

Agenda Item 5

Chief Officer Report

Title/Subject: Chief Officer Report
Meeting: Integration Joint Board
Date: 7 June 2019
Submitted By: Chief Officer
Action: For Decision

1. INTRODUCTION

- 1.1. The purpose of this report is to update members of the Integration Joint Board (IJB) on current developments within the Falkirk Health and Social Care Partnership (HSCP).

2. RECOMMENDATION

The Integration Joint Board is asked to:

- 2.1. note the progress with the recruitment to the Integrated HSCP team
- 2.2. note that further work to agree the principles and arrangements for the co-ordination of Forth Valley wide health services will be taken forward and that this work will be reported to a future IJB Board meeting
- 2.3. delegate the Chair, Vice-chair, Chief Officer and Chief Finance Officer to approve the publication of the Annual Performance Report.

3. BACKGROUND

- 3.1. The Board has previously agreed key areas of work that should be undertaken and the report provides an update on a range of activity.

4. INTEGRATION ARRANGEMENTS

4.1. Integrated Structures

The Chief Officer has worked with the Head of HR Falkirk Council and Director of HR NHS Forth Valley to progress the recruitment process for the Heads of Integration and Locality Manager posts. This has been in line with the respective HR processes and staff side engagement for the NHS and Council.

- 4.2. The posts were advertised in April. The interviews for the Heads of Integration posts took place in May 2019, and the Locality Manager interviews on 31 May and 3 June 2019. At the time of preparing the report, the necessary recruitment checks were being concluded and a verbal update will be provided to the Board.

- 4.3. The Shadow Management team has been reconvened and met on 10 April to develop the draft locality team structure.
- 4.4. The General Manager for the Community Services Directorate (CSD) is due to retire on 14 June 2019. The CSD will be disbanded from 3 June 2019. NHS Forth Valley has agreed that the General Manager will return on a part-time basis for up to 18 months to manage primary care, mental health and prison health services.
- 4.5. It is anticipated that the Heads of Integration and Locality Managers will be in post over the summer which will enable the transition into the integrated structure. Interim arrangements have been proposed for the management of IJB functions and services until the transfer takes place. The Associate Director of Nursing will manage services until the Falkirk HSCP integrated management structure is in place. This provides assurance to the NHS Board and IJB's that services are being maintained and appropriately managed. This has been presented to the NHS FV Board meeting on 28 May 2019.
- 4.6. The Chief Officer met with senior managers with the Associate Director of Nursing and Director of HR to discuss the proposals for interim management arrangements. To facilitate these discussions, NHS FV presented a paper to staff noting their position on the transfer of services in Phase 1; Phase 2 (Coordination) and Phase 3 (Interim Arrangement Review). Following these meetings the Director of HR will now issue letters to all staff affected by this interim change.
- 4.7. With the imminent start date for the Chief Officer to the Clackmannanshire and Stirling HSCP, further work to agree the principles and arrangements for the co-ordination of Forth Valley wide health services will be taken forward. This will also include discussion on Phase 2 and Phase 3 transfer of services. This will require agreement between both IJBs and the Health Board. In addition the IJBs will require an agreement to ensure that each Chief Officer has clear accountability to the other IJB for any services delivered on their behalf. This work will be reported to a future IJB Board meeting.
- 4.8. **Support Services Agreement**
The IJB has indicated support for the Chief Officer to proceed with ensuring sufficient capacity is within the HSCP to ensure delivery of the transformation programme and development of the Locality Teams. This will take the form of a Programme Management Office approach, similar to the Council and NHS. Discussions with the Chief Executives continue to agree what level of corporate support will be provided, as required and set out in the Integration Scheme.
- 4.9. **Scheme of Delegation and Standing Orders**
Work is progressing to update the NHS Scheme of Delegation and Standing Orders to enable the Chief Officers to manage NHS services. NHS Forth Valley Board will consider these amendments at their meeting in June 2019.

5. HSCP SERVICE UPDATES

5.1. Redesign of day services for younger adults

The Board has previously received reports on the day services review of younger adults. An update on this work is provided for information.

5.2. The Day Service Review has involved engagement and consultation with people who use the service, their families, carers, staff and other professional colleagues over the last 2 years. The focus of the review was to enable and support service users to access their local community and use community based assets. This has been successful and day services staff have been working in partnership with other organisations including Falkirk Community Trust and third sector partners to redesign services in response to the feedback provided.

5.3. Building based day services are now delivered from Dundas Resource Centre and Oswald Avenue Day Service. Both services work in partnership with health and other stakeholders to ensure there is a holistic approach to meeting the needs of people who access these facilities.

5.4. These services are able to respond to the demand for building based services following the closure of Camelon Day Centre on 30 June 2018 and Bainsford Day Service on 31 October 2018. There has been a reduction in people accessing building based day services and a natural increase in either accessing alternative day and evening supports independently or being supported to do this with care staff.

