

<b>Meeting of South Ayrshire Health and Social Care Partnership</b>		<b>Integration Joint Board</b>	
<b>Held on:</b>		<b>11<sup>th</sup> December 2024</b>	
<b>Agenda Item:</b>		<b>9</b>	
<b>Title:</b>		<b>Improvement and Innovation Projects Update</b>	
<b>Summary:</b>			
To provide a progress update on the Improvement and Innovation Projects approved to date.			
<b>Author:</b>		<b>Lisa Duncan, Chief Finance Officer</b>	
<b>Recommendations:</b>			
<b>It is recommended that the Integration Joint Board:</b>			
<ul style="list-style-type: none"> <li><b>i. Note the investment made to date with the Improvement and Innovation Fund, for ease of reference abbreviated highlights and list of projects included in Appendix one</b></li> <li><b>ii. Note the progress updates to projects included within the report.</b></li> <li><b>iii. Note the investment in line with the IJB Strategic Priorities</b></li> <li><b>iv. Note that the Budget 2025-26 will consider plans for the remaining balance of the fund.</b></li> </ul>			
<b>Directions:</b>		<b>Implications:</b>	
1. No Directions Required	<input type="checkbox"/>	Financial	<input type="checkbox"/>
2. Directions to NHS Ayrshire & Arran	<input type="checkbox"/>	HR	<input type="checkbox"/>
3. Directions to South Ayrshire Council	<input type="checkbox"/>	Legal	<input type="checkbox"/>
4. Directions to both SAC & NHS	<input type="checkbox"/>	Equalities	<input type="checkbox"/>
		Sustainability	<input type="checkbox"/>
		Policy	<input type="checkbox"/>
		ICT	<input type="checkbox"/>

## IMPROVEMENT AND INNOVATION PROJECTS UPDATE

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide a progress update on the Improvement and Innovation Projects approved to date.

### 2. RECOMMENDATION

#### **2.1 It is recommended that the Integration Joint Board**

- i. Note the investment made to date with the Improvement and Innovation Fund, for ease of reference abbreviated highlights and list of projects included in Appendix one**
- ii. Note the progress updates to projects included within the report.**
- iii. Note the investment in line with the IJB Strategic Priorities**
- iv. Note that the Budget 2025-26 will consider plans for the remaining balance of the fund.**

