

<b>Meeting of South Ayrshire Health and Social Care Partnership</b>	<b>Integration Joint Board</b>		
<b>Held on</b>	<b>25 November 2020</b>		
<b>Agenda Item:</b>	<b>5</b>		
<b>Title:</b>	<b>Chief Officer's update report</b>		
<b>Summary:</b>			
<p>This report provides an update to the South Ayrshire Integration Joint Board on behalf of the Chief Officer on items that do not merit a full report but the Board may wish to note. Topics covered in this report include:</p> <ul style="list-style-type: none"> <li>a) COVID-19 Mobilisation</li> <li>b) Tier 4 restrictions</li> <li>c) Support to care homes</li> <li>d) Winter Planning and Delayed Discharges</li> <li>e) Redesign of Unscheduled Care</li> <li>f) Review of Adult Social Care</li> <li>g) IJB Governance</li> <li>h) Staffing</li> </ul>			
<b>Author:</b>	<b>Tim Eltringham, Chief Officer</b>		
<b>Recommendations:</b>			
<p>It is recommended that the Integration Joint Board:</p> <ul style="list-style-type: none"> <li>i. Considers the content of this report and offer any reflections</li> </ul>			
<b>Route to meeting:</b>			
<b>Report for IJB only.</b>			
<b>Directions:</b>		<b>Implications:</b>	
1. No Directions Required	<input checked="" 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"/>

## CHIEF OFFICER'S REPORT

### 1. PURPOSE OF REPORT

1.1 This report provides an update to the South Ayrshire Integration Joint Board on behalf of the Chief Officer on items that do not merit a full report but the Board may wish to note. Topics covered in this report include:

- a) COVID-19 Mobilisation
- b) Tier 4 restrictions
- c) Support to care homes
- d) Winter Planning and Delayed Discharges
- e) Redesign of Unscheduled Care
- f) Review of Adult Social Care
- g) IJB Governance
- h) Staffing

### 2. RECOMMENDATION

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

- i. Considers the content of this report and offer any reflections.**

### 3. REPORT

3.1 Topics for noting are detailed below.

#### **COVID-19 Recovery and mobilisation**

3.2 As previously agreed by the IJB, the management team will provide regular updates to the IJB on the HSCP's COVID-19 response, recovery and mobilisation activity. The Partnership remains on an emergency footing, prioritising our COVID-19 response with the management team (DMT) meeting at least three times per week.

3.3 A wide range of services continue to be delivered on an adapted basis, using digital technology to engage remotely with the people we support and with many office staff working from home (all desk-based council staff continue to work from home until further notice. Through our daily South Ayrshire Care Home Oversight Group, we provide support and oversight to care homes with a recent focus on supporting homes to achieve regular testing of their staff and to receive visitors, keeping in line with developing Scottish Government guidance. The Oversight Group agenda also covers day care and care at home services.

3.4 As requested by the IJB, an COVID-19 Response and Recovery Activity Tracker is provided at [Appendix 1](#). The document is regularly reviewed by DMT and complements reporting through NHS and Council management structures. At time of publication, some elements of the Appendix may not have been updated to reflect Tier 4 protection changes effective from 20<sup>th</sup> November.

### **Tier 4 restrictions**

- 3.5 IJB members will be aware that from 20<sup>th</sup> November South Ayrshire moves into Level 4 of the Scottish Government's [Strategic Framework](#) of protections in response to COVID-19. Given South Ayrshire had previously been at Level 3, there is no significant immediate change to the way our services will operate. Public buildings will be closed under Level 4 but our staff continue to work remotely where possible at all times – messages around homeworking and the need to adhere to infection control guidance when at a place of work have been reinforced to all staff.
- 3.6 One area of change under Level 4 is the additional restrictions to care home visiting. Full [guidance](#) has been published by Scottish Government and received by all care homes in South Ayrshire who are aware that in Level 4 **only essential visits** are recommended alongside window and garden visits if the Directors of Public Health judge to be safe.

### **Support to Care Homes**

- 3.7 Our work continues to provide enhanced support to care homes throughout the pandemic with oversight and support provided by the South Ayrshire Care Home Oversight Group – a daily multi-agency meeting chaired by the Head of Community Health and Care Services. The past few weeks have been a very testing time for all care homes with a number of outbreaks arising, in keeping with trends across Scotland.
- 3.8 A full range of professional support is offered to care homes and the HSCP communicates regularly with all managers, ensuring circulation of up to date guidance, national resources, offers of training, etc.
- 3.9 The Oversight Group receives a range of timely information reported by care homes on a daily basis through the NHS (NES) Turas Care Management daily safety huddle tool. This allows for us to track and respond to any staffing pressures that arise and provides assurance on activity such as the completion and recording of testing for all care home staff. We have also been supporting the rollout of flu vaccination for all care home staff with over 650 care home staff across South Ayrshire already having received a flu jab provided by the NHS.

### **Winter Planning and Delayed Discharges**

- 3.10 Despite initial improvements in **delayed discharges**, figures remained at around 30 since May 2020 and have increased to around 45 at time of writing (November 2020). Recognising the need to drive delays down again, the HSCP has been undertaking intensive work to understand any reasons for this and has identified a range of contributing factors including:
- COVID-19 pressures:
    - Homes with COVID-19 outbreaks being closed to admissions
    - Additional challenges in admitting residents with complex needs

- Saturated Care at Home capacity (also driven by COVID-19)

- 3.11 The majority of delays (72%) have waited fewer than 4 weeks (improved from 69% 3 weeks ago) with a significant proportion (57%) having waited fewer than 2 weeks (improved from 49% 3 weeks ago); 8 people have waited over 10 weeks (unchanged from 3 weeks ago) related to guardianships or very complex needs.
- 3.12 Community and Acute colleagues within the HSCP are working together on a range of improvement activities with the aim of reducing delays to fewer than 20. The action plan contains a number of actions including: mapping and improvement to the guardianship process; recruitment of a Mental Health Officer (MHO); continued strengthening of reablement; recruitment of two new managers within the HSCP to focus on Care at Home and Reablement; and the development of an 'extreme team' to drive further improvements.
- 3.13 In addition, there has been good progress in reducing the number of people awaiting Guardianship Orders following the development of a new protocol by the CSWO. At the time of writing there are 5 people awaiting such orders which is a reduction from a peak of around 15.
- 3.14 The HSCP has been contributing to NHSAA's development of the **Winter Plan** which has been formulated within the context of what is predicted to be a particularly challenging winter, with the resurgence of COVID-19, in addition to a continuing increase in demand for Emergency Care. It reflects collaborative working across our Health and Care Teams and takes account of lessons learnt from last winter.
- 3.15 To attempt to offset the challenges, the plan sets out our approach to managing unscheduled care and describes the additionality in the winter period that will be created through use of existing resources and investment of winter monies subject to service capacity and staffing availability.
- 3.16 This additionality will support the increased activity over winter, particularly over the festive period and the timing of public holidays. Modelling outputs allow us to anticipate periods of high demand and workforce planning on this basis ensures continuity of service over this time.

### **Redesign of Unscheduled Care**

- 3.17 South Ayrshire HSCP has been working with NHS Ayrshire and Arran colleagues to progress the Redesign of Unscheduled Care. The programme is being supported by the Scottish Government and implements changes to the way people access A&E to help get the right care in the right place. This new approach will keep people and NHS Scotland safe by ensuring A&E provides the fastest and most appropriate care for people when they really need it.
- 3.18 While people in Ayrshire and Arran should continue to call 999 or go directly to A&E in emergencies, those with non-life threatening conditions who would usually visit A&E should call NHS 24 – day or night – from 3 November. People

can also continue to call their GP practice for urgent care or access help online from NHSinform.scot.

- 3.19 NHS 24 will assess people by telephone and will be able to refer them to the right care by the right healthcare professional and as close to home as possible. If A&E is the most appropriate service to provide that care, NHS 24 will make a referral to A&E where a telephone or video consultation may be offered by A&E staff. This will help keep people safe and avoid unnecessary travel to hospital. If a face-to-face consultation is necessary, the nearest A&E may arrange an appointment to avoid waiting in crowded areas wherever possible.
- 3.20 This new approach will be tested throughout November to inform a national launch planned for December.

### **Review of Adult Social Care**

- 3.21 The HSCP has also been engaging with the [Independent Review of Adult Social Care](#), chaired by Derek Feeley. The principal aim of the Review is to recommend improvements to adult social care in Scotland, primarily in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care. The review is taking a human-rights based approach.
- 3.22 We have connected with the Health and Social Care Alliance's programme of engagement, linking this in with our own public engagement exercise on the HSCP Strategic Plan. Further briefing on the Review of Social Care will be brought to the IJB and the HSCP are continuing to feed in to the review as best we can in the current circumstances.

### **IJB Governance**

- 3.23 As reported previously to the IJB, HSCP management staff have been working with South Ayrshire Council to clarify governance arrangements relating to integrated services and improve the link between governance processes of the IJB and the Council where necessary. The activity delivers on the previously agreed Ministerial Strategic Group action plan and has recently involved providing briefing to elected members on the roles and responsibilities of the IJB and Council as per the legislation.
- 3.24 Some next steps have been agreed including further briefings with elected members. The IJB will be kept informed and will oversee any developments in IJB governance (e.g. the development of a detailed governance framework and pan-Ayrshire improvements to the process for development, recording and implementation of directions).

### **Staffing**

- 3.25 IJB members have previously been sighted on proposals to amend the staffing establishment (council) to provide enhanced support to the Chief Social Work Officer and the Planning, Performance and Commissioning Team. The IJB

should note that these changes were approved by the Council's Leadership Panel and recruitment is now underway.

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

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