



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
REPORT ON: IMPLEMENTATION OF THE STRATEGIC AND COMMISSIONING PLAN
REPORT BY: CHIEF OFFICER
REPORT NO: DIJB54-2016

1.0 PURPOSE OF REPORT

1.1 The purpose of the report is to inform members on progress on the implementation of the Dundee Health and Care Strategic and Commissioning Plan with a specific focus on demonstrating progress towards making the strategic shifts that are required to deliver on the eight strategic priorities within the plan.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the content of the report and the progress made as described within Appendix 1.
- 2.2 Notes the positive investment in services to facilitate the strategic shifts as detailed in paragraph 3.1.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The Strategic and Commissioning Plan is being delivered through a financial framework with a value of around £249m. This includes additional resources allocated by the Scottish Government of £7.76m to support change in the way health and social care services are delivered and to facilitate shifts in resources across existing budgets. This funding has been incorporated into the Partnerships Transformation Programme and to date the IJB has agreed to fund tests of change and new services to the value of around £5.6m in the current financial year. This investment relates directly to the eight priorities set out within the Strategic and Commissioning Plan.
- 3.2 In addition, a number of resource shifts have begun to be made within the IJB's core delegated budget as reflected in paragraph 4.4 and we will continue to explore further ways to facilitate shifts in resource.

4.0 MAIN TEXT

- 4.1 The Dundee Health and Social Care Strategic and Commissioning Plan 2016 – 2021 (Report no DIJB12-2016) was signed off by the IJB at it's meeting on 15 March 2016.
- 4.2 The plan describes a case for change that will only be achieved if strategic shifts in the way services are prioritised, accessed, organised and delivered, take place. Eight priority areas have been identified that takes account of our strategic needs assessment, the Case for Change, the views of our citizens and partners and our desired outcomes.

These are:

1. Health Inequalities
2. Early Intervention/Prevention
3. Person Centred Care and Support
4. Carers
5. Localities and Engaging with Communities
6. Building Capacity
7. Models of Support/Pathways of Care
8. Managing our Resources Effectively

4.3 Specifically in respect of priority 8 (Managing our Resources Effectively), over the first six months of operation, Dundee Health and Social Care Partnership has created and continues to develop its Transformation Programme which provides the vehicle for the prioritisation of the allocation of resources in line with the priorities set out within the Strategic and Commissioning Plan. This Transformation Programme consolidates the requirement for the partnership to deliver services within available resources and sets out the investment plan required to enable resource shifts across services and to deliver further efficiencies.

4.4 The Transformation Programme builds on the investment in new and enhanced models of care made possible by the Reshaping Care for Older People fund and more recently through the Integrated Care Fund and Delayed Discharge Fund to deliver increased capacity within community based health and social care services. Examples of resource shifts made to date include:

- The reconfiguration of wards within Royal Victoria Hospital which has supported a more effective use of staff resources and a reduced reliance on the use of expensive agency staff to cover gaps in service provision
- The commissioning of additional bed capacity within the Bluebell Unit at Riverside Care Home to support step down from hospital partly funded from a shift from the care home budget
- Increased investment in externally contracted home care services
- Increased provision for the growth in Self Directed Support care packages
- Specific resource identified for increased housing with care/intermediate care/respite site
- Continue development of accommodation with support and more personalised services for adults with a disability in order to facilitate resettlement from long term hospital stays.

4.5 A key factor in ensuring the resources the partnership deploys are managed effectively is how well services provided by the private and voluntary sector are commissioned and procured. A first draft of our Market Facilitation Strategy will shortly be issued to stakeholders for consultation. This will provide the social care market with the assurance and confidence about the range of services the partnership will be looking to procure and invest in over the medium to longer term. This will support care providers in focusing their business models and encourage creativity and innovation.