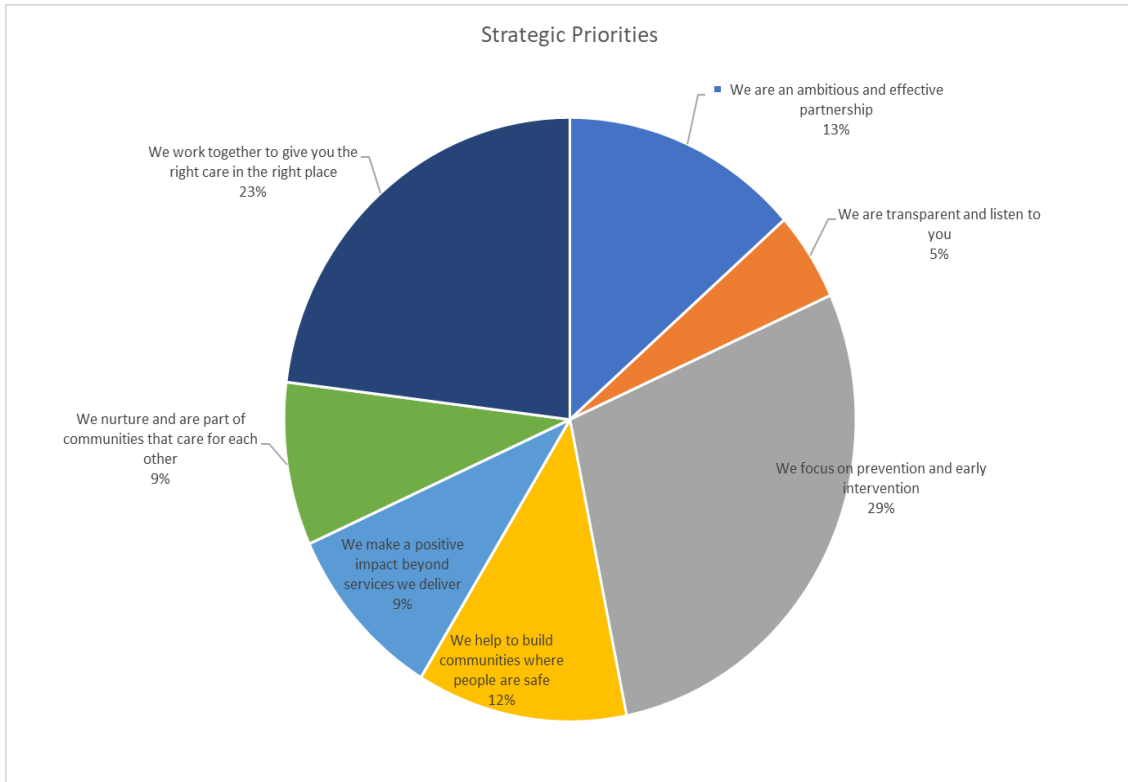
### 3. BACKGROUND INFORMATION

- 3.1 On the 14th of June 2023, the IJB approved investment of £4m from reserves to create an Improvement and Innovation Fund for services to invest in specific projects aimed at improving services to meet current demand pressures and / or reduce future demand pressure through innovation and changes to ways of working. From a financial perspective improvement in services should ensure future financial sustainability.
- 3.2 Guidance was distributed to staff on the purpose and governance arrangements for the fund, including how to measure quality improvement from the Ayrshire and Arran Improvement Foundation Skills training.
- 3.3 At the end of 2023-24 financial year there was £3.167m (80%) of the fund committed to various projects, the IJB approved further investment of £2m into the fund on the 12th of June 2024.
- 3.4 The £6m investment into the Improvement and Innovation fund represents 2.5% of the total IJB Budget for 24-25 £238.394m.
- 3.5 As at 27th of November 2024, £3.933m (66%) has been committed to various projects with majority of spend expected over the next three financial years into financial year 2026-27. With a balance of £2.067m remaining, plans for the remaining balance will be included in the IJB Budget 2025-26 for approval on the 12<sup>th</sup> of March 2025.

