

FALKIRK INTEGRATION JOINT BOARD

DRAFT Minute of Meeting of the Falkirk Integration Joint Board held in Rooms 1 and 2, Learning Centre, Forth Valley Royal Hospital on Friday 1 December 2017 at 9.30am.

Voting Members:

Julia Swan (Chairperson)
Allyson Black (Vice Chair)
Alex Linkston
Michele McClung
Cecil Meiklejohn
Fiona Collie

Non-voting Members:

Patricia Cassidy, Chief Officer
Amanda Templeman, Chief Finance Officer
Fiona Ramsay, Interim Chief Executive, NHS Forth Valley
Mary Pitcaithly, CEO, Falkirk Council
Sara Lacey, Chief Social Work Officer
Matt McGregor, Council Staff Rep
Morven Mack, Carers Rep
Margo Biggs, Service user Rep
Karen Herbert, Falkirk Third Sector Interface
Angela Wallace, NHS Nurse Director (Nursing Rep)
Andrew Murray, NHS Medical Director (Medical Rep)

In Attendance:

Suzanne Thomson, Programme Manager
Joe McElholm, Head of Social Work Adult Services
Kathy O'Neill, General Manager
Sonia Kavanagh, Corporate Governance Manager, NHS Forth Valley (minute)

Cathie Cowan, (Observer)
Diane Sharp, Clinical Nurse Manager (IJB147)
Fiona Drysdale, ACP Nurse (IJB147)
Dr Robert Wilson, GP Fellow (IJB147)
Dr Scott Williams, Clinical Lead (IJB147)
Mr Peter McLaren, Service Manager (IJB158)
Mr Robert Stevenson, Senior Planning Manager (IJB160)

IJB147. APOLOGIES

Apologies were received on behalf of Tom Hart and Angela Price.

The Integration Joint Board noted Ms Cathie Cowan was attending the meeting as an observer ahead of her taking up her new position as Chief Executive of NHS Forth Valley in January 2018

IJB148. DECLARATIONS OF INTEREST

There were no declarations of interest.

IJB149. ENHANCED COMMUNITY TEAM AND GP FELLOWS

The Integration Joint Board received a presentation 'Closer to Home Services, including Enhanced Community Team, GP Fellows and ALFY' led by Mrs Kathy O'Neill, General Manager.

Mrs O'Neill provided a brief overview of Closer to Home which aimed to build capacity in the community, providing immediate and urgent advice/treatment helping to keep people at home rather than being admitted to hospital. Although they would focus on the NHS response via the Enhanced Team and GP Fellows, support from Social Work and the Third Sector was also required to ensure a whole system approach.

Mrs O'Neill introduced Ms Diane Sharp, Ms Fiona Drysdale and Dr Robert Wilson who provided further information and case studies outlining various patient pathways and the positive outcomes.

The Integration Joint Board thanked the team for the informative presentation and the integrated approach.

The Falkirk IJB agreed to take Item 16 at this point in the agenda.

IJB150. REVIEW OF DAY SERVICES (YOUNGER ADULTS) UPDATE

The Integration Joint Board considered a paper 'Review of Day Services (Younger Adults) Update' presented by Mr Joe McElholm, Head of Social Work Adult Services.

Mr McElholm provided an update on the review of Day Services and the need to provide a service that was responsive to both emerging expectations and the existing demand. This model would need to be flexible and service users and carers satisfied and familiar with. Following extensive consultation, the current model of a building based provision required to be adapted to ensure the services were sustainable and suitable. The Self Directed Support Progress Report also recommended that alternative services and activities were developed to meet the local need and reshape future provision.

It was explained that the review process had caused concern for service users and their families and they had been reassured that work would continue at an individual and service level, to support any change where this may be identified. Existing service users would be offered a community care review to minimise any potential anxieties and support to ensure their individual needs were met. The service would continue to provide a mix of building based and community based support in response to evolving need.

The IJB discussed the need to ensure resources and services were fit for purpose, providing the necessary choice and opportunities while maintaining existing social and network support. The need for change was clear and it was vital to ensure staff and partners were involved to provide a smooth transition for young people and adults.

