



Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board	
Held on	22 June 2022	
Agenda Item	10	
Title	HSCP Recovery and Renewal Programme	
Summary		
The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.		
Presented by	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)	
Action Required		
Members of the Integration Joint Board are asked to note and comment on the progress of the HSCP Recovery and Renewal Programme		
Directions	Implications	
<input checked="" type="checkbox"/> No Directions Required	<input type="checkbox"/> Finance	<input type="checkbox"/> Risk
<input type="checkbox"/> Directions to East Renfrewshire Council (ERC)	<input type="checkbox"/> Policy	<input type="checkbox"/> Legal
<input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC)	<input type="checkbox"/> Workforce	<input type="checkbox"/> Infrastructure
<input type="checkbox"/> Directions to both ERC and NHSGGC	<input type="checkbox"/> Equalities	<input type="checkbox"/> Fairer Scotland Duty

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

22 June 2022

Report by Chief Officer

HSCP RECOVERY AND RENEWAL PROGRAMME

PURPOSE OF REPORT

1. The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.

RECOMMENDATION

2. It is recommended that the Integration Joint Board note and comment on the progress of the HSCP Recovery and Renewal Programme

BACKGROUND

3. Previous reports provide the full background and context to the programme. Given the magnitude of the planned work regular update reports to the Integration Joint Board were agreed. Given the size, scale and timeframe of the programme it is likely that progress reports may at times, show small incremental changes whilst on other occasions provide significant updates.
4. Members will continue to receive the detailed appendices with each report which outlines individual project status (Appendix 1) and high level project timelines (Appendix 2).
5. Programme updates will provide an overview of progress from the previous report as well as the next planned steps. It is intended that this will provide the Integration Joint Board with a rolling update on the programme.
6. As a point of reference, the HSCP recovery and renewal programme consists of four overarching themes under which projects are aligned. The four themes of the Recovery and Renewal Programme are:
 - Recovery
 - Wellbeing
 - Individuals Experience
 - Business Systems and Processes

REPORT

7. The report to the November meeting of the Integration Joint Board outlined the progress the HSCP had made in developing and progressing with the recovery and renewal programme. In December 2021 the HSCP once again moved into response mode as the latest Covid variant emerged. As a result of this the recovery and renewal programme was again paused as the HSCP worked to ensure frontline services were delivered to those most in need.

8. Whilst preparatory work continued throughout this period, the programme restarted in April 2022. As referenced in previous reports, the replacement of the HSCP case recording system is a key project spanning three financial years. Funding to undertake this project is in place and the first project board meeting took place in April 2022. Recruitment to the project team to support delivery of the project is underway. In addition to recruitment soft market testing will be undertaken in the coming weeks, this will allow the project team to gain a broad overview of the products on the market within framework, prior to framing detailed requirements.
9. To support delivery of the wider recovery and renewal programme, additional project resource has also been agreed, recruitment to these posts is progressing. Although the posts have still to be filled progress has been made for example, within the Care at Home Scheduling System Replacement project, in which the procurement exercise is now well underway.
10. There are also three projects that are due for completion in June 2022. This includes the migration of external Care at Home contracts to the new Scotland Excel Framework and the successful completion of our Covid Spring Booster programme to care homes and housebound patients. A review of business support processes and skillsets has also been undertaken in light of the pandemic response. This has enabled us to identify different ways of working both remotely and in our buildings which will help inform our future approach to hybrid working both in terms of people and infrastructure. In order to have a hybrid workforce we know we need to improve our telephony system. We will continue to build and capitalise on areas of improvement over the pandemic including upskilling our workforce in areas such as statutory minute taking and developing new systems and processes to support new initiatives such as care home testing and administrative support to vaccination programmes. All of these skills are transferable across the service which will give greater flexibility moving forward.
11. A financial framework has been drafted as part of the overall programme governance and this needs to be refreshed as the programme has recommenced and work is still required to quantify the expected benefits from a range of projects.
12. There are currently 3 projects that should support delivery of savings as a combination of cash and efficiencies, which in turn should allow us to manage demand and release budget:
 - Care at Home redesign (phase 2) – staffing and balance of in-house and purchased care
 - Replacing the Scheduling system for Care at Home (referred to above) – more efficient use of resources
 - Learning Disability redesign – use of technology as an alternative to sleepovers and more individualised approach from outreach work; better outcomes
13. Appendix 1 and Appendix 2 provide a detailed overview of current projects. There are no significant risks or issues to the programme to note. The next Programme Board is scheduled for 23rd June 2022.

