



## ITEM 3. MINUTE

<b>MEETING:</b>	<b>INTEGRATION JOINT BOARD</b>
<b>DATE:</b>	<b>TUESDAY, 24<sup>th</sup> SEPTEMBER 2019</b>
<b>TIME:</b>	<b>2.00PM</b>
<b>VENUE:</b>	<b>COUNCIL CHAMBERS, CIVIC CENTRE, MOTHERWELL</b>

<b>PRESENT :</b>	<p><b>NHS Lanarkshire:</b> Dr. A. Osborne (Chair), Mr B Moore, Mrs M. Morris, Mr C Campbell (proxy for Mr P Campbell)</p> <p><b>North Lanarkshire Council:</b> Councillors Kelly (Vice Chair) , Logue, Gallacher and Linden</p> <p><b>Stakeholder Representatives:</b> Mr H Robertson, North Lanarkshire Carers Together, Mrs L Seaton, Partnership for Change (service user representative), Mr J Watson, Trade Union Representative, Unison NLC, Mrs C McGinty, Staff Side representative NHSL, representative, Dr T Smyth, GP Representative,</p> <p><b>Board Members:</b> Mr R McGuffie, Interim Chief Accountable Officer, Miss M Moy, Finance Officer (S.95), Mrs A Armstrong, Nurse Director, Mrs A Gordon, Chief Social Work Officer, Dr R McKenzie, Consultant/Medical Representative</p> <p><b>IN ATTENDANCE</b> Mrs M Dendy, Interim Head of Performance, Planning and Quality Assurance, Ms M French, Interim Head of Adult Services (Social Work), Mr J McCreanor, Service Manager (Social Work), Dr A Cook, Medical Director, Ms M Thomson, Interim Head of Health, Mrs C Jack, IJB Board Secretary, Mr Des Murray, Chief Executive NLC, Mr P McCrossan, Director of Allied</p>
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	Health Professionals, Ms Kate Bell, Head of Change & Innovation, NHSL, Lisa Duthie, Senior Auditor, Audit Scotland
<b>Apologies:</b>	Ms M Halliday, VANL – Third Sector, Phil Campbell, Non Exec Director, NHSL

**1. DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000**

No declarations of interest were noted.

**2. MINUTES OF PREVIOUS MEETING**

The minute of the IJB meeting held on 12<sup>th</sup> June 2019 was accepted as an accurate record subject to an amendment to the wording at item 6 as follows; 'It was agreed that whilst a change of membership representation was not the position of the IJB, and that it was not matter for the IJB to determine, it was agreed that the Chair would write to the Chair of NHSL to ensure that the views of two NLC members was drawn to attention.'

**3. MINUTES OF THE PERFORMANCE, FINANCE & AUDIT COMMITTEE (PF&A)**

The minute of the Performance, Finance & Audit Committee held on the 28<sup>th</sup> May 2019 was noted for information.

**4. ACTION LOG**

The action log was noted as having all the agreed actions progressed within the agreed timescale except those items awaiting receipt of external guidance.

With respect to Item 4, IJB membership, the Chair confirmed that she had written to the Chair of NHS Lanarkshire to convey the views of two of the elected members as agreed at the previous meeting. It was noted that there no additional capacity within NHS L Board membership to increase membership to the IJB at this point.

**5. APPOINTMENT OF CHIEF OFFICER**

The Chair made reference to the short paper from the Head of People and Organisational Development, North Lanarkshire Council formally noting the appointment of Ross McGuffie as Chief Officer of Health & Social Care North Lanarkshire. The Chair, on behalf of the IJB, congratulated Mr McGuffie on his appointment.

Decided: The IJB noted (1) the appointment of Mr R McGuffie to the post of Chief Officer, H&SC NL.

**6. MENTAL HEALTH & WELLBEING STRATEGY**

Mrs A Armstrong and Ms Kate Bell gave a short presentation setting out the development of the Strategy via an extensive series of engagement events with a wide variety of stakeholders. A summary of high level aims were noted as follows;

1. Change organisational and societal culture.
2. Tackle stigma and discriminations and inequalities
3. Improve access to specialist mental health services in the community
4. Make mental health easier to talk about
5. Increase mental health workforce and new ways of working
6. Integrated physical and mental health service delivery.

