



# Item No: 7

Meeting Date: Wednesday 29<sup>th</sup> May 2019

## Glasgow City Integration Joint Board Public Engagement Committee

**Report By:** Stephen Fitzpatrick, Assistant Chief Officer (Older People and South Operations)

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### OLDER PEOPLE'S TRANSFORMATIONAL CHANGE PROGRAMME IMPACT REPORT

<b>Purpose of Report:</b>	To provide an update to the IJB Public Engagement Committee on work being undertaken to measure the impact of the Older People's Transformational Change Programme on people using, and caring for those using, HSCP services.
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<b>Background/Engagement:</b>	The Older People's Transformational Change Programme 2018 – 2021 was approved by the IJB in November 2017. The programme sets out the vision for older people's services and details a major programme of service reform. This report sets out the ways in which the HSCP is measuring the impact of this service reform and highlights recent examples of consultation, participation and engagement undertaken with patients, users, carers and the wider community to benchmark the current position.
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<b>Recommendations:</b>	The IJB Public Engagement Committee is asked to:  a) note the contents of the report and receive a further progress report early 2020.
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#### Relevance to Integration Joint Board Strategic Plan:

Stakeholder engagement is at the core of the Strategic Plan. Involving stakeholders in how to plan and deliver services reflects the objectives of the Strategic Plan, the Participation and

Engagement Strategy and is in line with the HSCP's Consultation and Engagement Good Practice Guidelines.

### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	The approach detailed in this report reflects the objectives of the Strategic Plan, which in itself outlines how the National Health and Wellbeing Outcomes will be achieved.
<b>Personnel:</b>	The report sets out the ways in which staff are required to supported consultation, participation and engagement.
<b>Carers:</b>	Carers are identified in this report as a key stakeholder group.
<b>Provider Organisations:</b>	Community and third sector organisations and groups are identified in this report as key stakeholders.
<b>Equalities:</b>	People with protected characteristics are identified in this report as key stakeholders.
<b>Fairer Scotland Compliance:</b>	N/A
<b>Financial:</b>	N/A
<b>Legal:</b>	The Public Bodies (Joint Working) (Scotland) Act outlines the minimum requirements regarding consultation with stakeholders. The examples outlined in this report go beyond the minimum requirements.
<b>Economic Impact:</b>	N/A
<b>Sustainability:</b>	N/A
<b>Sustainable Procurement and Article 19:</b>	N/A
<b>Risk Implications:</b>	N/A
<b>Implications for Glasgow City Council:</b>	Staff are required to support consultation, participation and engagement activity.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	Staff are required to support consultation, participation and engagement activity.

## **1. Introduction**

- 1.1 The purpose of this paper is to provide an update on work being undertaken to measure the impact of the Older People's Transformational Change Programme [https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Older%20Peoples%20Transformational%20Change%20Programme%202018-21\\_0.pdf](https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Older%20Peoples%20Transformational%20Change%20Programme%202018-21_0.pdf) on people using, and caring for those using, HSCP services.

## **2. Background**

- 2.1 The Older People's Transformational Change Programme 2018 – 2021 was approved by the IJB in November 2017. The programme sets out the vision for older people's services over a three year period and includes a comprehensive service reform programme. This encompasses 13 specific workstreams across a wide range of services. The programme is now incorporated in the new IJB Strategic Plan approved at the March IJB meeting.
- 2.2 The programme is supported by a community engagement strategy [https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Community%20Engagement%20Strategy%20-%20Older%20People%20Transformational%20Change%20Programme\\_0.pdf](https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2006%20-%20Community%20Engagement%20Strategy%20-%20Older%20People%20Transformational%20Change%20Programme_0.pdf). This strategy provides a framework for capturing patient, user and carer experience that is essential in assessing the impact of the service reform programme. A separate process is underway to review and refresh the Equality Impact Assessment (EQIA) for the programme and this will be completed by October 2019.
- 2.3 A commitment was made at the IJB meeting in November 2017 to provide an update to the IJB Public Engagement Committee on progress being made to measure the impact of the service reform programme on patients, users and carers.

