

**Title/Subject:** Integration Joint Board Development Programme

**Meeting:** Integration Joint Board

**Date:** 3 June 2016

**Submitted By:** Chief Officer

**Action:** For Decision

## **1. INTRODUCTION**

- 1.1 The purpose of this report is to provide the Integration Joint Board (IJB) with a summary of the outputs from the Board Development Session held on 3 December 2015 and to discuss the future development needs of the Board and its IJB members.

## **2. RECOMMENDATION**

The Integration Joint Board is requested to:

- 2.1 agree the production of a Development Plan for the Board as detailed in section 4.3 which will include a set of priority activities and sessions designed to ensure the Boards effectiveness in its duties over the duration of 2016 – 2018.
- 2.2 comment on the content of the proposed programme of development activities for inclusion in the Board Development Plan.

## **3. BACKGROUND**

- 3.1. The Board Development Plan forms part of the priorities for Partnership Organisational Development as described within the Integrated Workforce Plan approved by the Board in February 2016.
- 3.2. The Board may find the recent Guide published by the [Scottish Government](#) '[Facilitating the Journey of Integration](#)' helpful. This Guide was produced by NHS and SSSC Organisational Development Leads to support those involved in local Board Development. An extract from the guide is attached as Appendix 1.

## 4. BOARD DEVELOPMENT

- 4.1. The Guide suggests some elements for a board development programme. The Falkirk IJB have already undertaken some of this in relation to the development of the Strategic Plan, the exploration of the Role of the Board and that of Individual members and the development of Board Culture including the identification of Board Values and Collaborative Behaviours. Whilst this has been a useful start to Board Development, the work of the Board now moves towards delivery of the Strategic Plan and Health and Social Care Outcomes. It will be essential that the Board develops its effectiveness and coherence to take advantage of the opportunities for transformation and meet the challenges ahead.
- 4.2. A report on the IJB Development Session Report from the 3<sup>rd</sup> December 2015 is attached as Appendix 2.
- 4.3. The board development undertaken to date is assessed in Table 1 below against the key development exercises outlined in the Scottish Government Guide. This has helped to inform the Board Development draft programme detailed in section 4.4

**Table: 1**

**Falkirk IJB Board Development Plan Assessment**

TITLE	PLANNED	COMPLETED	DATE
1.Mapping out Integration Joint Board		✓	3/12/2015
2.National Health and Wellbeing Outcomes		✓	Strategic Plan Development
3.The Principles of Integration			03/12/2015
4.The role of an Integrated Joint Board and its members		✓	03/12/2015
5.Membership of the Integrated Joint Board		✓	03/12/2015
6.Organisational Culture		✓	03/12/2015 Partially will need to continue as the joint arrangements develop
7.Leadership	Support for personal and collective leadership development		
8.Working to Support Localities	Autumn / Winter 2016/17 session in each of 3 localities		
9.Strategic Commissioning Plans		✓	October 2015 – March 2016 and ongoing
10.Board Development		One session 03/12/16 Budget session 19/05/16	

#### 4.4 Recommendations for development activities for inclusion within the Board Development Plan include:

- An area-wide Masterclass session with national speakers; for both of the Forth Valley Partnership IJB members and Senior Officers. This would be a stimulating session, covering national level strategic and future thinking; challenges and opportunities for transformation of Health and Social Care. It would also provide an opportunity for Board members to meet each other across Forth Valley
- A process of personal development for individual Board members who wish to take part, reviewing personal skills and development needs to support full contribution and confidence in their role
- A series of Board in-depth briefing & discussion sessions with suggested topics covering:
  - Budgets and Financial Management
  - Audit and Risk
  - Local Delivery Plans
  - Reablement
  - Care Pathways
  - Primary Care capacity and Long Term Conditions
  - Strategic use of Information and ICT; including tele-health and tele-care; information and the ethical/regulatory barriers present to sharing information and how these can evolve to support integration
  - Substance Misuse – Alcohol and Drugs
  - Mental Health and Learning Disabilities
  - Clinical and Care Governance; Including service/quality improvement, professional/clinical governance and relationship to NHS and Council structures
  - Workforce Development and Staff Engagement
- A session focussing on Localities exploring the Planning and Partnership models in development. This could be followed by a session in each of the three Falkirk localities, involving presentations from and discussions with local communities to enable the Board members to engage locally and gain a greater understanding of what is happening in each locality and how the locality plans can address local need through community supports
- A further session reviewing Board culture, revisiting the agreed Values and Collaborative Behaviours, how the Board is progressing in terms of ways of working, constructive debate and decision making
- The development of a Board Review Toolkit based on: the progress the Board has achieved on the National Outcomes, the Board Effectiveness in process; and the functioning of the Board in relation to the agreed Board Values and Behaviours for Collaboration. This could include a Board collective self-assessment tool focussing on Board Effectiveness.

