Aberdeen City Health & Social Care Partnership
A caring partnership

AUDIT & PERFORMANCE SYSTEMS COMMITTEE

Date of Meeting	29th October 2019
Report Title	Transformation Progress Report
Report Number	HSCP.19.059
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	a. Transformation Programme: Acceleration and Pace Highlight Report: June – October 2019 b. Aberdeen Links Service Evaluation c. West Visiting Evaluation Published d. Aberdeen Links Quarter 2 Data

1. Purpose of the Report

The purpose of this report is to provide an update on the progress of the Transformation Programme.

This includes a high-level overview of the full transformation programme, and detailed evaluation of the Link Working Service in Aberdeen.

Finally, the report brings to the attention of the committee the first formal published report produced by the partnership: "Patient's Perspectives of the INCA Service".

2. Recommendations

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2.1. It is recommended that the Audit & Performance Systems Committee:

a) Note the information provided in this report.

3. Summary of Key Information

3.1. **Background**

3.2. The Transformation Programme for the Aberdeen City Health and Social Care Partnership (ACHSCP), was updated in line with the refreshed Strategic Plan in March 2019 and consists of the following programmes of activity which aim to support the delivery of the strategic plan:

Transformation Programme of Work	Links to Strategic Aims	Links to Strategy Enablers	Comments
Primary Care Improvement Plan	Resilience Enabling Communities		Agreed by IJB in July 2018 Specific Funding Source.
Action 15 Plan	Prevention Resilience Enabling Communities	Workforce	Agreed by IJB in July 2018 Specific Funding Source.
Alcohol and Drugs Partnership Plan	Prevention Enabling Communities		Agreed by IJB in Spet 2019 Part of Community Planning Aberdeen's Local Outcome Improvement Plan. Specific funding source.
Locality Development Transformation Programme	Prevention Resilience Enabling Communities Connections		Will capture change actions identified in Locality plans. Will also include significant cross-cutting projects such as Unscheduled Care and Social Transport.
Digital Transformation Programme	Prevention Resilience Enabling Communities Connections	Digital Transformation	Will support the delivery of the Digital Strategy.
Organisational Development	Prevention Resilience	Empowered Staff	Will support the delivery of the Workforce Plan.

Transformation Programme	Enabling		
Efficient Resources Transformation Programme	Prevention Enabling	Sustainable Finance	Will utilised Lean Six Sigma methodology, working deep within teams delivering services to reduce variation and increase efficiency.
Resilient, Included and Supported Outcome Improvement Plan	Prevention Resilience Communities Connections		Part of Community Planning Aberdeen's Local Outcome Improvement Plan. No specific funding source.

Future Focus of Integration

3.3. At the Integration Joint Board (IJB) on 3rd September the Chief Officer presented an update which set out the major risks and challenges considering both macro and micro environment. Noting the progress made to date, there is a clear message from national bodies that the pace and scale of reform needs to increase across all integration partnerships. In order to address the Chief Officer has set out five key programmes (linked to the strategic aims)

- Programme 1: An approach to Demand Management implemented through a strategic commissioning approach
- Programme 2: A deliberate shift to prevention
- Programme 3: A Data and Digital Programme
- Programme 4: Conditions for Change
- Programme 5 Accessible and responsive infrastructure

3.4. These programmes are our focus for delivery of the strategic plan. Therefore we aligning current reporting to this new approach over the next 6 months and as such the attached Acceleration and Pace progress report for the period May to October 2019 (Appendix A), consists of updates covering most but not all of the current programme activity.

3.5. This report provides a high-level overview of key milestones delivered during the reporting period, along with anticipated key milestones in the next reporting period and any significant issues, risks and changes.

Aberdeen Links Service Evaluation

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3.6.   A six-month evaluation of the Aberdeen Links Service (ALS) has been completed (see Appendix B for details of the methodology followed and the full report). Notable findings include:

- People who engaged with the ALS reported statistically significant improvements in quality of life (p=.009), loneliness (p=.001) and happiness (p=.02) scores between first contact and at six-month follow up
- There was a trend towards a reduction in the mean number of GP contacts. Although this did not reach statistical significance, it decreased from 1.7 face-to-face GP appointments at baseline to 1.2 face-to-face GP appointments at follow-up.
- The Link Practitioners reported high role satisfaction (average score 83%).

3.7.   The findings have been accepted for oral presentation at the Faculty of Public Health conference in November 2019 and a research article derived from this evaluation report is currently being re-written to publish in an international journal.

