

FALKIRK INTEGRATION JOINT BOARD

Minute of Meeting of the Falkirk Integration Joint Board held in the Municipal Buildings, Falkirk on Friday 5 August 2016 at 9.30am.

Voting Members:

Allyson Black (Chairperson)
Dennis Goldie
Linda Gow
James King (Vice-Chairperson)
Alex Linkston
Julia Swan

Non-voting Members:

Sandra Burt, Staff Representative, Falkirk Council
Claire Bernard, Third Sector Interface (substitute)
Patricia Cassidy, Chief Officer
Leslie Cruickshank, GP Medical Representative
Tracey Gillies, Medical Representative
Jane Grant, Chief Executive, NHS Forth Valley
Tom Hart, Staff Representative, NHS Forth Valley
Sara Lacey, Chief Social Work Officer (substitute)
Ewan Murray, Chief Finance Officer
Martin Murray, Service User Representative
Angela Price, Third Sector Representative
Angela Wallace, Nursing Representative

Officers:

Fiona Campbell, Head of Policy, Technology and Improvement, Falkirk Council
Jack Frawley, Committee Services Officer, Falkirk Council
Tony Gaskin, Chief Internal Auditor, NHS Forth Valley
David McGhee, Head of Procurement & Housing Property, Falkirk Council
Morag McLaren, Associate Director of HR; Organisational Development & Learning, NHS Forth Valley
William McQuillan, Procurement and Performance Manager, Falkirk Council
Colin Moodie, Depute Chief Governance Officer, Falkirk Council
Kathy O'Neill, Community Services Directorate General Manager, NHS Forth Valley
Bryan Smail, Chief Finance Officer, Falkirk Council
Suzanne Thomson, Programme Manager (Health & Social Care Integration)
Elaine Vanhegan, Head of Performance and Governance, NHS Forth Valley

Also Attending:

Avril Blamey, Avril Blamey and Associates

IJB25. Apologies

Apologies were received on behalf of Claire Crossan, Councillor Gow, Karen Herbert, Kathy McCarroll and Mary Pitcaithly.

IJB26. Declarations of Interest

No declarations were made.

IJB27. Minute

Decision

The minute of meeting of the Integration Joint Board held on 3 June 2016 was approved.

Alex Linkston entered the meeting during consideration of the previous item of business.

IJB28. Chief Officer Report

The Integration Joint Board considered a report by the Chief Officer which provided an update on development within the Falkirk Health and Social Care Partnership and outlined proposals to improve the end to end care pathway for older people. The report provided: background on areas of work to be taken forward from the last meeting; a progress update on a recovery plan, delayed discharge and the work streams. Appended to the report were: Health Improvement Scotland March 2016 NHS Ayrshire & Arran Frail Older People Pathway; West Lothian Model Discharge to Assess, and Programme Board Work plan 2016-17. Patricia Cassidy provided an overview of the report.

The board highlighted the importance of consultation with staff.

Decision

The Integration Joint Board:-

- (1) agreed the proposal to develop a strategic whole system approach, including a Frailty Pathway and a Discharge to Assess model;**
- (2) agreed that the proposed change to the programme is developed as outlined in section 6 of the report, and**
- (3) requested that the Chief Officer work with senior colleagues to complete the required detailed work and report back to the next meeting.**

IJB29. Strategic Plan

The Integration Joint Board considered a report by the Chief Officer which provided an update on the progress with implementation of the Strategic Plan. The report provided information on the local delivery plan, joint management arrangements, locality planning and the West locality integrated team pilot. Suzanne Thomson provided an overview of the report.

Avril Blamey provided a presentation titled 'Informing the Falkirk HSCP delivery plan using logic modelling and the Re-Aim framework'. The presentation highlighted the approach taken to logic modelling, common weak links in the planning process, progress to date and ongoing work.

The board discussed the measurement of outcomes and assessment of pilot projects. The board thanked Avril Blamey for her informative presentation.

Decision

The Integration Joint Board noted the report.

Councillor Gow entered the meeting during consideration of the following item of business.

