



SOUTH LANARKSHIRE INTEGRATION JOINT BOARD

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 6 December 2016

Chair:

Philip Campbell (Depute), NHS Lanarkshire

Present:

Health and Social Care Partnership

V de Souza, Director, Health and Social Care; M Moy, Chief Financial Officer

NHS Lanarkshire Board

Lilian Macer, Non Executive Director; Tom Steele, Non Executive Director

South Lanarkshire Council

Councillors Hugh Dunsmuir (*substitute for Councillor Falconer*), Lynsey Hamilton, Catherine McClymont (*substitute for Councillor Burns*), Jim McGuigan

Attending:

NHS Lanarkshire

L Ace, Director of Finance; C Cunningham, Head of Performance and Commissioning; M Docherty, Nurse Director; T Gaskin, Chief Internal Auditor; H Knox, Director of Acute Services; G Lindsay, Chief Pharmacist; C MacKintosh, Medical Director; Dr V Sonthalia, GP Representative

Partners

B Addies, Carers Network; G Bennie, VASLAN; H Biggins, Service User (Older People); M Moncrieff, Public Partnership Forum; S Smellie, Unison, South Lanarkshire Council Trade Union Representative; T Wilson, Health Service Trade Union

South Lanarkshire Council

L Freeland, Chief Executive; Y Cannon, Organisational Development Manager; Y Douglas, Audit Manager; B Hutchinson, Head of Adult and Older People Services; G McCann, Head of Administration and Legal Services; D Mackle, Home Care Service Manager; P Manning, Executive Director (Finance and Corporate Resources); L Purdie, Head of Children and Justice Services

Also Attending:

Audit Scotland

D Richardson, Senior Audit Manager; R Smith, Senior Auditor

Scottish Health Council

H Gourlay; J Holt

Apologies:

NHS Lanarkshire Board

I Wallace, Medical Director

NHS Lanarkshire

C Campbell, Chief Executive

Partners

R Ormshaw, Scottish Care

South Lanarkshire Council

Councillors Burns (Chair) and Falconer

Chair's Remarks

The Chair welcomed to the meeting of the Integration Joint Board:-

- ◆ Margaret Moncrieff, Public Partnership Forum
- ◆ Dr Vijay Sonthalia, GP Representative

- ◆ Dave Richardson, Audit Scotland, External Auditors
- ◆ Val de Souza, Director, Health and Social Care

Each spoke on their role in relation to the Integration Joint Board.

1 Declaration of Interests

No interests were declared

2 Minutes of Previous Meeting

The minutes of the meeting of the South Lanarkshire Integration Joint Board held on 13 September 2016 were submitted for approval as a correct record.

The Board decided: that the minutes be approved as a correct record.

3 Minutes of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee

The minutes of the meeting of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee held on 30 August 2016 were submitted for noting.

The Board decided: that the minutes be noted.

4 Amendment to Membership

A report dated 23 September 2016 by the Director, Health and Social Care was submitted on a change to the membership of the South Lanarkshire Integration Joint Board (IJB). The Public Partnership Forum was represented by 1 non-voting member on the IJB and had advised that Margaret Moncrieff had replaced Colin Angus as their representative.

The Board decided: that the report be noted.

5 Financial Monitoring 2016/2017

A report dated 16 November 2016 by the Director, Health and Social Care was submitted providing a summary of the financial position of the Health and Social Care Partnership (HSCP) for the period:-

- ◆ 1 April to 30 September 2016 in relation to Health Care Services
- ◆ 1 April to 14 October 2016 in relation to Social Work Services

An underspend of £0.091 million had been reported by NHS Lanarkshire for the South Lanarkshire HSCP for the period 1 April to 30 September 2016.

An overspend of £0.016 million had been reported by South Lanarkshire Council for the South Lanarkshire HSCP for the period 1 April to 14 October 2016.

A summary of the position was provided in Appendix A to the report.

Detailed analyses were provided on the financial position of Health Care Services and Social Care Services respectively in Appendices B and C to the report.

It was proposed to reduce the Social Work in-scope budget by £0.370 million, as detailed in the report, subject to confirmation that the efficiency savings to which the budget reductions related had been achieved in 2016/2017.

Officers responded to members' questions on various aspects of the report.

The Board decided:

- (1) that the financial position of the South Lanarkshire Health and Social Care Partnership be noted;
- (2) that it be noted that the separate elements of the budget statement, namely Health Care Services and Social Work Services, were monitored through the respective partner organisations; and
- (3) that the proposal to reduce the Social Work in-scope budget by £0.370 million be approved, subject to confirmation that the efficiency savings to which the budget reductions related had been achieved in 2016/2017.

[Reference: Minutes of 13 September 2016 (Paragraph 15)]

6 Internal Audit Plan 2016/2017

A report dated 15 November 2016 by the Director, Health and Social Care was submitted on the Internal Audit Plan 2016/2017 which had been prepared for the Integration Joint Board (IJB).

As a public body responsible for the delivery of services and accountable for public resources, the IJB was required to establish effective internal audit arrangements in line with good governance principles, relevant accounting guidance and the Public Sector Internal Audit Standards.

The IJB, at its meeting on 13 September 2016, had authorised the Chief Officer to establish effective internal audit arrangements for the financial year 2016/2017. In consultation with the Internal Audit Managers of both NHS Lanarkshire and South Lanarkshire Council, the Internal Audit Plan 2016/2017, attached as Appendix 1 to the report, had been prepared taking account of the appropriate internal audit protocols to manage the key strategic priorities and risks which might impact on the achievement of the IJB's objectives.

The Board decided: that the Internal Audit Plan 2016/2017, attached as Appendix 1 to the report, be approved.

[Reference: Minutes of 13 September 2016 (Paragraph 17)]

7 Budget 2017/2018

A report dated 16 November 2016 by the Director, Health and Social Care was submitted on the proposed efficiency savings for 2017/2018 which had been presented to South Lanarkshire Council for consideration and the implications for the Integration Joint Board (IJB) of those proposals.

The Council's Executive Committee, at its meeting on 6 July 2016, had approved the Council's revenue budget strategy for the financial year 2017/2018. The strategy included the additional costs relating to the South Lanarkshire Health and Social Care Partnership totalling £2.399 million.

It was unlikely that the Scottish Government would announce its grant settlement to councils prior to December 2016. However, based on a number of assumptions, a requirement for savings totalling £1.898 million had been identified for the IJB in 2017/2018.

Those savings, detailed in the appendix to the report, were mainly in relation to efficiencies. Following confirmation of the financial settlement for 2017/2018 and approval by the Council of its efficiency savings, a report would be submitted to the IJB requesting formal approval of the savings detailed in the appendix to the report.

The Board decided:

- (1) that the announcement by the Scottish Government of the local government financial settlement for 2017/2018, expected in December 2016, be noted;
- (2) that the proposed adjustment in the Council budget transferring to the IJB in 2017/2018 be noted;
- (3) that the proposed IJB savings, totalling £1.898 million, recommended for acceptance by the Council, be noted; and
- (4) that it be noted that, following confirmation of the financial settlement for 2017/2018 and approval by the Council of its efficiency savings, a further report would be submitted to a future meeting of the IJB for its consideration.

8 Integrated Structure for Health and Social Care Partnership

A report dated 3 November 2016 by the Director, Health and Social Care was submitted on the development of an Integrated Structure for the Health and Social Care Partnership (HSCP). At its meetings on 19 April and 13 September 2016 respectively, the Integration Joint Board (IJB) had approved the establishment of:-

- ◆ a senior management team
- ◆ nursing and medical structures

Details of the current Health and Care Management Team arrangements were provided in Appendix 1 to the report. A review of the structure for localities had been undertaken and details of the current locality management arrangements which were not integrated were provided in Appendix 2 to the report. It was proposed to deliver a fully integrated locality model of delivery and Appendix 3 to the report identified the proposed integrated management structure and arrangements to prepare for a fully integrated model of delivery.

Details were given on proposals to deliver the locality model including:-

- ◆ the requirement for, remit of, and recruitment arrangements in respect of, 4 posts of Health and Social Care Locality Manager
- ◆ the requirement for and remit of:-
 - ◆ a temporary post of Social Work Service Manager Transitions
 - ◆ 2 temporary posts of Change Manager
- ◆ operational arrangements in relation to home care and hosted services

The additional costs in relation to the 3 temporary posts would range from £123,486 to £154,432 per annum, depending on placement. This would be met from IJB resources over the 2 year period of the temporary appointments. There would be no additional cost in respect of permanent changes to the Council structure, while the additional cost of £954 per annum in relation to permanent changes to the Health Structure would also be met from IJB resources.