## **3. Impact Report – Progress to Date**

- 3.1 The service reform programme is broad in scope and well established, with a number of reports on separate elements having previously come before the Public Engagement Committee. Additionally, members receive routine updates from locality engagement forums describing various types of engagement activity.
- 3.2 A comprehensive consultation and engagement process was also undertaken for the HSCP Strategic Plan 2019 – 2022 [https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Consultation%20on%20Strategic%20Plan%202019-2022\\_0.pdf](https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2007%20-%20Consultation%20on%20Strategic%20Plan%202019-2022_0.pdf) that included a public facing event on Older People's Services involving 90 people at The Royal Concert Hall on 29<sup>th</sup> November 2018.

- 3.3 Less frequently reported is the engagement activity that takes place at a service and operational level with people who are directly impacted by any service improvement, redesign or change process.
- 3.4 A proposal on how to undertake gathering this information was discussed at the February 2019 Older People's Core Leadership Team and it was agreed that, in order to do this meaningfully an understanding of current patient, user and carer experience was required. This would enable services to benchmark progress against the current position and measure any impact through an on-going process of feedback, engagement and involvement. The community engagement strategy will support this on-going process.
- 3.5 The Older People's Core Leadership Team agreed to progress the first stage of the impact assessment process as follows:
- identify 4-6 priority service areas from the Older People Transformational Change Programme 2018-2021;
  - secure recent examples of patient, user and carer feedback, engagement and involvement;
  - assess the way in which the experience of patients, users and carers informed the service improvement, redesign or change process;
  - identify areas for improvement and for benchmarking progress;
  - report initial findings to the Older People's Strategic Planning Group for review, discussion and feedback ; and
  - report initial findings to the Public Engagement Committee for review, discussion and feedback.

#### **4. Impact of the Transformation Programme - examples**

- 4.1 The following service areas participated in the first stage of the process:
- telecare;
  - intermediate Care;
  - older people's mental health services - specialist dementia unit (Baltimore Ward);
  - homecare services; and
  - our approach to anticipatory care planning.
- 4.2 A report on the activity that has taken place is attached at Appendix 1 and includes:
- a brief outline of the service improvement, redesign or change area;
  - a description of recent feedback, engagement or involvement activity;
  - information on who the participants in the activity were;
  - a description of how feedback from the activity informed the service improvement, redesign or change process; and
  - an assessment of how feedback will support the service area to measure the impact of the service improvement, redesign or change process in the future.

4.3 A broad range of service improvement, redesign and change examples were provided, from specific pieces of work such as re-launching the campaign to raise awareness of Anticipatory Care Plans to on-going service improvement activity, such as involving people in Home Care service reviews.

4.4 A wide variety of activities have been undertaken including:

- presentations at public facing meetings and events;
- engagement sessions with users of services;
- focus groups;
- qualitative interviews;
- telephone interviews with patients, users and carers;
- face to face structured conversations;
- involving people in service reviews;
- involving people in governance structures such as steering groups etc.; and
- linking with other events and activities to secure feedback about services.

4.5 Participants in most of these activities were patients, users and carers of the specific service involved. A number of public facing events and sessions also included community and third sector organisations and the wider public. The Care Inspectorate participated in some of the Home Care activities and Healthcare Improvement Scotland were a partner in the improvement work undertaken at Balmore Ward Specialist Dementia Unit.

4.6 It is clear from the reports that involvement of patients, users and carers is highly valued, and there is evidence that it has influenced the service improvement, redesign or change process. Examples include:

- improvements in the provision of meals and increased range of social activities (Intermediate Care);
- inclusion of user feedback as a core part of the new performance framework for telecare (Telecare);
- the creation of a toolkit and video <https://vimeo.com/319032187/afd42795f8> for staff to support wider patient and carer engagement (Specialist Dementia Unit);
- improvements to risk assessment and personal support plan documentation (Home Care).

