



The Partnership has funded the set up of a Neighbourhood Network project [Neighbourhood Networks](#). The service supports adults mainly with learning disabilities, physical disabilities and mental health issues to live an independent life within their own homes, have a better quality of life and be fully involved within their local communities.



In the Denny and Bonnybridge area, a Community Living Worker will support up to 10 people (called members), who will have knowledge of the local area and the facilities available. The support they deliver is responsive and flexible, available day, evening and weekend. It is tailored to the individual needs to each member.

Members are supported to develop their own personal growth plan which focuses on areas such as independent travel, money management, life skills, employment, building friendships and relationships. Members are encouraged to share life skills and offer support to other members within their own networks, and also across the organisation. It is hoped that as members will be able to spend more time with friends, they will be less isolated and less likely to suffer the problems associated with isolation and loneliness and rely less on paid support.

The project hopes to inspire people, create a feeling of acceptance and belonging, a sense of involvement and to re-energise neighbourly connections.

## 5. Specialist Dementia Services

During 2018 - 2019, work has been progressed to support the transformation of services for Post Diagnostic Support (PDS), and to deliver the commitment in the National Dementia Strategy to provide a continuum of support for patients, their carers and families, after diagnosis. The service improvement includes the integration and co-location of the NHS Dementia Outreach Team (DOT), Alzheimer's Scotland Post Diagnostic Link Workers and Social Worker support.

The integrated team will operate on a Forth Valley basis. Nursing staff, supervised by a Consultant Psychiatrist, will work along with locality based support provided by the PDS Link Workers and dedicated Social Work support. The team will provide enhanced support for the shared assessment and ongoing support for people with dementia and their carers.

### Case Study

Mrs A is an 85 year old woman who lives alone. She has been living with Alzheimer's Disease for a few years. Unfortunately over recent months there was deterioration in how Mrs A was managing, to the extent that she was forgetting to eat. Her daughter who is her main carer was visiting every day but was finding this increasingly stressful. Mrs A's daughter contacted Social Work Services to ask for help. Given the concerns about Mrs A's lack of adequate nutrition, and the health and well being needs of her daughter in the carer role, Mrs A's case was allocated as a priority.

The Community Care Worker completed an outcomes focussed assessment with Mrs A and her daughter to work out what was important for them. The collaborative assessment identified that Mrs A was socially isolated; couldn't remember to eat her lunch and that the daughter was worried about her mum.

A plan was put in place whereby a carer from a local care provider now comes in at lunchtimes and sits with Mrs A to encourage her to eat her lunch. Mrs A also now has a support worker to go out and about within her local community. Mrs A is less socially isolated because she has joined a community day care group in her area.

Mrs A's daughter is less stressed because she is reassured that her mum is eating regularly and has gained weight. She feels the quality of her relationship with her mum has improved and likes to hear from her mum how much she enjoyed the community day care group.

Mrs A's daughter reported that as a result of the support she is "now much more confident that we can manage mum at home for a longer time".

## 6. Unscheduled Care and Delayed Discharge

The Partnership continues to focus our approach and services to prevent unplanned admissions to hospital as well as to support people's discharge home when they are ready to leave hospital.

In addition to core health and social care services, there are a range of initiatives funded by the Partnership. These aim to tackle and improve various aspects of the pathways in and out of hospital care and the community.

We are investing 54% (£2,399,458) of Partnership Funds in the prevention of admissions to hospital and supporting discharge. These funds support a range of initiatives including:

- Enhanced Community Team is a team of ANP, Senior staff nurses, Health Care Support Workers, Allied Health Professionals and GPs. The team operates over 7 days and works closely with ReACH and the Out of Hours Nursing team. They provide support to people who would otherwise be referred for hospital assessment or admission. This may be because they are unwell or are uninjured after a fall. The team aims to provide an immediate response, normally within 2 hours. The team will complete comprehensive medical, social and environment assessments that enable people and carers choice in their place of care through Anticipatory Care Planning.

### Case Study

Mrs B is a 76 year old lady who was referred by her GP with shortness of breath. She was keen to avoid hospital admission. She lives alone and her relatives live some distance away. She had a background of Chronic Obstructive Pulmonary Disease (COPD), cognitive impairment and vascular disease. She had been feeling progressively unwell over the last month.

On first assessment her oxygen saturation levels were reduced. Her blood pressure was low and she appeared dehydrated. Blood investigations confirmed this.

Mrs B had extensive intervention and daily visits by members of the team. She was treated for an exacerbation of COPD with antibiotics and steroids, both a nebuliser and oxygen were provided which improved oxygen saturation levels.

Medications were reviewed and changes made. A temporary package of care was provided by the team to assist with personal care and she was referred to the ReACH team for further assessment of her functional ability with activities of daily living.

Mrs B was successfully supported by the team for 11 days and able to remain at home independently at the point of her discharge.

When asked what difference the team made during this episode of illness, her daughter said: *"Reassurance and support when needed. Talked through and set up a plan for caring for/supporting mother in the future. Has provided the family with more confidence in dealing with any problems"*.

- Rapid Access Frailty Clinic – the clinic is able to rapidly assess a person who is at risk of crisis admission to hospital. People have access to a Consultant Geriatrician and a full range of diagnostic tests can be done as needed. A person specific treatment plan by a multi disciplinary team will be completed and wherever possible, people can return home on the same day.

£607,497 of Partnership Funding is used to provide additional support for reablement and intermediate care services. This includes Summerford Intermediate Care Home, and reablement posts in each of the Community Care Locality Teams, Falkirk Community Hospital and the ReACH team.

Winter planning monies have also been released through the Unscheduled Care Programme Board to assist with work on delayed discharge.

The Partnership has engaged the Institute of Public Care (IPC), based at Oxford Brookes University, as a key partner in setting the strategic direction on reablement and bed based intermediate care services. These services are a key enabler in the implementation of a “Maximising Recovery, Promoting Independence” approach. This model aims to prevent hospital and care home admissions and support Falkirk citizens to remain living at home independently for as long as possible.

## Local Outcome 2: Safe

High quality health and social care services are delivered that promote keeping people safe and well for longer	
<b>What will this mean for people?</b>  People will be supported to live safely in their homes and communities. People will be involved and consulted on decisions about their care, treatment and support.  People will have timely access to services, based on assessed need. Services will improve quality of lives and be joined up to make best use of available resources.	<b>What will this mean for our communities?</b>  Communities are confident that systems are in place for the identification, reporting, and prevention of harm.
<b>Examples of work progressed during 2018 - 2019</b>  <ol style="list-style-type: none"><li>1. Free Personal Care</li><li>2. Support at Home (Home Support and Supported Living) Contract</li><li>3. Pharmacy First</li><li>4. Power of Attorney Campaign</li></ol>	

Table 4 local outcome 2

### 1. Free Personal Care

Free Personal Care is available to all adults who are assessed by Social Work Adult Services as needing this service. This started from 1 April 2019.

The Partnership has responded to the Scottish Government statutory guidance issued in December 2018. This guidance outlines the provision of free personal care to those both over and under the age of 65. Since the guidance was issued, we have done work, including the implementation of revised eligibility assessment and criteria, to prepare to introduce these changes.

### 2. Support at Home (Home Support and Supported Living) Contract

Care at Home services have an important role in supporting people to remain at home.

The Partnership spends significant amounts of money on these services therefore we need to have a contract in place. This ensures the quality of care provided and we can demonstrate value for money.

Our new contract started on 1 April 2018 for a period of 2 years. There is an option to extend for up to a further 2 years. The estimated value of the contract over the 4 years (including extension period) is £100m.

The new contract provides an opportunity to work collaboratively with a smaller number of providers. This will enable stronger processes for contract and performance management to be developed. The objectives of enhanced collaboration are to:

- ensure levels of care are reviewed to deliver personalisation and improved outcomes
- increase provider capacity, reducing delays in provision of care packages
- support locality planning
- implement operational efficiencies, reducing service delivery costs.

This approach will also enable commissioners to develop stronger partnership working with providers, to build more effective relationships that will be central in taking forward:

- reablement
- SDS and outcomes approach
- individual budgets
- integrated working.

### 3. Pharmacy First

The aim of the Pharmacy First Service is to enable people to access treatment for uncomplicated common conditions from a community pharmacy. These include urinary tract infections, impetigo, bacterial conjunctivitis, skin infections and minor skin conditions.

People can get a consultation with the community pharmacist, who will provide advice and treatment if required. The Pharmacy First Service is free to anyone registered with a Forth Valley GP surgery. It is available both within GP opening hours and out of hours through 33 community pharmacies in Falkirk.

This service has a number of benefits to people, as they have quick and convenient access to the service and do not have to wait for a GP appointment for minor conditions. In turn this frees up GP appointments and promotes a different way of working with other professionals supporting people.

### 4. Power of Attorney (PoA) Campaign

The Partnership is part of a national campaign to promote the uptake of Powers of Attorney. The campaign is about giving people the power to make decisions that will protect them, their family and those they care about should they ever lose capacity to make decisions.

A PoA is a written, legal document giving someone else (your Attorney), authority to take actions or make decisions on your behalf (the granter). You choose the person(s) you want to act as your Attorney and what powers you want the Attorney to have. A PoA is intended to ensure that your financial affairs and personal welfare can still be dealt with/protected in the event of you being unable to act on your own behalf.

This is important because when a person who lacks capacity and does not have a PoA is admitted to hospital, discharging them to a care setting can only take place once a legal process to appoint a guardian has been completed. This can mean people stay in hospital for longer than they need to where they could be settled in a more homely environment.

More information on the campaign can be found at  
<https://www.mypowerofattorney.org.uk>



## Local Outcome 3: Experience

People have a fair and positive experience of health and social care, delivered by a supported workforce that are skilled, committed, motivated and valued	
<b>What will this mean for people?</b>  People feel services are responsive to their needs and are available to them before reaching a point of crisis. These services are joined up and improve quality of lives.  People are engaged and involved across the Partnership. People will receive feedback and understand what their contribution has influenced.	<b>What will this mean for our communities?</b>  Communities will have the opportunity to be engaged and involved in service redesign and delivery within their local areas. This will be based on a clear understanding of local needs and available resources.
<b>Examples of work progressed during 2018 - 2019</b>  <ol style="list-style-type: none"><li>1. Good Transitions – Improving Transitions Planning</li><li>2. Palliative and End of Life Care</li><li>3. Improving mental health and wellbeing</li><li>4. National Health and Social Care Standards</li></ol>	

Table 5 Local Outcome 3

### 1. Good Transitions – Improving Transitions Planning

Young people with additional support needs and their families told us how we can improve the way we support them as they move from children's to adult services. This involves coordination within and across services including Education, Children's Social Work, HSCP, Health, Housing, Employment Services and the Third Sector. There is optimism about the future and enthusiasm around how good transitions can be achieved.

As part of a new model a Transitions Coordinator will work alongside social workers in children and adult services, who remain the case holders. The coordinator will ensure that young people are identified early, and that plans are in place for a smooth and appropriate move into adulthood. This is a new post and will be advertised later in 2019.

In the interim, adult services have ring fenced the time of a community care worker to plan for S5 and S6 young people and begin development of a transitions data base. Alongside this Children's Services are using Attainment Funding, which is aimed at closing the attainment gap, to fund a social worker post in Carrongrange School until 2021. Once in place, one aspect of the remit of this worker will be transitions not only into adult services but also from primary to secondary education.



The HSCP has adopted the Principles for Good Transitions to guide service delivery and practice and signal our commitment to excellence in transition planning.

## 2. Palliative and End of Life Care (P&ELC)

The Partnership continues to plan our model of palliative and end of life care to provide more care in community settings and as close to home as possible. Care often involves a range of health and social care services for those with advanced conditions who are nearing the end of life.

Approximately 1600 Falkirk residents die every year. It is estimated that up to 1200 of these people are likely to have palliative or end of life care needs. Our ageing population means that the number of projected deaths is expected to rise, which will also increase demand for palliative and end of life care services.

We measure the percentage of last 6 months of life spent at home or in a community setting to provide a broad indication of progress in implementing our action plan to improve palliative and end of life care. This will help to increase the percentage of time that people spend at home or in a community setting during their last 6 months of life.

Our key priorities include:

- Update models of P&ELC care to support the provision of services that will meet future needs. This will include the delivery of more care closer to home and in community settings, reducing unnecessary hospital admissions, and ensuring that everyone that needs palliative care is provided with a high quality of care and support.
- Improve communication and care planning to improve identification of people with P&ELC needs, including people with a non-cancer diagnosis or frailty. This will include enhancing communication, coordination and care planning.
- Develop P&ELC skills for staff to have a balanced workforce with the right capacity, knowledge and skills to ensure that people have timely access to the support they need.

Key areas of activity over the last year have included:

- **Anticipatory Care Planning (ACP)** is about people thinking ahead and understanding their health. There is growing evidence that ACP increases the likelihood of people dying at home and reduces hospital readmission rates. We have continued to raise awareness about ACP and embed this in day to day practice, including a large local stakeholder workshop event in February 2019. We will work with care homes to ensure ACP's are in place.

- **Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) Process** creates personalised recommendations for a person's clinical care in a future emergency in which they are unable to make or express choices. It provides health and care professionals responding to that emergency with a summary of recommendations to help them to make immediate decisions about a person's care and treatment. The ReSPECT process can be complementary to the wider process of anticipatory care planning. A variety of ReSPECT workshops and education sessions were delivered to a range of staff. An evaluation of ReSPECT was undertaken, which has now been published on the Scottish Patient Safety Programme (SPSP) website. We are developing tools to support the proactive identification of patients in need of ReSPECT/ ACP and communication prompts.
- **Health Crisis in the Community** - we have worked with the Scottish Ambulance Service (SAS) to evaluate feedback from paramedics and first responders about their access to emergency care planning documentation in a crisis and the impact on patient care. As part of this work, and linking in with ReSPECT, we will be working with the SAS and MacMillan Cancer Support to improve how we manage a health crisis in the community for people with palliative care needs, who may not wish or be appropriate for hospital admission.
- **Quality End of Life Care for All (QELCA) programme** - care homes within the Falkirk area have been participating in the QELCA programme delivered at Strathcarron Hospice. This aims to create sustainable improvements through attitudinal change, and results in active problem solving and facilitates change in practice to deliver high quality care to patients and families
- **Extension for Community Healthcare Outcomes (Project ECHO)** - utilises telemedicine links to deliver education to care homes in an effective and high quality manner. Care home staff have formed the first local cohort of Project ECHO, which improves care by gathering a community of practice together for learning and support
- **Advanced Nurse Practitioners (ANP) with a specialist interest in P&ELC** are supporting practices in various areas of care with an evolving model that will be evaluated and inform future developments
- **Macmillan Healthcare Support Worker (HCSW) project** is a two year project to test a new model of care for people in the community. This model involves HCSW providing support to Community Nursing to support people to remain in their own homes for as long as possible. There is already evidence that early intervention is enhancing patient and carer experience and that crisis admission near the end of life is likely to be avoided.