A Support, Care and Clinical Governance Group had been established to support the integrated delivery of safe, effective and person centred services. In addition, the Chief Social Work Officer would establish a Social Work Governance Group within each locality. Children and Justice Services were in the process of reviewing their current structure to ensure that their services were aligned and delivered in partnership with the Health and Social Care Partnership.

To satisfy the statutory arrangements for the Council, the Chief Social Work Officer, Children and Justice Services, would continue to report to the Council's Chief Executive and elected members.

The Board decided:

- (1) that the recruitment of 4 posts of Health and Social Care Locality Manager with effect from April 2017, as detailed in the report, be endorsed;
- (2) that the recruitment of the following temporary posts for a period of 2 years, as detailed in the report, be endorsed:-
 - ◆ 1 post of Social Work Service Manager Transitions
 - ◆ 2 posts of Change Manager
- (3) that the governance arrangements to meet the statutory requirements of NHS Lanarkshire and South Lanarkshire Council be noted;
- (4) that the lead responsibilities for localities and/or hosted arrangements be noted;
- (5) that the management arrangements for the Chief Social Work Officer (CSWO) responsibilities, that were reserved in legislation for a professionally qualified Social Worker, be noted; and
- (6) that it be noted that the proposals endorsed by the IJB would be subject to approval by both the Council and NHS Lanarkshire.

[Reference: Minutes of 19 April 2016 (Paragraph 4) and 13 September 2016 (Paragraphs 8 and 11)]

9 Audit Scotland - NHS in Scotland 2016

A report dated 10 November 2016 by the Director, Health and Social Care was submitted on the Audit Scotland report entitled "NHS in Scotland 2016."

The scope of Audit Scotland's annual audit of the NHS in Scotland was to consider how the NHS was performing and how well equipped it was to face future challenges, specifically in the areas of:-

- ◆ management from a finance and performance perspective
- ◆ preparation for financial challenges in 2016/2017 and beyond
- ◆ progress in relation to public service reform

In respect of the NHS in Scotland's finance and service performance, Audit Scotland had reported that:-

- ◆ while health spending had increased, it had not kept pace with growing demands and the needs of an ageing population
- ◆ NHS Boards had struggled to achieve financial balance in 2015/2016
- ◆ some NHS Boards were still below their funding allocation
- ◆ NHS Boards had found it difficult to achieve the savings required in 2015/2016 and would find this even more challenging in 2016/2017
- ◆ NHS Boards required to find a balance to maintain high quality hospitals with increasing investment in community based care
- ◆ NHS Boards continued to face increasing cost pressures
- ◆ staff costs represented a major cost pressure on NHS Boards
- ◆ NHS Boards continued to struggle to meet key national performance targets

In relation to service reform, the following points were highlighted by Audit Scotland:-

- ◆ the NHS was undergoing significant change
- ◆ the Scottish Government's long-term aim to shift the balance of care from hospital services to community based services had still to be realised
- ◆ new Integration Authorities were still developing
- ◆ some progress was being made in developing approaches to transformational change
- ◆ a clear plan for change was needed

The themes highlighted in the Audit Scotland report were consistent with the challenges faced by NHS Lanarkshire and the South Lanarkshire Health and Social Care Partnership. However, the Partnership was progressing a number of strategies and initiatives to manage those challenges and those were detailed in the report.

Members commented on various aspects of the report including:-

- ◆ staff shortages
- ◆ service reform
- ◆ provision of care in the most appropriate setting and the resources required to achieve this
- ◆ the requirement to communicate change

The Board decided: that the findings of the Audit Scotland report, NHS in Scotland 2016, be noted.

10 Social Work in Scotland - Report by Accounts Commission

A report dated 8 November 2016 by the Director, Health and Social Care was submitted on a report by the Accounts Commission on its audit of Social Work in Scotland.

The audit had been undertaken by the Accounts Commission to examine the effectiveness of councils' plans to address the financial and demographic pressures facing social work. The objectives were to assess the:-

- ◆ scale of the financial and demand pressures facing social work
- ◆ strategies which councils were adopting to meet those challenges
- ◆ effectiveness of governance arrangements, including the way in which elected members led and oversaw social work services
- ◆ impact of financial and demand pressures on people who used services, and on carers, and the way in which councils involved those parties in planning service provision

Details were given on the issues dealt with in the Accounts Commission's report from both a national and local perspective. The report also commented on:-

- ◆ the role of the Chief Social Work Officer
- ◆ the role of elected members
- ◆ the role of and issues facing Integration Joint Boards (IJB)
- ◆ the Strategic Commissioning Plan produced by each IJB
- ◆ provision for carers

Councils, IJBs and other stakeholders all considered that prevention was the key to meeting growing demands for social work services and the Accounts Commission report recognised that there had been a limited shift to a more preventative approach and to different models of care. As a result of the audit, the Accounts Commission had made a number of recommendations to IJBs and councils and those were detailed in the appendix to the report. The Director, Health and Social Care would develop an action plan to address those recommendations.

Officers responded to members' questions on various aspects of the report.

The Board decided:

- (1) that the key recommendations made by the Accounts Commission in relation to its audit of Social Work in Scotland, as detailed in the appendix to the report, be noted; and
- (2) that the development of an action plan by the Director, Health and Social Care to address the recommendations be noted.

11 Achieving Excellence - NHS Lanarkshire Healthcare Strategy

A report dated 6 December 2016 by the Director, Health and Social Care was submitted on Achieving Excellence, the NHS Lanarkshire Healthcare Strategy.

The Strategy had been the subject of a full consultation exercise and a report on the consultation process would be submitted to a future meeting of the Integration Joint Board (IJB). It was recognised that the IJB had a lead role in the direct provision or commissioning of 'in scope' services which was instrumental to the delivery of the Healthcare Strategy.

The proposed scheme for planning and delivery of services associated with the Healthcare Strategy was detailed in the appendix to the report.

Reports from the Strategic Commissioning Planning Group, which had responsibility for ensuring consistency between the IJB's agreed priorities and the implementation of the Healthcare Strategy, would be submitted to the IJB and the Performance and Review Sub-Committee on a regular basis.

The Board decided:

- (1) that the update on the consultation process associated with the Healthcare Strategy be noted;
- (2) that the complementary role of the Health and Social Care Partnership in the preparation and implementation of the Healthcare Strategy be noted;
- (3) that a report on the outcome of the consultation process be submitted to a future meeting of the IJB; and

- (4) that regular progress reports be submitted to future meetings of the IJB.

[Reference: Minutes of 28 June 2016 (Paragraph 12)]

12 Strategic Commissioning Group Update

A report dated 3 November 2016 by the Director, Health and Social Care was submitted on the progress made by the Strategic Commissioning Group in relation to the implementation of the Strategic Commissioning Plan (SCP) 2016 to 2019.

The Public Bodies (Joint Working) (Scotland) Act 2014 placed a duty on Health and Social Care Partnerships to develop and have in place an approved SCP detailing the strategic objectives of the Partnership by 1 April 2016.

The Integration Joint Board, at its meeting on 29 March 2016, had approved the South Lanarkshire Health and Social Care Partnership's Strategic Commissioning Plan and had agreed that an implementation plan be developed to form the basis of quarterly progress reporting on the achievements towards meeting the 9 national health and wellbeing outcomes.

Details were provided on the progress made by the Strategic Commissioning Group in implementing and monitoring the strategic objectives of the SCP 2016 to 2019. In addition, the Scottish Government had provided feedback in relation to the content of the SCP and a summary of that feedback was detailed in the report.

The Board decided:

- (1) that the progress made in implementing the strategic objectives contained in the South Lanarkshire Health and Social Care Partnership Strategic Commissioning Plan 2016 to 2019, as detailed in the report, be noted; and
- (2) that feedback from the Scottish Government in relation to the content of the South Lanarkshire Health and Social Care Partnership Strategic Commissioning Plan 2016 to 2019, as detailed in the report, be noted.

[Reference: Minutes of 29 March 2016 (Paragraph 2)]

13 GP Out of Hours Services

A report dated 2 November 2016 by the Director, Health and Social Care was submitted on the review of NHS Lanarkshire's interim Primary Care Out of Hours service model which had been implemented in July 2015.

