

Performance Monitoring Appendix C.

1) The Partnership should increase the pace of its development of sustainable joint approaches that help to support improvement to:

- deliver the Scottish Government's delayed discharge target of no delays over two-week duration;
- ensure fewer older people experience delayed discharge from hospital.

2) The Partnership should work with carers and those services that support them to ensure that:

- carers are routinely offered a carer's assessment;
- carers assessments are completed for those carers who request them;
- offering and completing carers assessments is clearly documented;
- revisions to future formats for carers' assessments take into account new carers legislation.

3) The Partnership should ensure that:

- pathways for accessing services are clear;
- eligibility criteria are applied consistently across services;
- waiting lists are monitored to manage the allocation of pressurised resources equitably.

4) The Aberdeen City Adult Protection Committee should support improvement in adult support and protection by:

- including timescales for all partners for the completion of all stages within the adult protection processes;
- providing oversight of progress against all action plans completed from audits;
- providing oversight and quality assurance of any action plan resulting from the commissioned review of adult support and protection.

5) The Partnership should take action to ensure that frontline staff are supported to complete initial inquiries, risk assessments and risk managements plans timeously. This action should include:

- working alongside Police Scotland to develop a joined-up approach for completing inquiries;

- streamlining its risk assessment frameworks
- ensuring that risk assessments and risk management plans are completed and actioned.

6) As part of the continued development of the new integrated arrangements, partners should develop their strategic approach to joint training and development. This should aim to:

- offer opportunities beyond mandatory training;
- include the third sector to enhance a shared knowledge of roles and responsibilities,
- achieve a cohesive approach to care delivery for older people.

7) As part of the continued development of the new integrated arrangements, partners should put a formal plan in place that sets out the future allocation of the integrated care fund and set out clear criteria for how these projects would be evaluated.

8) As part of the continued development of the new integrated arrangements partners should set a clear timetable to agree and implement the structure for locality management teams.

DRAFT – INSPECTION ACTION PLAN

Draft v3 – 26 October 2016

	Recommendation	Areas for Improvement	Update	Lead	Timescale	Reference
1	The partnership should increase the pace of its development of sustainable joint approaches that help to support improvement to: <ul style="list-style-type: none"> Deliver the SG delayed discharge target of no delays over two week duration and Ensure fewer older people experience delayed discharge from hospital 	Limitations to the use of legislation relative to the need to gain the consent of all relevant parties.		Delayed Discharge Group		
		Time taken to secure welfare guardianship for individuals.		Sally Wilkins		
		Increasing the availability of care at home.		Sally Wilkins/Tom Cowan		
		Consideration of how reablement will be delivered into the future.		Judith Proctor/Tom Cowan		
				Transformational Programme		
		Future resourcing for fall exercise group.		Falls Steering Group		
		Lack of availability of care home places.		Kenny O'Brien/ Jason Nicol (Bed Base Review)		
		Equitable support for carers.		Sandy Reid (Chairs the Carers Strategy Group)		
2	The partnership should work with carers and those services that support them to ensure that:	Improve the use and quality of anticipatory care plans.		Lynn Morrison/ Delayed Discharge Group		
		Slow progress in delivering self-directed support.		Kate Mackay		
		Easier access to respite care and day services to support carers and the person cared for.		Sally Wilkins		

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	<ul style="list-style-type: none"> Carers are routinely offered a carer's assessment Carers' assessment are completed for those carers who request them Offering and completing carers' assessments is clearly documented, and revisions to future formats for carers' assessments take into account new carers' legislation. 	Offering and completing a carer's assessment consistent across all teams.		Kate Mackay – Performance Lyndsey Flockhart – Operational		
		Providing timely support.		Kate Mackay – Performance Lyndsey Flockhart – Operational		
		Review of documentation should take account of the new Carers' Bill.		Sandy Reid (Chairs the Carers Strategy Group)		
		Long waits for Multi-compartment Compliance Aids (national issue)		David Pflieger		
		Difficulties in increasing care package – adding to pressure on carers.		Hospital at Home Group Delayed Discharge Group Telecare		
		Lack of staffing capacity, restricting the ability of older people to choose the time or provider for their care package.		Self Directed Support (SDS)		
		NHS Staff knowledge/ training about self-directed support	Develop an awareness sheet for NHSG staff about the process of self-directed support.	Self Directed Support (SDS)		
		Low staff morale in some areas.		Joint Partnership Staff Forum (Staff Partnership Action Plan)		