IJB30. Integration Joint Board Financial Report and Budget Recovery Plan Update

The Integration Joint Board considered a report by the Chief Finance Officer which provided an overview of the financial position of the partnership. The report set out the financial position for the period to 30 June 2016, the budget recovery plan and savings programme updates, information on the integration fund, post due diligence issue and other financial governance issues. Ewan Murray provided an overview of the report.

The board discussed the review of eligibility criteria which was being undertaken to help address some of the existing financial pressures. Further actions to reduce cost pressures were being taken forward through the move to discharge to assess. Discussion took place on the overspend relating to prescribing. It was noted that there were savings efficiencies programmes in place but there was a time lag in the data on expenditure becoming available. It was highlighted that NHS Forth Valley had significantly reduced its expenditure on prescribing costs since 2011, now being under the national average.

Decision

The Integration Joint Board:-

- (1) noted the financial position for the period ended 30 June 2016;**
- (2) noted the projected overspend of £1.288m for the year to 31 March 2017;**

- (3) approved, subject to all efforts continuing to deliver savings programmes, manage cost pressures and deliver services within resources available, meeting the projected overspend from a combination of the balances of Delayed Discharge, Integrated Care and Integration Funding as follows:-**
 - (i) estimated costs of Falkirk Community Hospital Ward 5 from utilising £0.378m of Delayed Discharges Funding and £0.014m of the Integrated Care Fund, and**
 - (ii) projected net overspend on adult social care services of £0.896m from the Integration Fund;**
- (4) agreed to allocate a sum of £0.086m from the Integrated Care Fund to expedite the appointment of a Project Manager post for a fixed term to March 2018 to support the development of the West Locality Pilot and the wider development of Locality Models, and**
- (5) noted the post due diligence issue in relation to Community Hospitals detailed in section 8 of the report.**

IJB31. Living Wage in Adult Social Care

The Integration Joint Board considered a report by the Chief Officer which provided an update on the implications of implementing the living wage in externally commissioned adult social care services. The report set out information on the implementation options and provided revised cost estimates in an appendix. Ewan Murray provided an overview of the report.

The board asked how officers would ensure that staff did receive the living wage from external providers. David McGhee stated that there were over 100 local providers of adult social care services which varied in scale and included organisations from both the independent and voluntary sectors. Monitoring arrangements would be built from the system in place with the residential care providers where there were on-going meetings and dialogue with providers. Officers monitored these providers and there were forums for direct engagement with them. He commented that providers saw this change as positive in their ability to recruit and retain staff.

Decision

The Integration Joint Board:-

- (1) noted the implications and options for implementation of the Living Wage in externally commissioned adult social care services;**
- (2) agreed to delegate authority within available resources to the Head of Procurement & Housing Property to engage with providers, as outlined in paragraphs 4.2 and 4.3 (Option 4), and to report back on the outcome of the implementation process, and**

- (3) agreed to the commencement of a new tendering process for currently externally commissioned homecare and community care services, to facilitate a contract start of October 2017.**

IJB32. Partnership Funding

The Integration Joint Board considered a report by the Chief Officer which provided an update regarding progress relating to the Partnership Funding, Integrated Care Fund and Delayed Discharge Fund. The report provided information on the partnership funding review, governance and monitoring arrangements, and provided as an appendix funding proposals. Suzanne Thomson provided an overview of the report.

The board discussed the challenges it faced in achieving a balanced budget and that further assurance was required in this regard before committing to any new projects. The importance of understanding this year's budget was highlighted. The shift to a whole systems approach and discharge to assess model were recognised as requiring resources to implement and it was important to ensure that new projects were assessed against their ability to support the new approach. It was stated that it was important to keep financial flexibility in order to support small local projects including through the use of the community grants project.