The Out of Hours (OOH) General Medical Services provided urgent OOH GP appointments outwith GP practices' normal opening hours. Following a review of the service by NHS Lanarkshire and subsequent national review, an interim two centre model had been implemented.

This interim arrangement had been monitored and reviewed and feedback from patients, carers and staff had indicated that the two centre model was the preferred model to be implemented on a permanent basis. The two centre model also met with the principles of the national review.

It was proposed that the two centre model, as detailed in the report, be implemented on a substantive basis and that an action plan to take forward the areas identified for improvement, as a result of the external review, and as detailed in the appendix to the report, be established.

The Board decided:

- (1) that the two centre model for the Out of Hours General Medical Services be implemented on a permanent basis; and
- (2) that an action plan be developed to take forward the areas identified for improvement by the external review.

14 Medicines Management for People Requiring a Care at Home Service

A report dated 18 November 2016 by the Director, Health and Social Care was submitted on the Medicines Management Procedure within Home Care Services which supported people at home to manage their medication safely and effectively whilst complying with the current guidelines of the Care Inspectorate.

A review of the Medicines Management Procedure for Care at Home had been undertaken with a view to implementing new medication arrangements which enabled home carers to prompt service users' medication or to administer the medication if that level of service was required and appropriate.

Following appropriate staff training, the Medicines Management Procedure had been implemented in Strathaven, East Kilbride and Hamilton and it was proposed that the procedure be fully implemented in the localities that had been trained.

Deborah Mackle, Home Care Services Manager, Social Work Resources and George Lindsay, Chief Pharmacist, Primary Care, NHS Lanarkshire then gave a presentation on the Medicines Management Procedure highlighting:-

- ◆ progress made in implementing the Medicines Management procedure
- ◆ the next steps in implementing and embedding the procedure
- ◆ benefits achieved through the implementation of the procedure

The Board decided: that the implementation of the Medicines Management Procedure within the South Lanarkshire Health and Social Care Partnership be supported.

15 Sustainability of GP Services in Lanarkshire

A report dated 2 November 2016 by the Director, Health and Social Care was submitted on the sustainability of GP Services in Lanarkshire.

A number of GP practices had raised issues with NHS Lanarkshire in relation to their ability to sustain services. The main issue was in relation to GP staffing in Lanarkshire and details were provided on the current position in relation to staffing, together with the action being taken to address matters.

It was proposed that regular progress reports in relation to the action being taken to address the staffing issues within GP practices in Lanarkshire be submitted to future meetings of the South Lanarkshire Integration Joint Board (IJB).

The Board decided: that progress reports in relation to the action being taken to address the staffing issues within GP practices in Lanarkshire be submitted to future meetings of the IJB.

16 Board Development

A report dated 11 November 2016 by the Director, Health and Social Care was submitted on the delivery of further development opportunities for Board members to support the South Lanarkshire Health and Social Care Partnership in developing its shared vision, values and new ways of working.

The focus of the development sessions to date had been on the legislative requirements of the Board and the establishment of the Strategic Commissioning Plan. It was now proposed that further development sessions be delivered to:-

- ◆ support Board members and senior officers to agree their vision on how the Board would operate
- ◆ agree joint values, behaviours and ways of working collaboratively that would support the delivery of the Partnership outcomes
- ◆ support transformational change

The Board decided:

- (1) that arrangements be made for a development session for IJB members to be held in January 2017 to build on the Health and Social Care Partnership's vision statement; and
- (2) that arrangements be made for a programme of master classes, informed by the outcome from the IJB members' development session, to be delivered throughout the year.

17 Winter Plan 2016/2017

A report dated 1 November 2016 by the Director, Health and Social Care was submitted on the planning arrangements to ensure the relevant services were prepared for the winter months.

Each year, NHS Lanarkshire was required to produce a winter plan which was informed by past experience and national guidance. The plan was produced in consultation with key stakeholders and was prepared in order to ensure readiness to meet an increase in unscheduled demand across a range of services.

In line with the national guidance, the winter plan, which was attached as an appendix to the report, required to be approved by the Integration Joint Board and NHS Lanarkshire Board prior to it being published.

The Board decided: that the winter plan, as detailed in the appendix to the report, be endorsed.

18 Any Other Competent Business

There were no other items of competent business.