



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 22 FEBRUARY 2023
STRATEGIC PLANNING UPDATE
REPORT BY GAIL SMITH, CHIEF OFFICER

ABSTRACT

This strategic planning update report provides information about progress in a range of change programmes to meet the strategic vision and priorities for Angus Health and Social Care Partnership (HSCP).

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB) :-

- (i) Approves the content of this report which outlines the progress made in delivering on Angus HSCP's strategic priorities.
- (ii) Approves the recommendation that the deadline for the completion of the new Strategic Commissioning Plan be reset for 26 April 2023.

2. BACKGROUND

A core objective of the Angus Strategic Commissioning Plan 2019 - 2022 is to shift the balance of care from acute settings to supporting people in communities and closer to home wherever possible.

A range of reports have been submitted to the IJB which have provided updates on specific pieces of improvement activities aimed to deliver on the strategic priorities.

The Annual Performance Reports details the progress made to achieve our strategic objectives.

3. CURRENT POSITION

3.1 The Strategic Planning Group

The Strategic Planning Group (SPG) is currently reviewing the Strategic Commissioning Plan (SCP) 2019-2022 and developing the plan for 2023-2026. The Market Facilitation Document and Housing Contribution Statement are also being updated.

In line with Scottish Government permissions and agreement from the IJB, the current strategic plan was extended until March 2023. Due to system pressures and timings of Angus IJB meetings, it is proposed that the revised SCP 2023 – 2026 and accompanying Delivery Plan is presented to the IJB for approval on 26 April 2023.

It is important that people who live in Angus and who receive or deliver health and social care services have an opportunity to influence the SCP. A range of service users, patients, carers, staff and service providers have provided feedback about what is important to them and what the HSCP should be doing during the period of the new SCP. Public engagement on the new SCP will commence in February 2023.

3.2 Strategic Financial Plan.

A draft Strategic Financial Plan is to be presented separately to today's IJB (IJB 4/23). A final plan is scheduled to be presented to the IJB in April 2023. The IJB's Strategic Financial Plan is intended to be consistent with, and a financial representation of, the IJB's Strategic Commissioning Plan and Strategic Delivery Plan.

We know the IJB is currently underspending, largely due to recruitment challenges and recent Scottish Government funding, and to some extent it is to be expected that those factors will continue into the next financial year. However the continued gap between inflation and demand pressures and funding uplifts creates a structural deficit in the IJB's financial plans. At this point, the contents of the draft Strategic Commissioning Plan do not allow the IJB to close that gap over the duration of that plan. Further work continues to address this will have an impact on the emerging Strategic Commissioning Plan.

3.3 Carers Strategy

Angus HSCP is required to prepare a local carer strategy and review that strategy every three years. Working in partnership with people with lived experience of a unpaid caring role, Angus Carers Strategic Partnership Group are preparing a new Strategy and this will be presented to the IJB in April 2023. This strategy is aimed to support all unpaid carers in their caring role and support them to have a fulfilling life outside their caring role.

3.4 Workforce Planning.

The IJB approved the Partnership's Workforce Plan 2022-2025 in June 2022 (Report IJB 36/22). The plan has subsequently been approved by the Scottish Government. The Workforce Action Plan describes the improvements that will be made via four working groups which focus on staff health and wellbeing, recruitment and retention, workforce data and learning and development.

3.5 Prevention and Proactive Care

A joint proposal from Angus Council, Angus Health & Social Care Partnership (Angus HSCP) and ANGUSalve is being progressed. This is aimed to achieve long term behaviour change in target areas identified to improve public health in Angus and make a contribution towards tackling health inequalities. Focusing on evidence-based and non-medical interventions the three partners are working together to strengthen their networks to support local citizens to manage their own physical and mental health conditions along with a focus on prevention and recovery.

3.6 Stroke Rehabilitation Pathway Review.

Work continues to develop the Dundee and Angus stroke pathway to deliver effective, high quality, specialist care within the community setting. Aligning to the progressive stroke pathway, patients will have a reduced stay in hospital and will have increased opportunity to receive care and rehabilitation at home or closer to home. The multi-disciplinary workforce plan to support this pathway requires completion of an in-patient bed reduction model and associated financial planning to support the delivery of the community-based service. This work is anticipated to be completed in the coming weeks to allow the proposal to be brought to a future IJB.

3.7 Learning and Physical Disability Improvements.

A separate report is submitted to today's IJB (IJB 11/23).

3.8 Care Home Review.

A key component of the review is in relation to the replacement of The Gables Care Home. A separate report, excluded to public and press, is submitted to today's IJB (IJB 13/23).

3.9 Peripatetic Nursing in Care Homes.

The review on how we commission and deliver nursing in care homes has recommenced to ensure we deliver safe, effective and person-centred nursing care that is best value and sustainable for the Angus population who reside in care homes in the area.

3.10 Day Care Review.

A Day Care Review Group has completed a number of workstream areas to inform the future model of affordable and sustainable Day Care provision in Angus. Further stakeholder consultation will take place in February 2023. The report on the outcomes of the engagement will be presented to the IJB in April 2023.

3.11 Psychiatry of Old Age.

The IJB will be aware that Angus Health and Social Care Partnership (AHSCP) have embarked on a review of Mental Health Services for people aged over 65 across Angus. The initial aim was to consider how care home models might better support people with very high levels of need with dementia who currently require in patient care. This has not progressed as anticipated. This is because the presentation of people diagnosed with dementia has since changed and in September 2022 a Day of Care audit revealed that was that there was only one person who remained in hospital despite being fit to leave. Clinicians report younger patients, physically fitter, more complex diagnosis, co-morbidities and more people being cared for at home longer.

In July 2022, Prosen Unit at Whitehills Health and Community Care Centre was made non-operational due to concerns for patient and staff safety.