4.7 Service areas were asked to propose how they will measure the impact of their improvement, redesign and change programmes. Some service areas are well established whilst others are in the early stages, however each service committed to putting on-going feedback, engagement and involvement at the centre of any impact measurement process. Proposals included:

- measuring any change in the number of people admitted to Acute Care and/or other services (Anticipatory Care Plans);
- measuring user experience and satisfaction via service reviews, workplace; observations, comments, compliments and complaints processes (Home Care);

- measuring specific performance data such as; number of falls, incidents of violence and aggression, observation levels and activity levels (Specialist Dementia Unit);
- devising a standardised questionnaire for qualitative feedback as well as a reference Group for users and carers (Intermediate Care);
- user and carer testing of new concepts and products alongside involvement in formal evaluation processes (Telecare).

4.8 A considerable programme of engagement has also been undertaken with carers to support the development of the HSCP Carer's Strategy and implementation of the Carer's Act

<https://glasgowcity.hscp.scot/sites/default/files/publications/ITEM%20No%2008%20%20Carer%20Strategy%20and%20Young%20Carer%20Strategy%20and%20Consultation%20Plan.pdf>. A separate report on this activity will be made to a future meeting of the Public Engagement Committee.

4.9 Services to be included in the next phase of assessing impact on users and carers include:

- supported living;
- day care;
- palliative care; and,
- neighbourhood teams.

## 5. Next Steps

5.1 The next step is to undertake a similar process with the work streams above, and develop an action plan that sets out a process of feedback, engagement and involvement. The action plan will identify short, medium and longer term performance outcomes against which patient, user and carer experience will be measured. Action plans will be developed in line with the guidance set out in the Community Engagement Strategy.

## 6. Recommendations

6.1 The IJB Public Engagement Committee is asked to:

- a) note the contents of the report and receive a further progress report on the next stage of the process in early 2020.

## Impact Assessment Reporting Templates

<p>Transformational Change Work stream/Service Area:</p>	<p>Telecare <input type="checkbox"/></p> <p>Intermediate Care <input type="checkbox"/></p> <p>Specialist Dementia Unit <input checked="" type="checkbox"/></p> <p>Home Care Services <input type="checkbox"/></p> <p>Anticipatory Care Plans <input type="checkbox"/></p>
<p>Brief outline of service improvement/redesign example:</p>	<p>Balmore Ward Specialist Dementia Unit participated in a two year national pilot delivered by the Healthcare Improvement Scotland Improvement Hub (HIS Ihub). The aim of the pilot was to support units to improve the quality of care for people with dementia, their families and carers. Engaging with a wide range of stakeholders to identify areas of service improvement and implement local action plans was a core element of the pilot.</p>
<p>Description of an engagement activity undertaken e.g. surveys/focus groups/meetings etc.</p>	<p>A two year programme of relative and carer engagement was undertaken using the Experience Based Co Design service improvement model. The programme consisted of a variety of activities including surveys, conversation sessions, drop-in groups, pop up information sessions and open days. All of the engagement activities took place on the ward over various afternoons, evenings and weekends to ensure that relatives and carers had the opportunity to participate as part of their normal visiting schedule.</p>
<p>Who participated e.g. service users/carers/third sector/general public etc.:</p>	<ul style="list-style-type: none"> <li>• Thirty relatives and carers participated in surveys, conversation sessions and interviews.</li> <li>• Fifty relatives, carers and visitors participated in two open days.</li> <li>• Two carers joined the Balmore Ward Steering Group and either attended meetings in person or offered feedback and guidance to the group remotely via telephone discussions and/or separate meetings with engagement officers</li> <li>• One patient was able to participate in a structured interview and share his experience of being on the ward</li> <li>• The HSCP Carers Reference Group were consulted on the draft service improvement proposals</li> <li>• A worker from the Mental Health Network (third sector organisation) joined the Balmore Steering Group and supported the engagement programme throughout</li> </ul>
<p>How did feedback from the engagement activity inform the service improvement/redesign process:</p>	<p>The service improvement/redesign process was undertaken using a co-design model. This model was specifically used as it ensures that the contributions of all stakeholders are valued equally in the decision making process. As a result of their feedback and participation two specific service improvements actions relating to relatives and carers were identified and are being progressed as part of the on-going action plan.</p> <p>Learning from the engagement activity has been used by HIS Ihub to develop a toolkit for staff in other units and a short animated video has been created to support staff to engage with relatives and carers,</p>

