EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

Older People Service Provider Forum

Tuesday 29th March 2016

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- IJB Strategic Plan, Priorities & Changes

- Locality Insight

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Delegated Functions for Service Delivery & Planning

Adult Social Care Services	Community Health Services	Hospital Based Services
• Assessment and Care Management-including Occupational Therapy services • Residential Care • Extra Care Housing and Sheltered Housing (Housing Support provided) • Intermediate Care • Supported Housing-Learning Disability • Rehabilitation-Mental Health • Day Services • Local Area Coordination • Care at home services • Reablement • Rapid Response • Telecare • Respite services • Quality assurance and Contracts • Sensory impairment services • Drugs and alcohol services	• District Nursing • Services relating to an addiction or dependence on any substance. • Services provided by Allied Health Professionals (AHPs) • Community dental service • Primary medical services (GP)* • General dental services* • Ophthalmic services* • Pharmaceutical services* • Out-of-Hours primary medical services • Community geriatric medicine • Palliative care • Mental health services • Continence services • Kidney dialysis • Prison health care service • Services to promote public health *Includes responsibility for those aged under 18	• A&E • General medicine • Geriatric medicine • Rehabilitation medicine • Respiratory medicine • Psychiatry of learning disability • Palliative care • Hospital services provided by GPs • Mental health services provided in a hospital with exception of forensic mental health services • Services relating to an addiction or dependence on any substance

Edinburgh's Strategic Plan

Edinburgh Strategic Plan priorities:

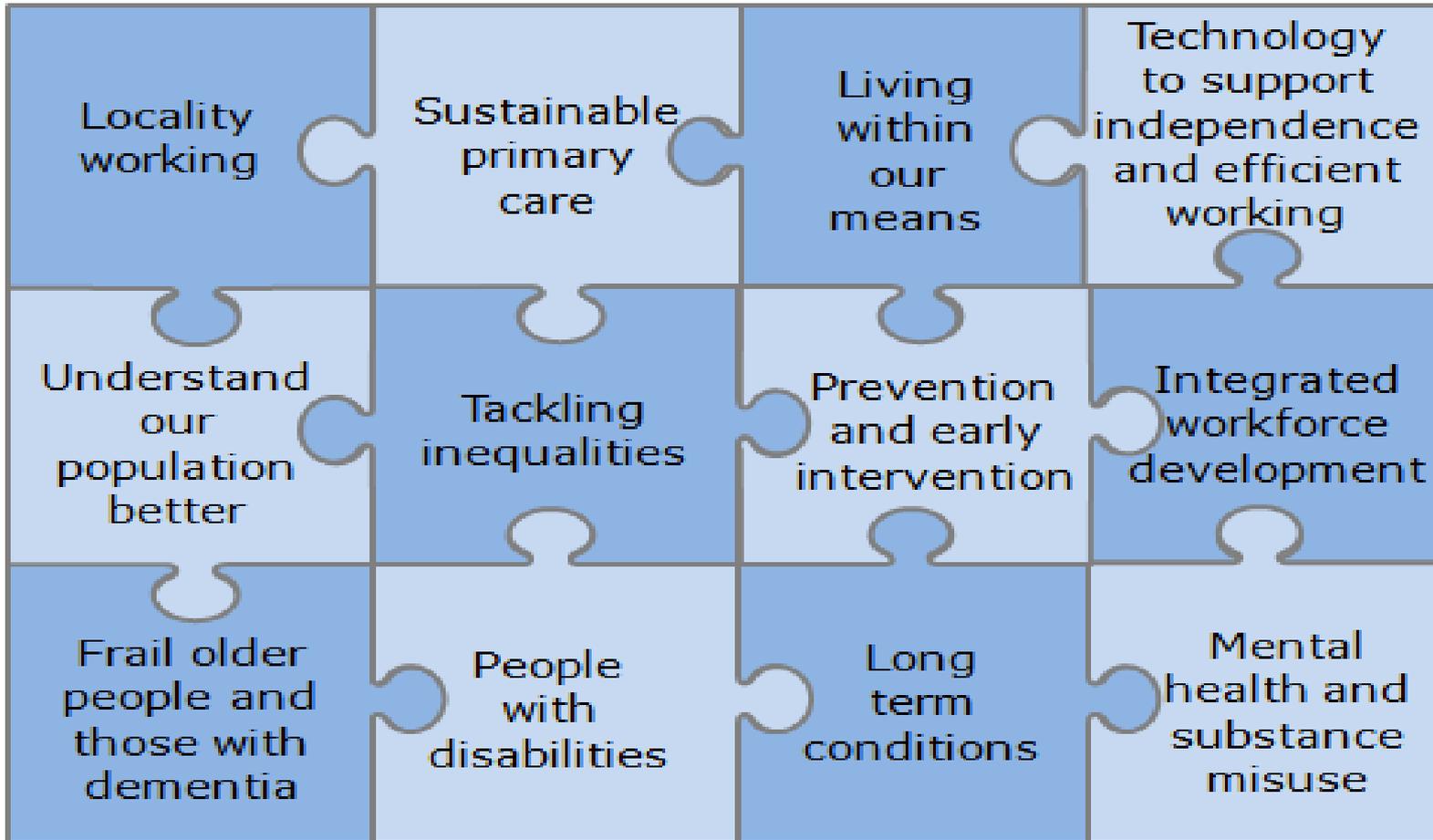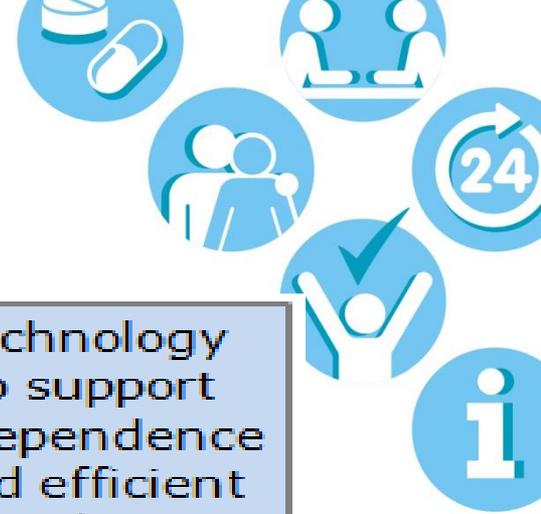|		
Right care, right place, right time	**Prevention and early intervention**	**Managing our resources effectively**
Person centred care	**Making best use of capacity across the whole system**	**Tackling inequalities**

