

Subject: Remobilisation of Day Services for Older People

Purpose: To present the IJB with the outcome of consultation on the delivery of day services for older people in North Ayrshire and to outline proposed changes for the remobilisation for both in-house and external day service provision.

Recommendation: IJB to approve the recommendations :-
 (i) agree to deliver a blended approach to day service delivery, utilising resources to reduce the building-based day services to allow re-investment in capacity to deliver outreach;
 (ii) approve Option 2 to re-open traditional day services in 4 of the 5 day service buildings, closing one of the in-house day service buildings in the Three Towns locality;
 (iii) approve the continued provision of day services by Alzheimer's Scotland within the Harbour Centre Ardrossan.
 (iv) note that these proposals fully deliver the savings associated with the day services review
 (v) note that the revised model will be formally evaluated after a 6 months period of reopening to determine effectiveness of service delivery and impact on unmet need and to identify any further improvements

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership

1.	EXECUTIVE SUMMARY
1.1	As a result of the COVID-19 global pandemic North Ayrshire Health and Social Care Partnership (NAHSCP) closed day services for Older People in March 2020 on a temporary basis to ensure the safety of the older people who attended the service. These services have remained closed and as a result the partnership took the opportunity to review the current model of day services and explore possible alternative personalised approaches. This review has also taken place in consideration of day service savings which were previously agreed by the IJB.
1.2	The remobilisation of day services focussed on effective engagement with staff, service users, families, carers, and an external provider. A focus group was also convened with a number of professionals across different areas of the partnership to discuss the (i) the model pre-pandemic; (ii) options for remobilisation and (iii) the demand/need for services. It is expected that changes following remobilisation will be for an initial period of 6 months, with ongoing review from the focus group to determine effectiveness of any changes made to service delivery. It is recognised that engagement has taken place during the pandemic and there remain multiple complexities in the needs of older people in the community, therefore there will be specific focus on continuous review of the effectiveness of day services delivery and

	<p>how this is impacting unmet need and outcomes for those using the service. There will be a particular focus as part of that review of transport provision and exploration of short breaks opportunities.</p>
1.3	<p>The review also considered the risk associated with the remobilisation of day services, which are particularly concentrated at this time around staffing. Day services staff have been deployed throughout the pandemic in supporting a number of frontline social care services, including Care at Home and PPE operations (delivery, co-ordination, etc). There are dependencies on this due to the current workforce arrangements, and any immediate/early return to day services provision would have an impact on the support being provided to these critical frontline services due to current staffing difficulties. Vacancies in day services have not been filled during the period of closure, there are currently 15 staffing vacancies across day services, a number of which would require to be recruited to facilitate full opening.</p>
1.4	<p>Two options for the in-house provision were presented to Partnership Strategic Management Team on 5 August for consideration. These were :-</p> <ol style="list-style-type: none"> 1. Re-opening of the HSCP's inhouse day services as per the traditional service delivery model pre-pandemic. 2. Re-opening of traditional day services in 4 of the 5 day service buildings, and closing one of the day service buildings in the 3Towns locality, to facilitate continuation of the blended approach to service delivery. <p>The previous model of day service delivery did not maximise the capacity at day services, there were waiting lists for individuals awaiting placement and no flexibility to adapt the rigid building-based service to provide support to individuals in a person-centred way.</p> <p>There are benefits of a blended approach to day service delivery through supporting more individuals via remote support and outreach visits. To deliver a blended approach there is a requirement to utilise resources to reduce the building-based day services to allow re-investment in capacity to deliver outreach.</p>
1.5	<p>Taking the feedback from consultation and the focus group into consideration, the recommendation is to re-open in line with Option 2. For the in-house delivery model this would be a positive enhancement on the current day services model in North Ayrshire, and will open up day service supports to those in the wider community. There are currently 3 day services within the Three Towns locality, with only 1 day service in each of the other localities in North Ayrshire, therefore the recommendation would be to close one of the day services in the Three Towns where there is already existing availability of alternative day services provision, the capacity of which is able to fully meet the needs of the individuals on the waiting list.</p>
1.6	<p>The report recommends the continued external provision of commissioned day services by Alzheimer's Scotland within the Harbour Centre Ardrossan. The HSCP continue discussions with Alzheimer's Scotland on their proposed new model and the alignment of this with our own day services. Further meetings are expected to take place with representatives from Alzheimers Scotland in the coming weeks to discuss options for remobilisation.</p>
1.7	<p>There are a number of dependencies for the re-opening of Older People's day services in North Ayrshire, particularly around workforce and premises therefore timescales remobilisation will remain linked to this. However, it is expected there could be a phased re-opening with the Alzheimers Scotland service to re-open,</p>

depending on the outcome of outstanding discussions, as soon as approval is received from the Partnership. In-house day services would be expected to re-open from January 2022, however there may be some opportunity for phased re-opening towards the end of 2021 dependent on the outcome of recruitment and workforce redeployment. Outreach provision will continue to be delivered by Partnership staff in an ongoing basis until day services are fully remobilised.

