

Agenda Item 7

Chief Officer Report



Falkirk Integration Joint Board

20 March 2020

Chief Officer Report

For Decision / Noting

Executive Summary

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).

Recommendations

The Integration Joint Board is asked to:

2. note the content of the report
3. note that a paper will be presented to a future Board following engagement with Strathcarron Hospice on the Memorandum of Understanding (MOU) and Service Level Agreement (SLA)
4. note the ongoing work to review day services for older people and that a further report will be presented to the IJB in due course
5. note that a report on the Joint Loan Equipment Service will be brought forward to the Board in June 2020
6. note the ongoing work in response to the impact of COVID-19
7. note that work is being finalised to reissue the MSG self-evaluation online survey for completion by all Board members
8. note that work to prepare a revised IJB Complaints Handling Procedure will start and an update will be presented to a future Board meeting

Background

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

Integration Arrangements

10. **Integrated Locality Teams**

Development towards integrated locality teams has continued to move forward. Community nursing and Allied Health Professional staff have now been identified to join each of the locality teams to work alongside social work and home care staff. Work is progressing to complete the transfer arrangements including clerical support and suitable office space for each locality team as well as considering mobile and flexible ways of working for the integrated workforce.

11. Work with a wide range of partners to embed a Community Led Support approach to working with communities is advancing with support from the National Development Team (inclusion). Key areas of work include making improvements for Falkirk citizens at the initial point of contact with the Council contact centre which will facilitate signposting to community resources.

12. Another key area of work is around the development of Living Well Falkirk "Talking Points". These will be pop-up hubs across Falkirk where citizens can talk about health and social care and receive advice, information, support and signposting. We have three Community Learning and Development Workers who are vital to the community development work within localities.

13. The third Locality Manager, who will cover East Locality, has now taken up post. This will enable progress to integrated locality team working to pick up pace.

14. **Forth Valley Wide Services**

Discussions continue about the arrangements for coordinating Forth Valley wide health services with the NHS and Council Chief Executives. Since 3 February 2020, in-scope mental health services are being managed by Clackmannanshire and Stirling HSCP Chief Officer. NHS FV continue to manage Primary Care services and Health Improvement Services.

15. These arrangements will require IJB approval and a report will be presented to a future Board once the work with the Chief Executives and Chief Officers has been concluded. This will include clarity on governance arrangements to ensure the IJB is appropriately involved in making decisions about services and budgets they hold responsibility for.

16. **Primary Care Services**

There are two separate reports on the IJB agenda. The first notes progress with the development of the Primary Care Improvement Plan: Iteration 3 and the second report note the future management arrangements for the 2C General Medical Practices. The progress made as highlighted in these reports is welcomed to enable the continued sustainability of GP services and the implementation of the General Medical Services contract.

17. **Support Services Agreement**

Work continues 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, and more detail on what the expected level of support that will be provided will form part of these discussions as it is recognised that current capacity is stretched.

Falkirk Community Hospital

18. The review of community hospitals has to start. This has been delayed in part pending the conclusion of the work to develop a Capacity & Financial Model for NHS Forth Valley and both Integration Authorities. There is also the need to identify the additional technical, planning and project support that will be required to deliver the community hospitals project. These discussions are ongoing with the Chief Executive, NHS FV and the Chief Officer and links to the Support Service Agreement.

HSCP Service Developments

19. **Unscheduled Care and Delayed Discharge**

The regular update on progress is included in the Performance Monitoring report and the Intermediate Care and Home First report as separate agenda items.

20. **Strategic Review of Palliative & End of Life Care**

NHS Forth Valley has previously taken a lead role in the strategic planning and commissioning arrangements for services across Forth Valley area. This has traditionally been informed by the Executive Lead (Medical Director), Senior Planning Manager and four lead clinicians (covering hospital, nursing, GPs and specialist palliative care).

21. Over 2019/20, Falkirk HSCP has started work with the leads to undertake a strategic review of palliative and end of life care. The aim is to help develop integrated pathways, improve service experience and move care and dying towards home where practical, reduce hospital bed use and reduce delayed discharges. This process is expected to be complete by 30 June 2020 and will highlight priorities for improvement and make recommendations for future commissioning.

