

Agenda Item

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Title/Subject: Chief Officer Report
Meeting: Integration Joint Board
Date: 6 December 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 IJB members are asked to:

- 2.1. note the content of the report
- 2.2. consider the financial risk associated with the winter plan
- 2.3. approve the appointment of the substitute carer representative.

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: Progress with the transfer of Phase 1 Services**
The Chief Officer and Heads of Integration have been meeting with the NHS Chief Executive and Director of HR to progress with the transfer of NHS functions to the HSCP. A finalised professional staff list has been provided and the associated admin and clerical staff list is being finalised along with the budget information and professional structure for AHPS.
- 4.2. Further work is required to complete the due diligence exercise for the transfer. Financial information is required to build the locality budgets, including the staff and support role budgets, to ensure that the services transfer safely with minimum disruption to service users and staff. In addition more information is required on the community hospitals, including medical support, models of care, site management etc.

- 4.3. Interviews were held recently for the third Locality Manager post. A preferred candidate has been identified and, subject to completion of pre-employment checks, should be in post by March. This will support the development of the integrated locality teams and locality plans.
- 4.4. **Forth Valley wide services**
Discussions are underway to develop proposals for coordinating Forth Valley wide health services with the NHS and Council Chief Executives.
- 4.5. **Support Services Agreement**
Work is underway to scope out the support services transferring into the partnership with the NHS operational services. NHS Forth Valley has provided a list of contacts for areas including planning and performance.
- 4.6. As previously acknowledged, the HSCP will require additional capacity to deliver transformation at the same time as delivering business as usual. Most recently the EY annual audit report highlighted the lack of support as a critical factor for the IJB in making progress with integration.
- 4.7. Proposals were developed for permanent capacity to support the delivery of the strategic plan and business priorities. A bid was submitted to the Leadership Fund for key support roles for the HSCP. This has subsequently been agreed by the IJB Chair and Vice Chair as part of the approved governance process and is reported in the finance paper on this agenda. This includes new planning and policy posts; project management support, a TEC lead, a communications and engagement officer post as well as some other support service posts.
- 4.8. **Leadership Development**
The HSCP is beginning a collaborative leadership training programme for senior managers from across the partnership and third sector. Twenty four staff from the senior leadership team with services managers and clinical managers begin the programme on the 2 & 3 December. This will be followed by ten monthly development sessions. The programme will support individual leadership development at the same time as building a collaborative, cohesive management team.
- 4.9. **GP Lead: Recruitment update**
The HSCP has been actively recruiting for a 4hr GP Lead post for each of Falkirk's 3 Localities. It is hoped that each of these GPs will be able to play an important role in helping to shape the future of their locality.
- 4.10. We have successfully recruited Dr David Reid, a GP Partner at Polmont Park Medical Group as the GP Lead for Falkirk East Locality. In Falkirk West Locality we have recruited Dr Jonathan Turner who will commence this role towards the end of November. We will go back out to advert of Falkirk Town Locality and will provide a further update when available

4.11. Unscheduled Care and Delayed Discharge

The regular update on progress is included in the performance report and improvement plan, elsewhere on the agenda.

5. FALKIRK COMMUNITY HOSPITAL

- 5.1. A report from the NHS Chief Executive proposing developing a business case for the redevelopment of Falkirk Community Hospital (FCH) is on the agenda. At the time of writing the FCH report was not yet finalised.
- 5.2. The future requirement for community bed based care will be scoped as part of the work with the Institute of Public Care (IPC) and will include a review of the community hospitals and development of an intermediate care facility. This will also link to the work commissioned by NHS Forth Valley on the acute hospital set aside. A full report will be presented to a future meeting.
- 5.3. It will be critical that the model of care is developed using the whole system approach to ensure that any investment is evidence based and designed to meet future demand. The timeline in the report does not take account of the time to develop the model of care. The requirement for such bed based care will change as a result of the Home First strategy. This needs time to be tested and evaluated with the first test of change to take place in September. Any development will require to harmonise with the primary care asset plan and explore any opportunities for colocation with other services with a 'One Public Estate' approach.
- 5.4. Additional technical, planning and project support will be required to deliver the community hospitals project.

6. MINISTERIAL STRATEGIC GROUP (MSG) SELF EVALUATION

- 6.1. As part of the MSG self evaluation improvement plan, Falkirk IJB agreed to undertake externally facilitated board development sessions. At the initial Board development session in August, members agreed that two further sessions be held: firstly with voting members, both Chief Executives and the Chief Officer and secondly with the non-voting members, who agreed to hold the voting members to account for progress.
- 6.2. The sessions have now taken place on the 20 and 22 November. In each session participants expressed commitment to improve the pace of integration. The voting member's session reported an increased level of trust and confidence to move on and the non-voting members recognised in their session that progress had been made since the original self evaluation in May.
- 6.3. It is proposed that another full board session takes place in the New Year to review progress, consolidate further improvement actions and repeat the self evaluation thereafter.

7. HSCP SERVICE DEVELOPMENTS

7.1. Home First

A test of change has been running in three wards in Forth Valley Royal Hospital (FVRH) since the beginning of November. The initial results have been very positive with early signs of improvement in delays in discharge. The Home First Team Leader is present in the hospital, attending clinical and ward discussions to identify and support prompt discharges to prevent delays arising. The team then provides intensive reablement support which is scaled down as the person recuperates at home.

- 7.2. If the test of change is successful the service will be extended to other wards and to the community hospitals. This will require a reconfiguration of the hospital team, review of the discharge hub, enhanced community team and the interface with locality home support teams and frailty pathway. This is in line with the recommendations set out in the Partnership Funding report, as a separate agenda item.

7.3. Whole System Approach

A joint workshop was held on 4 November for staff from both HSCPs and FVRH to explore whole system working. The event was oversubscribed and included presentations by Brian Slater from Scottish Government, both IJB Chief Officers and the Director of Acute Services. The outputs from the workshops will inform joint planning for whole system working and the Home First roll out.

7.4. Review of day services for older people

In line with the HSCP's Strategic Plan the review of day services will look to deliver care in different ways that better meets the needs of older people, improves outcomes and community wellbeing.

- 7.5. A multi-disciplinary, cross-sector leadership/steering group has been established. A future model of day care for older people, based on social inclusion and the principles of community led support, is being developed in collaboration with partners and people who use our services and their carers.

- 7.6. It is anticipated that the group will report back to the board, outlining the proposed options for our models of day services for older people in March 2020.

7.7. Residential Short Breaks – Thornton Gardens

At its meeting on 5 April 2019, the Board approved a proposal to relocate the residential short breaks service from the Rowans bungalow. This is owned by NHS Forth Valley at the Lochview Hospital site and is managed by the Social Work Adults Service. The proposal was to relocate the service to a vacant property at Thornton Gardens, Bonnybridge. This was possible because of two events: the Rowans bungalow has developed a major structural fault; and the current tenant at Thornton Gardens, Bield Housing Association Limited (Bield), have ceased their residential care service there and wish to renounce the lease.

- 7.8. Initial appraisal of the Thornton Gardens building confirms that it would be feasible to deliver the residential short breaks service at the site and with increased capacity. The Board approval was based on a re-location of the existing service, including transfer of the totality of the existing service revenue budget. A modest increase in funding is anticipated, associated with the requirement for building repair and maintenance.
- 7.9. The IJB has the Carers' Strategy funding stream which is subject to a formal governance process. Work will be undertaken to determine if an application to the Carers Strategy funding stream or the wider Partnership Funding stream is required. Such a resource could offer some scope to fund expansion of provision, this to be subject to further resource planning and decision making.
- 7.10. Thornton Gardens is the subject of a complex leasing arrangement between the Council and Bield. During the past year there has been discussion with relevant stakeholders around a solution allowing termination of the lease. The Scottish Government provided financial support for the original build costs of the facility and retains an interest in the matter. They have therefore been included in the discussion as an interested third party. The Council's Legal Services have guided these discussions.
- 7.11. The three parties have reached agreement in principle on an approach which would facilitate the transfer of the building to Council use, risk having been appropriately managed with regard to the HAG liability. A report was approved by Falkirk Council on 8 October 2019 that set out the approach to transfer the building.
- 7.12. The intention is to have the residential short breaks service operational from Thornton Gardens in the early New Year. Discussions with the Care Inspectorate and contractors are in progress to facilitate this timeframe.
- 7.13. Capacity at Thornton Gardens exceeds the space required to meet the residential short breaks service as presently provided at the Rowans and projected demand (including that currently unmet). Under-utilisation of the building asset is recognised as a suboptimal medium and long term outcome. Further work will take place to develop a business case exploring best use of the excess space. Extended uses of the space might include crisis intervention and short term assessment services, not necessarily limited to any one service user group. The design of future extended use proposals will follow co-production principles, protecting and enhancing the quality of the existing short breaks service.