Decision

The Integration Joint Board:-

- (1) remitted the Leadership Group to progress development of a framework for commissioning Third Sector Organisations in the context of the Partnership governance framework;**
- (2) noted that the development of strategic approach to intermediate care pathways, including frailty and reablement, will be progressed in conjunction with the formation of a whole systems approach, as outlined in the Chief Officer report;**
- (3) noted that the approved governance and monitoring structure is now in place and that further performance monitoring information will be presented in December 2016;**
- (4) approved the allocations of Partnership Funding, as contained in Appendix 1, based on these services being embedded within the new whole systems approach and pathway, and**
- (5) remitted the Chief Officer to continue commissioning discussions and to disseminate information regarding partnership funding to facilitate innovative approaches and ensure equity of access.**

IJB33. Annual Accounts 2015/16

The Integration Joint Board considered a report by the Chief Finance Officer which provided, as an appendix, the unaudited accounts. Ewan Murray provided an overview of the report.

Decision

The Integration Joint Board noted:-

- (1) the unaudited annual accounts;**
- (2) the management commentary and annual governance statement, and**
- (3) the submission of the unaudited annual accounts to Audit Scotland on 30 June 2016.**

IJB34. Integration Joint Board Annual Internal Audit Plan

The Integration Joint Board considered a report by the Chief Finance Officer which provided as an appendix the Annual Internal Audit Report. Tony Gaskin provided an overview of the report and highlighted that the Board was well placed to take its work forward.

Decision

The Integration Joint Board noted the Internal Audit Report including the Management Response.

IJB35. Delayed Discharge Progress Report

The Integration Joint Board considered a report by the Community Services Directorate General Manager and the Head of Social Work Adult Services which provided an update on progress with meeting the national target that no-one who is ready for discharge should be delayed by more than 2 weeks. The Information Services Division's Delayed Discharges in NHS Scotland report was appended to the report. Kathy O'Neill provided an overview of the report.

The board asked why 47% of delayed discharges in Falkirk were awaiting care home availability compared to 22% nationally. Kathy O'Neill stated that Falkirk had higher levels of people being deemed as requiring care home placements than other areas. The reason for this was not clear but could be that there was limited availability of alternative pathways. She commented that in Falkirk care at home packages had been put in place very quickly but that delivering these quickly had become more challenging from April of this. Patricia Cassidy stated that the Head of Social Work Adult Services had looked at the range of packages in Falkirk and that there was a high volume of multiple short visits in place where some other areas focussed on more

targeted intensive packages. The data was being examined in conjunction with the LIST analysts.

The board discussed the impact on people's physical and mental health of delayed discharge as well as the impact on family members. They highlighted the specific issues which were found in the older population locally due to the industrial heritage of the area, which rendered some comparisons to other areas unfair.

Decision

The Integration Joint Board noted the report and the work to develop a strategic change programme.

IJB36. Support Services

The Integration Joint Board considered a report by the Chief Officer which provided proposals to regularise the temporary funding of posts supporting the Board. Patricia Cassidy provided an overview of the report.

Decision

The Integration Joint Board:-

- (1) agreed that the temporary funded posts were made permanent as detailed in section 4.3 of the report and that they were funded equally by Falkirk Council and NHS Forth Valley, and**
- (2) noted that the current corporate services support, as detailed in section 4.5 of the report, would be continued and be reviewed in discussion with the Chief Executives and would be confirmed in a future report to the Board.**

IJB37. Chief Finance Officer - Recruitment

The Integration Joint Board considered a report by the Chief Officer which provided an update on recruitment arrangements to the post of Chief Finance Officer. Patricia Cassidy provided an overview of the report.

The board discussed the recommendation to delegate authority for defining the post as full or part time to the Chief Officer and Chief Executives. It was highlighted that in reaching this decision there needed to be a clear business case made to justify the full or part time status of the post.

Decision

The Integration Joint Board:-

- (1) noted the complexity of the Chief Finance Officer role in the current financial environment and the level of risk previously reported to the Board as part of the Strategic Risk Register;**

- (2) approved the recruitment and appointment of a permanent Chief Finance officer for the Board, and**
- (3) remitted the Chief Officer, in conjunction with the Chief Executives, to agree whether the post is full or part time and proceed with the recruitment process.**

IJB38. Integration Joint Board Development Plan

The Integration Joint Board considered a report by the Chief Officer which provided an update on the work undertaken to develop a plan to support the development needs of the Board. Board development activities for 2016 – 2017 were set out in the appendix to the report. Morag McLaren provided an overview of the report.

