

# **Agenda Item 5**

## **Chief Officer Report**



# Falkirk Integration Joint Board

19 June 2020

Chief Officer Report

For Decision

## 1. Executive Summary

- 1.1 The purpose of this report is to update members on current developments within the Falkirk Health and Social Care Partnership (HSCP). In particular this provides a focus on the Covid-19 pandemic response.

## 2. Recommendations

The Integration Joint Board is asked to:

- 2.1 note the content of the report and the ongoing work in response to the impact of Covid-19
- 2.2 agree to continue to delegate authority to the Chief Officer, to be reviewed at the Board meeting in September 2020
- 2.3 note the update on reports expected to the June Board meeting and that these will be presented to a future meeting.

## 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. Response to Covid-19

### 4.1 Delegated Authority

At the March meeting, IJB members agreed that authority is delegated to the Chief Officer to deal with urgent business, which would normally be determined by the Board, during the period of the Coronavirus outbreak. This was until at least the Board meeting scheduled for 5 June 2020, or for a longer period if Government advice remains to minimise social interaction. At the time of preparing this report, this continues to be the case.

- 4.2 The Coronavirus outbreak continues to pose a significant risk to the continuity of service delivery of the Partnership. Recognising this, and that the Board has a recess period over July and August, in order to ensure that the service is able to remobilise, recover and respond to emerging issues in

a way which ensures the safety of our communities, the Board is asked to agree to continue to delegate authority to the Chief Officer, to be reviewed at the Board meeting in September 2020.

- 4.3 The Chief Officer has exercised the delegated authority to approve the partnership funding proposals as detailed in the IJB Board paper circulated in advance of the meeting on 20 March 2020.
- 4.4 Since the 20 April the Chief Officer and Chief Finance Officer have been meeting weekly with the IJB Chair and Vice Chair via teleconference, to provide updates on the HSCP Covid-19 response, progress with the mobilisation plan and associated financial decisions. The mobilisation costs are detailed within the finance paper on the agenda.
- 4.5 The Chief Officer also agreed to delay the publication date for the annual performance report until 30 September in exercise of the power granted to public authorities under the Coronavirus (Scotland) Act 2020 to do so. The staff who would have been involved in its preparation have been heavily engaged in supporting the Covid-19 pandemic response.
- 4.6 **Covid-19 Falkirk HSCP Remobilise, Recover, Redesign**  
A separate agenda item report provides a high level overview of the HSCP mobilisation in response to the Covid-19 pandemic. It outlines the key elements for recovery and the potential opportunities for redesign, within the context of the delivery of the National Framework, the IJB Strategic Plan and national policy and guidance.
- 4.7 **Mobilisation Centre**  
The HSCP established a Covid-19 Incident Management Team from 23 March 2020, with representation from all partners. Through the centre, updates are provided by services and capacity to respond to Covid-19 is co-ordinated. The Mobilisation Centre operates as Bronze Command.
- 4.8 The team has worked well over the period of the crisis, operating on a daily basis until recently when this has reduced to 3 days each week. The decision to reduce the Centre reflected the pattern of the pandemic and was in line with other services step down arrangements.
- 4.9 Throughout the period, chronology, issues and decisions logs were recorded and we have started to use these records to inform learning and aid recovery and business continuity plans.
- 4.10 **Covid-19 Mobilisation Plan Financial Returns**  
Weekly financial returns continue to be submitted to the Scottish Government to capture the additional costs associated with Covid-19. The returns reflect the financial implications of all actions currently being taken forward by the IJB as part of the local mobilisation plan to respond and support resilience during the course of the pandemic. The vast majority of the estimated costs are expected to be incurred in financial year 2020/21.

