

Date: 1 August 2022  
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**TO: MEMBERS OF THE EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

Dear Board Member

**EAST RENFREWSHIRE INTEGRATION JOINT BOARD – 10 AUGUST 2022**

Please find attached the undernoted item on the agenda for the meeting of the Integration Joint Board on Wednesday 10 August 2022.

Yours faithfully

**Anne-Marie Monaghan**

Chair

**Undernote referred to:-**

Item 9 – HSCP Recovery and Renewal Programme Update - **Marked “to follow” on the agenda.**

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<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board	
<b>Held on</b>	10 August 2022	
<b>Agenda Item</b>	9	
<b>Title</b>	HSCP Recovery and Renewal Programme	
<b>Summary</b>		
<p>The purpose of this report is to update the Integration Joint Board on the HSCP Recovery and Renewal Programme.</p>		
<b>Presented by</b>	Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)	
<b>Action Required</b>		
<p>Members of the Integration Joint Board are asked to note and comment on the progress of the HSCP Recovery and Renewal Programme.</p>		
<b>Directions</b>	<b>Implications</b>	
<input checked="" type="checkbox"/> No Directions Required <input type="checkbox"/> Directions to East Renfrewshire Council (ERC) <input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC) <input type="checkbox"/> Directions to both ERC and NHSGGC	<input checked="" type="checkbox"/> Finance <input type="checkbox"/> Policy <input type="checkbox"/> Workforce <input type="checkbox"/> Equalities <input type="checkbox"/> Risk <input type="checkbox"/> Legal <input type="checkbox"/> Infrastructure <input type="checkbox"/> Fairer Scotland Duty	

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# **EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**10 August 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. IJB 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 June 2022 meeting of the Integration Joint Board outlined the progress of the programme and confirmed funding for additional resource to support the programme had been agreed. Following a period of recruitment all but one post required at this time has been filled. The new Recovery and Renewal Team will move into post on 1<sup>st</sup> August 2022, bringing the additional capacity needed to drive forward the programme.

8. The replacement of HSCP case recording system is a key project spanning three financial years. Project Board meetings have been established and the project is progressing. At the end of August a series of soft market testing sessions will take place. These sessions will provide a broad overview of the functionality available and will aid the next phase of requirements gathering.
9. The project to replace the care at home scheduling system is also underway with a new supplier identified. Total Mobile Systems is expected to go live at the end of the calendar year. Implementation planning is now underway underpinned by regular Project Board meetings with key stakeholders.
10. The Learning Disability Development Project will formally commence in August 2022 with the appointment of a project manager. The aims of this project will be to consider technology as an alternative to sleepovers and look to develop a more individualised approach from outreach work. Care at Home Review and Information Governance projects are also in the early stages with formal project documentation to be presented to the Recovery and Renewal Project Board after the summer break.
11. Since the last update to the Integration Joint Board the projects for Spring Vaccination Programme and the migration of external Care at Home contracts to the new Scotland Excel Framework have concluded and have been formally closed by the Programme Board.
12. As previously reported a financial framework has been drafted as part of the overall programme governance and work to revise the framework is ongoing. As set out in the revenue monitoring report we are operating under difficult financial challenges and therefore may need to revise our working assumptions relating to savings. We still expect efficiencies to be realised from the following projects and we are working to quantify scale and timeline.
  - 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 August 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 still to be fully quantified.

## Equalities

16. We will undertake an Equalities Impact Assessment where this is needed.
  
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**

Lesley Bairden, Head of Finance & Resources (Chief Financial Officer)

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0141 451 0749

Chief Officer, IJB: Julie Murray

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

IJB Paper: 22 Jun 2022– Item 10. Recovery and Renewal Programme

[https://www.eastrenfrewshire.gov.uk/media/7756/IJB-Item-10-22-June-2022/pdf/IJB\\_Item\\_10\\_-\\_22\\_June\\_2022.pdf?m=637904674834270000](https://www.eastrenfrewshire.gov.uk/media/7756/IJB-Item-10-22-June-2022/pdf/IJB_Item_10_-_22_June_2022.pdf?m=637904674834270000)

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RECOVERY THEME					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
Staffing & Patients Access Arrangements – HSCP Premises		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. Existing Covid restrictions remain in place in Health Care settings meantime.
Reflections and Learning from working during the pandemic		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		Adult Services	TBC	TBC	Project Scope will be reflective of ongoing developments arising from the National Care Service proposals as they emerge.

INDIVIDUAL'S EXPERIENCES THEME					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
Learning Disability Development		Learning Disability Team	T Kelly	TBC	Project Brief approved by R&R/DMT on 18 November 2021. Project Board in place.  Project Manager now appointed and will start work with the team on 1 August 2022. Project will start to move forward from there. Project timescales will be amended accordingly.
Care at Home Review Phase 2		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

## PROJECT STATUS BREAKDOWN AS AT 19 JULY 2022

					this. Expect Project Brief submission to board post-summer holidays.
Individual Budget Calculator Review		Finance	J Clinton	TBC	Project Mandate submission delayed due to significant staffing pressures. Subject to future Project review. Will form part of new prioritisation exercise, which will be reviewed in light of new staffing resource coming on stream on 1 August 2022
Care Homes/ Alternative Housing Options		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		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		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		TBC	TBC	TBC	Require clarity around lead service and discussion with HoS on Aims, Objectives and Scope of project.

