



PERTH & KINROSS INTEGRATION JOINT BOARD

30 March 2022

OLDER PEOPLE STRATEGIC DELIVERY PLAN

**Report by Head of Health
(Report G/22/54)**

PURPOSE OF REPORT

The purpose of this report is to provide the IJB with an updated version of the Older People Strategic Delivery Plan for the period 2022-25.

This updated version has taken into consideration the feedback from IJB members and also the guidance received from the Scottish Government for additional funding to Health and Social care Partnerships.

The Strategic Delivery Plan shows the actions being taken to achieve the objectives relating to older people in the Perth & Kinross HSCP Commissioning Plan and connects these actions to the Perth & Kinross HSCP Financial Framework.

1. RECOMMENDATION(S)

It is recommended that the Integration Joint Board:

- Approves the Older People Strategic Delivery Plan;
- Notes progress to date from the delivery of the first Older People Strategic Delivery Plan 2019-22; and
- Requests an update in 12 months time.

2. SITUATION/BACKGROUND / MAIN ISSUES

This 3 year plan for 2022-25 is based on learning gained from delivering on the previous Older People's Strategic Delivery Plan 2019-22, approved by the Integrated Joint Board in March 2019. It also includes learning from the experience of responding to and the impact of the COVID-19 pandemic. The updated plan has also taken into account the feedback from IJB members when the initial draft was presented in October 2022 and the updated guidance from Scottish Government for additional funding provided to Partnership's across Scotland.

For this strategic delivery plan an older person is defined as someone who is over the age of 65 years. However, due to increased life expectancy, the approximate age when the majority of people need the support of health and social care services is 75 years.

Perth & Kinross has an older population compared to the rest of Scotland. In 2018, 23% of our population were over 65 years compared with 19% in the rest of Scotland and 11% were over 75 years compared to 8% in the rest of Scotland.

Considering the growth of those over 75 years of age, since 2017 the population has increased from approximately 15,900 to 17,500, an increase of 9.6%. This population is project to grow to around 20,000 by 2025 which equates to an overall growth of 25.8%.

In addition, there are an estimated 3,300 people who are living with dementia. Numbers are expected to increase by around 120 year on year, equating to a 50% increase within the next 15 year.

The increasing older people population is already impacting on demand for services in Perth & Kinross. COVID-19 has also impacted on demand for services. Capacity and flow has been significantly affected by the growing number of frail, older people living with multiple, complex and fluctuating conditions who are presenting to hospitals and GP practices in a deconditioned state requiring enhanced clinical assessment, social care support and rehabilitation input. It is likely these complex presentations are, at least partly, caused by the pandemic and people having restricted access to health, social care and community services and supports during lockdown.

Considering all of the above the HSCP has committed to a refresh of our joint needs assessment for older people and locality profiles.

3. PROPOSALS

Perth & Kinross HSCP's vision is to support older people to lead healthy and active lives and to live as independently as possible, with choice and control over their support. This Delivery Plan focuses on the following key themes which are in line with national and local direction:

- **EARLY INTERVENTION**

We will further strengthen our alliances with community partners and Third and Independent Sectors to improve lives and opportunities through a stronger focus prevention, early intervention and targeted actions on the wider determinants of health. This will be achieved by increasing opportunities and access for older people and carers to participate in leisure, sport and community activity. Evidence states that if older people are able to participate in social and leisure activities, this can make them more resilient as they age, reduce risks of dementia, widen social circles to reduce the feeling of social isolation and help prevent falls.

- **SHIFTING THE BALANCE OF CARE**

Interface care

This will require an integrated whole system approach across health and social care, in partnership with Third and Independent Sectors providing a range of community based short-term targeted specialist care and support services. These services will offer alternatives to hospital or care home admission and supports timely discharge to support people to live healthy, independent lives at home or in a homely setting.

Urgent Care

The redesign of Urgent Care is a national programme which represents a significant change in the provision of safe and effective urgent care in the in-hour and out of hour period. The redesign will ensure individuals are seen in the most appropriate care environment. The strategic aim is: “Right Care, in the Right Place, at the Right Time”. This will be done by managing people more effectively, closer to home and by optimising existing pre-hospital care, providing better health, care and life outcomes for individuals, staff, families and the wider community.

- **OPTIMISING CAPACITY & FLOW**

We will work with our colleagues in the acute sector to consider a whole system solution to improve the journey from being an acute inpatient to going home or a homely setting. We will embed a ‘Home First’ approach focusing on recovery which ensures assessment for longer term care and support needs is undertaken in the most appropriate setting and at the right time for the person. The aim will be to define best practice, centred around preventing delay and ensuring individuals stay in hospital only as long as is clinically and functionally necessary.

4. FINANCIAL PLAN

The Older People Strategic Delivery Plan provides a financial framework which provides full information on the financial implications of these proposals.

5. CONCLUSION

Over the next three years we will take a whole system collaborative approach to provide services for older people and their carers living in Perth & Kinross. We will build and further develop early intervention / self management approaches, managing unscheduled care by avoiding admissions to hospital and care homes, where appropriate, and integrating pathways of care across Primary, Secondary and Community Care. To support this we will develop the skills and practice across our workforce to ensure the adoption of a human rights approach to assessment, treatment, care and support with a

clear focus on prevention, early intervention and tackling inequalities aimed at supporting Public Health Scotland's public health priorities.

Low level action plans have been developed for the implementation of the Older People Strategic Delivery Plan. An Older People Strategic Delivery Group will be established to monitor implementation of the plan and expected outcomes.

A high level, outcome focussed Performance Framework is being developed to measure the impact to this Strategic Delivery Plan. This will be incorporated with Performance Reports to the IJB Audit and Performance Committee from 1 April 2022.

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

Appendices

Appendix 1 – Older People Strategic Delivery Plan (DRAFT)

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	YES
Transformation Programme	YES
Resource Implications	
Financial	YES
Workforce	YES
Assessments	
Equality Impact Assessment	YES
Risk	YES
Other assessments (enter here from para 3.3)	YES
Consultation	
External	YES
Internal	YES
Legal & Governance	
Legal	YES
Clinical/Care/Professional Governance	YES
Corporate Governance	N/A
Directions	YES
Communication	
Communications Plan	YES

1. Strategic Implications

1.1 Strategic Commissioning Plan

The Strategic Delivery Plan supports the delivery of the Perth and Kinross Strategic Commissioning Plan in relation to all five deliverables below:

- 1 *prevention and early intervention,*
- 2 *person centred health, care and support*
- 3 *work together with communities*
- 4 *inequality, inequity and healthy living*
- 5 *best use of facilities, people and resources*

In order to meet increasing demand, provide high quality, effective support for older people and meet the objectives outlined in the Strategic Commissioning Plan (2020-25) as set out above, Perth and Kinross HSCP will prioritise the following themes: Early Intervention, Interface Care, Optimising Capacity & Flow and Urgent Care. This will be achieved by:

- Intervening early by working with communities and partners across all sectors to develop a range of supports to encourage older people to be active and engaged and reduce social isolation to mitigate some of the effects of aging

- Offering personalised, locally based support, including optimising the use of Technology Enabled Care (TEC), across Perth and Kinross to reduce reliance on institutional care
- Providing a rapid, multi-disciplinary response for older people if their health deteriorates to prevent admission to hospital or a care home
- If hospital admission is required, supporting people to return home as soon as possible once they are clinically fit.
- Designing and implementing safe, sustainable, patient and outcomes focused systems of urgent care access, pathways and treatment for Perth & Kinross residents in the in-hour and out of hour period in collaboration with NHS Tayside.

2. Resource Implications

2.1 Financial

The Older Peoples Strategic Delivery Plan provides a clearly defined Financial Framework which provides full information on the financial implications of the proposals. For phase 2 further work needs to be completed in relation to the priority and financial implications for phase 3.

2.2 Workforce

The workforce implications are significant and are set out in the Strategic Delivery Plan. The 3 Year Workforce Plan currently being developed for approval by the IJB in June 2022 will set out in detail the full workforce implications.

3. Assessments

3.1 Equality Impact Assessment

Under the Equality Act 2010, PKC and NHS Tayside is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the HSCP to demonstrate that it is meeting these duties.

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as relevant previously and the following positive outcomes are expected to continue taking account that there is now an obligation to have due regard to remove inequality of outcomes caused by socio economic disadvantage as well as to comply with other equalities' legislation. It will be identified within the development of the Older Peoples Strategy that there is a clear requirement to ensure services are easily accessible without barriers, irrespective of ethnicity, gender, sexual orientation, age or disability.

3.2 Risk

The IJB's strategic risk register aims to identify risks that could impact on the achievement of PKIJB's objectives. The register includes strategic risks related to workforce, financial resources and viability of external providers for which the development and implementation of the Older Peoples SDP will be a key mitigatory measure and expected to be a positive influence on the risk exposure for the risks identified above. The success of the SDP will have a significant influence on the IJB achieving its objectives.

3.3 Other assessments

The following headings should be included in the report where relevant:

Measures for Improvement – a list of the measures that will be monitored as part of the implementation of the service change –

The Older Peoples Delivery action plan will provide measurement of key actions. Updates will be regularly providing to the identified forums/groups as already stated within this report including the Strategic Planning Group

Patient Experience – details of how you intend to improve the experience of hospital and community patients and demonstrate a positive impact that will be measurable.

Regular patient feedback will be sought in relation to experience and satisfaction. Learning from any adverse events will continue to be encouraged and feedback from individual services will be shared with P&K Clinical Care and Professional Governance Group (P&K) and Quality Performance and Review Forum (NHST)

Benefit Realisation – details of the benefits should be noted here.

The OPSDP sets out its aims and ambitions of benefiting the people of Perth and Kinross by ensuring appropriate access to services for all. This will put the person at the centre of decisions about their support, treatment, and care, with health and social care services for older people working together with all sectors to make sure people can get the right help at the right time.

4. **Consultation – Patient/Service User first priority**

4.1 External

An extensive consultation exercise will be planned as we develop more fully the older peoples strategy. Consultation will be with service users, carers and key stakeholders, this will be in conjunction with the P&K strategic planning group and alongside the

4.2 Internal

Internally, the proposed 3 yr strategic delivery plan has been shared and consulted upon with the Integrated Management Team (IMT), Strategic Planning Group, Clinical and Care Governance Forum, Executive Management Team (EMT) and Integrated Joint Board (IJB).

4.3 Impact of Recommendation

5. **Legal and Governance**

5.1 **The Older Peoples Strategic delivery plan and onwards strategy will be governed through the newly formed Older Peoples Strategy Group and will be a standing agenda item on P&K HSCP Clinical Care and Professional Governance Forum**

6. **Directions**

There will be a legal requirement on the IJB to issue Directions to NHS Tayside and Perth and Kinross Council in relation to the contents of this paper.

7. **Communication**

7.1 The Older Peoples Strategic Delivery Plan and associated action plan will be closely monitored and supported through the Older Peoples Strategy Group. This forum will be supported by the Key Themes sub Groups and updates and communications will be provided to EMT and IJB accordingly

8. **APPENDICES**

Appendix 1 – Older People Strategic Delivery Plan