2. BACKGROUND

2.1 Day services in North Ayrshire provide activities and support for adults assessed as requiring support who may feel isolated and lonely, have mobility issues and would benefit from regular social contact with others with transport provided from the person's home to the day centre if appropriate.

The aim of day services is:

- to provide a safe, flexible, therapeutic and homely environment for service users, their families and significant others, according to their assessed care needs; and
- to provide the highest possible quality social care and act in the best interest of people, by maximising their independence and helping them participate fully in their family and community.

The Partnership's in-house day service provision is delivered within identified day service premises which are open 9am to 4.30pm, Monday to Friday, staffed by specially trained professionals. There are five-day services on the mainland in North Ayrshire which are operated by the Partnership.

2.2 The current capacity of the mainland in-house day services based on pre-pandemic staffing and model of delivery is detailed below:

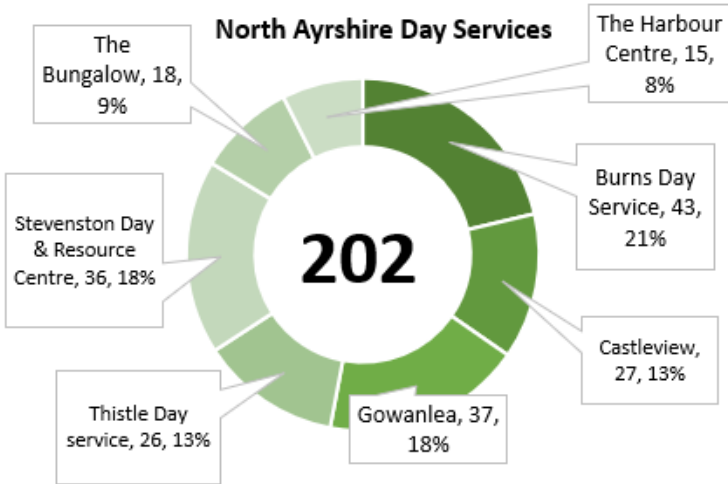
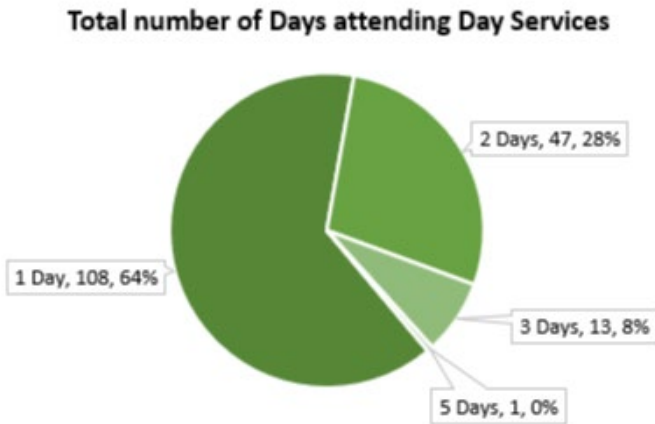
Day Service	Locality	Capacity per day	Total weekly places
Burns	Irvine	30	150
Gowanlea	Kilbirnie	24	120
Thistle	Stevenston	12	60
Castleview	Ardrossan	12	60
Stevenston Day Care and Resource Centre	Largs	16	80

2.3 In addition to the Partnership operated day services, there were two externally provided day services located in North Ayrshire which are operated by Alzheimer's Scotland. These were located at the Bungalow, Irvine and the Harbour Centre, Ardrossan. The capacity of Alzheimer Scotland's day services based on pre-pandemic staffing and model is detailed below:

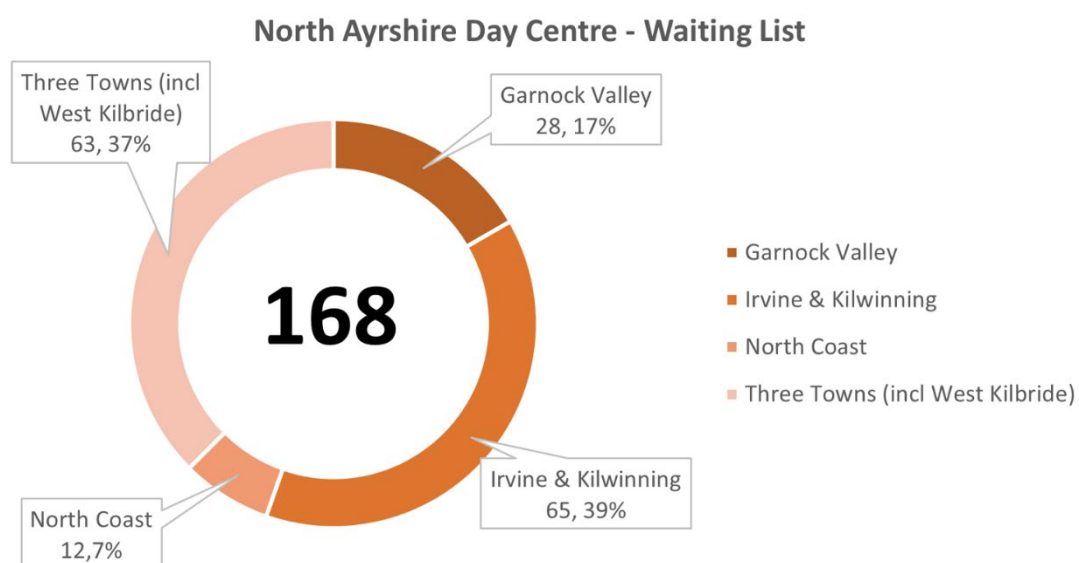
Day Service	Locality	Capacity per day	Capacity per week
The Bungalow	Irvine	8	40
The Harbour Centre	Ardrossan	8	56