Decision

The Integration Joint Board:-

1. Noted the redesign of day services was in line with Self-Directed Support principles to empower and enable service users to have choice and control over the design of their own support and develop alternative community based services.
2. Approved the reduction in the number of buildings in which service was currently provided in Day Services for Younger People, through the cessation of service provision at Bainsford Day Centre and Camelon Cottage.
3. Noted that Day Services would continue to be provided at Dundas Resource Centre and Oswald Avenue with consideration given to necessary refurbishment.
4. Noted that the current programme and engagement about the review of Day Services would continue, with a next phase focused on co-produced models of alternative community based support, including exploration of scope for capital investment in alternative models of provision.
5. Noted that a further report would be presented to a future meeting of the IJB detailing progress and planning for the implementation of the Day Service review in the New Year.

IJB151. MINUTE OF THE FALKIRK IJB MEETING HELD ON 6 OCTOBER 2017

Decision

The minute of meeting of the Integration Joint Board held on 6 October 2017 was approved.

IJB152. ACTION LOG

The Integration Joint Board considered the 'Action Log' presented by the Chair and noted the updates provided.

IJB153. MEMBERSHIP OF THE INTEGRATION JOINT BOARD

The Integration Joint Board considered a paper 'Membership of the Integration Joint Board' presented by Ms Suzanne Thomson, Programme Manager.

Ms Thomson outlined the changes to the IJB membership.

Decision

The Integration Joint Board:-

1. Approved the appointments to the IJB as noted in Section 4.

IJB154. CHIEF OFFICER REPORT

The Integration Joint Board considered a paper 'Chief Officer Report' presented by Ms Patricia Cassidy, Chief Officer.

Ms Cassidy provided an update on developments within the Health and Social Care Partnership.

Further details were provided on a range of work including the new General Medical Services (GMS) contract which if agreed, was due to come into effect in April 2017; the proposal regarding how the Alcohol and Drug Partnership would link with the IJB

when patient and community based addictions services were transferred to them, and commencement of the Podiatry Service pilot from February 2018. Work also continued with the development of the uninjured faller pathway with Scottish Ambulance Service and the Safe and Together approach for domestic abuse.

Updates were provided on the Primary Care Transformation Programme with implementation activity underway, the Frailty at the Front Door Collaborative with iHub to improve the way frailty was coordinated at the acute care front door and the ongoing work regarding Regional Planning.

Work continued to develop an IJB self-evaluation checklist for Board members to complete to ensure the Board was effective and able to focus on requirements and expectations. Information regarding key publications, correspondence and correspondence was also highlighted.

In response to a question raised by Ms Herbert regarding the Podiatry Service tender, Mrs O'Neill confirmed she would clarify the situation and provide her with an update.

It was agreed that a joint seminar with the NHS Board and both IJBs would provide a shared understanding regarding the proposed changes and impact of the General Medical Services (GMS) contract.

Decision

The Integration Joint Board:-

- 1. Noted the progress to develop a draft structure and the outline timeline for the implementation of an integrated management and locality structure, including the required support services.**
- 2. Noted the increase demand of the current workload on the existing management team.**
- 3. Requested the Chief Officer and the Chief Finance Officer developed a costed proposal for additional support to be agreed with the Chair and Vice chair and Chief Executives. The proposal would identify available funding.**
- 4. Noted the launch of the agreed terms for the General Medical Services Contract and associated documents.**
- 5. Noted the requirement, if the contract was agreed, to develop a HSCP Primary Care Improvement plan by the end of July 2018.**
- 6. Noted update reports on the General Medical Services contract would be provided to future meetings.**
- 7. Noted the contract award for the Discharge to Assess provider from 1 December for 24 weeks with the potential to extend for a further 24 weeks.**
- 8. Remitted key HSCP officers to work with the Alcohol and Drug Partnership (ADP) to prepare a proposal setting out how the ADP would link with the IJB going forward.**
- 9. Remitted the Clinical and Care Governance Group to consider the findings of the Social Work Complaints Review Committee and report back any issues to the Leadership Team and IJB as required.**
- 10. Noted the work to refresh the publication scheme to comply with the new version issued by the Scottish Information Commissioner.**
- 11. Agreed to complete a Board self-evaluation checklist, with findings initially reported to the Chair, Vice-Chair and Chief Officer.**
- 12. Noted the HSCP consultation response to the Carers Charter submitted by the Chief Officer.**
- 13. Noted the HSCP response to the Health and Sport Committee on care home sustainability.**
- 14. Remitted the Chief Officer, Medical Director and performance colleagues to prepare and submit an interim response to the Ministerial Strategic**

Group for Health and Community Care and present this to the IJB meeting in February for approval.