Edinburgh's Strategic Plan signed off by Shadow IJB 11th March 2016:

http://www.edinburgh.gov.uk/download/meetings/id/50066/item_56_-_final_draft_of_the_strategic_plan_for_health_and_social_care_integration_joint_board

IJB Priorities

Locality working

Sustainable primary care

Living within our means

Technology to support independence and efficient working

Understand our population better

Tackling inequalities

Prevention and early intervention

Integrated workforce development

Frail older people and those with dementia

People with disabilities

Long term conditions

Mental health and substance misuse

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The changes we need to make

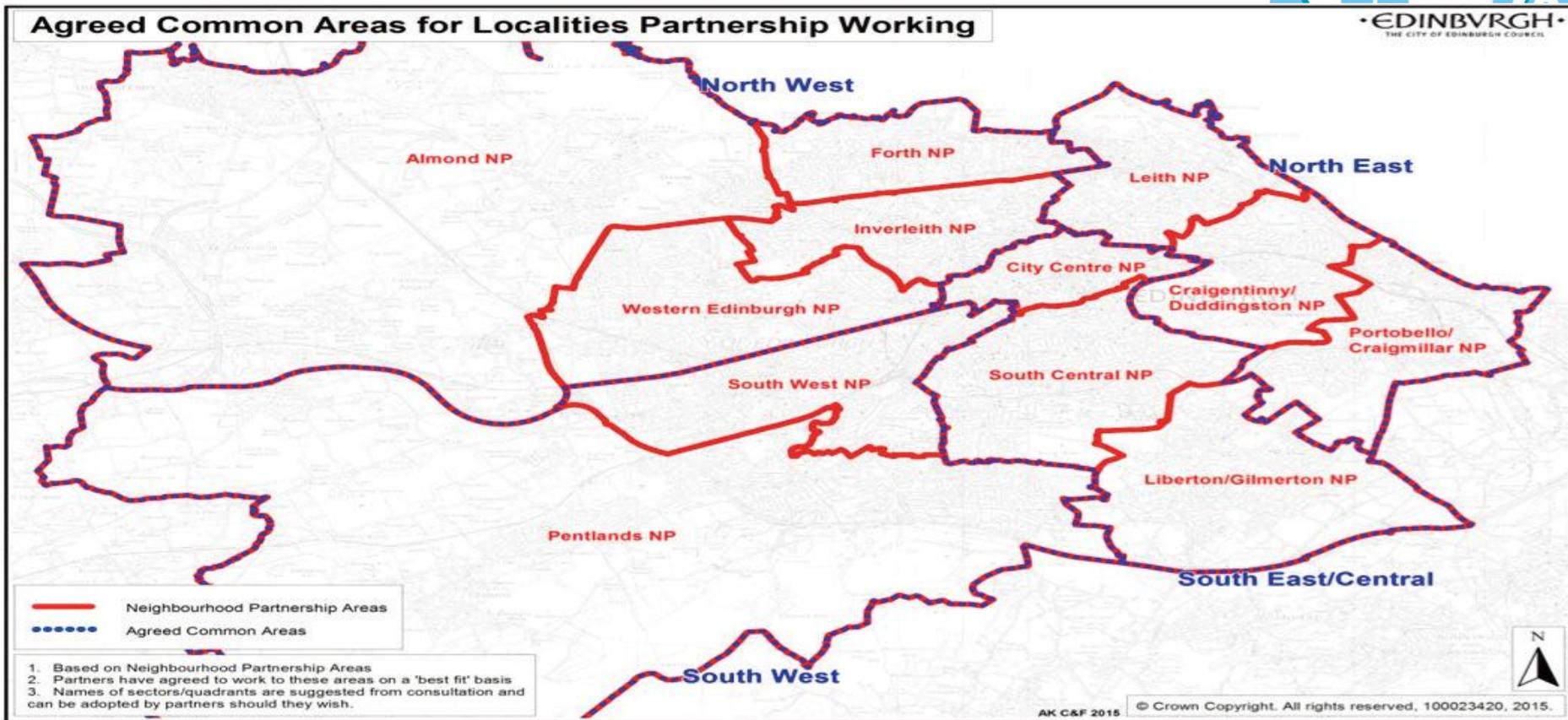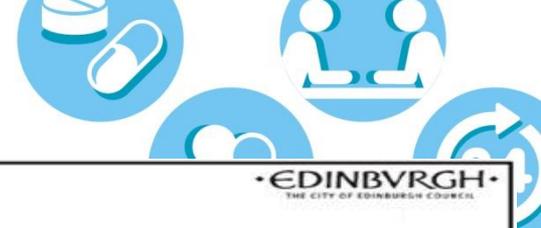| Old ways of working	Current ways of working	Where we want to be by 2020
People are passive recipients of services Carers are undervalued	People who use services have some involvement in decisions about how their needs are met	People, decide how their needs should be met and take control over their own health and wellbeing
Services are: • planned and delivered by statutory services • reactive and focused on those with most acute needs • organised around episodic events • delivered by teams working within organisational silos	Some services are : • are planned and delivered with some involvement from providers and citizens • focused on supporting people to remain independent • integrated	Services: • are planned and delivered by people and communities working with local organisations • focused on keeping people independent are a priority and embedded in resilient communities • Integrated and organised to deliver personalised care and support
Specialist health care is largely hospital based	We are starting to develop community services avoiding the need for hospital-based care	Specialist services are community based with access to hospital when necessary
Environments are considered only in relation to housing	We are starting to consider the impact environments have on health and wellbeing	Communities are engaged in the design and delivery of healthy environments

Four localities

Agreed Common Areas for Localities Partnership Working

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North West
Almond NP
Forth NP
Leith NP
North East
Inverleith NP
City Centre NP
Craigentinny/ Duddingston NP
Western Edinburgh NP
Portobello/ Craigmillar NP
South West NP
South Central NP
Liberton/Gilmerton NP
Pentlands NP
South East/Central
South West

— Neighbourhood Partnership Areas
•••••• Agreed Common Areas

1. Based on Neighbourhood Partnership Areas
2. Partners have agreed to work to these areas on a 'best fit' basis
3. Names of sectors/quadrants are suggested from consultation and can be adopted by partners should they wish.

