

# AGENDA ITEM

3

## FALKIRK INTEGRATION JOINT BOARD

### DRAFT Minute of Meeting of the Falkirk Integration Joint Board held in Committee Suites, Municipal Buildings, Falkirk on Friday 1 February 2019 at 9:30am

**Voting Members:**

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

**Non-voting Members:**

Patricia Cassidy, Chief Officer  
Amanda Templeman, Chief Finance Officer  
Cathie Cowan, Chief Executive, NHS Forth Valley  
Kenneth Lawrie, Chief Executive, Falkirk Council  
Sara Lacey, Chief Social Work Officer, Falkirk Council  
Robert Clark, NHS Forth Valley Staff Representative  
Roger Ridley, substitute Council Staff Representative  
Margo Biggs, Service User Representative  
Jen Kerr, Third Sector Interface  
Morven Mack, Carers Representative  
Angela Wallace, Nursing Representative  
Andrew Murray, Medical Representative  
David Herron, GP Representative

**In Attendance:**

Suzanne Thomson, Programme Manager  
Joe McElholm, Head of Social Work Adult Services  
Kathy O'Neill, General Manager  
Linda Donaldson, Director of HR (IJB281)  
Viv Meldrum, Lead Analyst for Performance (IJB284)  
Philip Morgan-Klein, Service Manager (IJB284)  
Kenny Gillespie, Head of Housing (IJB 279)  
Karen Strang Housing Strategy and Development Co-ordinator,  
IJB 279)  
Marian Smith, PA to Director of HR (Minute)

#### **IJB275. APOLOGIES**

Apologies for absence were intimated on behalf of Michele McClung and Matt McGregor.

#### **IJB276. DECLARATIONS OF INTEREST**

There were no declarations of interest noted.

## **IJB277. MINUTE OF THE INTEGRATION JOINT BOARD MEETINGS**

### **Decision**

- 1. The minute of the meeting of the Special Integration Joint Board held on 21 November 2018 was approved.**
- 2. The minute of the meeting of the Integration Joint Board held on 7 December 2018 was approved**

## **IJB278. ACTION LOG**

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

Councillor Collie highlighted the previous commitment regarding updates on the development of the Community Hospital and planning for intermediate care. Mrs Cowan noted the discussions on the site were still at early stages and suggested if there was an urgency to progress this development that the Council may want to make separate decisions about the capital investment and plans for the intermediate care facility. Ms Cassidy noted the intermediate care facility will remain on the action log.

## **IJB279. HOUSING CONTRIBUTION AND STRATEGIC HOUSING INVESTMENT PLAN**

The Integration Joint Board received a presentation on 'Housing Contribution Statement, Strategic Housing Investment Plan' provided by Mr Kenny Gillespie, Head of Housing.

Mr Gillespie outlined the ongoing work regarding the Housing Contribution Statement and how this linked with the Strategic Housing Investment Plan (SHIP) for new affordable housing.

Details of the long term solutions being developed in discussion with the health and social care partnership were provided and the need for outcomes based evidence to measure the effectiveness of these interventions. Mr Gillespie noted that 90% of Falkirk Council new build properties would be accessible or adaptable to meet peoples' needs and maximise properties and their use.

The IJB thanked Mr Gillespie for the informative and interesting presentation. The proactive approach was noted and the necessary involvement of all partners to realise the opportunities both with alternative housing and technology to meet future needs.

*Mrs Swan noted that an urgent item would be taken at this point in the agenda from Mrs Cathie Cowan.*

## **IJB280 UNSCHEDULED CARE – TAILORED SUPPORT**

The Integration Joint Board received a presentation on 'Unscheduled Care – Tailored Support', presented by Mrs Cathie Cowan, Chief Executive.

Mrs Cowan advised that she had received confirmation that NHS Forth Valley had been escalated to Level 3 of the NHS Board Performance Framework by the Scottish Government on 14 December 2018. The escalation reflected the fluctuating whole

system performance in Unscheduled Care e.g. 4 hour access standard, minor injury management and delayed discharge numbers and the significant variation from plan, the risks that materialised and the need for tailored support.