4.6 Under each of the eight priorities there are a range of strategic shifts that have been identified. Appendix 1 describes progress in making the required shifts to achieve our vision which is – 'Each citizen of Dundee will have access to the information and support that they need to live a fulfilled life'.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

David W Lynch
Chief Officer

DATE: 9 November 2016

Strategic & Commissioning Plan Progress

Strategic Priority 1	Links to the Strategic Shift	Progress/Update as at October 2016
Health Inequalities	Shift resources to invest in health inequalities.	<p>Health Inequalities Commissioning Framework presented to Integrated Strategic Planning Group in August 2016. Phase 2 of commissioning being progressed.</p> <p>Both the Keep Well and Healthy Living Initiative Teams are focused on areas with higher levels of deprivation where we know take up of things such as screening programme, and general health improvement work, are lower. This targeted approach offers opportunities to engage people who may not have engaged via more traditional routes.</p> <p>The Sources of Support (SOS) social prescribing scheme continues to operate in designated GP practices to support patients to address the circumstances effecting their mental health and wellbeing.</p> <p>In September 2016 a successful bid was submitted for Integrated Care Fund monies to test the link worker model on a locality basis.</p> <p>The Equally Well health and wellbeing networks are being looked at in the context of locality working to support the integration of health and social care services to ensure increased and appropriate support to people living in Community Regeneration areas.</p> <p>Dundee Health Living Initiative (DHLI) continues to provide health lifestyle support to the people living in Community Regeneration areas and is working hard to build relationships with health and social care staff to encourage people with mental and physical needs and issues to access DHLI activities.</p> <p>The Equally Well training programme supports service providers</p>

Strategic Priority 1	Links to the Strategic Shift	Progress/Update as at October 2016
		<p>to adopt inequalities sensitive practice and social prescribing approaches. All training sessions include an input on how to navigate the My Wellbeing web pages hosted on the Dundee City Council website, which direct people to sources of support in communities that can improve and protect mental health and wellbeing.</p> <p>An Equally Well Co-ordinator has been appointed through Integrated Care Fund monies to lead on the expansion of the training programme over the next 12 months. The postholder is liaising with colleagues within health and social care to identify priority staff groups who would benefit from training on health inequalities sensitive practice.</p> <p>There is an ongoing review and development of the hub model of substance use provision with local communities to improve access to specialist substance use services and local recovery networks.</p> <p>Making better use of community resources such as libraries and community pharmacies to promote health and wellbeing, including a social prescribing role, as a point of contact for people.</p> <p>Libraries have become a collection point for Blue Badge users. This is supporting inclusion in community resources.</p>
	<p>Prioritise resources towards implementation of the Dundee Partnership Alcohol and Drug Strategy.</p>	<p>The development of the National Institute for Health & Care Excellence (NICE) pathways for alcohol is improving access. The Brief Interventions working group oversees initiatives to increase the number of brief interventions in non-specialist services.</p> <p>The Alcohol & Drug Partnership (ADP) continues to support, develop and refine the hub model (based in Albert Street and the Cairn Centre) as a means of improving access to a wide range of health and social care services.</p>

Strategic Priority 1	Links to the Strategic Shift	Progress/Update as at October 2016
	Shift resources to improve access to training and employment.	<p>There are two employability pilot projects for Whitfield and Mid Craigie. Practitioners and local people with the help of Organisational Development have been meeting weekly to agree the design of the pilots.</p> <p>A project proposal is currently being finalised that may see a 'Single Gateway' of services that would bring together Fit for Work Services, Working Health Services and an unemployment element to Dundee City Council. This proposal will focus on people in work but at risk of falling out of work due to ill health or disability and people who are recently unemployed due to ill health. It is proposed Dundee may be a pilot site if the bid is successful and then there could be a national roll-out of this service across Scotland.</p> <p>In terms of improving the Recovery Orientated System of Care (ROSC), employability skills, access to college and further education will be a key improvement goal in the developing ADP Commissioning Strategy.</p>

Strategic Priority 2	Links to the Strategic Shift	Progress/Update as at October 2016
Early Intervention/ Prevention	Invest in or redirect existing resources to scale up well evidenced, early intervention and prevention approaches.	<p>An Equally Well Co-ordinator appointed through the Integrated Care Fund is leading on the expansion of the training programme over the next 12 months and is also taking the lead on implementing the recommendations of the Prevention Report and Toolkit. Initial meetings have been held with strategic and service managers responsible for:</p> <ul style="list-style-type: none"> • Mental health services/Making Recovery Real; • Older people's housing services; • Physical disabilities/equality and diversity; • Community rehab/physiotherapy; • Child and Adolescent Mental Health Services; • Drugs, alcohol and Blood Borne Virus; • Tayside Contracts; • Brain injury rehab; • Protecting People; • Mentally Healthy Workplaces/Workplace Team; • Learning Disabilities Providers Forum; • Dundee V & A; • Diversity and Inclusion, NHST; • Learning Disabilities; • The Corner; • DCC Learning and OD; • Criminal Justice Services; • Older people services (community care); • University of Dundee; • The Rank Foundation. <p>The Keep Well Team actively deliver health checks, with around 100 new people being supported per month, as well as additional patients seen in general practice. However, we continue to look at how these numbers can be increased.</p> <p>A symbolised format for supporting people with their own healthy</p>

