



## RISK, AUDIT AND PERFORMANCE COMMITTEE

<b>Date of Meeting</b>	22 June 2021
<b>Report Title</b>	Operation Home First – Evaluation Report
<b>Report Number</b>	HSCP.21.075
<b>Lead Officer</b>	Sandra Macleod, Chief Officer
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<b>Consultation Checklist Completed</b>	Yes
<b>Appendices</b>	A Operation Home First Evaluation 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.

### 2. Recommendations

- 2.1. It is recommended that the Risk, Audit and Performance Committee:
- a) Note the information provided in this report;

### 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 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.



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- 3.2.** The principles of Operation Home First are:
- 'Home First' for all care
  - Working within the agreed strategic direction set out by the Integration 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.
- 3.4.** An interim evaluation report was presented to the committee on 27.04.21 that provided an update on each of the Operation Home First priorities individually. Appendix 1 provides a Portfolio-level perspective on the cumulative impact of its constituent parts. Some of the key take home messages from this report are:
- The primary aim of this evaluation was to demonstrate the impact of the Operation Home First (OHF) priorities against the OHF aims. However, this evaluation aimed to address as far as reasonably possible, further questions that have been posed to the Evaluation Working Group at recent committees (for example impact on costs and health inequalities).
  - Evaluating a complex portfolio such as this, comprised of multiple interconnections and interdependencies, will result in complex answers being generated.
  - This evaluation occurred during the winter planning period (October 2020 – April 2021) and within this time, variability was evident with regard to the degree and scale of implementation across OHF Priorities.



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- Several initiatives have been comparatively small scale and have demonstrated positive impact for a small cohort of people. Such initiatives require scale-up to recognise marked impact at a population level.
- Implementing such a cross-system Portfolio with a variety of interdependent initiatives will likely result in prioritisation (and subsequent acceleration / deceleration) having to occur to account for challenges in capacity in resources.
- Having external evaluation support in the design and delivery of initiatives at project and programme level appears to be perceived valuable by Priority Leads.
- We understand that there is a strategic appetite for the ethos of “Home First” to become more embedded in Business as Usual for integrated health and care services across Grampian. To help it become so, we would recommend that project and programme evaluation is maintained as an integral part of the Strategic Commissioning Cycle, complementary to other key steps in that cyclical “Plan, Do, Study, Act” (PDSA) process.

### 4. Implications for Integration Joint Board

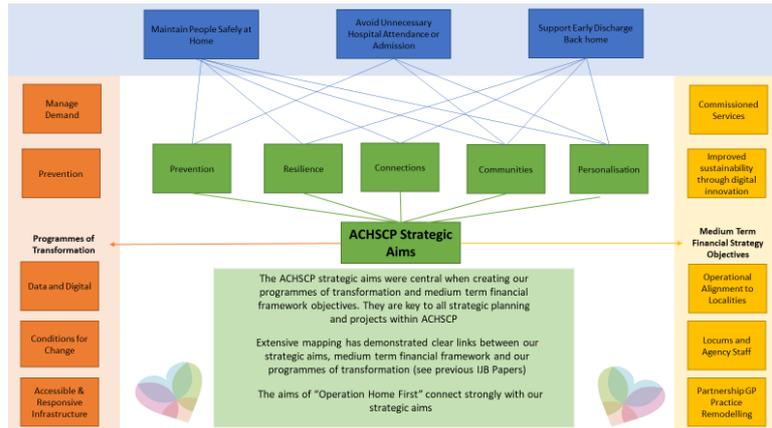
- 4.1. Equalities - The content of this paper aligns with our Strategic Plan, for which a full equalities and human rights impact assessment has been undertaken. The assessment, on the whole, was positive in relation to the Strategic Plan’s impact on equality and diversity within Aberdeen.
- 4.2. Fairer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



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### 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 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 Integration Joint Board cannot deliver on priorities, statutory work, and project an overspend.



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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 Integration 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 Integration 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)