

Minute of Integration Joint Board Meeting

Date: Wednesday 13th March 2019

Time: 2pm

Place: County Buildings, Wellington Square, Ayr

Present

Stewart Donnelly (Chair)

Councillor Brian McGinley (Vice-Chair)

Margaret Anderson

Lesley Bowie

Councillor Ian Davies

Councillor Julie Dettbarn

Councillor William Grant

Linda Semple

Billy Cooper, Representative Member – South Ayrshire Council

Marie Oliver, Representative Member – 3rd Sector

Hugh Millar, Representative Member – NHS Public Involvement Network

Karen Hedge, Representative Member – Independent Sector

In Attendance

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

Rob Whiteford, Chief Finance Officer

Jim Lyon, Chief Social Work Officer

Phil White, Partnership Facilitator

Dr Chaitanya Mudunuri, Stakeholder GP

Dr Joy Tomlinson, Interim Director of Public Health (Joint)

Martin Clark, Manager, Deloitte

Bill Gray, Senior Manager - Planning & Performance

Laura Conaghan, Administration Assistant

Stewart Donnelly in the Chair.

1. Apologies for Absence

Apologies for absence were received on behalf of Ewing Hope, Susan Dodd, Rosemary Robertson, Crawford McGuffie and Elaine Hill.

2. Declarations of Interest

Ms Semple requested that a permanent declaration be made that she is a Non-Executive Director of the Golden Jubilee Foundation Board.

Councillor Davies explained that due to caring responsibilities, he would be withdrawing from discussions at agenda item 8 – Indicative IJB Integrated Funding Requirement for 2019-20.

There were no further 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. Minute of Previous Meeting

The minute of the meeting held on 13th February 2019 ([previously circulated](#)) was approved by the Board with the addition of Linda Semple being added to the list of apologies for the meeting.

4. 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:

Budget Monitoring Report for Period 7 – 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 2019-20 and future years.

Pan-Ayrshire Community Phlebotomy Service – This item will be discussed at today's meeting under agenda item 6.

Strategic Risk Register – Due to the need to prioritise work relating to the funding situation and the preparation of a draft budget for 2019-20, the updated Strategic Risk Register was not submitted to the Board.

Red Cross Report – Continued funding of the Red Cross Home from Hospital Service will be considered as part of the budget discussions for 2019-20.

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 – The Chief Officer reported that SPOG had agreed to create a Strategic Working Group to work together to review integration services and improve integration outcomes following publication of the MSG report on Integration. This report was considered by

the IJB Performance and Audit Committee at its meeting on 1st March 2019 and will be considered under agenda item 10.

Care at Home Commissioning Plan – This plan is currently on hold because of the current 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. Discussions will take place with South Ayrshire Council to move this forward.

Budget Recovery Plan – A paper was submitted to the Council's Leadership Panel on 12.02.19. The Chief Officer advised that productive discussions are ongoing with the iHub regarding support to review Older People's Services. An update will be given to the Board once a programme of work has been agreed.

Integration of the Contacts and Commissioning Team to the Council's Procurement Service – This item will be discussed at today's meeting under agenda item 12.

Indicative IJB Funding Requirements for 2019-20 - This item will be discussed at today's meeting under agenda item 8.

Community Led Support – This item will be discussed at today's meeting under agenda item 5.

5. Community Led Support in South Ayrshire

A report was submitted ([previously circulated](#)) by the Director of Health and Social Care on the progress of the Community Led Support initiative in South Ayrshire.

The Partnership Facilitator explained that the Community Led Support initiative began in Shropshire and is now used nationwide in a number of different locations to support Partnerships to manage both current and future demand more effectively. Mr White explained that the following principles have been adopted in line with the South Integration Joint Board Strategic Plan:

- Support and services will be co-produced – 'doing with' not 'doing to';
- Partnership with communities sharing all resources;
- People treated as equals and assets and strengths built upon;
- People have access to good information and advice pre-crisis points;
- The system will be outcome focused, proportionate and responsive; and
- Bureaucracy will be the minimum it needs to be

Mr White noted that the idea of Community Led Support is to shift the perception of the public and change their views of the future support that they may need. Mr White stated that Partnership staff, Third and Independent Sector staff and members of certain Locality Planning Groups have participated in "Effective Conversations" Training to allow people to discuss what matters to an individual in terms of their support.

