



INTEGRATION JOINT BOARD

Date of Meeting	11 June 2019
Report Title	Transformation – Decisions Required
Report Number	HSCP.19.026
Lead Officer	Sandra Ross, Chief Officer
Report Author Details	Gail Woodcock Lead Transformation Manager gwoodcock@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	Yes
Appendices	a. Link Working in Custody Suite Business Case b. Link Working in Custody Suite Direction to ACC c. Link Working in Custody Suite Financial Summary (EXEMPT) d. Interim Housing Business Case e. Interim Housing Direction to ACC

1. Purpose of the Report

- 1.1. The purpose of this report is to request approval from the IJB to incur expenditure, and for the Board to make Directions to NHS Grampian and Aberdeen City Council, in relation to projects that sit within the Partnership's Transformation Programme. The report also highlights recent financial awards received in respect of TEC pathway and scaling up remote blood pressure monitoring.
- 1.2. The projects relate to strategic intentions, as set out in the overall Transformation Plan, the Primary Care Improvement Plan (PCIP) and the Action 15 Plan which have been previously approved by the IJB, as key areas of change for delivering on the Strategic Plan.

2. Recommendations



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- 2.1. It is recommended that the Integration Joint Board (IJB):
- a) Approve the expenditure, as set out in Appendix C, relating to the Link Working in Custody Suite project, and make the Direction relating to this project as per Appendix B and instruct the Chief Officer to issue this direction to Aberdeen City Council.
 - b) Approve the expenditure, as set out in the Business Case at Appendix D relating to Interim Housing, and make the Direction relating to this project as per Appendix E and instruct the Chief Officer to issue this direction to Aberdeen City Council.
 - c) Note the award of funding to the city in relation to TEC Pathway and Florence Home Health Monitoring.

3. Summary of Key Information

Background

- 3.1. Good governance and delegation levels require the IJB to approve the level of expenditure on these projects and make Directions to both NHS Grampian and Aberdeen City Council that will enable funding to be released to deliver the projects. The governance structure in place has and will continue to ensure effective operational and executive oversight.
- 3.2. This report seeks authorisation from the IJB to incur expenditure in respect of items which have been considered and recommended for approval in principle by the Executive Programme Board and discussed and developed through Working Groups where appropriate.
- 3.3. In order to allow this report to be considered in a transparent manner, details relating to finances have been attached as confidential appendices.



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Transformation Programme

3.4. The transformation programme has recently been prioritised in line with the refreshed strategic plan. A list of the programmes along with their links to the strategic plan, medium term financial plan and strategic risk register is set out below:

Transformation Programme of Work	Links to Strategic Aims & Enablers	Links to Strategic Risk Register*	Links to Medium Term Financial Framework	Comments
Primary Care Improvement Plan	Resilience Personalisation Communities	1, 2, 5, 7, 9	Transformation	Agreed by IJB in July 2018 Specific Funding Source.
Action 15 Plan	Prevention Resilience Personalisation Communities	2, 3, 5, 7, 9	Medicines Management Transformation	Agreed by IJB in July 2018 Specific Funding Source.
Alcohol and Drugs Partnership Plan	Prevention Resilience Personalisation Communities	2, 4, 5, 7, 9	Transformation Medicines Management	Agreed by IJB in December 2018 Part of Community Planning Aberdeen's Local Outcome Improvement Plan. Specific funding source.
Locality Development Transformation Programme	Prevention Resilience Personalisation Communities Connections	1, 2, 4, 7, 8, 9	Transformation Medicines Management Efficiency Savings Service Redesign	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 Personalisation Communities Connections Digital Transformation Modern & Adaptable Infrastructure	1, 2, 7, 9	Efficiency Savings Transformation Medicines Management Service Redesign	Will support the delivery of the Digital Strategy.
Organisational Development Transformation Programme	Prevention Resilience Personalisation Empowered Staff	6, 7, 8, 9	Service Redesign Transformation	Will support the delivery of the Workforce Plan.
Efficient Resources Transformation Programme	Prevention Resilience Sustainable Finance	1, 2, 7, 9	Efficiency Savings Transformation Service Redesign	Utilising Lean Six Sigma methodology, working deep within teams delivering services to reduce variation and increase efficiency.



