



Perth & Kinross Health & Social Care Partnership Improvement Plan in response to Joint Inspection of Adult Services

November 2020

| Inspection Priority | Action | Measure / Impact | Responsibility | November 2020 Update | Next Steps | Timescale | Nov Overall RAG |
|--|--|---|-----------------------|--|--|---------------|-----------------|
| 1. Improve its approaches to performance measurement and management. | 1. Develop a Performance Framework using appropriate data and information about outcomes. | An ability to identify gaps in service need to meet demand. Opportunity to prioritise and target resources appropriately to areas of greatest need. | Chief Finance Officer | A Performance Framework has been developed. The first Performance Report for the 9 months to 31st December 2019 was received and endorsed by the IJB Audit & Performance Committee in February 2020. A further report will be presented to the November Audit and Performance Committee, reflecting that the focus of activity in the interim has been in responding to the global pandemic. Performance is therefore reported in the context of the HSCP's Remobilisation Plan, but with clear reference to the ways and extent that this supports the delivery of strategic priorities. While our ability to deliver comprehensive Performance Reports will be curtailed by the focus we are giving to the pandemic, in due course our intention is to develop their content to increasingly capture evidence of improved outcomes to reflect the difference our services are making. | Action is underway to provide monthly Locality reporting in relation to the set of national indicators. As a pilot, this has been produced for Perth City Locality. | 31 March 2021 | GREEN |
| | 2. It should be used to benchmark and report to facilitate the identification of service gaps and drive improvement. | This will allow us to report internally and externally on the effectiveness of Partnership Strategies and Operational Plans. | Heads of Service | Locality Managers are now scheduled to provide regular update reports to the Audit and Performance Committee Our Annual Performance Report for 2019/20 was presented to Committee in September, was approved and has now been published. This builds on the new performance framework and measures performance against the agreed national indicators and MSG indicators and includes benchmarking information in relation to our performance compared to the rest of Scotland. | Systematic monthly reporting of these indicators at locality level will be rolled out by 31st March 2021. This will enable EMT to consider both partnership level and locality level performance on a monthly basis. | | |
| 2. The partnership should improve its strategic planning and commissioning processes | 1. Ensure effective programme and project management supports the implementation of all plans and priorities, considering the scale of the task, its capacity, finance and the timescale needed to achieve it. | Ability to prioritise key deliverables in the SCP and monitor effective progress on such. The Strategic Planning Group will actively participate and support decision making as well as overseeing/ monitoring the delivery of the SCP objectives. | Chief Finance Officer | A framework for requisitioning and allocating project support was approved, but this has had to be superseded by the initiation of a Workforce Matching Unit which we introduce in order to reassign staff to an agreed set of essential services as we prepared for and responded to the pandemic. | We are presenting an update to the IJB in December of progress made, to date, in respect of the actions in the Strategic Commissioning Plan. | 31 March 2021 | GREEN |
| | 2. All Plans demonstrate SMART principles. | There will be an overarching delivery plan sitting beneath the SCP and each Locality will in turn | Chief Officer | With the approval of the Strategic Commissioning Plan in December 2019, the Chief Officer brought forward a proposal for several strategy groups to be established, to engage stakeholders in strategic planning in respect of care groups or services in pursuance of the IJB's Strategic Objectives. | This will reflect that many actions have been initiated as a result of our Covid-19 response and are captured in our Remobilisation Plan. Other actions have not been able to be progressed as a result of | | |
| | | | EMT | EMT now regularly considers PKHSCP-level performance against the National Indicators and the QPRs will be reviewed by EMT before being presented to Committee in order to ensure ownership, identify areas of good practice where lessons can be learned and to highlight service gaps and drive improvement. | | | |
| | | | EMT | Following the publication of our Strategic Commissioning Plan (December 2019) we drafted an Annual Delivery Plan. However, this has been | | | |

Version 0.3

Key: Colour code in terms of level of delivery: **Red** – not progressing; **Amber** – on track but further work required; **Green** – will complete as per timescale; **Blue** - Completed

