

OUTCOME DELIVERY PLANS

Report by Chief Officer Partnership Services and Community Care

PURPOSE

- 1.1 The purpose of the Report is to present the half-year progress of the 2024/25 Departmental Strategic Priorities for the Health and Social Care Directorate.

EXECUTIVE SUMMARY

- 2.1 This Report provides a 2024/25 half-year progress report on the strategic priorities aligned to the department. An update on departmental key areas of strategic risk is included, progress on the strategic outcomes and the resources identified to implement the business plan.
- 2.2 Strategic risk is aligned with the Corporate Strategy 2022-2027. There are two departmental key areas of strategic risk identified with a High rating. Currently both risks are medium after risk actions have been implemented. The actions and residual values will be subject to further consideration in the next reporting period. Strategic risk is monitored on Interplan and reported externally via the Comhairle's website. Graphical representation of the department's strategic risk is provided in section 6.
- 2.3 The business plan is aligned to two strategic priorities, and six service areas within the department contribute to the achievement of three strategic outcomes. Progress on the outcome delivery plans is detailed in the main body of the report in section 7.
- 2.4 Full detail in regard to business plan progress for the Health and Social Care Directorate can be viewed at: [Service Business Plan Progress Reports](#). In line with Audit Scotland's recommendations, Elected Members are also encouraged to access the Comhairle's online performance monitoring and reporting system, Interplan, which contains all departmental Business Plans. Interplan can be accessed at: [Interplan](#).
- 2.5 Due to the November 2024 cyber-attack on Comhairle systems, a rebuild of financial monitoring systems has been required. This process is near completion and monitoring reports will be published in due course.

RECOMMENDATION

- 3.1 **It is recommended that the Comhairle notes the half-year progress of the 2024/25 Departmental Outcome Delivery Plans.**

Contact Officer: Emma Macsween, Chief Officer Partnership Services and Community Care
Background Papers: None

IMPLICATIONS

4.1 The following implications are applicable in terms of the Report.

Resource Implications	Implications/None
Financial	There are no financial implications associated with this Report
Legal	There are no legal implications associated with this Report
Staffing	There are no staffing implications associated with this Report
Assets and Property	There are no asset and property implications associated with this Report
Strategic Implications	Implications/None
Risk	Risk Management associated with the Health and Social Care Directorate's Business Plan is identified at section 6 of the Report
Equalities	There are no identified equality issues within this Report
Corporate Strategy	The Health and Social Care Directorate's Business Plan is aligned with the Corporate Strategy 2022-27.
Environmental Impact	There are no identified environmental impacts within this Report
Consultation	There is no consultation associated with this Report. The Business Plan and the quarterly progress updates are published on the Comhairle's webpages.

BACKGROUND

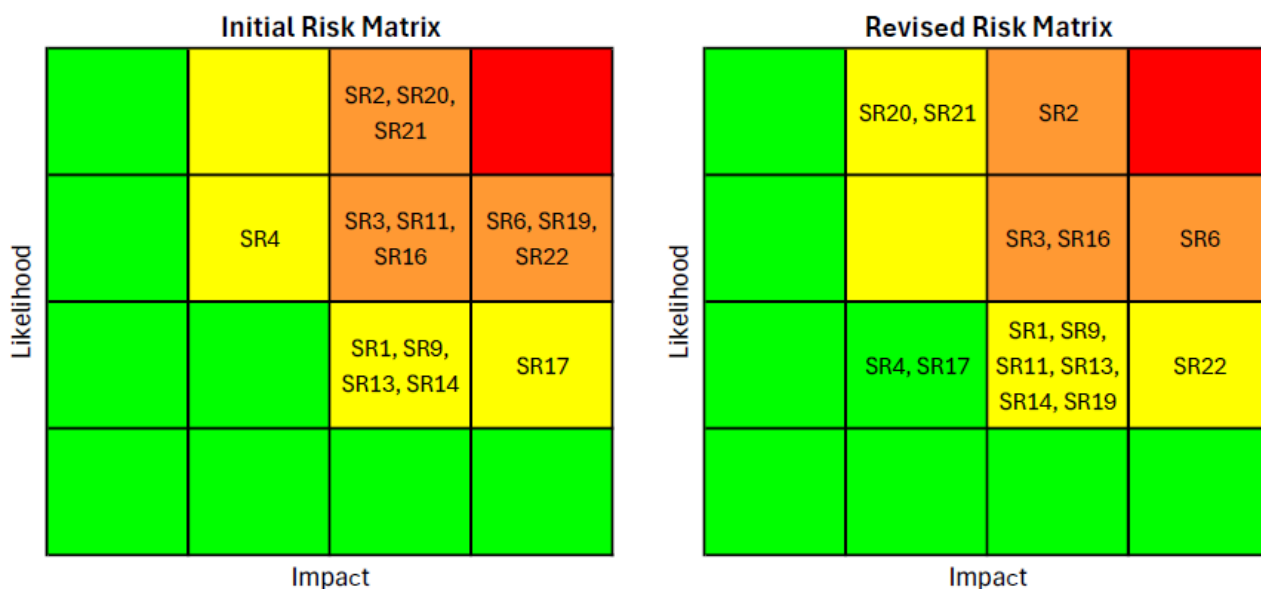
- 5.1 While previous quarterly reporting provided an update on business plan progress, this Report is designed to provide Members with information on progress of the strategic priorities that the department is aligned to. The Report includes an update on departmental key areas of strategic risk, progress on the strategic outcomes that the department contributes to, and the resources identified to implement the business plan.
- 5.2 The Corporate Strategy has four strategic priorities and 20 strategic outcomes.

RISK MANAGEMENT

- 6.1 The Comhairle has identified 15 strategic threats, one of which is specific to the Health and Social Care Directorate: *SR6 Fail to ensure that appropriate Social Care Services are available for the people of the Outer Hebrides*. *SR7 Failure to appropriately contribute to (within CPP remit), continuous improvement of health and wellbeing outcomes of the people of the Outer Hebrides* has been removed from the Comhairle's Strategic Risk Register since last reported. The risk rating for SR6 has been increased since the last reporting period, and remains as a High risk, after risk actions have been implemented. The actions and residual values will be subject to further consideration in the next reporting period.
- 6.2 The Departmental operational risk register categorised 5 risks at the High category. These relate to budgetary provision, managing the demand for services, capacity of services, delayed discharge and workforce matters. The risk relating to the National Care Service will require review due to recent events.
- 6.3 The full risk register details can be accessed via the [Interplan Risk Management Module](#).

STRATEGIC RISK MATRICES - September 2024

THREATS



OUTCOME DELIVERY PLANS

- 7.1 The department is aligned to two Strategic Priorities and contributes to the fulfilment of three Strategic Outcomes and progress on the Outcome Delivery Plans are reported below under each of these.

Priority 1.1: Strengthen the local economy.

Outcome 1.1.2 Digital investment delivers outcomes for the community.

- 7.2 The new Eclipse social work system has enabled most of the Departmental core activity to be sustained during the cyber-attack service disruption. Departmental Business Continuity Plans were activated as planned for such incidents and helped minimise any disruption to retaining and utilising service information. As Eclipse and the Care at Home core system, Call Confirm Live!, are cloud-based systems, this enabled statutory services to be sustained with care delivery consistent and safe. The rebuild process of corporate functions and the service based Departmental processes hosted on servers, although challenging, has progressed during the period and enabled a review of information and systems management to the benefit of the efficiency of the service. On the wider matter of digital to analogue switch over, the future proofing of telecare services continues to be a priority. Work has concluded to co-locate the Faire service within the Goathill Campus.

Priority 3.1: Support resilient communities and quality of life.

Outcome 3.1.2. People receive the care and support they need to live healthy and independent lives.

- 7.3 The START service policy has been refreshed and updated to provide a renewed focus on the service opportunities this offers patients and service users across health and care settings. This service provides a valuable resource to work with individuals to retain or restore their independent living skills and mitigate the need for an admission, long-term care or domiciliary care services.
- 7.4 The Care at Home services in Uist, Harris and Lewis have been subject to unannounced scrutiny activity during this period. The outcome reports published by the Care Inspectorate were very positive and highlighted the quality of care and leadership across the services. The new career pathway and support for entrants to the care sector continues to be embedded and any learning through this process and coupled with that of the inspection activity is used to support continuous service improvement.

- 7.5 The Care Inspectorate carried out an initial and follow up inspection of Seaforth House in the summer and autumn. Although the inspections acknowledged kind and caring interactions between residents and staff with good communication to relatives, they were critical in several areas including medication practices, continence management and care plan recording. The service responded immediately to the inspection findings and deployed additional resources to address the areas of improvement. As the service accelerates improvements the focus is on ensuring that residents and their families are able to experience the tangible change in the consistency of the quality of service. The established network of multi-disciplinary teams providing clinical and professional support for the service continues to be engaged in improvement activity. Residents and their families have been contacted individually and offered collective opportunities to discuss progress with the service and to be able to contribute their opinions in relation to any service changes.

Outcome 3.1.4: Our communities are safe, inclusive, and resilient.

- 7.6 The implementation of the post inspection Adult Support and Protection Plan by the Health and Social Care Partnership has continued throughout this period. Key milestones achieved relate to the implementation of the new operating procedures, positive findings of a staff survey and a multi-agency file read with an external file reader evidencing areas of improvement achieved. The service improvement agenda continues with a refreshed improvement plan collated to capture areas that require to be addressed such as work to enhance consistency of practice across all agencies. The Care Inspectorate progress review will provide a formal review of the Adult Protection practice across the Western Isles. This commenced in October 2024 and will be concluded in January 2025.
- 7.7 A major development over the summer was the closure announcement of the Blàr Buidhe Nursing Home operated by HC-One. The Department has worked collaboratively with the provider to mitigate the risk in so far as is possible with plans in development to maximise the use of local services to provide alternative placements. This loss of 38 beds to the local health and care system is significant and will have immediate and longer-term impacts on the ability to address the demand for long-term care within the community and for delayed discharge patients. This matter resulted in the escalation of risk SR6, in relation to the challenges of sustaining care with a major reduction in service provision. Reports and decision making on this complex area are being managed through the Comhairle and Integration Joint Board governance arrangements.

RESOURCING THE PLAN

Financial Performance

- 8.1 Following the November 2024 cyber-attack on Comhairle systems, alternative monitoring approaches have been operational to ensure business continuity for services and commissioned services. This has incorporated the available financial planning information and service data. The rebuild of the financial planning systems is near completion and monitoring reports will be published in due course.

Workforce Planning

- 9.1 The Departmental Workforce Plan has been implemented mirroring the five pillars of the National Workforce Strategy for Health and Social Care. The approach includes using each of the pillars to frame the various areas for review, reflection and improvement planning to enable each business unit to address all the areas of service review. The workforce plans continue to focus on recruitment and retention with further work to be done to look at career pathways in social work. Adult Services have consulted on and implemented changes to maximise the operational capacity of staffing schedules in addition to strengthening senior oversight of services over 7 days.

CONCLUSION

- 10.1 This Report provides an overview on the half-year progress of the 2023/24 Departmental Outcome Delivery Plans for the Health and Social Care Directorate. This Report is for noting.