



COMMUNITIES AND HOUSING COMMITTEE:

18 JUNE 2019

**PERFORMANCE MANAGEMENT REPORT: QUARTER 4 UPDATE**

Report by Chief Officer

**PURPOSE OF REPORT**

To present to Members an overview of the performance of the health and social care system and related Comhairle services for the fourth quarter of 2018/19.

**COMPETENCE**

- 1.1 There are no legal, financial or equality constraints to the recommendation being implemented.

**SUMMARY**

- 2.1 The Integration Joint Board has a strategic plan which provides the context within which directions are issued to Comhairle and Health Board in respect of the delivery of health and social care services. The Integration Joint Board is required to set targets in relation to six nationally prescribed indicators and our performance in these areas is described in Section 5 of the report. In addition, each service area ingathers information against KPIs and this will be aggregated and reported at future committee series.
- 2.2 The key areas to highlight are included in the main body of the Report, together with the action proposed to address any under-performance.
- 2.3 Operational Risk within the Department is monitored and reported through corporate processes. Existing departmental risks are described at Section 6.
- 2.4 The financial position of the IJB at Month 12 is detailed in the main body of the Report at Section 7.
- 2.5 The service has received four complaints in the period from January-March 2019. Of these, two complaints were not managed within the timeline required by the Scottish Public Services Ombudsman. The reasons for these timelines being missed have since been addressed.

**3.1 RECOMMENDATION**

**It is recommended that the Comhairle note the Performance Report.**

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## **BACKGROUND**

- 4.1 The Public Bodies (Joint Working) (Scotland) Act 2014 provides the legislative framework for the integration of health and social care services in Scotland. It requires local authorities and health boards to integrate adult health and social care services – including some hospital services.
- 4.2 The legislation requires Health Boards and Local Authorities to establish formal partnership arrangements to oversee the integration of services. Like most partnership areas, this has been done in the Western Isles through the creation of an Integration Joint Board (IJB), which is a partnership body designed to take decisions about how to invest resources and deliver services.
- 4.3 The IJB is not an organisation which employs members of staff but it does have the authority to direct the two parent bodies – the Health Board and Local Authority – about how it wants integrated services to be delivered. Each IJB has to produce a strategic plan for services and budgets under its control.
- 4.4 The legislation also requires a Chief Officer to be appointed by the IJB to provide a single point of management for the integrated budget and integrated service delivery. The Chief Officer has a direct line of accountability to the Chief Executives of the Health Board and the Local Authority for the operational delivery of integrated services.
- 4.5 The main aim of the Act is to improve the wellbeing of people who use health and social care services. It does this by requiring local partners to:
  - create a single system for health and social care services
  - develop more informal community resources and supports
  - put the emphasis on prevention and early intervention
  - improve the quality and consistency of services
  - provide seamless, high quality, health and social care services
  - ensure that resources are used effectively and efficiently.
- 4.6 Once the IJB determines how it wants services to be delivered, it issues directions to the Comhairle or Health Board as to the implementation of delegated functions. Typically, these directions will describe how basic statutory duties should be fulfilled within a defined budget. In the case of the Comhairle, these directions relate specifically to residential care, home care, social work, criminal justice, housing support, and adult care and support. The Chief Executive of the Comhairle will normally delegate implementation to the Chief Officer and Heads of Service.
- 4.7 Within this context, business planning processes link high-level strategic priorities with more specific objectives for services, teams and individuals. This is often referred to as the 'golden thread'. Within a social work/social care context, we ask teams to be able to describe service objectives and monitor financial performance, human resources (including vacancies), customer satisfaction (where appropriate), care governance, inspection reports, and complaints. This information will be aggregated for the purposes of reporting to committee.

## **SYSTEM PERFORMANCE**

- 5.1 The position at January 2019 indicates that our system continues to perform well against the targets we set (see Appendix A). The overall position in March had improved relative to performance in January and February. In particular, delayed discharges fell, with performance approaching the level we had managed to sustain during 2017/18. However, we continue to face challenges in relation to A&E attendances. Although difficult to reduce, our focus is in redesigning urgent care and to apply our reablement/intermediate care team to the task of diverting demand to other parts of the system. At the same time, the growth has not impacted on treatment times.
- 5.2 Our conversion rate from A&E is also higher than we would want and higher than other Health Board areas. To that end, we will undertake a clinical audit to determine whether we are seeing 'soft' admissions (because of a lack of community health and social care provision) or low risk admissions (where admission follows from insufficient expertise or risk management). This is part of ongoing reform of our urgent and emergency services.
- 5.3 In respect of core performance indicators across the relevant Comhairle services, we can update members on our performance in the following areas:-

- Community Care Assessment Waiting Times. The baseline data for the year 2018 indicates an average time from Referral to Assessment of 25 days. The average for 2017 was 27 days, indicating improvement. We will use these figures as a baseline against which we can measure progress.
- Home Care Waiting Times. The 2017 baseline indicates that on average, a total of 31 people are waiting for a home care package in the community at any given time. The median length of wait is 34 days; and the average is 45 days. The baseline indicates that the service supports 420 clients across the islands.
- In the period between January and March, we had 11 Adult Support and Protection referrals, which stimulated four investigations.