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| | 3. Existing strategies and planning groups are reviewed to ensure that the partnership's capacity is used effectively to deliver its strategic priorities. | develop their operational Locality Plans. | | <p>superseded by the various iterations of our Remobilisation Plan, which outlines the actions we are bringing forward in response to the global pandemic. Our response to the pandemic and the development of our Remobilisation Plan has significantly accelerated improvements in our planning processes.</p> <p>To provide assurance to the IJB we have reported how the Remobilisation Plan still contributes several actions in support of our strategic objectives. We have also updated our Risk Register to reflect the current situation and the identified Covid-related risks.</p> <p>In response to the pandemic and to better organise our service delivery and strategic planning activity, we are now moving to a Portfolio Management approach. This will involve a single, identified Service Manager/Locality Manager leading on a specific portfolio and the development of a strategy or action plan in relation to that area of our business. In time, this may extend to the operational management of both health and social care services by a single manager, thus reducing duplication and improving effectiveness, 'a test of change' towards an integrated approach pending our restructure.</p> <p>With the emergence of Portfolio Leads we are reviewing the project, planning and programme resource necessary to support this new approach and ensure that sufficient capacity is assigned to our revised activity.</p> <p>We have assigned the three Service Managers in our Corporate Team to priority areas and identified the need to bring in additional resource – both in our corporate services and in operational teams - given the combined demands of remobilisation, responding to the pandemic, delivering the flu immunisation programme, planning for Winter and for the significant demands of a Covid vaccination programme.</p> | <p>the focus on responding to the pandemic.</p> <p>We are proposing to initiate a revised Strategic Planning Group in the new year. This will review progress in respect of the Strategic Commissioning Plan and steer the work of Strategy Groups. It will ensure that we more effectively involve stakeholders, service users and carers in setting the HSCP's strategic direction, reviewing progress and evaluating effectiveness.</p> | | |
| 3. The partnership should put in place a systematic approach to monitoring and reviewing the implementation of its strategic commissioning plan and any other plans and strategies which support its implementation | <p>1 Ensure robust prioritisation, balancing immediate pressures with longer term strategic actions which can avoid or reduce future risks.</p> <p>2 A systematic approach to reviewing and updating its strategic needs assessment.</p> <p>3 Locality Needs Assessment.</p> <p>4 Periodically considering whether plans and actions need to be reprioritised to take account of new and</p> | <p>A high-level SCP Delivery Plan is in place – progress will be monitored against this plan by EMT.</p> <p>Quarterly report from the Business Improvement Manager to EMT.</p> <p>End of year profile to be presented within the Annual Performance Report to SPG.</p> <p>Reorganisation will ensure that there is senior management capacity to ensure that there is a robust structure in place, with a process to report improved outcomes for people in Perth and Kinross.</p> | <p>Chief Officer</p> <p>Heads of Service</p> <p>Chief Officer</p> | <p>Our Remobilisation Plan, developed in response to the pandemic, has clear, specific, timed actions linked to key portfolios and assigned to specific managers. We have established a systematic approach to monitoring the implementation of this Plan which is reviewed at EMT and reported to the IJB and the Scottish Government. This has an accompanying financial plan with projected expenditure, pressures, savings and expected income.</p> <p>Key remobilisation priorities have been identified and resources aligned on a portfolio basis at Service Manager and corporate level to support delivery. In response to the pandemic we have regularly reviewed whether some services and activities might need to be scaled back or stepped down to ensure that we can focus on revised priorities, delivering essential services with a priority focus on keeping people healthy, safe, supported and connected.</p> <p>These priorities have been clearly aligned to our high-level strategic aims to provide assurance to the IJB on an ongoing basis that whilst the route may have altered, we are still on track to deliver on their strategic objectives.</p> | <p>Further consideration is required around the how strategic and locality needs assessment will support the work of Portfolio Leads and their Strategy Groups.</p> <p>The Strategic Planning Group will be refreshed with a new membership and clear role. In the first instance its focus will be on the aims and progress of the Remobilisation Plan.</p> | 31 May 2021 | AMBER |

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| | <p>emerging challenges and opportunities.</p> <p>5 Reallocating capacity from lower priority areas where necessary or securing additional resources.</p> <p>6 Develop an approach around 'how EMT are engaged' including OD/LD training required</p> | | <p>Service Manager, Planning and Performance</p> | <p>While we had established a core performance group with colleagues in LIST/Public Health Scotland, this has not been able to be progressed.</p> | | | |
| <p>4. The partnership should ensure that it places greater priority on evaluating the impact of its plans and strategies.</p> | <p>1. Put in place a systematic approach to involve stakeholders.</p> <p>2. Effectively evaluate specific developments and initiatives to determine the impact on improving outcomes and to inform future strategy.</p> | <p>Yearly population engagement survey to ensure we are meeting the commitments within the SCP.</p> <p>Visible leadership within communities and localities with regular public consultation and engagement events services are redesigned and developed. This will ensure we develop "with" our communities and not "for" our communities. Measure through consultation and engagement survey.</p> <p>The HSCP will have an overarching Communication and Engagement Plan and each Strategy Group identifying specific, measurable actions.</p> | <p>Chief Officer</p> <p>Head of Social Work</p> | <p>To support the development of our Strategic Commissioning Plan we held two stakeholder events last year and surveyed over 1400 people to gather views on their priorities and on the work of the HSCP.</p> <p>We have reported to the IJB on the links between our Remobilisation Plan and Strategic Priorities. In December, we will update the IJB on the progress in delivering the Strategic Commissioning Plan actions, linking this to the report on our performance (QPR) that we are taking to the Audit and Performance Committee in November.</p> <p>The progress report on the Strategic Commissioning Plan will inevitably reflect the focus that we have had to give to our pandemic response. This has resulted in some actions being accelerated, while others have not been able to be prioritised.</p> <p>Proposals for reinstating and revitalising the Strategic Planning Group have been developed and these will be discussed with the Chair and Vice-Chair of the IJB in November before being presented to the IJB in December. While we would have liked to have recommended the work of the SPG before now it has not been possible to prioritise this. It is intended that the SPG will recommence in the new year.</p> | <p>The Communication, Engagement and Participation plan will be endorsed by the refreshed Communication, Engagement and Participation Group and the Strategic Planning Group</p> <p>We will continue to review the ambition, relevance and affordability of actions in the Strategic Commissioning Plan, through the lens of Covid-19 and given the change in focus that has been necessary and is captured in the Remobilisation Plan.</p> <p>We will continue to closely monitor, update and report on the Remobilisation Plan as we move through the second Covid surge and plan for the third.</p> | <p>1 March 2021</p> | <p>AMBER</p> |