- **Hospice at Home Service**, provided by Strathcarron Hospice, has operated over the last 5 years, supported mainly through Big Lottery funding. It supports people in their own home who are in the last weeks of life through practical, emotional and personal care. A core element of the service is flexible support to family carers as death approaches. An external evaluation (working with ISD) has evidenced this intervention enabled more people to die at home, has high user satisfaction, and achieved an excellent rating from Care Inspectorate.
- **Living Right Up to the End:** Using a community development approach, this Strathcarron Hospice project is developing volunteers to support people with advanced long-term conditions and their carers, right up to the end of their lives. It is person focused, and supports self management and community connection as well as facilitating a ground-up approach to thinking ahead and making plans for the end of life. The project offers:
  - One to one support (befriending)
  - Short breaks for carers
  - Support to connect to community
  - Local volunteers with in depth knowledge of community resource
  - Lunch group
  - Community well being café
  - Thinking ahead support
  - Information stands.



HSCP funding has supported Strathcarron Hospice with this development in Falkirk Central and Falkirk West.

### 3. Improving Mental Health and Wellbeing

The Partnership will continue to work with partners to deliver and redesign services in line with the national Mental Health Strategy. The Falkirk Mental Health Planning Group (MHPG) brings together service providers from statutory and third sector organisations to analyse data, identify areas for improvement and deliver on Community Planning Partnership, IJB and Children's Commission priorities on mental health and wellbeing. These priorities include suicide prevention, emotional regulation, trauma and substance use and mental health.



#### Decider Skills Training Programme

The Partnership has funded Decider Skills Training programmes to teach adults and children the skills to understand and manage their own emotions and mental health. This is in response to a gap in early intervention services for people and in training for staff in skills based interventions for distress tolerance, mindfulness skills, emotion regulation and interpersonal effectiveness. It will give communities the opportunity to develop life skills and give everyone a shared language and set of tools to use.

The Decider Skills training is based on cognitive behavioural therapy (CBT) and dialectical behavioural therapy (DBT) informed skills under four core skill sets. It has the potential to be adapted for a range of service settings including adult mental health, child and adolescent, learning disability, substance misuse and prisons.

There have been 4 cohorts of staff training aimed at health, social care, Police, Fire and Rescue service, Scottish Ambulance Service, pastoral teachers and third sector mental health services. We have trained up 6 authorised trainers, who will continue to deliver Decider Skills, starting training later in 2019.

#### Mental Health Acute Assessment and Treatment Service (MHAATS)

Since 31 January 2019, MHAATS have been providing pre-hospital triage for people who come to the attention of Police Scotland or the British Transport Police (within the Forth Valley area). The service is available where there is a suspicion that the person is suffering from a mental disorder, or where the individual discloses symptoms which warrant an emergency mental health assessment, for example reporting suicidal intent.

The aim of providing this service is to:

- reduce unnecessary ED attendances
- reduce the time spent by Police Officers waiting in the ED
- improve the experience of patients accessing mental health assessment.

During the time from 31 January to 7 July 2019, a total of 264 referrals have been made to MHAATS by Police Scotland. There have been 22 cases where redirection to ED has been necessary. The provision of the Pre-Hospital Triage Service has helped avoid 242 ED attendances (91.7% of all referrals to the service). This means that people are receiving access to the right service. Exact figures are not available to demonstrate efficiencies for Police Scotland, however it is estimated that there are significant benefits to the Police by minimising time taken to attend ED.

### Community Based Provision

In addition to the range of statutory services provided, Partnership Funding supports projects delivered through Falkirk's Mental Health Association (FDAMH). These include:

- Immediate Help Service - aims to provide people with the opportunity to get immediate access to speak to an experienced mental health practitioner either on the telephone or in person. **1,177 people used the service**
- Social Prescribing Service – has 3 staff. One is based in a GP practice taking referrals from the GP's and accepting self referrals from patients of the practice. One is based in FDAMH taking referrals primarily from the Immediate Help Service and the other provides a range of therapeutic groupwork. **461 people engaged with the service**
- Social Spark – is a modern approach to befriending that helps people who use the service form friendships in a safe environment. The impact of the service has been
  - reduction in social isolation and loneliness
  - forging new friendships outwith group meetings
  - supporting and learning from one another
  - supporting early intervention / prevention of deteriorating mental health and wellbeing
  - providing some respite for carers.

## 4. National Health and Social Care Standards

The Partnership has implemented the new human rights based Health and Social Care Standards. The standards set out what people should expect when using health, social care or social work services in Scotland. This means empowering people to know and claim their rights. The objectives of the new Standards are to drive improvement, promote flexibility and encourage innovation in how people are supported and cared for.

The [Health and Social Care Standards](#) describe both the headline outcomes, and the descriptive statements which set out the standard of care a person can expect. Not every descriptor will apply to every service. The headline outcomes are:

- I experience high quality care and support that is right for me
- I am fully involved in all decisions about my care and support
- I have confidence in the people who support and care for me
- I have confidence in the organisation providing my care and support
- I experience a high quality environment if the organisation provides the premises.

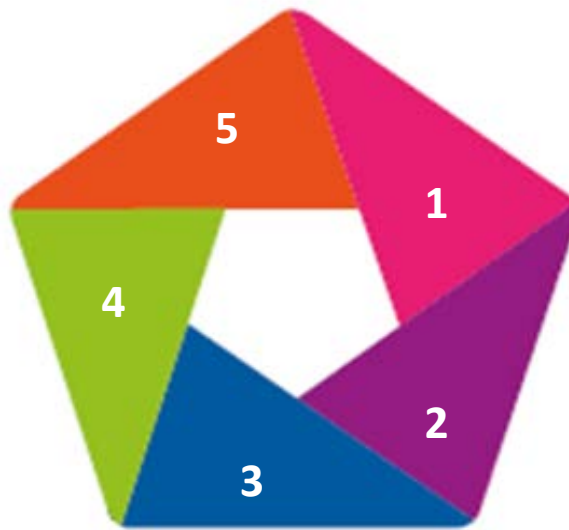


Figure 3 National Health & Social Care Standards

Each Standard is underpinned by five principles:

1. **Dignity and respect**
2. **Compassion**
3. **Be included**
4. **Responsive care**
5. **Support and wellbeing.**

These principles reflect the way that everyone should expect to be treated.



## Local Outcome 4: Community Based Support

Individuals and communities are resilient and empowered with a range of supports in place, that are accessible and reduce health and social inequalities	
What will this mean for people?	What will this mean for our communities?
People are more confident, reliant and able to access local services and support to improve and maintain their health and wellbeing and be more independent. There will be a focus on early intervention and prevention.	Communities are informed, involved and supported to work cohesively to develop and manage community based supports.
<b>Examples of work progressed during 2018 - 2019</b> <ol style="list-style-type: none"><li>1. Primary Care Transformation Programme</li><li>2. Changing Places Toilet Facilities</li><li>3. Supporting discharge from Loch View</li><li>4. Developing strong and resilient communities</li></ol>	

Table 6 Local Outcome 4

### 1. Primary Care Transformation Programme

#### Primary Care Improvement Plan

Falkirk IJB and Clackmannanshire and Stirling IJB have collaborated to produce a single Primary Care Improvement Plan for Forth Valley. The plan aims to enhance Primary Care workforce capacity and capability, for example, with Advanced Nurse Practitioners (ANPs) and Advanced Practitioner Physiotherapists. This will support a person centred, safe, effective and sustainable shift of workload from GPs and will release capacity for their Expert Medical Generalist role.

There has been significant engagement and work with all GP clusters to consider their needs and priorities and to help plan the phasing of new services over the next 3 years in support of practices. A number of public awareness sessions have been well attended with individual practices also highlighting the changes to their patient populations.

The Primary Care Improvement Plan has a number of priorities, and each has a detailed plan. These priorities are:

- **Pharmacy Support** -The Primary Care Improvement plan sets out a strategy for transformational change in the way we provide Primary Care NHS services for the population of Forth Valley.



Part of this plan is to deliver on a number of new services to support the new GP contract. For 3 of our 5 Falkirk clusters, the focus has been on developing primary care pharmacy services, called the Pharmacotherapy Service. This service will include pharmacists and qualified pharmacy technicians supporting GP practices. Activities include assessing and authorising acute and repeat prescriptions and ensuring that when patients have been discharged from hospital any medication changes that have happened during their hospital stay, are accurately updated in the patients GP record.

The Pharmacotherapy Service will also offer pharmacist led clinics and appointments for patients to discuss their medicines. For example, pain medication or for those patients who are taking multiple medicines who may need a medication or 'polypharmacy review'.

In March 2019, the Pharmacotherapy Service started to be rolled out across some GP clusters, including central Falkirk. The next phase will be across the Stenhousemuir and Larbert GP cluster and Denny/Bonnybridge GP cluster.

The intended outcomes are that new service will free up GP to focus on more complex care whilst reducing medicines related hospital admissions and improve patient safety through polypharmacy review.

- **Additional Professional Roles** - practitioners, such as Physiotherapists, Mental Health Practitioners and Advanced Nurse Practitioners (ANP's) will work closely with GPs. They will be a first point of contact to assess and direct care for urgent health issues, muscle and joint problems and mental health issues. In Falkirk Partnership there are 9 practices with Advance Practice Physiotherapists. We are also training ANPs to work in practices to deal with urgent, same day appointments. We have introduced Primary Care Mental Health Nurses (PCMHN's) in 19 practices in Falkirk. There is alignment with the national Mental Health strategy and work being done in Primary Care.
- **Community Link Workers** – will work directly with people in our most deprived communities, who need support because of their health and social care needs to help them navigate and engage with other services.
- **Vaccination Transformation Programme** - this will mean the development of a community vaccination team who will maintain the highest levels of immunisation and vaccination uptake
- **GP Out of Hours Service (OOH)** - The GP OOH service has been changing to meet people's needs and to create a sustainable and cost effective workforce model. The aim is to have a multidisciplinary OOH service across Falkirk, Clackmannanshire and Stirling.

The OOH service is making good progress towards a stable multidisciplinary workforce and service delivery model which delivers a quality service for people whilst providing a good working experience for staff. The service will scale up the multidisciplinary workforce with a rolling programme of training for ANP and Paramedic Practitioners whilst also seeking to build better connections and approaches with partner services in social care and out of hours nursing.

## 2. Changing Places Toilet Facilities

Within the Falkirk Partnership area we are making good progress towards having Changing Places Toilets (CPT) available at a number of locations.

The provision of CPT facilities has been identified as a gap, which leads to denial of dignity. People can feel compelled to abandon days out as they have no choice but to return home to attend to their personal care needs. Alternatively they and their carers need to deal with their personal care needs in non adapted facilities.



Over the year:

- Falkirk Community Trust has completed work to install a facility at the Mariner Centre and at Grangemouth Sports Complex
- Forth Valley College have agreed to open their facilities for use by the wider community
- Social Work is taking steps to open some facilities, for example at Oswald Avenue Day Service, for use by the wider public
- Falkirk Council's Locality Hubs are being designed with the need for CPT included as standard
- We are engaging with the private retail sector to make available CPT facilities.

These facilities can empower people who have higher levels of personal care need to be involved in their communities. Their availability also supports the objectives of the review of day services for younger people which can only deliver the shift towards more community based support if the necessary physical infrastructure is in place.

## 3. Supporting Discharge from Loch View

Loch View is NHS Forth Valley's Inpatient Learning Disability Assessment and Treatment Unit. Work is ongoing to support people to move from there to a homely setting when they are ready for discharge. This has involved working in partnership with health, social care, housing and providers to find suitable accommodation and community based supports to meet their needs.

This supports the Partnership's ambition that people with learning disabilities have the right to the same opportunities as anyone else to live satisfying and valued lives, and to be treated with dignity and respect. People should have a home within their community,

be able to develop and maintain relationships, and get the support they need to live healthy, safe and rewarding lives.

Through supporting people to move from the unit, there has been a reduction in the number of required in-patient beds. The savings from this have been reinvested to develop a proactive outreach treatment service model which will provide an alternative to inpatient beds.

### **Case Study**

John has a learning disability, and behaviour that challenges. Over the years, John had numerous admissions to Loch View due to his increasingly difficult behaviours. He often issued verbal and physical threats of aggression to staff and threatened to harm himself.

For a time he had a placement in the community however his behaviours became more challenging and he was admitted to hospital and then moved to Loch View. John enjoyed living there but always wanted to move to his own place.

When John was ready for discharge, his family, advocacy worker, social worker, Loch View staff were all involved with John, working together to plan how best he could be supported in the community. John's support had to be individualised and bespoke to meet his needs.

A one bedroom flat and a support provider were identified. A transition plan was agreed by all, and a speech and language therapist was involved so that John could understand the plan. This had a visual time line of what John could expect from a move from Loch View to his new home.

John visited his new flat a number of times with his new support staff and he really liked it. John began spending more of his time with his support staff, planning the décor of his new flat and purchasing items. He was also supported to decorate the flat himself. John was included every step of the way and when his tenancy was ready, an easy read tenancy agreement was produced that he could sign without legal intervention.

Today John is very much in control of his support plan and discusses this with support staff every week. John's staff are vigilant and ensure he has a good balance of emotional and physical support. He has a responder system in place in his flat that he can activate if he wishes to speak to staff or requires assistance.

John can still be frustrated at times but staff training and their understanding of him have meant the frequency and intensity of any behaviour deemed as challenging has reduced.

John has a full life since he moved from Loch View that is community based. He recently participated in the kilt walk and raised money for charity. He hopes to do more charity work in the future.

#### 4. Developing Strong and Resilient Communities

During the year, partners have worked together to establish a framework to further enable the HSCP to work with communities. The key driver for partners has been to develop and embed approaches within all three locality areas, that will help people to become actively involved in designing and delivering health and social care services that suit the specific needs of their local community.

The framework has been informed by work undertaken by the IJB and SPG during the development of the Strategic Plan 2019 - 2022. The Strategic Needs Assessment noted that there remain inequalities within our communities that have a significant impact of health and social care services. It was also acknowledged that our communities are asset rich in terms of the skills people have and willingness to get involved. The Partnership will support this by working collaboratively with Community Planning partners and establishing a framework of support within localities.

The HSCP approach to help the development of strong and resilient communities, is illustrated in figure 4, below.