	<p>The Partnership currently funds the provision of these day services alongside funding provided by Alzheimer's Scotland. The Bungalow day service in Irvine is not able to re-open as part of remobilisation plans as Alzheimer's Scotland no longer have access to the building and no alternative premises have been sourced. The Partnership has been engaging with representatives from Alzheimer's Scotland since early 2021 in relation to the remobilisation exercise and future day service provision for Alzheimer's Scotland in North Ayrshire, with a proposal of future Alzheimer's Scotland's future day service delivery being considered by the partnership.</p>
3.	CURRENT SITUATION
3.1	<p>The Partnership is committed to promoting independence across all areas of service provision and seeks to ensure as many people live as independently as possible within their own communities.</p> <p>In line with the aspirations of the Partnership's Strategic Plan, the Partnership is developing modern, flexible, financially sustainable approaches that will support people and their carers to remain independent and enabled to lead fulfilling lives.</p>
	<p>The Partnership's vision statement is that "all people who live in North Ayrshire are able to have a safe, healthy and active life" and the Partnership's values are:</p> <ul style="list-style-type: none"> • Put you at the centre • Treat you with respect • Care • Be inclusive • Embody honesty • Demonstrate efficiency • Encourage innovation
3.2	<u>Aims and Objectives</u>
	<p>The aims of the remobilisation of day services for older people in North Ayrshire are:</p> <ul style="list-style-type: none"> • Supporting people to be as personally independent as possible within their own home and community • Complimenting the Partnership's 'Home First' approach • Ensure people's needs and outcomes are met • Re-opening of older people day services post COVID 19 to meet the needs of those awaiting day service provision, including all individuals on the waiting list • Preparing for transforming social care taking account the outcomes of the independent adult social care review • The remobilisation is aligned to Caring for Ayrshire
	<p>Within North Ayrshire, in 2018, there was a total population of 135,280 people, and 22% were aged over 65. The demographic projections of the rise in older people and the pressure on budgets and changing expectations, means that services may have to be redesigned to meet demand and minimise unmet need within our older population. We also need to ensure that our service capacity is aligned to meet the needs of the individuals who require to access services.</p>

3.3	<u>Workforce</u>
	<p>There are 46 posts associated with the Partnership's inhouse older people day services within North Ayrshire including transport staff who provide transport to the majority of service users to and from the day centres. During the pandemic day services staff have been redeployed to support the Partnership's PPE operations, including organisation/distribution/delivery of PPE COVID 19 testing kits. Staff have also been redeployed to the Partnership's Care at Home service and a small number of day services staff, mostly due to restrictions on daily working activities, remain linked to the day service for the purpose of outreach and virtual support.</p>
	<p>At the present time, there are currently 15 vacant posts both temporary and permanent across all older people day services in North Ayrshire due to staff sourcing and finding alternative employment in the last 12-month period. There will require to be a programme of recruitment for a number of posts linked to day services including one Senior Day Care Officer, Day Care Officers and Driver/Escorts. This recruitment would normally take approximately 12 weeks due to timescales for advertising and traditionally day service vacancies have attracted a high level of applicants.</p> <p>However, at this current time recruitment is particularly challenging within the Health and Social Care sector, and it is recognised that there will be potential impacts on other critical areas of service delivery by this programme of recruitment. Therefore, remobilisation will have dependencies upon the current deployment of the day services workforce and the success of recruitment.</p>
	<p>Day services staffing compliment consists of: -</p> <ul style="list-style-type: none"> • Day Care Co-ordinator • Senior Day Care Officers • Day Care Officers • Drivers • Day Care Escorts <p>As we emerge from the pandemic, the Partnership will need to ensure that its day service provision is fit for purpose and that the people we support receive individual person-centred care which delivers positive outcomes.</p>
3.4	<u>Day Services Delivery during Pandemic</u>
	<p>At the onset of the pandemic all North Ayrshire older people's day services were temporarily closed with day services suspended, however, telephone engagement support and contact has been offered throughout this period and remains in place. Over 14,000 telephone contacts have been made to 253 day service users since the beginning of the pandemic in March 2020. At the time of writing, there are currently 123 day service users in receipt of telephone support with approximately 110 telephone contacts made on a weekly basis.</p>
	<p>Individuals previously attending day services have had a package of alternative supports put in place where required as per assessed care needs to ensure their continued wellbeing and to ensure their direct care needs are met. Furthermore, Partnership day services staff commenced a programme of outreach including respite and regular wellbeing checks and support due to critical needs of service users in North Ayrshire which became apparent throughout the pandemic. Over 3,900 day services outreach visits have been undertaken by the Partnership since the beginning</p>