22. This process also includes preparing a PEOLC Needs Assessment that will consider available information on need, demand and service use and unmet needs. The work has been supported by LIST and Healthcare Improvement Scotland.

23. The strategic review is also taking in to account the:
- Strategic Framework for Action on Palliative and End of Life Care (December 2015). This sets out the vision, outcomes and ten commitments to support improvements in the delivery of palliative and end of life care across Scotland. There is an emphasis on the identification of need and care co-ordination. The SFA is committed to a national vision where everyone in Scotland who needs palliative care and end of life care will have access to it.
 - Advice note published in May 2018 to help Partnerships to inform future iterations of Strategic Commissioning plans and locality plans in respect of the provision of palliative and end-of-life care services.
 - Memorandum of Understanding (MOU) between IJB's and Independent Scottish Hospices, published in July 2019. The MOU builds on the arrangements set out in Chief Executives Letter (CEL) 12, issued by NHS Scotland to NHS Chief Executives in May 2012. The MOU represents a wider statement of intent, recognising the statutory role of IJB's in commissioning palliative care services.
24. **Strathcarron Hospice Service Level Agreement (SLA)**
NHS FV has historically entered in to a SLA with Strathcarron Hospice for the provision of specialist palliative care services and is responsible for monitoring the agreement. The current SLA runs from 1 April 2017 to 31 March 2020, with an annual value of approximately £2.1m (at 2019/20 funding levels). Discussions around the renewal of the SLA are ongoing and NHS FV will negotiate a single SLA on behalf of the Falkirk HSCP and the Clackmannanshire & Stirling HSCP. As Strathcarron Hospice also provides services to the Lanarkshire area, this will also include discussions with the relevant HSCP's.
25. In line with the current directions to NHS Forth Valley, lead officers for PEOLC will continue to take a lead in the procurement processes on behalf of the IJB. The Board is asked to note that a paper will be presented to a future Board following engagement with Strathcarron Hospice on the MOU and SLA. This report will be subject to Board approval.
26. **Review of day services for older people**
The main aim of the day services review for older people is to develop a model of person-led, community-led services that encourage social inclusion and equality. A report and workshop discussion took place with the Strategic Planning Group (SPG) on 14 February and the proposed new model for day services for older people was received positively. This is summarised in the figure below:

