

South Ayrshire Council

**Report by Head of Community Health and Care Services
to Service and Partnerships Performance Panel
of 20 August 2024**

Subject: Joint Inspection of Adult Community Health and Care Services Update

1. Purpose

1.1 The purpose of this report is to provide an update on progress made against the recommendations made in the Joint Inspection of Adult Services report published in 2023.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the positive progress made against the recommendations; and

2.1.2 endorses the work which has been undertaken and is planned.

3. Background

3.1 The joint inspection of Adult Health and Care Services (involving the Care Inspectorate and Health Improvement Scotland) was carried out during September 2022 through to January 2023 during one of the most challenging periods that the South Ayrshire HSCP has experienced.

3.2 The inspection aimed to address the following question: 'How effectively is the partnership working together, strategically and operationally, to deliver seamless services that achieve good health and wellbeing outcomes for adults?'

3.3 The inspection focussed on 5 key areas:

- Key performance outcomes;
- Experiences of people and carers;
- Delivery of key processes;
- Strategic planning, policy, quality and improvement; and
- Leadership and direction.

3.4 A range of methods were used to assess our performance against these five indicators. They included a position statement with key supporting evidence

prepared by the leadership team; staff surveys; focus groups and individual interviews involving service users, carers, staff, leaders, 3rd and private sector representatives; reading of health and care files, team around the person interviews and attendance at key meetings.

3.5 The process was inclusive, with effective joint working between the HSCP and the inspection team, with both teams taking a pragmatic approach that took account of conflicting demands and ensured a focus on improvement.

3.6 The report was published on the 30 March 2023.

4. Proposals

4.1 Report Overview

4.1.1 The report was positive with a solid 'Good' achieved across all five key areas and verbal feedback indicating that we were bordering on 'Very Good' across three of the five indicators (Table 1).

Table 1: Evaluation of Key Areas

Key Area	Evaluation
1 Key performance outcomes	Good
2 Experiences of people and carers	Good
5 Delivery of key processes	Good
6 Strategic planning, policy, quality and improvement	Good
9 Leadership and direction	Good

4.1.2 The outcome of the inspection is currently the best in Scotland (Table 2.)

Table 2: Joint Inspection For Adult Services Across Scotland

	JOINT INSPECTION FOR ADULT SERVICES (Gradings from most recent Inspection)				
	1. Key Performance Outcomes	2. Experience of people who use our services	5.Delivery of Key Processes	6. Strategic planning, policy, quality and improvement	9. Leadership and direction
Clackmannanshire and Stirling	Good	N/A	N/A	Adequate	<i>Not subject to evaluation</i>
Dumfries and Galloway	Adequate	Adequate	Adequate	Adequate	Adequate
Falkirk	Good	Good	Adequate	Adequate	Adequate
Fife	Good	Good	Adequate	Good	Good
Renfrewshire	Good	N/A	N/A	Good	<i>Not subject to evaluation</i>
South Ayrshire	Good	Good	Good	Good	Good
South Lanarkshire	Adequate	Adequate	Good	Adequate	Adequate
West Lothian	Good	N/A	N/A	Adequate	Adequate
	N/A =Not Assessed				

4.2 **Key Strengths**

4.2.1 The report summarised the following key strengths:

- Most people in South Ayrshire experienced positive outcomes from the delivery of health and care services. Generally, people had a positive experience of health and social care. This was especially the case when it came to engagement with staff.
- Services worked well together. This was true where there were formal integrated teams as well as teams that were not formally integrated. There were particular strengths in the approaches to early intervention and prevention. This activity was captured in robust strategic planning that set out to achieve clear and relevant goals.
- We witnessed, and staff spoke of a genuine commitment of leadership for change and improvement in South Ayrshire. There were good, trusting relationships at a senior level and there was clarity of purpose for individual leaders and senior managers.

4.2.2 The report also highlights two areas of work as exemplars:

- The 'Ahead of the Curve' work to provide proactive prevention and early intervention advice and signposting to those scoring as mildly and moderately frail.
- The 'Driving Change Group' that oversees and coordinates strategic, multi-professional improvement activities that are aligned to Service Level Plans and The IJB Strategic Plan.