	based on the Balmore Ward experience. The video can be viewed here: <a href="https://vimeo.com/319032187/afd42795f8">https://vimeo.com/319032187/afd42795f8</a>
How are you measuring the impact of the service improvement/redesign process on people using your service:	The Balmore Steering Group is benchmarking data on a number of quality improvement indicators to measure the impact of the service improvement/redesign process. Early indicators show clear, measurable improvements in areas including; reduction in falls and of incidents of violence and aggression (as recorded by Datix), reduction in observation levels, increased staffing complement including the appointment of an Activity Co-ordinator and reduction in level of complaints to zero.
What are the next steps:	<ul style="list-style-type: none"> <li>• To deliver the locally agreed service improvement action plan</li> <li>• To share learning from the national pilot with other specialist dementia units</li> <li>• To continue to deliver an on-site relative and carer engagement programme with input from the HSCP and third sector organisations.</li> </ul>
Report completed by (name and designation):	Lisa Martin, Community Engagement Officer, HSCP South Locality

Transformational Change Work stream/Service Area:	Telecare <input type="checkbox"/> Intermediate Care <input type="checkbox"/> Specialist Dementia Unit <input type="checkbox"/> Home Care Services <input checked="" type="checkbox"/> Anticipatory Care Plans <input type="checkbox"/>
Brief outline of service improvement/redesign example:	<p>GCHSCP Home Care Service engages in continual service user/carers feedback through:</p> <ul style="list-style-type: none"> <li>• service reviews (home visits to service users to discuss their care plans/views on service) – every six months or more frequently if required</li> <li>• workplace observations (supervisor’s observations of home carer’s practice in service user’s home – service users invited to comment)</li> <li>• monitoring of comments, compliments and complaints – identifying themes and areas for improvement</li> <li>• annual consultation questionnaires for the mainstream home care service - sent to all current service users</li> <li>• independently facilitated focus groups for service users and carers</li> <li>• separate consultation questionnaires issued to service users of the Re-ablement Service, Supported Living Service and the Homelessness Service.</li> </ul> <p>Through the processes outlined above, along with an observation by the Care Inspectorate, the service has begun a programme to improve documentation and practice around risk assessment and also the service user’s experience of care provided on a relief/temporary basis</p>



	including that arranged through our independent partners.
Description of an engagement activity undertaken e.g. surveys/focus groups/meetings etc.	2018 Service User Consultation Questionnaire. The questionnaire included thirteen questions or statements focusing on service user's view/experience of the service including option to provide comments on their responses. Results analysed and common themes identified. Results compared with those of the previous year and variations noted. Areas for improvement identified and included in the on-going Action Plan for Continuous Improvement.
Who participated e.g. service users/carers/third sector/general public etc.:	Questionnaires were issued to all 4669 service users of the mainstream home care service - 1631 were returned (34%). Questionnaires were completed by service users and/or their representatives. Themes from the questionnaire results, along with observations from the annual Care Inspectorate Inspection formed the basis for the discussion at the 2019 Spring Service User Focus Group.
How did feedback from the engagement activity inform the service improvement/redesign process:	Areas for improvement identified through the 2018/2019 consultation process included: <ul style="list-style-type: none"> <li>• a need to improve risk assessment and personal support plan documentation</li> <li>• a need to improve communication with service users on issues relating to the provision of relief/temporary home care staff including the use of staff from our independent partner agencies</li> </ul>
How are you measuring the impact of the service improvement/redesign process on people using your service:	The impact of the service improvements will be monitored through service reviews, workplace observation, comments, compliments and complaints and next through next year's annual stakeholder consultation process.
What are the next steps:	Ongoing identification of, and implementation of areas for improvement as detailed in the Action Plan for Continuous Improvement.
Report completed by (name and designation):	Frances McMeeking Head of Care Services

Transformational Change Work stream/Service Area:	Telecare <input checked="" type="checkbox"/> Intermediate Care <input type="checkbox"/> Specialist Dementia Unit <input type="checkbox"/> Home Care Services <input type="checkbox"/> Anticipatory Care Plans <input type="checkbox"/>
Brief outline of service improvement/redesign example:	1) A new system for accessing telecare has been developed and user input was invited in a number of centrally and locally based engagement sessions earlier this year. Equipment and public information was discussed with service users and other stakeholders.