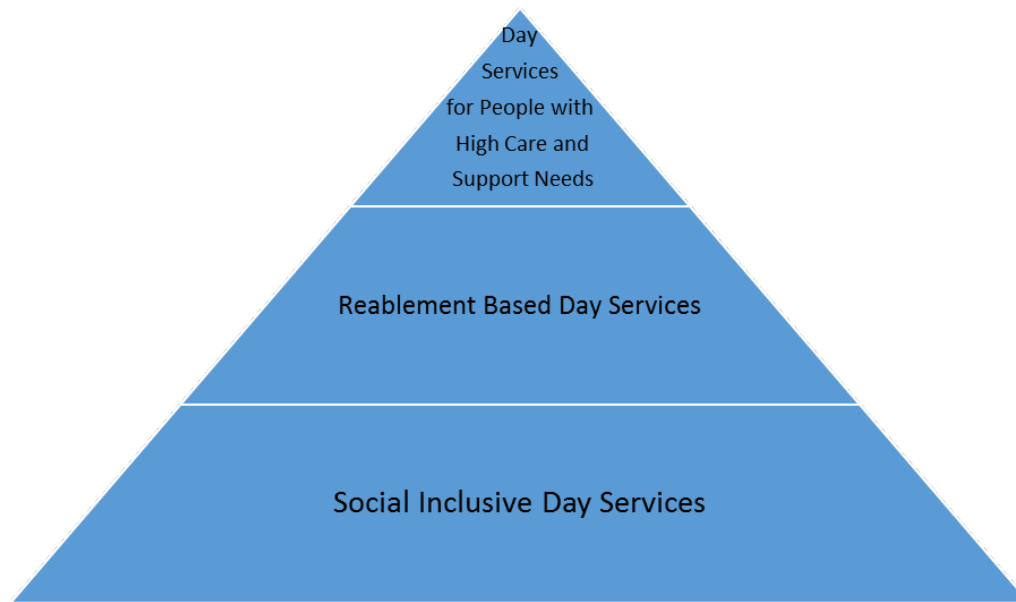


Figure 1: Proposed model for day services for older people

27. The review will continue to consider current service provision, the needs of people currently using these models of service, and what type of services people would expect to use in the future. While older people state their satisfaction with the services they currently receive, it should be recognised that future generations will likely wish to opt for something different. There is strong support for day services that are localised, accessible, enduring, flexible and responsive to older people with a range of needs. Therefore, a wide spectrum of services/supports for older people across Falkirk is required ranging from early intervention opportunities, preventative services, short term reablement services and longer term services for people with the most complex needs. This will ensure our existing community facilities meet the needs and aspirations of their communities.
28. The model will meet the identified outcomes for older people in Falkirk by providing a comprehensive range of opportunities from support to access mainstream community support to providing people with high care needs ongoing specialist care, which will prevent institutionalisation. The review process will engage with other key governance and stakeholder groups including the HSCP leadership team and the Living Well Falkirk Steering Group.
29. Further work to be progressed and an action plan outlining the next steps to be taken to bring about the changes to services to implement the model will be presented to relevant key groups and the IJB in due course.
30. **Residential Short Breaks – Thornton Gardens**
It is anticipated the Rowans Short Break Service will move to Thornton Gardens in by April. The current service will remain open until the service moves to the new building ensuring people continue to receive their service. This will initially increase the service provision to 4 beds and a fifth bed for emergencies.

31. Throughout January and February the work on the building to make it operational has significantly progressed. The service has worked closely with the Care Inspectorate, following their advice to enable them to register the service at Thornton Gardens. The bedrooms have been upgraded including the on-suite facilities and at present are being furnished. A Fire Risk Assessment and Environmental Health report have been carried out. These reports were positive about the work being carried out. The building has its certificates in place and we hope the work will be completed in the first week of March with a deep clean of the kitchen facility.
32. Service users, parents and carers and staff members have had the opportunity to view the premises at Thornton Gardens and this was met with a positive response. There will be a further opportunity for them to view the building once the Care Inspectorate approves the registration and we are planning an official opening event likely to be held in May, with the date to be confirmed.
33. **Joint Loan Equipment Service**
The supply of specialist equipment is a vital aspect of community care services, preventing hospital admissions, supporting early discharge and end of life and palliative care. At present the Joint Loan Equipment Service (JLES) meets a wide range of needs across most care groups and ages. The equipment provided maximises independence promotes reablement. This includes the provision of simple equipment to enable adults to carry out the activities of daily living including transfers, toileting, bathing and mobility etc. It also offers solutions for people with more complex needs and long term health conditions including, delivering, setting up, servicing and maintenance of beds, specialist mattresses, specialist seating, and moving and assistance equipment.
34. The service is currently delivered through a partnership consortium of Falkirk Council, Stirling Council and NHS Forth Valley, that was established in 2006 and as such, does not truly reflect the current demands and obligations of the service. Furthermore, given the historic agreement in respect of the service provision, and the evolution of equipment and costs, the current budget profile no longer meets demand.
35. Over the course of the last 6 months we have reviewed the service using the National Improvement Framework for Community Equipment Services. The outcomes of the review will enable us to develop a range of informed options for the service going forward, which in turn should ensure that our equipment provision is fit for purpose going forward to meet the increased complexity of care within communities. Furthermore, the findings from the review will help inform the development of both effective service provision and budgetary requirements.
36. Work is currently on-going within the JLES partnership to consider all available options, and a report will be brought forward to the Board in June 2020.