## **5. CONCLUSION**

The board development programme will be redrafted to incorporate any feedback from members of the IJB and submitted to the next Board meeting in August 2016.

### **Resource Implications**

The Board Development Plan will be produced utilising the current Partnership OD resource allocation and the development work recommended would form part of the Organisational Development Workplan for 2016 – 2018.

### **Impact on IJB Outcomes and Priorities**

The strategic aim of this Board Development Plan is to support the delivery of the Strategic Plan through the development of the Integration Joint Board.

### **Legal and Risk Implications**

No obvious risk or legal implications would be associated with this Plan.

### **Consultation**

All members of the IJB will continue to be involved in the production of a Development Plan and subsequent development interventions will be discussed in detail with the Board and in particular with the Board Chair, the Vice-Chair and Chief Officer.

### **Equalities Assessment**

The IJB will be a public body, for the purposes of the Equality Act 2010. Officers must ensure that equalities implications have been considered and that an equalities impact assessment is completed, where appropriate. A combined NHS/Council tool is being developed for this purpose.

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Approved for Submission by: Patricia Cassidy, Chief Officer

**Author – Morag McLaren, Associate Director of HR; OD & Learning**

**Date:** 12-05-2016

### **List of Background Papers:**

- *Proposals for Development of the Transitional Board January 2015*
- *Recommendations for Transitional Board Briefings February 2015*
- *Recommendations for Transitional Board Development May 2015*

## APPENDIX 1

### 1.5 The aim of this guide

The resource highlights the important roles that are required to make the integration of health and social care a success. It is structured around providing key pieces of information followed by „development exercises“ that can be used to support the effective development of an Integration Joint Board, either individually or collectively. .

This guide focuses on three main areas:

1. How can an Integration Joint Board make a difference to people's lives in delivering integrated health and social care services through the principles of integration?
2. What may be different about being a member of an Integration Joint Board?
3. How can members make a difference on an Integration Joint Board? What skills and experience do members bring from their respective backgrounds?

### 1.6 How to use this guide?

This resource works at an individual and collective level and can be used to stimulate discussion, affirm purpose and create conditions for effective team working. It can be used to help create a development plan for the Integration Joint Board or as an on-going reflective resource to support the strategic vision.

It aims to help develop reflective thinking in order to support:

- Identification of the collective and individual roles required to carry out the responsibilities of an Integrated Joint Board;
- Reflection on how an Integration Joint Boards will exercise collaborative leadership to achieve the outcomes for integration;
- The principles of integration being visible throughout all Integration Joint Board work;
- Discussion on how Integration Joint Boards can make a difference;
- Acknowledgment that all Integration Joint Board members come with rich but sometimes differing experience and perspectives; and
- The development of a shared understanding and appreciation of integration and how collective thinking can contribute to improving outcomes for people.

There may be times where the responses to some of the questions and development exercises create a range of different and opposing thoughts from board members. Acknowledging and working through these areas of difference will be important and could provide the greatest opportunities for learning for an Integration Joint Board as it navigates its way through new ways of working.

It is important to recognise that things will change as integration progresses. Using this guide at different points along the path of integration may illicit different responses to areas. Integration Joint Board may therefore want to revisit discussions over time to assess where members are at with their thinking.