Printed copies of the draft strategy were made available and further comments were invited prior to the final version being made available and launched on the 24<sup>th</sup> October 2019. The Chair, thanked the team on their efforts to develop the comprehensive strategy and further updates on the implementation plan were to be scheduled on the IJB agenda.

**Decided;** (1) the IJB approved the Lanarkshire Mental Health and Wellbeing Strategy; (2) Noted that the population approach utilised has enabled wide-ranging involvement in the development and co-production of the Lanarkshire Mental Health and Wellbeing Strategy; (3) Noted that an Integrated Workforce Plan will be developed to support the implementation of the Strategy; (4) Noted the Communication and Engagement Report which describes the depth and breadth of engagement undertaken to inform the development of the strategy, highlighting examples of unmet need and reflecting lived experience throughout; (5) noted the requirement to put in place an implementation plan to progress the delivery of the strategy; (6) noted that the Strategy will be formally launched on 24th October, 2019

#### **7. PRIMARY CARE IMPLEMENTATION PLAN (PCIP) and GP SUSTAINABILITY**

Dr Cook made reference to the report which highlighted progress against a number of initiatives being taken forward by the PCIP. The latest update from July 2019 set out the position against each of the work streams, noting progress in recruiting 90 wte pharmacists to support practices; 38wte nurses to deliver vaccinations and 114wte additional staff (phlebotomists, nurses and AHPs) in treatment rooms and providing additional clinical services in practices in the community treatment and care work stream. The update set out the plans for year 3 and the evaluation and measurement plans that will demonstrate the benefits of this investment.

Dr Cook's report also set out the key issues around GP sustainability in North Lanarkshire as this had previously been raised as an area of concern by IJB members. Dr Cook's report noted that there were a number of practices currently under pressure and the report went on to detail the number of ways that NHS Board supported practices with a growing emphasis on a more proactive approach to developing different business models to help sustain practices. Discussion followed on efforts to recruit to existing vacancies and Dr Smyth gave examples of the use of informal contacts and social media to maintain an active focus.

**Decided:** (1) the IJB noted the update on progress associated with the PCIP self-assessment and efforts to continue to develop plans for sustainable services in each locality

#### **8. OUT OF HOURS – URGENT CARE NHSL**

Mr McGuffie made reference to the report on GP Out Of Hours services (OOH) that had previously been presented to the Lanarkshire NHS Board and South Lanarkshire IJB who host the service. IJB members noted the current service sustainability issues due to challenges in terms of recruitment to GP and nurse vacancies and were assured by the commitment from NHSL to retain a two centre model. It was noted that, should the workforce issues be unable to be resolved by December 2020, a collaborative planning exercise would be undertaken to identify a more sustainable future model.

**Decided:** the IJB noted (1) the progress by the Urgent Care OOH workforce planning group; (2) noted the early December timescale for recruitment to a fully staffed two site model (3) noted the current service sustainability issues due to challenges in terms of recruitment to GP and Nurse vacancies; and (4) noted the commitment to maintaining a 2 site model and plans to develop an alternative model if current efforts are not successful.

#### **9. LANARKSHIRE PALLIATIVE CARE**

Mr McGuffie made reference to the report on Palliative care services which provided an update on the roll out of the Lanarkshire Palliative Care Strategy, approved by South and North IJBs in December 2017. The report provided a detailed breakdown of activity across Lanarkshire including the use of specialised hospice beds within Kilbryde Hospice, St Andrews Hospice and Strathcarron Hospice. It was noted that the next phase of the Palliative Care Strategy is to map the journey across all the localities in Lanarkshire to examine the pathway of care and identify areas for

improvement, for example A&E access and hospital admissions. Success will include identifying people at end of life early; ensuring anticipatory care plans are in place plus ensuring there are sufficient staff with the right skills to support their end of life care. This will mean working together across hospices, Specialist Palliative Care Services and Community Teams to maximise opportunities.

It was also noted that the contract monitoring of services in Strathcarron Hospice will transfer from South Lanarkshire Health and Social Care Partnership to North Lanarkshire Health and Social Care Partnership to reflect the commissioning arrangements in place.

Discussion followed on the use of beds within Strathcarron Hospice and the need for further review of actual usage and uptake of specialist support for end of life care at home.

