

EAST AYRSHIRE COUNCIL

SOCIAL WORK COMMITTEE: 25 JANUARY 2007

EAST AYRSHIRE JOINT FUTURE PARTNERSHIP – JOINT MANAGEMENT PROPOSAL

Report by the Executive Director of Educational and Social Services

1. PURPOSE OF REPORT

- 1.1 To advise committee on progress in Partnership Working in East Ayrshire within the Joint Future Agenda.
- 1.2 To seek endorsement from committee for the next steps in developing partnership arrangements.

2. BACKGROUND

2.1 East Ayrshire Joint Future Partnership, through the key agencies of East Ayrshire Council, NHS Ayrshire and Arran and partners from the Voluntary and Independent Sector, have increasingly worked together over recent years to deliver better outcomes in Community Social Care and Health Services for vulnerable people in East Ayrshire.

2.2 The essential purpose of the Partnership is:

- **Better and Faster Decision Making** - Delegating, Streamlining, Partnerships.

Frontline workers across agencies are supported to put services in place speedily, for instance community nurses directly accessing occupational therapy equipment or homecare services to quickly meet service user needs.

- **People to be Cared for at Home** - Shifting the Balance of Care, Flexible Services, Suitable Housing, Person Centred Services.

Service users are supported at home when it is safe and practical to do so.

- **Working Better in Localities** - Social Work, Housing and Health to work side by side.

Agencies support each other in delivering co-ordinated services to vulnerable people in our community.

2.3 Joint Future requires partners to take holistic decisions with respect to organisations, management, financing and delivery of community care services. The key elements which are the foundation for sustaining delivery include partnership development, improving practice, service modernisation and redesign, whole systems and evaluation.

- 2.4 In East Ayrshire we are fortunate to have very positive joint working relationships at an operational level. In adult services, we lead the way within Ayrshire and Arran with respect to health staff undertaking assessment and care management. We facilitate access to resources, have an increasing number of joint posts and are incrementally physically co-locating front line services in the communities we serve.
- 2.5 A key challenge is for everyone to continue to reinforce the partnership, to increase joint working and provide a cohesive and robust joint social and health care service for the residents of East Ayrshire.

3. PROGRESS TO DATE

3.1 Front Line Services

- 3.1.1 Within the Partnership, East Ayrshire Council and NHS Ayrshire and Arran continue to evidence effective Joint Working at a local operational level. The outcomes for service users as evidenced through; the Joint Performance Information and Assessment Framework (JPIAF) the introduction of new Mental Health Legislation and Learning Disability Hospital re-provisioning, show that through working together the Partnership is making a real difference to the lives of vulnerable people in our communities.

3.2 Co-Location

- 3.2.1 In terms of accommodation the Partnership has built on well-established arrangements of co-location at Crosshouse Hospital and Dalmellington, to now include East Ayrshire Community Hospital. We have most recently extended these arrangements through co-location at North West Kilmarnock Area Office and we also have plans to do this at Affleck House, Auchinleck. At Ross Court Resource Centre, Galston we work in partnership across Social Work, Housing and Health to deliver a wide range of innovative support services to older people. The planned development at Rosebank Resource Centre will also establish a range of facilities to deliver many of these opportunities to older people in Kilmarnock.
- 3.2.2 The present organizational arrangement with Social Work Community Care teams being aligned to GP practices offer opportunities to further develop co-location models in both an opportunistic and planned way.

3.3 Joint Training

- 3.3.1 Organisationally the partnership has developed models of joint training across key areas including care management and protection of vulnerable adults.

3.4 Joint Commissioning

- 3.4.1 Substantial progress has been made in relation to Joint Commissioning with the recent development of Ross Court, complimenting existing arrangements at, Menzies Court, Alzheimer's Day Care and Kirklandside Intermediate Care.

4. THE NEXT STEPS

- 4.1 At a strategic level through the Joint Future Partnership and Community Health Partnerships, there are further opportunities that the Joint Working Agenda offers to ensure these partnerships can develop services which deliver improved outcomes for local people thus meeting national and local policy objectives.
- 4.2 In particular we require to move forward on opportunities afforded through Part 2 of the Community Care and Health (Scotland) Act 2002 to develop joint working. The legislation encourages joint working if it is likely to lead to an improvement in service.

5 JOINT MANAGEMENT

- 5.1 Over recent years the partnership has developed integrated operational arrangements and co-location models that are innovative and deliver measurable improved outcomes for service users in our communities. In management terms our model, which has been successful to date, has been to align management rather than integrate.
- 5.2 The principal areas (specialisms) of alignment are in:
- Locality services
 - Learning Disability services
 - Older People's services
 - Mental health services
- 5.3 Whilst current arrangements have been successful it would appear to be the right time to extend our integrated approach to management models. This will support development of services, better use of management resources and streamline decision making.
- 5.4 In addition some specialisms lend themselves more favourably to a single lead within the partnerships, namely older peoples, mental health and learning disabilities.
- 5.5 Nonetheless, in order to collate and define the role, function and authority of a single lead, there requires to be a scoping exercise to establish a position which takes account of national and local policies, community planning arrangements and local strategy documents.
- 5.6 As an interim measure therefore, evolving a partnership lead within each specialism will allow us to further the Joint Agenda and assist a process of learning which will allow us to move towards greater integration in time.
- 5.7 This move will also increase management capacity, as there will be less need to duplicate a range of commitments.
- 5.8 The proposed management leads will further support frontline staff towards integrated working.

6. PROPOSALS

- 6.1 Within each service area (Older People, Learning Disability, Mental Health), a nominal lead will be identified and incrementally assure the partnership lead.
- 6.2 This model will be reviewed in 2008 with a view to evaluating its impact on service delivery.
- 6.3 By 2008 it is anticipated that a more integrated Community Health and Social Care Partnership, will be evident and will allow an increasingly cohesive response to the residents of East Ayrshire.

7. POLICY/LEGAL IMPLICATIONS

- 7.1 The development of Joint Management Models of Community Health and Social Care Services supports the Council's duties in respect of Joint Future and Better Outcomes for Older People policies

8. FINANCIAL/PERSONNEL IMPLICATIONS

- 8.1 There are no immediate financial implications of these proposals. As proposals for the Joint Management Model are developed any resulting financial or personnel issues will be brought to a future committee.

9. COMMUNITY PLANNING IMPLICATIONS

- 9.1 Continuous Improvement of Community Health and Social Care Services supports the Improving Health, Improving Opportunities and Eliminating Poverty Themes of the Community Plan

10. RECOMMENDATIONS

- 10.1 Social Work Committee is asked to:-
 - (i) note the positive achievements of the partnership in relation to Partnership Working.
 - (ii) agree that suitable models of Joint Management should be explored and proposals presented at a future Committee.
 - (iii) otherwise note the contents of this report

Graham Short
Executive Director of Educational and Social Services
AF/EF
16 January 2007
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LIST OF BACKGROUND PAPERS

- (1) NHS Community Care Act, 1990
- (2) Joint Future Report, November 2000
- (3) Fair Care for Older People: Care Development Group Report, November 2001
- (4) Community Care and Health (Scotland) Act 2002
- (5) Local Government Act, 2003
- (6) East Ayrshire Community Plan 2003/2007
- (7) Joint Future Partnership Agreement; Community Care Services, 2004
- (8) Building a Health Service for the Future NHS Scotland, 2005
- (9) Better Outcomes for Older People : Framework of Joint Services, 2005

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