CONSULTATION AND PARTNERSHIP WORKING

14. As the programme evolves and projects are formally established, appropriate representation from staff, those who use our services, staffside representatives and partner providers will continue to be invited onto projects as appropriate.

IMPLICATIONS OF THE PROPOSALS

Finance

15. Financial implications are detailed in the report above.

Equalities

16. Where an Equalities Impact Assessment may be needed this will be undertaken.

17. At present there are no policy, risk, legal, workforce or infrastructure implications.

DIRECTIONS

18. There are no directions arising from this report.

CONCLUSIONS

19. The HSCP continues to progress work on the Recovery and Renewal Programme.

RECOMMENDATIONS

20. It is recommended that the Integration Joint Board note and comment on the progress of the HSCP Recovery and Renewal Programme

REPORT AUTHOR AND PERSON TO CONTACT

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31 May 2022

BACKGROUND PAPERS

IJB Presentation: 12 May 2021 Item 6. Recovery and Transformation Programme

IJB Paper: 23 Jun 2021 – Item 10. Recovery & Renewal Paper, June 2021

https://www.eastrenfrewshire.gov.uk/media/5721/IJB-Item-10-23-June-2021/pdf/IJB_Item_10_-_23_June_2021.pdf?m=637590085619970000

IJB Paper: 22 Sep 2021 - Item 10. Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/5991/IJB-Item-10-22-September-2021/pdf/IJB_Item_10_-_22_September_2021.pdf?m=637668671028500000

IJB Paper: 24 Nov 2021 – Item 10. Recovery and Renewal Programme

https://www.eastrenfrewshire.gov.uk/media/7146/IJB-Item-10-24-November-2021/pdf/IJB_Item_10_-_24_November_2021.pdf?m=637727671012970000

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Project Status Overview

Theme: Recovery					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
HSCP Business Support – Working Smarter	Live	Governance & Systems	MC Armstrong	K. Marklow	Project completed, with findings being used to feed into wider review of Business Support. Closure Report currently being finalised for submission.
Adult Vaccination Programme	Live	Adult Services	D McCormick	J. Anderson	Spring Covid Booster programme now on target for completion in next week or so. Uptake forecast around 90% of these eligible. Exec Group meets weekly. All milestones remain on target. Closure Report including Lessons Learned will be submitted to DMT in June.
Staffing & Patients Access Arrangements – HSCP Premises	Live	Governance & Systems	MC Armstrong	TBC	Short-Life Working Group continues to meet and will progress project aims and report back via DMT/R&R Board in due course.
Reflections and Learning from working during the pandemic	Live	Governance & Systems	MC Armstrong	TBC	Interim proposal to carry out 'mini-project as a pilot using existing resources approved by DMT/R&R Board on 30 September 2021. Work ongoing.
Review of Adult Social Care	Future	Adult Services	TBC	TBC	Project Scope will be reflective of ongoing developments arising from the Feeley Report

Theme: Individual's Experience

Project Status Overview

Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
Learning Disability Development	Pipeline	Learning Disability Team	T Kelly	TBC	Project Brief approved by R&R/DMT on 18 November. Project Board in place. Project dependent on project and staffing resources, the funding for which has been agreed. Expect movement once Project Manager is in place – expected August 2022. Project timescales will be amended accordingly.
Care at Home Review Phase 2	Pipeline	Care at Home	L McLaughlin	D Walker	Project Mandate approved by DMT on 7 October 2021. Focus group chaired by SRO now set up to explore vision for the service. Project Brief will be developed from this. Expect Project Brief submission to board post-summer holidays.
Individual Budget Calculator Review	Future	Finance	J Clinton	TBC	Project Mandate submission delayed due to significant staffing pressures. Subject to future Project review.
Care Homes/ Alternative Housing Options	Future	TBC	TBC	TBC	Require discussion with HoS on Aims, Objectives and Scope of project. New Strategic Planning Performance & Commissioning Manager will play a key role in the development of this project
Digital Opportunities	Future	TBC	TBC	TBC	Discussions have commenced with ERC PMO on wider corporate digital planning within the new reporting arrangements. Also commenced exploratory discussions with Digital Scotland on learning from digital projects elsewhere.
Attend Anywhere	Future	TBC	TBC	TBC	Require discussion with HoS on Aims, Objectives and Scope of project.
Review and developing the journey with those who use our services	Future	TBC	TBC	TBC	Require clarity around lead service and discussion with HoS on Aims, Objectives and Scope of project.