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| 5. The partnership should ensure that workforce planning is maintained as a key priority in all its activities and encompasses the workforce requirements of the NHS, Perth and Kinross Council and third and independent sector providers. | <ol style="list-style-type: none"> 1. Develop workforce plan 2. Develop Organisational Development Plan in support of workforce development | <p>Workforce plan in place which will be monitored yearly for progress. The plan reflects the priorities within the SCP.</p> <p>OD requirements will be integral to the workforce plan.</p> <p>Through delivery of the plan we will ensure a better integrated workforce and evidence true integrated working. Representatives from the Third and Independent Sector are involved in workforce planning through the strategy groups and sector forums.</p> | <p>Head of Health</p> <p>Head of Social Work</p> | <p>We undertook substantial work to develop our Workforce Plan last year, engaging with the Project Boards and leading several workshops to involve staff. This work also considered the principles of SAW (Safer Affordable Workforce). We reported on progress in this regard to the IJB in December 2019.</p> <p>Thereafter we began to revise our draft plan in light of the national guidance that was issued by the Scottish Government.</p> <p>The experience of responding to the pandemic has required us to redeploy staff to new roles, to provide training and support and to embrace digital solutions. The versatility, agility and new ways of working that this has brought will helpfully inform the work that is now underway to review and update the draft Workforce Plan. As part of this review significant information has recently been collated to inform NHS Tayside Board's Corporate Workforce Plan</p> <p>The Partnership Organisational Development Plan is being developed and will form part of the workforce plan.</p> | This information will also be used to update the HSCP Workforce and OD Plan which will be presented to EMT with a view to completion by 31 March 2021 | 31 March 2021 | AMBER |
| 6. The partnership should build on existing good relationships with care providers and housing services to identify where there is potential to coproduce solutions to strategic challenges. | <ol style="list-style-type: none"> 1. Development of market facilitation plan 2. Develop a Commissioning group with providers and partnership membership/ looking at collaborative commissioning and decision making 3. Develop a group that gives families and service users the opportunity to contribute to commissioning decisions and future service design. | <p>A Market Facilitation Plan will be developed for consideration by the IJB and SPG and will be reviewed annually.</p> <p>Stakeholder events will be held to support the development and review of the Market Facilitation Plan</p> | <p>Head of Social Work</p> <p>Commissioning and Contracts Service Manager</p> | <p>The development of the Market Facilitation Plan has been delayed due to COVID 19.</p> <p>Whilst our more collaborative approach has been delayed due to COVID 19, there has been engagement with providers to support mobilisation. This ongoing engagement with providers to design future delivery models through strategic groups has provided an opportunity to continue to support the development of the market facilitation plan.</p> <p>Additional funding has been provided for the independent facilitation of a strategic adults providers forum which commenced in October 2020. This will support a collaborative approach to commissioning.</p> | Work on the plan has recommenced with a view to completing in December 2020 | 30 December 2020 | AMBER |