5.5. There are a range of community based activities listed that are accessed by both service users and the public, which has enabled our service users to be part of and contribute to their local communities. These community based activities include ten pin bowling, Zumba, drama classes, wheelchair dancing and wheelchair ice skating at Murrayfield.

5.6. Falkirk Council and the IJB have invested in community based groups such as Dates and Mates and Neighbourhood Networks, which further strengthen support networks for people with learning and physical disabilities. This reflects the outcomes of the IJB Strategic Plan to promote social integration and belonging, encourage potential, make the community safer for vulnerable individuals, and provide natural ways of making positive connections and being involved in fun and exciting opportunities.

5.7. There are now a number of examples of individuals who have successfully moved from building to community based supports, including feedback from their families and support staff. They have developed skills and abilities, increased their independence, self esteem and confidence and engaging in their community.

5.8. There is a planned event "The Journey so Far" to take place on 6 June 2019 at the Lea Park Hotel in Grangemouth. This will involve presentations, small group discussions, consultations and enable service users and their families to share their

experiences of the day service review and allow the service to continue to shape and build on what we have achieved so far.

- 5.9. A further update will be presented to the Board on the implementation of the day services redesign.
- 5.10. **HSCP Scotland Power of Attorney (PoA) Campaign 2019/20**
The Chief Officers Group is working together to deliver a Scotland wide PoA Campaign. The overall budget to deliver the campaign is £200,000.
- 5.11. Enterprise Screen has been awarded the contract, which started on 1 March 2019. They provided previous Glasgow campaign phases 1 and 2.
- 5.12. Enterprise Screen have responsibility for the full co-ordination of the campaign including liaison with Glasgow HSCP campaign lead and with key individual/s for each HSCP. They will be responsible for regular reporting of campaign metrics including:
- numbers of viewers of ads
 - numbers of views/likes/shares on social media
 - numbers of people registering their PoA with the Office of the Public Guardian broken down to HSCP level
 - numbers of people registering their PoA in the Falkirk.
- 5.13. The previous PoA campaigns were been based around 'raising awareness' and 'myth busting' in order to engage with a widest possible audience over the last 3 years. Moving forward the message will be on a 'call to action'.
- 5.14. The national campaign will include the following:
- delivery of campaign in 2 phases – spring/summer 2019 and December 2019 and will include TV and radio advertising across Scotland and social media advertising
 - provision of a telephone enquiry line when the campaign is live
 - provision of a regular social media presence e.g. Facebook, Twitter and YouTube to ensure that PoA has visibility in between campaign phases to ensure ongoing promotion and development of the key campaign issues
 - provision of a central website with local information hub with this Web and Online content to new video content from other areas of the country as well as Glasgow
 - provision of a 'press pack' of materials linked to each campaign phase for HSCPs to utilise locally (for example, stills from the ads that HSCPs can use on their own leaflets or use for public space advertising)
 - media engagement to raise awareness of PoA including production of, or collaboration with, press releases on behalf of HSCPs as appropriate.
- 5.15. **Campaign Phases**
The summer campaign will include TV and radio advertising and intense social media and online activity, with a dedicated summertime feel, aiming to engage with

influencers within the family circle.

- 5.16. The targeting of the 30+ audience will be achieved with the management of the advertising slots and with campaign content that addresses this audience in an appealing and thought-provoking way. In addition, the intention is to appeal to as many people as possible with a range of messaging covering the most used social and multimedia for that demographic, using an overarching thematic campaign.
- 5.17. The launch of previous phases of the campaign, up to and over the Christmas period have been very successful for both engagement and viewing ratings, as a result, the new campaign will incorporate elements of this approach and target family viewing with a distinctly winter atmosphere.
- 5.18. A Steering Group has been established to oversee the PoA Campaign Implementation Plan and will have responsibility for the delivery of the plan and full co-ordination of the campaign and will be accountable to Chief Officers Group.

6. SERVICE PLANNING

6.1. NHS Forth Valley Annual Operational Plan 2019 – 20

The Chief Officer report in April 2019 noted the requirements on NHS Boards to submit an Annual Operational Plan (AOP) to the Scottish Government. The plan sets out how the NHS Board will deliver expected levels of operational performance to provide the foundations for delivering the Cabinet Secretary's priorities on:

- waiting times improvement
- investment in mental health
- greater progress and pace in the integration of Health and Social Care
- meeting the standards for Healthcare Associated Infection.

- 6.2. The AOP should be developed in the context of the HSCP Strategic Plan, NHS Board Strategic Plan, regional planning, workforce planning, financial planning and the range of quality improvement and collaborative work that is underway. It will provide assurance on the whole-system operational planning process over 2019/20 and the next two years.

- 6.3. The Scottish Government has provided feedback to the Chief Executive about the draft NHS Forth Valley AOP, and a report was submitted to the NHS Board on 28 May 2019. The plan is being finalised to include the contribution from the Head of Social Work Adult Services and other colleagues.

