



Title/Subject: Update Report: Development of the Integrated Structure
Meeting: Integration Joint Board
Date: 1 December 2017
Submitted By: Professor Angela Wallace FRCN
Action: For Decision

1. INTRODUCTION

- 1.1. The purpose of the report is to update the IJB on the progress of the development of a joint proposal for the transfer of the functions for all In Scope NHS Forth Valley Adult Services to the Health and Social Care Partnership. This work has been led by the Director of Nursing and has been undertaken using a collaborative approach with the Chief Officer of Falkirk Health and Social Care Partnership (HSCP) and Chief Officer of Clackmannanshire and Stirling Health and Social Care Partnership.

2. RECOMMENDATION

The Falkirk IJB is asked to:

- 2.1 note the progress detailed in section 4
- 2.2 agree the plan and outline timeline detailed in section 5 with further work required to confirm the transfer of operational management arrangements of in scope NHS Adult Services to Chief Officer of the HSCP including those services agreed as best placed to be hosted with designated partners

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 [the Act] required Health Boards and Local Authorities to integrate adult health and social care services. The minimum scope of integration covers adult social care [often referred to as community care], adult community health services and a proportion of the acute hospital provision that broadly relates to the emergency or unscheduled care pathway [referred to as set aside].
- 3.2. This Partnership follows the *body corporate* option within the Act whereby an Integration Authority [a separate organisation from either the Councils or the NHS] is established, governed by an Integration Joint Board [IJB]. The integration model, the functions to be delegated, the regulatory framework governing the IJB, its members and including the role of the Chief Officer and budget setting process are set out within the Partnership's Integration Scheme. The Integration Scheme is the formal agreement between the Local Authority and NHS Forth Valley and came into force in October 2015.

- 3.3. The Falkirk IJB Integration Scheme was approved by Scottish Government in October 2015. Table 1 illustrates the function provided by the Health Board and Local Authority that are in scope for the IJB and make up the delegated budgets transferred to the IJB in April 2016

Table 1

Health Board	Local Authority	NHS services /Set Aside
Community Nursing	Social Work Services for adults and older people community care services including assessment and care management and directly provide and commissioned	Hospital based services that are included for planning purposes
Direct Nursing Service provided out with a hospital in relation to geriatric medicine and palliative care.	Older peoples services	Palliative care provided in hospital
Services related to substance addition or dependence	Drug & alcohol	Inpatient hospital services relating to General Medicine; Geriatric Medicine; Rehab Medicine; Respiratory, Psychiatry of Learning Disability
Services provided by Allied Health Professionals in outpatient clinics or out of hospital e.g. Occupational Therapy	Physical Disability Adult Services	Accident & Emergency
Public Dental Services/Primary medical services (including out of hours)/general dental, Ophthalmic & Pharmaceutical services	Direct provision & commissioned Care Home Care at Home Adult Placement Day Services Short Breaks/respice Reablement/intermediate care: bed based & care at home Occupational Therapy equipment and telecare	

Community Mental Health Services	Mental Health	Hospital based Mental Health, Learning Disability and addiction and dependency services
Community Learning Disability Services	Learning Disability	
Continence & Kidney Dialysis Services provided out with hospitals	Health Improvement Services	
Services that promote Public Health	Adult Protection & Support including domestic abuse/services to women Carer Support Services Support Services – general duty Local Area Coordination Aspects of Housing Support, including aids and adaptations	

- 3.4. Responsibility for the operational delivery of in scope Adult social care services was transferred to the Health and Social Care Partnership (HSCP) on 1 April 2016.
- 3.5. Since then there has been ongoing discussions with the Chief Officer regarding the transfer of operational management arrangements for NHS services in line with the legislation, in particular, those services which fall within the delegated functions described in Annex 1 part 2 of the Public Bodies Joint Working (Scotland) 2014.
- 3.6. In autumn 2016 the Chief Officer and Head of Adult services worked with the senior management team and Human Resources colleagues to develop a locality model for adult social care services. A draft integrated structure for Health and Social Care was also produced as a basis for ongoing discussions.
- 3.7. In February 2017 the planned transfer of the responsibility for the operational management of Community Mental Health and Community Learning Disability Services to the Chief Officers of the Health and Social Care Partnerships was completed.
- 3.8. Work began for the next phase of 'in scope' services to operationally transfer with a working trajectory of early summer. These plans were temporarily delayed due to a number of factors including emerging future structures and designing the approach to services that would be best placed as 'Hosted' by a single partner on behalf of the Health and Social Care System.

- 3.9. At the IJB meeting on 4 August 2017 it was agreed that the Chief Officer and the Leadership team prepare a draft structure and timeline for an integrated management and locality structure, including the required support services. The Interim Chief Executive NHS Forth Valley highlighted work would be undertaken to progress this, led by Professor Wallace working with the Chief Officers. At the IJB meeting on 6 October 2017 members of the board requested a more detailed plan for consideration at the December meeting of the IJB.
- 3.10. Section 4 details the work since the last IJB and section 5 details an outline plan and timeline.

4. PROGRESS

- 4.1. Since the last IJB meeting work has progressed to operationally transfer in scope functions to the HSCP. Given the nature of some Forth Valley wide services this work has been undertaken in partnership with the Chief Officer from Clackmannanshire and Stirling IJB, and General Managers from Community Services and Medical Directorates.
- 4.2. Discussions have included those services which are of a size or speciality that they would be better suited to remain as a Forth Valley wide service, hosted by one of the partnerships. Further scoping of some services will be necessary to ensure they are able to continue to deliver efficiently and effectively.
- 4.3. Appendix 1 shows the range of services under discussion, mapped across to the delegated functions as described in the legislation and detailed in Table 1.
- 4.4. Table 2 summarises the status of discussions to date, confirming those services where there is agreement that operational delivery will be within each partnership and services that will be hosted by one of the Partnerships on behalf of the other. There are a number of services where discussion continues to agree the most efficient and effective delivery arrangements for those services. Further detailed scoping of these services has been requested to inform final proposals and this will be undertaken quickly.
- 4.5. Of particular note are a small number of services that provide services to both adult and children which require additional consideration. There is also potential for the HSCP to host additional services which are not in scope. There are successful models elsewhere in Scotland. To date this has not formed part of the local discussions.

Table 2

Operationally Managed in each HSCP	Operationally Managed by One HSCP (hosted)	Subject to Further Debate/Detail
<ul style="list-style-type: none"> • District Nursing • Reach • Community Mental Health Team for Older Adults • Community Hospital/Inpatient Service • Complex Care Services (Adult budgets) • Community Residential Resources <p>Services already transferred - 1/02/17</p> <div> <ul style="list-style-type: none"> • Community Mental Health Services • Community Learning Disability Services </div>	<ul style="list-style-type: none"> • GP Out of Hours • AHP Outpatient Services 	<ul style="list-style-type: none"> • Addictions • Health Promotion • 2c GP Practices • Dental Service • Night nursing/Closer to Home • Mental Health AHP • Specialist Mental Health Services • Psychological Therapies • Family Health Services Contract Team

5. Next Steps

5.1. December 2017 to the March 2018:

- Continue to work collaboratively to complete scoping work to finalise proposals for hosting arrangements and to develop locality staffing structures.
- Establish a project team including, appropriate service managers, clinical and professional advisers along with, planning, finance and HR colleagues to support key elements of the work.
- Develop a support services agreement for the delivery of integrated services and the HSCP.
- Review governance – both in NHS and across Partners as part of the process including to streamline decision making processes.
- Deliver a series of Staff engagement events beginning in January to enable staff to contribute to the development of the locality structures.
- Continue to develop the locality structures

5.2. March to June 2108

- Complete internal redesign of the NHS management arrangements for in scope services and realign to the Health and Social Care Partnerships.
- In June present the finalised structure for approval to the IJB, NHS Board and Falkirk Council.

5.3. By Autumn 2018

- Establish staff in locality structures

5.4. Detailed timelines will be dependent on the outcomes of the actions described in 5.1 but partners remain focussed on the need to progress each stage of the process quickly. Where feasible, work will be progressed in parallel.

6. CONCLUSIONS

- 6.1. As agreed by the Integration Joint Board in October 2017, Professor Angela Wallace has worked closely with the Chief Officer to develop a detailed understanding of the conditions required to move forward and develop a shared proposal for the operational management responsibilities of in scope NHS Adult Services. Progress has been made with further planned work space to develop the required integrated management structures to support the delivery of the strategic aims of the Health and Social Care Partnership.

