

Progress in delivery of strategic outcomes

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and Delivery Plan outlined a major programme of service changes designed to promote prevention and recovery. Service priorities for the year included reducing avoidable admissions and unnecessary delays in acute hospitals; supporting people with long term conditions and dementia; reshaping substance misuse services; and promoting wellbeing and recovery. The enablers to achieve this included improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Learning Disability care packages.

Integration

Midlothian Health & Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Local Planning Groups have prepared or are preparing their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition. Working with colleagues at the Royal Infirmary there is work underway to investigate how we support people in their community to avoid an unnecessary hospital admission. Services such as Discharge to Assess are already demonstrating great achievements.

Inequalities

Tackling inequalities and ensuring a human rights focus on service delivery continues to be important to the delivery of the Midlothian H&SCP Strategic Plan. The Partnership has agreed that all planning groups and service area plans should reflect the Health & Social Care Standards ('My support, my life') published in 2018.

The new Standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and basic human rights are upheld. Care Inspectorate and Healthcare Improvement Scotland processes now relate to the Standards.

Criminal Justice

The Criminal Justice team moved into the new Number 11 recovery hub in June 2019. The Substance Misuse team has also moved into Number 11. A number of 'gatherings' have taken place to allow staff to get to know each other and begin thinking about how to work together to improve outcomes for individuals using services in the building. The Joint Mental Health Team have not yet moved into the building due to IT issues. It is hoped that they will have moved in by the end of August.

A successful Community Justice Consultation event took place in May and June. 450 responses were received from people who live and work in Midlothian. The results have been analysed by Laura Wahlberg, Community Justice Analyst, and a report is now available. This gives us excellent information on which to base decisions and will feed into the Community Justice Annual Report, due to be submitted to Community Justice Scotland at the end of September and the revised three year Community Justice Outcome Improvement Plan, due at the end of March 2020.

The Midlothian Safer Families service, that involves engagement with fathers who have been domestically abusive, continues to slowly expand, with two assessments currently being carried out and one man going through the programme.

Spring continues to flourish, within the confines of being a one day a week service. As usual there is a suspension of Spring during the summer holidays and it will recommence in August.

The Community Justice Coordinator is supporting a group of voluntary sector staff who will be based in Number 11 to become a team who will meet to allocate work and share ideas and resources. The workers in the team are employed by Health in Mind, MELD, Change, Grow, Live and NHS Lothian (CHIT).

Substance Misuse

No11 [our new Recovery Hub] was opened in June 2019. The Substance Misuse Team and some Criminal Justice staff are already operating from this resource. The plan is to phase-in staff from Mental Health and the 3rd Sector in the coming weeks. MELDAP continues to lead work in developing responses to changing drug trends. Quarter one of 2019/20 saw the publication of a leaflet regarding powdered Ecstasy ["Mandy"] that has been specifically developed for young people. The Lothian Wide Workshop in relation to emerging drug trends is taking place on 2nd of August. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more the chaotic population engaged and reduce unused appointments. This has ensured that currently no-one is waiting for access to the SMS Service. The service has been highlighted as good practice on STV and in the Guardian newspaper. A Health Needs Assessment is also underway to make recommendations for future use of our treatment and support provision.

Technology

Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. Last quarter we completed the Scottish Government's national digital maturity assessment on behalf of the H&SCP from the Council's perspective (NHS Lothian undertook their own assessment). Our business intelligence and analytics project to deliver an integrated operational resilience dashboard continues to progress well, if somewhat slower than desired. We are undertaking the necessary and important data privacy impact assessment with the council and NHS and seeking support from Digital Services and Lothian Analytic Services respectively as we seek to automate (and ultimately virtualize) data supply. The H&SCP was successful in our application for Scottish Government TEC funding securing ~£200k/annum for two (and possibly three) years – we have partnered with the Digital Health & Care Institute and the project was officially launched in June.

Learning Disabilities

Work is progressing to further develop community based services for people with Learning Disability and complex needs. A key aspect of this is the appointment of a Positive Behavioural Support Practitioner who is now engaging with key partners in progressing the recommendations of our Positive Behavioural Support Strategy. There is a continuing focus on the development of Day Services. The Day Service Redesign programme in Midlothian is already well advanced, but several areas including a review of our community based day services will commence in the autumn. The new service for younger people, based in Gorebridge, has now been operating for a year and will also be reviewed during August. We are now developing a specification for, and will shortly build, further housing for people with Learning Disability, Autism and Complex Needs as part of our Phase 3 Housing Programme.

Self Directed Support

Implementation plan being revised to align with the Scottish Government Self-Directed Support Implementation Plan for 2019 – 2021 and to take into account the recommendation in the Thematic Review of Self-Directed Support in Scotland undertaken by the Care Inspectorate.

Older People

Older peoples services in Midlothian continue to provide a range of services and supports with the primary focus to enable individuals to live at home for as long as possible with a safe and supported approach while promoting positive outcomes. Care at home services is the largest challenge to continually increase the number of hours required each week due to increasing demand. Midlothian provide an additional 1000 hours of care per week compared to figures in 2017. However more hours are needed. A range of work is underway to explore a range of opportunities to meet this increase which is supported by a new highly experienced care at home manager. We have seen an improvement in the grades of care homes across Midlothian which is very positive and this too is supported by a dedicated care home support team where additional funding has been invested to enhance the multi-disciplinary team.

There are a number of service developments including new builds of extra care housing facilities in Gorebridge and Dalkeith which aim to come on stream in spring 2020. Day care and voluntary sector organisations that provide a range of services and supports to keep people connected in their communities and reduce the risk of isolation have demonstrated a huge commitment to work in partnership with each other always seeking to support individuals living at home. Plans for the re-provisioning of Highbank Intermediate care facility are progressing well with tentative designs drawn up. Community nursing has had some staffing challenges however these are now settled with a full complement in the team. Delayed discharge figures have seen a significant improvement in the first quarter and it is hoped this continues to be managed effectively.

Adults with Long Term Conditions, Disability and Impairment

Work has commenced to develop a 1 year action plan to take forward actions within the strategies plan and issues identified at the disabled people's assembly. Ongoing activity related to sensory impairment (hearing aid clinics and sensory champions).

Mental Health

Midlothian Access Point has started to provide supported social prescribing. Supported social prescribing is offered short-term (no more than 5 or 6 times) to support people visit a service or community group that can help people with their mental health needs, or meet face to face/telephone/email to support people with self management. The Mental Health Strategic Planning group are developing the Mental Health Action Plan reflecting the priorities set out in the Midlothian Strategic Plan 2019 -2022.

Challenges and Risks

Funding pressures

There is a continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly those with complex needs.

Capacity and Quality of Services

Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. This is heavily impacting on assisting hospital discharges and supporting people at home in the community who require increased care and support. This is supporting a shift in the balance of care, and keeping people safely at home for as long as is safely possible. The Care at Home team are developing a vision for the future, as well as considering appropriate structures for the teams moving forward.

Absence Management

Increasing levels of absence in service creates challenges for delivering effective and efficient service delivery. Work is targeted at teams with greater absence levels to maximise attendance and promote health and wellbeing in staff teams. Absence management monitoring is underway at local team and Head of service level, working with colleague from HR. Managers are actively supporting individuals through the Absence management process where required. A locum bank is being proposed to support carer absence in Newbyres Care Home and Highbank intermediate care facility, similar to the one already operational within Care at Home. This will aim to minimise agency use/spend where safe and possible.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Adult Social Care



Successes and Challenges

Corporate Performance Indicators (latest)

● 3 ● 10 ? 0 📄 6

Corporate PIs Off Target as at 31st July 2019

PIs ● 3

Average number of working days lost due to sickness absence (cumulative)

Average time in working days to respond to complaints at stage 1

Percentage of complaints at stage 1 complete within 5 working days

Key PIs
 ● Off Target
 ● On Target
 📄 Data Only Indicator
 ? Data is not yet available

Service Plan Actions (latest)

▲ 1 ● 30 ? 0

Service Plan Actions Off Target as at 31st July 2019

Actions ▲ 1

Support the development of improved informatics for MERRIT

Key Actions
 ▲ Off Target
 ● On Target/Complete
 ? Data is not yet available

Service Plan PIs (latest)

● 1 ● 2 ? 1 📄 26

Service Plan PIs Off Target as at 31st July 2019

PIs ● 0

No Off Target PIs

Key PIs
 ● Off Target
 ● On Target
 📄 Data Only Indicator
 ? Data is not yet available

Service Risks (latest)

▲ 11

High Risks as at 31st July 2019

Risks ▲ 2

9 Risks at Medium and 2 are high

Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services

Meeting growing demands with constrained /reduced budgets, especially from external funders

Key Risks
 ▲ High Risk / Medium Risk
 ? Data is not yet available

Adult, Social Care PI summary 2019/20



Making the Best Use of our Resources

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£39.93m	£40.919m	£42.651m		Q1 19/20: On Target				
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	16.46	4.17	3.81		Q1 19/20: Off Target Absence in some areas remains higher than target. Care Homes and Care at Home continues to be the current focus. Performance review and monitoring is in place to ensure improvement and practice sustained.		10.53	Number of days lost (cumulative)	1,786.2
									Average number of FTE in service (year to date)	469.39

Corporate Health

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	87.88%	100%	93.55%		Q1 19/20: On Target		90%	Number of service & corporate priority actions	31
									Number of service & corporate priority actions on tgt/completed	29
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	94%	97%		Q1 19/20: On Target Continues to remain off target. Service continues to work to address delayed invoice payment, however, recognise that processing delays often result from invoices being queried with externally providers.		97%	Number received (cumulative)	4,532
									Number paid within 30 days (cumulative)	4,378
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	75%	50%	100%		Q1 19/20: On Target 2 out of 4 priority indicators on target. The performance report also includes a further 26 data only indicators.		90%	Number on tgt/complete	30
									Total number of PI's	30
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%		Q1 19/20: On Target		100%	Number of high risks reviewed in the last quarter	2
									Number of high risks	2

Improving for the Future



Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	77.78 %	17.65 %	100%		Q1 19/20: On Target		90%	Number of internal/external audit actions on target or complete	10
										Number of internal/external audit actions in progress

Adult Social Care Complaints Indicator Summary



Commitment to valuing complaints

Indicator	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20
	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	67	10	12		Q1 19/20: Data Only	
Number of complaints closed in the year	65	8	11		Q1 19/20: Data Only	
Number of complaints upheld (cumulative)	21	3	0		Q1 19/20: Data Only	
Number of complaints partially upheld (cumulative)	16	1	2		Q1 19/20: Data Only	
Number of complaints not upheld (cumulative)	24	3	6		Q1 19/20: Data Only	
Average time in working days to respond to complaints at stage 1	15.1	9.25	14.18		Q1 19/20: Off Target Service continues to address the challenges of responding to complaints at stage 1 within timescale	5
Average time in working days to respond to complaints at stage 2	24.14	21	0		Q1 19/20: On Target	20
Average time in working days for a full response for escalated complaints	24.83	2	0		Q1 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	25%	25%	9.09%		Q1 19/20: Off Target The timescale for responding to Stage 1 complaints within 5 days continues to be a challenge.	95%
Percentage of complaints at stage 2 complete within 20 working days	57.14%	33.33%	100%		Q1 19/20: There were no complaints at stage 2.	95%
Percentage of complaints escalated and complete within 20 working days	55.56%	100%	100%		Q1 19/20: There were no complaints escalated in.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)	1	1	0		Q1 19/20: Data Only	


01. Health Inequalities



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.1.1	Support people with long term health conditions through the wellbeing service that has been introduced in all 12 GP practices	31-Mar-2020		25%	Q1 19/20: On Target Service is going well and integrated in all 12 GP practices. Unfortunately there is an issue retrieving service data which has been submitted to NHS Lothian for analysis but staff are working on this issue.
ASC.P.1.2	Reduce unnecessary admission to hospital by referral to the Community Health Inequalities Team	31-Mar-2020		25%	Q1 19/20: On Target Service progressing well. 72 people have received a health assessment since April 2019. There have been 30 brief interventions by the nurses when visiting homeless hostels and other services.

02. Assessment and Care Management




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.2.1	Reduce the waiting times for occupational therapy and social work services	31-Mar-2020		25%	Q1 19/20: On Target Waiting times and the number of people on the waiting list have improved.
ASC.P.2.2	Continue to implement and monitor Self Directed Support	31-Mar-2020		25%	Q1 19/20: On Target Local implementation plans being reviewed subsequent to the publishing of The Self Directed Support (SDS) National Implementation Plan by Scottish Government and Care Inspectorate Thematic Review of SDS. Plans will take into account recommendations from these reports.


03. Supporting Service Users Through the Use of Technology

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.3.1	Implementation of an integrated health and social care dashboard to manage operational service delivery	31-Mar-2020		50%	Q1 19/20: On Target Dashboard visualisations have been developed and are ready for testing and then live deployment. Currently progressing Data Privacy Impact Assessments and





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					outstanding Information Governance questions not covered under the arrangement between NHS, NSS and Digital Services for the provision of Tableau Server Platform-as-a-Service. Aiming to have a manual process of upload first and move to a more automated and resilient process with the support of Digital Services asap. Also progressing request for form Lothian Analytic Services for direct access to NHS data. Progress has not been made on this due to capacity from Digital services. This requires to be in place for Winter, and has been discussed with Digital services team.
ASC.P.3.2	Support the development of improved informatics for MERRIT	31-Mar-2020		10%	Q1 19/20: Off Target Working with Service Manger leading this. Also supporting the development of the Community Respiratory Team. Rate limiting step is confirming the 'human' organisation of the teams such that the informatics can be improved. This is progressing.
ASC.P.3.3	Establish exemplar 'Attend Anywhere' video conferencing clinics where services are willing to adopt e.g. dietetics	31-Mar-2020		10%	Q1 19/20: On Target Secured support from NHS Lothian eHealth. Dietetics is in the initial test/trail phase. eHealth is a leading development and deployment of this model as the implementation model they have decided upon 'mirrors NHS Near Me' needs Attend Anywhere to be integrated with clinical systems. We are therefore no longer in control of delivering this but need to keep close to developments. Supporting Service Managers with proposal to use Attend Anywhere to facilitate Care Home assessment of patients in hospital. Stand alone test clinic set-up and ready for testing. Liaising with eHealth (NHS Lothian) to progress.

04. Carers


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.4.1	Work to achieve Carer positive employer status (level one)	31-Mar-2020		50%	Q1 19/20: On Target Being progressed as part of Healthy Working Lives agenda. Gathering and developing policies and activities to use as evidence for submission. Recent staff promotion of Carers Week by HR, and promotion of Power of Attorney at staff Wellbeing event. Staff "Carer" Policy has been developed and is being prepared for delivery to Council.
ASC.P.4.2	Promote and improve uptake of Adult Carer Support Plan	31-Mar-2020		80%	Q1 19/20: On Target Responsibility for Adult Carer Support Plans (ACSP) has been shared with VOCAL, offering choice and aiming to increase numbers. Aim to promote and reach more carers is ongoing
ASC.P.4.3	Ensuring that support and services are in place to equip carers with the tools and skills to manage their caring role	31-Mar-2020		75%	Q1 19/20: On Target VOCAL offer a programme of training for carers offering both support and an opportunity to increase knowledge and skills. Grassy Riggs have recently finished a 6 week Dementia information course, feedback from staff was that the sessions




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					had been well received and all participants felt their knowledge had increased. Opportunity for services to network and offer different training based on capacity and area of expertise – plan to explore options with services
ASC.P.4.4	Develop the Midlothian Carer Strategy and Action Plan for 2019-22	31-Mar-2020		65%	Q1 19/20: On Target Strategy is progressing and being refined with partners involved in the group. Following agreement of the Action Plan, attention will be required for the content of the strategy as prescribed within the Carers Act (involving Children's Services).

05. Older People




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.5.1	Reduce unplanned admissions to hospital from care homes	31-Mar-2020		50%	Q1 19/20: On Target Work is underway with care home managers to address how improvements can be made to reduce this. Improvements made, and this will be supported further with development of Care Home Multidisciplinary Team.
ASC.P.5.2	Investment in services that enable older people to avoid hospital admission or to return home from hospital as quickly as possible	31-Mar-2020		50%	Q1 19/20: On Target A range of services are in place including D2A and increased carer capacity to meet demand. Data now showing significant improvement.
ASC.P.5.3	Support planning for the provision of intermediate care housing	31-Mar-2020		30%	Q1 19/20: On Target Extra care housing plans on track that will include intermediate care flats.
ASC.P.5.4	Ensure a continuous improvement approach with the Care at Home in-house services and partnership approach with external providers.	31-Mar-2020		40%	Q1 19/20: On Target Close working with external providers. New care at home manger now in post.

06. Mental Health


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.6.1	Enhance mental health services in Primary Care including the expansion of the Access Point	31-Mar-2020		20%	Q1 19/20: On Target Primary Care nurses in 4 GP practices testing model with a view to expanding to other GP practices.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					Additional MAP session to commence in August. Health in Mind social prescribing worker supporting people to access mental health supports within the community.
ASC.P.6.2	Evaluate the triage with Police Scotland and other emergency services	31-Mar-2020		0%	Q1 19/20: On Target Monthly monitoring statistics gathered. Evaluation to follow.
ASC.P.6.3	Implementation of the new specialist employment project for people with mental health issues	31-Mar-2020		20%	Q1 19/20: On Target Recruitment process. Successful candidate appointed. Commencing induction mid July.
ASC.P.6.4	Establish partnership working to ensure effective implementation of the Wayfinder Grade 4 model within the rehabilitation pathway	31-Mar-2020		20%	Q1 19/20: On Target

07. Learning Disability




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.7.1	Implementation of framework for providing positive behavioural support within Midlothian	31-Mar-2020		25%	Q1 19/20: On Target Local implementation plans being reviewed subsequent to the publishing of The Self Directed Support (SDS) National Implementation Plan by Scottish Government and Care Inspectorate Thematic Review of SDS. Plans will take into account recommendations from these reports.
ASC.P.7.2	Reduce the average length of time since last assessment or review of cases	31-Mar-2020		25%	Q1 19/20: On Target Supporting factors such as LD and PD/LTC teams, and reporting in place. Work being targeted as cases with greatest time since last assessment / review.
ASC.P.7.3	Complete the review and redesign of day services reducing costs including transport	31-Mar-2020		25%	Q1 19/20: On Target Additional local capacity established. Further phase of work to commence in September.

08. Adults Substance Misuse




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.8.1	Complete work with relevant service managers on core services for the Recovery Hub, which will bring	31-Mar-2020		60%	Q1 19/20: On Target

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	together Mental Health, Substance Misuse and Criminal Justice Services, including third sector partners, together				The Recovery Hub now officially called Number 11 opened in early June. The key services; mental health substance misuse, criminal justice and MELD the main third sector partner are in the process on relocating with all services being fully co-located in the next few months. The Glen Esk Centre closed in June and discussions are underway to find a replacement venue for the Gateway to Recovery that previously operated from this location.
ASC.P.8.2	Continue work of Peer Support Co-ordinator in embedding Peer Support provision in new Recovery Hub, which will bring together Mental Health, Substance Misuse and Criminal Justice Services, including third sector partners, together	31-Mar-2020		60%	<p>Q1 19/20: On Target The role of peers, workers and volunteers will be greatly enhanced within Number 11. There are plans to located peers in the Reception Area in order to commence early engagement with clients who may be anxious about accessing Number 11 services.</p> <p>The Peer Support Co-ordinator is Chair of the Peer Support Working Group. The group was established to help bring a more consistent approach to peer working across the three main services. The group has identified the need to look at career development for peers and link this to a salary structure.</p> <p>The peer Support Co-ordinator continues to deliver peer volunteer training in partnership with Health in Mind to endure that there appropriate volunteering opportunities across the services.</p>
ASC.P.8.3	Work with partners to enhance the complementary role partner services such as VOCAL and Children First in the Recovery Hub	31-Mar-2020		50%	<p>Q1 19/20: On Target Managers from Children 1st and VOCAL have expressed a desire to work closely with staff at Number 11. Work is currently underway to explore the best way of involving these services. Linked to these third sector partner services work has commenced on how other key services such as housing can have a more prominent role.</p> <p>Discussion has started on how Number 11 can become a wider recovery resource with access to its facilities in the evening and at weekends for recovery based groups.</p>





09. Adult Offenders

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.9.1	Continue interventions to non-Court mandated domestic abuse perpetrators referred through the Safe and Together approach	31-Mar-2020		25%	Q1 19/20: On Target Referrals have been slow from Children and Families but Criminal Justice social workers have delivered training to C&F staff on engaging with perpetrators. One man is currently undergoing the programme and two are being assessed.
ASC.P.9.2	Continue to implement and expand the Spring Service provision in line with funding.	31-Mar-2020		25%	Q1 19/20: On Target The Spring Service continues to expand within the confines of being a one day service.
ASC.P.9.3	Continue to develop multi-agency arrangements to include violent offenders.	31-Mar-2020		25%	Q1 19/20: On Target No MAPPA Category 3 offenders are currently being managed in the community.







10. Adults with Long Term Conditions, Disability and Sensory Impairment











Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.10.1	Promote Weight Management Programmes to help address and prevent obesity and type 2 diabetes	31-Mar-2020		25%	Q1 19/20: On Target Midlothian is part of the East Region delivery trial for Weight Management and the local service has increased in capacity.
ASC.P.10.2	Implementation of plans for delivering Audiology clinics in Midlothian Community Hospital	31-Mar-2020		0%	Q1 19/20: Off Target Application for NHS funding bid unsuccessful.
ASC.P.10.3	Working with RNIB (Royal National Institute for the Blind) and Deaf Action to provide training	31-Mar-2020		0%	Q1 19/20: Off Target No Training taken place in this period primarily due to staff absence.

01. Health Inequalities



PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.1.1a	Number of people receiving the Wellbeing Service across all 12 GP practices	N/A	N/A	N/A			Q1 19/20: Data Only Service is going well and integrated in all 12 GP practices. Unfortunately there is an issue retrieving service data which has been submitted to NHS Lothian for analysis but staff are working on this issue.	
ASC.P.1.2a	Number of referrals to Community Health Inequalities Team	N/A	N/A	102			Q1 19/20: Data Only Service progressing well. 72 people have received a health assessment since April 2019. There have been 30 brief interventions by the nurses when visiting homeless hostels and other services.	

02. Assessment and Care Management







PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.2.1a	Average waiting time for occupational therapy services	6 weeks	14 weeks	6 weeks			Q1 19/20: On Target	6 weeks
ASC.P.2.1b	Average waiting time for social work services	8 weeks	8 weeks	5 weeks			Q1 19/20: On Target	6 weeks
ASC.P.2.2a	Improved reported outcomes by service users	91%	94%	87%			Q1 19/20: Data Only Reviews include eight outcomes focussed questions. Not all questions are asked at each review. This measures the proportion	

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
							of people who responded positively to at least 66% of the questions they were asked.	
ASC.P.2.2b	Increase the % of people who feel they are participating more in activities of their choice	85.7%	91%	N/A			Q1 19/20: Data Only Data will be available in Q2 19-20.	
ASC.P.2.2c	The proportion of people choosing SDS option 1	6.9%	6.38%	5.7%			Q1 19/20: Data Only There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.	
ASC.P.2.2d	The proportion of people choosing SDS option 2	2.7%	2.98%	2.9%			Q1 19/20: Data Only There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.	
ASC.P.2.2e	The proportion of people choosing SDS option 3	84.6%	84%	88%			Q1 19/20: Data Only There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.	
ASC.P.2.2f	The proportion of people choosing SDS option 4	5.7%	6.9%	3.4%			Q1 19/20: Data Only There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.	

03. Supporting Service Users Through the Use of Technology

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.3.3a	Number of services utilising the 'Attend Anywhere' video conferencing platform	N/A	N/A	1			Q1 19/20: Data Only NHS Lothian eHealth have agreed to build one service into their initial trial – Dietetics. Two clinics are aiming to use the platform but it will depend if they NHS Lothian eHealth can provide the infrastructure in time and the service can make the changes required.	

04. Carers





PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.4.2a	Number of carers receiving an adult carer support plan of their care needs by Adult Social Care	122	37	33			Q1 19/20: Data Only This does not include Adult Carer Support Plans undertaken by VOCAL.	
ASC.P.4.2b	Number of carers receiving an adult carer support plan of their care needs by VOCAL	N/A	N/A	176			Q1 19/20: Data Only VOCAL started this work in October 2018. Carer planning officer	
ASC.P.4.3a	Number of Carers receiving 1:1 support by VOCAL	N/A	N/A	565			Q1 19/20: Data Only Figure includes 121 new cares.	

05. Older People





PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.5.1a	Reduce number of unplanned admissions to hospital from a care home	N/A	N/A	N/A				
ASC.P.5.2a	Number of individuals receiving support from the Hospital at Home and Rapid Response Team (MERRIT)	N/A	N/A	33				
ASC.P.5.2b	Reduce the number of people in hospital for last 6 months of their life	N/A	N/A	N/A			88%	
ASC.P.5.4a	Number of Individuals receiving care at home at Qtr End	1,604	1,144	1,075				
ASC.P.5.4b	Number of Individuals waiting for a 'Care at Home' package of care	106	104	119				
ASC.P.5.4c	Reduce the number of patients delayed in hospital for more than 72 hours at census date	35	32	18				

06. Mental Health



PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
ASC.P.6.1a	Increase the number of individuals who had a mental health assessment at the Access Point	N/A	N/A	247				





PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
ASC.P.6.2a	The number of people signposted or referred to the Intensive Home Treatment Team from Police Scotland	N/A	N/A	41			Q1 19/20: Data Only		
ASC.P.6.3a	Number of people in employment following intensive intervention	N/A	N/A	0			Q1 19/20: Data Only Benchmark: 16 job outcomes per annum for 1fte OT employment specialist	6	

07. Learning Disability





PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
ASC.P.7.1a	Number of individuals with a PBS plan	N/A	N/A	N/A			Q1 19/20: Data Only Data not available.		
ASC.P.7.2a	Average length of time since last assessment	N/A	N/A	1.83			Q1 19/20: Data Only Work ongoing to progress outstanding reviews / assessments		

09. Adult Offenders



PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
ASC.P.9.1a	Number of individuals through the Safe and Together approach	N/A	N/A	3			Q1 19/20: Data Only One going through the programme and two being assessed.		




PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
ASC.P.9.2a	Numbers accessing SPRING service (cumulative)	71	17	25			Q1 19/20: Data Only This figure includes new referrals who have been seen just once or twice, those who engaged then disengaged, women involved in each phase of the programme.		
ASC.P.9.3a	Monitor the number of violent offenders with MAPPA involvement	1	0	0			Q1 19/20: Data Only		




10. Adults with Long Term Conditions, Disability and Sensory Impairment




PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
ASC.P.10.1a	Number of people who go through weight management triage	N/A	N/A	N/A			Q1 19/20: Data Only Data awaited from Weight management Service.		
ASC.P.10.3a	Number of RNIB (Royal National Institute for the Blind) and Deaf Action training awareness sessions	N/A	N/A	0			Q1 19/20: Data Only None taken place during this quarter.		

Adult & Social Care Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
<p>Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services</p>	<p>Risk Cause: Providers have a lack of capacity to deliver contracted service</p> <p>Risk Event: Shortfall in service volume and or quality</p> <p>Risk Effect: Delivering poor quality care that places service users at risk of harm. Unable to meet the increasing demands for provision particularly in relation to care at home. Ceasing trading due to financial difficulties creating risks around service provision for large groups of very vulnerable people.</p>	<p>01 - Service level agreements and contracts 02 - Quality assurance officers monitoring of care homes and home care provision 03 - Large scale investigation protocol involving multi-agency investigation of risk of harm within services and risk management planning. 04 - Monitoring of Care Inspectorate Reports and reporting performance across the sector including exception reports. 05 - Quarterly care home, care at home and day care providers forum to ensure good communication and partnership working with commissioned services 06 - Service Managers role with responsibility for monitoring of commissioned services 07 - Ensuring regular review of cases in accordance with level of risk and designated team leader responsibilities. 08 - Commissioning processes to ensure robust decision-making.</p>		<p>A review of the continuing difficulties in the provision of services by one of the Care at Home providers is being undertaken to determine whether a new Provider should be commissioned</p> <p>Workforce Plan is being developed to address long term sustainability of services. This work includes the involvement of MVA, Council and NHS Lothian.</p>	
<p>Meeting growing demands with constrained /reduced budgets, especially from external funders</p>	<p>Risk Cause: Increasing ageing population of over 75's Increasing numbers of adults with disabilities and complex needs Rising customer expectations Insufficient budget</p> <p>Risk Event: Change programme does not meet future years projected budget gaps</p>	<p>01 - Eligibility criteria; fair access to care policy etc, 02 - Performance reporting 03 - Service transformation programme 04 - Capacity planning and commissioning LD and complex needs 05 - Monitoring and reporting waiting times 06 - Developing performance indicators for reviewing policy</p>		<p>In preparation for the 72 hour Delayed Discharge target the expansion of key services including Merrit intermediate care and re-ablement will be undertaken through the new Social Care Monies</p>	

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	<p>Risk Effect: Inability to deliver against strategic priorities</p>	<p>07 - Monitoring performance to meet contractual requirements 08 - Budget monitoring</p>			
<p>Capacity of communities to meet changing requirements of them to support social inclusion within local communities</p>	<p>In the current financial climate service users and family carers will become increasing dependent on support from local communities to ensure that their needs for meaningful activities and social interaction are met. Significant investment of resources and skills will be required to ensure that communities are able to respond to these needs.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	<p>01 - Role of MVA in supporting the voluntary sector 02 - Voluntary Sector Compact agreement 03 - Day Opportunities Review for Older people 04 - Day Service Modernisation Programme LD 05 - Change fund programme 06 - FSF Programme 07 - Developing capacity of Community Councils 08 - Neighbourhood planning 09 - Community planning processes</p>			
<p>Property risks in terms of maximising the property asset to the benefit of service delivery and accessibility including DDA compliance</p>	<p>Risk Cause: Insufficient Capital Resources.</p> <p>Risk Event: Failure to maintain and modernise existing building stock</p> <p>Risk Effect: People are supported in environments of poor quality</p>	<p>01 - Regular dialogue with Asset Management re needs of service. 02 - Divisional Business Continuity Plan advises on crises management situations. 03 - Development of community assets through regeneration 04- Strategic Capital Programme Board 05- Development of IJB Property Strategy</p>			
<p>Harm by offenders to members of the public</p>	<p>This is the risk of despite having comprehensive procedures and systems in place but one offender may commit a serious crime, causing harm to a member of the public and the council reputation damage. Risk Score likely to remain medium (low likelihood but high impact = medium).</p> <p>Risk Cause: Offender committing a serious crime</p> <p>Risk Event: Offence incident occurs.</p>	<p>01 - Risk management authority for serious violent and sex offenders is now established and is able to provide guidance. 02 - Various risk assessment tools and associated training mandatory for relevant Criminal Justice staff. 03 - Partnership working with other agencies around the management of risk in individual cases well established. 04 - Standards forms and procedures for staff to follow with relevant training. 05 - Multi-agency Risk Panels (MARP) meet monthly</p>			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	<p>Risk Effect: Harm to member of the public Reputational damage to the Council</p>	<p>06 - MAPPA which is a process for managing Registered Sex Offenders . 07 - Integration of group work programme with probation supervision 08 - Monitoring of staff compliance with National Outcomes and Standards through client review system. 09 - Access to Visor database of sex offenders linked to MAPPA. 10 - Offender Management Group established</p>			
Adult Protection	<p>Risk Cause: Failure to identify the risk to the individual. Failure of adult protection procedures when invoked to adequately assess and manage the risk.</p> <p>Risk Event: Adult at risk of harm.</p> <p>Risk Effect: Reputational Damage to the Council. Harm to vulnerable service user.</p>	<p>01 - Public Protection Committee 02 - Adult Protection Procedures 03 - Large scale investigation protocol 04 - IRD Review Group established (and links with the Police) 05 - Adult protection training programme 06 - Case file governance arrangements 07 - Adult Protection Lead Officer 08 - Training Programme 09 - Development of Adult Protection Team within Fieldwork</p>			
Capacity to manage scale of transformational change	<p>A major programme of service review and transformation is currently underway. Failure to manage this programme will lead to risks in not achieving coherent arrangements for the continuing delivery of sustainable public services in the new financial climate.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	<p>01 - Project management approach adhered to 02 - Business Transformation Board and reporting arrangements. 03 - New posts to support implementation of IRF, Dementia Demonstrator site and Change Fund 04 - Support for service review from Business Transformation Section. 05 - Project Plans agreed. 06 - 2 new Project Officers</p>		<p>Business Transformation is supporting the transformation of Learning Disability services . Additional capacity is also being put in place to support the redesign of Highbank and the relocation of services from Liberton Hospital.</p>	
Capacity of Workforce	<p>Risk Cause: Employees not suitably trained/development for the roles required of them. Challenges around maximising attendance</p>	<p>01- Workforce Plan 02- Learning and Development Team</p>		<p>In recognition of the changing role of Newbyres and in response to the recent internal review a new staffing structure has been developed.</p>	

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	<p>Limited availability of staff in certain sectors Ageing workforce Risk Event: Inadequate staffing levels/skills.</p> <p>Risk Effect: Low morale. Inability to deliver services.</p>				
Information Management and Data Protection	<p>All Heads of Service are mandated to monitor compliance with the Data Protection Act.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	01 - Action Plan to improve information management and data protection. This is being controlled through covalent.		<p>Data sharing</p> <p>The framework system has been upgraded to Mosaic and arrangements are being finalised to enable local staff to use the Information Exchange portal.</p>	
Legislative requirement for health and community care to integrate	<p>This is viewed as a major change that will require huge investment in time and buy-in from stakeholders</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	<p>01 - Business Transformation Board and an NHS Lothian Project Group regularly review progress with arrangements in Midlothian</p> <p>02 - NHS Lothian and Midlothian Council have both conducted Internal Audit reviews</p> <p>03- The Joint Management Team chaired by the Joint Director maintains an overview of the implementation of the new arrangements</p>			
Community Safety & Justice - Negative media impact	<p>Risk that negative media coverage impacts on community safety & justice communication and engagement activity</p> <p>Risk Cause: Communication with the public could be poor or an event or incident has negative outcome.</p> <p>Risk Event: Failure to have in place a robust Communications Strategy and scenario planning</p> <p>Risk Effect:</p>	<p>- Other communications plans in place e.g. MAPPAs</p> <p>- Communication monitored</p>			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Potential for tremendous effort but without knowing whether the effort has been successful against negative effects.				

Published Local Government Benchmarking Framework – Adult Social Care



Adult, Social Care

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
SW1	Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£18.16	£18.76	£13.49	£25.32	£29.63	£26.98	£24.65	£36.88	17/18 Rank 29 (Bottom Quartile). 16/17 Rank 21 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile).
SW2	Corporate Indicator - SDS spend on adults 18+ as a % of total social work spend on adults 18+(LGBF)	2.76%	2.18%	2.4%	2.78%	2.69%	3.95%	6.11%	4.75%	17/18 Rank 13 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 17 (Third Quartile).
SW3	Percentage of people aged 65 and over with long-term care needs receiving personal care at home	61.14%	63.91%	65.76%	65.37%	60.11%	66.67%	66.98%	68.04%	17/18 Rank 5 (Top Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 20 (Third Quartile).
SW4a	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. (LGBF)	New for 2014/15				81.73%	85.7%	N/A	73.05%	17/18 Rank 31 (Bottom Quartile). 15/16 Rank 15 (Second Quartile). 14/15 Rank 28 (Bottom Quartile)
SW5	Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£393.17	£422.24	£423.23	£417.41	£396.72	£408.30	£363.41	£411.59	17/18 Rank 18 (Third Quartile). 16/17 Rank 12 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 14 (Second Quartile).