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Locality	Neighbourhood Partnerships	H&SC Locality Manager
North West	Almond, Forth, Inverleith and Western Edinburgh	Marna Green
North East	Leith, Craigentinny/Duddingston and Portobello/Craigmillar	Angela Lindsay
South West	Pentlands and South West	David White
South East/ Central	City Centre, South Central and Liberton/Gilmerton	Nikki Conway

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North West – Locality Insight

POPULATION

- 134,500 residents
- Forecast to grow by 11% by 2024
- Fastest growing locality in Edinburgh
- Large school age and retired population
- Small young working age population
- Large number of families with children

HOUSING AND HOUSEHOLD TYPES

- 61,600 households
- High proportion of larger properties
- High proportion owner occupation
- Property value 11% above city average
- 9,000 social rented households
- 9,700 private rented households

POVERTY AND LOW INCOME

- Generally affluent area, but with wide inequality and pockets of poverty
- 18% of Children live in poverty in NW...
- ...but rates above 30% recorded in a pocket
- Median NW household income = £43k pa
- ...but as low as £16k pa in some areas

HEALTH, EDUCATION, SAFETY, SATISFACTION

- Low % long term sick or disabled overall
- High school attainment rates overall
- Low ASB complaints rates overall...but very high in some pockets
- Generally lower than average satisfaction with Edinburgh as a place to live

North East– Locality Insight

POPULATION

- 107,900 residents
- Fastest growing locality over the past ten years
- An additional 12,000 residents expected by 2024
- Small school age, large young adult pop

HOUSING AND HOUSEHOLD TYPES

- 55,400 households
- Large number of smaller households
- Private rented sector = 25% of dwellings
- Smallest owner occupied sector in city
- 75% of dwellings are flats/tenements
- High proportion lone parent households

POVERTY AND LOW INCOME

- Average incomes lower than any other locality
- 10% households find it 'very difficult to cope' on current income
- 26% of children in the NE live in poverty...
- ...higher average than any other locality

HEALTH, EDUCATION, SAFETY, SATISFACTION

- 4.8% long term sick or disabled...higher than any other locality
- Lower than average school attainment
- High ASB complaints rate
- 88% of residents are satisfied with their neighbourhood as a place to live

South West– Locality Insight

POPULATION

- 109,200 residents
- Rapid population growth in last ten years
- Growth rate likely to slow, but still an extra 5,100 residents expected by 2014
- Large school age population
- Small number of residents aged 85+

HOUSING AND HOUSEHOLD TYPES

- 50,600 households
- 5,800 Council homes – larger than any other locality
- Smaller than average private rented sector
- Wide local variation in property type

POVERTY AND LOW INCOME

- Very wide local income variation
- Sighthill/Gorgie records the lowest average income and...
- ...the highest rates of child poverty in the city (35% of children)
- 20% of children live in poverty in SW

HEALTH, EDUCATION, SAFETY, SATISFACTION

- High levels of economic inactivity due to long term sickness or disability
- High ASB complaints rate
- High rates of deliberate fire setting
- 76% of residents are satisfied with their neighbourhood as a place to live

South East– Locality Insight

POPULATION

- 124,900 residents
- An additional 5,000 residents expected by 2024
- Slower growth than other localities
- Small school age, large young adult pop
- Relatively large population aged 85+

HOUSING AND HOUSEHOLD TYPES

- 55,400 households
- 21,000 full time student residents – more than half the city total
- Private rented sector = 29% of dwellings
- Fewer council homes than any other locality

POVERTY AND LOW INCOME

- Relatively high average income, high proportion of very high earners...
- 8% households find it 'very difficult to cope' on current income
- 19% of children in the SE live in poverty...
- ...child poverty rates of 27% in Liberton

HEALTH, EDUCATION, SAFETY, SATISFACTION

- 88% say health is 'good or very good'...
- ...higher than any other locality
- ASB complaints rate lower than any other locality
- 95% satisfaction with the city as a place to live... Higher than any other locality

Operating Model

- Health & Social Care Locality Managers will be responsible to the Chief Officer and have operational responsibility for services delivered in the respective localities, and strategic responsibility for partnership working in their locality, and delivering the priorities of the Locality and Strategic Plans.

