

## FALKIRK INTEGRATION JOINT BOARD

**Minute of Meeting of the Falkirk Integration Joint Board held in NHS Forth Valley Royal Hospital, Larbert on Friday 7 October 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  
Patricia Cassidy, Chief Officer  
Rita Ciccu-Moore, Nursing Representative (substitute)  
Claire Crossan, Carer Representative  
Leslie Cruickshank, GP Medical Representative  
Tom Hart, Staff Representative, NHS Forth Valley  
Karen Herbert, Third Sector Interface  
Tracey Gilles, Medical Representative  
Jane Grant, Chief Executive, NHS Forth Valley  
Ewan Murray, Chief Finance Officer  
Martin Murray, Service User Representative  
Angela Price, Third Sector Representative  
Stuart Ritchie, Director of Corporate and Housing Services, Falkirk Council (substitute)

**Officers:**

Laura Byrne, Lead Pharmacist, NHS Forth Valley  
Fiona Campbell, Head of Policy, Technology and Improvement, Falkirk Council  
Hugh Coyle, Corporate Risk Co-ordinator, Falkirk Council  
Jack Frawley, Committee Services Officer, Falkirk Council  
Joe McElholm, Head of Adult Services Social Work, Falkirk Council  
Colin Moodie, Depute Chief Governance Officer, Falkirk Council  
Kathy O'Neill, Community Services Directorate – General Manager, NHS Forth Valley

#### **IJB42. Apologies**

Apologies were received on behalf of Mary Pitcaithly and Angela Wallace.

#### **IJB43. Declarations of Interest**

Councillor Black declared a non-financial interest in IJB49 as a relation of a service user and stated that she considered that this required her to recuse herself from consideration of the item.

#### **IJB44. Minute**

##### **Decision**

**The minute of meeting of the Integration Joint Board held on 5 August 2016 was approved.**

#### **IJB45. Introduction to Primary Care Prescribing**

The Integration Joint Board considered a report by the Medical Director and was provided with a presentation by Dr Leslie Cruickshank and Laura Byrne which set out an introduction to prescribing in primary care.

The board discussed the cost of cancer treatment medication and how medicines could be accessed more cheaply such as through clinical trials. It was confirmed that for patients who took part in clinical trials the medication was generally free. Other schemes operated to lower the cost of access to medication including the patient access scheme and there was national negotiation in regard to discounting.

##### **Decision**

**The Integration Joint Board noted:-**

- (1) the content of the report;**
- (2) current challenges and activity in relation to prescribing management across primary care;**
- (3) Forth Valley Health Board Medicines Governance Structure;**
- (4) Central Pharmacy and Prescribing Support Team, and**
- (5) total expenditure of £7.731m has been incurred on primary care prescribing within Falkirk Integration Joint Board during the first 3 months of the financial year.**

## **IJB46. Chief Officer Report**

The Integration Joint Board considered a report by the Chief Officer which provided an update on key developments within the Falkirk Health and Social Care Partnership to improve service delivery and care pathways that will enable people to remain in their own home as long as possible. Patricia Cassidy provided an overview of the report.

In response to a question on timescales for the West Locality Integrated Team Pilot, Patricia Cassidy stated that the programme board would be responsible for putting appropriate timescales in place. The pilot was to be live from early to mid 2017 and a timetable would be presented to the Board in December regarding implementation.

The board discussed challenges faced by the partnership in relation to delayed discharge. After considering the approach of winter and the desire to maintain flow in acute services, it was requested that NHS Forth Valley's Unscheduled Care Group was provided with regular updates on progress of the Discharge to Assess model.

Further, the board sought an update on the work to procure care at home services to support the Discharge to Assess model. Patricia Cassidy advised that she had been working with staff in procurement on this. Data was being used to model and look at where the peaks in demand were. There had been a 30,000 hour increase in demand for care packages in Falkirk. The retendering process was scheduled for the spring of 2017 which should be in place from November, this would be supported by other short term measures. She stated that by using data providers could get better information on the level of demand which would allow for more consistency in service provision with decreased staff turnover. Falkirk Council's Head of Procurement and Housing Property had recently joined the delayed discharge steering group. It was stated that previously if a person was in hospital for more than seven days then the care package provider could surrender that package but recently this timescale had been increased to two weeks. This would allow more people to be discharged with their current care package still in place, which could be augmented where necessary.