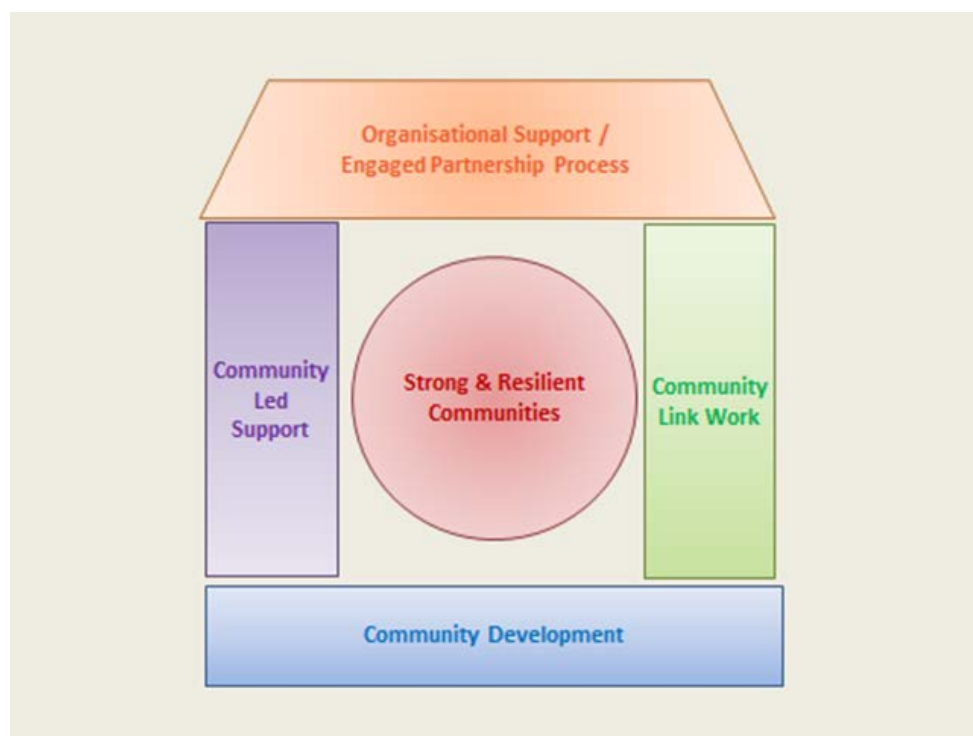


Figure 4 Strong and Resilient Communities

The components of the framework are:

1. HSCP Community Development Workers working within each locality will work with communities to identify local action plans and to support community capacity and resilience. This will include supporting individuals to form small action groups, focussing on improving and sustaining health and wellbeing. This will help create a sustainable foundation within communities.
2. Community Led Support is currently being developed to change and develop the way that services interact with services users. The focus being on 'good conversations' and providing advice and support to help people self-manage before crisis through the introduction of community led hubs. This support will be most relevant for people who have had initial contact with Social Work services due to a decline in their wellbeing.
3. Community Link Workers are generalist social practitioners generally based in a GP practice serving a socio-economically deprived community. They offer non-clinical support to patients, enabling them to set goals and overcome barriers, in order that they can take greater control of their health and wellbeing. They support patients to achieve their goals by enabling them to identify and access relevant resources or services in their community.
4. Engaged Partnership Processes: All of the areas of work described above rely on an empowered workforce supported by strong leadership. In addition, this work will be part of locality teams, to ensure that the support and services available are in line with local need and integrated within health and social care provision.

The whole system described above will be overseen by a Stronger Communities Steering Group, with representatives from each area of work. The structure will be implemented during 2019 - 2020.

## How We are Enabling Change

### Understanding our Local Needs

The Partnership's [Strategic Needs Assessment](#) (SNA) has been refreshed and has helped us to understand and demonstrate the health and care needs which exist in our area. This has been used to inform the development of the Strategic Plan for 2019 – 2022. The latest version of the [Needs Assessment](#) was designed to provide an update to sections of the previous iteration where it was deemed there had been meaningful change, and attempts to address gaps that were identified in the period since the last SNA report was published.

The SNA brings together available data that allows us to understand the current supply of services and gaps between need and supply. The needs assessment is extensive and covers a wide range of topics including demographics, life circumstances, risk factors, population, health and service provision.

Understanding need and service provision across the Partnership will be key to future success.

As the key messages from the 2016 SNA remain relevant given the short period of time since it was prepared, a more focused update is available. This sits alongside the original document. The update includes information on population, inequalities, housing, dementia, mental health, sensory impairment, community prescribing, substance use, Primary Care, end of life care, workforce, Third Sector and Unpaid Carers.

The following key issues have emerged from the needs assessment:

- Population projections show that working age groups (16-49 and 50-64 years) make up a smaller proportion of the population in 2041 than they do in 2016. The effect of this must not be underestimated as it is two-fold; a greater proportion of the population in the older age group categories could lead to a far greater requirement for health and care service provision, while a reduction in the working age population will ultimately reduce the number of people able to provide such services.
- Projections suggest that the Falkirk population will increase over the next 25 years, with the elderly population in particular seeing a large increase. With an increased population comes the potential for a greater number of deaths in any year, and consequently a greater number of older people dying. It also predicted a greater number of individuals with multiple long term conditions (LTCs) so there is the potential for both a greater number of deaths but also greater number of more complex deaths. It is essential that palliative and end of life care services are optimised to respond with this.
- In Falkirk, all cause mortality has been increasing for the most deprived areas (SIMD 1), and declining for the least deprived areas (SIMD 5). This shows that health inequalities in Falkirk not only exist, they are widening.

- Across the health and social care services in Falkirk there is an aging workforce with many staff potentially nearing retirement. Long term workforce planning will be essential to ensure future services are sustainable. This theme is particularly relevant in primary care where there is an anticipated shortfall in newly-qualified GPs combined with the fact that GPs often retire prior to state retirement age.
- Mental health was identified as a priority in the original strategic plan, and remains a priority in the latest iteration. A large number of people experiencing minor mental health issues are unlikely to interact with services until they reach a crisis. Conditions such as depression and anxiety can have an equally negative effect on health as long term physical health conditions.
- Alcohol and drugs remain a challenge in Falkirk. While alcohol related hospital admissions have fluctuated over the years, the number of alcohol related deaths have continued to decrease. The picture for drugs is more concerning with drug related hospital admissions consistently on the rise and the number of drug related deaths has tripled in Falkirk over the past decade.



## How We are Collaborating to Improve

### Frailty at the Front Door Collaborative

Falkirk HSCP and NHS Forth Valley were one of five partnerships who participated in the Frailty at the Front Door Collaborative. This was facilitated by Healthcare Improvement Scotland and the iHub team.

The aims of the project were to improve outcomes and experiences of older people living with frailty and their carers who presented to acute services. We did this by:

- rapidly and reliably identifying frailty at the front door
- delivering early Comprehensive Geriatric Assessment (CGA)
- ensuring the person experiences well coordinated care and support attuned to their needs with the focus on support at home or a homely setting where possible
- improving interface and collaborative working between health and social care.

### Institute of Public Care

We have started work with the Institute of Public Care (IPC), based at Oxford Brookes University. This will enable the Partnership to set the strategic direction on reablement and bed based intermediate care services, which will support a Home First approach, maximising recovery and promoting independence. The work will take place over the next year.

### Developing a Priority Setting Framework

We are working with Glasgow Caledonian University and the University of Strathclyde as part of a research project to implement a priority setting framework. The focus of the framework is on the delivery of Homecare services, and “how to deliver a responsive, efficient, and sustainable Homecare provision that addresses quality, personal outcomes and reablement”. This work is continuing over 2019.

## How We Involve People

Falkirk HSCP Participation and Engagement Strategy sets out our commitment to effective and meaningful engagement with service users, carers, communities, staff and partners. Importantly, it also provides information about how people can participate and why participation is important.

The table below shows some examples of engagement activity undertaken by the Partnership during 2018 - 2019. This builds on activity reported in the 2017 - 2018 Annual Report

Activity	Who was involved?					Outcome/Impact on Transformation
	Service Users	Carers	Community	Staff	Partners	
Consultation & Engagement re Living Well Falkirk (presentations & feedback to targeted groups and forums)	✓	✓	✓	✓	✓	Feedback informed format and design. People informed and supported to use tool.
Engagement with young people and their families about how we support young people with additional support needs as they move from children's to adult services (Believe & Achieve event)	✓	✓				Service design and improvement
Public consultation about Adult Services Transport Policy (Online survey)	✓	✓		✓	✓	Better understand implication of policy changes
Celebration of Older People's Day - CVS Falkirk led an Older People's Day 2018 drop-in event for the Partnership.	✓	✓	✓	✓	✓	Increased public awareness of support and services. Multi-agency benefit from engagement with older people and partners to inform service design
Public consultation on local Eligibility Criteria for the Carers Act. (2 public events, an online and paper	✓	✓	✓	✓	✓	Direct input to Service development

Activity	Who was involved?					Outcome/Impact on Transformation
	Service Users	Carers	Community	Staff	Partners	
survey, information in the local press, Facebook and Twitter).						
Engagement session held with Carers Forum regarding the development of the Short Breaks Services Statement.		✓	✓	✓	✓	Direct input to Service development
Public consultation on the Carers Strategy. (Discussion with Carers Forum, 3 public events, an online consultation and information via social media).	✓	✓	✓	✓	✓	Increase local awareness and service design. Opportunity for carers and general public to raise questions and concerns which inform ongoing developments
Two joint IJB and Strategic Planning Group Development Sessions held to initiate development of the Strategic Plan 2019-2022	✓	✓		✓	✓	Inform and direct review and refresh of outcomes, priorities and action plan
Consultation on revised outcomes and priorities of the Strategic Plan 2019-2022 (Online survey & targeted presentations to local groups & forums).	✓	✓	✓	✓	✓	Wider public consultation at early stage of strategy design to enable feedback to inform further development
'Our Voice' developed and embedded within 5 residential settings for people with Learning Disabilities, including full service user involvement in recruitment, staff meetings, supervision,	✓		✓	✓		Service users and staff work together to embed an inclusive ethos across service.

Activity	Who was involved?					Outcome/Impact on Transformation
	Service Users	Carers	Community	Staff	Partners	
organising activities e.g. meetings with Royal Bank of Scotland regarding impact of changes to online services for LD community. Our Voice is led by service user group who meet monthly.						
Locality Planning work in conjunction with CPP, including community engagement and co-design of local action plan and services	✓	✓	✓	✓	✓	Community involved in planning process and supported to develop skills and knowledge to enable direct involvement in service design and delivery

Table 6: Partnership engagement activity 2017 - 2019

## Listening Events

Over 2018 - 2019 we have held a number of engagement events with staff that are supporting redesign and transformational change in services. These include events with home care, day services and health and social care colleagues.



### *LEARNING IS A PATH, NOT A DESTINATION*

Our workforce remain the single most important resource in delivering high quality services and the transformation required to ensure the delivery of health and social care integration. The Partnership has a shared commitment to continuous professional development and to support innovative working and learning across agencies and disciplines. Learning and development opportunities are responsive to needs identified during workforce planning; via employee development reviews or appraisals and through partnership working with schools and further education establishments. The current workforce plays a key role in the promotion of health and social care as a career destination. Training for mentors is available and accredited and services routinely offer work experience and support student placements, benefitting students, services and people accessing support and services.

We continue to work with Forth Valley College in the development of flexible and accessible career pathways for new and existing staff and are involved in the piloting of a number of new professional development awards.



We recognise there are many challenges currently facing the workforce. This is centred around culture, systems and practice change related to integration, financial

austerity and the shift towards strengths based and risk enablement approaches. This requires working alongside people rather than doing things for and to them and shifting away from being problem focused to asset based, focusing on what really matters to people.

The resilience of the workforce, particularly in times of change is a priority. Flexible working and learning alongside collaborative leadership is supporting a shared approach to managing change. Over the past year we have piloted an evidence based programme focused on the promotion of resilience with groups of health and social care staff. This is designed to support individuals and teams to sustain and develop meaningful strategies to address the impact of change and establish a space to reflect and learn from one another. The programme is primarily accessed online and includes face to face workshops and group coaching for line managers. Evaluation of the programme will inform next steps.

We have also been working with Scottish Social Services Council who helped to facilitate an Action Learning Set focused on addressing key challenges in embedding outcomes focused practice. This involved Partnership and Independent sector frontline staff. This recently concluded and learning is anticipated to impact on a far wider audience. Of significance, all participants reported feeling more confident practitioners and said they had a much better understanding of each others, roles, responsibilities and early evidence reflected willingness towards greater integrated practice based upon a clearer understanding of the benefits. Plans are in place to sustain this approach within the Partnership building on existing capacity.

We continue to work towards the development of a training consortium involving Partnership and Independent sector workforce. We are utilising joint resource and focused on building capacity across the workforce as envisioned within the National Health and Social Care Workforce Development Plan Part 2.

### Careers in Care

Nearly 100 people interested in entering the adult social care profession attended an event organised by the Partnership in March. The event held in Forth Valley College, provided high school pupils and college students an insight into the world of care.

During the afternoon representatives from across the Partnership, including Homecare, the Sensory Centre, Community Care teams, Integrated Learning Disability team, Community Hospital and Care Homes gave short talks on their roles and why they work in care. Representatives from Workforce Development, CVS Volunteering service and Falkirk Council Employment Training Unit were also in attendance.

Attendees were then invited to take part in quick informal one-to-one sessions with the professionals to gain a better understanding of the different jobs available in the sector.

To find out more about career opportunities in Social Work Adult Services email [socialservicetraining@falkirk.gov.uk](mailto:socialservicetraining@falkirk.gov.uk).



For general information about jobs and work experience at Falkirk Council visit [www.falkirk.gov.uk/services/jobs-careers/](http://www.falkirk.gov.uk/services/jobs-careers/).

## How We are Working with Falkirk Community Planning Partnership

The Partnership is a strategic partner within the Falkirk Community Planning Partnership and makes a significant contribution to the CPP's Strategic Outcomes and Local Delivery (SOLD) Plan in a leading capacity, as follows:

- People live full and positive lives within supportive communities
- Improving mental health and wellbeing.

The Partnership also makes a distinct contribution to a number of other priorities and outcomes within the SOLD plan.

In relation to mental health and wellbeing, the Chief Officer chairs a multi-agency Mental Health and Wellbeing group. The group are refreshing the delivery plan to take account of the national Mental Health Strategy and local priorities.