	of the pandemic to a total of 51 Service Users. At the time of writing, there are 47 individuals in receipt of outreach support visits with approximately 65 day services outreach visits taking place on a weekly basis.																											
	The outreach support service has been a success and extremely well received and was expanded from minimal levels of weekly outreach visits in August / September 2020 when it was identified that the needs of people in the community was reaching crisis point.																											
	A number of the partnership’s day services staff have been redeployed to support the creation and delivery of the Partnership’s social care PPE hub including the distribution of this and will require to return to their substantive roles as day services re-open. The partnership will require to recruit to resource the PPE hub on a more sustainable basis, planning for this is underway. Day service staff contribution and flexibility has been invaluable in terms of supporting the wider community care service delivery including Care at Home throughout the pandemic.																											
3.5	<u>Demand</u>																											
	<p>As at March 2020, there were 202 people (this figure includes those attending Alzheimer’s Scotland day services) attending mainland day services across North Ayrshire with the breakdown of this detailed below:</p> <div><p>North Ayrshire Day Services</p><table border="1"><thead><tr><th>Service</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>The Harbour Centre</td><td>15</td><td>8%</td></tr><tr><td>Burns Day Service</td><td>43</td><td>21%</td></tr><tr><td>Castleview</td><td>27</td><td>13%</td></tr><tr><td>Gowanlea</td><td>37</td><td>18%</td></tr><tr><td>Thistle Day service</td><td>26</td><td>13%</td></tr><tr><td>Stevenston Day & Resource Centre</td><td>36</td><td>18%</td></tr><tr><td>The Bungalow</td><td>18</td><td>9%</td></tr><tr><td>Total</td><td>202</td><td>100%</td></tr></tbody></table></div>	Service	Count	Percentage	The Harbour Centre	15	8%	Burns Day Service	43	21%	Castleview	27	13%	Gowanlea	37	18%	Thistle Day service	26	13%	Stevenston Day & Resource Centre	36	18%	The Bungalow	18	9%	Total	202	100%
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	<p>The number of days people attended the Partnership’s day services as at 2020 (excluding Alzheimer’s Scotland day services) is detailed below:</p> <div><p>Total number of Days attending Day Services</p><table border="1"><thead><tr><th>Days</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>1 Day</td><td>108</td><td>64%</td></tr><tr><td>2 Days</td><td>47</td><td>28%</td></tr><tr><td>3 Days</td><td>13</td><td>8%</td></tr><tr><td>5 Days</td><td>1</td><td>0%</td></tr></tbody></table></div>	Days	Count	Percentage	1 Day	108	64%	2 Days	47	28%	3 Days	13	8%	5 Days	1	0%												
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There are currently 168 people on the waiting list for the Older Peoples day services on the mainland as outlined below however this can change on a weekly basis:



3.6 Options for Remobilisation

The options considered and discussed with service users as part of the engagement for the remobilisation of day services for older people in North Ayrshire included:

1. No change and continue with traditional day services model that was operational pre-pandemic including existing transport arrangements.
2. Continue with outreach services currently being delivered with no re-opening of day services buildings.
3. Mix of traditional day services delivery model and outreach service delivery model.

3.7 Stakeholder Engagement

The remobilisation of day services for older people focussed on carrying out effective engagement with staff, service users, families / carers and other relevant professionals, and an external Provider to assist with informing future delivery of the service. Various engagement methods were undertaken to capture views, for example, surveys and telephone calls.

Stakeholder Feedback – Staff/Service User/Carer Engagement

Telephone survey interviews with service users who currently receive or received day service provision and their contacts or carers took place during March and April 2021. Interviewees were asked about the benefits of day service centres when they were open, how outreach/telephone support was working just now and about possible ways forward to remobilise day services.

A total of 73 interviews were conducted as follows:

Day Service Centre	Number and (%age) of interviews
Burns	22 (50%)
Castlevie	10 (40%)
Gowanlea	12 (35%)