Strategic Priority 2	Links to the Strategic Shift	Progress/Update as at October 2016
		<p>eating plan has been produced and is being introduced for some people with a learning disability and/or autism.</p> <p>The ADP commissioned Figure 8 to produce a report on evidence based prevention in substance misuse – published June 2016. The development of a Prevention Strategy is now underway – completion December 2016. Strategic themes will include:</p> <ul style="list-style-type: none"> • Acknowledging and addressing the multi-factorial causes of substance misuse – building helpful networks ...co-production – churches; • More Mutual Aid, peers and wider use of lived experience; • Strengthening community engagement; • Untapped community resources ie social enterprise; • Better pathways – tiered approach to interventions – ROSC; • Applying lessons from other services – early years and children’s services, integrated health and social care, ADP national support team; • Set out a clear definition of prevention, drawing on common notions such as whole population awareness and education; • Targeted evidence based interventions with vulnerable populations and a focus on cause as well as symptoms. <p>More than 400 people have been supported by projects developed through community capacity building work.</p>
	Invest in and expand the Enhanced Community Support model to include adults with long term conditions.	<p>Care and assessment staff are now aligned to Multi-Disciplinary Teams.</p> <p>Permanent funding secured for two Allied Health Professional (AHP) posts supporting the Enhanced Support (ECS) model.</p>
	Invest in integrated locality based enablement and rehabilitation models of support.	The health and social work occupational therapy teams are now co-located across the city. Both teams are now managed under a

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		single manager as a test of change and referral pathways have been redesigned to be more efficient with internal pathways between services improved. An educational programme is being developed to enhance the skills of health and social care occupational therapists to better understand and deliver the role across both staff groups.
	Invest in locality Pharmacy to promote community health advice and better medication management	Job description for development worker is being written. Postholder will review current policy regarding medication management in community and develop training for staff.
	Work with and invest in third sector organisations to develop services that take a recovery or rehabilitative approach.	To inform the ADP Commissioning Strategy and as part of the wider strategic programme, the ADP is developing an improved stakeholder engagement framework.

Strategic Priority 3	Links to the Strategic Shift	Progress/Update as at October 2016
Person Centred Care and Support	Restructure our financial planning to support the further development of self directed support.	<p>An audit/review of advocacy support has been completed and future options for delivery will be presented within a Strategic and Commissioning Statement for Advocacy Support in early 2017.</p> <p>There has been an increase of 31% in the number of older people taking up self directed support option 1 (receipt of direct payment) and option 2 (you decide and the local council arranges the support).</p>
	Remodel care at home services to increase the range and flexibility of available options and support people to remain at home.	<p>External home care services have been commissioned based on a locality model. Providers are currently working towards implementing this.</p> <p>The Senior Partnership Manager for the Dundee Macmillan Improving Cancer Journey Project took up post in June 2016. Project Team and Board have been established and a high-level Plan developed. Work to engage key stakeholders – supported by a participation and engagement plan – is well underway. Baseline information about cancer in Dundee has been prepared and will be used to shape the service model. An engagement event is planned for 5 December 2016 to collect views and test thinking. Target date for testing the model is February 2017 with service rolling out across the city in May/June 2017.</p>
	Remodel and invest in the development of short break options for adults and older people.	'It's all about the break' Public Social Partnership has continued and is currently being evaluated.

Strategic Priority 4	Links to the Strategic Shift	Progress/Update as at October 2016
Carers	Invest more in the health and wellbeing of carers.	<p>The ADP is currently developing an improved stakeholder engagement framework that will ensure the needs of this group are addressed in ways that help carers to maintain their own health and wellbeing. The framework will support arrangements that enables and supports carers to work collectively to (co-produce) develop local community resources.</p> <p>A Carers statement has been drafted and consultation events are taking place in November 2016. The statement includes all the actions noted in Strategic Priority 4.</p> <p>A workplan has been implemented to prepare for the Carers (Scotland) Act 2016. Dundee is making good progress with our preparations. In particular we are piloting an outcome based eligibility criteria, outcomes based carers support plan and a locality based carers support.</p> <p>Dundee City Council, NHS Tayside and Dundee Carers Centre have become Carer Positive organisations at engaged level and are working to gain the next level of the award. This aims to support carers who are in employment.</p> <p>Short breaks bureau is up and running.</p> <p>Development day taking place in November 2016 to consider respite development.</p>

Strategic Priority 5	Links to the Strategic Shift	Progress/Update as at October 2016
Localities and Engaging with Communities	Invest in an infrastructure to support the development of locality planning.	Three proposals for the engagement of communities and communities of interest were presented for funding through the Integrated Care Fund. These proposals included the development of resources to support an infrastructure. The ICF Monitoring group allocated a pooled resource to progress this work which will be led through the Communications and Engagement Group.
	Allocate resources to implement locality plans.	As described above a dedicated budget has been allocated through the ICF. Work is ongoing to explore models of participatory budgeting. Resources currently allocated through the Third Sector Reshaping care Team for locality developments.

Strategic Priority 6	Links to the Strategic Shift	Progress/Update as at October 2016
Building Capacity	Invest in third sector and community developments that build community capacity.	<p>The NICE Alcohol and Drugs Pathways Working Group is currently looking at Mutual Aid and a range of other opportunities for people to complete their recovery and move on to healthier and more prosperous lifestyles beyond substance misuse.</p> <p>Current Co-Production programmes are under review as part of an overall Leadership and Development Review. This also relates to self directed support and new courses will be available from early 2017.</p> <p>The Mental Health Project Service User Network saw 40 individuals supported, 400 visits to the drop-in service, seven consultation events held to plan and influence services, three stakeholder events held and three network meetings held.</p> <p>70% of Mental Health service users say that as a result of taking part in networks/forums they feel better able to influence and contribute to public policy.</p> <p>80% of service users say as a result of taking part in the Mental Health Service Provider Network they feel better connected.</p> <p>The Community Engagement Team have developed a locality programme. Volunteering toolkit to be developed in community.</p> <p>Organisational and workforce development programme ongoing. Six learning networks delivered.</p>
	Supporting the development of a community transport strategy and investing in community models of transport.	An additional £60,000 was allocated through the Integrated Care Fund to the third Sector to implement a further test of change and further develop community transport. Plans are currently being agreed.

Strategic Priority 7	Links to the Strategic Shift	Progress/Update as at October 2016
Models of Support, Pathways of Care	Invest in tests of change/remodelling of services which are designed to improve capacity and flow between large hospitals and the community.	<p>Three 'step down' facilities are currently available as a test of change to promote assessment in the community and address issues around delayed discharge. Funding secured for a further property in respect of physical disabilities.</p> <p>Integrated Care Fund funding secured for test of change step down/assessment provision for mental health.</p> <p>Test of change pathway from Centre for Brain Injury Rehabilitation (CBIR) via Mackinnon Centre currently being evaluated.</p> <p>A review of the current Learning Disability acute liaison service has been completed and options for future delivery are now being consulted upon. At this point a favoured option involves a stronger interface being developed between acute liaison resources and respective Community Learning Disability Nurses operating within each area in Tayside.</p> <p>In relation to the Moving Assessment into the Community project, initial work has been completed and has been rolled out to whole system. We are now developing a range of step down resources to support this. Six step down beds have been commissioned in a range of housing options. Work is underway to commission social care and the Community Rehab Team (CRT) to support people at home and a Housing with Care step down resource.</p> <p>Additional five beds at Bluebell Intermediate Unit and one bed at Menzieshill House to support step down to assess model. Additional AHP and Nurse staff have been recruited to support.</p> <p>AHP Roving Team funding granted. Physiotherapy, occupational therapy and support workers being recruited to support capacity and flow across hospital system, enhance knowledge and implementation of discharge management amongst AHP staff and to provide outreach across Dundee city</p>

Strategic Priority 7	Links to the Strategic Shift	Progress/Update as at October 2016
		to facilitate same day/next day discharge.
	Redesign models of non-acute hospital based services and reinvest in community based services.	Proposal has been developed for the introduction of a stroke unit for older adults within Royal Victoria Hospital.
	Remodel local authority residential care to provide more targeted and specialist resources.	<p>Staffing levels have been increased and step down is being tested in Menziesshill House. The development of specialist dementia care is being progressed in a further two care homes.</p> <p>Capital finance approved for a new build care home to replace Craigie House residential care home for older people.</p>
	Remodel General Practice in line with the G.P. cluster model, the changes to the GMS contract and the opportunities afforded through integration.	<p>Within Dundee there have been a series of successful cluster meetings bringing all practices within Dundee's clusters to their respective clusters. Clusters have started to take part in shared pharmacy projects; are about to review variation and clinical quality information; and have reviewed boundary change and list closure exercises performed by individual practices as a cluster. Ongoing work seeks to integrate representatives from other primary and social care groups working within cluster areas with GP practice cluster leads, but this is still at an early stage of development, largely focusing on representatives attending in an ad hoc rather than more regular fashion.</p> <p>House of care model being explored and development events planned.</p>
	Invest in the transformation of community nursing services to deliver the Tayside District Nursing vision and model, improving outcomes for adults and older people.	<p>The skill mix within the Community Learning Disability Team has altered in line with a recognised need to increase resources to support people with complex needs whose behaviour can challenge.</p> <p>The District Nursing Service has implemented a three shift system covering the 24 hour period/seven days per week for Band 6 District Nurses.</p>

Strategic Priority 7	Links to the Strategic Shift	Progress/Update as at October 2016
		A training programme, provided by Nurse Consultants and Medicine for the Elderly Consultant, in the recognition of the deteriorating patient at home for District Nurses is underway.
	Remodel and invest in the development of, and increase in, accommodation with support.	<p>Development of Blackwood House supported accommodation for people with a physical disability.</p> <p>A Homeless and Housing Statement has been drafted and will be out for consultation by December. As part of this development, locality based housing support services are being developed in order to support prevention of homelessness.</p> <p>A tendering process is in progress for additional supports in relation to accommodation with support.</p>
	Remodel and invest in the development of day opportunities for adults and older people.	Day Care/Day Opportunity review commenced for older adults services.
	Invest in and expand the range of telehealth and telecare supports.	<p>A Homeless and Housing Statement has been drafted and will be out for consultation by December. A number of pilots are underway:</p> <ul style="list-style-type: none"> • A Royal Victoria Hospital (RVH) telecare pilot to reduce number of people entering into 24 hour care from hospital. • Development of a smart flat which can support rehabilitation and discharge from hospital.
	Remodel and prioritise mainstream and specialist services to ensure a rapid and effective response to protecting people concerns.	<p>The Dundee Violence Against Women Partnership (VAWP) is in the process of reviewing its strategy and action plan for 2017-2020.</p> <p>The Dundee VAWP is undertaking a self-evaluation process supported by the Improvement Service.</p>

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		<p>Dundee Criminal Justice Service is continuing to offer the Respect Programme to men convicted of crimes related to Domestic Abuse.</p> <p>The Safe & Together (S&T) training was delivered in September 2016. This included a half-day seminar attended by 140 front-line staff and four-day training for 20 staff from the East locality. The 20 trained staff will begin implementing the S&T approach and will cascade the key principles.</p> <p>The Protecting People E-Academy on-line training includes a module on harmful practices. This is available to all staff in Dundee.</p>

Strategic Priority 8	Links to the Strategic Shift	Progress/Update as at October 2016
Managing our Resources Effectively	Invest in workforce development to support the integration and development of new models of care and improve outcomes for people.	<p>Provisional programme for staff has been created and due for further discussion with Joint Management Team before the end of the year.</p> <p>There are currently three active Learning Networks across the city - Care at Home, Care Home and West End Co-production Network.</p>
	Invest in co-located, integrated models of care and support aligned to localities.	Locality Managers appointed and in post by 1 January 2017.