## How We are Working with Children's Services

The Partnership continues to work closely with Children's Services across a range of work including:

- Transitions planning for young people with additional support needs
- Supporting carers - young carers may need support from Children's Services (including Education) depending on the impact of their caring role. They may also be supported through Social Work Adult Services if they are caring for an adult. Equally, adult carers of children with disabilities may be supported by Children's Services.
- The Head of Children's Social Work Services is a member of the HSCP Leadership Team and Strategic Planning Group, and is a member of the IJB in her role as Chief Social Worker Officer.

## How We are Working with Housing Services

Housing has a key role for people to stay at home, in accommodation that meets their needs, in their communities. The contribution of Falkirk Council housing services and Registered Social Landlord's (RSL's) is key to delivery of the Strategic Plan vision, outcomes and priorities.

There is a requirement that a Housing Contribution Statement (HCS) is in place. This provides an essential link with the HSCP Strategic Plan and the Local Housing Strategy. The HCS Steering Group scope of work includes:

- review of housing for older people,
- take account of demand for wheelchair accessible housing, disabled adaptations and advice services



- work to develop, implement and resource the Rapid Rehousing Transition Plans, including Housing First
- increase use and access to communal areas within housing complexes. This will include activities to improve and maintain health and wellbeing.

### **How We are Working with Falkirk Alcohol and Drugs Partnership (ADP)**

The ADP oversees a broad range of activity to minimise the harms caused by substance misuse. There are on-going challenges to reduce drug related deaths as we have too many people who have died. A Drugs Related Deaths Task group has been established to bring partners together to identify issues and solutions.

The ADP priorities all support the aims and principles of the IJB:

- improve health, early intervention and prevention
- reduce prevalence of alcohol and drug use
- promote and provide opportunities for recovery
- support children and families affected by substance use
- reduce the impact of substance use on communities
- provide high quality treatment and support services.

The ADP continue to build a Recovery Oriented System of Care (ROSC), where treatment and aftercare are integrated and priority is given to empowering people to sustain their recovery. Features of a ROSC link and contribute to the work of the IJB and include:

- being person-centred
- being inclusive of family and significant others
- keeping people safe and free from harm
- the provision of individualised and comprehensive services – such as housing, employability and education
- services that are connected to the community
- services that are trauma informed.

### **How We are working with Community Justice Partnership**

The IJB is a Community Justice partner, and engages in the planning and delivery of services. The Chief Officer represents the IJB on the Falkirk Community Justice Partnership (CJP), which sits within the Community Planning Partnership structure.

People with lived experience of Community Justice Services often have a range of needs. These require partnership working between the IJB and CJP to ensure people access and make use of relevant services to address areas of need such as physical and mental health, housing, social welfare, education and employment.

Consideration is being given to further tests of change to support people through available funding streams. This funding has supported the Social Inclusion Project (SIP) delivered by Signpost Forth Valley. The aim of the project is to bring multi-disciplinary agencies/services together to coordinate and commit to the intensive case management of identified people across the Falkirk area.

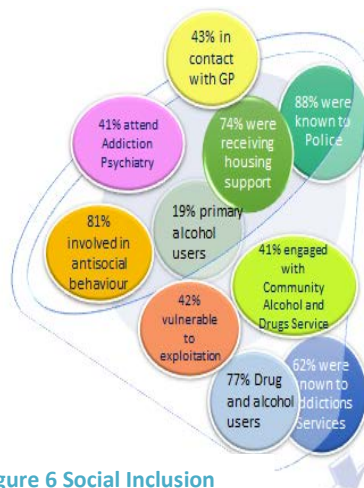
Partners involved in the delivery of SIP are shown below:



Figure 5 Partners

The service supports adults (over 16 years) who are not under supervision in terms of the Social Work (Scotland) Act 1968), who

- are at significant risk of offending or who persistently commit crime and have significant frequencies of offending in the Falkirk area
- commit those crimes in order to finance their drug/alcohol/substance dependency
- may be subject to the Adult Support and Protection (Scotland) Act 2007
- are subject to reports to the Vulnerable Person Database and/or subject to significant police concerns
- are frequent attenders at NHS Forth Valley and neighbouring Emergency Department(s).



Falkirk Social Inclusion Project  
April 2018 – March 2019

At time of referral...

Figure 6 Social Inclusion

During 2018 - 2019, the service has supported:

- 95% (162) of individuals to engage in structured drug and alcohol work
- 94% of individuals were supported to register and engage with a GP
- 10% now attend Signpost Recovery
- 87% now attend RMN led Community Alcohol and Drugs service
- an average of 12 sessions for each individual were completed around behaviour and social functioning, with a further average of 8 sessions for each person focussed on actions and consequences.
- an average of 9 sessions comprised of practical support to individuals, including household maintenance, shopping and budgeting etc.

### How We are Working with the Third Sector

The Falkirk Council area has a diverse and distinct third sector, ranging in size and scope. Local and national charities, voluntary organisations, social enterprises, community groups, co-operatives and individual volunteers provide a wealth of valuable services to people across the council area, and often those who are seen to be 'vulnerable'. The sector is supported by CVS Falkirk, the local Third Sector Interface (TSI). The annual impact review for 2018 - 2019 is underway. Headlines from the 2017 review, which was based on responses from 89 organisations are shown below.

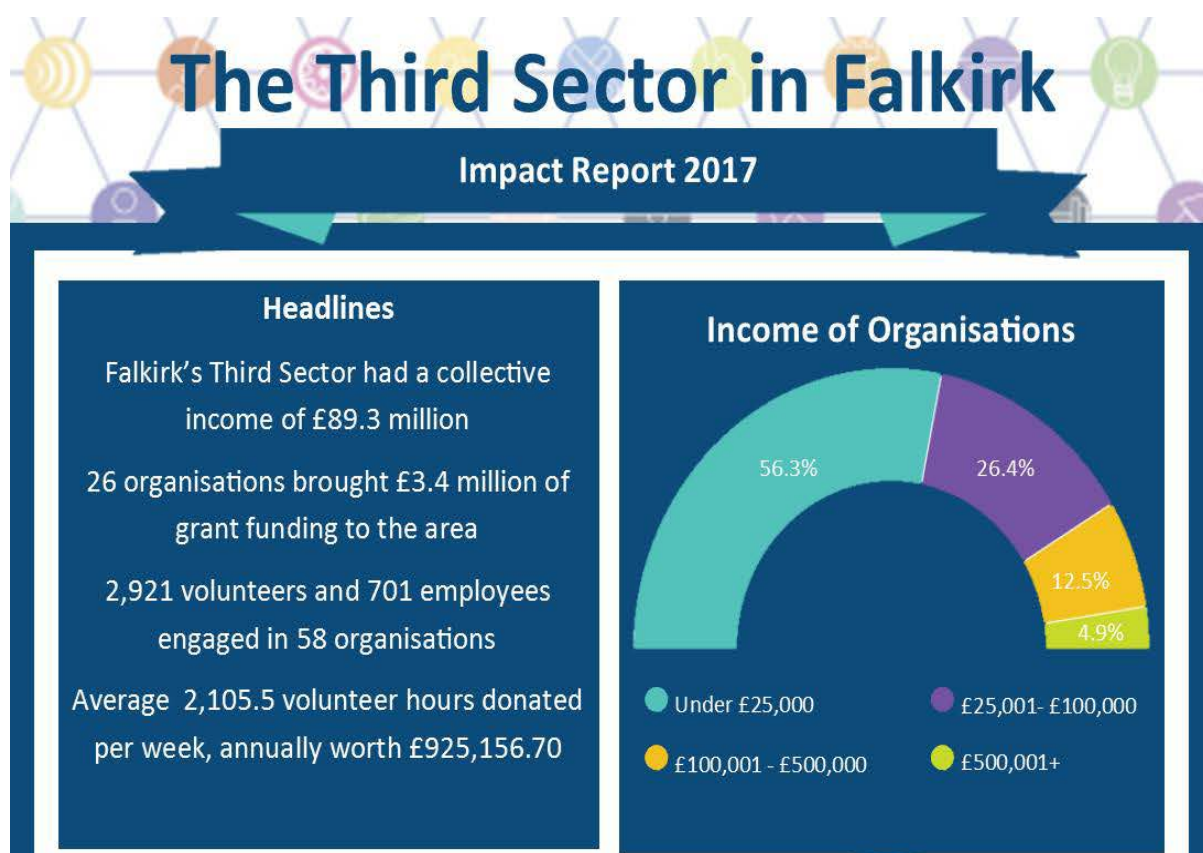


Figure 7 Third Sector

During 2018 - 2019, the HSCP have continued to work closely with and further strengthen relationships with the Third Sector. The sector is represented on the IJB and SPG, by representatives selected through a sector wide voting process and also by the TSI. Falkirk Council and NHS Forth Valley support a wide range of Third Sector organisations to provide valuable services that directly help improve people's mental and physical health and wellbeing. In addition to formal contractual agreements, the HSCP has also provided 14 smaller community grants, benefitting an estimated 700 people.

There are numerous examples of key areas of work that have been progressed during 2018 - 2019, which could not have happened without the contribution of the Third Sector. For example:

- support for people and families affected by trauma and sexual violence
- a flourishing recovery community, including recovery cafes, attracting 1390 visits
- new choices in service for young people with learning disabilities
- 5 groups supporting people who have experienced stroke and lunch clubs for older people in all locality areas
- peer and befriending projects focussing on mental health, healthy eating for older people, end of life support, housing options and loneliness and isolation
- intergeneration work focussing on developing skills and awareness about topics such as technology, dementia and carers.

## How We are Working with Providers

### Training and Education

The Independent Sector Lead commissioned a workshop along with the Improvement Support Team (IST) from the Care Inspectorate. The workshop provided simple and user-friendly awareness of quality improvement (QI) methodologies.

The workshop was for senior care home and care at home staff, commissioners and any interested HSCP staff. People had the opportunity to discuss how we can use improvement methodology in the work place. Using worked examples, interactive sessions and group work, the IST enable participants to:

- develop an understanding of Quality Improvement
- increase confidence using Quality Improvement
- share best practice working collaboratively to learn from one another
- understand the Care Inspectorate method of PDSA.

The delivery of the Managing Falls and Fractures in Care Home Education Programme will continue. The programme aims to ensure that care homes are working in lines with the Care Inspectorate falls and fractures resources. Moving forward, care at home and housing support providers will be invited to participate in the programme.

There continues to be regular meetings with providers to achieve:

- cohesive and collaborative working across the area
- person centred assessment and management of frailty
- reduction in duplication
- optimised use of current resources.

### Market Facilitation Plan

The Partnership will build on these regular meetings with providers to refresh the Market Facilitation Plan (MFP). This will give providers a good understanding of the current levels of need and demand, in order to help support and shape the market going forward.

In terms of progress in delivering the 2016 - 2019 MFP:

- A total of 4 large-scale events, attended by around 200 delegates, have been held to engage with the market to share strategic commissioning intentions, to inform discussion about new models of provision and to gauge feedback from the marketplace on our plans. These in particular helped shape new contracting arrangements for care at home, community care and adult residential services.
- Regular quarterly forums for specific provider markets continue to be held. These are smaller scale meetings to engage with the wider market place to discuss change and how this may impact on specific sectors of the market. This approach, for example, provided the platform upon which we were able to engage the market to implement and sustain the payment of the Scottish Living Wage.
- Monthly drop-in sessions for local providers from all sectors of the market place have been established. This is an opportunity for existing and new local providers to meet with commissioners on a more informal basis to discuss ideas and gain clarity on any issues specific to their organisation. These sessions are also opportunities for providers to seek advice and support around their development plans to ensure these fit with the Partnership's direction of travel. These sessions shall support us to increase the volume of services commissioned from locally based providers.
- Direct engagement with providers and working groups with different providers, as and when required, have been held. These facilitate the development and realisation of new models of service provision. This level of engagement has, for example, supported home care colleagues to engage with providers to review medication policies. It was also instrumental in helping to remodel processes to develop the discharge to assess service in order to reduce delayed discharges from hospital and explore new models of provision to reduce out of area adult care home placements.

## How We are Enabling Information and Data Sharing

There continues to be work done by the Data Sharing Partnership (DSP) and IT colleagues across councils and health. This work supports a number of integration strategic strands with a focus on enabling information sharing and access across the care settings.

Work is ongoing to replace the current Social Work Information System (SWIS) with the Liquidlogic Adult Social Care System, with an implementation date for 'go live' in May 2020. This is a significant and complex project that will transform social work information and recording.

The new Liquidlogic Adult Social Care System is a highly configurable, web based information system that will be tailored to reflect our working practices and needs. It has the functionality to enable the management of a whole range of functions including contacts, referrals, assessments, reablement, support plans, care commissioning, personal budgets and financial assessments. This is all within a logical and easy to navigate workflow.

Work is well underway in areas such as data migration and data cleansing of information required to be migrated from SWIS to Liquidlogic. There is also work to review our current assessment and planning processes, and new design of assessment tools, paperwork and documentation. All of this preparation work will

- support the improvement of outcomes focussed strength based assessment processes
- improve assessment, planning and review processes
- improve recording of outcomes and impacts of interventions
- support full implementation of Self Direct Support legislation in regard to personal budget allocation and improved choice and control within support planning
- improve more accurate data collection and understanding of local needs.

## How Partnership Funding is Supporting Transformational Change and Redesign

Falkirk HSCP continue to operate a Partnership Funding programme providing a critical opportunity for partners to establish, transform and deliver integrated services, in line with local priorities and also to test and drive innovation. During 2018 - 2019, the programme has been reviewed to ensure that the structure and allocation of Partnership Funds is agile and able to support both transformation and emerging improvement need within the Partnership.

Partnership Funding is grouped into two strands; the main programme and the Leadership Fund. During 2018 - 2019, £5.51m has been available through the main programme and a further £1.6m via the Leadership Fund. The Partnership Funding Group, which is a sub-group of the Strategic Planning Group, make recommendations to the IJB regarding allocation of funds from the main programme. Leadership Funding is allocated by the Falkirk HSCP Leadership Team, with approval via the Chief Officer in consultation with the Chair and Vice Chair of the IJB.

A summary of main programme investment by category during 2018 – 2019 is provided below.

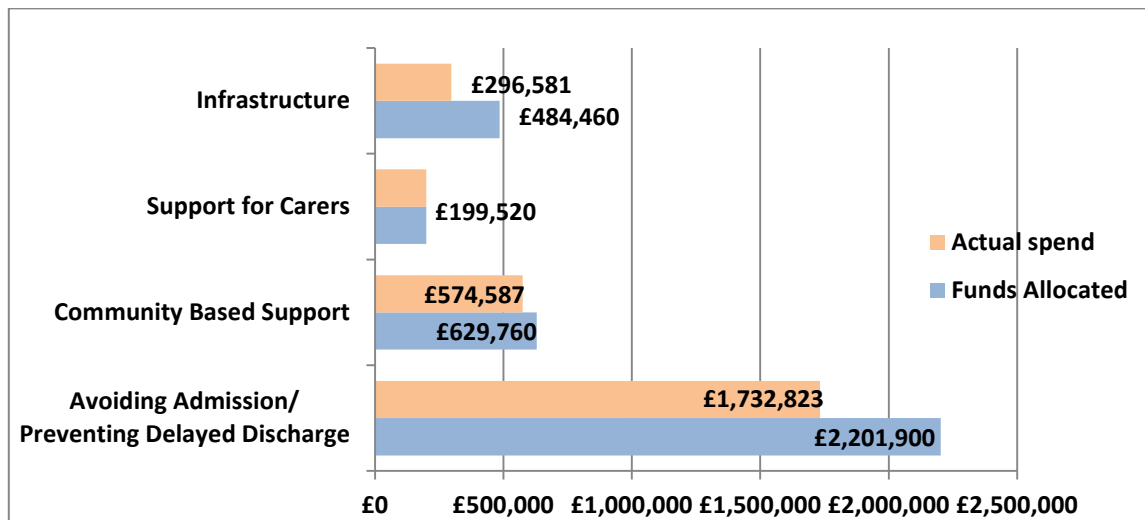


figure 8 Programme Investment

A summary of main programme investment by sector is provided below.

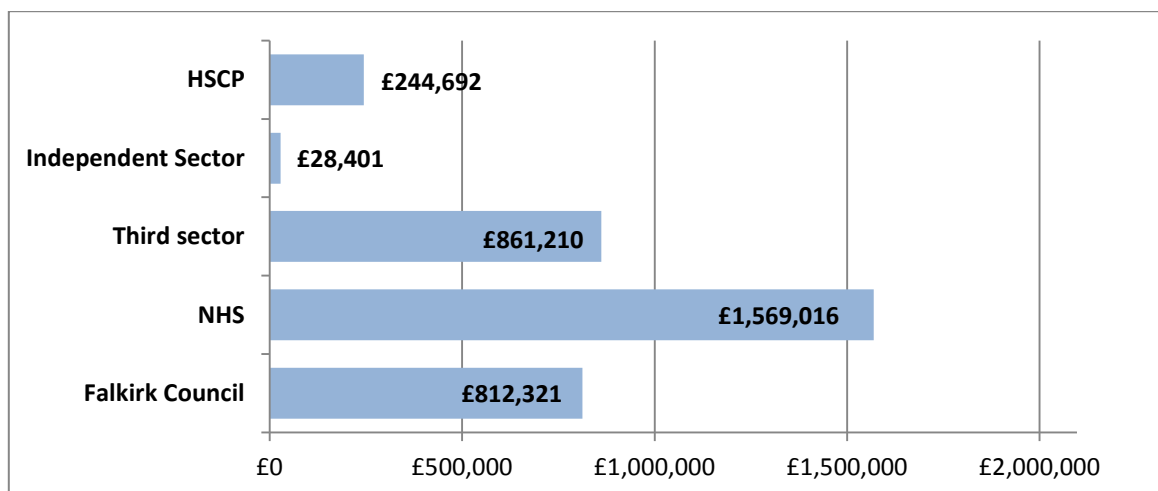


figure 9 Programme Investment



## Partnership Funding 2018 - 2019 summary

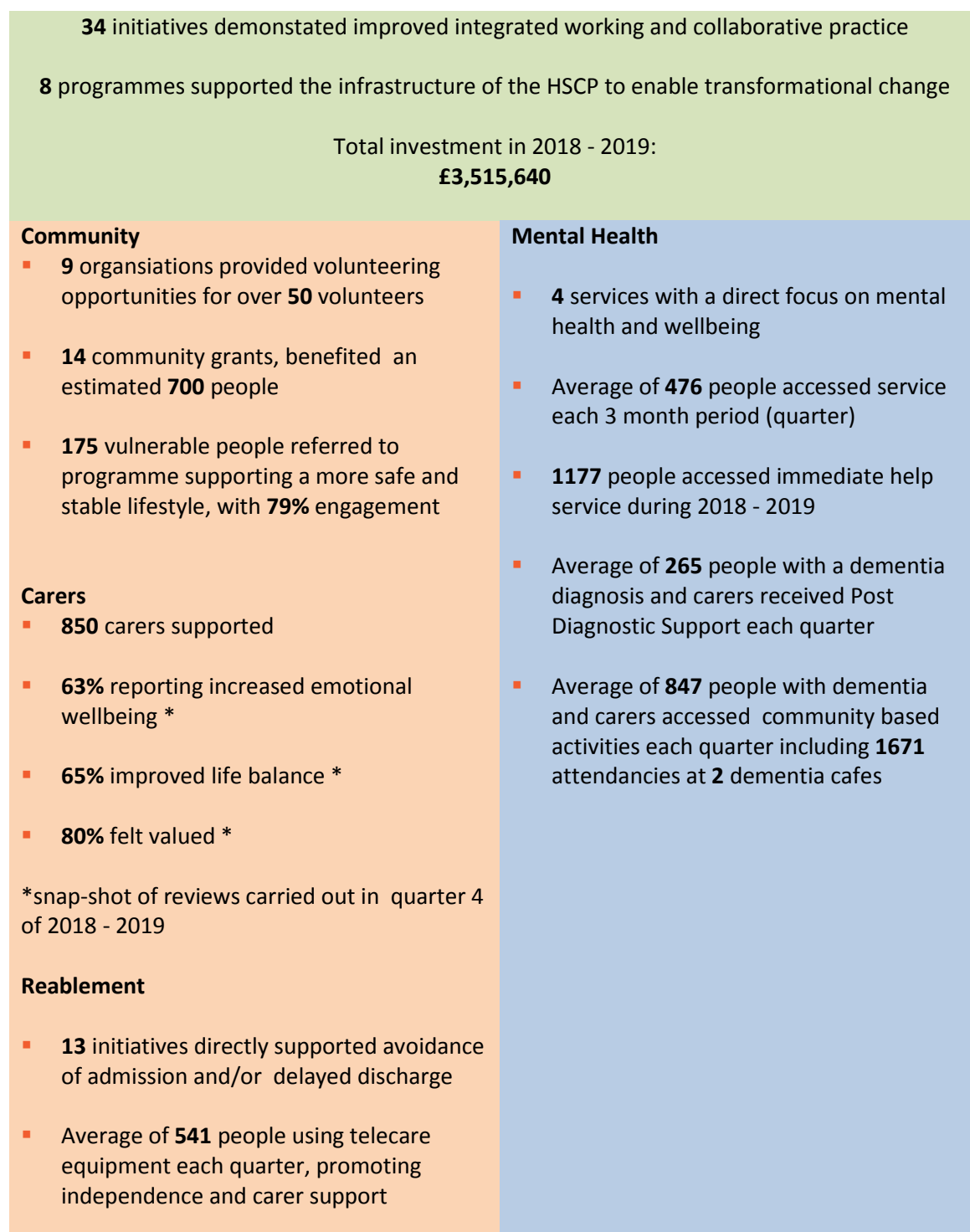


Figure 10

## Our Performance

### IJB Governance and Decision Making

Falkirk IJB has responsibility for the health and social care functions that were formally delegated to the Board on 1 April 2016. This means the IJB has responsibility for the strategic planning and commissioning of delegated functions. They are also responsible for ensuring the delivery of its functions, through the locally agreed operational arrangements for:

- Social Work Adult Services
- Community and Family Health Services relating to in-scope functions
- Large hospital services planning, with partners who will continue to manage and deliver the services as part of the pan Forth Valley structures.

NHS Forth Valley and Falkirk Council delegate budgets to the IJB, which decides how resources are used to achieve the objectives of the Strategic Plan. The IJB then directs the partners, through the HSCP, to deliver services in line with this plan. The IJB controls an annual budget of approximately £220m.

A governance framework is in place which includes the Integration Scheme, IJB Standing Orders, Risk Management and Clinical and Care Governance. This framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders, staff and residents of the Falkirk Council area.

Membership of the IJB is set out in legislation and is made up of 19 members. The Board has 6 voting members – 3 Falkirk Council Elected Members and 3 NHS Forth Valley non-executive Board members. The membership includes senior officer representation from Health, Social Work and stakeholders including service users, carers, third Sector and staff representatives.

The IJB also has an:

- Audit Committee, responsible for the promotion of best practice in the areas of risk management, financial procedures, internal controls, development of continuous improvement and review of External Audit issues
- Clinical and Care Governance Committee to provide assurance on the systems for delivery of safe, effective, person centred care in line with the IJB's statutory duty for the quality of health and care services.

The range of Board members has enabled informed decision-making through the insightful contributions from different perspectives. The voice of service users and carers in particular, has been of importance and value to the Board.

The diagram below provides an overview of the meetings schedule of the IJB and its wider governance arrangements during 2018 - 2019.

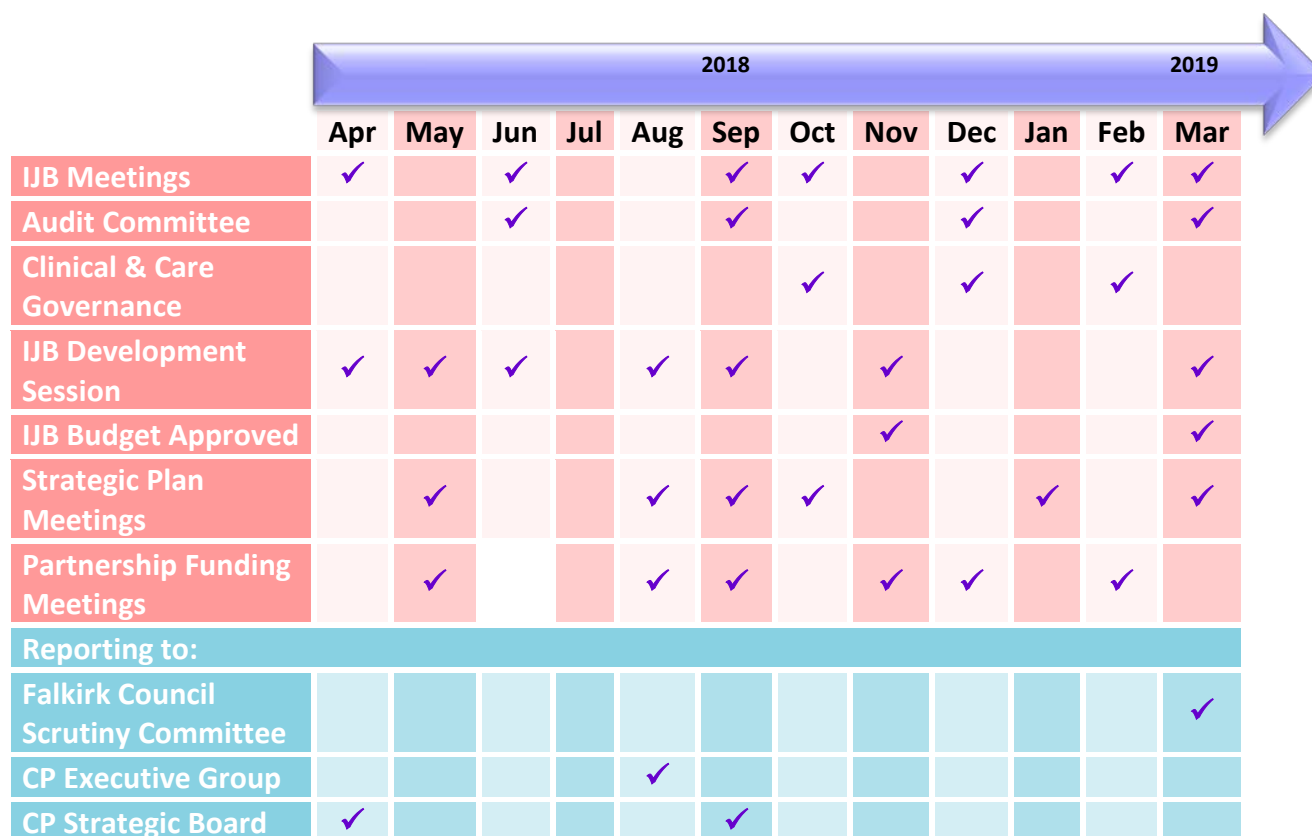


Figure 11 IJB meeting dates

## Financial Performance

The IJB Annual Accounts 2018 - 2019 report the financial performance of the IJB. Their main purpose is to demonstrate the stewardship of the public funds which have been entrusted to the IJB for the delivery of the IJB's vision and its core outcomes as expressed within the Strategic Plan. This section summarises the information contained in the Annual Accounts 2018 – 2019.

The funding available to the IJB to support the delivery of the Strategic Plan comes from contributions from the constituent authorities (Falkirk Council and NHS Forth Valley). In some cases the Scottish Government will allocate funds to the IJB via the constituent authorities, for example the Integrated Care Fund, Delayed Discharge Funds (known as Partnership Funds) and the Primary Care and Mental Health Transformation Funds. The combined funding is used by the IJB to support the delivery of the Strategic Plan.

The IJB issues directions to the constituent authorities to utilise the funding available to deliver and/or commission services across the partnership on its behalf to deliver the priorities of the Strategic Plan.

The financial reports to the IJB during 2018 - 2019 have highlighted financial risks across the Partnership and more acutely on the in-scope NHS budget. These projections have been based on the best information made available by partners and are subject to fluctuation due to a wide range of factors including drug pricing issues, pressures on beds, home care demand, staffing issues and other demands.

The projected outturn for the Falkirk HSCP for 2018 - 2019 is as follows:

	<b>Total £m</b>
Expenditure	195.342
Transfer of Ring-fenced Funds not Spent	1.660
<b>Total Expenditure</b>	<b>197.002</b>
Income	184.475
Integration Funding (via Health Boards)	10.052
Transfer from Ring-fenced Funds	1.230
<b>Total Income</b>	<b>195.757</b>
<b>Overspend</b>	<b>1.245</b>

Table 7

The overspend for 2018 – 2019 is largely due to pressures on health services, including community hospitals, complex care and prescribing. In order to achieve financial balance, NHS Forth Valley will provide non-recurring funding.

### Financial Reporting on Localities

The 2018 - 2019 financial information is not split into localities. Work is underway to allow the Partnership to report financial information at locality level. This work forms part of the overall locality planning arrangements.

More detailed information on the finance of the Partnership can be found at:  
[Integration Joint Board Meetings/ Falkirk HSCP Finance](#)

### Best Value

The governance framework is the rules, policies and procedures by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The Board has legal responsibilities and obligations to its stakeholders, staff and residents of the Falkirk area.

Falkirk IJB ensures proper administration of its financial affairs by having a Chief Finance Officer (section 95 of the Local Government (Scotland) Act 1973).

As part of the governance arrangements the Chief Officer chairs the HSCP Leadership Team.

The partnership considers that key performance indicators, measureable progress in delivering the priorities of the Strategic Plan and financial performance form the basis of demonstrating Best Value. Therefore the evidence of Best Value can be observed through:

- Performance Management Framework and Performance Reports
- Financial Reporting; and
- Reporting on Strategic Plan delivery through both the Chief Officer's reports to the IJB and topic specific reports.

This approach is visually demonstrated in the diagram below:

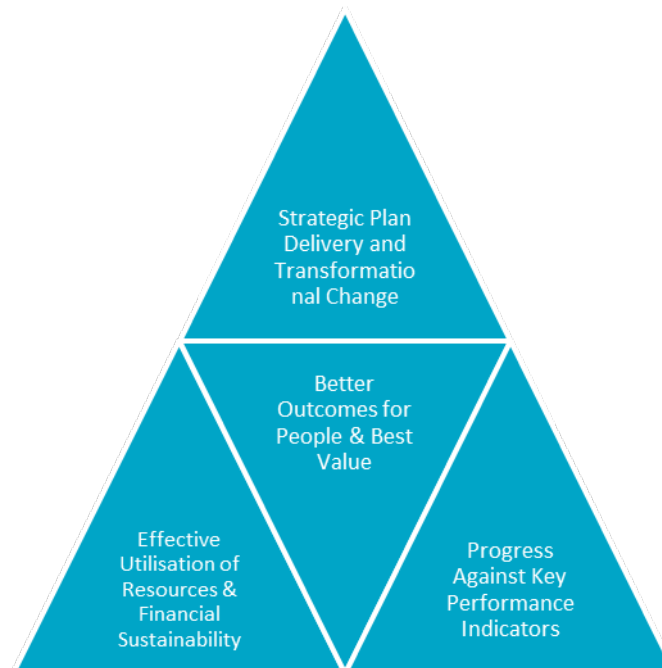


Figure 12 Best Value

## Audit Arrangements

The IJB Audit Committee is responsible for the promotion of best practice in the areas of risk management, financial procedures, internal controls, development of continuous improvement and review of both Internal and External Audit recommendations.

The Committee approved the Internal Audit plan for 2018 - 2019 in June 2018, as well as a review of overall arrangements as part of their annual audit report, which was based on an assessment of the risks facing the IJB. Their review covered the assurance framework and performance management.

Ernst & Young is the external auditor of the IJB for the five year period from 2016 - 2017 to 2020 - 2021. They prepare an Annual Audit Plan, for the benefit of IJB management and the Audit Committee that sets out their proposed audit approach for the audit of the financial year ahead.

These reports can be found at [Falkirk HSCP Audit Committee Meetings](#)

## Performance Management

The IJB fulfils its ongoing responsibility to ensure effective monitoring and reporting on the delivery of services, relevant targets, and measures which are set out in the Strategic Plan and integration functions.

The Partnership reports progress against the suite of national integration indicators. This enables us to understand how well our services are meeting the needs of people who use our services and communities.

Our performance for 2018 - 2019 is set out in the following tables. Indicators 1-9 are populated by the bi-annual Health and Care Experience Survey. As this survey runs every 2 years the most recently available data relates to 2017 - 2018 and is the same as presented in the Annual Performance report 2017 - 2018.

## National Indicators

	NI	Title	Falkirk Partnership		Comparator Average	Scotland
			2015/16	2017/18	2017/18	2017/18
Outcome Indicators	NI - 1	Percentage of adults able to look after their health very well or quite well	93%	92%	93%	93%
	NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	85%	83%	81%	81%
	NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	80%	76%	75%	76%
	NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	79%	72%	77%	74%
	NI - 5	Total % of adults receiving any care or support who rated it as excellent or good	81%	81%	81%	80%
	NI - 6	Percentage of people with positive experience of the care provided by their GP practice	84%	81%	83%	83%
	NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	84%	78%	82%	80%

NI	Title	Falkirk Partnership		Comparator Average	Scotland
		2015/16	2017/18	2017/18	2017/18
NI - 8	Total combined % carers who feel supported to continue in their caring role	43%	37%	37%	37%
NI - 9	Percentage of adults supported at home who agreed they felt safe	85%	84%	84%	83%
NI - 10	Percentage of staff who say they would recommend their workplace as a good place to work	NA	NA	NA	NA

Table 8 outcome indicators

	NI	Title	Falkirk Partnership				Comparator Average	Scotland
			2015/16	2016/17	2017/18	2018/19	Latest	Latest
Data Indicators	NI - 11	Premature mortality rate per 100,000 persons	440	466	427	449	421	434
	NI - 12	Emergency admission rate (per 100,000 population)	11,528	11,769	12,331	*	*	*
	NI - 13	Emergency bed day rate (per 100,000 population)	137,626	146,267	139,361	*	*	*
	NI - 14	Readmission to hospital within 28 days (per 1,000 population)	113	121	121	*	*	*
	NI - 15	Proportion of last 6 months of life spent at home or in a community setting	86%	86%	87%	*	*	*
	NI - 16	Falls rate per 1,000 population aged 65+	20	20	22	*	*	*
	NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	84%	86%	88%	86%	84%	82%
	NI - 18	Percentage of adults with intensive care needs receiving care at home	64%	64%	63%	NA	63%	61%



NI	Title	Falkirk Partnership				Comparator Average	Scotland
		2015/16	2016/17	2017/18	2018/19	Latest	Latest
NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	864	1,023	910	1,201	838	805
NI - 20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	24%	24%	24%	*	*	*
NI - 21	Percentage of people admitted to hospital from home during the year, who are discharged to a care home	NA	NA	NA	NA	NA	NA
NI - 22	Percentage of people who are discharged from hospital within 72 hours of being ready	NA	NA	NA	NA	NA	NA
NI - 23	Expenditure on end of life care, cost in last 6 months per death	NA	NA	NA	NA	NA	NA

**Table 9 Data Indicators**

**Source:** ISD Scotland

**Notes:**

1. \* NHS Forth Valley is currently experiencing hospital data (SMR01) completeness issues meaning it is not possible at this time to present full year data for these indicators.
2. NA indicates where data is not available yet.
3. Indicator 11 is presented on calendar year rather than financial year.

**Comparators:** Include members of Family Group 3: Dumfries and Galloway; Fife; South Ayrshire; West Lothian; South Lanarkshire; Renfrewshire and Clackmannanshire. <http://www.improvementservice.org.uk/benchmarking/how-do-we-compare-councils.html>

NHS Forth Valley is currently experiencing hospital data completeness issue meaning it is not possible at this time to present full year data for indicators 12, 13, 14, 15, 16 and 20. However, complete data is available for April 2018 to December 2019. The table below presents trend data for April to December and allows like for like comparisons against the comparator group and Scotland. These figures do not represent full year figures and are intended as a proxy only. When full year data is available the annual performance report will be republished to include this.

**National Indicators 12, 13, 14, 15, 16, 20 for April-December activity for Falkirk HSCP, Comparator Average and Scotland**

NI	Title	Falkirk Partnership				Comparator Average	Scotland
		2015/16p	2016/17p	2017/18p	2018/19p	2018/19p	2018/19p
12	Emergency admission rate (per 100,000 population)	8,570	8,678	9,257	9,130	10,154	9,154
13	Emergency bed day rate (per 100,000 population)	102,066	109,140	102,824	100,151	91,328	87,034
14	Readmission to hospital within 28 days (per 1,000 population)	111	122	122	118	104	103
15	Proportion of last 6 months of life spent at home or in a community setting	86%	86%	87%	86%	88%	88%
16	Falls rate per 1,000 population aged 65+	4.9	4.8	5.4	5.8	5.1	5.8
20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	24%	24%	24%	24%	25%	24%

Table 9 National Indicators

P – Partial year (April to December 2018)

## Local Indicators

The Partnership has developed local outcomes to support a balanced approach to measurement and reporting. We have set trajectories against the national integration standards, facilitating the development of a local and national balanced scorecard.

## 1. Local Outcome: Self-management

The national standard for Accident and Emergency (A&E) waiting times is that 95% of patients will wait less than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment. Performance against the 4 hour Emergency Department (ED) target has declined over the year and is below the target as set out below in indicators 24 – 27. There is a programme of improvement work under to address this performance.

		Feb 2018	Feb 2019	*
24	Emergency Department 4 hour wait Forth Valley (FV)	89.4%	83.4%	▼
25	Emergency Department 4 hour wait Falkirk	88.8%	81.3%	▼
26	Emergency Department attendances per 100,000 FV population	1,772	1,792	▼
27	Emergency Department attendances per 100,000 Falkirk population	1,949	1,951	▼

Table 10

Through collaborative health and social care initiatives it may be possible to prevent people presenting to ED by diverting them to more appropriate services where care needs are dealt with using an anticipatory approach. For example the Pharmacy First work page 21. This outcome indicator should represent a shift from a reliance on hospital inpatient care towards proactive and coordinated care and support in the community. It should demonstrate the effectiveness of anticipatory care, identifying people who are at risk of emergency hospital admission, supporting people to be more confident in managing their long term conditions and providing coordinated care and support at home where safe and appropriate. By monitoring this activity the aim is to improve the patient experience by identifying the best use of resources and to prevent patients waiting longer than necessary in ED.

		Feb 2018	Feb 2019	*
28	Emergency admission rate per 100,000 Forth Valley population	967.3	928.5	▲
29	Emergency admission rate per 100,000 Falkirk population	984.70	944.39	▲
30	Acute emergency bed days per 1000 Forth Valley population	783.63	752.24	▲
31	Acute emergency bed days per 1000 Falkirk population	859.76	826.46	▲
33	Number of patients with an Anticipatory Care Plan in Falkirk	6,663	6,952	▲
34	Key Information Summary as a percentage of the Board area list size Forth Valley	4.9%	5.0%	▲
35	Key Information Summary as a percentage of the Board area list size Falkirk	4.2%	4.4%	▲

Table 11

These indicators demonstrate the choices made by service users under each of the four Self Directed Support options shown. People assessed as requiring a social work services will be able to take more control over how their support is provided. They will have more choice about who provides their support, what is provided and when it is provided. We measure the options that people have chosen.

Self Directed Support (SDS) options selected: People choosing		Baseline 2015/16	2017/18
37	SDS Option 1: Direct payments (data only)	33 (2.0%)	30 (0.7%)
38	SDS Option 2: Directing the available resource (data only)	46 (2.9%)	192 (4.8%)
39	SDS Option 3: Local Authority arranged (data only)	1,505 (93.2%)	3,522 (87.3%)
40	SDS Option 4: Mix of options, 1,2 (data only)	30 (1.9%)	292 (7.2%)

Table 12

## 2. Local Outcome: Safe

		Feb 2018	Feb 2019	*
42	Readmission rate within 28 days per 1000 FV population	0.68	0.56	▲
43	Readmission rate within 28 days per 1000 Falkirk population	0.74	0.61	▲
44	Readmission rate within 28 days per 1000 Falkirk population 75+	1.26	1.22	▲
		Baseline 2015/16	2018/19 H1	
45	Number of Adult Protection Referrals (data only)	579	250	▼
46	Number of Adult Protection Investigations (data only)	45	28	▲
47	Number of Adult Protection Support Plans (data only)	12	19	▲
48	The total number of people with community alarms at end of the period	4,426	4,027	▼
49	Percentage of community care service users feeling safe	90%	90%	◀▶

Table 13

## 3. Local Outcome: Experience

A delayed discharge occurs when a patient, clinically ready for discharge, cannot leave hospital because the other necessary care, support or accommodation for them is not readily accessible and/or funding is not available. This can have an impact for people, their families and the hospital capacity. This is an area for improvement and remains an area of priority for the Board. The Falkirk Delayed Discharge Steering Group is in place to monitor operational performance and find solutions.

		Jan 2018	Jan 2019	*
54	Standard delayed discharges	25	41	▼
55	Delayed discharges over 2 weeks	10	32	▼
56	Bed days occupied by delayed discharges	440	1,102	▼
57	Number of code 9 delays	22	13	▲
58	Number of code 100 delays	6	0	▲
59	Delays - including Code 9 and Guardianship	47	54	▼
		<b>Baseline 2015/16</b>	<b>2018/19</b>	
60	Percentage of service users satisfied with their involvement in the design of their care package	98%	98%	◀▶
61	Percentage of service users satisfied with opportunities for social interaction	93%	90%	▼
62	Percentage of carers satisfied with their involvement in the design of care package	92%	93%	◀▶
63	Percentage of carers who feel supported and capable to continue in their role as a carer OR feel able to continue with additional support	89%	91%	▲

Table 14

Monitoring and managing complaints is an important aspect of governance and quality management. It also helps ensure that any necessary improvement actions arising from complaints are followed up and implemented. Complaints are also monitored by the Falkirk IJB Clinical and Care Governance Committee.

		2017/18	2018/19 (to Q3)	
64	The number of Social Work Adult Services (Stage 1 & 2) complaints completed within timescales.	44/77	43/72	
	The proportion of Social Work Adult Services (Stage 1 & 2) complaints completed within timescales.	63.1%	59.7%	▼

Table 15

		Oct 18	Nov 18	*
65	The number of complaints to NHS Forth Valley applicable to Falkirk IJB	17	8	
	The percentage of complaints responded to within 20 days	64.7%	62.5%	▼
	The number of Scottish Public Services Ombudsman cases received	0	0	

Table 16

The management of sickness absence is an important management priority since it reduces the availability of staff resources and increases costs of covering service. A target of 5.5% has been set for Social Work Adult Services. This target recognises the service includes staff working in home care and residential care which is recognised nationally as physically demanding and stressful occupations. A target of 4% has been set for NHS Forth Valley.

		Baseline 2015/16	2018/19	*
66a	Sickness Absence in Social Work Adult Services (target – 5.5%)	7.9%	8.4%	▼
66b	Sickness Absence -percentage hours lost each month to sickness absence in NHS Forth Valley (target 4%)	5.75%	5.98%	▼
	Percentage of days lost to short term absence each month within NHS Forth Valley	2.21%	2.44%	▼
	Percentage of days lost to long term absence each month within NHS Forth Valley	3.29%	3.16%	▲

Table 17

#### 4. Local Outcome: Strong Sustainable Communities

The importance of supporting carers and enabling people to live independently at home are well-established aspects of the Scottish Government and Partnership approach to health and social care. Short breaks are an essential part of the overall support provided to unpaid carers and those with care needs, helping to sustain caring relationships, promote health and wellbeing and prevent crisis.