Mrs Cowan referred to the Scottish Government policy direction notably the agreed six essential actions to improve Unscheduled Care and in particular she highlighted the work relating to the essential action for clinically focused and empowered hospital management. The tailored support invited and supported by her included Peer and interim Site Director capacity and external support provided by the North of England Commissioning Support (NECS). Mrs Cowan confirmed she had met NECS representatives in mid January 2019 and agreement was reached to support a system wide improvement plan at pace that built on improvements being made and/or implemented.

Mrs Cowan confirmed the Recovery Plan was based on work developed and agreed by staff/partners under the auspices of the Unscheduled Care Programme Board which was launched in September 2019. The Plan was referred to as 'Getting ForthRight' which was an ambitious Forth wide improvement plan with 5 workstreams, notably: Community and Whole System, Emergency Department, Receiving Units, Downstream Wards and Specialty Pathways. Mrs Cowan referred to the frailty pathway led by Dr Copeland and Dr Williams to demonstrate progress being made, she added this was an exemplar for other Boards/Partnerships. Partners (and both IJBs would be provided with assurance) would be involved in developing a consistent operating model that had robust measures including escalation to support person centred and safe care. In summing up Mrs Cowan hoped the IJBs in their oversight role would be assured by the work underway to improve performance. Regular updates will be provided to the IJB.

## **Decision**

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

- 1. Noted the update provided and the work underway to implement Government policy direction and improvement to deliver the 4 hour access standard as part of a wider whole system improvement plan**

## **IJB281. CHIEF OFFICER REPORT**

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

Ms Cassidy highlighted the joint development of a Memorandum of Understanding (MoU) between Scotland's Integration Joint Boards and Independent Hospices. It was anticipated that the MoU would cover a two year period from 1 April 2019.

The Care Inspectorate had visited Summerford House in December 2018 with the report published on 7 January 2019. In response to the issues highlighted by the Inspector immediate action had been taken, with changes to the management team to enhance capacity for improvement and support to staff to respond to and achieve the areas for improvement. The service was continuing to work closely with the inspectorate to ensure timely improvement.

The inspection had highlighted the need for wider analysis of quality assurance capacity and practice. In response to Mr Linkston's request for assurance it was confirmed that progress reports on the improvement plan would be submitted to the Clinical and Care Governance Committee and then the IJB.

Work was continuing with the Health and Social Care Partnership Strategic Plan. The online consultation was now open and key groups would receive presentations on the proposed plan. A staff brief had been circulated with staff encouraged to provide feedback. The final draft of the Strategic Plan would be presented to the Integration Joint Board in April 2019.

Work also continued to prepare the Carers Strategy. Carers Sessions had taken place in January 2019 with a further opportunity for carers to contribute at the Carers Forum scheduled for 20 February 2019. There was also a six week public consultation which would run until the beginning of March 2019.

The Scottish Information Commissioner had written to the Chief Officer setting out the requirement to update the IJB Model Publication Scheme. The requirements as set out in the letter had been met and the updated IJB Model Publication Scheme had been published.

The recent report by the Royal College of Physicians of Edinburgh, the review of progress with Integration and Social Care and EU Exit were also highlighted.

## **Decision**

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

- 1. Noted that assurance on progress with the Summerford House Care Inspectorate improvement plan would be reported to the IJB Clinical and Care Governance Committee**
- 2. Noted that the requirements set out by the Scottish Information Commissioner have been met and the updated IJB Model Publication Scheme has now been published**
- 3. Noted that the Chief Officer would work with NHS Forth Valley and Falkirk Council colleagues to seek assurances that the necessary arrangements were in place for the continued delivery of health and social care services.**

## **IJB282. INTEGRATED STRUCTURES**

The Integration Joint Board considered a paper 'Integrated Structure – Update', presented by Ms Cathie Cowan, Chief Executive, Mr Kenneth Lawrie, Chief Executive and Ms Patricia Cassidy, Chief Officer.

Mrs Cowan and Mr Lawrie noted the significant work and collaborative approach to complete the remaining work in relation to the outstanding issues following the meeting in October 2018; to invest in an integrated structure that supported the IJB's planning and commissioning responsibilities and the Council and Health Board's responsibilities, through the HSCP, for service delivery that collectively improved outcomes for the IJB's adult population.

It was noted that the Chief Officer was implementing a three team locality model that would enable professionals and practitioners from across different sectors to work together around the needs of people, their families and their communities to improve outcomes and performance.

As reported previously it was proposed to transfer in-scope functions, notably:

- district nurses, allied health professionals and two community hospitals (previously referred to as phase 1 delegation)
- Co-ordinated or hosting services discussed in November – e.g. health promotion which would be coordinated on behalf of the other Partnership, as detailed in the paper

- remaining in-scope services planned and commissioned by the IJBs for their defined populations as discussed would be operationally managed by the NHS (e.g. primary care). It had been agreed that these services would be reviewed in 12 months. Noting that this may occur before this date if services and structures were stable

A Shadow Management Team led by the Chief Officer had been established to progress the development of the management structure with workshops held with staff to inform future arrangements, supported by HR.

Meetings had been held with the Chief Executives and Heads of HR to accelerate the integrated structure. The agreed structure was detailed in Appendix 6 and 7 of the paper.

Both Chief Executives in agreeing the integrated structure had confirmed that future staffing should be within budget. To assist this, the Chief Officer and respective Heads of HR would develop an appropriate process for posts to be filled by employees from the in-scope services who met the requirements of the job description with external advertising taking place where necessary.

Discussions on the proposed way forward would be shared with the Joint Staff Forum and reported to Council and Health Board employment/negotiating forums. A development programme supported by Council and Health Board HR teams would be put in place to assist individuals and teams coming together into a new integrated management structure.

Following the co-ordination workshop in November 2018 further work was required to agree principles for coordinating Forth Valley wide services. IJBs would continue to be responsible for the planning and commissioning for their defined populations health and wellbeing.

The timeline and communication plan were highlighted in Appendix 8 and 9 of the paper with the anticipated completion date of winter 2019 for Phase 1. It was noted that a winter deadline was worst case scenario with an earlier resolution supported by the Council's and Health Board's HR teams.

Both Chief Executives provided assurance that they would continue to support integration and delivery of the associated benefits to be realised.

Mrs Cowan, Mr Lawrie and Mrs Cassidy and the Board noted their thanks to all staff involved for their contribution to reaching this point and the significant progress made.

## **Decision**

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

- 1. Approved Appendix 2 and endorsed Appendices 1, 3 and 4 as the agreed approach to the outstanding issue of governance and role of the Chief Officer**
- 2. Noted the progress made and level of engagement made by the Shadow Management Team as outlined in section 5 of the report**
- 3. Endorsed the proposed Integrated Management Structure at Appendices 6 and 7**
- 4. Noted the further work to be concluded to complete the delegated management to the Chief Officer and to implement the integrated management structure as set out in paragraphs 5.20 to 5.28**
- 5. Noted that a transformation programme team would be set up to support the services which would require programme management and planning support and an experienced service lead**

6. **Noted the structure would be reviewed to include the transfer of management capacity for Phases 2 and 3 once the details were shared and agreed with both IJBs. A further report on progress would be submitted to the IJB when this work was completed.**

## **IJB283. FINANCIAL REPORT**

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

Ms Templeman reported that the projected outturn for 2018/19 highlighted an overspend of £2.692m, of which £1.314m related to the Set Aside budget. It was noted that the risk for the Set Aside budget remained with Forth Valley NHS Board and it was assumed that the NHS Board would address the pressures in this element of the budget.

Ms Templeman summarised the main pressures with the budgets related to additional spend within community hospitals (winter beds), bank and agency staff within the Community Services Directorate, prescribing, primary medical services and the nursing budget within the set aside budget.

With regards to budgets delegated to Falkirk Council the adult social care budget (excluding non housing revenue account and capital) a risk of overspend had previously been highlighted and this risk had increased mainly due to external provision of home care hours, staffing issues within residential care homes and non delivery of some savings.

Although there was agreement, in principle, to adopt a risk sharing agreement for 2018/19, discussions were ongoing between Falkirk Council and NHS Forth Valley.

Ms Templeman highlighted the projected spend against available Leadership Funds for 2018/19 as detailed in the paper. The Leadership Team had agreed to match fund a project to progress a programme of Community Led Support which would be delivered by the National Development Team for Inclusion. This had been match funded by the Scottish Government. A presentation on this work would be provided to the Strategic Planning Group in March 2019 and further information would then be presented to the IJB.

Previous finance reports had proposed that Directions were updated throughout the year and included in the regular financial position reports for approval. Updated Directions were detailed in appendices 5 and 6 of the paper. At this point the Direction reflected the amendments as a result of changes to funding.

Indicative allocations for local government and NHS Boards had been announced and work was ongoing to progress the 2019/20 budget. However, some uncertainties existed in both arms of the budget and there was a risk that a balanced budget would not be set by 31 March 2019. It was anticipated that there would be clarity over the financial settlements from the statutory partners and work would continue to improve the current position.

The IJB discussed the issue of longer term financial planning and fundamental change in planning and delivery of services to produce efficiencies.

Mr Linkston sought assurance on work to support long term financial planning and losing alignment to organisational budgets.

## Decision

### The Integration Joint Board:-

- **Noted the contents of the report**
- **Noted the projected overspend of £2.692m for the Partnership, of which £2.504m relates to Health Services and £0.188m to housing adaptation work.**
- **Noted the ongoing discussions regarding the Risk Sharing Agreement for 2018/19.**
- **Noted the progress on the development of the 2019/20 IJB budget.**

## IJB284. PARTNERSHIP FUNDING

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

Ms Templeman provided a performance overview of the Partnership Funded initiatives.

Diagnosis and treatment of Alcohol Related Brain Injury (ARBI) was a Forth Valley strategic priority. Following the first year of operation additional resource was required to support Consultant time for diagnosis and Occupational Therapy time to support recovery within the community. It was proposed that the additional resource may come from the Alcohol and Drugs Partnership (ADP) and this would need to be finalised urgently as the service was currently not operational. A report would be presented to a future meeting confirming the outcome of these discussions.

Ms Templeman outlined the range of community based work being progressed including Community Link Workers, as set out within the Primary Care Development Plan and Community Led Support, recently supported by the Leadership Fund to facilitate asset based assessment and support approaches. As this was a new and fairly complex area a development session with the Strategic Planning Group had been scheduled for March 2019. The outputs from this session would be reported at a future meeting.

## Decision

### The Integration Joint Board:-

- **Noted that discussions regarding the establishment of the Forth Valley ARBI service are ongoing and endorse that this should be concluded as a matter of urgency**
- **Noted the additional information provided about community development activity and that a workshop will be held in March 2019 with the Strategic Planning Group, regarding proposed strands of community work**
- **Noted the further initiative reviews set out within section 6**
- **Agreed that funding for Food Buddies is not continued beyond March 2019**

## IJB285. PERFORMANCE REPORT

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



Ms Cassidy introduced the report to be presented by Ms O'Neill and Mr McElholm which provided a comprehensive review of national performance indicators based on 2017/18 data giving a year on year comparison against the baseline year 2015/16. Performance for the financial year 2017/18 would be fully updated at the end of quarter 1, 2019/20.

Mrs O'Neill advised that work was progressing with the Falkirk Performance and Measurement Group to develop a more structured and themed timetable for performance reporting. The report would be aligned to the Scottish Government's publications to avoid reporting differences or discrepant data. The revised report would be presented to a future IJB meeting. Mr Linkston sought clarity on the timescale for this to be delivered.

The IJB discussed the need to link performance to the new strategic plan and align with the IJB strategic objectives and workforce priorities. This included understanding the performance indicators and how the information could be used, reporting on performance by locality and the interventions required to support improvement. Mrs Cowan highlighted the unscheduled care actions and how the 4 hour access standard was reliant on the Council's contribution to the 6 essential actions referred to in her presentation.

## **Decision**

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

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

## **IJB286 UNSCHEDULED CARE PROGRAMME AND DELAYED DISCHARGE**

The Integration Joint Board considered a paper 'Unscheduled Care Programme and Delayed Discharge, presented by Mr Andrew Murray, Medical Director

Mr Murray referred to Mrs Cowan's presentation at the beginning of the meeting and the selected Key Performance Indicators (KPIs) on unscheduled care performance.

As highlighted under IJB280, the NHS Board's Unscheduled Care Programme Board members would receive tailored support to deliver the unscheduled care improvements as described under the auspices of the six essential actions as outlined by Mrs Cowan in her earlier presentation. Bed occupancy remained high and work to reduce delayed discharges was a key part of the tailored support improvement plan.

Mr Murray advised that he had commissioned the Red Cross to provide a service to support hospital discharge.

Mr Murray advised that this report complimented the performance report and focussed on three of the six Key Performance Indicators that were reported to the IJB.

The IJB discussed the delayed discharge performance which remained static and improvement actions, noting that a development session was scheduled for 1 March 2019 to discuss the revised action plan.

The report provided assurance to the IJB of the ongoing work which was supported by the Unscheduled Care Programme Board to deliver the Government's unscheduled care 6 essential actions policy direction.

The role of the IJB was discussed in relation to unscheduled care escalation and the IJB's planning, commissioning and delivery oversight role and how it would receive assurance on performance. Following a lengthy discussion it was proposed that the Interim Site Director be invited to the development session in March 2019.

### **Decision**

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

- **Noted the current position of the KPIs and the improvement work ongoing**
- **Noted specifically the IJB Development session on Unscheduled Care and Delayed Discharge which would be held on 1 March 2019 and would provide an opportunity for more detailed exploration.**

### **IJB287. COMMUNITY FALLS IMPROVEMENT WORK - UPDATE**

The Integration Joint Board considered a paper 'Community Falls Improvement Work – Update', presented by Professor Angela Wallace, Director of Nursing.

Professor Wallace provided a brief update on the current falls activity within Forth Valley. The Forth Valley Bone Health and Falls Strategy was due to be updated and it had been agreed to refresh this once the National Falls Strategy by the Scottish Government was published.

Professor Wallace highlighted the impact of falls on older people and the increased likelihood of harm. She provided details of the ongoing work to reduce the number of inpatient falls, the community falls pathway and the falls clinic. The Falls Implementation Group was also highlighted, this was a multi agency group who used improvement methodology to improve the experience and outcomes for people who had fallen or were at risk of falling.

### **Decision**

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

- **Noted the current status of multiagency falls work in Forth Valley and the continuation of workstreams**
- **Noted the refresh of Forth Valley Falls work would be completed in line with the National Falls Strategy when it was published later in 2019.**

### **MINUTES OF COMMITTEES AND GROUPS**

---

### **IJB288. MINUTE OF THE AUDIT COMMITTEE MEETING HELD ON 25 SEPTEMBER 2018**

#### **Decision**

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

1. **Noted the minute of the Audit Committee meeting held on 25 September 2018.**

**IJB289 MINUTE OF THE CLINICAL AND CARE GOVERNANCE MEETING HELD ON 2 OCTOBER 2018**

**Decision**

**The Integration Joint Board:-**

- 1. Noted the minute of the Clinical and Care Governance Committee meeting held on 2 October 2018.**

**IJB290 MINUTE OF THE STRATEGIC PLANNING GROUP MEETING HELD ON 10 AUGUST 2018**

**Decision**

**The Integration Joint Board:-**

- 1. Noted the minute of the Strategic Planning Group meeting held on 10 August 2018**

**IJB291 JOINT STAFF FORUM MEETING HELD ON 24 OCTOBER 2018**

**Decision**

**The Integration Joint Board:-**

- 1. Noted the minute of the Joint Staff Forum held on 24 October 2018.**