- 4.11 The total projected costs included in the most recent return for Falkirk IJB are significant and include potential unachieved savings that are expected to be delayed or unable to proceed due to covid-19.
- 4.12 The Finance Report, presented by the Chief Finance Officer, is a separate agenda item on the report and provides further information.
- 4.13 **Primary Care Services**  
The focus of primary care in recent months has been on managing and rationalising Covid-19 and non-Covid pathways with primary care providing the significant majority of resource to cover the Triage Hub and the Community Assessment Centres (CAC). This has required working closely with the Out of Hours service and the Care Home Assessment and Response Team (CHART) to manage the evolving pandemic situation.
- 4.14 All practices have maintained assessment and the management of undifferentiated presentations to primary care and community services have been maintained. However, screening programmes have been stopped as per national direction and long term conditions review and near patient testing has been rationalised. Practices have engaged extremely well with the significant work around identifying and supporting patients who are in shielded categories.
- 4.15 There has been a significant switch from face to face consultation to telephone or Near Me consultations with practices maintaining the ability to bring in patients as dictated by clinical need. Availability of IT equipment and capability to support remote working remains a significant challenge as does the lack of progress nationally to deliver e-pharmacy. The need for social distancing and managing infection control risk has again highlighted existing primary care premises challenges.
- 4.16 At the interface between primary and secondary care there has been a significant and welcome increase in the numbers of specialties offering advice through Scottish Care Information (SCI) Gateway with responses received often within 24-48 hours.
- 4.17 GP Clusters have been meeting remotely, with more regular meetings, providing peer support and sharing ideas for new ways of working. Escalation plans have been developed on a cluster as well as practice basis.
- 4.18 As we plan the start of recovery we need to keep in mind that:
- The Covid-19 pathway for symptomatic patients will continue
  - That asymptomatic patients are assumed to be Covid-19 positive and PPE worn
  - Practices may still experience chronic reduced capacity due to team members self-isolating
  - Practices will have reduced capacity to assess and treat problems due to the challenges limiting face to face assessments, reduced availability of investigations and out-patient services.

- 4.19 The GP sub-committee have adapted a guide to practices to help steer the course back to a more usual way of working, taking into account the restrictions enforced by social distancing and shielding. The focus on Anticipatory Care Planning has been prioritised particularly because of the additional care home work and shielding.
- 4.20 **2c Practice Update**  
Following a tender process and a transition period during April and May 2020, Forth Medical Group now hold the GMS Contracts for Kersiebank, Bannockburn and Hallpark Practices. This transition has happened seamlessly and with no concerns raised.
- 4.21 **Clinical Leadership update**  
Dr Scott Williams has been appointed as Deputy Medical Director for Primary Care following Dr Stuart Cumming's retirement as Associate Medical Director. It is timely to express thanks on behalf of Primary Care and IJB for the significant contribution to primary care and to whole system working which Dr Cummings has made over many years in the role as GP and associate director.
- 4.22 **Care Homes and Care at Home**  
Practices have reviewed their care home patients to maximise numbers of patients with appropriate ACP / AWI / KIS documentation. To increase the response to care homes for dealing with Covid-19 symptoms, the Care Home Assessment & Response Team was created. This has a clinical compliment of GPs and ANPs working with colleagues from social care working, AHPs, our palliative care team, Care Home Liaison Nurses, the Enhanced Community Team, community nursing and public health. A number of education sessions have also been organised and made available to clinicians and care home staff.
- 4.23 The Enhanced Community Team (ECT), augmented by the addition of 3 geriatricians, are now providing clinical support for GPs and the CHLNs. The team is also providing a Covid-19 response for the frail in the community while continuing a core function of keeping unwell frail adults at home. Close working with the HSCPs has helped develop new pathways including step – up facilities and the Covid-19 assessments and is informing development towards a larger Hospital at Home model. A proposal to sustain this model is on as a separate agenda item.
- 4.24 **Flu Vaccine Programme**  
A significant piece of work requires to be taken forward around the flu programme for this year. A new and safe model of delivery must be developed given the more complex situation this year as social distancing and shielding render the traditional model of mass immunisation clinics impractical and inappropriate. The Vaccine Transformation Group, with clinical input and leadership from General Practice, has begun looking at alternative models for this and a weekly Operational Immunisation meeting has been initiated.

