Adult Social Care
Performance Report Quarter One 2019/20

Midlothian

Progress in delivery of strategic outcomes

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and Delivery Plan outlined a major programme of service changes designed to promote prevention and recovery. Service priorities for the year included reducing avoidable admissions and unnecessary delays in acute hospitals; supporting people with long term conditions and dementia; reshaping substance misuse services; and promoting wellbeing and recovery. The enablers to achieve this included improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Learning Disability care packages.

1. Integration
Midlothian Health & Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Local Planning Groups have prepared or are preparing their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition. Working with colleagues at the Royal Infirmary there is work underway to investigate how we support people in their community to avoid an unnecessary hospital admission. Services such as Discharge to Assess are already demonstrating great achievements.

2. Inequalities
Tackling inequalities and ensuring a human rights focus on service delivery continues to be important to the delivery of the Midlothian H&SCP Strategic Plan. The Partnership has agreed that all planning groups and service area plans should reflect the Health & Social Care Standards ('My support, my life') published in 2018.
The new Standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and basic human rights are upheld. Care Inspectorate and Healthcare Improvement Scotland processes now relate to the Standards.

3. Criminal Justice
The Criminal Justice team moved into the new Number 11 recovery hub in June 2019. The Substance Misuse team has also moved into Number 11. A number of 'gatherings' have taken place to allow staff to get to know each other and begin thinking about how to work together to improve outcomes for individuals using services in the building. The Joint Mental Health Team have not yet moved into the building due to IT issues. It is hoped that they will have moved in by the end of August.

A successful Community Justice Consultation event took place in May and June. 450 responses were received from people who live and work in Midlothian. The results have been analysed by Laura Wahlberg, Community Justice Analyst, and a report is now available. This gives us excellent information on which to base decisions and will feed into the Community Justice Annual Report, due to be submitted to Community Justice Scotland at the end of September and the revised three year Community Justice Outcome Improvement Plan, due at the end of March 2020.

The Midlothian Safer Families service, that involves engagement with fathers who have been domestically abusive, continues to slowly expand, with two assessments currently being carried out and one man going through the programme.

Spring continues to flourish, within the confines of being a one day a week service. As usual there is a suspension of Spring during the summer holidays and it will recommence in August.

The Community Justice Coordinator is supporting a group of voluntary sector staff who will be based in Number 11 to become a team who will meet to allocate work and share ideas and resources. The workers in the team are employed by Health in Mind, MELD, Change, Grow, Live and NHS Lothian (CHIT).

4. Substance Misuse
No11 [our new Recovery Hub] was opened in June 2019. The Substance Misuse Team and some Criminal Justice staff are already operating from this resource. The plan is to phase-in staff from Mental Health and the 3rd Sector in the coming weeks. MELDAP continues to lead work in developing responses to changing drug trends. Quarter one of 2019/20 saw the publication of a leaflet regarding powdered Ecstasy ["Mandy"] that has been specifically been developed for young people. The Lothian Wide Workshop in relation to emerging drug trends is taking place on 2nd of August. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more the chaotic population engaged and reduce unused appointments. This has ensured that currently no-one is waiting for access to the SMS Service. The service has been highlighted as good practice on STV and in the Guardian newspaper. A Health Needs Assessment is also underway to make recommendations for future use of our treatment and support provision.

5. Technology
Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. Last quarter we completed the Scottish Government's national digital maturity assessment on behalf of the H&SCP from the Council's perspective (NHS Lothian undertook their own assessment). Our business intelligence and analytics project to deliver an integrated operational resilience dashboard continues to progress well, if somewhat slower than desired. We are undertaking the necessary and important data privacy impact assessment with the council and NHS and seeking support from Digital Services and Lothian Analytic Services respectively as we seek to automate (and ultimately virtualize) data supply. The H&SCP was successful in our application for Scottish Government TEC funding securing ~£200k/annum for two (and possibly three) years – we have partnered with the Digital Health & Care Institute and the project was officially launched in June.

6. Learning Disabilities
Work is progressing to further develop community based services for people with Learning Disability and complex needs. A key aspect of this is the appointment of a Positive Behavioural Support Practitioner who is now engaging with key partners in progressing the recommendations of our Positive Behavioural Support Strategy. There is a continuing focus on the development of Day Services. The Day Service Redesign programme in Midlothian is already well advanced, but several areas including a review of our community based day services will commence in the autumn. The new service for younger people, based in Gorebridge, has now been operating for a year and will also be reviewed during August. We are now developing a specification for, and will shorty build, further housing for people with Learning Disability, Autism and Complex Needs as part of our Phase 3 Housing Programme.

7. Self Directed Support
Implementation plan being revised to align with the Scottish Government Self-Directed Support Implementation Plan for 2019 – 2021 and to take into account the recommendation in the Thematic Review of Self- Directed Support in Scotland undertaken by the Care Inspectorate.

8. Older People
Older people's services in Midlothian continue to provide a range of services and supports with the primary focus to enable individuals to live at home for as long as possible with a safe and supported approach while promoting positive outcomes. Care at home services is the largest challenge to continually increase the number of hours required each week due to increasing demand. Midlothian provide an additional 1000 hours of care per week compared to figures in 2017. However more hours are needed. A range of work is underway to explore a range of opportunities to meet this increase which is supported by a new highly experienced care at home manager. We have seen an improvement in the grades of care homes across Midlothian which is very positive and this too is supported by a dedicated care home support team where additional funding has been invested to enhance the multi-disciplinary team.
There are a number of service developments including new builds of extra care housing facilities in Gorebridge and Dalkeith which aim to come on stream in spring 2020. Day care and voluntary sector organisations that provide a range of services and supports to keep people connected in their communities and reduce the risk of isolation have demonstrated a huge commitment to work in partnership with each other always seeking to support individuals living at home. Plans for the re- provisioning of Highbank Intermediate care facility are progressing well with tentative designs drawn up. Community nursing has had some staffing challenges however these are now settled with a full complement in the team. Delayed discharge figures have seen a significant improvement in the first quarter and it is hoped this continues to be managed effectively.

9. Adults with Long Term Conditions, Disability and Impairment
Work has commenced to develop a 1 year action plan to take forward actions within the strategies plan and issues identified at the disabled people's assembly. Ongoing activity related to sensory impairment (hearing aid clinics and sensory champions).

Challenges and Risks

Funding pressures
There is a continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly those with complex needs.

Capacity and Quality of Services
Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. This is heavily impacting on assisting hospital discharges and supporting people at home in the community who require increased care and support. This is supporting a shift in the balance of care, and keeping people safely at home for as long as is safely possible. The Care at Home team are developing a vision for the future, as well as considering appropriate structures for the teams moving forward.

Absence Management
Increasing levels of absence in service creates challenges for delivering effective and efficient service delivery. Work is targeted at teams with greater absence levels to maximise attendance and promote health and wellbeing in staff teams. Absence management monitoring is underway at local team and Head of service level, working with colleague from HR. Managers are actively supporting individuals though the Absence management process where required. A locum bank is being proposed to support carer absence in Newbyres Care Home and Highbank intermediate care facility, similar to the one already operational within Care at Home. This will aim to minimise agency use/spend where safe and possible.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Adult Social Care

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)

🔴 3 ✅ 10 ❓ 0 📈 6

Corporate PIs Off Target as at 31st July 2019

PIs 🔴 3

Average number of working days lost due to sickness absence (cumulative)

Average time in working days to respond to complaints at stage 1

Percentage of complaints at stage 1 complete within 5 working days

Key PIs
🔴 Off Target
✅ On Target
📈 Data Only Indicator
❓ Data is not yet available

Service Plan Actions (latest)

⚠️ 1 ✅ 30 ❓ 0

Service Plan Actions Off Target as at 31st July 2019

Actions ⚠️ 1

Support the development of improved informatics for MERRIT

Key Actions
⚠️ Off Target
✅ On Target/Complete
❓ Data is not yet available

Service Plan PIs (latest)

🔴 0 ✅ 2 ❓ 2 📈 26

Service Plan PIs Off Target as at 31st July 2019

PIs 🔴 0

No Off Target PIs

Key PIs
🔴 Off Target
✅ On Target
📈 Data Only Indicator
❓ Data is not yet available

Service Risks (latest)

⚠️ 11

High Risks as at 31st July 2019

Risks ⚠️ 2

9 Risks at Medium and 2 are high

Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services

Meeting growing demands with constrained /reduced budgets, especially from external funders

Key Risks
⚠️ High Risk / Medium Risk
❓ Data is not yet available