37. **Carers Collaborative Project**

Carers Scotland and the Coalition of Carers have been funded by The ALLIANCE to work with 6 pilot areas on a project to support carer engagement and involvement. This will include working in partnership with local carer centres and HSCP's. Falkirk HSCP and Falkirk Carers Centre are participating in this pilot work alongside local carers. This will inform our carer training and support arrangements for carers that agree to sit on local strategic groups.

38. The project will develop and facilitate a course for carers to equip them to become more involved in local strategic planning with a view to becoming carer representatives on IJB's, Strategic Planning Groups and locality groups.
39. This will include working together to identify carers who wish to participate, co-producing the course with carers and producing an induction pack for carers who have completed the course, as well as ongoing support following the course. The training format and induction pack will also hopefully mean recruitment of carer representation at locality level is more sustainable, going forward. It is anticipated that the learning from this pilot could be transferable to other representative groups.
40. The need for this kind of training initially came through the Carers Collaborative forum for carer representatives on IJBs (facilitated by the Coalition of Carers in Scotland). It is also highlighted in all of their scoping reports – Enhancing carer representation on Integration Joint Boards. The project will be evaluated through three formal, interactive Learning Days organised and facilitated by The ALLIANCE, which will take into account the learning and feedback gathered from this project.
41. A presentation on the project has been delivered to the Carers Forum so that carers could express an interest if they wished. Initial local meetings have been held involving IJB carer representatives and work started to co-produce promotional materials (eg flyers). This will be used to identify carers who are interested in coming to the training and participating in local strategic planning, but feel they do not currently have the confidence and/or skills to volunteer.
42. The training will involve 2 half-day courses and tentative dates have been agreed for May and June.
43. The project will be evaluated through three formal, interactive Learning Days organised and facilitated by The ALLIANCE, which will take into account the learning and feedback we have gathered from this project

Service Planning

44. **Impact of COVID-19**

In response to the National COVID-19 incident, Falkirk HSCP has established an Incident Management Team (IMT), to support an appropriate and proportionate activation, response and recovery approach. This is in line with the NHS Forth Valley Pandemic Covid-19 Response Framework, and Falkirk Councils Resilience Planning.

45. The IMT is meeting weekly initially, to ensure progression with actions. The actions are based on the Service Business Continuity Plans, and support service delivery and staff welfare.
46. There is a Scottish Government directive to reduce all hospital delays by 9 April 2020, and there are key actions to support this work. A daily SITREP is being submitted to the Scottish Government, providing current information on the delayed discharge situation in Falkirk.
47. Lorraine Paterson, Head of Integration is the named lead for the HSCP, and has links to NHSFV IMT, and Falkirk Councils Core Team.
48. All public information is being supplied via NHS Inform and Health Protection Scotland. To ensure accuracy of information, no further separate public information is being distributed by the HSCP. Regular updates will be provided to the IJB and elected members as required.
49. The Scottish Government has issued correspondence to Chief Executives and Chief Officers asking for Mobilisation Plans by 18 March 2020 that will represent the entire “whole system” response across acute, primary and social care in response to COVID-19. The information requested includes what “scale down” plans for elective inpatients, day cases and outpatients would look like.
50. The Board are asked to note that similar responses may be necessary for social care services, and that Board and elected members will be kept informed of significant changes to services in response to the COVID-19 situation as it emerges. The Board are also asked to note that officers priority over the coming weeks will undoubtedly need to focus on operational service provision and that this may have an adverse impact on the presentation of requested Board papers and business.
51. **Winter Plan**
The Board were previously advised that the Chief Officer and Chair of the IJB had been asked to approve the winter plan. This has identified 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. At the time of writing this report, the winter beds were opened, and remain open. The funding assumptions around winter planning are included in the March figures.
52. **NHS Forth Valley Draft Annual Operational Plan (AOP) 2020/21**
The draft 2020/21 AOP has been submitted to the Scottish Government, and an update will be reported to a future meeting of the Board.
53. **The Scottish Government’s Adult Social Care Recruitment Campaign**
On 27 January 2020, the Scottish Government launched an eight week national recruitment campaign aimed at frontline workers in adult social care (ASC).