	2016/17	2017/18	*
67. The total respite weeks provided to older people aged 65+	1,549	1,352	▼
68. The total respite weeks provided to older people aged 18-64	578	554	▼

Table 18

There are a variety of reasons for the reductions seen in short breaks/respite performance including:

- the way people access short breaks is changing, as are opportunities for breaks
- reduction in availability of local resources for people who don't wish to use out of area resources.

We are working with the Carers Centre and other partners to develop a more comprehensive picture of short breaks provision going forward.

		End March 2016	End March 2018	*
69	Number of people aged 65+ receiving homecare *	1,703	1,794	▲
70	Number of homecare hours for people aged 65+ *	14,622	14,907	▲
71	Rate of homecare hours per 1000 population aged 65+ *	512.2	477.4	▼
72	Number receiving 10+ hrs of home care *	406	546 (*1)	▲
73	The proportion of Home Care service users aged 65+ receiving personal care *	91.6%	88.2%	▼

Table 19

Please note that the Home Care data in indicators 69 to 73 are affected by changes made by the Scottish Government (SG) to the annual Social Care Survey. This data will be reported on a 6 monthly basis in 2017-2018 and the next data return to the SG showing quarter's 1 and 2 (April to end September 2018) is due at the end of January 2019. (\*1) The data reported here for indicator 72 is not directly comparable with previous reported data as it now counts service users with service hours requiring two carers to be doubled - previous reports counted these service hours only once.

		Baseline 2015/19	2018/19	*
78	Number of new Telecare service users 65+ (data only)	102	177	◀▶
79	The number of people who had a community care assessment or review completed	9,571	8,434	▼
80	The number of Carers' Assessments carried out	1,936	1,924	◀▶
81	The number of overdue 'OT' pending assessments at end of the period	352	352	◀▶
		2014/15	2015/16	*
82	Proportion of last 6 months of life spent at home	86.1%	86.0%	◀▶
83	Number of days by setting during the last 6 months of life: Community	228,702	241,236	▲

Table 20

* Direction of travel relates to previously reported position	
▲	Improvement in period
◀▶	Position maintained
▼	Deterioration in period
—	No comparative data



## Inspection of Falkirk HSCP Registered Services

The Care Inspectorate is responsible for the regulation of care standards in Scotland and introduced new Health and Social Care Standards on 1 April 2018. The Care Inspectorate utilise the Standards to form the decisions they make about care quality and as such they changed how they inspect care and support and will be phasing in the new assessment starting with Care Homes for Older People.

Throughout 2019 - 2020 we will continue to work with providers to strengthen relationships and develop systems to effectively monitor all registered and commissioned services being delivered across the Falkirk Council area.

### Residential Care Homes (Older People)

Falkirk HSCP area has 941 care home beds between 21 residential and nursing care homes. Five of these residential care homes are owned by Falkirk Council and 16 care homes owned by the independent sector care homes.

From July 2018 the Care Inspectorate amended their inspection framework for care homes for older people and the previous inspection themes of care & support, environment, staffing and management & leadership were replaced with 6 Key Questions, as follows:

- Key Question 1 - How well do we support people's wellbeing?
- Key Question 2 – How good is our leadership?
- Key Question 3 – How good is our staff team?
- Key Question 4 – How good is our setting?
- Key Question 5 – How well is our care and support planned?
- Key Question 6 – What is the overall capacity for improvement? (This question is not graded)

Not all Care Homes have been inspected under the new Quality Assessment Framework. At the end of the financial year 11 out of the 21 care homes were inspected under the new Inspection regime.

At the end of the 2018 - 2019 financial year the percentage scores from all Homes in the Falkirk Council area were as follows:

Old Inspection Regime	Good/ Very Good/Excellent	Unsatisfactory/Weak/ Adequate
Care & Support	91%	9%
Environment	91%	9%
Staffing	100%	0%
Leadership & Management	100%	0%

Table 21

New Inspection Regime	Good/ Very Good/Excellent	Unsatisfactory/Weak/ Adequate
Key Question 1	45%	55%
Key Question 2	20%	80%
Key Question 3	40%	60%
Key Question 4	50%	50%
Key Question 5	55%	45%

Table 22

Under the old Care Inspectorate quality assessment process the general position continued to be held across the sector with 95% of Providers scoring excellent, very good or good across all Care Inspectorate Themes. By comparison under the new quality assessment process only 42% of Providers scored excellent, very good or good across all Care Inspectorate themes. It is difficult to compare both Inspection systems and make a judgement on why grades have dropped. As at 31 March 2019 there were only 2 care homes that had weak Care Inspectorate grades.

The area of focus in 2019 - 2020 will be to eliminate any weak and unsatisfactory grades, particularly in the theme of Care and Support or Key Question 1.

### Residential Care Homes (Younger Adults)

Falkirk HSCP area has 11 adults residential care homes in the area with a capacity of 141 beds. Ten of the care homes are owned by the independent sector and one is owned by NHS Forth Valley.

At the end of the 2018 - 2019 financial year the percentage scores from all Adult Care homes in the Falkirk Council area were as follows:

	Good/ Very / Good Excellent	Unsatisfactory / Weak Adequate
Care and support	82%	18%
Environment	82%	18%
Staffing	82%	18%
Leadership & Management	82%	18%

Table 23

Over 2018 - 2019, Care Inspectorate grades for Adult Care Homes improved. The general position continues to be held across the sector with 82% of providers scoring excellent, very good or good across all 4 Care Inspectorate themes. By comparison to last year, 69% of providers scored excellent, very good or good. As at 31 March 2018, none of the adult care homes scored a weak Care Inspectorate grade.

Two provider managers meetings were facilitated by the Procurement and Commissioning Unit (PCU) during 2018 - 2019. There was discussion on varied issues to promote collaborative working and ensure improved outcomes for supported people living in care homes. Meetings are attended by Adults Services managers, Care Inspectorate, providers and PCU team. Guest speakers are invited along as and when required.

The PCU team worked on several action plans with providers who were graded as weak during 2018 - 2019 and engaged in multi-disciplinary work with Adults Services, Health, Care Inspectorate and providers to ensure improved outcomes for supported people living in Adult care homes.

The area of focus in 2019 - 2020 will be to continue to work with care homes on action plans in order to eliminate weak and unsatisfactory grades and to continue to engage in collaborative working with the Care Inspectorate, Health and Adult Services to ensure continued improvement and better outcomes for supported persons.

### Care at Home and Housing Support Services

Falkirk HSCP area has 41 organisations engaged in the delivery of Care at Home and Housing Support Services, supporting in excess of 1500 people to remain living in their own homes in their local communities.

The Care Inspectorate is responsible for the registration, regulation and inspection of all care at home and housing support providers carrying out inspections under 3 themes:

- care & support
- staffing
- management & leadership.



At the end of the 2018 - 2019 financial year the percentage scores from all care at home and housing support providers engaged in service delivery in the Falkirk Council area were as follows:

	Good/ Very Good/Excellent	Unsatisfactory/Weak/ Adequate
Care and support	95.1%	4.9%
Staffing	53.7% *	4.9% *
Management and Leadership	61% *	7.3% *

Table 24

\* Due to the way in which services are inspected not all organisations are inspected under all themes at each inspection which accounts for the lower percentage of providers graded under the themes of Staffing and Management and Leadership.

The following key themes emerged during the financial year 2018 - 2019:

- 95.1% of providers attained grades of excellent, very good or good in the theme of Care and Support a decrease of 1.02% from the previous year
- 4.9% of providers were graded as adequate, weak or unsatisfactory in the theme of Care and Support an increase of 1.9% from the previous year
- Spend on Home Support increased by £1.5m largely due to increasing demand with over 45, 000 new hours of homecare provided to people across the Falkirk area
- Suspensory action was taken against 3 providers in response to concerns around service quality, performance and sustainability. Following the successful completion of agreed action plans suspensions of all 3 providers ended and service delivery returned to normal.
- A provider forum was established in August 2018 providing an opportunity for contracted Independent and Third Sector organisations to meet together with representatives of the HSCP. The meetings provide an opportunity to share best practice, service innovations and developments as well as hear from a range of other partners and stakeholders such as Police Scotland, Falkirk Community Trust and the Care Inspectorate. To date 3 meetings have been held and will continue to take place on a quarterly basis.

### **Inpatient Mental Health and Learning Disability Services**

The Mental Welfare Commission (MWC) undertakes a rolling programme of visits to mental health and learning disability inpatient services. Some are planned visits (announced) and others are unannounced or are part of a national themed approach by the Commission.

Reports from all visits are published on the MWC website and services are asked to provide an action plan within 3 months of a report being published. Reports cover areas of good practice as well as areas where the Commission would like to see improvements.

There have been [four reports](#) published in Forth Valley in recent months covering inpatient facilities at FVRH and Lochview (Learning Disability).

Loch View received a very positive report following an announced visit by the Mental Welfare Commission on 29 January 2019. There was only 1 minor recommendation made and 2 minor feedback points. The commission highlighted many aspects of good practice within Loch View which included:-

- care plans and risk assessment/management plans were detailed, person centred and thorough; with accessible care plans available for patients where appropriate
- good multidisciplinary working and use of positive behavioural support model of care was also highlighted.

An unannounced visit to Ward 2 and 3 FVRH by MWC took place on 11 October 2018, the report was published on 19 December 2018.

There were 5 recommendations made following this unannounced visit. Each recommendation is being addressed through a robust improvement plan overseen by senior managers.

An announced visit to Ward 1 IPCU FVRH by MWC took place on 8 November 2018 which was published on 16 January 2019. There were no formal recommendations made.

There was evidence of progress in relation to recommendations made at the previous visit and also evidence of other good practice. This included:

- care plans were found to be detailed, person-centred and addressed a wide range of needs. There was also evidence of patient involvement.
- risk assessments were thorough, detailed and were regularly reviewed.
- all legal paperwork was current and appropriate.

An announced visit to Wards 4 and 5, Forth Valley by MWC took place on 29 November 2018 and the report was published on 20 February 2019. There were no formal recommendations.

Evidence of progress was detailed in relation to recommendations made at the previous visit and also evidence of other good practice. This included:

- The development of more person-centred care planning, including praise for the introduction of a “Getting to know me” document. Care plans were also reviewed regularly.
- Increased clarity of care planning was also noted due to the addition of an MDT meeting record to Care Partner.
- All legal paperwork authorising patients’ care and treatment was reviewed at the visit, and was found to be in order.

Reports are presented to both the Health Board Clinical Governance and IJB Clinical and Care Governance Committee.

## Looking Forward

The Annual Performance Report highlights our work in the past year, some of which will continue in the years ahead.

Key priority areas for the coming year include:

- Establish our 3 Integrated Locality Teams, bringing together community care assessment and care management, Care at Home services (in-house) and community nursing colleagues
- Work with the Institute of Public Care to implement a recovery, recuperation, reablement and rehabilitation model, to develop a Home First approach to enable timely discharge from hospital or prevent avoidable admissions
- Continue work to further delegate NHS Forth Valley services into the Health and Social Care Partnership
- Develop our local approach to technology enabled care, continuing our programme of replacement from analogue to digital platforms
- Develop an integrated workforce plan, including delivery of a comprehensive workforce development programme that is responsive to the needs of the workforce now and in the future
- Continue to take forward our change programme and service redesign work
- Continue to work with the Alcohol and Drug Partnership and the Community Planning Partnership to develop services that will address drug-related deaths concerns and support people and communities
- Support our programme of community development activity to improve health and wellbeing outcomes and address health inequalities
- Continue to link with other Health and Social Care Partnerships and NHS Boards, as part of the West of Scotland regional planning arrangements.



## List of Terms used in the Annual Performance Report

A&E	Accident and Emergency Department (casualty)
Activities of daily living	Tasks that people carry out to look after their home, themselves and when taking part in work, social and leisure activities
Admitted (to hospital)	Being taken into hospital
Adult support and protection	Things we can do to identify, support and protect adults who may be at risk of harm or neglect and who may not be able to protect themselves
Alcohol and Drug Partnership	ADPs are multi agency partnerships established to implement and respond to the national strategies on alcohol, drugs, tobacco and volatile substances across the whole population. ADPs also have a responsibility to develop a local substance strategy which addresses prevention. This must ensure that the range of treatment options that are required to promote recovery from substance use problems are provided for and available at point of need.
Anticipatory Care Plans (ACPs)	A plan prepared by a person with health/care needs along with a professional. The plan lays out what the person would prefer if/when their condition changes.
Assessment	Process used to identify the needs of a person so that appropriate services can be planned for them
Balance of care	How much care is given in the community compared to how much is given in hospitals etc
Bed based services	Those services such as inpatient wards in a hospital where people are cared for overnight
Bed days	The number of days that beds in hospital are occupied by someone
Carer	A carer is a person, of any age, who looks after family, partners or friends in need of help, because they are ill, frail or have a disability and need support to live independently. This care is unpaid however the carer may be in receipt of carers allowance but this is not considered to be payment.
Adult Carers Support Plan	An assessment to find out what a carer (unpaid, informal carer) needs (such as respite, short breaks etc) and how services can support them better



Clinical and Care Governance	Clinical and care governance is a systematic approach to maintain and improve care in a health and social care system. This will provide assurance to the IJB on the systems for delivery of safe, effective, person centred care in line with the IJB's statutory duty for the quality of health and care services.
Commission (a service)	Buying a service from another to meet the needs of a population
Community Planning Partnership	Where public agencies work together with the community to plan and deliver better services which make a difference to people's lives
Delayed discharge	Where someone is unable to leave hospital because the appropriate care and/or support is not yet available for them at home
Delegated function	A service that the new partnership will be responsible for
Delivering (a service)	Carrying out a service
Demographic challenges	Changes in population (e.g. more older people) that mean we have to change how we provide our services
Direct payments	Means-tested payments made to service users in place of services they have been assessed as needing. This allows people to have greater choice in their care
Early intervention	Giving support, care and/or treatment as early as possible
End of Life Care	End of life care addresses medical, social and emotional, spiritual and accommodation needs of people thought to have less than one year to live. It often involves a range of health and social care services for those with advanced conditions who are nearing the end of life.
Engagement	Having meaningful contact with communities e.g. involving them in decisions that affect them
Facilitate/facilitator/facilitation	Making a process easy or easier
Front line staff	Staff who work directly with users of a service
Governance	The way that an organisation is run

Health inequalities	The gap that exists between the health of different population groups such as the well-off compared to poorer communities or people with different ethnic backgrounds
Independent sector	This includes voluntary, not for profit, and private profit making organisations. It also includes housing associations
Integrated care	The aim is to enable better co-ordinated, joined-up and more continuous care, resulting in improved patient experience while achieving greater efficiency and value from health and social care systems
Integration	The term used to describe the partnership working between health and social care services as outlined in the Public Bodies (Joint Working) (Scotland) Act 2014
Integration Joint Board (IJB)	The IJB is responsible for running the partnership and has members from Falkirk Council and NHS Forth Valley, staff representatives, the Third Sector and the public
Integration Scheme	The detail of our model of integration is laid out within our Integration Scheme. This scheme sets out a robust and transparent framework for the governance and operation of the Falkirk Health and Social Care Partnership. This includes detail such a financial arrangements, governance arrangements, data sharing, liability and dispute resolution.
Joint working	Different teams and organisations working together
Locality	One of the three areas Falkirk will be divided into for planning purposes
Locality-based	Situated in a locality
Long term conditions (LTC)	Conditions that last for a year or longer and may need ongoing care and support (such as epilepsy, diabetes etc)
Multi-agency	Where several different organisations work together in the interests of service users and carers
Multidisciplinary	Where several different professionals work together in the interests of service users and carers
National Health and Social Care Standards	Scottish Ministers developed the National Health and Social Care Standards to ensure everyone in Scotland receives the same high quality of care no matter where they live

Outcomes	See “Personal outcomes”
Palliative care	Palliative care aims to improve the quality of life of people, and their families, with life-threatening illness that can’t be cured. It helps to prevent and relieve the problems associated with their condition, through early identification and assessment of their needs, care planning to address any symptoms and pain and address any social, psychological or
Partnership	see Falkirk Health and Social Care Partnership
Personal outcomes	The changes or improvements that have taken place during the time someone has been receiving support
Person centred	Putting the needs and aspirations of the individual service user at the centre of our work
Priorities	Things we think are important to do
Proactive	Creating or controlling a situation rather than just responding once it’s happened
Readmission	Being taken back into hospital shortly after having been discharged
Recruitment and retention	Being able to recruit and keep staff
Reablement service	Reablement service will begin at the point of assessment and have a focus on independence through the delivery of a short-term person centred approach by a multidisciplinary team of well-trained staff working with patients, carers and their families
Resilience	Being able to cope with and recover from difficult situations
Risk management	The process of identifying, quantifying, and managing the risks that an organisation faces
Self management	Where people take responsibility for and manage their own care. Encouraging people with health and social care needs to stay well, learn about their condition and remain in control of their own health
Self directed support	When the person who needs services directs their own care and has choice when it comes to their support
Social Care	Any form of support or help given to someone to help them take their place in society

Strategic Plan	The plan that describes what the partnership aims to do and the local and national outcomes used to measure our progress
Sustainable	Can be maintained at a certain level or rate
Third sector	Voluntary and community groups, social enterprises, charities
Transformational change	A complete change in an organisation, designed to bring big improvements
Unplanned admissions	Being taken into hospital as an emergency



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Agenda Item: 19



**Title/Subject:** Performance Monitoring Report  
**Meeting:** Integration Joint Board  
**Date:** 6 September 2019  
**Submitted By:** Senior Service Manager  
**Action:** For Noting

## **1. INTRODUCTION**

- 1.1 The Performance Monitoring report presents a comprehensive review of local performance indicators. This is based on the most up to date position against the previously reported timeframe where applicable, giving a year on year comparison.
- 1.2 Progress against the suite of national integration indicators is reported at section 5, as reflected in the Falkirk HSCP Annual Performance Report, which is attached as a separate agenda item.
- 1.3 A summary of Falkirk's performance is reported in the Insights into Social Care 2017 – 18 report, included at section 6.

## **2. RECOMMENDATION**

The Integration Joint Board (IJB) is asked to:

- 2.1 note the content of the performance monitoring report
- 2.2 note that appropriate management actions continue to be taken to address the issues identified through these performance monitoring reports.

## **3. BACKGROUND**

- 3.1 The overall approach to performance underlines the principle that performance management is integral to the delivery of quality improvement and core to sound management, governance and accountability.
- 3.2 The Performance Report is presented to support focus on current key performance issues and actions in relation to delivery of services and relevant targets and measures which are included in the Integration Functions and set out in the Strategic Plan. It supports the IJB to fulfil its ongoing responsibility to ensure effective monitoring and reporting on the delivery of services.

- 3.3 Detail in terms of performance indicators within the report is monitored locally on an ongoing basis through a variety of fora including the Unscheduled Care Programme Board.

#### **4. APPROACH**

- 4.1 The Falkirk Partnership Performance and Measurement Group previously agreed to present the year end position for 2018/19 and the Annual Performance Report national indicators. Benchmarking of local indicators against peer groups and the national position using SOURCE data will be presented at a later date.
- 4.2 Information and data have been sourced from a number of areas across Falkirk Council and NHS Forth Valley with a mix of approaches taken. The Pentana performance dashboard has been used to prepare portions of the report however further development is underway across the partnership to better align reporting.
- 4.3 The report draws on a basic balanced scorecard approach designed to provide a comprehensive 'at a glance' view of measures against associated targets, with a comparison from the previous year, direction of travel and RAG status.
- 4.4 Performance reporting is by exception. An exception report has been based on indicators with a deteriorating position against the last, comparable reporting timeframe.
- 4.5 Performance reporting will continue to develop in a responsive manner taking account of Scottish Government directives, local changes, the new Strategic Plan and refreshed strategy map.

#### **5. PERFORMANCE MONITORING REPORT**

- 5.1 The content of the Performance Monitoring report focuses on local performance indicators, where possible, looking at a rolling 12 month average as at June 2019 in comparison with the 12 month position as at June 2018, providing the Board with a year on year comparison. This is attached at Appendix 1.
- 5.2 Section1 provides a summary of key performance issues for the IJB:
- Emergency Department Performance against the 4 Hour Access Standard
  - Rate of Emergency Department Attendances
  - Number of people with community alarms
  - Delayed Discharge
  - Complaints - Social Work Adult Services
  - Complaints – NHS Forth Valley
  - Attendance management – Social Work Adult Services



- Attendance management - NHS Forth Valley
  - People receiving community care assessment and review
  - Overdue pending OT Assessments – Social Work Adult Services
- 5.3 Section 2 provides an overview of the Format and Structure of the Performance Report.
- 5.4 Section 3 provides the Performance Dashboard which maps to the local outcomes detailed in the Strategy Map. This has been updated to reflect the new Strategic Plan outcomes.
- 5.5 Section 4 provides exception reports for all indicators with a deteriorating position since the last reporting period, or indicators that require on-going monitoring.
- 5.6 Section 5 provides an overview of the Falkirk Health and Social Care Partnership performance against the national indicators. These are reported in the Annual Performance Report. As noted in the Annual Performance Report, as a separate agenda item, NHS Forth Valley, as with all NHS Boards, is currently experiencing a SMR01 hospital data completeness issue. This means it is not possible at this time to present full year data for national indicators 12, 13, 14, 15, 16 and 20. Once full year data is available this will be presented to the Board in the Performance Report and a revision to the Annual Performance Report will be published.
- 5.7 Section 6 of the report provides information on the Insights into Social Care in Scotland report, published in June 2019. The report is based on information submitted by HSCP's for 2017/18. The publication consists of a summary, main report, technical report and balance of care workbook, supported by an online dashboard that provides further detail and opportunity for comparison between Partnerships. There are some comparisons with the 'family' group of local authorities identified by the Local Government Benchmarking Framework (LGBF) based on some demographic similarities.
- 5.8 Appendices:
- Appendix 1 – Falkirk Integration Join Board Strategy Map
  - Appendix 2 – Glossary.
- 5.9 There are changes in the way that carers information will be reported to the Board in the future. Following the implementation of the Carers Act from 1 April 2018 there has been a change in emphasis in reporting activity related to Carer assessments and the support services provided. Previously this activity had predominantly been reported in relation to the cared for person however the Carers Act requires a focus on the carers themselves.
- 5.10 To support this shift the Scottish Government has introduced a Carers Census return. This creates a new challenge as most carers are not explicitly identified in the Social Work Information System however these profiles will develop over time as assessments and reviews are undertaken.

- 5.11 Locally Carers Act implementation is centred initially on the Carers Centre who will complete Adult Carer Support Plans (indicator 80) and only forward to Social Work Adult Services if the Carer is eligible for funded support services. Against this background it is proposed to report the number of Adult Care Support Plans that have been completed by the Carers Centre with context to include the number that they have passed onto Social Work Adult Services.
- 5.12 Over time progress should be demonstrable and will provide the opportunity to look at the figures in terms of rates per 1,000 population additionally providing the potential to compare with other partnership areas.

## **6. CONCLUSION**

The Performance Report presents a range of information on local and national indicators.

The Integration Joint Board is responsible for effective monitoring and reporting on the delivery of services, relevant targets and measures included in the Integration Functions, and as set out in the Strategic Plan.

### **Resource Implications**

The management of performance is critical to managing the overall budget of the IJB. The resource requirements to ensure effective performance management and performance reporting are under review.

### **Impact on IJB Outcomes and Priorities**

By managing performance the delivery of the IJB outcomes and priorities can be assessed, providing a sound basis from which to make decisions regarding investment and service change.

### **Legal & Risk Implications**

Performance management is a legal requirement as defined in the IJB's Integration Scheme.

### **Consultation**

This is not required for the report.

### **Equality and Human Rights Impact Assessment**

This is not required for the report.

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Approved for submission by: Patricia Cassidy, Chief Officer

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**Date:** 28 August 2019

**List of Background Papers:**

Appendix 1: Performance Monitoring Report June 2018 – June 2019



Falkirk  
Health and Social Care  
Partnership

# Performance Monitoring Report

**Reporting Period  
June 2018 – June 2019**

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## 1. KEY PERFORMANCE ISSUES

### 1.1 Emergency Department Performance against the ED 4 hour Standard

#### Target

95% of patients should wait less than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.

#### Performance

Overall Forth Valley compliance for June 2019 was 87.5%; MIU 99.8%, ED 83.7%. In June 2019, a total of 967 patients waited longer than the 4 hour target across both the ED and Minor Injuries Unit (MIU); with 35 waits longer than eight hours and 6 longer than 12 hours. The main reason for patients waiting beyond 4 hours remains 'wait for first assessment' with 669 patients.

The June 2019 compliance for the Falkirk Partnership was a decrease or worsening position of 85.8% from 88.1% in May 2019.

### 1.2 Rate of Emergency Department Attendance

#### Performance

The average monthly rate per 100,000 ED Attendance in Falkirk was 2,257 in June 2019 which was an increase from 2,008 in June 2018.

#### Position

- Work continues to focus on all aspects of unscheduled care to support improvement in performance as a whole system.
- Review and implementation of the Getting ForthRight programme, referencing the six essential actions, with monitoring of metrics for recovery of performance overseen by the Unscheduled Care Programme Board led by the Medical Director. Clinical Directors, Services Managers and Heads of Nursing leads supporting all workstreams.
- Organisational triumvirate approach in place.
- A number of operational and process changes are taking place to support improvement in unscheduled care and flow including a clear operational management and information structure supported by an operations centre.
- Regular Operational Development Meetings Partnership Chief Officers and Acute Services Director

### 1.3 Number of People with Community Alarms

#### Performance

The number of people with a community alarm has reduced by 442 from 4,469 at the end of 2017/18 to 4,027 at the end of 2018/19. This is a reduction of 10%.

#### Position

This reduction in numbers reflects the changes that were made to the referral and eligibility criteria to ensure that people most in need of the service receive this.

The service consistently completes 100% installations for Critical cases within 48 hours, against a national standard of 1-2 weeks.

Further information is contained at section 4.3.

### 1.4 Delayed Discharge

The Board will note at Table 3.3 there has been an improvement in the numbers of people delayed in their discharge compared with 2018 across all the delayed discharge measures. However, trend information, particularly in respect of the number of bed days occupied by people delayed in their discharge, indicates that challenges remain. Reducing the number of patients delayed in their discharge is an area of priority for the Board, with detailed performance information included at section 4.4.

#### Target

No patient should be waiting more than 14 days to be discharged from hospital into a more appropriate care setting, once treatment is complete.

#### Performance

The June 2019 census position for Forth Valley delays over 14 days is 36 against a zero standard. A further 27 delays waiting under 2 weeks brings the total number of standard delays to 63. Including 21 code 9 exemptions the total number of delayed discharges at the June 2019 census point is noted as 84; 82 Forth Valley residents and 2 from out with Forth Valley.

The Falkirk partnership breakdown at the June census is noted as:

- 38 standard delays, 26 of which are delayed over 2 weeks
- 11 code 9 exemptions
- 49 total delays

Across Forth Valley, the number of bed days occupied by people delayed in their discharge at the June 2019 census was 1849, a decrease of 69 from June 2018. An increasing or worsening trend of 56% is noted July to June 2018/19 compared with 2017/18. A similar pattern is noted within the Falkirk Partnership. A decrease of 156 in the number of bed days occupied by



delayed discharges is noted at the June 2019 compared with June 2018 along with an increasing or worsening trend in respect of the average monthly bed days occupied by delayed discharges.

#### **Position**

- Issues in relation to Guardianship and Power of Attorney remain however this position is improving. The monthly average number of delays due to these issues July 2018 to June 2019 is 11 patients compared with 14 July 2017 to June 2018. Work is on-going work to address and manage this issue.
- Waits for care packages and home care places continue to fluctuate on a day by day basis and can be challenging, with work on going to support this. The number of available care home places remains pressured in respect to demand from the hospital environment as well as those people in the community waiting for a placement.
- Choice Policy allows patients to exercise their statutory right of choice over the destination of their ongoing care and can have a significant impact on the length of time a patient remains in hospital once ready for discharge.

### **1.5 Complaints - Falkirk Council Social Work Adult Services**

#### **Performance**

- Performance overall fell from 63.1% in 2017/18 to 57.5% in 2018/19; Stage 1 increased marginally by 0.5% but Stage 2 performance fell by 13%.
- 44% of Stage 1 complaints were upheld in 2018/19 compared to 36% in 2017/18. Stage 2 complaints upheld rose from 33% to 43%.

#### **Position**

- Complaint compliance now forms part of the standing agenda for the partnership leadership team meeting; as such, we expect to see significant improvement over the coming months.
- The improvement plan is currently being updated to reflect the new roles and responsibilities while we continue to restructure.

### **1.6 Complaints - NHS Forth Valley**

#### **Performance**

During the period April to June 2018, a total of 23 complaints (excluding complaints transferred/ withdrawn/ consent not received) were received by the Patient Relations Team relating to the delegated functions for Falkirk Health & Social Care Partnership. Their year to date response rate is noted as 86.96%. 100% of Stage 1 complaints were responded to within the timescale with