



EAST LoTHIAN IJB ANNUAL REPORT

Date: 25-08-2022

Completed by: Laura Kerr GM Planning and Performance

Area: Establishment of Care at Home Change Board

<p>Situation</p>	<p>A Change Board has been established to oversee the strategic development of Care at Home Services in East Lothian. This includes the procurement of External Provision for all Client groups and the development of the internal care at home services; Homecare, Hospital to Home and Emergency Care Service. The Board will report via the SPG to the IJB. The Board will oversee the directions as set by the IJB in relation to Care at Home.</p> <p>Directions:</p> <ol style="list-style-type: none"> 1. East Lothian Council to work with East Lothian Health and Social Care Partnership to develop a procurement programme for commissioned CAH provision (contract awarded by December 2023, contract commencement April 2024). <p>Ensuring fit with overall community transformation programme and strategic direction for development of Health & Social Care services, with a focus on earlier intervention and preventative services and appropriate use of CAH services.</p> <ol style="list-style-type: none"> 2. East Lothian Health & Social Care Partnership to support the CAH transformation programme through: <ul style="list-style-type: none"> • Redesign of the internal CAH services, including H2H, Homecare and ECS by [date] ensuring strategic fit with development of external provision and development of the National Care Service. <p>Ensuring fit with overall community transformation programme and strategic direction for development of Health & Social Care services, with a focus on earlier intervention and preventative services and appropriate use of CAH services.</p>
<p>Background</p>	<p>The Change Board set out terms of reference:</p> <ul style="list-style-type: none"> • Oversight of the quality assurance and delivery of commissioned CAH services and internal CAH service delivery insofar as it impacts on commissioned services • Oversight of, and reporting to, the IJB on the transformational element of the CAH programme. • Report to the IJB on how the transformation of CAH service delivery impacts on other parts of the overall health and social care service (i.e. all of the functions delegated to the IJB) and continue to move the integration project forward in line with the strategic plan; • Governance for Development and Procurement of Care at Home Services; • Support the transition from Care at Home being default service to supporting use of Community Based support to improve personal outcomes; • Oversight for the growth of internal CAH service - ensuring it links in with the development of the external provision; • Oversight to ensure market and financial stability of East Lothian CAH market; • Oversight of Scottish Government development of and transition to National Care Service; • Provide a structured and accountable approach to delivery of the project and its work streams;



	<ul style="list-style-type: none"> • Support stakeholder involvement in service planning and ensure a culture of involvement, engagement and appropriate consultation throughout the project and its work streams, using a range of approaches including the reference group and independent advocacy; • Ensure a clear line of sight to the priorities as set out in the IJB Directions and delivery through the Strategic Plan; • Report in line with the agreed governance and reporting arrangements; • Maintain effective links with other partnerships and Change Boards in areas of joint concern.
<p>Assessment</p>	<p>The Care at Home Change Board will provide regular updates and briefings to the IJB Strategic Planning Group, receiving comments, challenge and support. Thereafter, reports and briefings will be taken to the IJB for consideration, discussion and ultimately decision making and sign off from recommendations proposed by the Change Board.</p> <p>Short life working groups will be established to progress specific work streams:</p> <ol style="list-style-type: none"> Finance Group – chaired by Chief Financial Officer, IJB / Finance Business Partner, ELHSCP Procurement Group – chaired Carol Jenner ELHSCP Internal Homecare Redesign - chaired by Susan Burton? Core and Cluster Development - chaired by Jamie Forrester
<p>Recommendations</p>	<p>To agree:</p> <ul style="list-style-type: none"> • The establishment of the Change Board and the Chair and Vice Chair. • Terms of reference (see page 3, below) and membership agreed • The IJB request regular updates on progress and project plan development. • That the two Directions, above, are adopted by the Change Board.