A question was asked on the work being taken forward to address delayed discharge. Patricia Cassidy stated that information was provided in a report later on the agenda specifically on delayed discharge. She confirmed that this was an area of priority for the partnership and that there was a need to work jointly and take forward evidence based proposals. The entirety of the patient pathway would be examined to identify areas for improvement. This would be supported by the Improvement Hub within Health Improvement Scotland who, in a multi-disciplinary way, would look at where alternative interventions or decisions could have been made. She stated that the default position for conversations with patients and families should be how to get them back to their own home and that this should be the general expectation of people.

The board asked about the work being taken forward to get reablement embedded as an ethos for all and the balance of intermediate to long term care at Summerford. Joe McElholm stated that there were four vacancies for intermediate care currently and that there was a need to better identify individuals for referral. He advised that discussions were ongoing with staff

to ensure that reablement and the drive toward care at home were embedded in practice. Staff awareness raising sessions had been held with good turnout and staff rated their experience of them positively.

## **Decision**

### **The Integration Joint Board:-**

- (1) noted the progress with the whole systems work;**
- (2) agreed to remit the Chief Officer to implements the integrated management structure at section 4.3 of the report, and**
- (3) agreed to remit the Falkirk H&SC Partnership Leadership team to review the Accounts Commission report and bring back a further report the Board.**

### **IJB47. 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 Health and Social Care Partnership. A summary of the financial position for the period ended 31 August 2016 was provided along with changes to the Partnership Budget, current position and budget recovery plan savings programmes. Ewan Murray provided an overview of the report.

The board discussed the decision making process in regard to funding projects and organisations. It was highlighted that there was an agreed process which should be followed and that specific applications should not be made directly to the board for approval circumventing agreed governance processes as this was not equitable to all parties. Members also discussed the funding of Ward 5 and the IJB's obligations. It was stated that the ward would have been closed from March in line with the Health Board's budget if funding would not be provided by the IJB. It was suggested that there was a distinction to be drawn between planned expenditure and unplanned expenditure such as the unexpected requirement to keep Ward 5 open. Members sought information on what reablement work was undertaken in Ward 5 and what work was proposed to provide support through the winter period. Members further raised that it would be helpful to have a cost/benefit analysis provided in relation to this case to know the impact of a decision on funding either way. It was stated that the board needed to use the collective resources at its disposal in the best possible way.

The board also discussed eligibility criteria and that it was better to have early intervention than crisis intervention. Joe McElholm stated that work was ongoing in relation to eligibility criteria. In terms of the provision of social care it was desired that better support was provided to those with higher levels of need. The support provided to those with lower levels of need could take a different form. Changes could not be made overnight and reports would be submitted to the Board and Council on how this change would be implemented.

Members asked if providers were paying their expected 25% contribution toward the implementation of the Living Wage. Ewan Murray stated that there was an ongoing challenge regarding provider contribution and that COSLA continued to have discussions on this. The projection provided was based on provider contributions not being in place.

*Councillor Black, seconded by Councillor Gow, moved that the board agree the recommendations subject to consideration of the allocations of Partnership and Integration Funding being continued to the December Board to allow for further information to be provided.*

*As an amendment, Alex Linkston, seconded by Julia Swan, moved that the board agree the recommendations.*

*On a division 2 members voted for the motion and 4 voted for the amendment.*

## **Decision**

### **The board:-**

- **noted the financial position of a reported overspend of £1.117m for the 5 month period ended 31 August 2016;**
- **noted the current projected overspend of £1.114m for the year to 31 March 2017;**
- **noted the anticipated use of Integration funding to cover the Adult Social Care Services overspend of £0.896m. This has not changed since the report presented to the 5 August meeting of the IJB and the IJB has previously approved this being met from the Integration Fund;**
- **approved the allocation of a sum of £0.218m from Partnership Funding to meet the costs of Falkirk Community Hospital Ward 5 remaining open from mid-August to the end of October 2016 when it can be funded from the Winter Planning monies;**
- **approved the allocation of a sum of £0.100m from the Integration Fund to meet the estimated additional in-year costs of implementing the discharge to assess model subject to the detailed implementation plan being agreed with the IJB Chair and Vice-Chair;**
- **noted the updates on Budget Recovery Plan and Savings Programmes detailed in Section 5 of this report;**
- **noted the remaining balance of the Integration Fund and Update on the Living Wage detailed in Section 6 of this report;**
- **noted the forthcoming allocations relating to delegated functions as detailed in Section 8 of this report;**
- **noted the requirement to plan for financially sustainable service provision within available resources and take specific account**

of this within the IJB Business Case for 2017/18 as detailed in Section 9 of this report;