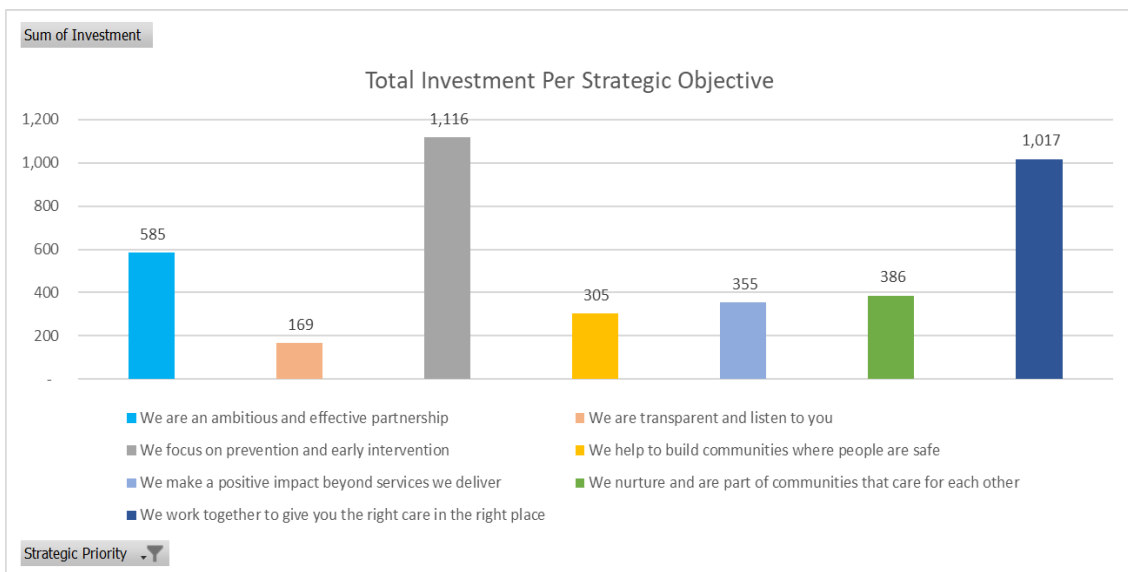
### 4. REPORT

- 4.1 The report will provide an overview of projects and how they fit with IJB Strategic Priorities with progress updates provided at service level.
- 4.2 Prior to scrutiny and approval an improvement and innovation fund template is completed by the relevant service manager, this includes detail on what strategic objectives the investment aligns to and captures information on the expected outcome and key performance indicators to be achieved with the investment.

4.3 Analysis of the strategic objectives for approved projects to date, is include in the chart below, this show the most prominent priority is “we focus on prevention and early intervention” 29% followed by “we work together to give you the right care in the right place” 23%.



4.4 Allocating the investment to each of the Strategic Objectives can be shown in the table below. With highest investment on “we focus on prevention and early intervention” followed by “we work together to give you the right care in the right place”.



4.5 Prevention and early intervention projects are embedding a culture of approaches to promote quality of life and wellbeing in the community to prevent or delay the need for

more intensive and higher cost care. Main outcomes for individuals include increased independence, use of community services and self-management of care needs, improved quality of life and wellbeing for people in receipt care including reduced social isolation and loneliness and delay or reduced need for care and support.

- 4.6 From a financial perspective, the benefits of prevention and early intervention will be realised through reduced demand and need for services in the medium to longer term. Investing in prevention and early intervention is essential to assisting financial sustainability when less financial resources are available at a time when population is ageing.
- 4.7 Providing the right care in the right place ensures people can access the most appropriate health and social care in the right place dependent on their needs.
- 4.8 Appendix one provides the quarterly highlight report including financial position, new projects approved, completed, cancelled.
- 4.9 The next section of the report will provide more detail of specific projects within services reviewing progress to date and any early improvements that have been identified.

### **COMMUNITY CARE AND HEALTH**

- 4.10 Community Care and Health have 24 projects approved a total investment of £1.534m. Twenty-two projects are on track to be delivered on time, with three projects highlighting some concerns.
- 4.11 The Gadget Match Cards investment of £0.010m has been delayed due to procurement issues in the printing of the cards. Original start date was April 24, the issue has now been resolved and cards are due to be in use by January 25, this will enable staff to have good conversations with service users on use of technology (gadgets).
- 4.12 The MAT Standards Pilot investment of £0.040m was due to commence in August 24, however due to recruitment challenges, this was delayed. Recruitment has now been completed and a member of the team has been appointed to run the test of change from January 2025.
- 4.13 The Care at Home Pharmacy Technician (CAP Tech) post was created to provide additional capacity to support medication reviews within care at home. Recruitment into this post was internal within the existing team, resulting in a vacancy that has not been filled. Therefore, the additional capacity has not materialised, discussions are ongoing with the team lead on recruitment to vacant post and when improve outcomes will be achieved.
- 4.14 Microenterprise project continues with regular monthly meetings with AILN, SAHSCP and Council's economic development team. Funding from economic development has created a new post providing advice and support on setting up businesses. As at November 2024 nineteen micro-enterprises are included on the directory providing care and support to service users with assessed needs funded through a direct payment and services provided to privately funded clients.
- 4.15 Getting It Right for Ayr North (GIRFAN) project is progressing with recruitment of one band six and a further band 6 recruitment to be interviewed in the next couple of weeks. The Team is expected to be fully established in February 2025.