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Resilient, Included and Supported Outcome Improvement Plan	Prevention Resilience Communities Connections	4, 7, 8	Medicine Management Transformation	Part of Community Planning Aberdeen's Local Outcome Improvement Plan. No specific funding source.
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Link Workers – extension to Custody Suite

- 3.1. A further opportunity for an extension to the Link Practitioner service has been identified through the Alcohol and Drugs Partnership, which has recommended that a Link Practitioner be based in the Custody Suite at Kittybrewster for an initial 2-year duration.
- 3.2. This duration would allow for the testing of the Links Approach in this specific location, working with a specific cohort of service users.
- 3.3. A request for further information was made at the last IJB (26/03/19) about previous tests of change within the custody suite at Kittybrewster.
- 3.4. Subsequently the project team have established that an initial test of change looking at an 'arrest referrals service (focusing on homelessness)' was started in February 2019 by the CPA Community Justice Group. This work was put on hold after an announcement by Police Scotland that they were looking at piloting 'co-located hubs' at the custody suites, of which Kittybrewster was one.
- 3.5. The proposal to base a Link Practitioner in the Custody Suite will both learn from the initial work completed in February 2019 and tie into the national plan to create co-located hubs.
- 3.6. The business case for this custody suite test of change is attached at Appendix A.
- 3.7. The resultant financial implications for the Custody Suite test of change is inserted in Appendix C (financial summary). The Custody Suite test of change from the Alcohol and Drugs Partnership for Government 2018-19:



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additional investment in services to reduce problem drug and alcohol use funding.

Interim Housing

- 3.8. In June 2017, the IJB approved a project for Interim Step-Down Housing – a new model of service delivery designed to reduce housing related delayed discharge.
- 3.9. Over the past twelve months, the Partnership has worked jointly with Aberdeen City Council Housing, NHS Acute Occupational Therapy and Bon Accord Care to address the issue of delayed discharges where re-housing or housing adaptations are the main reason for a person remaining in hospital. A pilot project has resulted in two level access properties (one in the north and one in the south of the city) being fully adapted to meet a broad variety of disability and accessibility needs. These two properties were put at the disposal of the multidisciplinary teams responsible for discharge from both Aberdeen Royal Infirmary and Woodend Hospital, who were able to place individuals (who would otherwise be delayed in hospital) into these homely settings whilst awaiting rehousing or significant home adaptations.
- 3.10. The results of this pilot have been very positive with indicative savings of over £90,000 already, part way through the project (based on bed days saved) from a full year spending commitment of only £46,000. Given the success of the pilot to date, both the Transforming Communities and Service Delivery Programme Board and the Executive Programme Board of the Partnership have endorsed its continuation and ongoing funding. The project is therefore presented to the IJB for funding of the two properties on an ongoing basis. The financial commitment for 2019/20 will be significantly less than the pilot's initial costs as all one-off adaptations/capital works to the two properties have already been completed. Financial commitment for 2019/20 will be £25,440.07 with



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future years being uplifted as per Aberdeen City Council rent and council tax budget decisions.

