

Board Meeting
28 November 2018

Lanarkshire NHS Board
Kirklands
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SUBJECT: North IJB Integration Scheme Review

1. PURPOSE

This paper is coming to the Board:

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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The purpose of this document is to update the NHS Board on the Terms of Reference for the review of the North IJB Integration Scheme, which was agreed at the September 2018 NHS Board meeting.

2. ROUTE TO THE BOARD:

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
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The draft terms of reference were reviewed at the NHSL and NLC CMT meetings on 12th November 2018.

3. SUMMARY OF KEY ISSUES

The Public Bodies (Joint Working) (Scotland) Act 2014 set out the legislation governing health and social care in Scotland with the intention of improving outcomes for the population. The legislation set out options for Local Authorities and Health Boards and in North Lanarkshire, as in most of Scotland, the decision to opt for a “body corporate” model was taken. This required the formation of the Integrated Joint Board (IJB) with delegated functions from both the Health Board and Local Authority that were set out in an Integration Scheme, which was formally enacted on 1st April 2016.

In September 2018 North Lanarkshire Council set out a new vision for the future direction of the council in ‘We Aspire’. The document set out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.

Section 44 of the Public Bodies (Joint Working) (Scotland) Act 2014, notes that “the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable”. The legislation clarifies the “relevant period” as “the period of five years beginning with the day on which the scheme was approved”.

Given the changes proposed in the ‘We Aspire’ report, this presents an opportune moment to expedite the review of the integration scheme, building on the learning to date and agreeing the best direction of travel moving forwards.

Terms of Reference have been drafted for the review, which are set out in Appendix 1.

The review ultimately aims to ensure the continued focus on improving the health and care outcomes of the population of North Lanarkshire and will take an inclusive approach to ensure the views of a range of stakeholders, including frontline staff and IJB Board members are fully considered.

Following completion of the review, recommendations will be made to North Lanarkshire Council and the NHS Lanarkshire Board for final approval in May 2019.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	LDP	<input type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input type="checkbox"/>	Statutory Requirement	<input type="checkbox"/>	AHF/Local Policy	<input type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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The National and Local eHealth strategy have been developed to align and improve the 6 dimensions of care; Safe, Effective, Efficient, Timely, Equitable and Patient Centred.

Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

This will be considered by the Core Group in making any recommendations to the Programme Board.

7. FINANCIAL IMPLICATIONS

This will be considered by the Core Group in making any recommendations to the Programme Board.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

This will be considered by the Core Group in making any recommendations to the Programme Board.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

The impact of any changes will be considered and an EQIA completed if appropriate.

Yes *Please say where a copy can be obtained*
 No *Please say why not*

11. CONSULTATION AND ENGAGEMENT

To be initiated after the Project Plan and Engagement Plan have been signed off by the Programme Board.

12. ACTIONS FOR THE BOARD

The Board is asked to:

1. Note the terms of reference of the integration review;
2. Request updates on progress; and
3. Request sight of the final report in May 2019.

Approval	<input type="checkbox"/>	Endorsement	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	

13. FURTHER INFORMATION

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 North Lanarkshire Health & Social Care Partnership
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Appendix 1: Review of the Health and Social Care Integration Scheme in North Lanarkshire

Draft Terms of Reference

Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 set out the legislation governing health and social care in Scotland with the intention of improving outcomes for the population. The legislation set out options for Local Authorities and Health Boards and in North Lanarkshire, as in most of Scotland, the decision to opt for a “body corporate” model was taken. This required the formation of the Integrated Joint Board (IJB) with delegated functions from both the Health Board and Local Authority that were set out in an Integration Scheme, which was formally enacted on 1st April 2016.

In September 2018 North Lanarkshire Council set out a new vision for the future direction of the council in ‘We Aspire’. The document set out a plan to revise the Integration Scheme and transfer the discretionary delegated functions for children, families and justice social work services to the newly reshaped Education and Families service within the council.

Section 44 of the Act states that “the local authority and the Health Board must carry out a review of the integration scheme before the expiry of the relevant period for the purpose of identifying whether any changes to the scheme are necessary or desirable”. The legislation clarifies the “relevant period” as “the period of five years beginning with the day on which the scheme was approved”.

