dedicated, experienced and specialist project management support given the scale of the task, £51m budget per annum, 5,500 service users annually, 1,300 staff within the Council's employment and 12 external service providers presently working across 6 localities.

It is intended that be provided from existing Council resources or an additional temporary post to ensure software development meets the challenges of dynamic scheduling and transfer is as safe as possible with identified and managed risk.

Discussion has taken place with HR and if agreed the current project manager post within Council is seen as the appropriate grade of post (NLC 13) to lead on this project work.

2.7 Appendix 1 Gantt chart shows the time line for the main development work streams. Below is a summary of the work to date:

- Establishment of three reablement teams within each locality. It is hoped to confirm this has been completed for the next report and working towards all new service users and those with significantly increased packages of care going through reablement. Currently meeting the target of 50% of service users going through reablement no longer require a service at the end of their reablement period. This is one of the main strategies for managing

demand on the service. Quarter 3 2018-2019 notes 66.7 % of appropriate service users undertaking reablement and it is anticipated the 70 % target set will be reached by April 2019.

- Reablement training is ongoing with all staff in the teams having completed the core training by November. The training will be extended to include the self-management of medication, (currently 8% of all visits by home support are for medication only visits and it is hoped to reduce this to 4%). Wider engagement of families will also form part of the training to assist families and the service users' network of support to work more effectively together.
- Electronic Outcome measures Work previously identified to develop measuring outcomes within SWIS for individual service users will be included in service specification for replacement of the existing SWIS System and the Digital NL programme of work.
- Self Directed Support. While there is an increasing number of older adults now receiving an individual budget, (currently 14% of all budgets), those receiving home support have not been offered the four options of self-directed support, support being offered on a time and task basis. This is now being rolled out in a systematic basis from the beginning of April, but will take a minimum of two years to achieve.
- The training for implementing the new medication policy is beyond the half way mark and should be completed by December 2019.
- SVQ level 2 training for all staff. This is the minimum requirement for all staff to achieve and must be fully implemented by October 2023. This service will have this concluded by March 2023, with over 55% of staff having already completed the training.
- The work with Kirona, as noted, is ongoing:
 - As the estimated costs of the development work with Kirona will be about £70k a Sourcing Methodology (pre-cursor to procurement of Kirona services) has been signed-off and forwarded to Corporate Procurement.
 - Data Analysis to commence within the next three weeks, (prior to procurement of services) – this will take approximately 3 – 4 weeks. The output of this will be Kirona's recommendations for the configuration of dynamic resource scheduling, (DRS). Part of this analysis will show the best options for work patterns for staff to achieve the greatest efficiencies in service delivery balanced with continuity of support for service users. This in turn will help inform the discussions with home support staff.
 - While Kirona is widely used among a number of councils for scheduling work, it is only in Wigan that Kirona are currently configuring their software to work with a Home support service. We will link directly with Wigan as to the learning from their project with Kirona. Staff will also revisit and update learning from other authorities and providers to ensure robust service specification and due diligence in relation to Best Value

2.8 While the Council as a whole is looking at reducing the number of buildings it works from, with the main footprint reducing from 24 to 6

buildings, the service is in discussion with Asset and Procurement solutions as to more centralised options for the management operation of the service. This will also require discussion with Unions and home support managers in both the impact on them as individuals and their contribution to the design of any new operational arrangements this will occur in conjunction with mapping community resources and possibilities for developing a community/patch/ neighbourhood based approach to service delivery and coordinated partnership working.

3. Equality and Diversity

3.1 Fairer Scotland

The statutory focus of The Fairer Scotland Duty is on strategic decision making and, as such, the proposals outlined in this report require to be considered under the Duty. The Fairer Scotland assessment process will therefore be carried out as part of the next stage in developing the Programmes of Work outlined in this report. In particular equal access to service provision for all residents of North Lanarkshire and consideration of employment opportunities for all people of working age.

3.2 Equality Impact Assessment

The services involved are covered by current contract arrangements and protocols and there are no changes in implications for service users.

4. Implications

4.1 Financial Impact

The Project Manager Post costs will be met from existing budget dedicated to develop Home Support and will enable the outcomes of the project to be achieved earlier and in effect bring forward future savings. Management plans for each locality will be progressed to address overspend in this financial year, while delivering a safe service.

4.2 HR/Policy/Legislative Impact

This will be included as part of the project work and managed in accordance with the Council's managing change framework.

4.3 Environmental Impact

The whole project will be subject to a full Equality Impact Assessment to identify all risks and allow us to ensure that adequate controls and actions are established to manage this work.

4.4 Risk Impact

The developments are dependent on Kirona and SWIS working more closely together to achieve the dynamic scheduling efficiencies, both in productive

hours for staff and freeing up management capacity. Establishing a Project Manager with the knowledge and skills to both facilitate this work and highlight difficulties as they arise to the Strategic Project Team will help mitigate against some of the risks.

Through demographic change, the demands on Home Support services are ever increasing and maximising the efficiency of the service is vital to offset the inevitable cost increases within the service. Dynamic scheduling is an evidence based approach, known to create efficiencies of up to 20%, significantly offsetting the potential impact on the Council.

5. Measures of success

5.1 Impact

The measures of success are repeated below as they are the benchmark to gauge the effectiveness of any changes Committee is asked to consider.

- By building on our model of support and care we are able to meet the current and future needs of people to retain or regain independence, need support or care, as they age;
 - We will increase the provision of choice and control in people's lives through Reablement, Intensive Support and Self-Directed Support (SDS);
 - The services will be increasingly integrated with other community based health and social care services and operate through a single point of access;
 - We will improve our data recording and reporting to ensure we are able to more proactively manage the service;
 - The improvements will support the delivery of the national health and wellbeing outcomes and best address the challenges we face.
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HOME SUPPORT RE-DESIGN 2018- 2020

Task	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2022
	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	W'k No.	
<i>Reablement - establishment of teams</i>	[Blue bar]											
<i>Reablement training</i>					[Orange bar]							
<i>Electronic Outcome measure - linked to SWIS replacement</i>												[Green bar]
<i>Self directed support</i>			[Yellow bar]									
<i>Medication policy agreed and implemented</i>	task completed											
<i>Medication policy training</i>	[Red bar]											
<i>SVQ TRAINING Level 2</i>	[Blue bar]											
<i>Work pattern options and implementation</i>				[Green bar]								
<i>Dynamic scheduling development</i>	[Red bar]											
<i>Dynamic scheduling implementation</i>									[Light Blue bar]			