Resource Implications

The resource implications of the integrated structure will be costed and presented in due course.

Impact on IJB Outcomes and Priorities

This work is key to developing locality based working to ensure the delivery of the Strategic Plan and to improve Health & Wellbeing outcomes.

Legal & Risk Implications

A risk assessment will be included as part of the development of the structure.

Consultation

The Director of Nursing, General Manager of the Community Services Directorate, General Manager of the Medical Directorate, Head of Adult Services, Chief Finance Officer and Chief Officer of the Clackmannanshire and Stirling IJB have been consulted on this report.

Equalities Assessment

This will be completed as the proposal develops.

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Author – Professor Angela Wallace, Director of Nursing
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Date: 27/11/17

List of Background Papers: The papers that may be referred to within the report or previous papers on the same or related subjects.

Appendix 1

Mapping of NHS Services in Operational Scope against Public Bodies (Scotland) Act 2014 Part 2 Section C

Description in Legislation	Maps Across to:-	Currently Operationally Managed by
1. District Nursing Services	<ul style="list-style-type: none"> • District Nursing Service • Night Nursing • Closer To Home Enhanced Nursing Team • ACP Nursing Team 	Community Services Directorate
2. Services provided outwith a hospital in relation to an addiction or dependence on any substance	<ul style="list-style-type: none"> • Community Addictions Service • Substance Misuse Service (note funded by Community Justice) 	Community Services Directorate
3. Services provided by an allied health professionals in an outpatient department, clinic, or outwith a hospital	<ul style="list-style-type: none"> • AHP Outpatient Care Group <ul style="list-style-type: none"> - Podiatry - Community Physiotherapy - Dietetics - Orthotics • Rehabilitation Care Group (ReACH) • Mental Health & Learning Disability Care Group 	Surgical Directorate Community Services Directorate Community Services Directorate
4. The Public Dental Service	<ul style="list-style-type: none"> • The Public Dental Service 	Community Services Directorate
5. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978	<ul style="list-style-type: none"> • 2'C' directly provided GP Practices • Family Health Services Contract Team 	Finance Directorate/Community Services Directorate
6. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978	<ul style="list-style-type: none"> • Family Health Services Contract Team 	Finance Directorate/Community Services Directorate

Description in Legislation	Maps Across to:-	Currently Operationally Managed by
7. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978	<ul style="list-style-type: none"> Family Health Services Contract Team 	Finance Directorate/Community Services Directorate
8. Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978	<ul style="list-style-type: none"> Family Health Services Contract Team 	Finance Directorate/Community Services Directorate
9. Services providing primary medical services to patients during the out-of-hours period	<ul style="list-style-type: none"> GP Out of Hours Service 	Medical Directorate
10. Services provided outwith a hospital in relation to Geriatric Medicine	<ul style="list-style-type: none"> Community Hospital Inpatient Service 	Medical Directorate
11. Palliative Care Services provided out with a hospital	<ul style="list-style-type: none"> District Nursing Service Complex Care (Marie Curie Nursing etc) 	Community Services Directorate
12. Community Learning Disability Services	<ul style="list-style-type: none"> Integrated Community Learning Disability Teams 	HASC Partnerships
13. Mental Health Services provided out with a hospital	<ul style="list-style-type: none"> Psychological Therapies <ul style="list-style-type: none"> Psychology Dynamic Psychotherapy Behavioural Psychotherapy Specialist Community Teams <ul style="list-style-type: none"> Community Forensic Service Perinatal Mental Health Team Eating Disorder Service Community Rehabilitation Service 	Women & Children's Directorate Community Services Directorate HASC Partnerships

Description in Legislation	Maps Across to:-	Currently Operationally Managed by
	<ul style="list-style-type: none"> Integrated Community Mental Health Services (CCHC/Woodlands /Livlands) 	
14. Continence Services provided out with a hospital	<ul style="list-style-type: none"> Complex Care and Specialist Nursing Service 	Community Services Directorate
15. Kidney Dialysis Services provided out with a hospital	<ul style="list-style-type: none"> No Service Provision 	
16. Services provided by health professionals that aim to promote public health	<ul style="list-style-type: none"> Health Promotion Service 	Community Services Directorate