Project Status Overview

Theme: Wellbeing					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
East Renfrewshire Workforce Wellbeing Action Plan	Live	Wellbeing Group	L Gregson	n/a	Wellbeing Lead received existing Wellbeing Action Plan in April from HR, and is in process of updating document with progress on staff wellbeing work-streams relating to role, Updated version available currently on request.
Development of Wellbeing Champions/Wellbeing Lead Role	Live	Wellbeing Group	L. McLaughlin	G. Mitchell	<p>Early work has included staff wellbeing survey March 2022 (150 staff responses), with offer to participate as 'staff wellbeing champion'. Wellbeing Lead developing and designing a response entitled '<i>You Care so We Care - Summer of Wellness</i>' which will act as a launch for all staff wellbeing offers. Expected in June.</p> <p>Staff wellbeing champions will act as network of support for this and will be regularly updated re: the wellbeing offer.</p> <p>One to one wellbeing conversation also ongoing as offer to staff.</p> <p>Work ongoing in developing peer support network is (in collaboration with NHS peer support network programme).</p>
Bespoke Wellbeing Support for individual services	Live	Wellbeing Group	L. McLaughlin	G. Mitchell	<p>Ongoing wellbeing offers monthly in staff bulletin.</p> <p>Ongoing work with Comms and Digital Content Officer, to develop wellbeing focussed page for all health and wellbeing related information and offers.</p> <p>Staff wellbeing survey findings have been analysed and organisation wide wellbeing offer is being developed in</p>

Project Status Overview

					<p>response to survey feedback. The <i>'You Care so We Care - Summer of Wellness'</i> offer is being developed and will launch in late June with a series of online and face to face staff wellness offers (in response to staff expressions re their wellbeing needs in wellbeing survey).</p> <p>H&W Lead also meeting individual services and working collaboratively to determine wellbeing needs of services that are engaging and responding positively to wellbeing offer, including GP Practices, CAMHS and others.</p> <p>H&W Lead also working with Business Support to improve facilities to support provision of wellbeing initiatives.</p> <p>Workforce Wellbeing Fund application being prepared for C@H staff for a wellbeing element to be introduced to patch meetings (patch meetings have been paused since Covid restrictions started). Opportunity to re-introduce with wellbeing focus added.</p> <p>Staff health walks now being delivered at both main Health Centres.</p> <p>One to one 'wellbeing conversations' available to all staff. Ongoing updates re all wellbeing developments to H&W monthly meeting.</p>
Compassionate/Trauma Informed Responsive Leadership	Pipeline	Wellbeing Group	TBC	TBC	Ongoing – H&W lead involved in working group re: this role, chaired by Learning & Quality Assurance Manager.

