

Minute of Integration Joint Board Meeting

Date: Wednesday 12th December 2018

Time: 1pm

Place: County Hall, County Buildings, Ayr

Present

Stewart Donnelly (Chair)

Councillor Brian McGinley (Vice-Chair)

Councillor Julie Dettbarn

Lesley Bowie

Councillor William Grant

Councillor Hugh Hunter

Bob Martin

Linda Semple

Margaret McKeith, Representative Member – Independent Sector

Ewing Hope, Representative Member – NHS Ayrshire & Arran Staff Side

Lynne Anderson, VASA Development Manager, Depute Representative Member – 3rd Sector

Hugh Millar, Representative Member - Public Partnership Forum

In Attendance

Tim Eltringham, Chief Officer (Director of Health and Social Care)

Rob Whiteford, Chief Finance Officer

Billy McClean, Head of Community Health and Care Services

Dr Chaitanya Mudunuri, Stakeholder General Practitioner

Jackie Hamilton, Interim Manager Children's Health, Care and Justice Services

Marie Keirs, Principal Accountant, South Ayrshire Council

Elaine Hill, Senior Manager – Allied Health Professions

Phil White, Partnership Facilitator

Bill Gray, Senior Manager - Planning & Performance

Deborah McVey, Team Leader – Information Governance (Item 10)

Rachel Queen, Records & Data Officer – Information Governance (Item 10)

Laura Conaghan, Administration Assistant

Also Present:

Eileen Howat, Chief Executive, South Ayrshire Council

Stewart Donnelly in the Chair.

1. Apologies for Absence

Apologies for absence were received on behalf of Margaret Anderson, Rosemary Robertson, Dr Crawford McGuffie, Irene McCurdie and Susan Dodd.

2. Declarations of Interest

There were no Declarations of Interest by Members of the Board in terms of Standing Order No. 7, the Standards in Public Life – Code of Conduct for Members of Devolved Public Bodies.

3. Appointment of Voting Member to Performance & Audit Committee

Mr Gray advised the Board that South Ayrshire Council had decided to appoint Councillor Julie Dettbarn to replace Councillor Douglas Campbell as a Member of the IJB. As Councillor Campbell was also a Member of the IJB Performance and Audit Committee, Mr Gray asked the Board to appoint a Voting Member to replace Councillor Campbell on this Committee.

The Board unanimously agreed to appoint Councillor Julie Dettbarn to be a member of its Performance and Audit Committee.

The Chair advised that Bob Martin has been appointed by NHS Ayrshire and Arran as a substitute member for Margaret Anderson who is on sick leave and he welcomed Mr Martin to the meeting.

The Chair formally welcomed Ewing Hope as Staff Side Representative for the NHS to replace Jim McGinn. On behalf of the Board, the Chair thanked Mr McGinn for his support and guidance during his period of office with South Ayrshire Integration Joint Board and wished him well.

4. Minute of Previous Meeting

The minute of the meeting held on 12th September 2018 ([previously circulated](#)) was approved by the Board with the addition of Margaret McKeith to the sederunt for the meeting.

5. Minute of Previous Meeting

The minute of the meeting held on 3rd October 2018 ([previously circulated](#)) was approved by the Board with the addition of Linda Semple to the sederunt for the meeting.

6. Matters Arising

A paper was submitted ([previously circulated](#)) updating Members of the Board on matters arising from previous meetings of the Integration Joint Board and the following was noted:

HSCP Workforce Plan – There is work in progress to produce an HSCP Workforce Plan and this is due to be published in draft form by 31st March 2019.

Technology Enabled Care Strategy – The future provision of technology enabled care in South Ayrshire will be considered as part of the on-going budget process for future years.

Pan-Ayrshire Community Phlebotomy Service – A progress report will be submitted to the Board in March 2019.

Pan-Ayrshire Psychology Review – An interim progress report was submitted to the Board in June 2018, however, due to the rescheduling of Board meetings, it has indicated that the next update report will be submitted to the Board in February 2019.

Strategic Risk Register – Due to some arising risks, the Strategic Risk Register will be reviewed and submitted to the Board in January 2019.

Red Cross Report – Continued funding of the Red Cross Home from Hospital Service will be considered as part of the budget discussions.

