

### Health and Social Care Partnership Transformation Projects

As part of ongoing shared governance and monitoring of the transformation projects hosted by the Health and Social Care Partnership, but originally funded through PKC Transformation monies, four projects were jointly reviewed in November 2018. This confirmed progress against the original business case set out in 2015 and reviewed outcomes and outputs.

The four projects reviewed were;

- **Review of Day Services**
- **Review of Residential Care**
- **Care Packages**
- **Communities First**

#### Review of Day Care Services

The review of Day Services for Learning Disabilities, Mental Health and Older Adults was agreed in 2015 as part of the first tranche of transformation projects.

The aim of the review was to improve service users' experiences, based on the development of a streamlined pathway which would enable support in the right place at the right time.

No funding was allocated to the review. A cost saving of £702,000 was attributed to this review.

Redesign options were explored as part of the review. The preferred option involved retention of the existing levels of provision across the services providing day opportunities whilst merging the current Older People's Day Centres (Lewis Place and New Rannoch). This also included co-location of the Wellbeing Support team with integrated teams in locality areas. It was envisaged that this would enable the team to respond to people in a more localised way.

This option was approved and implemented in 2017/18 and the £702,000 saving has now been achieved in full. This project is now completed.

#### Review of Residential Care

The changing needs of the older population required the Health and Social Care Partnership to review and plan Care Home provision in Perth and Kinross. A review of the internal model of care was undertaken to ensure that the provision could adapt to the changing needs of older people with the aim of making £696,000 savings by 1 April 2018.

Funding of £175,000 was allocated to the review.

Following a full option appraisal, the option agreed resulted in a reduction to savings available of £168,000, however budgets were readjusted accordingly. £528,000 savings were achieved.

After introducing revised timescales following the first IJB decision to seek further consultation on the review, the project was completed ahead of timescales with service users moved to alternative accommodation ahead of schedule, all staff redeployed with no compulsory redundancies and savings achieved (as per readjustments).

Once the remaining teams located at Beechgrove are moved (anticipated January 2019) the project will be completed.

### **Communities First**

The Communities First project is an ambitious transformation project to try to reduce demand for statutory Adult Social Work and Social Care services based on the principles of early intervention and prevention.

Funding of £921,000 was allocated to the review. A cost saving of £594,000 was attributed to this review.

The project is still at an early stage, and has evolved to include a number of strands. The initial proposal employed four 'Development Workers' to work in localities with communities to develop community based supports such as lunch clubs. The theory being people would access these supports thus reducing demand for statutory support.

Three of the development workers have taken on the role of Social Prescribers (recruited July 2018). Their role is to link people to appropriate community based supports to help address factors which contribute to health issues.

One of the development worker posts has been developed into a Care Market Facilitator to enable aspiring entrepreneurs to form companies to operate in the Health and Social Care market. This post has been recruited by Growbiz who secured match funding from SSE thus reducing the cost to PKC. The post holder started in June 2018 so this work is still at an early stage.

The remaining funding has been placed in a budget to facilitate developments in localities such as hubs or fund one off events relating to implementing this project and travel costs of the worker.

There has been significant progress in relation to improved collaboration and the support offered by the Social Prescribers.

### **Review of Care Packages**

This transformation project was developed in 2015 due to concerns that the existing model was financially unsustainable. There was significant pressure on the budget and reductions to budget were forecast for future years.

Funding of £722,000 was allocated to the review. Three Social Workers were employed in June 2016, for three years, to assist with engagement and carry out reviews.

A savings target of £1,372,000 over three years was allocated.

Following significant stakeholder and public feedback, the IJB Transformation Board decided the project should continue but packages of care would only be reduced after review if all parties, including the client and his or her family agreed. It was clearly stated at the time that the savings target was based on a care home placement being offered instead of the more expensive care package so this amendment meant the target was no longer realisable and it was reduced to £560,000.

The savings target of £560,000 was realised as a result of this Transformation Project and the budget reduced accordingly. However, partly due to the decision not to fully implement this proposal, demand for high cost packages of care has not reduced and has actually increased leading to a significant pressure on the budget. The latest projection is a pressure of £1.5 million.

It is recommended this project is terminated on 31 March 2019 and a work stream initiated to review Complex Care and make recommendations regarding a financially sustainable model.

## **Conclusion**

Amendments to the calculations of the savings attached to the 4 projects have resulted in a reduction of just over £1million to anticipated savings that can be made as part of the transformation projects. Further work to explore the changing demand pressures and potential for new transformation projects to address this are underway.