4.3 **Areas for Improvement**

4.3.1 Inspectors identified six key areas for improvement (one for each Key Area). These are summarised in the table below with an update on progress:

Key Area	Recommendation for Improvement	Progress
Key performance outcomes	The partnership should continue to improve the capture of qualitative data as a performance measure.	Complete (Ongoing): Workshop to develop performance dashboard Sept 23, Aging Well, Learning Disability League of Champions and Mental Health Champions Boards are all active. Care Opinion fully rolled out to all areas within Adult Services with reports going to Health and Care Governance and IJB. Engagement within localities using the 3 people, 3 questions approach has provided further qualitative data and will replace the proposed 'survey'. A new format performance report that includes qualitative data has been developed

Key Area	Recommendation for Improvement	Progress
		following an IJB workshop and has been presented to Performance and Audit Committee.
Experience of people and carers	The partnership should better capture the impact of its early intervention and prevention activity on people's experiences.	<p>Complete (Ongoing): Working with independent partner Rocket Science and Royal College of Occupational Therapy the 'Ahead of the Curve' work has been published demonstrating the impact of our early intervention approach. A number of National Workshops have also been delivered to share the work through the HIS, Focus on Frailty Collaborative and NHS Scotland Event.</p> <p>An evaluation of Invigor8 and Health and Active Rehabilitation Programme (HARP) for 2022/23 has been published.</p> <p>Review of work within Learning Disabilities and Mental Health underway. Working with University of West of Scotland and Stirling University to ensure independent evaluation of aging well work.</p>
Delivery of key processes	<p>The partnership should continue to focus on increasing the amount of anticipatory care plans to ensure every person has access to one.</p> <p>The partnership should continue their monitoring and improvement of self-directed support processes.</p>	<p>Almost Complete: Everyone living in a care home now has a future care plan in place and a recent audit of these evaluated their quality of as good. There is ongoing work to ensure that those deemed high risk with a respiratory condition also have a future care plan in place across South Ayrshire by end of August 2024.</p> <p>Complete (Ongoing): Self-directed support lead appointed who has:</p> <ul style="list-style-type: none"> • Updated Webpage • Ensured 450 staff completed SDS Introductory training module. • Introduced Quality assurance for option 2 providers. • Streamlined sign off procedures to ensure option 1 and 2 are as easy to progress as option 3. • Refreshed SDS Policy.

Key Area	Recommendation for Improvement	Progress
		<ul style="list-style-type: none"> • Contributed to National SDS networks to share improvement work such as development of practitioner toolkits and sharing of good practice. • Established Pan Ayrshire SDS support network to share good practice and progress work including Ayrshire Independent Living Network contract renewal and support for the Community Brokerage Network.
Strategic planning, policy, quality and improvement	The partnership should be responsive to provider feedback, fully reinstating provider forums.	Complete (Ongoing): In person provider forums re-established December 2022.
Leadership and direction	The partnership should improve processes for gathering qualitative data, ensuring it is readily available for leaders and senior managers to further inform their decision-making.	Compete (Ongoing): As indicated in improvement area 1.

4.4 **Summary and Outstanding Risks**

4.4.1 The Joint Inspection Report was positive and highlighted a large number of strengths. The report concluded that:

- Most people in South Ayrshire experience positive outcomes.
- Services work well together with particular strengths around prevention and early intervention.
- Leaders exhibited clarity of purpose and a genuine commitment to deliver improvement.

4.4.2 The six areas for improvement identified will enable Adult Services to build on solid foundations and move from 'good to great'. The areas for improvement had already been identified through internal self-evaluation and actions were already being progressed. Of the six actions identified:

- Five are complete with ongoing activity.
- One is almost complete.

There were no risks identified.

4.4.3 The one remaining action will be monitored through our Focus on Frailty Working Group and reported into the Directorate Management Team Transformation Meeting.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.1.1 There are no risks associated with rejecting the recommendations.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

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12. Link to Council Plan

12.1 The matters referred to in this report contribute to the priority of Civic Community and Pride and Our Aging Population of the Council Plan.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Lee Lyons, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.

Background Papers **Joint Inspection for Adult Community Health and Care Services Report**

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Date: 8 August 2024