- 4.25 It is anticipated that the flu programme in primary care for 2020/21 will be developed through collaborative working between GP practices, the immunisation team with NHS Board organisational support. Practices will continue to support the programme in line with the Enhanced Service requirements.
- 4.26 There are 4 main cohorts of patients to consider:
- 2-5 year olds
  - Primary school children
  - 12-65 year olds at risk
  - Those over 65 years.
- 4.27 A test of change will be supported for Clackmannanshire patients for the 2-5 year age group. This will be led by the VTP team with learning informing a whole area service delivery next year. Any practices who have significant challenge in delivering immunisation to this group may also receive VTP support. The school immunisation team will be responsible, as before for primary school children.
- 4.28 General Practice will identify those at risk in the under-65 age group. There is no current alternative IT solution to identify patients in at risk groups. Practice staff will continue to support delivery of immunisations however this year the workload and time required to deliver the programme will be more intensive and innovative ways of working will be necessary. There is a need to identify appropriate large venues and to consider drive-through immunisation centres.
- 4.29 The learning from this year will be essential in informing the model for 2021/22 when the VTP team will assume responsibility for the flu programme.
- 4.30 The Primary Care Improvement Plan is attached as a separate agenda item for the Boards approval. The plan needs to be submitted to the Scottish Government by 23 June 2020. Discussions are ongoing with finance colleagues about the PCIP funding for 2021/22 as the full delivery costs of the plan, including the flu vaccination programme, exceeds the indicative recurring funding provided by the Scottish Government.
- 4.31 **Adult Support and Protection (ASP)**  
ASP referrals initially dropped during March but have seen a steady increase over the April and May, but remain low compared to previous years. The Adult Support and Protection Committee is monitoring the situation and has introduced a social media and poster campaign to raise awareness in the community. The HSCP has continued to provide support and has worked closely with the Carers Centre, Third sector and the Council "Support for People" team.

4.32 **Residential Short Breaks – Thornton Gardens**

This work has progressed as part of the covid-19 response and recovery and remobilisation plan. A separate report is on the agenda requesting Board approval to agree to extend provision from 4 to 14 beds to cover both younger and older adults.

4.33 **Personal Protective Equipment (PPE)**

The Board will be aware through national press coverage and the IJB Bulletin issued in May 2020 of the issues with access to PPE and the local position. A more detailed report on PPE is being prepared for the Clinical and Care Governance Committee meeting on 26 June 2020 and can be circulated to Board members for information. A summary of key work is set out below.

4.34 PPE stocks are managed through Falkirk Council central stores in Grangemouth (Inchyra Depot). The stock is delivered from there to both internal services/teams and external providers that have a base in Falkirk. PPE Hub is a top-up service and providers should continue to access PPE through their usual supply route and use the Hub where this fails. We have also delivered a significant number of PPE to unpaid carers and personal assistants.

4.35 The store has provided an excellent service with deliveries being made either the same or next day (depending on the time the request comes in). There is an on-call service at weekends if absolutely required. Feedback from providers on the service has been good. There is a Social Care Officer working with stores to liaise with providers, process orders and record distribution for NSS Triage.

4.36 We continue to work closely with a number of partners to ensure the right information and guidance is available as follows:

- Falkirk and Clackmannanshire Carers Centre to promote appropriate guidance for unpaid carers and provide support and information.
- SDS Forth Valley to promote guidance for personal assistant employers
- Procurement and Commissioning team to liaise with providers and ensure we get the right information out to them regarding PPE
- Falkirk Council Training and Development Team and HR to prepare guidance and publish information on the internet and intranet.

4.37 There is also a PPE Coordination Group, chaired by the Chief Social Work Officer that links PPE issues and requirements across services to ensure we can take a coordinated approach to PPE procurement, guidance and health and safety.

4.38 **Living Well Falkirk**

During the continuing restrictions on movement in response to the Coronavirus pandemic, HSCP staff continue to promote the Living Well Falkirk website. The [website](#) has remained available to people throughout

the period of social distancing and has been used to:

- access Healthy Living Advice
- complete a Lifecurve assessment
- get exercises individually tailored to help them retain (or regain) function
- complete a self-assessment on Activities of Daily Living (ADL) tasks they are having difficulty with, and receive advice to help maintain independence and safety
- access links to allow on-line purchase of suitable ADL equipment

4.39 While HSCP staff have necessarily concentrated efforts on services for those at the highest levels or risk, the website has provided a means for citizens to access information without the need for direct contact with staff. From 23/3/20 to 23/5/20 there have been 445 users of the website, for a total of 606 sessions.

4.40 The most popular homepage events were “assessment start” (54), followed by “equipment catalogue” (42) and the new “links to keeping healthy/COVID support page” described below (37). During the same period 77 self-assessments were started, 25 of which were fully completed.

4.41 Whilst restrictions on movement impacted on direct contact between family members, the website has allowed them to play an active part in supporting people to access information, and identify measures to remain independent and safe within their homes.

4.42 A new “Keeping Healthy and Safe” section was introduced, dedicated to Covid-19 information and:

- contains information, advice and videos on maintaining an individual’s independence whilst self-isolating
- offers links to official Covid -19 guidance
- provides positive and uplifting articles on how individuals and communities are working together
- includes ideas for socialising, using technology and community ideas
- supports guidance for improving physical well-being while at home, including access to on-line strength building exercises suitable for sharing with friends and relatives
- supports guidance for improving mental well-being while at home.