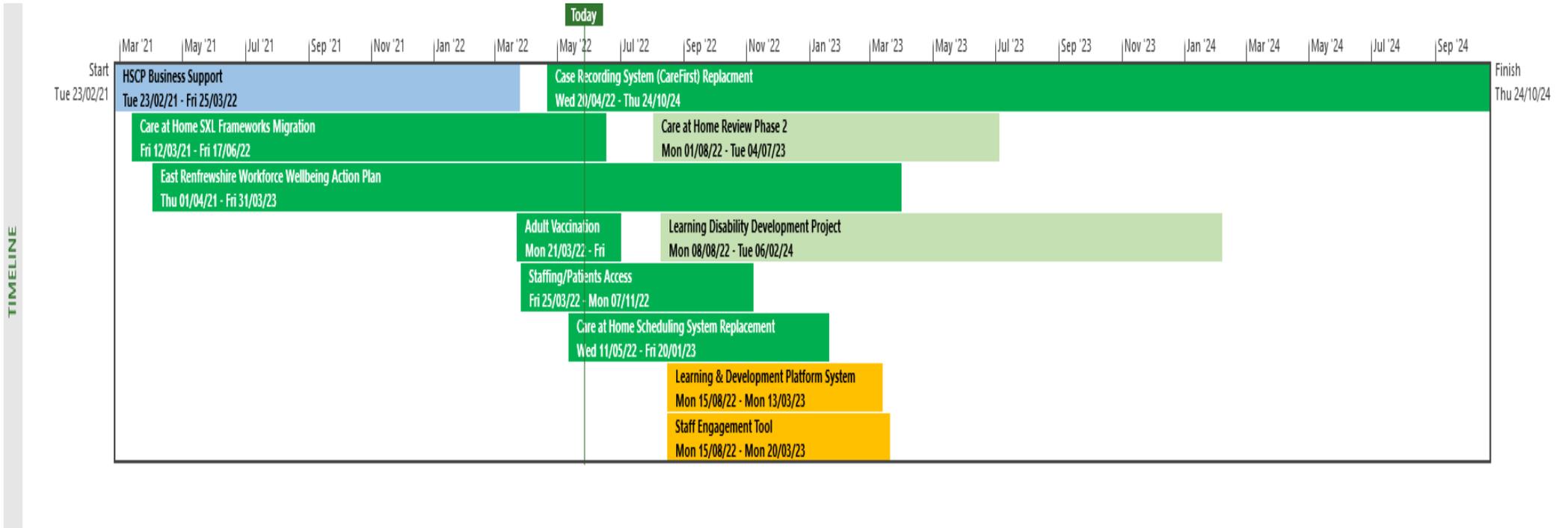
Project Status Overview

Theme: Business Systems & Processes					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
Care at Home SXL Frameworks Migration	Live	Commissioning Team	M. Phelps	N. Nemeth	Project was due for completion, but remained open to allow local care at home providers who wished to join the SXL Care & Support Framework, which opened again in November 2021 for new members, to do so. Final sign off has therefore been delayed to include these new members. Expect Closure Report to be submitted to R&R Board/DMT immediately after summer holidays.
Case Recording System (CareFirst) Replacement	Live	Governance & Systems	L. Bairden	J Anderson	Project Board met for first time on 20 April and approved Project Initiation. Project Team recruitment now underway. Service SME has been appointed. Expect all roles to be filled by August 2022. Soft market testing now being mapped out with Procurement.
Care at Home Scheduling System Replacement	Live	Care at Home	G Smart	N. Hay	Project Brief now approved by R&R Board/DMT. Project Team now working with Procurement on 'route to market' strategy. 12-month contract extension with current supplier agreed and will run now till 23 December 2022.
Learning Management System	Pipeline	Learning & Development	K Rocks	J Reade	Project Brief approved by R&R Board/DMT on 18 November. ICT/PMO have requested further information on possible alternative

Project Status Overview

					arrangements before allowing project to progress as outlined in Project Brief. Project currently paused due to key staff engagement in Children's Services Inspection.
Payment/Pre-paid Cards	Future	Finance	TBC	TBC	Requires fresh Project Mandate. Subject to future Project review.
Review of Telephony System	Future	Governance & Systems	TBC	TBC	Met with ICT, NHS telephony colleagues and system supplier to discuss potential for joint telephony solution for HSCP. Further meeting with NHS Telephony to be arranged to agree on way forward. Also, subject to future Project review.
Back office process automation (RPA)	Future	TBC	TBC	TBC	Discussion have commenced on 'fit' with ERC Digital Strategy. Fresh Project mandate will be required following this.
Information Governance and Data Cleansing	Future	TBC	TBC	TBC	Requires discussion with HoS and Information Governance Officer to agree scope of project.
Technologies to support the frontline	Future	TBC	TBC	TBC	Require discussion with HoS on Aims, Objectives and Scope of project.

Projects Timeline (Current and Pipeline)



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