- noted the update on 2017/18 Budget Setting detailed in Section 9 of this report including the requirement for a briefing session for IJB members in late October and the potential requirement for a special meeting in November, and
- noted the updates on Post Due Diligence Issues and Value Added Tax per Sections 10 and 11 of this report.

#### **IJB48. Partnership Funding**

The Integration Joint Board considered a report by the Chief Officer which provided an update on progress in relation to Partnership Funding; Integrated Care and Delayed Discharge Funds. The report set out progress following previous consideration, governance and monitoring arrangements, and partnership funding investment. Patricia Cassidy provided an overview of the report.

#### **Decision**

#### **The Integration Joint Board:-**

- (1) noted the progress in relation to the development of a strategic approach to intermediate care and Partnership arrangements for commissioning Third Sector organisations;**
- (2) noted the active promotion of Partnership Funding and detail of the assessment and scrutiny process in relation to proposals submitted, and**
- (3) approved the allocations of Partnership Funding as presented at Appendix 1.**

The board agreed to a short adjournment at 11.30am and reconvened at 11.45am with all members present as per the sederunt with the exception of Sandra Burt and Martin Murray.

Councillor Black left the meeting at this point in line with her declaration of interest. Jim King, the Vice-Chair, assumed the Chair for the following item of business.

The board agreed to change the order of business, the following items are recorded in the order they were considered at the meeting.

#### **IJB49. NHS Forth Valley: Service Cases for Change**

The Integration Joint Board considered a report by the General Manager – Community Services which provided two proposals for service change. Details of the cases for service change were provided along with consideration of the resource implications arising from the recommended decision. Kathy O'Neill provided an overview of the report.

##### **Decision**

**The Integration Joint Board:-**

- (1) approved the cases for change in relation to the proposed bed reductions and day service/outreach development;**
- (2) noted that cases for change relate to both Health and Social Care Partnerships in Forth Valley, and**
- (3) noted the implication for other elements of the IJB budget arising from the planned discharge of patients from Lochview.**

Councillor Black re-joined the meeting following consideration of the previous item and assumed the Chair.

#### **IJB50. NHS Forth Valley Healthcare Strategy 2016-2021**

The Integration Joint Board considered a report by the Head of Planning, NHS Forth Valley which presented the NHS Forth Valley Healthcare Strategy 2016 – 2021. Graham Foster provided an overview of the report.

##### **Decision**

**The Integration Joint Board noted the publication of the NHS Forth Valley Healthcare Strategy 2016-2021 – Shaping the Future and the NHS Board's priorities for the next 5 years.**

#### **IJB51. Joint Commissioning of Independent Advocacy Services**

The Integration Joint Board considered a report by the Head of Adult Social Work Services which provided information on the work to commission independent advocacy services. It was proposed that these services would be jointly commissioned by Stirling Council, Clackmannanshire Council, Falkirk Council and NHS Forth Valley. Joe McElholm, provided an overview of the report.

Members discussed the requirement to ensure best value in use of public money and sought clarification as to whether it would be Stirling and Clackmannanshire Councils who took the tender forward. Some issues with the management of the current contract were raised in relation to cost and members asked if the intention was to base the contract on number of hours. It was stated that there was an opportunity to secure better value if

the contract was structured differently to the current arrangements. Joe McElholm stated that the contract necessarily needed to be taken forward by one or other of the Forth Valley partnership areas. He advised that views were welcome on the best way to take this process forward. It was noted that if there were changes to the structure of the contract proposed a further report would be made to the board.

### **Decision**

#### **The Integration Joint Board:-**

- (1) noted the proposed methodology for commissioning the services and the associated timescales, and**
- (2) approved the tender process, subject to this being progressed within the identified financial resources as set out in section 4 of the report.**

#### **IJB52. Integration Joint Board Accounts 3 October 2015 to 31 March 2016**

The Integration Joint Board considered a report by the Chief Finance Officer which presented, as an appendix, the IJB's accounts to the board. Ewan Murray provided an overview of the report.