	Recommendation	Areas for Improvement	Update	Lead	Timescale	Reference
3	<p>The partnership should ensure that:</p> <ul style="list-style-type: none"> • Pathways for accessing services are clear • Eligibility criteria are applied consistently across services; and • Waiting lists are monitored to manage the allocation of pressurised resources equitably. 	Centralised referral processed (health and social work) – services not always provided in an appropriate time frame.		Hospital at Home Group		
		A range of service specific criteria led to multiple pathways into services (e.g. 'some older people who had places at more than one day service, while others had none and were on a waiting list')		Lead TBC – clarity required regarding what is required/ pathways etc.		
		Waiting list for services ('nearly a quarter of older people'). Some delays exceeded 6 months.		Lead TBC – clarity required regarding what is required/ pathways etc.		
		Slow implementation of self-directed support		Transformation Programme Board /Self Directed Support		
		<p>Delays due to:</p> <ul style="list-style-type: none"> • Increasing level of demand • Lack of care at home staff across the sectors • Variable range of services available to older people depending on their location and lack of equity of allocation of scarce resources 		<p>Tom Cowan</p> <p>Delayed Discharge Group</p>		

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		Unreasonable delay for 7% of older people in being assessed for key services or support		Delayed Discharge Group		
		23% of older people on a waiting list for services with delays of over 6 months for some: care at home; care home; very sheltered housing and day care.		Delayed Discharge Group		
		Collection of data on unmet need to monitor number of older people waiting for services and manage waiting lists and waiting times and inform future commissioning or services.		Delayed Discharge Group Kevin Toshney – Strategy Tom Cowan - Operational		
4	The Partnership should work with the Aberdeen City adult protection committee to support improvement in adult support and protection by: <ul style="list-style-type: none"> Including timescales for all partners for the completion of all stages within adult protection processes Providing oversight of progress of action plans 	Initial inquiries and full investigation not undertaken in an appropriate time frame in some cases.		Claire Duncan		
		Delays potentially left older people at significant risk of harm over a protracted period.				
		Delays included police completing their inquiries; health staff completing capacity in adult teams to carry out adult support and protection initial inquiries and investigations timeously; lack of discussion and joint decision making in				

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	<p>completed from audits; and</p> <ul style="list-style-type: none"> Providing oversight and quality assurance of any action plan resulting from the commissioned review of adult support and protection. 	some cases creating significant delays for some individuals.				
		Completing more detailed assessment than required at initial inquiry stage.				
		Lack of clear timescales				
		Lack of clarity as to when investigations needed to be progressed to case conference.				
		Improve the use and content of chronologies.				
5	<p>The partnership should take action to ensure that frontline staff are supported to complete initial inquiries, risk assessment and risk management plans timeously.</p> <p>This action should include:</p> <ul style="list-style-type: none"> Working alongside Police Scotland to develop a joined up approach for completing inquiries. Streamlining its risk assessment frameworks; and Ensuring that risk 	Review and review the effectiveness of the partnership's governance and oversight systems for adult support and protection.		<p>Adult Support and Protection Short Life Working Group</p> <p>Supported by:</p> <ul style="list-style-type: none"> Adult Protection Committee Clinical and Care Governance Committee Executive Team 		

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	assessments and risk management plans are completed and actioned.					
6	As part of the continued development of the new integrated arrangements, partners should develop their strategic approach to joint training and development. This should aim to: <ul style="list-style-type: none"> • Offer opportunities beyond mandatory training • Include third sector to enhance a shared knowledge of roles and responsibilities; and • Achieve a cohesive approach to care delivery for older people. 	Staff training delivered, in the main, separately by each organisation.		Alex Stephen/Organisational Development		
		Gaps in specialist dementia training for some staff.				
		Some slippage in adult support and protection refresher training.				
		Challenges in attending training because of workload pressures and shift patterns for some staff.				
7	As part of the continued development of the new integrated arrangements, partners should put a formal plan in place that sets out the future allocation of the integrated care fund and			Kevin Toshney Transformation Programme Board & Worksteams		

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	set out clear criteria for how these projects would be evaluated.					
8	As part of the continued development of the new integrated arrangements partners should set a clear timetable to agree and implement the structure for the locality management teams.	Gaps in available care provision and the constant struggle to secure services for older people and their carers could be demoralising for staff.		Tom Cowan Kevin Toshney		
		Do more to support a collective responsibility for improving the quality of adult support and protection across all agencies involved in public protection.		Tom Cowan Kevin Toshney		
		The partnership needs a greater impetus to create a more settled structure.		Judith Proctor Tom Cowan		