Decided; the IJB (1) noted the progress made in implementing the Palliative Care Strategy; (2) Noted the activity that is underway to map the journey of care for people with palliative care needs across Lanarkshire in order to identify areas of improvement; and (3) noted that the contract monitoring for services within Strathcarron Hospice will be transferred to the North Lanarkshire Health and Social Care Partnership (previously undertaken by South Lanarkshire).

#### **10. HOME SUPPORT & COMMUNITY ALARM SERVICE**

Ms French made reference to the report which provided an update on the continued development of the Home Support model and Community Alarm Service, as presented to the Adult Health and Social Care Committee in August 2019. Ms French summarised the progress made in modernising the service since previous reports and discussions within IJB in 2018 and in respect of the community alarm service, the report provided the additional information that was requested by the IJB at its last meeting in June 2019 particularly around;

- Strategic plan, costings and integration with Home Support
- Work with communities and groups to improve family/community responses
- Detail on past and proposed further third sector work
- Benchmarking re costs and service

Discussion followed on a number of aspects of the report and the proposals with some concerns noted. The team were thanked for the level of detail provided and for responding to requests for additional information on the service particularly around engagement and feedback from service users. Further work around the 3 year financial plan and links with other work streams e.g. First Point of Contact were noted.

Decided; The IJB (with two exceptions) accepted the recommendations set out in the report as follows; (1) approved the action plan for implementation of the next phase of the Home Support service redesign as set out within the paper in Appendix 1; (2) noted the inclusion of the Community Alarm review and development within the overarching home support redesign; (3) Noted the detailed statistical data on the service; (4) Endorsed the planned further development work with the 3<sup>rd</sup> sector; (4) Noted the planned work of the National Digital Telecare group and that North Lanarkshire's Community Alarm Service becomes a participant in this work.

#### **11. STRATEGIC COMMISSIONING PLAN 18/19 – OUT TURN REPORT**

Ms Dendy made reference to her paper that set out the planned actions to engage in the completion of the Strategic Commissioning Plan for 2020 – 2023. An extensive engagement process is underway to develop a three year commissioning plan which will run from 2020 – 2023. The draft plan will be produced for December 2019 to facilitate final consultation on the content before publishing by March 2020. Ms Dendy advised that two rounds of locality events will be augmented with smaller events for both hosted services, some area wide services and more localised locality events; an elected member session; Strategic Commissioning Group event in December and an on-line questionnaire.

Decided; the IJB (1) noted the progress on the completion of the Strategic Commissioning Plan.

**12. OVERVIEW OF FINANCIAL OUT TURN 2018/19**

M Moy made reference to her report that set the national position across Scotland with integrated authorities, noting both the increased demand for services and increasing cost pressures. A summary of the national position against total expenditure and savings achieved was noted. An overview of the baseline budgets for North Lanarkshire was noted alongside a breakdown of savings achieved over the last 3 years. The total funding for the North Lanarkshire IJB (IJB) in 2018/2019 was £621.583m (NHSL- £450.163m; NLC - £171.420m). Savings totalling £4.763m had been approved for implementation in 2019/2020 (NHSL - £1.435m; NLC - £3.328m).

**Decided:** (1) The committee noted the contents of the report.

**13. EXTERNAL AUDIT ANNUAL REPORT 2018/19**

Miss Moy made reference to the report that had previously been presented to the special meeting of the Performance, Finance & Audit Committee for approval. The report outlined the outcome of the audit by the North Lanarkshire Integration Joint Board's External Auditor, Audit Scotland, within the statutory timescale of 30 September 2019. The External Auditor had submitted an Annual Audit Report setting out their key findings for the consideration of the members of the IJB and provided details of the proposed management response to the action points at page 21 of the External Auditor's Annual Audit Report.

Decided; The IJB (1) Noted the contents of the report; (2) noted that a clean audit certificate in respect of the IJB Annual Accounts 2018/2019 has been received; (3) considered the External Auditor's Annual Audit Report in advance of the statutory timescale of 30 September 2019 for the approval of the IJB Annual Accounts 2018/2019; and (4) approved the management response to the action points contained within the External Auditor's Annual Audit Report.