- 4.16 Investment in additional capacity within the care home team, has reduced outstanding care home reviews, and provided capacity to social workers to focus on statutory work with no outstanding supervisory visits for guardianships, overall, the capacity has benefitted the team to meet demands, this will continue to be monitored.
- 4.17 Investment in an additional assistant supervisor within the Reablement team to provide additional resource to improve team's performance. Since the post commenced in June 2024, overtime cover has reduced from 56% of shifts in May 24 to 17% in August 24. Statutory and mandatory training levels are sitting at 96% (core) and 97% (role specific). Quality assurance visits have increased from 19 per month to 36 per month (89% increase).
- 4.18 The [Ageing Well Strategy](#) was launched on the 10<sup>th</sup> of September at the Gaiety Theatre. Investment in promoting the strategy and creation of a film "Don't mention the F word", with F meaning Frailty. Development of the strategy included engagement and working with older people this led to the creation of an Ageing Well Movement and Strategy Board. This brought together key stakeholders and decision makers to develop long-term strategic planning in the arena of Ageing Well in South Ayrshire. The board will now be reshaped into an oversight group to monitor the progress of the action plan.
- 4.19 The fund invested in a Project Officer to implement the Team Around the Locality model this role has led on the launch and implementation of Connect South Ayrshire on the 1<sup>st</sup> of November. Connect South Ayrshire is a collaboration between South Ayrshire Health and Social Care Partnership (HSCP) and Voluntary Action South Ayrshire (VASA) providing communities with easier access to information, advice, and support.
- 4.20 Connect South Ayrshire is made up of three elements, a public website, free phonenumber and a series of community hubs across South Ayrshire, with the first one opened in Sandgate, Ayr on the 1<sup>st</sup> of November, the accompanying website and phonenumber were also launched on the same day.

### **ALLIED HEALTH PROFESSIONALS**

- 4.21 The Allied Health Professionals (AHP) team have eight projects with a total investment of £0.970m, all projects are on track with anticipated delivery and outcomes.
- 4.22 Speech and Language Therapy (SLT) team have implemented an adult singing intervention aimed at providing supportive singing for people with acquired neuro communication difficulties. This early intervention approach has proved successful with 50 participants attending the choir. Evaluation of quality-of-life impacts are being collated with measurements taken before attendance at the choir and on discharge from the SLT service. Following user feedback, further funding was received to extend access to the choir in two different locations.
- 4.23 Speech and Language Therapy (SLT) creation of children and young people communication friendly environments, work is well underway with staff in post in July 24 and ten initial pilot sites on board working towards accreditation, this has been well received by businesses and community groups across South Ayrshire.
- 4.24 Speech and Language Therapy (SLT) additional capacity to reduce children and young people's waiting list, staff commenced in the role in August 24 and the original target to reduce waiting times from 28 weeks to 16 weeks by December 24 has

already been achieved, new funding has been approved to provide more capacity to further reduce the waiting times and reducing waiting list to nil from 56 in November, the waiting list has already reduced from 79 or by 29% since August with the additional capacity.

- 4.25 AHP Front Door Team consists of a Dietician, Occupational Therapist and Speech and Language Therapist based at combined assessment unit (CAU) at Ayr Hospital. The principle of the team is to assess and intervene in patient care as soon as they enter the emergency department and/or CAU to get them home as quickly as possible either negating an admission to hospital or reducing their hospital stay and lowering risk of repeated admissions. Early evaluation of the team has shown on average AHP input is responsible for 22 hospital discharges per week, with 87% discharged on day one. The overall length of stay (excluding delayed discharges) at UHA has fallen from average 6.3 days to 6.1 days.
- 4.26 Investment in Primary Care Occupational Therapists mean all GP practices in South Ayrshire now have Occupational Therapists (OT) as part of their Multi-Disciplinary Team, offering easier and earlier access to OT, improving people's health and wellbeing regardless of age and diagnosis. Occupational Therapist's aim to improve an individual's ability to carry out everyday tasks and promote independence. For example, supporting people at work or those who require adjustments to return to work or promoting positive self-management advice when experiencing early indicators of frailty.
- 4.27 Data is being collected on the additional three Occupational Therapists resource with a driver diagram created with main aim to deliver assessments and intervention early on in a patient's journey in line with Rehab and Recovery Framework and the Royal College of Occupational Therapy priorities. A measurement plan has been created to assess improvement.
- 4.28 Early figures for October and November, when posts were in place, highlight there have been 67 referrals, 48 assessments and 67 return sessions delivered by the service.