4.43 **Living Well Falkirk Centre**

All Living Well Falkirk Centre appointments are currently suspended, in line with Scottish Government advice on social distancing.

4.44 Locality teams take referrals for ADL assessments for people who have been unable to achieve their outcomes via a self-assessment on the Living Well Falkirk website. For those relating to low-moderate risk, details will be kept until the Living Well Falkirk Centre re-opens and an appointment can be offered.



#### 4.45 **Areas of Work Impacted by Covid-19**

Since March, there have been a number of areas of work which have been delayed. This has been essential to ensure that the HSCP has been able to redirect capacity to the delivery of front-line services. These areas include:

- Strathcarron Hospice – renewal of the Service Level Agreement (SLA) for the provision of specialist palliative care services. 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. The Memorandum of Understanding (MOU) between IJB's and Independent Scottish Hospices, referred to in the Chief Officer report in March 2020 is to be progressed as part of these discussions. An update will be provided to a future Board meeting.
- Day services review for older people and the work to develop an action plan outlining the next steps to be taken. The impact of Covid -19 and the shielding, social distancing and infection prevention and control requirements will form part of the careful considerations about how day services are delivered. The service also recognises the impact for people who are not currently able to access these services and their carers, and will take their views in to consideration on how we restart services. The partnership will also follow the Scottish Government route map and requirements and will respond to the changes in the current restrictions as part of the phasing timetable. The review of day services for older people and adults forms part of the recovery planning process.
- A report on options for the Joint Loan Equipment Service (JLES) has been delayed. This involves work with NHS Forth Valley and Clackmannanshire and Stirling HSCP, who are similarly impacted by the pandemic. There had been significant work done prior to lockdown to develop store options, however this needs to be finalised with partners. The review of learning as this relates to the delivery of equipment during Covid -19 pandemic will also be considered and form part of the discussions of the working group to finalise proposals.
- Carers Collaborative Project with Carers Scotland and the Coalition of Carers to work with 6 pilot areas on a project to support carer engagement and involvement.

## **5. Falkirk Community Hospital**

- 5.1 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 and Covid-19.

## **6. IJB Financial Update**

- 6.1 An update on the financial position is detailed as a separate agenda item.

## **7. Correspondence**

### **7.1 Chief Executive of NHS Scotland and Director General**

Malcolm Wright, Chief Executive of NHS Scotland and Director General (DG) Health and Social Care tendered his resignation 11 May 2020. Elinor Mitchell, Director for Community Health and Social Care has been appointed interim DG Health and Social Care and John Connaghan, Chief Performance Officer NHS Scotland and Director of Delivery and Resilience, has been appointed interim Chief Executive of NHS Scotland. These interim arrangements will continue until the end of August, at which point a view will be taken on commencing an open recruitment campaign.

### **7.2 Chief Executive for the Mental Welfare Commission**

Julie Paterson has been appointed Chief Executive and will take up the position on 3 August, 2020. Julie is currently divisional general manager (Fifewide division) at Fife Health and Social Care Partnership, and has had a career in social work in the region.

### **7.3 Crown Office: Covid-19 deaths**

The Lord Advocate is acting in his independent role to investigate sudden, unexpected and unexplained deaths. At the outset of the pandemic a direction was issued that Covid -19, or presumed Covid -19 deaths, did not require to be reported to the Crown unless there is some other substantive reason for reporting the death.

- 7.4 In a statement to parliament the Lord Advocate highlighted that he would give directions that two categories of Covid -19 or presumed Covid -19 deaths meet this criteria and should be reported to the Procurator Fiscal. These two categories are Covid -19, or presumed COVID-19, deaths where the deceased may have contracted the virus in the course of their employment or occupation and Covid-19, or presumed Covid-19, deaths where the deceased was resident in a care home. There is no similar direction about Covid-19 deaths in hospital or in the community and those deaths are not therefore reportable unless there is some other substantive reason.

## **8. Conclusions**

- 8.1 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.

## 9. Report Author

Approved for submission by: Patricia Cassidy, IJB Chief Officer

**Author of report:** Suzanne Thomson, **Senior Service Manager**

## 10. List of Background Papers

n/a

## 11. Appendices

None