Preventing Drug Related Deaths: A Framework for Ayrshire & Arran – An update report is to be provided on an annual basis and as such an update report will be submitted in May 2019.

Strategic Planning, Commissioning and Delivery of Health & Social Care Services – A progress update will be sought from SPOG on this matter and will be reported to the Board in the New Year.

Care at Home Commissioning Plan – This plan is currently on hold due to the recent budget position and will be reviewed following budget setting in April 2019. Care arrangements with care providers remain the same and continue to be managed under the provisions of the outgoing Framework.

2018-19 Integrated Budget Recovery Plan - An updated report will be to today's meeting.

7. Financial Management Report to Period 6

A report was submitted ([previously circulated](#)) by the Chief Finance Officer on the financial position as at 30th September 2018.

The Chief Finance Officer advised that this report sets out the financial position at the end of month 6 and takes into consideration the agreed actions from the Initial Recovery Plan considered and agreed at the meeting of the IJB on 3rd October 2018. The projected overspend for the Partnership as at Period 6 is now £3.3m and this is based on Recovery Plan savings of £1.1m being realised which is not guaranteed.

The Chief Finance Officer highlighted that the agreed budget for 2018/19 included 879 external care home placements. There are currently 923 placements funded by the Partnership, which is a reduction from 932 in June 2018, thereby reducing this

projected overspend from £800k to £600k. The Chief Finance Officer confirmed that it was agreed by the Board to allow the occupation of 4 additional beds within South Lodge Care Home.

Councillor Hunter asked for information regarding the proposal to implement electronic scheduling in Care at Home and questioned if this would be beneficial for staff and service users. Mr McClean advised that the HSCP is currently trialling a system and that a further update regarding this would be given in the New Year.

The Chief Finance Officer advised that the Prescribing Budget is managed by the Health Board on behalf of all of the Ayrshire IJBs. Prescribing is a delegated function to the IJB. The Chief Finance Officer advised that an underspend of £833k for prescribing is forecast for this financial year due to a reduction in drug prices in 2018/19. The Chief Finance Officer stated, in terms of the Integration Scheme, as this is a “windfall” amount that the Health Board has requested that this funding be returned to it and he recommended to the Board that this should be done.

Councillor McGinley requested further clarity regarding the request received and stated if the prescribing budget is delegated by the IJB that it would be for the Board to decide whether or not to grant the request, particularly in light of its current budget difficulties and the overspend projected at the financial year-end.

At the Chair’s request, Mr Gray read the relevant sections of the Integration Scheme relating to prescribing and in-year variations to the Board.

The Chief Finance Officer confirmed that this underspend is being regarded as a “windfall” by the NHS Board.

Ms Bowie stated that the prescribing budget is forecasted in advance for the year ahead and can be wrong.

Councillor McGinley stated, in his view, that the budgets for the IJB had not been sufficiently integrated to date and that there is a need for clarification, discussion and agreement between the Parties and the IJB as to exactly what is meant by delegation and what this then means in terms of the responsibilities of the IJB and the respective parties.

The Chair advised that the Integration Scheme clearly states the difference between savings arising from windfall situations and management action and how these should be treated.

Councillor McGinley requested advice from the Chief Officer in relation to this matter which he requested be recorded and that the Board be bound by this.

The Chief Officer advised, based on the discussion which had taken place, that it might be helpful for this and the other issues relating to the Integrated Budget raised by Councillor McGinley, to be discussed at a three way meeting between the Chair and Vice Chair of the IJB and representatives of the Parties and for a conclusion from these discussions to be brought back to the Board for further consideration at its next meeting.

The Board (1) noted the Financial Management Report for Month 6 as presented by the Chief Finance Officer and the projections for the financial year contained therein; and (2) agreed to the proposal from the Chief Officer to seek a three way meeting to discuss the prescribing issue, the matters raised relating to delegation, the integrated budget and the responsibilities of the IJB and the Parties in this regard, and to receive a further report on the conclusions reached from this at its next meeting.

8. Budget Recovery Plan

A report was submitted ([previously circulated](#)) by the Chief Finance Officer and the Director of Health and Social Care on (1) the progress made to date in relation to the Budget Recovery Plan agreed on 3rd October; and (2) further proposals for in-year savings to balance the budget in 2018-19.