	<p>Stevenson 12 (40%)</p> <p>Thistle 9 (45%)</p> <p>Bungalow 4 (49%)</p> <p>Harbour Centre 4 (40%)</p> <p>TOTAL 73 (42%)</p>
	<p>Opinions and viewpoints were not unanimous but there were clear and consistent messages from the 73 survey interviews of carers and service users:</p> <ul style="list-style-type: none"> Fully re-opening day services safely would be the most favourable action for most interviewees based on the feedback received. COVID 19 safety and vaccinations were often mentioned in this context. A few interviewees saw full reopening as desirable but unlikely in the immediate term. A few found it undesirable at this time (mostly for COVID 19 safety reasons). A partial reopening or a mixed model would be welcomed or acceptable to most interviewees – being “a step in the right direction” or a “blessing” - and a way to gain some of the benefits of fully opened services. The COVID 19 requirements and restrictions would of course still be relevant.
	<p>The above two possibilities provide the main reported benefits to service users:</p> <ul style="list-style-type: none"> Getting out the house/having something to look forward to. Being in company and social interaction Stimulation – motivational, mental and physical <p>And to carers:</p> <ul style="list-style-type: none"> Time to themselves Being happy and confident that their loved one was spending time positively (being cared for, entertained, stimulated, safe etc) Enhanced interaction or motivation at home following the service user attending a day service centre.
	<p>It is worth noting at this time that a decision was taken only to provide this level of engagement with current day service users due to the uncertainty of future plans and to manage expectations of future delivery. However, a professional’s focus group also took place to ensure there was consideration of the needs of the wider population in North Ayrshire, including those who do not currently receive day service supports.</p>
	<p>An online survey was issued to day service staff, to gather staff views and feedback about:</p> <ul style="list-style-type: none"> The day services before the pandemic restrictions. Things just now. Thoughts and ideas on possible ways forward. <p>Twenty-six full responses were received to the staff survey, with views gathered from a mix of staff including day care officers, escorts and drivers.</p>

	<p>The overall feedback from staff is summarised below:</p> <ul style="list-style-type: none"> • Staff reported similar benefits to those identified by service users and carers. • Staff suggested a few improvements including supporting waiting list members, offering alternatives to day services and improvements to transport (more drivers, more accessible vehicles). • Staff expressed similar views to service users and carers – noting that not everyone gets outreach and outreach and telephone calls are not always as effective as attending the service.
	<p>Remobilising services – these options were put forward based on the initial feedback gathered from service user engagement:</p> <ul style="list-style-type: none"> • Option one: Reopen day services fully – returning to what was on offer before, or almost exactly what was on offer before. People would mostly attend via minibus, roughly the same number of days etc. <ul style="list-style-type: none"> ▪ There was a range of views in terms of how feasible staff saw this with staff reporting that they, and service users, were looking forward to re-mobilising services, including considering changes to transport, opening hours, catering, numbers of service users and use of space. • Option two: A partial opening with outreach; - people attend the Day Service environment less frequently and/or with a limited number of activities/provisions AND they receive the outreach/telephone calls support that has been available recently. <ul style="list-style-type: none"> ▪ Staff, like many service users and carers, felt this provided a good starting point to remobilise services. Respondents noted staff the importance of flexibility and staff training. • Option three: Alternative mixed approach – a re-mobilising of Day Service provision and with a different outreach approach. This different outreach might include the opportunity for at-home outreach, day trips, doorstep visits etc - and other support away from home rather than only within the Day Service environment) <ul style="list-style-type: none"> ▪ There were positive responses to this way forward but also less positive views from staff, linked to the uncertainty of how this might operate. Respondents underlined the importance of planning and thinking through this approach.
	<p>Additional considerations about these approaches:</p> <ul style="list-style-type: none"> • Some respondents noted the opportunity for refreshing day services and investing in day services, using staff strengths; others expressed a preference for returning to, broadly, what was on offer previously. • Key considerations that staff respondents expressed further re-engagement with service users, safe working for service users and staff, and providing a fuller service in good time.
3.8	<p><u>Stakeholder Feedback – Professionals Focus Group</u></p>
	<p>A focus group was convened with a number of professionals from various areas of service to discuss the day services model pre-pandemic, options for remobilisation and the demand/need for services based on each professionals own expertise within their particular service area. This included representation from the Partnership's Social Work locality teams, Community Care Service Delivery team, AHP Services</p>

	including District Nursing/Community Physiotherapy and Senior Reablement Occupational Therapist, Dementia Trainer, Dementia Nurse Consultant, Dirrans Unit Manager, Self-Directed Support & Unpaid Carers Policy Manager and North Ayrshire Council Housing Strategy representatives.
	<p>The feedback from the focus group is summarised below:</p> <ul style="list-style-type: none"> • A number of people involved in the assessment process for accessing day services felt that people within North Ayrshire often declined day services support due to the traditional day services model pre-pandemic and therefore an opportunity to access alternative day services support would be welcomed and may widen this to others within the community. • Resoundingly from the professionals focus group, a mixed model was the preferred option as this would potentially support unmet need within the community that currently doesn't benefit from day service provision due to the traditional model. • There was strong feedback regarding the significant role that day services plays in supporting both service users and their carers to maintain living in their community as independently as possible and a number of comments made regarding people who may have accessed longer term care settings at an earlier stage because of the lack of day services during the pandemic. • Consideration for short-term placements both for emergency/crisis intervention and rehabilitation. The previous day services model traditionally supported longer term placements which limited flexibility around changing needs and support for carers at a time of crisis or increased need. The focus group were very supportive of a model which allows for increased flexibility, for example supporting additional days for short periods for carer fatigue, short breaks etc. • Better use of day services buildings for multi-disciplinary working including links with AHP services such as reablement and for advice and guidance on self-management of conditions within the community. • There may be a demand for a 7-day model with better choice and flexibility including Self-Directed Support options. • Strong sense of motivation to do something different and also consideration of criteria around different levels of service, use of day services to provide avenues to access other community supports and various types of outreach i.e. day trips. • Opportunities to build strategic links between the Partnership including other community care services, Housing and Connected Communities.
3.9	<u>Risks/Dependencies</u>
	There are risks associated with the remobilisation of day services for older people which need to be considered:

	<ul style="list-style-type: none"> • A number of day services buildings have been utilised during the pandemic, due to physical distancing guidance, and are being occupied by other services including Children and Families for contact, Addictions services and Moving and Handling for the delivery of mandatory training to frontline social care staff. The re-opening of these buildings will impact on the services who are currently utilising the buildings, sufficient notice will require to be given to services to make alternative arrangements. • Partnership day services staff have been redeployed as part of the business continuity arrangements within community care therefore there is a risk that other areas of the service which have not fully recovered from the pandemic will be impacted when staff require to return to their substantive posts. This will particularly affect the partnership's Care at Home service and PPE arrangements.
	<ul style="list-style-type: none"> • There are currently gaps in the day service workforce, due to staff changes since March 2020, and there will require to be a programme of recruitment to the day service staff team before services can remobilise. Health and Social care services are experiencing significant workforce challenges, particularly in relation to recruitment and retention, therefore there may be difficulties achieving the required level of staffing. • If the agreed option is to change the current model service delivery, Care Inspectorate variation and agreement to change current registration(s) may be required. • Delivery of day services is during set times with no flexibility i.e. staff do not work the weekend therefore may not be flexible with current contractual arrangements to meet any changes in delivery times without a requirement for fuller staff consultation. Subsequently there may be additional costs to any change in opening times as this was suggested by those consulted in the context of being in addition to current service delivery and not as a replacement or an alternative. • In relation to transport the current risk assessment only allows for 4 people plus the driver on existing day services vehicles at any one time and all passengers are required to wear a mask. This will have significant impact on numbers should there be no further changes to this restriction at the point of day services reopening, and may limit access where individuals cannot tolerate the wearing of masks. Recent changes to this guidance is under review. • Further COVID 19 changes, peaks and restrictions including impact on opening arrangements and staffing which could be affected by requirements to isolate.
3.10	<u>Benchmarking</u>
	<p>Benchmarking was carried out with 3 other local authorities in Scotland including Falkirk Council, South Ayrshire Council and East Ayrshire Council with information received from Falkirk Council and South Ayrshire Council as summarised below:</p> <p>Falkirk Council's model will be to meet the identified outcomes for older people in Falkirk by providing a comprehensive range of opportunities from support to access mainstream community support to providing people with high care needs ongoing specialist care, which will prevent institutionalisation.</p>
	<p>South Ayrshire Council day services offer a tiered approach to support that will be more person centred than traditional day services, with flexibility and potential for people to move through the different levels of support or even receive more than one level of support depending on individual needs and circumstances.</p>

	The recommended day service delivery in North Ayrshire, as detailed within this report, is aligned with the planning and delivery models in similar Local Authorities.
4	PROPOSALS
4.1	<u>In House Provision</u>
	<p>This report, based on the findings contained within, would summarise that older people day services within North Ayrshire are a vital service and support in achieving the Partnership's strategic aims of "all people who live in North Ayrshire are able to have a safe, healthy and active life". Engagement has widely confirmed that older people's day service provision has been greatly missed during the pandemic and staff, service users, families, carers and all professionals consulted would welcome a re-opening of day services at the earliest opportunity. In recognition of the feedback this report would propose the following.</p>
	<p>Re-opening of day services in the traditional building-based setting for 4 of the 5 day service buildings with one of the day service buildings to be closed. It is proposed that one of the day services located in the Three Towns locality would close, due to the concentration of day services within this locality. There are currently 3 day services options in the Three Towns – Castleview in Ardrossan, Thistle in Stevenston and Alzheimer's Scotland day service. Based on the current waiting list levels, and changes in service attendance during the pandemic, the service is confident that the capacity across the remaining 4 day inhouse day services would be sufficient in meeting the current service demand. There may also be opportunities to increase the capacity within the remaining Three Towns day service establishment in the future if required, however this would be dependent on risk assessment and Care Inspectorate approval. Communication has commenced with colleagues within Property Management and Investment to identify a preferred closure option based on the condition and suitability of the two in-house buildings in the Three Towns (Castleview and Thistle).</p>
	<p>By closing one of the day service buildings within the Three Towns, this would allow the opportunity for enhancing the staffing compliment and transport provision within the remaining day services to facilitate an alternative model of service delivery moving forward. The proposed model would include the ongoing provision of four traditional day service buildings which would satisfy the needs and wishes of those service users that have been engaged with during this process – by implementing a referral and capacity management plan of only allocating one place per service user this would ensure no reduction in the number of people who can attend day services and would in fact maximise day services attendance opportunities. This would also provide an opportunity to enhance staffing across the remaining four day services to introduce a mixed model to day services which has also been identified through this engagement process and professional focus group. The current day services staffing models are based on 100% traditional, building based day service delivery and this does not allow any scope or flexibility for the various proposed options including outreach, trips, multi-disciplinary working, short-term placements and intervention and support for accessing other community services.</p> <p>It is recognised that this move would be the first step in this model and there would require to be ongoing engagement and review for a period of six months following re-opening regarding longer term future service delivery. The service would propose to continue to utilise the professional focus group as a mechanism for analysis and review of changes made to service provision, and the impact of this on the needs of</p>

	those in the community. Ongoing service user and staff engagement would also be undertaken throughout this period.																								
	There would require to be initially a comprehensive programme of recruitment and subsequent training for both new and existing day care staff to develop the workforce with particular focus on infection control and health and safety measures. Initial risk assessments have been undertaken for the day service buildings and transport, and there would be a requirement to operate a reduced service at approximately 30% of pre pandemic capacity due to current restrictions and guidance, with a view to moving to maximum capacity when restrictions allow.																								
	Planning for the re-opening would also include individual plans for delivery in the event of any subsequent requirements to close, or reduce service delivery, on both a short term and medium to longer term basis to ensure planned delivery of alternative supports in these circumstances where required, for example should staffing reach levels below minimal requirements then digital/outreach support may be offered at these times.																								
	It is expected that in order to meet the aims and objectives of this review, including supporting 'Home First' approach and delivering on unmet need, that Day Services placements would only be offered at one day per service user to ensure the scope of day services provision is maximised to as many individuals as possible in the community. Furthermore, this option would introduce a cohort of short-term day service placements in each day service to support meeting identified needs such as crisis intervention and rehabilitation. This would also seek to build on and strengthen links with housing colleagues, communities and AHP colleagues, including introduction of support and advice for self-management of health and wellbeing which would benefit from the outreach more flexible delivery approaches.																								
	In addition to the capacity numbers detailed below, it is anticipated that this model of delivery would have capacity to deliver up to a maximum of 28 outreach visits/105 hours of outreach support on a weekly basis across North Ayrshire.																								
	The engagement and remobilisation did not identify any different models of transport at this time, however, this would require ongoing review and link to the wider transport policy currently being reviewed and developed.																								
	It has been identified that this proposed model of service delivery would fully meet the financial savings approved by the IJB as part of the review of older people's day services.																								
	<p>There are currently 168 individuals on the waiting list for inhouse day services in North Ayrshire. This can change on a weekly basis dependent on service user needs and circumstances, however the table below details the proposed future capacity and current waiting list requirements within the Partnership's day services.</p> <table><tr><th>Locality</th><th>Capacity per day</th><th>Total weekly places</th><th>Waiting List</th></tr><tr><td>Irvine</td><td>30</td><td>150</td><td>65</td></tr><tr><td>Garnock Valley</td><td>24</td><td>120</td><td>28</td></tr><tr><td>Three Towns *</td><td>12</td><td>60</td><td>63</td></tr><tr><td>North Coast</td><td>16</td><td>80</td><td>12</td></tr><tr><td>TOTAL</td><td>82</td><td>410</td><td>168</td></tr></table>	Locality	Capacity per day	Total weekly places	Waiting List	Irvine	30	150	65	Garnock Valley	24	120	28	Three Towns *	12	60	63	North Coast	16	80	12	TOTAL	82	410	168
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	<p>*the waiting list figure for the Three Towns includes individuals residing in West Kilbride, there would be flexibility to access the North Coast Day Service</p> <p>Based on the total capacity across all of the day services as detailed in the table above, there would be sufficient day services places available to support the current assessed need as per pre pandemic attendance levels and the current waiting list (dependent on individual risk assessment). Traditionally, service users from West Kilbride would access one of the day services based in the Three Towns locality however this period of closure has allowed for a review of traditional ways of working including operational matters relating to transport and provision of placement. In doing so transport will be used more flexibly and efficiently to offer a range of day service placements across the localities to ensure choice and maximum day service attendance.</p> <p>There are options available to increase the capacity within the remaining Three Towns day service as this was reduced pre-pandemic due to changes in staffing levels, however there is scope to consult with the Care Inspectorate with a view to increasing daily capacity levels. Furthermore, with the ongoing provision of external day services by Alzheimer's Scotland, there will be further choice for service users to access the day service in Ardrossan.</p>
	<p>This model at full capacity would support sufficient daily placements to ensure all service users who previously attended the Partnership's inhouse day service in March 2020 and all of those on the waiting list (providing needs can be met due to each day service risk assessment) could be offered a one day placement. This model would also continue to offer outreach solutions to a number of those individuals who will no longer be able to return to traditional day services provision due to change in care needs during the course of the pandemic. Whilst in the first instance, placements would be offered at a level of one day, the service is confident that the flexibility available with the blended model would support where increased needs are identified and promotion of maximum use of the day service to support more than one days attendance where available.</p>
4.2	<p>External Provision</p>
	<p>Alzheimer's Scotland, in consultation with the Partnership, have provided a proposal for their future service delivery model within North Ayrshire. This model provides an opportunity for some savings and an interim arrangement for service delivery whilst the commissioning and procurement process is undertaken for longer term delivery. Alzheimer's Scotland have been engaging with the Partnership since early 2021 and are very keen to re-open their day services in North Ayrshire, with a number of Alzheimer's Scotland day services open elsewhere in other Partnership areas at a significantly reduced capacity level.</p>
	<p>A summary of this proposal is Alzheimer's Scotland will operate their provision of day services from the Ardrossan day service building (The Harbour Centre). Service users who previously attended The Bungalow in Irvine have been advised that this service will not be re-opening. Service delivery will be a mixture of attendance in the day service building setting, wellbeing visits and digital supports. Day service provision will be delivered in sessions of up to 3 hours, rather than previous full day attendance, beginning at a reduced capacity level and building up to 3 sessions per day of up to 3 service users over 7 days. Alzheimer's Scotland will no longer be offering transport as part of this model based on feedback received during their own programme of engagement.</p>