8. SERVICE PLANNING

8.1. Winter Plan

A report on the winter plan is on the agenda. At the time of writing the Winter Plan report was not yet finalised. The plan is the result of a substantive piece of work for colleagues across the partnership and reflects a significant amount

of effort. It is a concern though that the focus for funding is primarily in the acute hospital with a small investment in the nursing capacity in the ECT team but no investment in community based supports, care at home or intermediate care. The HSCP submitted bid for funding but it was not successful. The partnership is currently working to extend the number of reablement beds in Summerford to support discharges. NHS FV CEO has committed additional physiotherapy and occupational therapy staff to support reablement in Summerford.

- 8.2. The Chief Officer and Chair of the IJB is being asked to approve the winter plan which identifies an unfunded risk of circa £400k should contingency beds be required in ward 5 in Falkirk Community Hospital. These beds have been opened in previous winters and have remained open until late spring. It is likely that these beds will be required.
- 8.3. This financial pressure is additional to the request from NHS Forth Valley for the IJB to meet 50% of the NHS overspend from IJB reserves which is detailed in the finance paper later in the agenda.
- 8.4. **NHS FORTH VALLEY ANNUAL OPERATIONAL PLAN 2019/20**
A report on the NHS Annual Operational 2019/20 Plan is elsewhere on the agenda.
- 8.5. Scottish Government has recently issued guidance for the development of the Annual Operational Plan 2020/21 which includes collaboration with the Local Authority Chief Executive and HSCP. The AOPs must be clearly set in the context of the Strategic Plan, and should reflect the key contextual aspects of ongoing work on service transformation, regional planning, workforce planning and financial planning.
- 8.6. The current AOPs have been accepted as primarily single year plans. For 2020/21 onwards, the system will move to a three year rolling planning cycle, updated annually. This three year planning cycle is expected to enable NHS Boards to clearly demonstrate what they are doing, in conjunction with their partners, to increase the pace and scale of reform across the health and social care system, with an expectation that those things that will make the greatest difference are positioned at the heart of Boards' transformation programmes.
- 8.7. Planning is in early stages for the 2020/21 AOP, and an update will be reported to a future meeting of the Board.
- 8.8. **Housing Contribution Statement**
This is on the agenda as a separate item.

9. IJB FINANCIAL UPDATE

- 9.1. The HSCP Leadership Group has been meeting regularly, with separate meeting arrangements in place to cover financial issues. An update on the financial position is detailed as a separate agenda item.
- 9.2. The Medium Term Financial Plan (MTFP) and Delivery Plan are detailed as a separate item on this agenda. The draft Business Case was submitted to Falkirk Council on 4 December, subject to IJB approval. It will be submitted to the NHS Board meeting on 28 January 2020.

10. IJB GOVERNANCE

10.1. IJB Carer Representative

The Board agreed at its meeting on 6 September 2019 to recruit to the vacant substitute position for the carer representative. This process has been led by Central Carers Centre and involved the Carers Forum. The result of the process is that Frank Donnelly, carer, is the preferred representative. The Board is asked to approve his appointment to the Board.

- 10.2. Work has started to progress the service user substitute position, and will be advertised in the early New Year.

10.3. Integration Scheme

The Integration Scheme that led to the establishment of the Board was approved by the Scottish Ministers in October 2015. There is a requirement in the 2014 Act to review the scheme before the expiry of the 5 years from that date for the purpose of identifying whether any changes to the scheme are necessary or desirable. While the duty to carry out the review rests with the Council and the Health Board, it is important that the Board is kept advised and involved in that process. Both the Council and the Health Board have identified officers to lead on this piece of work (Colin Moodie for the Council and Graham Foster for the Health Board) and the Chief Officer will lead for the Board.

- 10.4. The Scheme was drafted in advance of the Board coming into existence. This will be an opportunity to look at the scheme again in light of the experience of the Board's operation to identify if there any areas requiring change. It is also an opportunity for the Council and Health Board to consider whether there are any further functions that they would wish to delegate to the Board.

10.5. IJB Records Management Plan (RMP)

In April 2019, the Board was advised that a RMP had been submitted. This was in line with the requirements sets out from the Keeper of the Records at the National Records of Scotland.

- 10.6. The Chief Officer received an Interim Report on the RMP from the Keeper on 3 September 2019. This noted the Keeper's agreement with many elements of the plan, however requested further clarification on certain elements about archiving, methodology of review and about the use of third parties. We have recently received further information from the Keeper, and will conclude this work.
- 10.7. **Tender for General Medical Services**
NHS Forth Valley has recently issued a tender for the management of three 2c practices across NHS Forth Valley, including a practice in Falkirk IJB area. Due to primary care sustainability and general practice recruitment and retention issues the practices became Board managed (2C) practices in 2015. At that time no other viable option was practical. However the preferred long term outcome is to enable Board-managed practices to revert to independent contractor status (17J). These three 2C practices have a combined list size of 21,765 patients and a total General Medical Services (GMS) contract income in the region of £2.7m. Under current procurement regulations, a contract of this financial value can only be awarded through a competitive tendering process and brought to market via the Official Journal of the European Union (OJEU) under the "light touch regime" as per the Procurement Reform Act 2015.
- 10.8. An initial expression of interest in taking over the GMS Contracts for these practices and returning them to independent contractor status was made in April 2019 and a second expression of interest was received in August 2019.
- 10.9. Both interested parties have highlighted the practical benefits and efficiencies of a single operator group co-ordinating activity across all three Forth Valley sites using a merged database.
- 10.10. A paper was presented to NHS Forth Valley Board meeting on September for agreement to issue the tender. This was agreed by the NHS Board without reference to either IJB as the strategic commissioning bodies for community health services including primary care. It would clearly be better for changes of this kind ie commissioning decisions to be initiated and discussed through the Partnership Senior Leadership Group and referred to the IJB as appropriate.

11. CORRESPONDENCE

- 11.1. [**PE1710: Community hospital and council care home services in Scotland**](#)
The Public Petitions Committee is calling on the Scottish Parliament to urge the Scottish Government to review the provision of services for older people and people with long-term illness in community and cottage hospitals as well as Council Care homes across Scotland.
- 11.2. IJB's were invited to submit their views on the action called for in the petition by 11 October 2019. Health and Social Care Scotland supplied individual responses to the petition, including a response from Falkirk HSCP.

- 11.3. **Social Work Scotland Ordinary Residence Procedure**
The Chief Officer received a joint letter from the Scottish Government and COSLA dated 24 September 2019, notifying of a new Ordinary Residence Procedure.
- 11.4. Adults who require social care support have a right to choose the area in which they wish to live. Where that person moves from one local authority area to another and is defined as having become Ordinarily Resident in the new area, there is a duty on the new local authority/partnership to provide services to meet their assessed needs.
- 11.5. In response to requests from Chief Social Work Officers, Social Work Scotland have produced a best practice guide for the transfer of adult social care cases between authorities. It is intended this should be applied in situations where an adult who has previously been supported by one local authority area relocates to another area and becomes a permanent resident.
- 11.6. This procedure has now been endorsed by Scottish Government and by COSLA. COSLA's Health and Social Care Board endorsed this procedure at their meeting in May 2019.
- 11.7. This procedure should be read in conjunction with Scottish Government's existing guidance on Ordinary Residence which sets out the policy and legislative context in which this should be applied. The Scottish Government guidance explains how Scottish local authorities should determine a person's ordinary residence for the purpose of recovering expenditure under section 86 of the Social Work (Scotland) Act 1968.
- 11.8. **Healthcare Improvement Scotland – Community Engagement**
The Scottish Health Council is to be renamed Healthcare Improvement Scotland – Community Engagement and comes into effect in April 2020. The new operating name was agreed after consultation with stakeholders, Scottish Health Council staff and Committee members.
- 11.9. The rebranding comes as part of a wider suite of changes, following an extensive consultation with stakeholders on the role, focus and priorities of the organisation. The changes include a revised work programme based on national themes and local priorities; collaborating with stakeholders to share evidence and experience; and developing new approaches to improving and quality assuring community engagement in the context of health and social care integration.
- 11.10. **Public Health Scotland: Chief Executive Appointment**
Angela Leitch, currently Chief Executive of East Lothian Council, has been appointed to lead the new national public health body.

11.11. **Mental Welfare Commission: Medical Director Appointment**

Dr Arun Chopra has been announced as the new Executive Director (medical) of the MWC and will take up the post in January 2020. Since January 2019 he has been employed part-time by the Commission as a consultant doctor overseeing the safeguards for medical treatment in the Mental Health Act.

12. **CONCLUSIONS**

- 12.1. The report summarises the range of work being taken forward on a collaborative and strategic approach that will continue to address the range of issues facing the partnership and to improve outcomes for service users and carers in Falkirk.

Resource Implications

The Chief Finance Officer will continue to report through the IJB financial 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 and the ongoing commitment will be confirmed in a future report to the Board on the Support Service agreement and the integrated structure.

Impact on IJB outcomes and priorities

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

Legal and 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.

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Date: 28 November 2019

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