Mr Eltringham gave the Board an overview of the report and highlighted the national context to IJB Members as set out in a recent progress report on Health and Social Care Integration in Scotland published by Audit Scotland. This highlighted significant pressures on Integration Authorities across the country, including the “rising demand for services, financial pressures and the quality of financial planning.”

Mr Eltringham also confirmed that 83% of required efficiencies approved by the Board in the period 2015-18 had been achieved against the challenging national picture painted by Audit Scotland.

Councillor Hunter stated in relation to the budget for 2019-20, that the information produced to support the budget setting process needs to be as accurate and transparent as possible. Councillor Hunter added that the 62 delayed discharges referred to in the report are a huge cost to the NHS and that this funding would be better used elsewhere, locally, within the health and social care system.

The Chief Finance Officer reminded the Board that when the budget was set, it was deemed as being high risk.

Councillor McGinley requested that further information be given to the Board regarding the Set-aside Budget and stated, in his view, that this would be necessary if this budget and the delegated functions attached to it are to be effectively governed by the

IJB. The Chief Finance Officer confirmed that a briefing session was due to be presented to the Board on this, but because of the urgent need to deal with budget recovery, the briefing had had to be delayed.

Ms Anderson advised that 3rd Sector providers had been working on early intervention with service users, however, this is now proving more difficult due to the change in eligibility criteria to critical only. Ms Anderson advised that in some cases people with critical needs are being asked to pay for their care. The Chief Officer/Chief Social Work Officer requested details of these cases.

At the Chair's request the Chief Officer then started to take the Board through the options that could be considered for inclusion in a further Recovery Plan the total of which, if accepted, would deliver financial balance.

The Board noted the reduction of £220,000 being projected in the amount of the likely overspend in care at home costs at 31st March, 2019.

The Chief Officer then introduced the proposal to cease all new care home packages in the period to 31st March, 2019 and the Board discussed this and other efficiency proposals contained within the paper: including freezing all vacancies, ending the employment contracts of temporary staff, freezing the provision of further respite care and ending the use of agency staff.

Ms Semple and Ms Bowie both advised that it would be difficult for them and, they thought, the Board as a whole to support the efficiency options contained in this report as summarised at Appendix 1 totalling some £3,264m.

Councillor McGinley echoed this statement and added that the options highlighted would have a negative impact on service users.

Mr McClean noted that every option has potential risks, that these are clearly outlined in the Appendix, but that the Board must explore all avenues in terms of the reduction of the projected overspend.

The Chair agreed that the Board could not support the proposals set out in this report because of their consequences for potentially vulnerable service users and patients.

Councillor Grant agreed that the Partnership requires to make savings, but stated that the options provide are not acceptable.

Ms Semple highlighted that a number of potential savings with lower risks to service users are highlighted in Item 9 of the agenda for today's meeting, as part of a paper setting out proposals for service redesign in Older People's Services.

Mr Hope raised concerns in relation to the freezing of all vacancies and ending temporary contracts for staff. Doing this, he added, would have a negative impact on the remaining staff and their workloads. It could also mean higher graded professional staff undertaking administrative duties.

Councillor Hunter asked if there is the option to return to the Parties and request additional funding. The Chief Finance Officer stated if the options are not agreed today, the Board could approach the Parties and request this or request brokerage which would then require to be repaid.

The Chief Officer also requested that the Board consider, so as to provide it and its partner agencies with definitive information to enable decision-making moving forward, that a review of operational and support capacity is commissioned.

With regards to the IJB Integrated Budget for 2019-20, Mr Eltringham advised, in accordance with the provisions of the Integration Scheme, that it is anticipated the Board will agree its draft budget at its January meeting, including pressures and potential efficiencies and present these to the Parties for consideration as part of their budget setting processes. Councillor Hunter suggested, if further input from the Board is required in terms of this process, that this should fall to the Chair and Vice Chair of the Board.

In conclusion, the Board agreed (1) that it could not accept the further savings proposals as set out in the report because of the potential negative impact of these on vulnerable service users and patients; (2) to seek a meeting with the Parties to discuss the potential for additional interim funds being made available to the IJB through its Integrated Budget, as set out in paragraph 8.2.1 of the South Ayrshire Integration Scheme; and (3) that the Chief Officer should commission a review of operational and support capacity within the HSCP to inform future decision-making by the IJB and its partner agencies.