- The H&SC Locality Managers will work with the Strategy, Planning and Quality Managers, in the implementation of service area strategies, performance management, safeguarding and quality assurance, and the Chief Nurse and Chief Social Work Officer in their governance responsibilities.

- Locality Services will be delivered through three main teams, which will all be connected: one locality Hub and two locality clusters. Clusters will operate around 6-8 GP Practices

Locality Hub Development

The approach fits with the Edinburgh Strategic Plan priorities:

|		
Right care, right place, right time	**Prevention and early intervention**	**Managing our resources effectively**
Person centred care	**Making best use of capacity across the whole system**	**Tackling inequalities**

➢ **Fits with the Lothian partners intention of 'doing something differently', and moving away from a bed based model of support for winter.**

➢ **Instead of the traditional long lead in time planning for change on a large scale across Edinburgh, improvement methodology has been utilised to test this change in the South East, (SE) locality, with a dynamic approach of direct application, iteratively developing, reviewing and improving the systems and processes to make the change happen successfully.**

Locality Hub

- Locality Hub brings together a range of services which support people on a short term basis or undertakes crisis intervention in a more integrated way
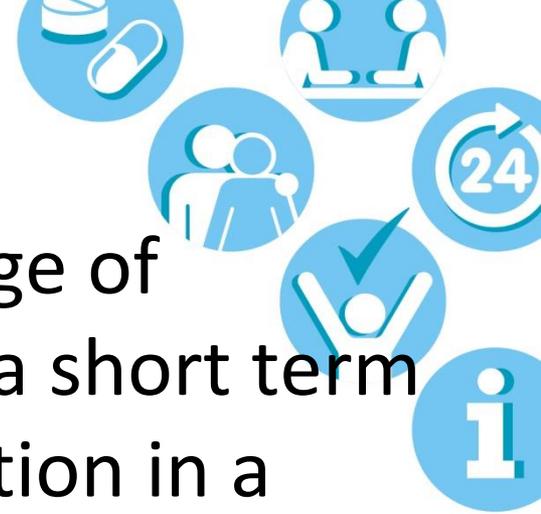
The <u>core</u> work of the locality hub
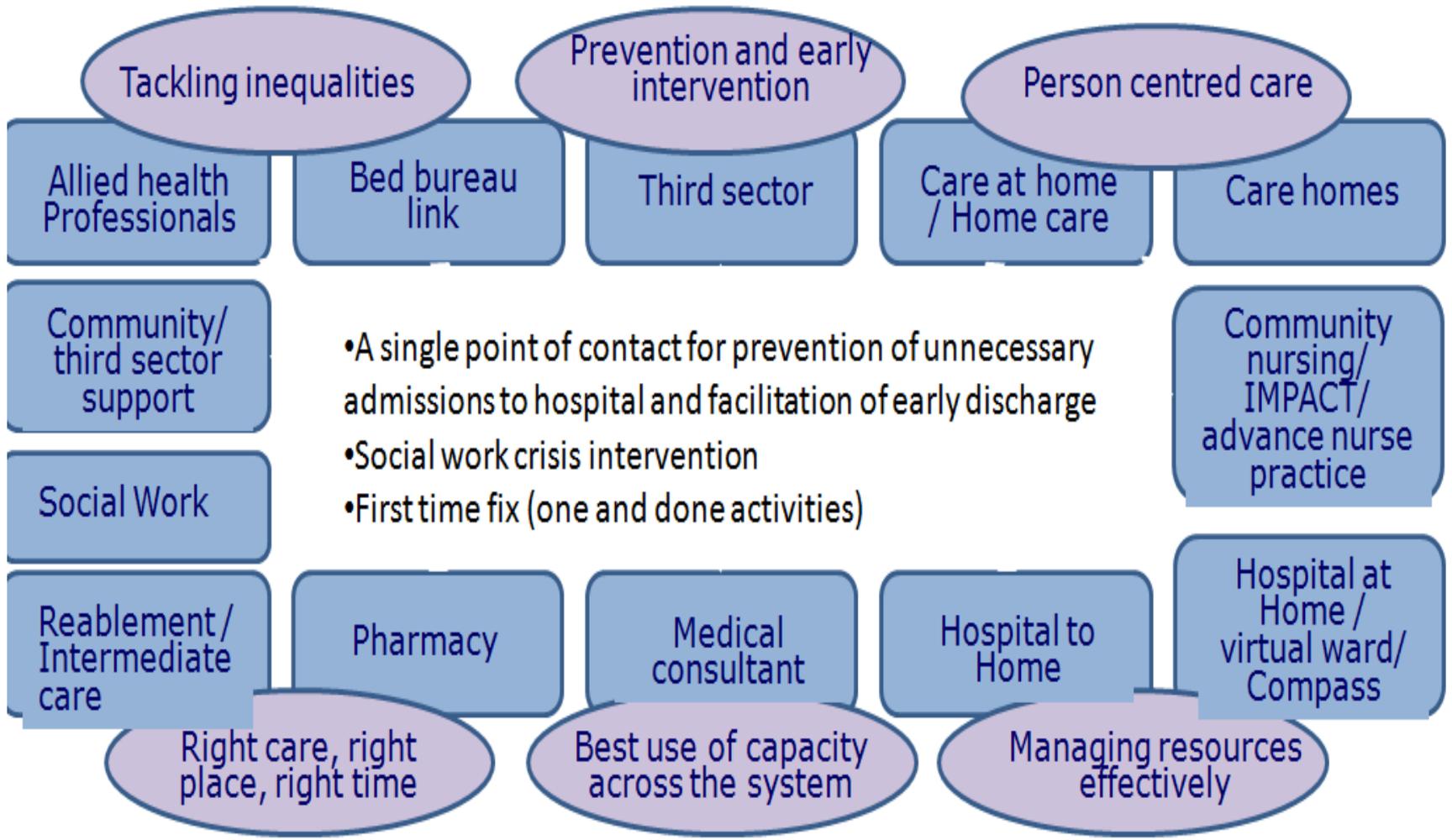**(the aim is for consistency across Edinburgh)**