Publishing of West Visiting Service evaluation

3.8.   The evaluation of the West Visiting Service, brought to the board in February 2019, has been published in the Journal of Research in Nursing (see Appendix C). The Journal is run by SAGE Publishers, a global organisation releasing more than 1000 journals per year. This is the second research article to be published by the Partnership following from the INCA research paper published in AIMS Public Health in April 2019 and increases our reputation and visibility at an international level.

Community Treatment and Care (CTAC) Services Development

3.9.   The scoping of Community Treatment and Care (CTAC) Services commenced in July 2019 with a workshop held with a range of stakeholders. A framework for service development has been created using best practice from the 90 Day Learning Cycle report[1] on CTACs published by Health Care Improvement Scotland. Key priority areas identified are, IT systems, Workforce and agreement of service provision.

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[1] https://ihub.scot/improvement-programmes/primary-care/community-treatment-and-care/

Work is ongoing with Elective Care colleagues to ensure appropriate linkages with the development of their community hubs both in Aberdeen and across Grampian

Lean Six Sigma Day of Success

3.10. The 'Sharing the learning, Learning to Improve' event took place on 29th August 2019. This event brought project teams, IJB and leadership team members together to recognise and celebrate success of projects using Lean Six Sigma methodology. Each of the first phase of projects presented results and progress. There was broad discussion and reflection on the learning from the projects. The next steps will be to do a second round of projects using the methodology to better understand future implantation of the approach. The feedback has anecdotally been very positive, and we are currently evaluating project staff views on the experience. There is also work underway to understand what improvement skills and knowledge there is across the partnership in order to harness this for supporting future projects in a more innovative approach.

Alcohol and Drug Partnership (ADP) Programme

3.11. The Scottish Government has provided Alcohol and Drug Partnerships (ADPs) across Scotland with additional recurring funding. For Aberdeen City this equates to £666,404 per year. The funding is allocated to locally deliver the national strategy: Rights, Respect, Recovery[2]. The ADP programme is a change and improvement programme for Alcohol and Drug Treatment and Support within Aberdeen City.

3.12. The IJB is accountable for the financial governance of this investment. The spend proposal was presented to the IJB at its September 2019 meeting to allow ratification of the ADP proposal and to direct NHS Grampian and Aberdeen City Council accordingly. IJB approved this.

3.13. There are five workstreams under this programme:
- Workstream 1: Whole Family Approach
- Workstream 2: Prevention
- Workstream 3: Service Quality Improvement
- Workstream 4: Supporting Recovery

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[2] https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2018/11/rights-respect-recovery/documents/00543437-pdf/00543437-pdf/govscot%3Adocument/00543437.pdf

- Workstream 5: Intelligence-led Delivery

4. Implications for IJB

4.1. Equalities - Equalities implications are considered on a project by project as well as programme wide basis.

4.2. Fairer Scotland Duty - There are no implications as a direct result of this report.

4.3. Financial - The partnership receives around £20million per year from a range of sources to support its transformation programme. Transformation also impacts on the overall partnership budget of approx. £260million.

4.4. Workforce - Workforce implications are considered at project, programme and overall portfolio levels.

4.5. Legal -There are no direct legal implications arising from the recommendations of this report.

4.6. Other - NA

5. Links to ACHSCP Strategic Plan

5.1. The activities within the transformation programme seek to directly contribute to the delivery of the strategic plan.

6. Management of Risk

6.1. **Identified risks(s)**

Risks relating to the Transformation Programme are managed throughout the transformation development and implementation processes. The Executive Programme Board and portfolio Programme Boards have a key role to ensure that these risks are identified and appropriately managed. High level risks to programme delivery and mitigating actions are identified within progress reports reported on a regular basis to the Audit and Performance Systems Committee.

6.2. **Link to risks on strategic or operational risk register:**

The main risk relates to not achieving the transformation that we aspire to, and the resultant risk around the delivery of our strategic plan, and therefore our ability to sustain the delivery of our statutory services within the funding available.

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2. There is a risk of financial failure, that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and project an overspend.

9. Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.

6.3.   **How might the content of this report impact or mitigate these risks:**

This paper brings to the attention of the Audit and Performance Systems Committee information about our programme management governance and reporting processes and specifically detailed financial information about our transformation programme, in order to provide assurance of the scrutiny provided across our programme management governance structure in order to help mitigate against the above risks.