Mr White noted that the development of South Ayrshire Life continues to progress and advised that an updated list of weekly drop-in sessions is sent to local newspapers to

try and reach as many people as possible. The Partnership Facilitator stated that there are plans to open additional front doors at Biggart Hospital and at Ayr Hospital in early 2019. Mr White advised that further development is required to market and advertise the services that South Ayrshire Life provides in an effort to get more people involved. Mr White highlighted that VASA has been a huge supporter of the Community Led Support initiative.

The Director endorsed this report and highlighted that Community Led Support has a big responsibility for giving people the confidence to use other services, therefore reducing the demand on statutory services. The Chair and Councillor McGinley echoed this. Councillor McGinley highlighted the importance of people being aware that this service is available. Ms Hedge asked if there is any on-going work or work planned with schools to develop Community Led Support moving forward. Mr White confirmed that this is not something that is being done at present, however, stated that engagement with Educational Services can be made.

The Board agreed to (1) note the progress made in relation to Community Led Support; and (2) support the next steps as proposed.

6. Pan-Ayrshire Community Phlebotomy Service

A report was submitted ([previously circulated](#)) by the Director of Health and Social Care highlighting progress on the implementation of the Community Phlebotomy Service.

The Partnership Facilitator stated that a report had been agreed by the Integration Joint Board in September 2018 on the creation of a Pan-Ayrshire Community Phlebotomy Service. Mr White explained that the service “went live” for renal patients only to start with and then was extended to other services, although referrals were modest in some areas in the first instance. Mr White confirmed that all services that can use the Community Phlebotomy Service have been advised of the referral process and have been urged to maximise their usage of it.

Mr White advised that Craig Stewart, Associate Nurse Director for East Partnership, is leading on the Community Treatment and Care Nursing review with the intention that this service will become available to community services. Mr White added that rural GP Practices are welcoming this move forward as there is currently an overlap in work for patients in rural areas. Mr White highlighted that the service has in-built flexibility and enables patients to use a service point close to their work place, even if this is not in the same town as their local GP Practice.

The Board agreed to note the progress made to date and requested that a further update report to be provided in 6 months.

7. Planning Report on IJB Annual Audit for 2019/20

A report was submitted ([previously circulated](#)) by the Messrs Deloitte on the planning for the Integration Joint Board Annual Audit for 2018/19.

The Chair introduced Martin Clark of Deloitte to the Board.

Mr Clark advised the Board that there are two key elements highlighted in the Planning Report for 2019/20. These are the completeness and accuracy of income and management override of controls. Mr Clark noted that the Board has recognised the likely end of year deficit and that the projected overspends will require to be funded by the Parties. Mr Clark advised that Officers should aim to improve the forecasting, budgeting and reporting of the budget with complete transparency to the Board.

The Chief Finance Officer noted that this report was previously submitted to, and agreed by, the Performance & Audit Committee at its meeting on 1st March, 2019. Councillor McGinley, Chair of the Performance & Audit Committee echoed this and highlighted that no issues were raised.

Mr Millar advised that he remains unclear as to the parts of the integrated budget that the Board can directly influence and where, for example, decisions could be made to move resources to other services areas. Mr Clark advised that Deloitte recognise this as an issue and moving forward there will be advice provided and experiences shared with the Board from other Partnership areas.

The Board agreed to approve the Planning Report for the 2018/19 audit as submitted by Messrs Deloitte.

8. Indicative IJB Integrated Funding Requirement for 2019-20 – Update Report

A report was submitted ([previously circulated](#)) by the Chief Finance Officer and Chief Officer on the preparation of the draft IJB Budget for the next financial year.

The Senior Manager – Planning and Performance advised the Board that it had previously been reported at the IJB meeting on 24th January, 2019, that there was a budget gap of £8.2m in the draft indicative budget for 2019/20, but that the Budget Working Group has been working in the intervening period to reduce this. The current budget gap stands at £5.9m.

Mr Gray highlighted that the Budget Working Group had focused on 7 main areas:

1) Care at Home Services

Mr Gray advised that a final decision has not been concluded on the funding of Care at Home Services for 2019/20 and discussions remain ongoing. The Chief

Officer highlighted that a number of Care at Home packages are costing more than the current price of a care home placement and that, as such, consideration is being given to the determination of a reasonable cost for the provision of support within the home.

Dr Tomlinson asked if a risk assessment has been completed in relation to the Care at Home Package review as this has the potential to impact on delayed discharges. The Chief Officer confirmed that Billy McClean, Head of Community Health & Care Services, has been working with the Driving Change Officers Group to redesign service delivery in a way that will hopefully mitigate increasing delayed discharges. Mr Cooper advised that staff require to be upskilled to help combat delayed discharges as service users are being discharged with equipment that Care at Home staff have not been trained to use. Ms Anderson echoed Mr Cooper's comments. The Chief Officer noted that work is ongoing to integrate Care at Home Services and Community Nursing Services.

2) NHS Board Settlement

Mr Gray noted that the final settlement amount from the NHS Board remains to be determined and discussions are ongoing. It was noted that the NHS Budget will be set by 25th March 2019 and the settlement should be known immediately following this.

3) High Cost Care Packages

Mr Gray advised that there is an ongoing review throughout the Partnership to determine whether the care prescribed originally as part of these packages is still required and relevant, or if there are other ways in which the required care could be provided and or delivered through service redesign.

4) Integrated Care Fund

Mr Gray stated that there is a review ongoing to establish if there is any funding currently contained within the ICF that could be used in 2019-20 to fund core services, particularly where these are overspending and causing pressure within the system.

5) Eligibility Criteria

Mr Gray advised that the Budget Working Group has agreed to recommend that the eligibility criteria should continue to be set at "critical" in 2019-20, as agreed by the Board at its meeting in October 2018 for application in 2018-19. Ms Semple requested that a further review date for the "critical" only criteria should be set. The Chair requested that the Board agreed that the matter of a review date be referred to the Budget Working Group then be reported back to the Board at a later date.

6) Learning Disability Service Review

Mr Gray noted that work is continuing to implement a Core and Cluster housing model in the Girvan area. This will reduce the need for one to one sleepovers and will enable efficiencies to be made within an overall service redesign process within Learning Disabilities.

7) Children's Services

The Chief Finance Officer added that there is a projected overspend of £1.2m for Children's Services for the upcoming year. Mr Gray highlighted that the Jim Lyon, Interim Head of Children's Health, Care and Justice Services has been asked by the Budget Working Group to review the current financial pressures for Children's Services to determine if any of these can be mitigated.

The Senior Manager – Planning and Performance advised that the Budget Working Group is aiming to complete its work to produce a balanced budget for the Board Meeting on 17th April, 2019.

The Chief Finance Officer advised that the NHS Board is expected to give an uplift of 2.6% for the upcoming year, however, this cannot be confirmed until it has set its budget.

Mr Millar thanked officers for the report and highlighted his concern that the Integration Scheme is not working appropriately and that this remains an ongoing difficulty. The Chief Officer confirmed the Integration Joint Board is required to commission services in the most effective way possible and that both Parties have statutory responsibilities to provide services to residents of South Ayrshire and, therefore, the updating of the Scheme is an issue for all three partners. Mr Millar suggested that the Board should give the forecasted resource demands to both Parties for their consideration when they are setting their budgets. The Chief Officer confirmed that this was done for 2019/20 and sent to both Parties

The Board agreed (1) to note the progress being made by its Budget Working Group to address the reported funding gap for 2019-20; and (2) that the eligibility criteria threshold level for social care service should remaining at "critical" and that a review date for this would be proposed by the Budget Working Group.

9. Annual Audit Report 2017/18

A report was submitted ([previously circulated](#)) by the Chief Officer on the contents of a letter dated 19th December 2019 from the Controller of Audit ([Appendix 1](#)) on the South Ayrshire IJB Annual Audit Report for 2017/18. The letter from the Controller of

Audit had been considered by the IJB Performance & Audit Committee on 1st March 2019.

The Senior Manager – Planning and Performance advised that three points had been highlighted in the letter:

- the lack of a medium or long term financial strategy for the IJB;
- no element of the set aside resource has been released to facilitate the movement in the balance of care towards community based services; and
- late agreement of NHS funding for the IJB in 2018/19.

Mr Gray highlighted that some work has been done recently on developing a three-year financial plan for the IJB, as reported in the budget papers for 2019-20 presented to the IJB on 24th January, 2019. A Financial Manager post for the IJB has been advertised and financial planning will be a key aspect of the duties of this post. It is hoped that an appointment will be made shortly.

The position relative to utilisation of set aside monies in South Ayrshire to facilitate movement in the balance of care is largely no different from the position in other parts of Scotland. As reported to the IJB on 24th January, the Scottish Government has indicated that it will work with Integration Authorities, Health Boards and Local Authorities to ensure the legislation and statutory guidance on hospital specialties delegated to Integration Authorities, particularly in relation to set aside budgets, is put into practice.

Progress is being made locally to agree delegated budgets timeously. The NHS Board expects to set its budget before the end of March this year which should avoid delays in approving the IJB Integrated Budget as experienced in some previous years.

In its deliberations, which it wished to share with the IJB, the Performance and Audit Committee had considered the current limitations of the Integration Scheme, as currently drafted and the lack of clarity for the IJB and its Members relating to delegated functions and the integrated budget, amongst other things, and agreed that there is a need for these matters to be considered and clarified jointly with the Parties.

Performance and Audit Committee Members also highlighted the need for clarity relating to the various operational responsibilities of the IJB and the Parties and for there to be a common and consistent understanding of how these are articulated in the Integration Scheme and in the various Schemes of Delegation that exist between the Parties and the IJB and between the IJB and Officers.

The issue of the recent three-way meetings between the IJB and the Parties was discussed and it was felt that this had proved to be a useful mechanism for a meaningful exchange of views at a senior level, for developing a common understanding on issues and for encouraging collaborative working. It had been

agreed that the IJB should consider proposing to the Parties that these meetings become a regular feature moving forward.

It was highlighted that at the Integration Joint Board meeting in February 2019, some Board Members had had some difficulty comprehending Board responsibilities for certain services: e.g. care home placements. This had highlighted a need to live within available resources whilst not leaving vulnerable people at risk. Considering this, Committee Members felt that a common understanding of these issues across the three parties: the IJB, Council and Health Board and an agreed way of dealing with them, is the outcome that needs to be met in this respect.

The Board considered the letter from the Controller of the Audit and the matters raised by the Performance & Audit Committee in response to this and agreed that it would consider these in conjunction with the next item on the MSG Review of Progress with the Integration of Health and Social Care.

10. MSG: Review of Progress with Integration of Health and Social Care

A report was submitted ([previously circulated](#)) by the Chief Officer on the recently published report by the Ministerial Strategic Group for Health and Social Care on the Review of Progress with the Integration of Health and Social Care which was considered by the IJB Performance & Audit Committee on 1st March 2019.

The Chief Officer explained that in 2018 the previous Cabinet Secretary established a Joint Working Approach with regards to Integrated Partnerships resulting in a Ministerial Strategic Group for Health and Social Care being established. The Chief Officer noted that a report was published in February 2019 which reviewed the progress made to date on the Integration of Health and Social Care in Scotland. This report also includes proposals on how integrated services should be reviewed and the covering report submitted highlights the work being done locally in the areas highlighted for review.

Mr Gray informed the Board that the Performance & Audit Committee in the course of its deliberations was of the view that the report by the Ministerial Strategic Group should be used as a blueprint to inform improvement activity in South Ayrshire and that the Government would be issuing a self-assessment tool that would support this work.

The Board was asked to decide whether the reporting aspect of progress on improvement activity should remain with the Performance & Audit Committee, with regular updates being provided to the Board, or if it would prefer to take on this responsibility.

Councillor McGinley again highlighted the issues with the Integration Scheme. Mr Cooper noted that the suggestions made in the report are logical next steps for the Board in the development of integration locally and urged that the 3-way meetings

should continue on a regular basis. Ms Bowie commented on the amount of work that has been undertaken on the integration agenda locally in South Ayrshire since 2015 and that it can be all too easy to overlook this.

The Chair agreed and confirmed that he supported a further programme of three-way meetings. The Chair also confirmed that, in his opinion, progress should be monitored by the Performance & Audit Committee certainly for the time being. The Chief Officer confirmed that he will issue invites to future three-way meetings to both Parties on behalf of the Board.

The Board agreed (1) to note the contents of the MSG report and the progress that has been made locally; (2) that the MSG report should be used as a blueprint for the future improvement agenda locally; (3) that the Performance & Audit Committee should receive regular progress reports on this improvement activity; (4) that invitations should be issued by the Chief Officer on its behalf to the Parties inviting them to be part of an on-going programme of three-way meetings; and (4) to receive a report on the progress made as at 30th September 2019.

11. Community Health and Care Services Leadership and Management Arrangements Update

A report was submitted (previously circulated) by the Director of Health and Social Care regarding a proposed change to management arrangements within the Health and Social Care Partnership.

The Director advised that the proposed structure was submitted to the Leadership Panel and agreed in September 2018, following a request from South Ayrshire Council in December 2017. The Director noted that an appointment was made to the Head of Community Health and Care post in December 2018 and that appointments were also made in three Social Work Team Leader posts and a District Nursing Team Leader post.

As part of the implementation of the changes agreed, two senior posts remained vacant (Service Manager Registered Services and Coordinator Learning Disabilities) and one post will become vacant in May 2019 following the retirement of the Senior Manager Mental Health and Learning Disabilities.