The board commented that where possible having visits to services and interactive sessions were preferred. Discussion took place on the order of topics set out in the appendix and members expressed a desire to move reablement and local service models to be their first session.

Decision

The Integration Joint Board agreed the programme of development activities for inclusion in the Board Development Plan commencing with the reablement and local service models session on 2 September 2016.

IJB39. Carers (Scotland) Act Update

The Integration Joint Board considered a report by the Community Services Directorate General Manager which provided an update on implementation of the Carers (Scotland) Act 2016 and the steps being taken to ensure it is implemented effectively in the Falkirk area. Kathy O'Neill provided an overview of the report.

Decision

The Integration Joint Board noted:-

- (1) the commencement date for the Carers (Scotland) Act 2016 as 1 April 2018;**
- (2) that work streams have been identified at a national level including the identification of carers, carer involvement in discharge and the resource implications for implementation of the Act;**
- (3) that a short life working group was being established to take forward activity locally, and**

- (4) that a workshop would be held to scope out the implications and implementation of the Act and ensure wider stakeholder involvement.**

IJB40. Market Facilitation Plan

The Integration Joint Board considered a report by the Chief Officer which provided a draft Market Facilitation Plan for approval as required as part of the strategic planning process. The report provided information on the market facilitation plan and the draft plan was provided as an appendix to the report. David McGhee provided an overview of the report.

In relation to section 6 of the plan, members asked about the engagement of providers. David McGhee stated that the plan had been consulted on with representatives of providers through a range of mechanisms including the provider forum for home care providers. He commented that this was an evolving process. There had also been consultation with representatives from Procurement & Commissioning, Adult Services, Health and Scottish Care, and the partnership's Strategic Planning Group.

The board highlighted the importance of being mindful of the impact on service users of commissioning social care services as service users had a personal relationship with their carers which it would be best to continue. David McGhee stated that this continuity of service delivery was fundamental to the procurement approach and there was a desire to minimise the impact of change and disruption for service users. There was continuous dialogue with providers.

A question was asked on geographical procurement and economies of scale. David McGhee stated that the approach taken would vary and depend upon the best fit for the particular circumstances. In taking forward the development of the care at home contract the feasibility of having more locality or geographically based services would be looked at. A range of options would be considered and providers would be engaged with as a resource to inform future direction.

Decision

The Integration Joint Board:-

- (1) approved the Market Facilitation Plan as appended to the report, and**
- (2) noted that an update on progress with delivery of the Market Facilitation Plan objectives would be provided in line with the annual review process for the Strategic Plan.**

IJB41. Strategic Outcomes & Local Delivery Plan 2016 - 2020

The Integration Joint Board considered a report by the Head of Policy, Technology and Improvement which provided the final Strategic Outcomes and Local Delivery Plan (SOLD) 2016-2020 for approval. The SOLD would replace the strategic community plan and single outcome agreement. The report set out the background to the development of the SOLD, additional information of the role of partners within community planning arrangements and provided the SOLD 2016-2020 as an appendix to the report. Fiona Campbell provided an overview of the report.

Decision

The Integration Joint Board:-

- (1) approved the Strategic Outcomes & Local Delivery Plan in its capacity as a core community planning partner;**
- (2) noted the role as a delivery group, which the IJB has in supporting the attainment of strategic priorities and local outcomes, particularly in terms of the provision of progress and performance reports to the Community Planning Leadership Board;**
- (3) agreed to have a delivery plan in place with appropriate reporting to the Community Planning Leadership Board on the outcomes and priorities within the plan in line with the agreed reporting structure by the due date;**
- (4) noted its role in contributing to all outcomes and how health and social care can support these directly and indirectly;**
- (5) noted the development of a locality planning framework for the whole community planning partnership;**
- (6) agreed to work with officers across the wider partnership to ensure locality planning for the IJB takes place within and is supported by the wider locality planning framework, and**
- (7) noted that a further update report would be submitted to the IJB following the Community Planning Leadership Board meeting of 1 September 2016.**