54. This campaign is in response to recruitment pressures, and to the National Health and Social Care Workforce Plan which includes a recommendation to deliver a national recruitment campaign to promote social care as a meaningful, valued and rewarding career choice. This campaign aims to attract new recruits into ASC, in particular in care homes, care at home and housing support.
55. The media strategy will target commuters on their way to and from work, and is timed to coincide with the 'new year, new start' mind-set, when people are considering changing career. It will comprise of press (Metro and Big Issue), digital advertising, radio (local and national) and outdoor advertising (e.g. on buses, trains, phone kiosks and digital sheet panels). In addition to the media, there will be:
- A campaign website, signposting to SSSC's careers pathway website
 - Partnership and Field activity targeting commuters
 - PR, promoting the campaign and case studies of people who work in ASC.

IJB Financial Update

56. 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.

IJB Governance

57. **Revised guidance on Clinical and Care Governance for IJBs and HSCPs**
One of the recommendations from the 2018 Audit Scotland report on the integration of health and social care was that the guidance to support clinical and care governance should be revised. Initial work to take this forward has included background analysis of the current clinical and care governance systems and processes within IJB's and HSCPs, as well as considering local and international best practice.
58. Three regional stakeholder events have now been held across Scotland in January 2020. The purpose of the events was to co-produce the revised guidance with professional teams within the IJBs and other key stakeholders. A staff survey monkey has also been sent to selected numbers of frontline staff to complete. The feedback from both these sources will be used to help inform the next steps in how to support implementation and delivery of clinical and care governance in Scotland.
59. A further consultation is planned for the final draft document in April 2020 with key leadership stakeholders. A final launch date for the guidance is anticipated to be in May 2020.

60. **Integration Scheme**
An update on the work to review the Integration Scheme is a separate agenda item.
61. **Ministerial Strategic Group (MSG) Self Evaluation**
As part of the MSG self evaluation improvement plan, Falkirk IJB members have taken part in a number of externally facilitated board development sessions. The Board also agreed to repeat the national MSG self evaluation, to assess their progress against each of the six key features supporting integration.
62. The Board is asked to note that work is being finalised to reissue the online survey for completion by all Board members. Once this has been completed analysis of the responses will be done, with a report to a future Board meeting or development session.
63. **IJB Complaints Handling Procedure**
The Scottish Public Services Ombudsman (SPSO) has written to Chief Officers about the publication of the revised Model Complaints Handling Procedure (MCHP) for The Scottish Government, Scottish Parliament and Associated Public Authorities in Scotland. The changes are in response to feedback received to a consultation on the update and revision of the MCHPs across all sectors (except the NHS). This survey took place in December 2018/2019.
64. For complaints relating to the actions and processes of the IJB itself, IJBs should adopt the MCHP for the Scottish Government, Scottish Parliament and Associated Public Authorities. The IJB is required to implement this updated MCHP over the year, with full implementation by no later than 1 April 2021. The Board is asked to note that work to prepare a revised IJB Complaints Handling Procedure will start and an update will be presented to a future Board meeting.
65. There are also new arrangements for HSCPs handling complaints about social work services. The SPSO have combined the MCHPs for the local authority and social work sectors into a single document (the Local Authority MCHP). There will no longer be a standalone social work MCHP. This must be done by 1 April 2021.
66. In practice HSCP staff responding to complaints about social work services must use the local authority CHP once this has been updated. HSCP staff responding to complaints about health will continue to use the NHS MCHP. As with the current arrangements, the procedural elements of the two MCHPs tie in closely, so where complaints cut across services, they can still be handled consistently.
67. **IJB Records Management Plan**
In line with the requirements sets out from the Keeper of the Records at the National Records of Scotland, work is ongoing to resubmit the IJB Records Management Plan (RMP).

Conclusions

68. The report summaries 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 and the associated Delivery 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.

Report Author

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Author of report: Suzanne Thomson, Senior Service Manager

List of Background Papers

The papers that may be referred to within the report or previous papers on the same or related subjects