## **RISK MANAGEMENT**

- 6.1 The Integration Joint Board manages risk in respect of its statutory obligations and for quarter four the risk register was within the prescribed level of risk tolerance for all indicators. The one exception to that is in respect of recruitment challenges, which continue to affect the performance of the system as a whole and this is logged on the IJB risk register.
- 6.2 In terms of specific risks that have emerged within the context of the Comhairle's Risk Management Policy and Strategy, with most risks being actively managed at departmental level, these include:
- Recruitment and Retention (escalated to IJB)
  - Training and Development
  - Adequacy of resource
  - Data protection
  - Implementation of Statutory Duties
  - Developing capacity to support early intervention and prevention
  - Sickness absence
  - Succession planning
  - Market diversification (commissioning and procurement).
- 6.3 Where these risks cannot be safely managed at departmental level, they are escalated to the corporate risk register and where appropriate the IJB risk register. Our risk action summary chart is up to date, with all actions within the control of the department complete. A number of higher level financial and workforce risks continue to be monitored.

## **FINANCIAL PERFORMANCE**

- 7.1 At 31 March 2019 the Joint Board was showing a year-end overspend of £214k, which will be balanced by drawing down on general reserves. The main areas of variation are as follows:
- Home care has underspent by £258k at the year end. This underspend is due in part to vacancies within home care service.
  - We have a year-end underspend of £375k for residential care due to increased income from existing and backlog residential care assessments offset by higher staff costs which include the cost of sleepovers from 1 September 2018.
  - On the NHS side, there was an overspend on mental health placements, GP Prescribing and acute care.
- 7.2 The Integrated Joint Board's cash efficiency target was £1,003k for 2018/19. Although our final analysis is still being prepared, we estimate that the IJB achieved £831k of efficiency savings.

## **COMPLAINTS**

- 8.1 We received a total of four complaints about Comhairle services within the Department during the quarter four period.

Of these:

- 1 complaint was not upheld
- 2 complaints were partially upheld
- 1 complaint was upheld.

8.2 Of the complaints received, two complaints were not managed within the timeline required by the Scottish Public Services Ombudsman. The reasons for these timelines being missed have since been addressed.

## INSPECTION RESULTS

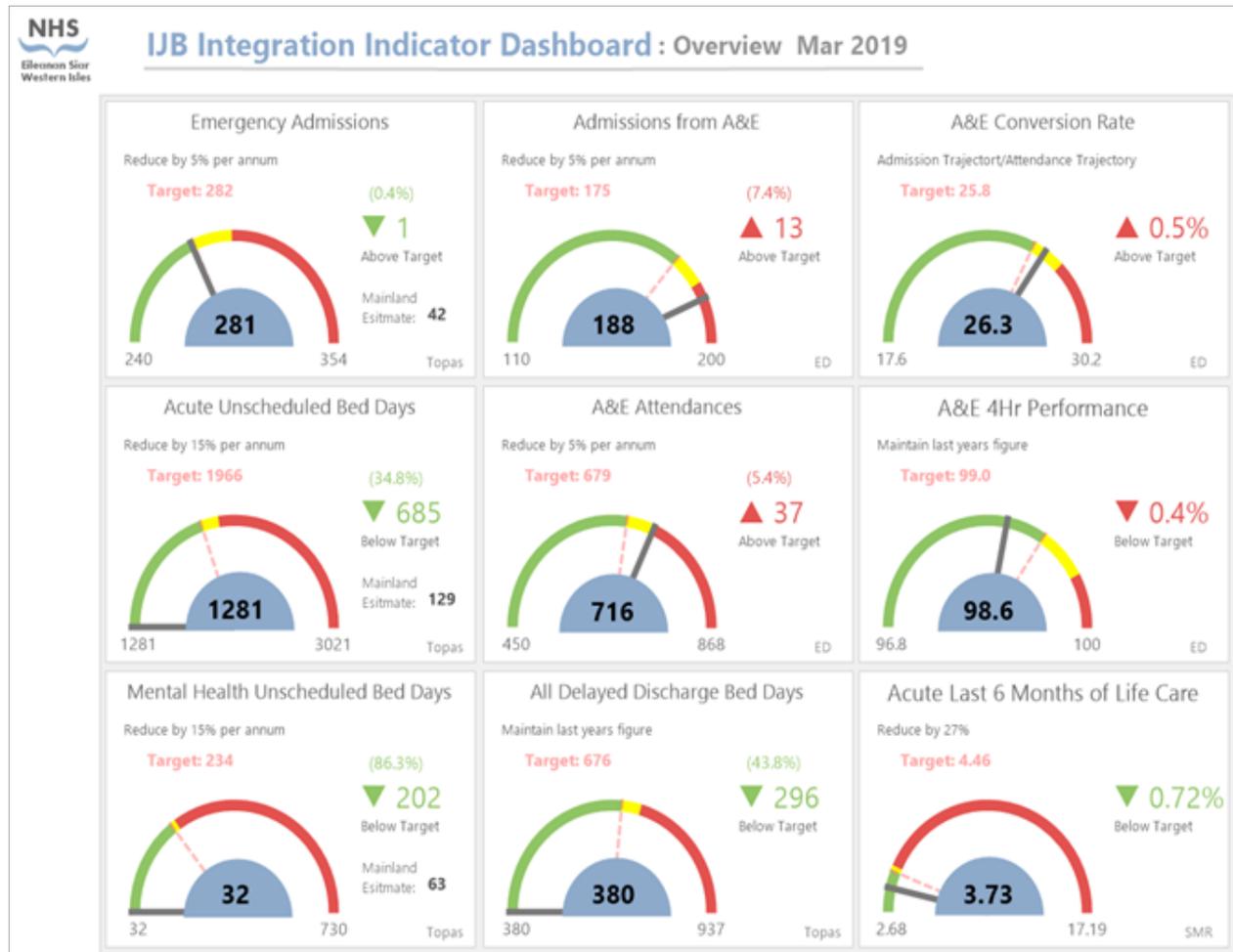
9.1 Quarter four has seen two external service inspection reports published by the Care Inspectorate. A full list of internal service grades is provided at Appendix 2.

Date	Care Service	Care and Support	Environment	Staffing	Management
01/02/19	Crossroads Harris	6	-	-	6
28/01/19	Crossroads Lewis	5	-	-	5

## KEY HIGHLIGHTS / AREAS OF CONCERN

- 10.1 The Department has been working in a challenging environment during Quarter Four, with two vacant senior management posts diminishing core capacity. These vacancies will continue to be carried until such time as a new structure is agreed. Consultation on the restructuring of the Health and Social Care Department concluded in May 2019, and a Report will be considered by Human Resources Sub-Committee in due course, which will set out the structure of the Department.
- 10.2 In respect of core service areas, the service with the greatest level of challenge is Adult Care and Support. A combination of high vacancy levels, high sickness absence levels and low morale has generated significant operational challenges, which are being addressed through intensive management and corporate support (with HR, in particular, providing support). A specific review of service issues that emerged in the Macaulay Road service has also now concluded and recommendations are being taken forward. Significant focus has been paid to clarifying roles and responsibilities and improving skills and competencies in respect of areas of practice like medication management. We continue to work closely with the Care Inspectorate and other regulatory bodies on processes of service improvement.
- 10.3 Residential care continues to perform within expected parameters. Environmental improvements have been introduced to Dun Berisay, following a recent Audit report. Measures are also in place to increase the overall staffing ratios, following Care Inspectorate recommendations. This should help us to respond to increasing levels of dependency and complexity of care.
- 10.4 The home care service continues to perform in line with targets. The number of people in hospital waiting for home care is low relative to residential care and the number of people waiting generally continues to be proactively managed. Vacancy challenges meant that we have extended the use of agency staff.
- 10.5 In respect of the performance of core social work services, community care assessment completion times have reduced markedly over twelve months, which provides additional capacity to undertake reviews. This benefits service users, improves outcomes and ensures that resources are tailored to levels of need. The Criminal Justice team also continues to perform well.

# Appendix 1 – System Performance



## Appendix 2 – Inspection Grades (internal services)

Grades are ranked from 1-6, with 6 being the best

Date	Care Service	Care and Support	Environment	Staffing	Management
18/07/18	Dun Eisdean Care Home	↓4		4	4
08/03/18	Dun Berisay/Harris House SH	↑4			↑4
01/05/18	Dun Berisay Care Home	↓4		4	4
31/05/18	Harris House Care Home	5		5	
25/04/17	Harris House Support Service	5	6		4
05/10/18	Trianaid C@H/HSS	↓5		5	
20/04/18	Trianaid Support Service	4			4
22/11/17	Taigh a'Chridhe Uile Naomh SS	5			4
13/07/18	St Brendan's Care Home	4	4	4	4
06/12/18	Grianan Day Care Centre	4	4	4	4
15/11/18	Generic C@H L&H	4		4	4
07/09/18	Generic C@H U&B	3		3	3
08/11/18	L&H Community Living	4			3
31/10/18	Ardseileach Care Home	4			4
22/10/18	Ardseileach Centre	3	3	3	3
25/09/18	Barra Day Centre	5	5		
01/12/17	Craigard Centre	5		5	4