**Falkirk Council**



## **Falkirk Health & Social Care Partnership**

# **Integration Joint Board Development Session**

**3<sup>rd</sup> December 2015**

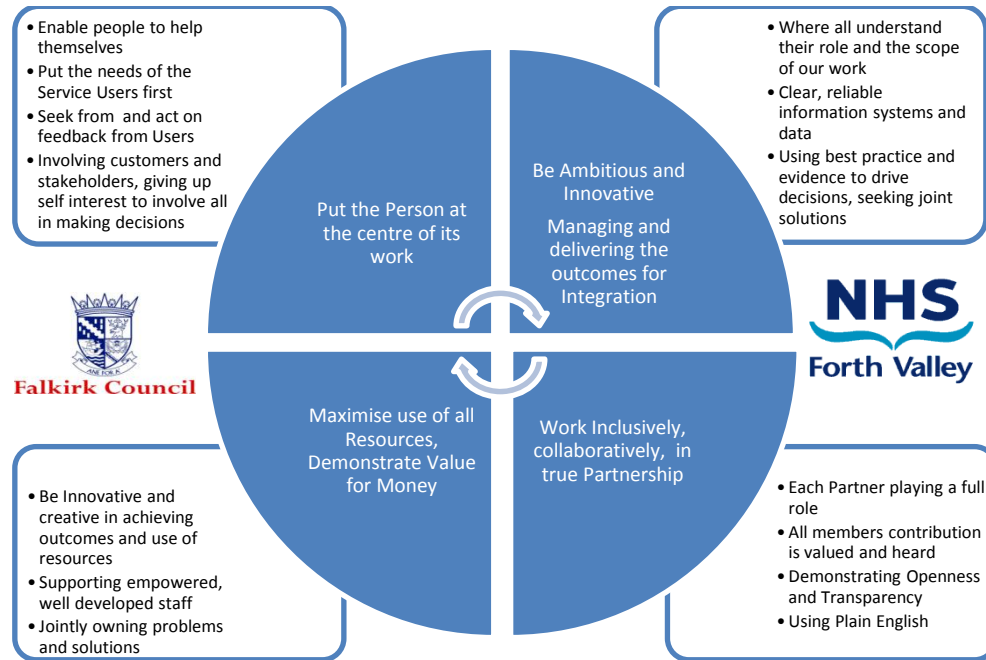
**Carronvale House, Larbert**

**Session Report: Prepared by Morag McLaren, Associate Director of HR; OD & Learning**

The Integration Joint Board members and Senior Officers from the Partnership met within a facilitated workshop to agree a Vision, Values, Behaviours and Ways of Working for the Integration Joint Board. The full Session programme and participants can be found as *Appendix 1*. The outputs from this session will be used to guide the working of the Board and individual member's contribution and interactions in the future.

# The Vision for the Falkirk Integration Joint Board

**The Falkirk Integration Joint Board will aspire at all times to a Joint Vision:**



## Joint Vision for the Board

We will be clear about our vision for services, always driving development towards achievement of the local and national outcomes for Health and social Care Integration.

### How we will work with others:

We will be Inclusive, supporting all members to play a full part, valuing and respecting member's contribution, demonstrating collaboration at all times. We will involve all our stakeholders, supporting full participation through respectful, open and transparent communication, using plain English.

### How we will develop our services:

We will be ambitious and innovative in developing services to meet outcomes for service users. We will seek out best practice and evidence, using local and national, reliable data and information to drive a high quality, best value approach.

### Our approach:

We will put the needs of our Service Users at the centre of all our work, focusing on supporting prevention, self management and reablement wherever possible, seeking involvement and feedback from service users and their carers.

### How we will work as a Board:

We will work collaboratively, demonstrating a full understanding and ownership of our work and our common purpose, putting self interest aside, seeing beyond professional, personal and organisational barriers and agendas. We will participate fully, contributing to robust, informed decision-making which is person-centred and supported by clear and transparent processes and governance framework.

## **What do we need to do to get to this Vision?**

*(From previous development session with Transitional board)*

- We need to get to know each other as people.
- We have lots of development to do in our partnership.
- Become comfortable around our vision and commitment.
- Be able and willing to shift our views.
- Have clarity about:
  - The Strategic Plan
  - Priorities
  - Budgets
- Achieve some noticeable Quick Wins.
  - Achieve things that can break down barriers and make a difference
  - Don't wait to do things that are 'obvious'
- **IT/IM systems** – work on finding a system that works across partnership – take a joint approach to this.
- Provide briefings around the 'difficult' issues. Have good, straight-forward information.
  - Controversial issues come to the Board early
- Achieve budget clarity and issues surrounding this.
- Achieve clarity around priorities / and an appreciation of the complexity.
- TIME!

## **What are the current challenges that may get in the way of achieving the Vision?**

*(From previous development session with Transitional board)*

- Budget issues.
- 'Home Front' challenges for both partners.
- Competing areas and priorities.
  - NHS has 2 Partnerships and IJBs to invest in
  - Locality needs vs. need for uniformity
- Political agenda.
- Board Member continuity (Local Authority elections).
- Expectations.
  - High!
  - Low!
- Services and differences in partner's obligations.
  - Free at point of delivery in NHS
  - Charges for SW services in Local Authority
- Information sharing and IT issues.





Falkirk Council

# Integration Joint Board Values



## **Our Joint Core Values:**

**As an Integration Joint Board we will work with Compassion, holding person-centeredness as our single most important core value.**

### **Public Service**

- Helping others and society as a whole,
- Quality and Safety,
- Integrity and Openness
- Caring, Equity and Fairness

### **Performance**

- Ambition and Innovation
- Value for money, Productivity and Efficiency
- Decision-making, Determination and Accountability

### **Collaboration**

- Partnership and Teamwork
- Respect and Trust,
- Communication and Engagement

## The Role and Purpose of the Integration Joint Board, its members and the Senior Management team

Role/purpose of IJB	Role of Individual board members	Role of senior officers and managers	Accountabilities
<ul style="list-style-type: none"> <li>• To improve the life of our customers.</li> <li>• Getting it right for all adults.</li> <li>• Being greater than the sum of all parts.</li> <li>• Strategically planning for the delegated function.</li> <li>• Overseeing Operational delivery of services in scope</li> <li>• Bring consistency, oversight and monitoring.</li> <li>• Create the conditions for the Partnership to deliver.</li> <li>• Resolve conflict.</li> </ul>	<ul style="list-style-type: none"> <li>• Have a strategic and leadership role.</li> <li>• Model the values of the Board.</li> <li>• Bring collective and individual expertise.</li> <li>• Represent the group, not individuals.</li> <li>• Support informed decisions.</li> <li>• Take personal responsibility to gather views and feedback from constituents.</li> <li>• Contribute and participate in a clear, succinct way.</li> <li>• Support each other and the management team.</li> <li>• Demonstrate agility and flexibility.</li> <li>• <b>Be ‘wonderfully different together’.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Strategic Plan; ‘direct’ and ‘deliver’.</li> <li>• Provide leadership – be the ‘gel’ that holds it all together (organisation/services/staff).</li> <li>• Bring forward and implement agreed proposals (new ways of working – e.g. joint teams).</li> <li>• Bring forward performance evidence of what is working; evidence for investment and disinvestment.</li> <li>• Integrated ----- Aligned (may be different role as we progress in coming months).</li> <li>• Provide clarity for staff – articulate the strategic vision, consult with staff and manage the change.</li> <li>• Bring coherence and lead across to minimise confusion to staff and public; e.g. Strategic Plan in line with other Plans and Strategies.</li> <li>• Be positive Role Models – champions. Demonstrate empathy, break the mould!</li> <li>• Be the cultural change, take people with them.</li> <li>• Put an emphasis on shifting care and therefore the skills required.</li> <li>• Target need and make the most of the resources available.</li> <li>• Demonstrate agility and flexibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for Resources and ensuring governance is robust, to the public (service users), carers and communities.</li> <li>• Hold managers and senior officers to account for performance.</li> <li>• Challenge management team, operational delivery and stakeholders to perform.</li> <li>• Accountable to service users and public – person centred.</li> <li>• Be accountable for building relationships and collaborating with all involved in the Partnership.</li> <li>• Encourage opportunities to support all voices to be heard &amp; provide knowledge, confidence and space, recognising and valuing differences.</li> <li>• Be accountable for key priorities &amp; direct energy and services to support delivery of these.</li> <li>• Manage risk and don’t be fearful of making mistakes.</li> <li>• Consistently monitor and scrutinise whether we are delivering against the plan.</li> </ul>

# High Impact Behaviours for Collaborative Working

## Falkirk Integration Joint Board



## Ways of Working for the Integration Joint Board

The Board discussed how they would work together, and with the help of a Scenario-based example (see Appendix 2) agreed the following:

### How will we prepare for and deal with the difficult decisions that the Board may have to make?

- Ideal for Board; seek consensus, avoid voting if at all possible.
- Every second Board meeting to become a more information 'seminar' type meeting, focussing much more deeply on high priority issues.
- The Board needs to be proactive and ensure that lessons from the past are learned and that systems and processes for impact assessment and outcome evaluation are built in to service changes and projects before they are implemented. (The Board needs to be clear about what decisions and service changes are being measured against). The management of any projects and service developments must be closely monitored and assessed to ensure difficult/unforeseen decisions are avoided.
- The Joint Management Team need to be clear on what the Board expects of them and agree what is required to enable decisions to be made. The Board needs to have confidence to both challenge and trust the advice of the Management Team.
- When difficult issues come to the Board we must ensure that;
  - The Board is prepared adequately for eventualities; especially if they may be difficult or contentious (nothing should come from left field). The board should expect plans for investment and disinvestment and possible retraction as well as development of services.
  - All Board members always understand issues as much as possible.
  - More details and analysis of available information is provided if requested.
  - The Board will request possible options to be presented and have these impact assessed against the Strategic Plan/Delivery Plan.
- External pressures for Board members:
  - Board members personal, political and organisational pressures should be taken account of to ensure decisions made are realistic, deliverable and acceptable to the wider stakeholder group, without diminishing the common purpose of the Partnership.
  - Look at options for providing information and dealing with enquiries from Board Members to ensure individuals issues don't intrude on the Boards Strategic purpose. (E.g. Councillor's Surgeries enquiries) - (Health / Social Care).

### How will we avoid the Board becoming 'stuck' in relation to potentially difficult issues?

- If something comes back to the Board more than twice, then the board is stuck!
  - The Board must ask itself; why are we stuck on this?
  - What further information do we require to enable us to make a 'Collaborative Decision'?
  - Are we avoiding making a decision and why?

**Aims of the session:**

- To explore and confirm the purpose of the Integration Joint Board, the roles of individual members and the Board as a team.
- To support the Board Members and Senior Officers to review and confirm their Vision, Joint Values and behaviours for how the Board will operate and deliver the Partnership outcomes.
- To discuss how the Board might prepare for and deal with potential areas of current and future challenge in a collaborative way.

**Outline Programme:**

**1.10 Welcome and Introductions: Our hopes for this session.**

*Allyson Black; Chair of the Shadow Integration Joint Board*

**1.20 The Vision and Values for the Integration Joint Board**

- Reviewing and confirming the Vision, Values and Behaviours for the Integration Joint Board.
- Will this Vision, these Values and these behaviours (previously agreed by the Transitional Board) establish the culture we want for this board?

**1.50 The Role of the IJB and the Individual members**

- What is the fundamental purpose of the IJB?
- What do we see as the role of individual Board members?
- What do we see as the role of the Senior Officers and members of the Management Team?
- What are our individual and joint accountabilities?

**3.00 Ways of Working for the Integration Joint Board (Using a Scenario-based approach)**

- Given the Vision, Values and Behaviours confirmed, how do we want to work with each other to demonstrate them?
  - How will we prepare for and deal with the difficult decisions that the Board may have to make?
  - How will we avoid the Board becoming 'stuck' in relation to potentially difficult issues?
  - What will help us to reach good outcomes in challenging times, achieving the Board Purpose and Vision?

**4.00 Next Steps and close**

*Tracey McKigen, Interim Chief Officer*

Session Participants		Apologies
<b>Allyson Black</b>	Councillor; Falkirk Council, Board Chair	Julia Swan, Non-executive
<b>Jim King</b>	NHS Non-Executive Director; Board Vice-Chair	Director, NHS Forth Valley
<b>Alex Linkston</b>	NHS Forth Valley Board Chairman	Linda Gow, Councillor, Falkirk
<b>Julia Swan</b>	NHS Non-Executive Director	Council
<b>Jane Grant</b>	Chief Executive, NHS Board	Denis Goldie, Councillor, Falkirk
<b>Mary Pitcaithly</b>	Chief Executive, Falkirk Council	Council
<b>Tracey McKigen</b>	Interim Chief Officer	Kevin Robertson, Trade Union
<b>Tom Hart</b>	Employee Director, NHS Forth Valley	Representative, Falkirk Council
<b>Karen Herbert</b>	CEO, Falkirk Volunteer Centre	Kathy McCarroll, Chief Social Work
<b>Suzanne Thomson</b>	Programme Manager	Officer
<b>Angela Price</b>	Falkirk Association for Mental Health	Angela Wallace, Director of
<b>Martin Murray</b>	Service Users Representative	Nursing, NHS Forth Valley
<b>Margo Biggs,</b>	Service User Representative	Elaine Vanhegan, head of
<b>Lesley Cruickshanks</b>	Primary Care; General Practice Representative	Performance & Governance, NHS
<b>Claire Crossan</b>	Carers Representative	Forth Valley
<b>Tracey Gillies</b>	Medical Director, NHS Forth Valley	

## Case Study Scenario

The aim of this discussion is to give the board a scenario in which they can test out their reactions and feelings to the kind of situation they may have to deal with in the future.

This scenario tries to combine a range of challenges the Board may face; prioritisation of care resources to meet highest priority care demands, financial limitations, short-term versus mainstream funding priorities; quality, efficiency and equality of service.

**NB. This is a scenario which doesn't exist in Forth Valley.**

### Intensive Care Home Support Project

Reshaping Care for Older People (Change Fund- temporary funding) funded a project to support input into a care home for people with dementia who were showing very distressed behaviour which was difficult for the staff to manage.

The idea of the project being that it would allow people to stay at the care home and not be admitted to hospital, to reduce their distress, support and train the care home staff to cope better with these residents.

Like most Change Fund projects it should have had a clear exit strategy (which could have meant mainstreaming the project) but it didn't, those running the project assumed further funding would come.

When the Change Fund resourcing came to an end there was a huge surprise that money couldn't be found to continue the project.

- This is a resource intensive multi-professional team (Medical/Nursing/Social Work/Psychology) which is supported by a research evidence base to provide a 17 week programme for those residents and staff who needed it.
- The outcomes for residents were proven, measurable reduced levels of distress, self harm, and admissions to hospital.
- The project costs are around £300K annually and actually it only helps 1 or 2 residents per month so whilst this is an excellent service it is "gold standard" for these few residents.

#### Further background:

- The partnership is moving to a wider 'Closer to Home' multi agency – multi-professional approach to enhancing a range of community services to support higher numbers of service users, in particular those with Dementia and complex physical conditions. This will enable earlier access to enhanced care in their own home or residential facility.
- There is some lobbying of politicians on behalf of this project and local councillors whose constituents have benefited have been under pressure to support it.etc.

**The IJB is being asked by the Joint Management Team to support the discontinuation of this project as it does not make economic sense.**

**The IJB needs to make very clear decisions around the priorities for services that can be funded from the Integrated Care Fund and be assured of clear Exit Strategies for these.**

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