6.4. Primary Care Improvement Plan

Further to the update given at the last IJB by Dr Stuart Cumming, Associate Medical Director for Primary Care, Iteration 2 of the Primary Care Improvement Plan (PCIP) has now been agreed by tripartite partners and submitted to the Scottish Government.

- 6.5. All key stakeholders have worked collaboratively and productively to develop and deliver both our original PCIP and Iteration 2. The Chief Executive of NHS Forth Valley Board, Chief Officers with delegated authority from both IJB's and the GP Sub Committee of the Local Medical Committee have agreed on the Iteration 2 submission. It must be recognised, however, that this agreement is for 2019/20 planned activities only.
- 6.6. It should be highlighted that the original PCIP (iteration 1) was designed to deliver the requirements of the GMS contract in full and as such the projected cost was not limited to the initial proposed funding, with a funding gap to meet 2021 commitments of £5m (£3m recurring) identified in PCIP iteration 1. Through refinement of the plan this has reduced to £2m in 2020/21 (£1.2m recurring) in Iteration 2. This approach recognised the Scottish Government commitment to fully fund the implementation of the GMS contract.
- 6.7. The Scottish Government has confirmed that additional funding will not be provided. In addition, the Health Board and the two IJB's are under significant financial pressure and it is unlikely that additional funding can be allocated from existing revenue budgets. Though the possibility of such, through measures such as reducing reliance on secondary care through increased and improved prevention activity in Primary Care, will continue to be explored. As a result, the years of the plan reaching beyond 2019/20 remain unaffordable at the current point and without further Scottish Government funding, planned activities will require to be revisited and expenditure commitments brought in line with available resource. This will most likely impact on our ability to deliver the GMS contract in full in Forth Valley.
- 6.8. Alternative options for future delivery will be fully explored as part of the evaluation work on service delivery and expenditure to date however, without assurance that sufficient funding will be in place to deliver the contract by April 2021, future iterations are unlikely to be endorsed by our tripartite partners in Forth Valley.

7. IJB FINANCIAL UPDATE

- 7.1. The Leadership Team has been meeting regularly, with separate meeting arrangements in place to cover finance issues. An update on the financial position is detailed as separate agenda items.

8. IJB GOVERNANCE

8.1. IJB Annual Performance Report 2018 – 2019

The Public Bodies (Joint Working) (Scotland) Act 2014 obliges the Integration Authority to prepare a Performance Report for the previous reporting year and for this to be published by the end of July. This means that the IJB will need to prepare and publish an Annual Performance report 2018 – 2019 by 31 July 2019.

- 8.2. As the Board will not meet until 6 September 2019, arrangements to sign-off the report for publication need to be considered. It is proposed that the draft report will be circulated to the IJB members for comments in July, with the final agreement to publish delegated to the Chair, Vice-Chair, Chief Officer and Chief Finance Officer. The final report will be presented to the Board in September for information.

9. PUBLICATIONS

Audit Scotland Drug and Alcohol Services – an update

- 9.1. In May 2019, Audit Scotland published an update on drug and alcohol services in Scotland. The update was produced for the Auditor General for Scotland and the Accounts Commission. A full audit was not carried out, but a briefing was prepared to provide an overview of the current position based on routine monitoring, drawing on national data and a number of key interviews. The update also summarises progress against recommendations made in Audit Scotland's 2009 audit report. The update identifies where progress has been made and where there is good practice to learn from elsewhere.
- 9.2. Drug and alcohol-related deaths and morbidity remain high in Scotland compared to the rest of the UK and many other European countries. Ten years on from the publication of the national drug and alcohol strategies, that aimed to reduce avoidable deaths and support recovery, the evidence suggests that there is much work still required to achieve this goal.
- 9.3. In the Forth Valley area the prevalence of drugs deaths is 0.11% per 1000 of population, against a national average of 0.14% per 1000. The Falkirk Alcohol and Drugs Partnership (ADP) is committed to preventing drug related deaths and is working, in partnership with NHS FV, Police Scotland and our third sector colleagues to address the complex issues that lead to problematic drug use. The ADP has not yet had time to consider the detail of the report, and will brief the IJB further in due course as required.

10. CONCLUSIONS

- 10.1. The report summaries work being taken forward on a collaborative and strategic approach that will continue to address the range of issues facing the partnership.

Resource Implications

The Chief Finance Officer will continue to report through the IJB finance reports to the Board.

There remains commitment from all partners to ensure the Partnership meet its statutory obligations under the Public Bodies (Joint Working) (Scotland) Act 2014.

Impact on IJB Outcomes and Priorities

The ongoing work is designed to deliver the outcomes described in the Strategic Plan.

Legal & Risk Implications

The IJB is required to be compliant with the Public Bodies (Joint Working) (Scotland) Act 2014 and the Falkirk IJB Integration Scheme.

Consultation

Stakeholders will be involved as required.

Equalities Assessment

There will be appropriate consideration of the equalities implications and equalities impact assessments as required for work noted in this report.

Approved for Submission by: Patricia Cassidy, Chief Officer

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Date: 27 May 2019

List of Background Papers: n/a