IJB155. FINANCIAL REPORT

The Integration Joint Board considered a paper 'Financial Report' presented by Ms Amanda Templeman, Chief Finance Officer.

Ms Templeman provided an update on the financial position for 2017/18 including progress with the recovery plan.

As agreed at the October meeting of the IJB a sub group of the Leadership Team were remitted to meet appropriate operational managers to identify opportunities for further savings or other mitigation for the 2017/18 financial risk. Although staff were working collaboratively to identify solutions with improvements in some areas it was recognised that further steps as set out in the Integration Scheme would need to be taken.

Details of the adjustments to the Partnership Base Budget were outlined along with the improvement on the projected overspend following the review of projection reporting processes.

Challenges remained with the delivery of the required savings and these continued to be scrutinised as part of the budget recovery work.

The IJB discussed the national pressures around budgets and funding for all Integration Joint Boards and the challenge to track services on an individual basis when managed area wide. Further details regarding set aside budgets and the relevant drivers and governance would be brought to the next meeting.

Decision

The Integration Joint Board:-

- 1. Noted the changes to the Partnership Base Budget as set out in section 4 of the report.**
- 2. Noted the financial projection for 2017/18 and the areas facing pressures as set out in section 5.**
- 3. Noted the progress to date in developing the budget recovery plan and that further updates would be presented to the Leadership Team and the IJB.**
- 4. Noted the use of Leadership Funding as set out in section 7.**
- 5. Noted the projected balance of Integration Funding as set out in section 8.**
- 6. Noted the position on reserves as set out in section 9.**
- 7. Noted the Directions would be reviewed as part of the budget setting process for 2018/19.**

IJB156. FALKIRK INTEGRATION JOINT BOARD BUSINESS CASE 2018/19

The Integration Joint Board considered a paper 'Falkirk Integration Joint Board Business Case 2018/19' presented by Ms Amanda Templeman, Chief Finance Officer.

Ms Templeman outlined the background and requirements for the Business Case 2018/19 and the need to be aligned to the Strategic Plan.

Work would continue with the programme of transformational change to support the delivery of the Strategic Plan in 2018/19 with appropriate performance measures being developed and refined to ensure the streams of work could be fully evaluated.

The Integration Joint Board discussed the various savings and efficiencies outlined and the potential impact this would have on patients and staff as well as the ability/challenges to deliver them.

Decision

The Integration Joint Board:-

- 1. Approved the draft programme of savings options set out in Appendix 3 of the Business Plan and noted that further detail on these savings, including an equality impact assessment, would be brought to the next IJB meeting.**
- 2. Approved the Business Plan for submission to Falkirk Council in December as part of their budget setting process.**
- 3. Noted that an update to the Business Plan would be prepared for the next IJB meeting to include savings options for the Partnership as a whole.**
- 4. Approved the proposal to prepare a costed proposal which identified support for planning, project management, performance and communications, community capacity building and engagement, to be reviewed with the Chair, Vice Chair and the Chief Executives.**

IJB157. PARTNERSHIP FUNDING

The Integration Joint Board considered a paper 'Partnership Funding' presented by Ms Amanda Templeman, Chief Finance Officer.

Ms Templeman provided the biannual performance report regarding initiatives supported via the Partnership Funding and the recommendations following change requests regarding unspent allocations.

Details of the investment plan for 2018-2021 were outlined along with an overview of the performance of existing initiatives.

Following discussion, Mrs Swan, seconded by Ms Collie, moved that the IJB did not agree to the part of recommendation 5.4, where authority would be delegated to the Chief Officer, in conjunction with Chair and Vice Chair, to consider and approve recommendations as presented in section 5.12. Decision 4 would therefore be updated to reflect the amendment.

Decision

The Integration Joint Board:-

- 1. Noted the performance of Partnership Funded initiatives for the period 1 April 2017 to 30 September 2017, presented in appendix 1.**
- 2. Approved recommendations regarding the use of unspent allocations of Partnership Funding, as presented in section 4.2.**
- 3. Approved the investment plan for Partnership Funding for the period 1 April 2018 to 31 March 2021, as presented within appendix 1, subject to detailed costings being presented in February 2018 and on-going performance review**

- 4. Approved areas where no further investment was recommended as presented in section 5.11, and agreed to a requirement to bring back an evaluation of the projects in section 5.12 for decision by the Board.**

IJB158. PERFORMANCE REPORT

The Integration Joint Board considered a paper 'Performance Report' presented by Mrs Kathy O'Neill, General Manager.