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| 7. The partnership should review its participation, engagement and communications strategies and monitor the impact and effectiveness of its communication and engagement activity. | 1. Review Communication, Consultation and Engagement Group embedded in the work of Strategy Groups with relevant stakeholders. | See Inspection Priority 4 Above | Head of Social Work South Locality Manager | COVID-19 has delayed the review Communication, Engagement and Participation Group, considering the terms of reference, membership and frequency of meetings and resourcing and implementing the necessary activities to support communication, engagement and participation. The appointment of a dedicated Communication Officer who will work with the HSCP Engagement Team to develop the engagement and communication activity and review the governance and reporting arrangements. | The appointment of the communication lead will support the review and refresh of the existing communication strategy. | 31 March 2021 | AMBER |
| 8. The partnership should review its structures and processes for management, strategic planning and governance to ensure the structure is fit for purpose. | 1. Review purpose and remit of all strategy groups /committees/ localities groups and communicate with wider stakeholders | New structure in place. There will be evidence of improved leadership and governance allowing for effective delivery of the SCP. EMT adhering to recommendations from review and appropriate CCPG arrangements in place with monitoring and reporting to CCPG Committee. This will ensure that there is safe and effective Health and Social Care provision. | Chief Officer Head of Social Work Chief Officer EMT | The Chief Officer's report to the IJB in December 2019 brought forward a proposal to create a range of Strategy Groups to replace the existing Boards. The intention being that these groups be constituted with relevant stakeholders, service users and carers and that they would develop strategies in respect of particular care groups, aligned to the overarching ambition and direction of the Strategic Commissioning Plan. While some progress has been made in this regard there is still a need to progress the Strategic Planning Group and to further enhance the work of the Third Sector Forum. An update on this will be reported to the IJB next month. The Chief Officer has sought proposals from EMT and IMT on how the HSCP might restructure to achieve a more integrated approach, with clearer lines of accountability, joint working and reporting lines into single managers. Various options were under discussion in the context of both statutory partners' Organisational Change processes, however progress was limited by the pandemic. It has not been possible or appropriate to prioritise restructuring given the significant effort being directed at maintaining essential services in these exceptional times. However, as referenced elsewhere we are progressing; <ul style="list-style-type: none"> - The case for additional capacity to support corporate services and operational delivery in the face of significant pressure. - Discussions with Chief Executives on bringing in additional senior capacity and leadership into the Executive Team through a Head of Strategic Planning and Performance post. - A move to Portfolio Leads to provide clarity and responsibility for third tier managers to focus on a more limited range of demands more effectively as an emergency measure during our remobilisation. | | 31 March 2021 | AMBER |

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| | | | <p>EMT</p> <p>AMD</p> <p>Chief Finance Officer</p> | <p>Clinical and Care Governance is now a standing item at each EMT and the IJB received assurance in this regard at a Development Session on the work of the Clinical, Care and Professional Governance Forum.</p> <p>We are presenting the annual report of the CCPG to the Audit and Performance Committee in November and an assurance report to the IJB in December.</p> <p>Corporate Service Managers are now aligned to key business areas and are leading or supporting activity on; Remobilisation Plan; Quarterly Performance Report; Partnership Improvement Plan; Risk Register; Communications; Audit Recommendations, etc.</p> | | | |
| <p>9. The partnership should invest in the development and support of the IJB members.</p> | <p>1. Improved communication, training, consultation and engagement.</p> <p>2. Enhanced information sharing to all the board to fulfil its governance role.</p> | <p>The IJB is working effectively as a governing body and IJB members feel supported and able to fulfil their roles.</p> <p>Yearly survey of IJB members of effectiveness of IJB business via self-assessment against the scheme of integration – including monitoring the use of Directions.</p> <p>A learning and development plan is in place for IJB members and this is regularly monitored by the IJB Chair.</p> | <p>Chief Officer</p> <p>Business Planning and Performance Service Manager</p> | <p>The Director for Integration from Scottish Government provided input to an IJB Development Session at a point when two new members joined the Board. This sought to support the induction of new members and ensure a shared understanding of the role of members, the ambition of integration, the responsibilities of the IJB and relationship with HSCP and statutory partners.</p> <p>We have delivered further Development Sessions during the year to ensure that IJB Members are sighted on the work of the HSCP, on Clinical and Care Governance, the response to the Independent Inquiry into Mental Health Services, and the development of our Community Mental Health Strategy.</p> <p>The Chief Officer intends to support the Chair with a training/development needs analysis for IJB members to inform the development of a programme of learning, training, visits, etc. While progress in this regard has been delayed discussions are again underway, including with OD colleagues, to take this forward.</p> <p>During the Covid 19 Pandemic IJB Members have been provided with regular updates by the Chair or from the Chief Officers to ensure that they remain updated on the actions being advanced in response to the pandemic.</p> <p>Over the last two months, the CFO has undertaken a corporate support review to identify areas where lack of capacity is a critical factor in lack of progress delivering against our commitments to improve governance arrangements. This has identified a need for additional capacity in the corporate team to provide support to the IJB, including; Business Planning; Member Support; Member Development and Induction; Use of Directions; Communications; Compliance with the Integration Scheme.</p> | <p>EMT has agreed with the appointment of a one-year Fixed Term Service Manager Post focused on IJB Support.</p> <p>We have secured dedicated Communications Support that will extend to providing updates to IJB Members to ensure they are apprised of developments.</p> | <p>31 March 2021</p> | <p>AMBER</p> |