### **Decision**

#### **The Integration Joint Board noted:-**

- (1) that the Integration Joint Board Accounts for the period 3 October 2015 to 31 March 2016 were approved by the Integration Joint Board Audit Committee and signed by the Chair, Chief Officer and Chief Finance Officer on 22 September 2016;**
- (2) the Management Commentary and Annual Governance Statement contained within the Accounts;**
- (3) the certified Independent Auditors Report contained within the Accounts, and**
- (4) the publication of the audited accounts on the integration website by the statutory deadline of 30 September 2016.**

#### **IJB53. Performance Management Framework – Update**

The Integration Joint Board considered a report by the Head of Performance and Governance, NHS Forth Valley which provided an update on progress on implementation of the performance management framework. Patricia Cassidy provided an overview of the report.

The board asked when figures on performance would be presented and that it was important that members were provided with data on key indicators. Patricia Cassidy stated that the information would be provided to the December meeting of the board.

### **Decision**

**The Integration Joint Board noted:-**

- (1) the update on the Performance Management Framework;**
- (2) the proposal to present a mid-year position against the National Outcomes and, in addition, present a focus around the local outcome of “community focussed supports” considering delayed discharges and some linked local measures, and**
- (3) that the lists of the “Integration Function Performance Targets” and the “Non-Integration Functions Performance Targets” that require to be prepared and reviewed annually as per the Integration Scheme, will be presented to the next Integration Joint Board in December.**

### **IJB54. Delayed Discharge Progress Report**

The Integration Joint Board considered a report by the General Manager – Community Services and Head of Social Work Adult Services which provided an update on the progress toward meeting the national target that no-one who is ready for discharge should be delayed by more than two weeks. Joe McElholm provided an overview of the report.

### **Decision**

**The Integration Joint Board noted the current performance and the work undertaken.**

### **IJB55. Strategic Risk Register**

The Integration Joint Board considered a report by the Chief Officer which provided, as an appendix, the revised strategic risk register for approval. Hugh Coyle provided an overview of the report.

### **Decision**

**The Integration Joint Board:-**

- (1) approved the update of the Strategic Risk register as detailed in appendix 1 of the report;**

- (2) review the Strategic Risk Register as part of the Integration Joint Board's broader governance arrangements (including performance and audit reviews)**
- (3) noted that, whilst assurance can be provided that the Strategic Risk Register reflects current risks, the risk landscape and governance structures are still developing, and therefore, the Strategic Risk Register will continuously evolve;**
- (4) noted that as agreed in June 2016 the Strategic Risk Register now includes:**
  - (a) Inherent (Current) Risk (after current mitigation/controls)**
  - (b) Net (Target) Risk (after additional mitigation/actions)**
  - (c) Progress and Timescales for completing mitigation/additional actions with Lead Officers to develop these further, and**
- (5) noted that Integration Joint Board Risk Management Training will take place on 4 November 2016, as part of the Integration Joint Board's Development Programme, and it will include broad proposals for embedding the Integration Joint Board's Risk Management Strategy and risk culture over the medium to long term.**

#### **IJB56. Annual Report of the Chief Social Work Officer**

The Integration Joint Board considered a report by the Chief Social Work Officer which provided an overview of how the statutory responsibilities of the Chief Social Work Officer had been fulfilled during 2015/16. Kathy McCarroll provided an overview of the report.

#### **Decision**

#### **The Integration Joint Board:-**

- (1) noted the contents of the Chief Social Work Officer's annual report, and**
- (2) acknowledged the commitment, skills and experience of social work staff in continuing to deliver high quality services to Falkirk citizens.**

## **IJB57. Programme of Meetings 2016 - 2017**

The Integration Joint Board considered a report by the Chief Officer which provided a draft timetable of meetings for 2017 for approval. Patricia Cassidy provided an overview of the report.

### **Decision**

**The Integration Joint Board agreed the timetable of meetings for 2017 as:-**

- **3 February 2017;**
- **7 April 2017;**
- **16 June 2017;**
- **4 August 2017;**
- **6 October 2017, and**
- **1 December 2017.**