Given the changes proposed in the ‘We Aspire’ report, this presents an opportune moment to expedite the review, building on the learning to date and agreeing the best direction of travel moving forwards.

Aims

The ultimate aim of the review is to ensure that there is a continued focus on improved health and care outcomes for the population of North Lanarkshire.

The review will set out how integrated health and social care services and the Integrated Joint Board contribute to a whole system approach that is aligned to the delivery of those improved outcomes through collaborative working across public services in North Lanarkshire. Cognisance will also have be given to the partnership in South Lanarkshire given the range of hosted NHS services at present.

The review will describe how the IJB and the Health and Social Care Partnership (HSCP) can be organised so integrated working demonstrably adds value and avoids duplication or confusion about roles and tasks, simplifying decision making processes and increasing responsiveness and flexibility within the system.

The review will make recommendations for changes in shape and structure of the integrated working arrangements where these are designed to improve performance against the key performance indicators set out for integrated working (e.g. Health and Social Care Delivery plan).

Objectives

By May 2019 the review will have:

- Reviewed the benefits and challenges of the current model as it has been implemented in North Lanarkshire;
- Gathered and assessed the evidence that is available from other models across Scotland and be aware of examples of best practice, including the output of the national review of integration;
- Engaged key stakeholders from staff, service user groups and Board members to determine their views and opinions on how the Integration Scheme could be improved (including representatives from the South partnership due to the existing hosted services);
- Determined what options for changes in the Integration Scheme should be considered and conducted an options appraisal exercise to determine the preferred option;
- Made recommendations for implementation of the preferred option to North Lanarkshire Council and NHS Lanarkshire Board.

Scope

The review will:

- Consider the role and function of the IJB and the options available within the scope of the legislation;
- Consider the role and function of the HSCP including which health and social work services will be operationally integrated within the HSCP structure;
- Set out clearly the relationships between IJB, HSCP, Health Board, Local Authority and their respective committees to achieve clarity and simplify arrangements for Strategic Planning, Organisational Governance and Operational and Performance Management. This will include support, care and clinical governance arrangements within the Health and Social Care Partnership and should also consider professional leadership for social work services within the new NLC structures;
- Examine the current arrangements for “hosted services” within the Integration Scheme and suggest how these might be improved, and take account of any impact of hosted services, and any other services, managed by South Lanarkshire H&SCP;
- Review finance and budgetary arrangements within the IJB and HSCP to minimise barriers to efficient integrated service delivery while retaining strong financial governance for both partner organisations;
- Review joint human resource arrangements and workforce planning arrangements to maximise the potential for flexibility across different employing organisations;
- Make recommendations on shared IT and information sharing arrangements that will support fully integrated working;
- Review the locality structures and consider whether groups of localities (numbers to be determined) would provide a more efficient management structure within the HSCP than the current arrangement of 6 localities, linking to the wider structures of both organisations;
- Consider how mechanisms for decision making within the IJB and HSCP can be simplified and devolved appropriately within the HSCP, with a principle that decisions should be taken in an integrated way wherever appropriate and possible.

Parameters

- Adult health and social care services and children's health services managed by Health and Social Care North Lanarkshire;
- Strategic Planning and Governance of the wider health and social care system that currently sits with the IJB.

Governance

The Programme Board will comprise of:

Des Murray	Chief Executive, North Lanarkshire Council
Councillor Logue	Leader, North Lanarkshire Council
Councillor Kelly	Depute Leader, North Lanarkshire Council/IJB Chair
Calum Campbell	Chief Executive, NHS Lanarkshire
Neena Mahal	Board Chair, NHS Lanarkshire
Avril Osborne	Non-Executive Director, NHS Lanarkshire/IJB Vice-Chair

The Programme Board will meet 6-weekly throughout the review, setting the overall direction, providing oversight responsibility and ultimate decision making.

The review will be led by Katrina Hassell, NLC Business Relationship Manager and Paul Cannon, NHSL Board Secretary, supported by a core team of:

Ross McGuffie	Interim Chief Accountable Officer
Alison Gordon	Head of Children Families and Justice Social Work Services
Margaret French	Head of Adult Social Work Services
Anne Armstrong	Nurse Director
Alastair Cook	Medical Director
Tbc	Staff Side representative

The core team will meet frequently and will involve other key officers as required through the process.