	<p>2) The Can Do Challenge enabled the Partnership to run a new Small Business Research Initiative (SBRI) competition with a focus on emerging digital technologies within telecare services. The competition was launched by the Scottish Government in association with Scottish Enterprise, and Innovate UK. Five Small &amp; Medium Sized Enterprises (SME's) each won £30k to find and research innovative new digital solutions within telecare services with a view to develop products which ultimately can be marketed nationally.</p> <p>This is a significant arena as we prepare to move from analogue telecomm services to digital telecomm services.</p>
<p>Description of an engagement activity undertaken e.g. surveys/focus groups/meetings etc.</p>	<p>1) Information on telecare was a key item in the strategic engagement session in January where feedback was requested on the services provided. World café style sessions took place in locality engagement events later in that month. Approximately 70 people attended. This session was repeated in South locality with approximately 40 participants and at two events in North West covering over 60 participants.</p> <p>2) A number of focus groups were undertaken in the course of the first phase of the Can Do competition. The SMEs engaged with staff, service users, carers and third sector representatives in the course of their research using specific engagement events, observations, focus meetings and demonstrations. Over 50 people participated.</p>
<p>Who participated e.g. service users/carers/third sector/general public etc.:</p>	<p>Participation came from service users, carers, staff and the third sector.</p>
<p>How did feedback from the engagement activity inform the service improvement/redesign process:</p>	<p>1) Feedback from the strategic events endorsed the route of travel and redesigned systems proposed in telecare services.</p> <p>2) Feedback from the Can Do engagement activities was pivotal in influencing the design and utility of the products and processes developed by the SMEs. These stakeholders were also involved in the final presentation of options identified.</p>
<p>How are you measuring the impact of the service improvement/redesign process on people using your service:</p>	<p>1) The new performance framework for telecare proposes formal and regular collation of service user feedback.</p> <p>2) User testing of some of the newly developed concepts and products is anticipated in phase 2 of the Can Do Challenge. This will be formally evaluated and user feedback will be critical in further development of the products.</p>
<p>What are the next steps:</p>	<p>1) Roll out changes in accessing telecare</p>

	2) Apply to Scottish Enterprise for Phase 2 Funding of the Can Do Challenge to facilitate further product development and user testing scenarios.
Report completed by (name and designation):	Glenda Cook Transformation Manager Older People Planning and Transformation Team

Transformational Change Work stream/Service Area:	Telecare <input type="checkbox"/> Intermediate Care <input checked="" type="checkbox"/> Specialist Dementia Unit <input type="checkbox"/> Home Care Services <input type="checkbox"/> Anticipatory Care Plans <input type="checkbox"/>
Brief outline of service improvement/redesign example:	Intermediate Care Improvement Group: Ongoing work to improve the experience of Intermediate Care for Service Users and Carers by utilising risk enabling practice to ensure as many service users as possible can return home.
Description of an engagement activity undertaken e.g. surveys/focus groups/meetings etc.	<p>Qualitative interviews are currently being undertaken to with Service users and carers asking them about their experience of the Intermediate Care process including the work of the MDT's and experience of their stay in IC units and the experience of transfers from hospital to the unit then home etc. The aim is to have 15 interviews completed and the associated evaluation report available by August 2019.</p> <p>A short video has also been produced which features a carer talking about his and his mother's experience of Intermediate care and the process of being admitted and discharged from Intermediate Care. Approximately 20 questionnaires have been collected from individual IC units which carers have completed on behalf of the service user.</p>
Who participated e.g. service users/carers/third sector/general public etc.:	Service users and carers have participated.
How did feedback from the engagement activity inform the service improvement/redesign process:	<p>Feedback from questionnaires within the units has informed improvements in the provision of meals and social activities. Once the qualitative work about the full IC process being undertaken by a member of the planning and transformation team is evaluated, this will be utilised to assist with future service improvements.</p> <p>The short Carers interview video has been utilised at two Staff development events which were held to promote risk enabling practice within Intermediate Care. The events were attended by over 140 staff who work in intermediate care and related Health and Social Care disciplines. The purpose of using the video piece was to raise awareness amongst staff of the issues faced by service users and carers and the positive impact that on people's lives that can be</p>