### **CHILDREN'S HEALTH CARE AND JUSTICE**

- 4.29 Children's Health Care and Justice services have seven projects with a total investment of £0.605m, all projects are on track with anticipated delivery and outcomes.
- 4.30 Investment of £0.100m has been approved to provide funding for locality children's groups where multidisciplinary partners work together to support families. The funding has been allocated £12,500 to each of the 8 school clusters to support whole family wellbeing enabling a quick response to family needs through family first forums.
- 4.31 Free Stagecoach travel for care experienced young people is progressing with 14 out of the original 16 young people using the travel pass regularly. One person moved out of the area and their pass is expected to be reissued to another young person. All activity is being tracked with examples to be shared in the New Year.
- 4.32 The Pilot for Neurodiversity has made good progress, using a support first model, this has meant that the access to diagnostic services has not been immediately required. However, from recent research, it has been agreed that there are 100 South Ayrshire Children and young people with possible autism, who will get access to a diagnostic service. This will take 100 out of the CAMHS waiting list and enable those children with

more complex Neuro conditions to be seen quicker by Neuro CAMHS. This will also prevent a two-tier system, those in the new pathway and those on the CAMHS waiting list.

- 4.33 Youth Justice Diversion is a targeted resource for working with young men in particular who are school non-attenders and engaged in anti-social behaviour and offending. The work is delivered through Thriving Communities, and money enables access to diversionary activities and positive experiences, which promote desistance from offending and improved community connection and responsibility. There is a Youth Justice Oversight group being established which will report to the Children Services Planning Partnership which is a multi-agency group, which will provide some governance and oversight of the strategic approach to youth justice.
- 4.34 Youth Council – addressing impact of the cost-of-living crisis, there are ongoing discussions with the Youth Council and Thriving Communities on how the funding will be used effectively.
- 4.35 School nurses and health visitors training, two school nurses have commenced their training in September 2024, upon completion this will provide them with the knowledge and skills to meet the improvement outcomes to support early identification of risk and prevention, to lower the number of children and young people who are in need of protection.

#### **POLICY AND PERFORMANCE**

- 4.36 Policy and Performance team have four projects with a total investment of £0.707m, of this £0.500m has been invested in Digital Strategy with projects and investment scrutinised and approved by the Digital Board.
- 4.37 A Policy Officer was employed to provide additional capacity to respond to the development of new strategies including engagement with the public. To date the officer has been involved in the development of the Mental Health and Dementia Strategy, the Ageing Well Strategy and Team around the Locality engagement.
- 4.38 A Digital Assistant started in June 24, to update the content within the SAHSCP website, this work is progressing with various teams providing information for specific services, with KPI's expected to be achieved upon completion.
- 4.39 Quality Improvement assistant is due to commence post in Jan 25 for one year, to support the implementation of quality improvement framework and more specifically measuring the impact of improvement work across the partnership and the outcomes being delivered.
- 4.40 Digital Strategy funding of £0.500m has been approved to meet actions included in the Digital Strategy aimed to enhance accessibility and efficiency through use of digital tools to make health and care services more accessible and improve health and care outcomes. Services can assess this fund through applications to the Digital Project Board.
- 4.41 To date 4 projects have been approved and £0.205m committed, projects are in early stages of development, with outcomes anticipated in improving informed choice over options for telecare and establishing demonstration hubs across community locations to showcase technology solutions. Educate the public and staff on use of tech and benefits in various settings, enhancing accessibility and understanding of digital health and care tools.