**PROJECT STATUS BREAKDOWN AS AT 19 JULY 2022**

<b>WELLBEING THEME</b>					
<b>Project</b>	<b>Status</b>	<b>Lead Service</b>	<b>SRO/Project Sponsor</b>	<b>Project Manager</b>	<b>Comments</b>
East Renfrewshire Workforce Wellbeing Action Plan		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		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		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 response to survey feedback. The '<i>You</i></p>

**PROJECT STATUS BREAKDOWN AS AT 19 JULY 2022**

					<p><i>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&amp;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&amp;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&amp;W monthly meeting.</p>
Compassionate/Trauma Informed Responsive Leadership		Wellbeing Group	TBC	TBC	Ongoing – H&W lead involved in working group re: this role, chaired by Learning & Quality Assurance Manager.

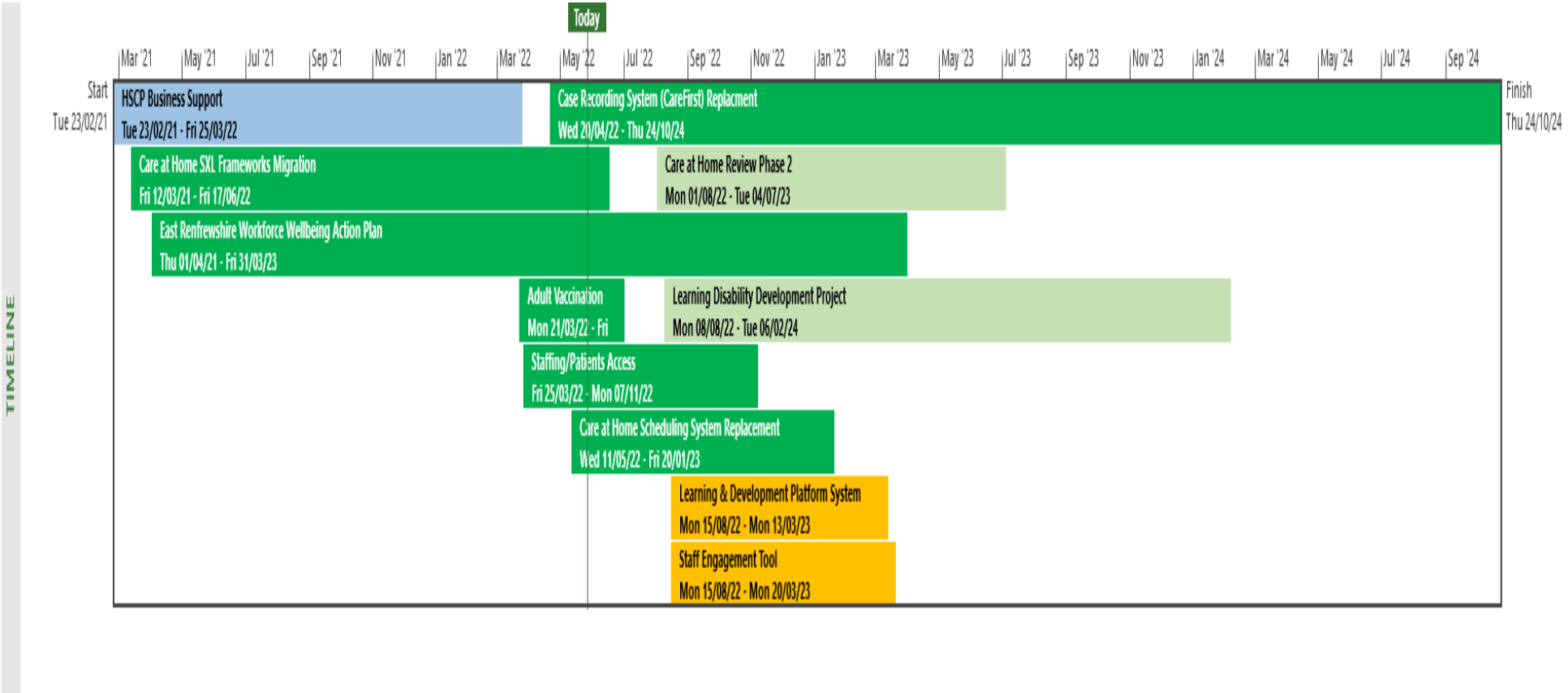
## PROJECT STATUS BREAKDOWN AS AT 19 JULY 2022

BUSINESS SYSTEMS & PROCESSES THEME					
Project	Status	Lead Service	SRO/Project Sponsor	Project Manager	Comments
Case Recording System (CareFirst) Replacement		Governance & Systems	L. Bairden	J Anderson	Project now up and running and full project team will be in place on 1 August 2022, including Business Analyst resource that will be vital in reviewing working processes to shape the needs for the new system. Soft market testing now underway with suppliers invited to provide product demos to representatives from services across the partnership on 24 and 25 August.
Care at Home Scheduling System Replacement		Care at Home	G Smart	N. Hay	Project Brief moving forward at pace. New preferred supplier in place (TotalMobile) and working closely with the Project Board on implementation planning to ensure 'go-live' date on 23 December 2022 is achieved. 12-month contract extension with current supplier will end on 23 December 2022
Learning Management System		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 arrangements before allowing project to progress as outlined in Project Brief. Project currently paused due to key staff engagement in Children's Services Inspection.
Information Governance and Data Cleansing		TBC	TBC	TBC	Mapping exercise has commenced on project requirements. This is likely to prove to be a significant project, but one that will create extensive benefits across a number of programme areas.

**PROJECT STATUS BREAKDOWN AS AT 19 JULY 2022**

					Expect Project Mandate to R&R Board in mid-September latest.
Payment/Pre-paid Cards		Finance	TBC	TBC	Requires fresh Project Mandate. Subject to future Project review.
Review of Telephony System		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)		TBC	TBC	TBC	Fresh Project mandate will be required following this.
Technologies to support the frontline		TBC	TBC	TBC	Require discussion with HoS on Aims, Objectives and Scope of project.

# Recovery & Renewal Projects Timeline



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