	achieved through effective multi-disciplinary working.
How are you measuring the impact of the service improvement/redesign process on people using your service:	Service user engagement in relation to evaluation activity is a new process for Intermediate, once standard procedures are developed then it should be possible to measure the impact of the service and the difference it makes for service users and carers.
What are the next steps:	<ul style="list-style-type: none"> <li>• Complete and present qualitative research to the IC improvement group BY July 2019.</li> <li>• Agreement to disseminate research by August 2019.</li> <li>• Explore the potential for an IC related focus group with Service users and carers.</li> <li>• Devise a standardised engagement questionnaire that can be used across IC Units and MDT's</li> <li>• Embed the above process within MDT's and all IC staff by March 2020.</li> <li>• Further development of video material (lift narrative from report)</li> </ul>
Report completed by (name and designation):	Chris Furse, Senior Officer, HSCP South Locality

Transformational Change Work stream/Service Area:	Telecare <input type="checkbox"/> Intermediate Care <input type="checkbox"/> Specialist Dementia Unit <input type="checkbox"/> Home Care Services <input type="checkbox"/> Anticipatory Care Plans <input checked="" type="checkbox"/>
Brief outline of service improvement/redesign example:	Refocusing and re-launching national Anticipatory Care Plans (ACP's) with both services and service users.
Description of an engagement activity undertaken e.g. surveys/focus groups/meetings etc.	<p>Presentation and issue of ACP documentation at the following events:</p> <ul style="list-style-type: none"> <li>- Glasgow City HSCP Strategic Planning Event for Older People (90 participants)</li> <li>- South Locality Engagement Event for Older People (45 participants)</li> <li>- Presentation to Cardonald Seniors Forum (40 participants)</li> <li>- Presentation at Red Bag Scheme Session (40 participants)</li> </ul> <p>At the first two events and fourth event a formal power point presentation was delivered, highlighting the benefits of ACP's for service users including issuing examples of the national document. At the third event no presentation was shared however the use and benefits of the ACP was shared and discussed and a question and answer session was undertaken.</p>

<p>Who participated e.g. service users/carers/third sector/general public etc.:</p>	<p>Sessions 1&amp;2 - services users, third sector organisations and groups, general public and staff members</p> <p>Session 3 - services users and carers</p> <p>Session 4 – third sector and independent providers, staff members and regulatory bodies</p>
<p>How did feedback from the engagement activity inform the service improvement/redesign process:</p>	<p>This programme of awareness raising and engagement is at a very early stage. Discussions are underway with partners and engagement officers about local opportunities and appropriate methods of communicating with and engaging the wider public, patients, users and carers.</p> <p>The feedback from the sessions already undertaken will be used to inform how we do this.</p>
<p>How are you measuring the impact of the service improvement/redesign process on people using your service:</p>	<p>The introduction of ACP's is intended to support and empower services users to self-manage and be actively involved in their care. Data will be gathered around the scale and scope of the awareness campaign and engagement activities, with particular attention paid to engagement with protected characteristics groups.</p> <p>A longer term ambition is to evidence a change in the number of people admitted to Acute Care or other services as information about the wishes of individuals becomes more widely shared.</p>
<p>What are the next steps:</p>	<p>To re-launch with staff and teams</p> <p>To further engage with service users and carers</p> <p>To provide feedback both within the HSCP but also nationally on service users experiences and feedback</p>
<p>Report completed by (name and designation):</p>	<p>Frances Millar, Change Manager, HSCP South Locality</p>