

Director: Eddie Fraser

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Ref: EF/mp
25 June 2019

Mr Lewis MacDonald
Convener
Health and Sport Committee
The Scottish Parliament

Via email only

Dear Mr MacDonald

Re: Scottish Parliament: Health and Sport Committee 21 May 2019

Following your request received on 6 June 2019 further to attendance at the Health and Sport committee on 21 May 2019, I am pleased to provide the following information which I hope provides some clarity from East Ayrshire Integration Joint Board (IJB) to Committee Members on the points raised:

Shifting the Balance of Care

Within East Ayrshire the approach taken to reduce the number of people in care homes has included a redesign of the early intervention at the initial assessment procedures described as the 'Front Door'. This approach utilising a multi-disciplinary and partnership approach to the assessment of need by increasing capacity in reablement to provide greater support in the community and providing people with choice and control over their care and in reducing social care costs. A case study has been attached at Appendix 1 which illustrates how this approach was implemented to support one family.

This Front Door redesign has been in place since June 2018. The Financial Management Report for 2018/19 presented to the IJB at their meeting on 19 June 2019 highlighted an £0.445m underspend on Older People's services. This underspend primarily relates to reduced expenditure on externally commissioned care at home services and residential and nursing care placements, as well as reduced spend on transport and over-recovery of income from charging. These savings are partially offset by increased internally provided care at homes services costs, as well as increased expenditure on Community Alarms and Home from Hospital services.

<https://www.east-ayrshire.gov.uk/MVC/Committees/Documents/Related/47145>

Shortage of Funds

In respect of the shortfall in budget for IJB's we were asked 'what approach are you taking to including and communication with members of the public about the need for the transformation of services in the community and the impact this will have on their daily lives?'

East Ayrshire Council in 2017 launched a Vibrant Voices consultation programme to engage with local residents on the need to consider how to redesign and reshape local services. This Transformation Strategy 2017/22 has identified a range of initiatives to address and ensure sustainability. The Vibrant Voices' always on engagement' included focused community and workforce events.

<https://www.east-ayrshire.gov.uk/CouncilAndGovernment/Vibrant-Voices/Vibrant-Voices.aspx>

NHS Ayrshire & Arran 'Caring for Ayrshire' Transformation Strategy was approved by all three Ayrshire IJBs and was adopted as the communication strategy for all health services.

<https://www.nhsaaa.net/caring-for-ayrshire>

East Ayrshire IJB through the Chief Officer developed a financial recovery Plan in 2016 and a Medium Term Financial Plan 2017/18 – 2021/22 which set out the scale of the financial challenge over the course of the next four financial years. This was identified as £37.881m indicative funding gap.

<https://docs.east-ayrshire.gov.uk/r/?f=https://docs.east-ayrshire.gov.uk/CRPADMMIN/2012%20AGENDAS/TRANSITION%20INTEGRATION%20BOARD/30%20NOVEMBER%202017/Medium%20Term%20Financial%20Plan.pdf>

A Strategic Commissioning for Sustainable Outcomes Board (SCB) was established in March 2017 to oversee the proposing actions to be undertaken to ensure that sustainable services can be delivered within budget. This Board has met monthly over the intervening two years and reports directly to the Audit and Performance Committee (APC). East Ayrshire Council had also provided an additional £1m to the Health and Social Care Partnership to deliver transformational change and address the demographic challenges facing East Ayrshire. The SCB has oversight of this fund and invited applications to the fund are made through the Programme Board with final approval through the APC and onwards to the IJB. During 2017/18 a total of nine applications have been submitted to the SCB with £634,426 being approved by APC and IJB. These have included a Supported Accommodation Review of 24 Hour Care, Front Door Service and Implementation of an Electronic Scheduling and Monitoring System for Care at Home Services.

Budget Setting and Three Year Cycle

For IJBs the budget setting process assures 95% of a £250m budget having a planned budget would allow for greater planning and support for early intervention and prevention. Third and independent sector partners would also benefit from a planned approach to commissioned services supporting health and social care delivery. Annual budget setting results in uncertainty around approximately 5% of the budget. This is however an important issue as our fixed commitments are a high proportion of the budget and the 5% impacts disproportionately on more variable spend that can often be in relation to contracted partners including third sector and preventative initiatives.

Set Aside Budgets

All three Ayrshire IJBs are developing an agreed approach to the implementation of Directions to address the complexity of lead partnership arrangements and to ensure transparency. A working group has been established with representation from across Ayrshire with the Scottish Government Integration Team. The outcome of the working group will be used to inform national Guidance on Directions.

The reliance on bed nights to calculate 'set aside' budgets is flawed and does not include any mitigation provided by health and care delivered in a community setting. If the focus remains on bed nights this should include outpatient prescribing and primary care contacts. In order to reduce demand on the acute setting the scale of the closure in light of current demand is challenging. For example to recoup £100m this will require the closure of at least 1,000 acute beds (assuming £100k annual unit cost).

Housing Adaptations

East Ayrshire has a long established relationship with colleagues both in Council housing services and through commissioned arrangements with external housing associations. With delegated responsibility for this area to the IJB under the Public Bodies (Joint Working) (Scotland) Act 2014 we took the decision to review adaptations and undertook this work in the form of a Cross Cutting Best Value Review. A detailed letter to Mr Kevin Stewart MSP is attached at Appendix 2 which outlines the approach taken in East Ayrshire.

I hope this provides the clarity required however should you require any further information, please let me know.

Kind regards

Yours sincerely



Eddie Fraser
Chief Officer
East Ayrshire IJB

Enc

EAST AYRSHIRE

Health & Social Care
Partnership

East Ayrshire Health and Social Care Partnership

Front Door Service Case Study

Situation

Mrs Smith's story recounts her journey from a terminal diagnosis in July 2017 until her death in October 2017.

Background

Mrs Smith was first seen by front door services in July 2017 following her terminal diagnosis with lung cancer.

She lived at home with an adult son who had a mild level of learning disability and had other adult sons who lived in the local community.

From the point of diagnosis, she was very clear about her needs and wishes;

- to remain as independent as possible;
- to have her close friend support her for as long as possible;
- to ensure her son would be able to keep her local authority home;
- to have her older sons with her when she died; and
- to remain at home throughout.

Assessment

From her first presentation to front door services the following was carried out;

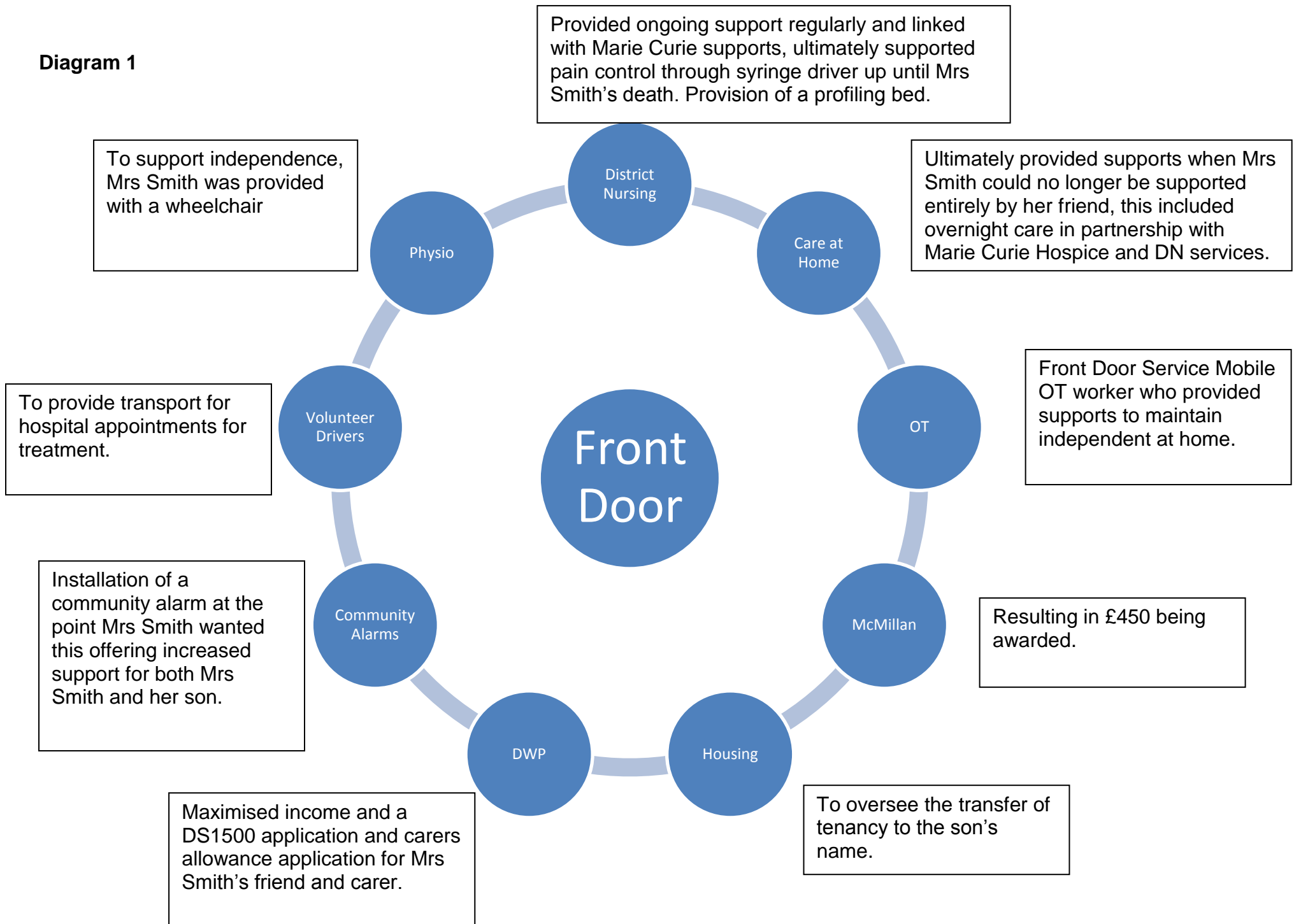
- she was allocated a support assistant who established what Mrs Smith wanted through direct and compassionate conversations;
- undertook an assessment that enabled access to resources as and when required through a shared support plan;
- linked with working partners and team and co-ordinated support closely throughout the three months; and
- a flexible approach that ultimately resulted in anticipatory care planning to support home care as her health declined.

[How this approach looks is presented in Diagram 1.](#)

As a result of the coordinated approach to Mrs Smith's care in her final months, she was able to accept the help she needed and end her life with dignity at home, surrounded by her family and content in the knowledge that her son's tenancy had been secured.

This story is being shared across the appropriate services to inspire staff to work together to achieve the best outcomes for patients. It will also be shared with other patients who are facing difficult diagnoses.

Diagram 1



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Date: 2 March 2018

Mr Kevin Stewart MSP
 Minister for Local Government and Housing
 Scottish Government
 St Andrew's House
 Regent Road
 EDINBURGH
 EH1 3DG

Dear Mr Stewart

Thank you for your letter of 16 February 2018 in relation to our plans for reviewing and improving arrangements for funding and delivery of housing adaptations in East Ayrshire. I am pleased to be able to inform you that we have delegated responsibility for this area to the IJB under the Public Bodies (Joint Working) (Scotland) Act 2014 and under the Advice Notice subsequently issued to which you refer in your letter.

We took a decision early on in our integration journey to review adaptations and undertook this work in the form of a Cross Cutting Best Value Review.

The context to this Review was a recognition of different routes to access adaptations based on housing tenure and the resulting inequity of service provision. The Governance and Scrutiny Sub-Committee on Supporting Older People to Live Independently in the Community provided a robust overview of the progress of this Review. The Cross Cutting Best Value Service Review of Adaptations concluded during 2015/16 and made 32 recommendations in relation to process and delivery improvements.

These recommendations can be grouped into broad headings:

- Legislative and Financial Barriers to a Tenure Neutral Approach;
- Process and Administration Issues;
- Service Standards and Performance Management;
- Occupational Therapy Integration and Practice;
- Financial and Contractual Issues, and;
- Registered Social Landlords.

Since concluding the Review we have been progressing the findings through an implementation group and targeted activity since. In particular we have been working with improvement support to use the powers available to the HSCP under the Self Directed Support (Scotland) Act 2013 to more effectively deliver adaptations through SDS Options.

Pilot work in relation to stairlifts for owner occupiers has shown a substantial reduction in timescales and improved outcomes for individuals.

In relation to the funding of adaptations, I understand that you have approached Chief Finance Officers and that detailed information has been provided for the last two financial years. Alongside this information I should wish to point out the commitment given within East Ayrshire to improving the resourcing of adaptations. The adequacy of resourcing was part of the Review remit. There has been an increase in the allocation for owner occupiers which had been relatively static at £0.400m to £1.050m for 2017/18 with a commitment to include provision in the Council Capital Programme year on year to 2025/26.

We have keenly awaited the output from the Adapting for Change test sites and have reviewed these for additional learning that we may apply.

Yours sincerely

A handwritten signature in black ink, appearing to read 'E. Fraser', with a flourish at the end.

Eddie Fraser
Director