The Director highlighted Section 4.1 of the report to the Board. This indicates a proposal to delete three posts – Senior Manager of Mental Health & Learning Disability, Coordinator of Mental Health and Coordinator of Learning Disability Services. It is now being recommended that these posts will be replaced with two posts – Manager of Mental Health Services and Manager of Learning Disability Services. If these changes are approved there will be an annual saving of between

£75,899 - £86,346 depending on whether the successful applicants are employed by the health Board or the Council.

The Board agreed to (1) note the progress made to date in implementing the restructure; (2) note the difficulties encountered when recruiting to senior posts; (3) approve the proposed amendments to the management structure; and (4) to refer the matter and their decision to the Council and the NHS Board for consideration and appropriate implementation.

12. 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 providing an update on progress on the integration of Contracts and Commissioning Team to the Council's Procurement Team.

The Senior Manager – Planning and Performance advised that a report was submitted to the Board in December 2018 following approval by South Ayrshire's Leadership Panel in September 2018 to transfer two full-time Commissioning Officers from the HSCP Contracts and Commissioning Team to the Council's Procurement Team.

At its 12th December meeting, the IJB was advised that the South Ayrshire Integration Scheme states at paragraph 8.2.5 that: "Either Party may increase its in year payment to the Integration Joint Board. Neither Party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis to meet exceptional unplanned costs within the Parties without the express consent of the Integration Joint Board and the other Party and where relevant the other Ayrshire Integration Joint Boards." This proposal to transfer two employees from the HSCP funded through the Integrated Budget to the Council's Corporate Procurement Service, the funding of which is outwith the scope of the Integrated Budget will, in order to meet the terms of the Integration Scheme as set out above, require the approval of the Integration Joint Board for a transfer of resources to take place. The IJB agreed "to defer consideration of the report and the recommendation therein, pending discussion at a three-way meeting to be arranged between IJB representatives and representatives of the parties."

The Board was advised that a three-way meeting was held on 8th January, 2019, to discuss a number of matters and at this meeting there was an acknowledgement of the need to look again at governance and where decisions are made. The meeting agreed that a temporary move of two staff should take place following a further paper to the IJB, in which the nature of a "test of change" would be outlined, including the intended benefits and risks. Thereafter, before any final decision is made a paper would be brought back to the IJB for consideration.

In the intervening period there has also been significant progress made on the assembling of information necessary to facilitate the recommissioning of major contracts with a number of external providers in Children's Services. There is also other work under way to recommission services that will be provided from new core and cluster housing developments with Housing colleagues that are expected to deliver significant revenue savings to the IJB through a reduction in the number of one to one sleepovers, for example.

There is a real risk that significant changes to the composition and location of this small staff team at this key time could have a negative impact on the progress that is being made in the areas highlighted above and could delay some of this service redesign work which, in turn, would have a detrimental impact on budget efficiencies for 2019-20 and future years that have already been built into the IJB base budget by the Budget Working Group. In addition, delay could also have negative impact on service user outcomes.

Given this situation, the Board was advised that a potential way forward could be for the IJB Chief Officer to have further discussions with the Council regarding the joint definition of "the test of change" referred to and that this be determined through the work of the Joint Review Group which would be responsible for producing a paper that would advise the governance groups concerned of the benefits and risks of the available options. This approach would also permit the uninterrupted continuation of the service recommissioning work which would include, in some cases, the preparation of new commissioning plans and in the case of care at home the updating and implementation of the commissioning plan that has already been drafted. If agreed, a further update on the outcomes reached from the review exercise could be submitted to the IJB and to the Council's Leadership Panel following a three month review period.

The Director highlighted the importance of the current work being completed by Commissioning Officers and noted that there is current high level recommissioning of services ongoing. Mr Cooper stated that there should be no duplication of work by both of these teams and suggested that Senior Managers of both teams meet to discuss working collaboratively. Mr Cooper highlighted that there is a general lack of understanding of the role and purpose of the Contracts and Commissioning Team and highlighted to the Board that a number of Team Members had already resigned because of the course of action originally proposed.

The Board approved the action proposed to commit to a three month joint review process which will establish the parameters of a "test of change" and the associated risks and benefits and consider this within the context of the findings published in the recent report by the Ministerial Strategic Group.

13. Any Other Business

As there were no further matters to discuss, the meeting was closed at 4.15pm.

14. Date of Next Meeting

2.00pm on Wednesday 17th April 2019, Elgin House Meeting Room, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB.