



RISK, AUDIT AND PERFORMANCE COMMITTEE

Date of Meeting	27 April 2021
Report Title	Operation Home First – Evaluation Progress Report
Report Number	HSCP.21.033
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Consultation Checklist Completed	Yes
Appendices	a. Operation Home First Evaluation Progress Report

1. Purpose of the Report

- 1.1. The purpose of this report is to provide progress on the evaluation of the Aberdeen City Priorities relating to Operation Home First. In particular, it is predominantly to provide assurance that a robust process has been implemented to evidence the impact of this portfolio.

2. Recommendations

2.1. It is recommended that the Risk, Audit and Performance Committee:

- a) Note the information provided in this report;
- b) Note that this is a standing item on the Risk, Audit and Performance Committee business planner and further updates will be provided as agreed at Committee.

3. Summary of Key Information

- 3.1. Operation Home First is the collective priorities of the three North-East Health & Social Care Partnerships in collaboration with the Acute sector of NHS Grampian. It is a portfolio that has emerged through positive, cross-system working during the COVID19 pandemic and emphasises the importance of



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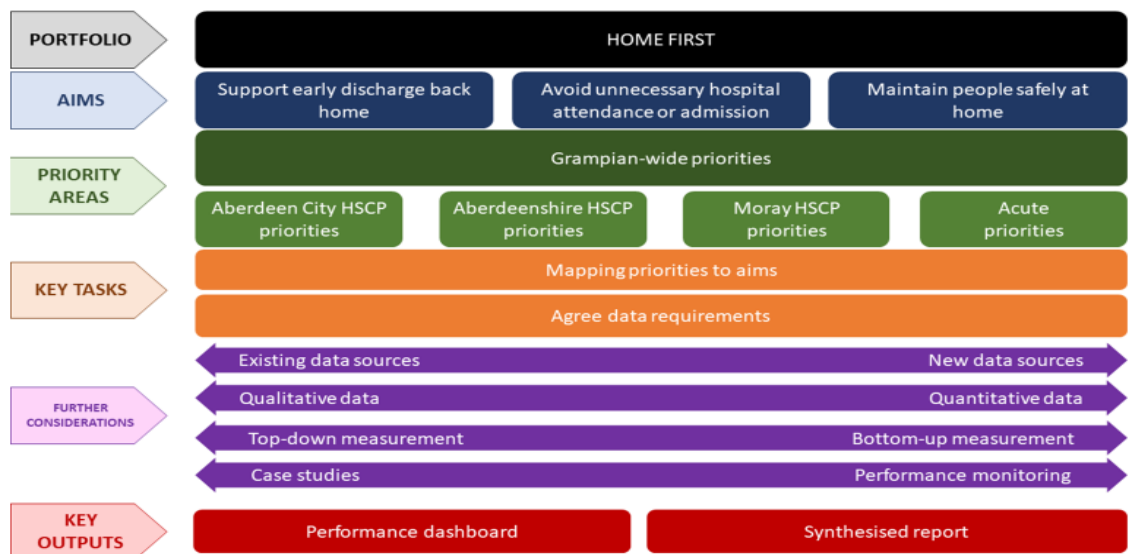
shifting the balance of care, when safe and appropriate to do so, from acute settings to community settings. There are three aims to Operation Home First:

- To maintain people safely at home
- To avoid unnecessary hospital attendance or admission
- To support early discharge back home after essential specialist care.

3.2. The principles of Operation Home First are:

- 'Home First' for all care
- Working within the agreed strategic direction set out by the Integrated Joint Boards and NHS Grampian
- Focus on outcomes for people
- Whole system working and improving primary/secondary care joint working
- Maintain agile thinking and decision making
- Work within constraints of segregation/shielding/physical distancing measures/reduced hospital bed base
- Maximise digital solutions.

3.3. Recognising the importance of being able to accurately measure the benefits of the Operation Home First portfolio, an Evaluation Working Group was commissioned in October 2020. The cross-system Group is comprised of membership from NHS Grampian, the Health and Social Care Partnerships and Public Health Scotland who have expertise in complex evaluation, public health research and data analysis. The purpose of this Group is to determine to what extent each of the initiatives within the Operation Home First portfolio help achieve its three aims. A high-level visual containing some of the evaluation considerations is below:





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- 3.4.** This Group has collaborated with project and programme teams across the portfolio, ensuring that robust yet pragmatic measurement plans are incorporated into their implementation. In particular, this allows for numerous facets to be explored for individual initiatives including:
1. Are initiatives feasible / acceptable to implement?
 2. Do they improve outcomes for service users / unpaid carers; staff; or services?
 3. What is the capability of initiatives and how large a contribution do they make (both individually and collectively) to the aims of Operation Home First?
- 3.5.** Appendix A provides an overview of the progress to date. Highlights include:
- Flow Navigation Centre went operational on 1st December 2020 which will optimise the flow of patients seeking urgent care – initial data suggests that there has been a reduction in the footfall.
 - Increased application of ‘Near Me’ to safely support delivery of pathways of care within the community and also shared care between teams which has reduced the need for an attendance at a healthcare facility.
 - Redesign of the Frailty Pathway in Rosewell House as ‘step up’ from the community and alternative to Aberdeen Royal Infirmary admission supported by Hospital at Home. Also includes an interim transfer of 40 beds in Rosewell Care Home to the NHS for use as step down facility for Aberdeen Royal Infirmary to facilitate discharges - operational January 2021. This was enabled through the transfer of resources to the community.
- 3.6.** A further report will be published towards the end of Spring 2021, with greater detail on the collective impact of the Operation Home First portfolio. This additional time allows for additional data to be collected and further analysis to be conducted. This, in turn, will ensure more meaningful conclusions and future recommendations can be derived.

4. Implications for Integrated Joint Board

- 4.1. Equalities** - The content of this paper aligns with our Strategic Plan, for which a full equalities and human rights impact assessment has been undertaken. The assessment, on the whole, was positive in relation to the Strategic Plan’s impact on equality and diversity within Aberdeen.

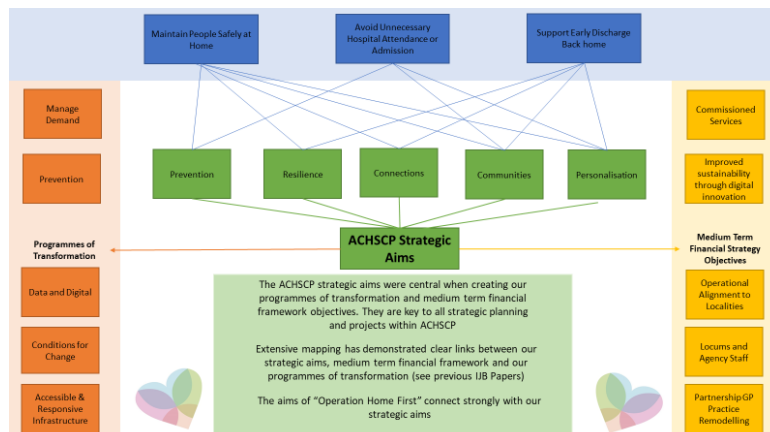


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- 4.2. **Fairer Scotland Duty** - There are no implications as a direct result of this report.
- 4.3. **Financial** - Transformation is key to ensuring financial sustainability of the partnership. The resource to evaluate the impact of the Home First Transformation priorities has been secured through fixed term secondments from across the organisation. Funding for this has been identified from existing budgets.
- 4.4. **Workforce** - Resource to evaluate the impact of the Operation Home First programme has been identified and mobilised. Capacity was identified and mobilised to backfill the affected areas.
- 4.5. **Legal** - There are no direct legal implications arising from the recommendations in this report.

5. Links to Aberdeen City Health & Social Care Partnership Strategic Plan

- 5.1. The activities within the Operation Home First portfolio seek to directly contribute to the delivery of the strategic plan as illustrated below:



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



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progress reports reported on a regular basis to the Risk, Audit and Performance 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.

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



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

8. There is a risk that the Integrated Joint Board does not maximise the opportunities offered by locality working.

9. There is a risk that if the system does not redesign services from traditional models in line with the current workforce marketplace in the city, this will have an impact on the delivery of the Integrated Joint Board Strategic Plan

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

This paper brings to the attention of the Risk, Audit and Performance Committee information about the progress of evaluation to our priority areas that will help provide assurance of whether proposed changes in activity are / are not successful and for what reasons.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)