Work is ongoing to explore options to ensure sustainable safe, high quality and person-centred care is provided to people in Angus. A further report will be presented to the IJB in April 2023.

3.12 Mental Health.

A separate report outlining details of the Independent Oversight and Assurance Group on Tayside Mental Health Services is submitted to today's IJB (IJB 7/23).

3.13 Care at Home.

The tendering process for an updated provider framework has concluded and the bidders are to be contacted with the outcome (mid-February 2023). The new framework will commence on 1 April 2023. One provider will be awarded a contract under the Framework, to specifically deliver services to Adults Learning Disabilities (including Adult Autism) and a complex rate has been set for this service.

Demand-capacity issues continue in relation to service provision. The total number of placements and total hours of care provided remains static from August 21 – January 2023. However the number of people waiting for a social care assessment and the total number of hours yet to be provided is increasing. A recruitment campaign is underway and Angus HSCP is working with current providers to help increase their workforce/maintain existing service delivery.

3.14 Alcohol and Drug Partnership (ADP).

Working in partnership with services, communities and people with lived experience, the Angus ADP works to prevent harms that are associated with alcohol and drug use in our communities. Building on the success of the ADP Strategic Delivery Plan 2020 - 2023, a refreshed plan for 2023 - 2026 is being developed. This should be finalised in Spring 2023. The Angus ADP priorities remain unchanged: prevention and early intervention; developing recovery oriented systems of care: getting it right for children and families; a public health approach to justice. A new structure of subgroups has been developed which will progress the priority areas within the Plan.

3.15 Urgent and Unscheduled Care Review.

The Angus Urgent and Unscheduled Care Programme Steering Group is taking forward a range of initiatives to improve the journey for people who have a physical and/or mental health need that does not require emergency care but cannot wait until a pre-planned care appointment. The aim of the Programme is to deliver urgent care as close to home as appropriate, in a timely way, ensuring Angus' resources deliver the best possible health and care outcome 24/7. Initially to support General Practice we have recently successfully recruited three Advanced Nurse Practitioners (ANPs) to support urgent care. ANPs are highly skilled clinicians who can autonomously manage a wide range of primary care workload, releasing GP time to enable them to focus on the most complex cases. This will ensure the best use of resources so people can receive the right care at the right time by the most appropriate healthcare professional. Tests of Change are underway between the Minor Injury and Illness Units, Practices and Emergency Department to refine patient referral pathways with the aim that patients receive care in Angus in the right, place at the right, in the right place first time.

3.16 Homelessness Supported Accommodation Review.

This has not progressed as anticipated due to the retirement of the previous Service Manager. We are continuing to see significant reductions in homeless applications in Angus, reducing from 851 applications in 2015/16 to 504 applications in 2021/22. Proposed changes to Homelessness Prevention legislation aim to ensure homelessness is prevented at an earlier stage. It is expected that The Housing Bill due 2023 will introduce duties to all Public Bodies and landlords to prevent homelessness particularly by asking and acting on a risk of homelessness.

Angus HSCP will work with Housing partners on a number of actions identified within the Angus Rapid Rehousing Transition Plan, including the development and implementation of Housing First and undertaking a strategic homelessness support needs assessment to help inform the future delivery of support and supported housing for homeless households with complex support needs.

Work is ongoing to map out the customer journey and pathways and agree roles and responsibilities and it is proposed a team will be established within Angus HSCP to further the reduce homelessness.

3.17 Primary Care.

As part of the regional work on GP Practice Sustainability a second GP questionnaire has been issued to all Angus Practices (January 2023). The results of which will be used to develop a Sustainability Framework Risk matrix. The overall aim is that this will help identify practices at risk of future sustainability issues at an early stage enabling HSCPs to take appropriate remedial actions.

The draft GP Practice Premises Strategy was approved by the IJB in October 2022. An Angus GP Practice wide consultation event is taking place on 21st February 2023. This will provide an opportunity for further engagement regarding the plan and opportunity for practices to work with HSCP colleagues to identify and agree future premises priorities.

A review of the CTAC service has taken place with wide stakeholder engagement and the results of which were shared at the Angus Clinical Partnership in January 2023. A wider review of the Primary Care Improvement Plan is underway.

3.18 Communication and Engagement

Sustainable change requires effective communication and involvement with the people who live and work in Angus so we can find out what matters to them. We will continue to provide regular opportunities for stakeholder and communities to engage with us as we make the changes that are required to implement our strategic priorities.

Our engagement is guided by legislation from the Scottish Government which supports the way public services involve and engage with communities.

4. PROPOSALS

Members are asked to note the progress of a range of change programmes within Angus HSCP. These are intended to be consistent with, and contribute to Angus HSCP's strategic objectives.

5. FINANCIAL IMPLICATIONS

A number of the above projects continue to run behind their original schedules or are at risk of not delivering as per the IJB's Strategic Financial Plan. The challenges associated with this are outlined in the draft Strategic Financial Plan Report submitted to the IJB today. As noted above, at this point, the contents of the draft Strategic Commissioning Plan do not allow the IJB to close that gap over the duration of that plan. Further work continues to address this and this will have an impact on the emerging Strategic Commissioning Plan.

6. RISK

The risks to the successful completion of the improvements outlined above remain as stated in previous reports.

The current content of the draft SCP does not generate a balanced Strategic Financial Plan. This does require further view of the draft SCP to ensure the IJB can delivered all the services it plans to deliver within available resources.

7. OTHER IMPLICATIONS (IF APPLICABLE)

8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required as this is a summary report: individual EIAs are completed as requested.

9. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	X
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

REPORT AUTHOR: Gail Smith, Chief Officer

EMAIL DETAILS: tay.angushscp@nhs.scot