Urgent (within 4 hours), same day or next day referrals

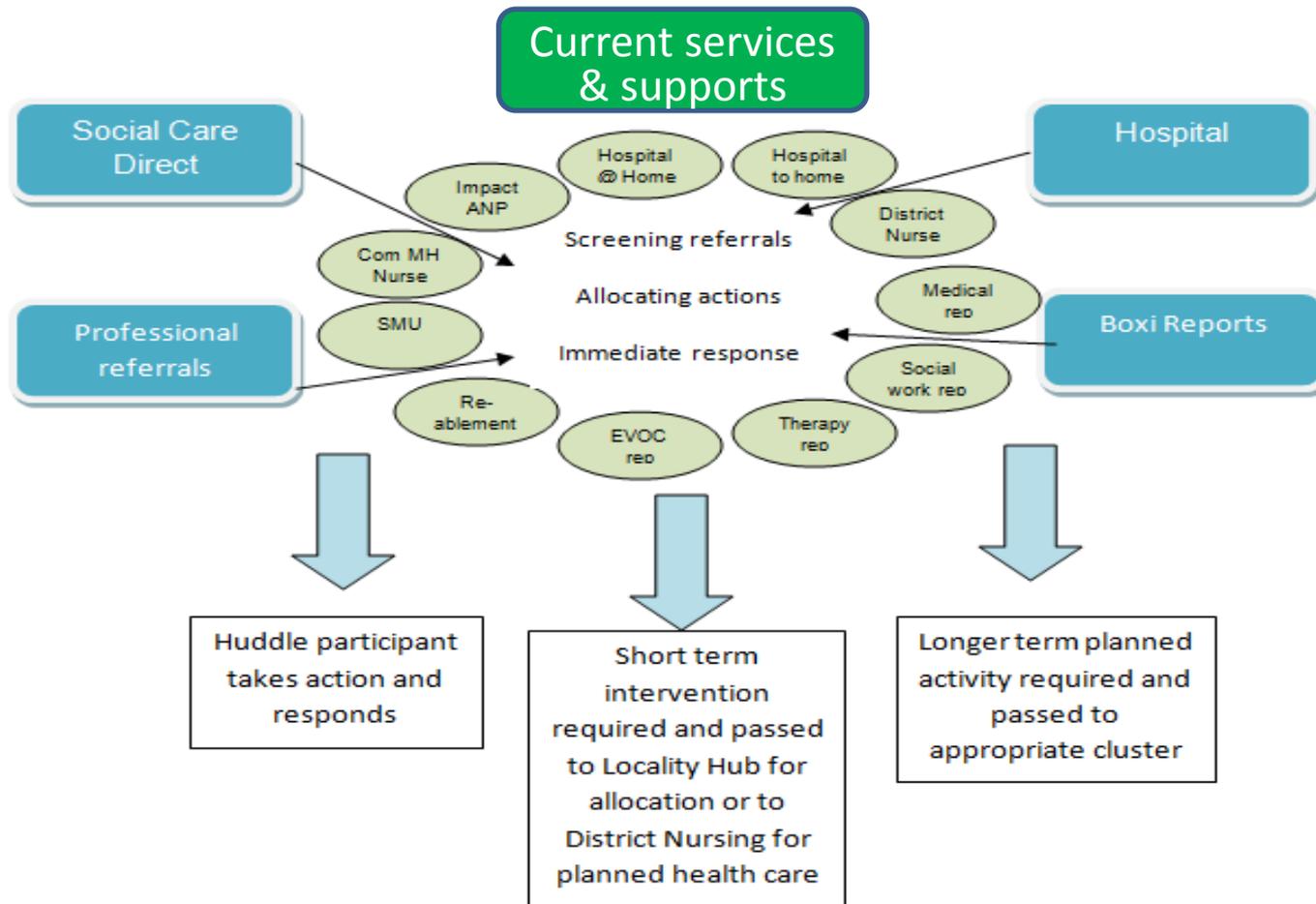- A conversation between referrer (GP, community services, SAS) and clinician

- ## The daily work of the hub

- Daily huddle with review of all admissions to all hospital settings in last 24 h

- Proactive discussion with clinical teams to 'pull' patients out of hospital

- Working with discharge hubs:

  – Supporting discharge with a follow up phone call

  – Locality based proactive management of those delayed in hospital

- Locality based multi-agency proactive management of high resource individuals

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Daily Huddle & Response

Tackling inequalities

Prevention and early intervention

Person centred care

Allied health Professionals

Bed bureau link

Third sector

Care at home / Home care

Care homes

Community/ third sector support

Social Work

- A single point of contact for prevention of unnecessary admissions to hospital and facilitation of early discharge
- Social work crisis intervention
- First time fix (one and done activities)

Community nursing/ IMPACT/ advance nurse practice

Reablement / Intermediate care

Pharmacy

Medical consultant

Hospital to Home

Hospital at Home / virtual ward/ Compass

Right care, right place, right time

Best use of capacity across the system

Managing resources effectively

Huddle Flowchart

Update on Hub Implementation

- Testing Model in South East Locality:
    - Agreeing the referral pathway – by working through it
    - Agreeing the communications in the Hub and Huddle
    - Agreeing the response and how needs will be met
    - Identifying the way in which the workforce might change how they work
    - Considering the best location for the Hub in relation to other services
    - Practical issues around IT, Admin support, single point of contact & how it will all work!!!
    - Operational Group – those who are doing it, trying it, improving it!!

