

AGENDA ITEM

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Title/Subject: **Audit Scotland Health and Social Care Integration- Update on Progress**

Meeting: **Integration Joint Board Audit Committee**

Date: **17 December 2018**

Submitted By: **Chief Finance Officer**

Action: **For Decision**

1. INTRODUCTION

- 1.1 The purpose of this report is to present main messages from the Audit Scotland report entitled “Health and Social Care Integration – Update on Progress”.

2. RECOMMENDATION

The Audit Committee is asked to:

- 2.1 note the key messages from the Audit Scotland report.
- 2.2 agree that a self assessment against the report recommendations is carried out and the results reported back to the Audit Committee.

3. BACKGROUND

- 3.1. Audit Scotland have a plan to delivery three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working)(Scotland) Act 2014.
- 3.2 The first report was published in December 2015 and provided a progress report on integration across Scotland during what was a transitional year before all Integration Authorities (IAs) became operational on 1 April 2016. The report looked at the emerging arrangements for setting up, managing and scrutinising IAs as they became formally established and highlighted risks to be addressed to ensure the reforms succeed. Issues identified included lack of clarity around governance arrangements and complexities around budget setting.
- 3.3 In April 2018 Audit Scotland published a brief guide entitled “What is Integration: A short guide to the integration of health and social care services in Scotland”. This set out the broad arrangements for integration in place across Scotland and how the legislation is designed to operate.
- 3.4 The third planned audit by Audit Scotland will focus on the impact that integration has had and how health and social care resources are used.

4. HEALTH AND SOCIAL CARE INTEGRATION UPDATE ON PROGRESS

4.1 The Audit Scotland report entitled “Health and Social Care Integration – Update on Progress” was published in November 2018. A link to the report is included [here](#). The report sets out key messages from the audit work which is summarised below:

- Integration Authorities are starting to change how services are delivered and improvements have been made. There is evidence that integration is leading to joined up and collaborative working. However, they operate in an extremely challenging environment.
- Financial planning is not integrated, long term or focussed on providing the best outcomes for people who need support. This will limit the ability of IAs to improve the health and social care system.
- Financial pressures across health and social care make it difficult for IAs to achieve meaningful change.
- The set aside elements of the legislation have not been enacted in most areas. The report recognises that this is a major area of debate and disagreement at both a national and in some cases local level. Lack of agreement on how to identify the budget and then implement this aspect of the legislation are the main problems.
- Strategic planning must improve and is key to integrating and improving health and social care services. Although strategic planning is the responsibility of IAs, councils and NHS boards should fully support the IJB and provide the resources needed to allow capacity for strategic thinking.
- There is evidence of a lack of support services for IAs which limits the progress they are able to make. It is essential that partner bodies support the IJBs.
- Housing needs to have a more central role in integration.

4.2 The report recognises the challenges in shifting resources away from the acute hospital system towards preventative and community based services but provides some examples of where a difference has been made in this area, for example Angus’ enhanced community support model which has seen improvements in the average length of stay and a reduction in the number of hospital admissions for people aged over 75.

4.3 One significant finding of the review is a lack of collaborative leadership. The report sets out that accountability arrangements are important to encourage and incentivise the right kinds of leadership characteristics. Cultural differences are also highlighted, noting that these are a barrier to achieving collaborative working and can result in a lack of trust and understanding. The report notes that joint leadership development could assist with this. There is also disagreement over governance arrangements and an inability or unwillingness to safely share data with staff and the public.

5. FALKIRK IJB

- 5.1 Falkirk IJB is mentioned specifically in the report on a section setting out examples of the impact of integration. The report highlights the Reablement Project Team and the aims of the team to help people to regain independence and reduce the need for intensive care packages. The Reablement Project Team was introduced in May 2018 and is being monitored to fully assess its effectiveness and the impact it has made. A full evaluation of the service will be undertaken.

6. RECOMMENDATIONS & WAY FORWARD

- 6.1 The report clearly states that it is not possible for one organisation to address all the issues raised in the report. The full list of recommendations refers to the Scottish Government, COSLA, Integration Authorities, Local Authorities and Health Boards. The recommendations relating to Integration Authorities are noted below:

EFFECTIVE STRATEGIC PLANNING FOR IMPROVEMENT
Integration Authorities, Local Authorities and NHS Boards should work together to:
Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA.
Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.

INTEGRATED FINANCES AND FINANCIAL PLANNING
The Scottish Government, COSLA, Local Authorities, NHS Boards and Integration Authorities should work together to:
Support integrated financial management by developing a longer term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community based care.
Integration Authorities, Local Authorities and NHS Boards should work together to:
View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support.

AGREED GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS
The Scottish Government, COSLA, Local Authorities, NHS Boards and Integration Authorities should work together to:
Agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen.

ABILITY AND WILLINGNESS TO SHARE INFORMATION
The Scottish Government, COSLA, Local Authorities, NHS Boards and Integration Authorities should work together to:
Share learning from successful integration approaches across Scotland.
Address data and information sharing issues, recognising that in some cases national solutions may be needed.
Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.

MEANINGFUL AND SUSTAINED ENGAGEMENT
Integration Authorities, Local Authorities and NHS Boards should work together to:
Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.

- 6.2 It is proposed that a self assessment exercise is carried out against the above recommendations. If agreed, the output from this exercise will be reported back to a future meeting of the Audit Committee.

7. CONCLUSIONS

- 7.1 The Audit Scotland progress report sets out some key recommendations to improve the progress and impact of integration. A self assessment exercise will be carried out against the recommendations and reported back to the Audit Committee.

Resource Implications

There are no resource implications arising from the report recommendations.

Impact on IJB Outcomes and Priorities

This report does not directly impact on the outcomes and priorities of the IJB. However, the report itself focusses on how to improve the pace and progress of integration to ensure that Integration Authorities are able to deliver the outcomes set out in their strategic plans.

Legal & Risk Implications

There are no legal and risk implications arising from the report recommendations.

Consultation

No consultation is required on this report.

Equalities Assessment

There are no equality implications arising from the report recommendations.

Approved for Submission by: Patricia Cassidy, Chief Officer, Falkirk IJB

Author: Amanda Templeman

Date: 10 December 2018

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