East Lothian Care at Home Programme Change Board

Terms of Reference

1. Remit

The East Lothian Care at Home Programme Change Board will have oversight and accountability for the delivery of the following key work streams:

- The Change Board will reporting for the quality assurance of and management of delivery of commissioned CAH services and internal CAH service delivery insofar as it impacts on commissioned services

The Change Board will report to and seek decisions from EL IJB on the transformation of Internal and External CAH service.

2. Chairperson

Change Board

The Change Board will be chaired by General Manager Planning and Performance with the support of the Planning and Performance Manager who focus on Care at Home Provision as vice-chair.

3. Time Frame

The Board will have a limited and distinct time frame June 2022 – April 2025. This may be extended to allow for continued governance of CAH at home services. However is set as an initial timeframe to cover the current Procurement of the Care at Home Framework.

Short life working groups

Short life working groups will be formed as required by the Change Board. The chair will be identified by the Change Board. These groups will initially focus on:

1. Care at Home Framework Development
2. Internal Care at Home Design
3. Core and Cluster development

4. Membership

Change Board

Role	Name
Chair	Laura Kerr
(Vice-chair)	Carol Jenner
Social Work Representative older adults	Matt Kennedy
Social Work Representative Learning Disabilities	
Social Work Representative Mental Health	
IJB representative	TBC



Role	Name
Strategy Officer	Jamie Forrester
Strategy Officer/CAH assurance	TBC
Procurement Officer	Eleanor Hayman
Service Manager Internal Care at Home Services	Susan Burton
UNISON representative	Thomas Miller / David Bourhill
Legal Representation	TBC
Communication advisor	Jennifer Jarvis

5. Quorum

Meetings will be quorate when there is 50% attendance. Members should identify a suitable representative with delegated responsibility to attend if they are unable to.

6. Frequency of Meetings

The Change Board will meet on a six weekly basis.

7. Key responsibilities

- Oversight of the quality assurance and delivery of commissioned CAH services and internal CAH service delivery insofar as it impacts on commissioned services
- Oversight of, and reporting to, the IJB on the transformational element of the CAH programme.
- Report to the IJB on how the transformation of CAH service delivery impacts on other parts of the overall health and social care service (i.e. all of the functions delegated to the IJB) and continue to move the integration project forward in line with the strategic plan;
- Governance for Development and Procurement of Care at Home Services;
- Support the transition from Care at Home being default service to supporting use of Community Based support to improve personal outcomes;
- Oversight for the growth of internal CAH service - ensuring it links in with the development of the external provision;
- Oversight to ensure market and financial stability of East Lothian CAH market;
- Oversight of Scottish Government development of and transition to National Care Service;
- Provide a structured and accountable approach to delivery of the project and its work streams;
- Support stakeholder involvement in service planning and ensure a culture of involvement, engagement and appropriate consultation throughout the project and its work streams, using a range of approaches including the reference group and independent advocacy;
- Ensure a clear line of sight to the priorities as set out in the IJB Directions and delivery through the Strategic Plan;



- Report in line with the agreed governance and reporting arrangements;
- Maintain effective links with other partnerships and Change Boards in areas of joint concern.

8. Engagement and communication

Effective stakeholder engagement and communication is recognised as a key component of this project. If required a short life working group on Engagement and Communication will be formed.

The Change Board and related working groups will ensure comprehensive service user, carer and wider key partner/stakeholder involvement.

Governance and reporting arrangements

The Care at Home Programme Change Board will provide regular updates and briefings to the IJB Strategic Planning Group, receiving comments, challenge and support. Thereafter reports and briefings will be taken, if appropriate, to the IJB for consideration, decision making and sign off from recommendations proposed by the change board. Short life working groups will be tasked with progressing specific work streams.



Document history

Version	Date of issue	Reason for issue
0.1	[]/04/22	Initial draft.
0.2	07/04/22	Comments by Laura Kerr



0.3	21/07/2022	Updated by Laura Kerr
0.4	04/08/2022	Updated Laura Kerr