- Roll Out for Edinburgh:
    - Taking the 'blue print' from South East and applying it consistently across Edinburgh
    - Steering Group for Edinburgh – Consistency, accepting some local variations
    - A new way of working by Winter 2016 is the goal

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Measures of Success

For people who use our services and supports:
• Prevent avoidable admission
• Increase the number of supported discharges to this locality and get patients home
• Develop a co-ordinated, responsive model of care through the locality hub approach
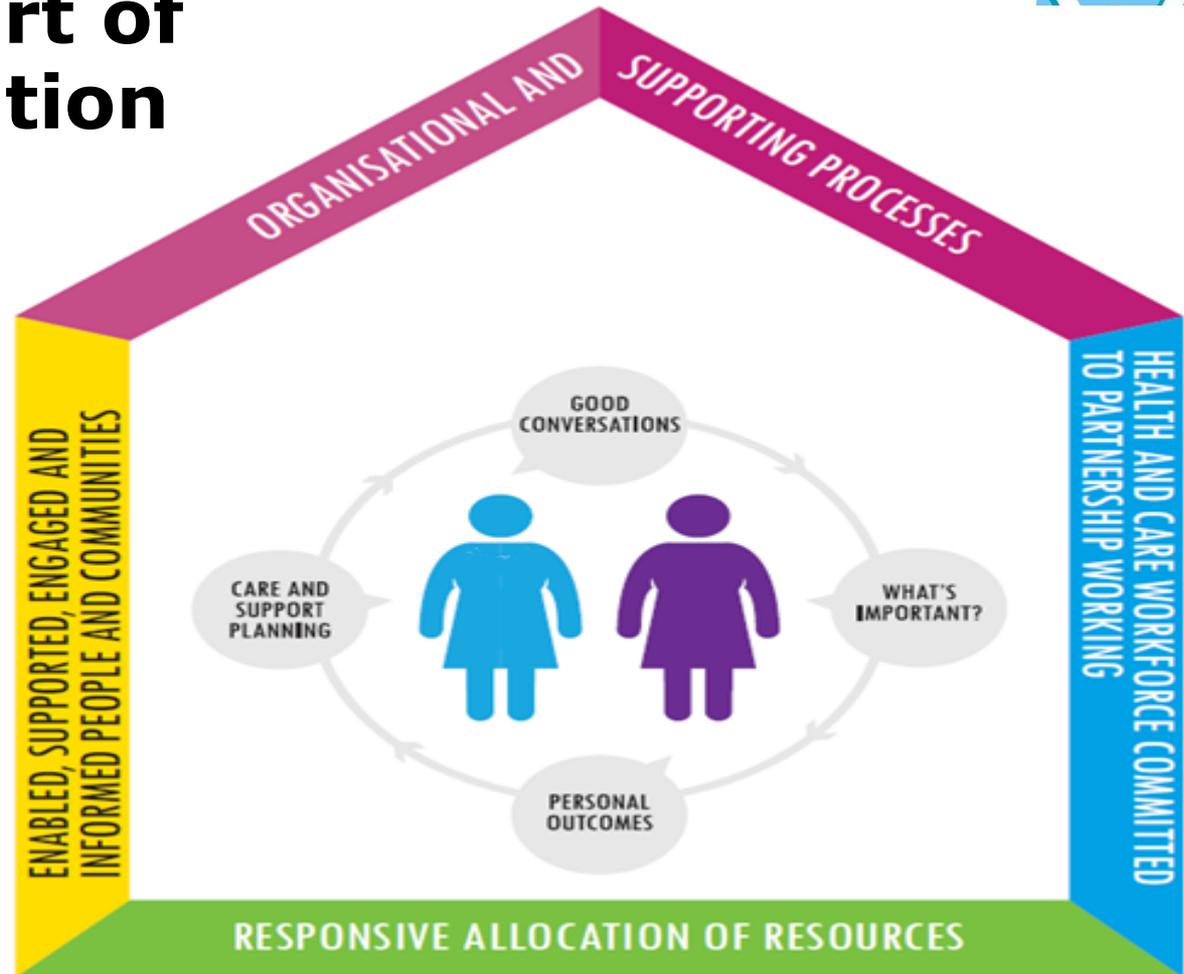
This will allow people to:
• stay at home safely
• be discharged home safely, within 72 hours of discharge decision being made
• receive the right care and support in a responsive manner

Evaluation of the new approach:
• Stakeholder experience
• Assistance form Healthcare Improvement Scotland colleagues (HIS)

Relationships are at the heart of integration

Questions?