Digital Developments

- 3.11. We are pleased to share with the IJB, news of two successful bids to embed digital thinking into Aberdeen.
- 3.12. Florence Home Health Monitoring – Florence is a home health monitoring system that can be utilised by any patient with a standard mobile phone. It reminds patients to take their own blood pressure readings via a text message. The blood pressure reading is then sent back via text message and the system presents all of the readings in easy to reach charts, which allow clinicians to manage patients from a simple web interface. Clinicians can set Florence to alert them with an email or text when patient readings don't look correct or when they show worrying trends.
- 3.13. This system benefits patients as they aren't burdened by having to be in a particular place to take readings. They also receive personalised health tips and medication reminders based on their readings. They become more involved and take more responsibility for managing their own conditions. There are also benefits to the wider system including improvements in efficiency.
- 3.14. This system was initial tested in Aberdeenshire, however was met with lengthy delays as a result of challenges around data governance. It is now operational as a small test and funding was applied for to allow the system to be scaled up across a broader area including Aberdeen City Health and Social Care Partnership.
- 3.15. Following a rigorous assessment process, funding of £XX was confirmed from the National TEC Programme in April. Further updates on this project



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will be reported through the transformation reporting to Audit and Performance Systems Committee.

- 3.16. National TEC Pathfinder – working with partners including ACVO, Aberdeen City Health and Social Care Partnership successfully submitted an application for £195,000 of funding (over two years) to achieve the following, through looking at the current recovery pathways for survivors of abuse we will have a better understanding of:
- who our key stakeholders are and what the key components of support are for this key vulnerable client group
 - how demographics and social determinants of health play or contribute to the incidence and occurrence
 - map and identify local, regional and national research and intelligence
 - what the benefits of current services and supports are to service users and
 - service providers and what is missing.
- 3.17. Work is at early define stage in this project and further information and updates will be provided to the IJB in due course.

4. Implications for IJB

4.1. Equalities

It is anticipated that the implementation of these plans will have a neutral to positive impact on the protected characteristics as protected by the Equality Act 2010.

4.2. Fairer Scotland Duty

It is anticipated that the implementation of these plans, will have a neutral to positive impact on people affected by socio-economic disadvantage.

4.3. Financial

The recommendations in this report will result in financial expenditure from the Integration and Change budgets (which include Alcohol and Drugs Partnership, Delayed Discharge and Primary Care Improvement Fund). Full details of the financial implications in the associated business cases.



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4.4 Workforce

The anticipated benefits of the projects include the release of capacity within our General Practitioner workforce (aligning with the PCIP), as well as efficiencies in other areas of general practice.

The Scottish Government has included projections for funding for future years and has advised that it should be assumed that the funding will be recurring and that workforce recruitment to deliver the plans can be progressed as permanent posts where appropriate.

Due to the anticipated magnitude on service delivery, consultation and engagement with staff and trade unions will be key throughout all aspects of transformation. The success of our ambitions will depend on our staff, and hence organisational development and staff training will be a key aspect of delivering transformation.

4.5 Legal

The changes to the Link Practitioner contract will be progressed in line with legal advice. At this time, there are no anticipated legal implications for the other projects referred to in this report.

4.6 Other - NA

5. Links to ACHSCP Strategic Plan

- 5.1. The recommendations in this report seek to deliver aspects of the Primary Care Improvement Plan, and there are clear links to the wider strategic plan including supporting and improving the health, prevention, wellbeing and quality of life of our local population, and supporting our staff to deliver high quality services that have a positive impact on personal experiences on outcomes.

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



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Executive Programme Board and portfolio Programme Boards have a key role to ensure that these risks are identified and appropriately managed.

In respect of the projects included with this report, risks relate to implications for primary care if capacity is not created within General Practitioner workload to allow the new GMS contract to be implemented.

Some projects also seek to reduce ongoing operational risks.


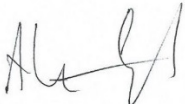
6.2. Link to risks on strategic or operational risk register: The main risk relates to not achieving the transformation that we aspire to, and the Integration Joint Board resultant risk around the delivery of our strategic plan, and therefore our ability to sustain the delivery of our statutory services within the funding available.

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

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

1.B – Risk of Market Failure (General Practice Services)

6.3. How might the content of this report impact or mitigate these risks: The report seeks approval to progress a number of projects which will directly positively contribute to mitigating these risks.

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