Adult Social Care
Performance Report Quarter Two 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 ambitious redesign. The Midlothian Health and Social Care Partnership 2019-20 Strategic Plan outlines a major programme of activity focused on prevention and early intervention; planned support, treatment and recovery; and unplanned treatment and support. We are achieving this by changing the emphasis of our services, placing more importance and a greater proportion of our resources on our key values.

1. Integration
Midlothian Health and 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 have been settling into the new Number 11 recovery hub. The Substance Misuse team has also moved into Number 11 with the Joint Mental Health team due to arrive in late October. The Team Leaders are already reporting better joint working due to being co-located. The Community Justice Annual Report was agreed by the Community Justice Working Group and the Community Safety and Justice Board, and was sent to Community Justice Scotland in September.
The Midlothian Safer Families service, that involves engagement with fathers who have been domestically abusive, continues to slowly develop. We are not looking to open out the service to other referral sources; Health Visitors in particular have expressed an interest in referring to the service. Spring continues to flourish with the move on programme now up and running to support women to leave the service in a positive way.

4. Substance Misuse
MELD, the main third sector partner are in the process on relocating to No11 and will be fully operational in the building by the end of October 2019. Gateways to Recovery sessions have been re-located to No11. MELDAP continues to lead work in developing responses to changing drug trends. 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. A dedicated Womens Peer Support Worker is currently being recruited in Midlothian. A Health Needs Assessment is also underway to make recommendations for future use of our treatment and support provision. A draft of this is due at the end of October 2019.

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. We await feedback on our Digital Maturity Assessment conducted in the summer. Our business intelligence and analytics project to deliver an integrated operational resilience dashboard is progressing slower than desired. We continue to progress the necessary and important data privacy impact assessment with the council and NHS and seek support from Digital Services and Lothian Analytic

Services respectively as we seek to automate (and ultimately virtualize) data supply. Our TEC Pathfinder project is progressing well. A Project manager has been recruited to support development further.

6. Learning Disabilities
Work to establish positive Behavioural Support Services locally is making good progress and is reviving support from all stakeholders. The next phase of Day Service redesign is commencing. Work continues to progress plans in relation to housing, both short term by making best use of the property available and longer term by ensuring needs as considered as part of the Phase 3 Housing Programme.

7. Self-Directed Support
Implementation plan has been revised. Practice Development Worker Adults is taking up a new post in November and so priority is now completing specific tasks, and preparing for handover once recruitment has been completed.

8. Older People
There have been a range of services developed in the last six months to support the pathways for older people. This includes a Discharge to Assess team (D2A) to support people coming out of hospital who may require some rehab support from a physio and/or OT. There is also a new hospital Inreach Reablement Occupational Therapist focussing on the Medicine of the Elderly wards at the Royal Infirmary. This is to help identify people at an earlier stage prior to discharge and track their progress to have more effective and timely discharges reducing delays and reducing the number of occupied beds days. The Flow Hub is working closely with all key individuals across the acute sites, MCH and community services to ensure an improved outcome and flow for the patients from hospital is achieved. The ECH development projects are finalising drawings for the new builds which still aim to be on stream by Spring 2021. Care at Home continues to deliver an increased amount of care at home hours and a number of work streams continue to be explored to attempt to reduce this gap of unmet need e.g. recruitment of additional locums, reorganising of runs, closer working with external care at home providers, more focussed locality model, closer working with district nursing service etc. The care homes in Midlothian have demonstrated an improvement of grades across the board and have received increased support from the care home support team which provides regular visits and monitoring. The care home support team has increased in workforce with the addition of a band 5 general nurse and a full time Occupational Therapist providing a range of support, training and guidance to the care homes which has been well received. The voluntary sector continue to provide a range of services and support including over 200 groups and activities available very month. Initiatives are being explored to develop more community cafes across Midlothian providing a drop in resource for older people and/or their carers to access information, support, advice or just a chat. Intergenerational work continues to expand with the care homes and children's nurseries across Midlothian which prove popular with both the residents of the care homes and the young children.

9. Carers
Since implementation of the Carers Act in April 2018, there have been considerable changes in funding, service demand, and duties on Local Authorities and Health Boards. VOCAL, Midlothian's largest carer service provider recently reported an 18% increase in referrals from new carers; 20% of these being for Parent Carers. There is significant demand for VOCAL services, and for other carer support delivered by other partners. VOCAL are approaching the end of their current contract, a contract which has had additional tasks added/shared by the local authority in response to new duties and responsibilities from the Act. In light of the significant legislative changes, and VOCAL nearing the end of their contract, it was agreed that wider consideration was needed of carer services and spend moving forward. A report was submitted to the Contracts and Commissioning Group to propose a one year extension to the current contract to allow time for carers, stakeholder and provider consultation, service review and redesign to be undertaken, and service procurement to take place for a new contract for carers services from April 2021. Necessary NCA and a programme of review will be taken forward; the process likely beginning in Q4 of 2019/20.

10. Mental Health
Midlothian Access Point has started to provide supported social prescribing. Supported social prescribing is offered short-term (no more than 5 or 6 times) to support people visit a service or community group that can help people with their mental health needs, or meet face to face/telephone/email to support people with self-management. The Mental Health Strategic Planning group are developing the Mental Health Action Plan reflecting the priorities set out in the Midlothian Strategic Plan 2019-2022.

11. 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. To minimise agency use/spend where safe and possible, a locum bank is now in place to support carer absence in Newbyres Care Home and Highbank intermediate care facility, similar to Care at Home arrangements.

Adult Social Care

Successes and Challenges

Midlothian

Corporate Performance Indicators (latest)
🔴 5 ✅ 8 ❓ 0 📈 6

Corporate PIs Off Target as at 31st October 2019

PIs 🔴 5

% of service priorities on target / completed, of the total number

% of invoices paid within 30 days of invoice receipt (cumulative)

% of Service PIs that are on target/ have reached their target. (does not include

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)
⚠️ 4 ✅ 27 ❓ 0

Service Plan Actions Off Target as at 31st October 2019

Actions ⚠️ 4

Implementation of plans for delivering Audiology clinics in Midlothian Community Hospital

Working with RNIB (Royal National Institute for the Blind) and Deaf Action to provide training

Support the development of improved informatics for MERRIT

Establish exemplar 'Attend Anywhere' video conferencing clinics where services are willing to adopt e.g. dietetics

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

Service Plan PIs (latest)
🔴 3 ✅ 1 ❓ 0 📈 24

Service Plan PIs Off Target as at 31st October 2019

PIs 🔴 3

Number of people in employment following intensive intervention

Average waiting time for occupational therapy services

Average waiting time for social work services

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

Service Risks (latest)
⚠️ 11

High Risks as at 31st October 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