Mrs O'Neill provided a performance update on the delivery of relevant targets and measures within the in-scope services of the IJB.

A summary of key performance by exception was presented including the ongoing challenges with Emergency Department (ED) 4 hour wait, delayed discharge, further work to develop performance information regarding complaints received for in-scope services and the work with services to improve recording of options as part of Self Directed Support (SDS).

The Integration Joint Board discussed the overall framework which continued to evolve and develop, ensuring information reflected the true performance. As this progressed it was agreed that standards would be established to enable comparative monitoring against expectations.

Decision

The Integration Joint Board:-

- 1. Noted the content of the performance report**
- 2. Noted that appropriate management actions continued to be taken to address issues identified through the performance reports.**

IJB159. DEVELOPMENT OF THE INTEGRATED STRUCTURE

The Integration Joint Board considered a paper 'Development of the Integrated Structure' presented by Professor Angela Wallace, Director of Nursing.

Professor Wallace provided an update of the work undertaken to develop a joint proposal for the transfer of all in-scope adult health services to the Health and Social Care Partnership.

The collaborative approach involved understanding the range of services in-scope to decide which would be operationally managed by each partnership and which, due to their size or speciality should remain Forth Valley wide and could be hosted by one partnership to ensure they were able to deliver efficiently and effectively.

Further work would take place to complete the scoping exercise and finalise proposals for hosting arrangements and develop locality staffing structures.

Detailed discussions took place around the need for work to progress at pace while ensuring all necessary proposals and structures were affordable, accountable and provided the necessary outcomes and benefits. It was important to recognise staff implications and align resources appropriately through an integrated model and deliver the Strategic Plan.

To reflect the further discussion necessary with the Chief Officer, Chief Executives and trade unions and the need for additional information, Ms Meiklejohn, seconded

by Mr Linkston moved that the IJB agree a more detailed report setting out the specifics as outlined below in Decision 2 should be brought to the next meeting.

Decision

The Integration Joint Board:-

- 1. Noted the progress detailed in section 4.**
- 2. Requested a more detailed report at the next IJB meeting to set out:**
 - a. Which of the following services delegated to the IJB would be within the management of the Chief Officer, which would be hosted and those where management would be retained by the Health Board**
 - b. The proposed management structure to reflect this including reference to the localities**
 - c. The indicative costs of any changes to the management structure if applicable**

IJB160. BIELD BUSINESS STRATEGY

The Integration Joint Board considered a paper 'Bield Business Strategy' presented by Mr Joe McElholm, Head of Social Work Adult Services.

Mr McElholm introduced Mr McLaren, Service Manager, who provided an update on the impact of Bield's decision to withdraw from Care Home provision from 31 March 2018.

Bield had developed a new business strategy to consolidate services around housing and support services, with a focus on improved level of choice for both future and current service users. However, as part of the new strategic direction it had been decided to withdraw from the residential care home market. The impact of the decision was outlined with the need to ensure residents and their families were supported to find alternative arrangements to suit their needs.

It was noted that the Bield Thorton Gardens Bonnybridge site was part of the Falkirk Council's property portfolio and potential opportunities for reprovisioning should be explored further. A future report would be presented to the IJB outlining the viability of alternative uses.

Decision

The Integration Joint Board:-

- 1. Noted the decision by Bield to withdraw from the care home market with this including Thorton Gardens in Bonnybridge and Woodlands in Bo'ness.**
- 2. Noted the progress made by care managers from Community Care Teams in relation to engagement with the care home residents and their families to find alternative arrangements that best suited their needs.**
- 3. Noted Bield's plans to decommission housing support activity in their sheltered housing and to implement their new Retirement Housing with Meals Service model.**
- 4. Noted Bield's intention to review their position on registered day care provision with this potentially impacting on the day care provision commissioned from Bield at the Thornhill Court Very Sheltered complex in Falkirk.**
- 5. Noted proposals to bring future reports to the IJB relating to the re-provision of services for current Bield care home residents, the implementation of the new Retirement Housing with Meals Service model**

at the Thornhill Court Very Sheltered Housing complex and the outcome of Bield's review of day services locally.