## **PUBLIC HEALTH**

- 4.42 Two projects have been approved aimed at improving public health, these are being led by the HSCP's Clinical Director.
- 4.43 Spirometry is used for the diagnosis and management of Chronic Obstructive Pulmonary Disease (COPD), asthma, and other respiratory conditions. Spirometry testing is recognised as the gold standard for the diagnosis, assessment, and monitoring of COPD. The number of people hospitalised with COPD in Ayrshire and Arran is above the National average, with higher admission rates recorded within areas of greater socio-economic deprivation.
- 4.44 The Spirometry pilot project is going to focus on people with COPD and will aim to deliver 1000 high quality spirometry investigations over an 18-month period. The pilot will include development of a clearly articulated pathway for referral, testing, interpretation, reporting and governance for those with COPD or awaiting diagnostic testing in the community.
- 4.45 Diabetes in primary care is investment in training for nurses within GP practices to allow them to initiate long-acting insulin to those in need of this treatment. In Ayrshire and Arran at present there exists an inequitable service between GP surgeries. Only one GP Surgery in South Ayrshire works with the full portfolio of diabetic medications and can initiate long-acting insulin.
- 4.46 A nurse consultant will deliver the training, to Practice Nurses and GPs within Protected Learning Time. The nurse would also provide mentorship and support to practice nurses as they began this work in their practices.

## **5. STRATEGIC CONTEXT**

- 5.1 The Improvement and Innovation projects align to the strategy objectives of the IJB as noted within each project's submission. The overall creation of the fund aligns with IJB objective "We are an ambitious and effective partnership".

## **6. IMPLICATIONS**

### **6.1 Financial Implications**

- 6.1.1 Financial investment is noted in the project, any recurring financial commitments will be factored into the annual budget planning process for the IJB.

### **6.2 Human Resource Implications**

- 6.2.1 Investment in human resources is included within the improvement and innovation fund, where employment has been on a permanent basis Team Managers are managing the risk through workforce planning.

### **6.3 Legal Implications**

- 6.3.1 There are no legal implications.

### **6.4 Equalities implications**

- 6.4.1 There are any equality implications arising from the contents or recommendations from this report.



## **6.5 Sustainability implications**

6.5.1 There are no environmental sustainability implications arising from the contents and recommendations of the report.

## **6.6 Clinical/professional assessment**

6.6.1 The report has been prepared by the Chief Finance Officer.

## **7. CONSULTATION AND PARTNERSHIP WORKING**

7.1 This report has been collated with information provided by the various leads for each project.

## **8. RISK ASSESSMENT**

8.1 The purpose of the innovation and improvement projects is to reshape services to minimise risk in terms of financial sustainability and meeting increase in demand. All funding for the projects has been identified in the short term, there is risk that where a project is successful, and targets are being achieved that recurring funding may not be available for full implementation. This will be monitored through budget and performance monitoring reports during the duration of the project and where appropriate prioritisation to resource allocation brought forward to the IJB for future approval.

8.2 Non-recurring funding also has implications in ability to recruit where specific resource is required to meet projects aims. In some instances, this may be managed through workforce planning and ability to offer permanent posts based on reduction to staffing establishment in the medium term through natural staff turnover. Budget holders are responsible for ensuring they manage within their service budgets this includes managing the staffing establishment in line with budget availability and making necessary changes to staffing establishment when non-recurring funding ends.

## **APPENDICES**

Appendix 1 – Improvement and Innovation Highlight Report

## **BACKGROUND PAPERS**

N/A

## **REPORT AUTHOR AND PERSON TO CONTACT**

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2<sup>nd</sup> December 2024