**14. NORTH LANARKSHIRE IJB ANNUAL ACCOUNTS 2018/19 (AUDITED)**

M Moy made reference to the report which provided an overview of the audited IJB Annual Accounts for the financial year 2018/2019 in line with the legislative requirements. The audited 2018/2019 Annual Accounts for the IJB were attached as an appendix. The report outlined the outcome of the audit by the North Lanarkshire Integration Joint Board's External Auditor, Audit Scotland, within the statutory timescale of 30 September 2019 and Miss Moy advised that the report provided Provides details of the proposed management response to the action points.

Decided; The IJB (1) Noted the contents of the report; (2) noted that a clean audit certificate in respect of the IJB Annual Accounts 2018/2019 has been received; (3) considered the External Auditor's Annual Audit Report in advance of the statutory timescale of 30 September 2019 for the approval of the IJB Annual Accounts 2018/2019; and (4) approved the management response to the action points contained within the External Auditor's Annual Audit Report.

**15. IJB RESERVES STRATEGY**

Marie Moy made reference to the report that provided an overview of the projected reserves position for 2019/2020 taking into consideration the financial planning assumptions for 2019/2020 which were summarised in the appendix attached to the report. Following the IJB meeting on 12<sup>th</sup> June 2019, a review of all reserves has been undertaken and as a result, a proposed realignment of earmarked reserves totalling £0.884m to contingency reserves had been identified.

Decided; The IJB (1) noted the contents of the report and (2) Approved the realignment of earmarked reserves totalling £0.884m to contingency reserves.

#### **16. FINANCIAL MONITORING REPORT 2019/20**

M Moy made reference to the Financial Monitoring Report 2018/19 provided which summarised the financial position of Health & Social Care North Lanarkshire for the period from 1 April 2019 to 31 July 2019 (Health Care Services) and 16 August 2019 (Social Work and Housing Services). Ms Moy highlighted that this was slightly improved position compared to the previous report.

The financial position as at July/August 2019 was noted as a net overspend of £1.176m and is summarised as follows:

- an underspend of £0.478m on health care services
- an overspend of £1.654m on social care and housing services

Details of the variances were provided in the appendix to the report. Discussion followed on expenditure on equipment and adaptations which was in an overspend position and it was noted that a more detailed update on this topic would be provided to a future meeting of the Performance, Finance & Audit Committee. Discussion also followed on overspends on locums and underspends in other health service areas due to high levels of vacancies. Mr McGuffie gave an assurance that recruitment was ongoing and mainly reflected national challenges.

**Decided:** (1) The committee noted the contents of the report; (2) Noted the budget adjustments as a result of the revised Integration Scheme; (3) Noted the management action being taken to develop a budget recovery plan for 2019/2020; (4) Approved the principal for the financial year 2019/2020 that the lead partner for a hosted service will be responsible for managing any overspends incurred and, with the exception of ring-fenced funding, will be able to retain any underspends which can be allocated to offset overspends; and (5) Noted the realignment of the ear-marked reserves totalling £0.884m to the contingency reserve, pending approval by the IJB.

#### **17. IJB MEDIUM TO LONG TERM PLAN**

Ms Moy gave a short presentation on the IJB Medium to Long Term Plan Financial Planning Approach that set out the indicative cost pressures and & indicative savings scenarios that would require to be addressed as part of a realistic financial framework for the coming years. A full report and more detailed discussion would be planned for the next meeting of the IJB where more time was to be set aside for discussion.

**Decided :** the IJB noted the presentation which was helpful in setting the scene for further more detailed discussions on long term financial planning.

#### **18. FINANCIAL INCLUSION – SERVICE ACTIVITY REPORT**

Mrs Gordon made reference to the report that had been presented to the Youth, Equalities and Empowerment Committee. The report highlighted the significant success of the team in supporting North Lanarkshire residents in maximising income, providing representation at appeals and provision of money advice. Mrs Gordon also highlighted the very positive customer satisfaction scores from a recent user survey.

**Decided:** The Committee noted the positive report.

#### **19. ANNUAL PERFORMANCE REPORT**

The IJB noted that the final version of the Annual Performance Report which would now be published in user friendly format and had been submitted to Scottish Government by due date of 31<sup>st</sup> July 2019.

#### **20. CLOSE OF BUSINESS**

It was noted that the date of the next meeting (28.11.19) required to be amended. An alternative date in early December was being canvassed.