IJB161. WINTER PLAN

The Integration Joint Board considered a paper 'Winter Plan' presented by Ms Janette Fraser, Head of Planning.

Ms Fraser explained that as part of the Scottish Government's requirements for 'Preparing for Winter 2017-18' a Forth Valley Health and Social Care Winter Plan was necessary. The Plan had been prepared by NHS Forth Valley in close collaboration with both partnerships, Scottish Ambulance Service, Serco and NHS 24 and was submitted on 31 October 2017.

The Winter Plan provided details about how the additional pressures placed on health and social care services during the winter period would be dealt with, incorporating local contingency plans and ensuring formal links with the plans of key stakeholders.

Decision

The Integration Joint Board:-

- 1. Noted the development of the Winter Plan and the ongoing discussions regarding the contingency plans including winter beds and the potential to increase capacity for discharge to assess model.**
- 2. Noted the funding of £0.271m from Scottish Government outlined in section 4.8 for the Forth Valley area and that NHS Forth Valley had committed to provide additional funding to contribute towards the cost of winter contingency beds.**
- 3. Requested the Chief Officer and Chief Finance Officer finalised the priorities and contingencies with the Leadership Team and senior NHS colleagues and bring a full report to the next IJB meeting.**

IJB162. CARERS (SCOTLAND) ACT 2016: IMPLEMENTATION REPORT

The Integration Joint Board considered a paper 'Carers (Scotland) Act 2016: Implementation Report' presented by Ms Patricia Cassidy, Chief Officer.

Mr Stevenson, Senior Planning Manager, outlined the ongoing preparations for implementation of the Carers Act from April 2018. This included details of the final national guidance, published for the development of Local Eligibility Criteria and arrangements for a local stakeholder event.

Mr Stevenson also highlighted that the Integration Scheme would now need to be amended to include the new duties put in place by the Carers Act. The two sets of Regulations which had been laid before Parliament set out what functions may/ must be delegated and would come into effect on 18 December 2018.

The need for a flexible approach with the Eligibility Criteria which accommodated requirements for rapid access to respite or short breaks was highlighted along with the need for a parallel approach for young carers. This would lead to a joint approach which would support transitions.

The Integration Joint Board:-

1. **Noted actions taken or planned locally in relation to preparation for implementation of the Carer's Act (Appendix 1).**
2. **Noted the publication of guidance on Local Eligibility Criteria (Appendix 2)**
3. **Noted the proposed stakeholder event scheduled to take place on 6 December 2017 with Falkirk Carers Centre as part of the overall coproduction to develop local carers eligibility criteria, Adult Carer Support Plans and Young Carer Statements.**

IJB163. HOME CARE REVIEW AND INSPECTION 2017

The Integration Joint Board considered a paper 'Home Care Review and Inspection 2017' presented by Mr Joe McElholm, Head of Social Work Adult Services.

Mr McElholm outlined the work undertaken to review Home Care services to ensure it continued to meet the identified outcomes of people who used the services. Redesign work was also taking place towards a whole service reablement focus and providing services which were available to support people with complex and challenging care needs. An engagement plan was in place to improve communication, with a staff engagement event due to take place in December 2017 to engage and inform them about the required service improvements.

An annual inspection of the service by the Care Inspectorate took place in June, with a report published in July 2017. Grades in two of the areas inspected had fallen; Care and Support, and Management and Leadership. The action plan detailing how the requirements and recommendations would be addressed had been produced and further updates on progress would be provided at a future meeting.

Decision

The Integration Joint Board:-

1. **Noted the Home Care Service review currently underway.**
2. **Noted the Care Inspectorate report and improvement action plan.**
3. **Noted that the outcome of the review of home care would be reported to a future meeting of the IJB for information and decisions as appropriate.**

IJB164. IJB CLIMATE CHANGE REPROT

The Integration Joint Board considered a paper 'IJB Climate Change Report' presented by Ms Suzanne Thomson, Programme Manager.

Mrs Swan highlighted the work to prepare and submit the Climate Change report by the required deadline.

Decision

The Integration Joint Board:-

1. **Noted the Falkirk Integration Joint Board Climate Change Report 2016/2017.**
2. **Noted this was submitted to Sustainable Scotland Network.**

IJB 165 ANY OTHER COMPETENT BUSINESS

Mrs Swan expressed the IJB's thanks and acknowledgement for the valuable contribution made by Mrs Ramsay, who was due to retire at the end of January 2018.