9. Services for Older People in South Ayrshire

A report was submitted ([previously circulated](#)) by the Director of Health and Social Care which provides a position statement setting out current issues pertaining to the demand for older people's social care services in South Ayrshire. The analysis provided in the report includes care home provision, care at home services, day services and the mobile responder service. It also details the resources that are currently available and required to meet established and projected demand. In addition, it highlights the emerging overspend situation that has the potential to be significant in 2018-19 and in future years. It further identifies the need for additional capacity across community based older people's services and proposes a range of options to deal with all of these issues.

Mr McClean gave a brief presentation to Board Members on the pressures and solutions for Older People's Services in South Ayrshire. This highlighted that South Ayrshire has a dependency ratio 20 years ahead of the predicted dependency ratio for Scotland as a whole. Mr McClean noted, based on the projected demand for care packages, that there will be an increase of 414 care at home packages for people over 65 years old by 2027. Mr McClean highlighted that the current cost of a hospital bed at Ayr Hospital is £64k per year compared to a Care Home placement which costs £19,500 per year. Mr McClean took members of the Board through the different activities that are being delivered to manage demand and highlighted the 'Life Curve' to the Board. Mr McClean explained that the Life Curve was developed by Newcastle University and found that if services intervened earlier, this lessened the need for support services in the future. Mr McClean emphasised if investment is made in services such as Tele-care and if people are encouraged to use services such as this that this action could reduce the pressures on Reablement and rehabilitation services.

Mr Gray took the Board through the executive summary of the position paper as detailed in the covering report. This highlights the potential operational and financial pressures on Older People's Services and how resources could be shifted to help combat these pressures. Mr Gray explained that there are currently insufficient care home places within South Ayrshire, which along with the shortfall in care at home places, increases the numbers of delayed discharges. The Senior Manager Planning and Performance highlighted that an additional £318k per annum would be required in the period to 2026 to keep pace with demand and that this would be in addition to the current budget deficit of £771k. Mr Gray provided comparative information on the cost of in-house services with those commissioned from the 3rd and Independent Sectors. Mr Gray echoed Mr McClean regarding the investment required in Reablement services and confirmed that this would see a decline over time in a demand for traditional care at home services. Mr Gray explained that investment in a responder service would be a necessity if people are to be kept at home safely in the community rather than in hospital or in a care home. Mr Gray added that a review of Day Services and promoting the use of SDS could lead to a remodelling of service provision in this area. A paper on very sheltered housing will be presented early in 2019. Finally, Mr Gray highlighted to the Board that the paper sets out proposals not only for the potential remodelling of services, but explains how this remodelling could lead to budget efficiencies, help reduce current costs or, potentially, help meet the cost of different models of provision in the future.

Ms McKeith thanked Mr McClean and Mr Gray for their work on this paper and found it to be an honest paper in its analysis.

Mr White agreed with this and stated that it is important that service commissioners and providers engage with the public to discuss the level of service that they can reasonably expect to receive in the future from the state and the action that they can take to look after their own health and wellbeing and that of their family members.

Councillor McGinley welcomed the paper stating that it provided useful high level information on possible ways to redesign services for older people and that more detailed work should be undertaken to develop the proposals.

Ms Semple stated that a substantial amount of the information required to inform service redesign is included within the paper and that this should be used to inform budget proposals for future years. She requested that officers develop proposals in this regard and submit them to a future meeting of the Board for consideration.

Mr Eltringham advised that the same level of information is being collated for Children's Services.

The Board (1) noted the contents of the position statement paper; and (2) instructed the Chief Officer to submit a further report to the Board detailing how appropriate options might be taken forward, the likely timescales for the implementation of these and the impact that these options could have on the IJB Integrated Budget in 2019-20 and in future years.

10. Records Management Plan

A report was submitted ([previously circulated](#)) by the Director of Health and Social Care on the submission of the IJB Records Management Plan to the Keeper of the Records of Scotland.

The Chair welcomed Deborah McVey, Team Leader for Information Governance and Rachel Queen, Records & Data Officer to the Board.

Ms McVey advised that on 27th June 2018, the Board had agreed to the requirement to submit its Records Management Plan to the Keeper of the Records of Scotland and supported the appointment of South Ayrshire Council Team Leader of Information Management to be the Records Manager on behalf of the IJB.