	<p>This report recommends the continued provision of day services by Alzheimer's Scotland within the Harbour Centre Ardrossan, however there are outstanding queries regarding the proposed model and costing provided by Alzheimer's Scotland in terms of value for money, transport provision and the change from full day provision, these continue to be worked through in partnership with the HSCP.</p>	
	<p>It is expected that the service users who previously attended The Bungalow day service in Irvine, which is affected by closure, will be offered alternative day service provision within either the Harbour Centre, Ardrossan, or one of the Partnership's inhouse day services.</p>	
4.3	<u>Anticipated Outcomes</u>	
	<p>It is anticipated that the outcome of this remobilisation will allow for a return to day service provision for older people in North Ayrshire, which has now been suspended for a period of 17 months. This will provide a return to much needed supports for service users in North Ayrshire. While this will provide options to support current identified day service requirements, and pre pandemic levels of unmet need, this will also present an opportunity for supporting the wider community with the blended approach to flexible day service delivery.</p>	
4.4	<u>Measuring Impact</u>	
	<p>The service will continue with an ongoing programme of stakeholder engagement – including engagement with day service staff, service users, carers and care providers, to gather feedback on changes made to the day service model. There will be continuation of a professionals focus group to review and measure impact, and support any further developments going forward. A evaluation report will be presented to the IJB during 2022.</p>	
5.	RECOMMENDATIONS	
	<p>This report, in consideration of current needs across Health and Community Care Services, would recommend supporting the continued model of both Partnership delivered and externally commissioned day services provision in North Ayrshire.</p>	
	<p>The recommendation would be to reopen in line with the adapted inhouse and externally commissioned models for day services which would be a positive enhancement on the current day services model in North Ayrshire, whilst potentially opening up access to day service supports to those in the wider community. Whilst this would require the closure of one day service building, there would be no associated staffing implications due to the current vacancies within the service and all staff who may be displaced by this would have the opportunity of placement in an alternative Partnership day service.</p>	
6.	IMPLICATIONS	
Financial:		<p>The full £50k saving approved by the IJB as part of the budget to be delivered from the review of day services will be fully achieved through this model, with an over-delivery of savings estimated to be £30k, dependant on finalising staffing and commissioned service costs.</p>
Human Resources:		<p>Engagement with staff has been undertaken, there will require to be recruitment to address gaps in staffing in line with plans to re-open. Given the level of vacancies</p>

	in the services there will be minimal impact on existing staff, the small number of staff in the Three Towns day service being closed will be offered an alternative nearby location. Day service staff have been extremely flexible in being re-deployed across services during the period of closure.
Legal:	Potential
Equality:	An EIA has been completed in relation to these proposals.
Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	This report, based on the findings contained within, would summarise that older people day services within North Ayrshire are a vital service and support in achieving the Partnership's strategic aims of "all people who live in North Ayrshire are able to have a safe, healthy and active life".
Risk Implications:	The risk implications are detailed within the report.
Community Benefits:	The revised model of services will allow for greater outreach from day services into the community and will open up opportunities to build strategic links between the Partnership including other community care services, Housing and Connected Communities.

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	
	2. North Ayrshire Council	X
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	The options were considered and discussed with service users, staff and health and social care professionals group as part of the engagement for the remobilisation of day services for older people in North Ayrshire.
5.2	The PSMT endorsed the recommendations within this report at their meeting held on 5 August 2021.
6.	CONCLUSION
6.1	IJB are asked to approve the recommendations within the report which will support the service to take forward operational plans to allow day services to re-open.

For more information please contact Kerry Logan, Senior Manager HCC on [01294 310222] or [klogan@north-ayrshire.gov.uk]