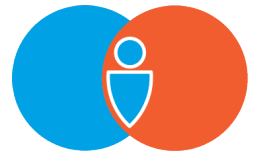


Agenda Item 9

Joint Loan Equipment Service Review: Proposed New Service Delivery Model



Falkirk HSCP Integration Joint Board

19 November 2021

Joint Loan Equipment Service Review: Proposed New Service Delivery Model For Decision

1. Executive Summary

- 1.1 This report considers future delivery model options for the provision of equipment and aids across Forth Valley. Four options were considered by representatives of the funding partners, Falkirk HSCP, Clackmannanshire and Stirling (C&S) HSCP and NHS Forth Valley. These options were identified following an independent review by external consultant. The review included 1-to-1 interviews and focus groups with frontline practitioners, service users and carers, senior managers, JLES staff, and a presentation to the Strategic Planning Group.
- 1.2 A Best Value assessment of the options was carried out by HSCPs representatives in consultation with managers from NHS Forth valley. A preferred option, Option 4 – a unified ‘Forth Valley Community Equipment Service’, is recommended. It is proposed that this option be further developed, from a technical and financial perspective, and through consultation with service users, carers and other key stakeholders, before a final recommendation, with any associated additional funding requirement, is put to the funding partners in April 2022.
- 1.3 The independent review and subsequent assessment by senior managers identified several key developments which are required of a ‘fit for purpose’ equipment service over coming years. These include a fully integrated equipment ordering system, improved turnaround times for equipment requests, the development of a self-service option for service users in the Stirling and Clackmannanshire area and improvements in recycling.
- 1.4 The independent evaluation of JLES was commissioned by Falkirk HSCP and C&S HSCP through the Improvement Service. Separately the Clackmannanshire HSCP and NHS Forth Valley colleagues have undertaken survey work across practitioners to ascertain their views of the service. These views have been incorporated into the analysis provided in the independent evaluation.

2. Recommendations

The IJB is asked to:

- 2.1 consider the conclusions of the independent review and evaluation of the four service delivery options.

- 2.2 agree that Option 4 – a unified Forth Valley Community Equipment Service, be progressed for further technical and financial development work as well as consultation with service users, carers and other key stakeholders.
- 2.3 note that a decision to proceed on this basis is contingent on all funding partners supporting the recommendation and that reports to that effect are progressing through the relevant governance mechanisms.

3. Background

- 3.1 The Joan Loan Equipment Service offers a range of equipment and aids to enable people to remain in their own home, across Forth Valley. The service primarily operates from a store in Falkirk, with small satellite stores geographically dispersed across the area. Clackmannanshire has its own equipment service which sources and delivers some equipment locally. Additionally, Falkirk has a complimentary service, known as Living Well, which allows enables service users to access equipment and aids to self-manage some conditions.
- 3.2 Over recent years funding partners have acknowledged that the Joint Loan Equipment Service has to be refocused, to better meet the needs of current and anticipated future demands.
- 3.3 To assist this process, an independent review of the Joint Loan Equipment Service was commissioned via the Improvement Service.

4. JLES Review

- 4.1 The Review sought views from key stakeholder groups; service users and carers, practitioners, senior manager and JLES staff. Positive feedback included the response to urgent requests, dedication of staff and flexible access arrangements areas for improvement include dissatisfaction with delivery times, complex ordering processes, potential waste or inefficiency through non-return/ low reuse of existing stock, performance reporting issues, inconsistencies in processes and a lack of investment in the service.
- 4.2 The Review identified four options for consideration:
- **Option 1:** Continue 'as is' with the current service delivery model
 - **Option 2:** Each HSCP manages and delivers their own in-house community equipment service
 - **Option 3:** Each HSCP procures their own outsourced managed equipment stores (whether this be wholly or partially outsourced store)
 - **Option 4:** Wider joint investment into a unified Forth Valley Community Equipment Service

4.3 Representatives from C&S HSCP, NHS Forth Valley and Falkirk HSCP evaluated the options from the report. A Best Value assessment was undertaken through which each of the options was considered against the following criteria which were allocated a weighting to reflect their relative importance as outlined below:

▪ efficiencies	20
▪ equality	20
▪ quality of service	30
▪ person-centredness	15
▪ responsiveness	15

Total weighting 100

4.4 A simple evaluation system was used in order to score each of the options against the above criteria and thereby identify a preferred option for the IJB to consider.

- **0** - the option does not meet a key or minimum requirement
- **1** - the option meets the minimum requirements
- **2** - the option delivers (or is likely to deliver) to a standard which is above the minimum required.
- **3** - the option has the potential to deliver to a standard which is well above the current service and compare favourably with what is available elsewhere

4.5 Table 1. Options Appraisal results

		Option 1 Continue with existing model		Option 2 Each HSCP has own JLES service		Option 3 HSCPs procure service (in part or whole)		Option 4 Forth Valley-wide service	
Criteria	Weight	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Efficiencies	20	2	40	0	0	0	0	3	60
Equality	20	2	40	2	40	2	40	2	40
Quality	30	1	30	2	60	2	60	2	60
Person – centred	15	2	30	1	15	1	15	2	30
Responsive	15	1	15	2	30	1	15	2	30
	100								
TOTAL weighted score			155		145		130		200

- 4.6 When the four options are scored against the criteria assessed, it is clear to the Panel that the option which would most likely deliver across the key criteria is Option 4 (Wider Investment into a Forth Valley-wide Service).
- 4.7 Options 2 and 3 were not considered to meet the key or minimum requirement of providing a service which could be easily accessed by practitioners across all 3 funding partners. Additionally, there were additional costs associated with setting up and running separate services for each HSCP and, for Option 3, significant delivery risks associated with the externalisation of some or all of the service.
- 4.8 Subject to agreement between the respective funding partners, a short life project group comprising senior managers from each of the funding partners will be established to oversee the technical and financial development of Option 4. It is envisaged the project group will report back to IJB in April of 2022.

5. Conclusions

- 5.1 Based on the criteria set out above; Efficiencies, Equality, Quality of Service, Person-Centredness and Responsiveness, Option 4 is considered to be the best option. Option 4 was assessed as either Good (4) or High (1) against the five criteria.
- 5.2 Subject to agreement by the IJB, a short life project group will be established to take forward the recommendation, develop the technical specification for the service and provide detailed costings for April of 2022.

Resource Implications

The financial resources required to deliver the preferred option form part of the technical feasibility work which the next stage of this process will deliver. It is recognised that each of the options would require a degree of financial investment and Finance Officials from the respective funding partners will take forward this piece of work as part of a Senior Project Group overseeing both the financial and technical requirements of the new service delivery model. As owner of JLES, Falkirk HSCP will take the lead in bringing this work together:

Impact on IJB Outcomes and Priorities

The proposed new service delivery model will provide a cross-Forth Valley joint Loan equipment Service which is fit for the current and future demand that are likely to be put on it. This will enable partners to support greater numbers of residents to live in their own home as well as reduce hospital admissions and expedite discharges.

Directions

There are no Directions to report.

Legal & Risk Implications

There are no new legal issues or risks that may arise, relating to the integration authority or the constituent partners.

Consultation

As part of the independent evaluation of the existing service, interviews were held with staff from the service as well as frontline practitioners who use the service, service users, carers and senior stakeholder managers. Further consultation will take place, as part of the development of the preferred option.

Equalities Assessment

The IJB is a public body, for the purposes of the Equality Act 2010. Equalities implications have been considered and an equalities impact assessment is not required at this time.

6. Report Author

- 6.1 Gordon Mackenzie, Locality Manager (East)

7. List of Background Papers

- 7.1 There are no Background Papers

8. Appendices

- 8.1 There are no Appendices