Ms McVey noted that a formal invitation has now been received by the Board to submit its Records Management Plan by 28th February 2019. Ms McVey added that work is ongoing with IJB Administrative Staff to collate the evidence required to support the Plan and that this will be submitted to Mr Gray for consideration prior to the submission of the Plan to the Keeper. Ms McVey noted that a draft Plan will be submitted to the Keeper of the Records in the first instance to permit changes to be made in advance of the formal submission date.

Mr Gray noted that all IJB records will be held on South Ayrshire Council systems and that records management will be based on South Ayrshire Council procedures. This will simplify the preparation and future administration of the Records Management Plan.

The Board agreed to note this requirement, the work proposed to address it, and agreed, as all IJB records are held on South Ayrshire Council record keeping systems, that they will be managed in accordance with South Ayrshire Council Information Governance Policies and Records Retention Schedule.

11. Integration of the Contracts and Commissioning Team to the Council's Procurement Service

A report was submitted ([previously circulated](#)) by the Director of Health and Social Care relating to the financial implications of a planned staff transfer from the HSCP Contracts & Commissioning Team to the Council's Corporate Procurement Team.

Mr Gray explained that a report was submitted to the Leadership Panel in September 2018 which agreed to the move of two full time members of staff from the Health and Social Care Partnership's Contracts & Commissioning Team to the Corporate Procurement Team. It was noted that one of three officers will remain with the Partnership to undertake commissioning duties. Mr Gray added that there is an ongoing review of this area of work and that this has an end date of 31st August 2019.

Mr Gray informed the Board that the report has been submitted to it for it to agree to remove the funding for the two officers from the Integrated Budget in the current financial year and in future years in the sum of £27,943 in the current year and £111,772 in a full year.

Ms McKeith stressed her concerns regarding the implications that this transfer may have on communications with providers and highlighting that the Team has developed a good relationship with providers.

Ms Bowie questioned why this report had not been seen by the Board prior to its submission to the Leadership Panel, given that these staff members are dedicated to the Health and Social Care Partnership and that she would have difficulty in supporting the recommendation. Ms Semple and Councillor Hunter both signalled their agreement with the concerns that had been raised.

Given the previous discussions at today's Board meeting regarding the delegation of functions to the Board, the arrangements for the Integrated Budget and the need for a meeting with the Parties to discuss and clarify these matters, Councillor Hunter suggested that consideration of this matter be deferred until after the proposed three way meeting had taken place and that this matter should form part of the agenda for that meeting. Councillor McGinley and Councillor Dettbarn confirmed their agreement to the course of action proposed.

The Board agreed to defer consideration of this report and the recommendation therein, pending discussion at a three-way meeting to be arranged between IJB representatives and representatives of the Parties.

12. Performance and Audit Committee

The minutes of the meeting of the Performance and Audit Committee held on 18th June 2018 were submitted ([previously circulated](#)) by the Director of Health and Social Care Partnership for noting by the IJB.

13. South Ayrshire Area Partnership Forum

The minutes of the meeting of the South Ayrshire Area Partnership Forum held on 2nd August 2018 were submitted ([previously circulated](#)) by the Director of Health and Social Care Partnership for noting by the IJB.

14. Strategic Planning Advisory Group

The minutes of the meeting of the Strategic Planning Advisory Group held on 28th August 2018 were submitted ([previously circulated](#)) by the Director of Health and Social Care Partnership for noting by the IJB.

15. South Ayrshire Area Partnership Forum

The minutes of the meeting of the South Ayrshire Area Partnership Forum held on 27th September 2018 were submitted ([previously circulated](#)) by the Director of Health and Social Care Partnership for noting by the IJB.

16. Any Other Business

Given the need for the Board to approve its draft Integrated Budget for 2019-20 for submission to the Parties, the Board agreed to hold an additional Board Meeting on Thursday 24th January 2019 at 9.30a.m.

Mr White highlighted to Board Members the reports that were issued recently as a bulletin which had included a paper on the Primary Care Improvement Plan. Mr White urged Board Members to read this paper.

As there were no further matters to discuss, the meeting was closed at 4.30pm.

17. Date of Next Meeting

9.30am on Thursday 24th January 2018 within Eglington House, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB