



SOUTH LANARKSHIRE INTEGRATION JOINT BOARD

Minutes of meeting held in the Council Chamber, Council Offices, Almada Street, Hamilton on 3 December 2019

Chair:

Councillor John Bradley

Present:

Health and Social Care Partnership

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

NHS Lanarkshire Board

Calum Campbell, Chief Executive (*substitute for Michael Fuller*); Lilian Macer, Non Executive Director; Lesley Thomson, Non Executive Director

South Lanarkshire Council

Councillors Allan Falconer, Richard Lockhart and Jim McGuigan

Attending:

NHS Lanarkshire

C Cunningham, Head of Commissioning and Performance; M Docherty, Nurse Director; M Hayward, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride); T Wilson, Health Service Trade Union Representative

Partners

G Bennie, VASLAN; H Biggins, Service User (Older People); R Craig, South Lanarkshire Health and Social Care Forum; V Johnstone, Carers' Representative; N Patterson, Scottish Care (*substitute for R Ormshaw*)

South Lanarkshire Council

I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); M Kane, Service Development Manager; G McCann, Head of Administration and Legal Services; J McDonald, Administration Adviser; J Taylor, Head of Finance (Strategy); L Purdie, Chief Social Work Officer

Also Attending:

Audit Scotland

S Lawton, Senior Auditor

Healthy n Happy Community Development Trust

B Rooney, Executive Director

South Lanarkshire Council

N Ait Hocine, Locality Manager, East Kilbride

Apologies:

NHS Lanarkshire Board

Philip Campbell, Non Executive Director (Depute); Michael Fuller, Non Executive Director

NHS Lanarkshire

L Ace, Director of Finance; L Findlay, Medical Director

Partners

R Ormshaw, Scottish Care

South Lanarkshire Council

P Manning, Executive Director (Finance and Corporate Resources)

Chair's Opening Remarks

The Chair, on behalf of the Board, welcomed Robert Craig, South Lanarkshire Health and Social Care Forum to his first meeting of the South Lanarkshire 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 10 September 2019 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 27 August 2019 were submitted for noting.

The Board decided: that the minutes be noted.

4 Financial Monitoring 2019/2020

A report dated 22 November 2019 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 31 October 2019 in relation to Health Care Services and for the period 1 April to 11 October 2019 in relation to Social Work and Housing Services.

An underspend of £0.196 million had been reported by NHS Lanarkshire for the South Lanarkshire HSCP for the period 1 April to 31 October 2019 in relation to Health Care Services.

An overspend of £0.144 million had been reported by South Lanarkshire Council for the South Lanarkshire HSCP for the period 1 April to 11 October 2019 in relation to Social Work and Housing Services.

An underspend of £0.186 million had been identified on the primary care improvement fund which was ring fenced.

An underspend of £0.011 million had been identified on the Housing Revenue Account which would be retained by the South Lanarkshire Council partner.

Details were provided on how the budget would be managed and a summary of the budget variance position, together with supporting information, was provided in Appendices 1 to 5 to the report.

A summary of the budget adjustments since 1 April 2019 was provided in Appendix 6 to the report.

The Chief Financial Officer referred to Appendix 2 to the report which had been amended to provide the up to date position in relation to Care Services Analysis and a copy of the revised appendix was circulated at the meeting.

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

The Board decided:

- (1) that, for the financial year 2019/2020, the principle of the lead partner for a hosted service being responsible for the management of any overspends, as detailed in Appendix 1 to the report, be approved;
- (2) that the reconciliation of the movement in the Primary Care Improvement Fund, as detailed in Appendix 1 to the report, be noted; and
- (3) that the transfer of the share of the Lanarkshire budget for Child Protection and Gender-Based Violence to NHS Lanarkshire, as detailed in Appendix 1 to the report, be noted.

5 Performance Monitoring Report

A report dated 6 November 2019 by the Director, Health and Social Care was submitted providing a summary of performance against the key performance measures assigned to the integration of Health and Social Care in South Lanarkshire.

The Health and Social Care Delivery Plan and the work of the Ministerial Steering Group (MSG) in Health and Social Care had identified 6 key areas through which trends over time would be monitored with a view to supporting improvement and learning within Partnerships in Scotland. In addition, a number of performance measures, which related to the functions managed by the Health and Care Partnership, were reported on a regular basis.

Progress against the key performance actions and measures for the 31 national integration indicators and the 6 Ministerial Steering Group measures were provided in the appendices to the report.

There were a number of areas of development which had been identified in relation to performance management that would be included in future performance reports.

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

The Board decided: that the report be noted.

6 Locality Redesign – Care at Home

A report dated 4 November 2019 by the Director, Health and Social Care was submitted on the issues arising from the Care Inspectorate's report for the Hamilton/Blantyre/Larkhall Home Care Service and how this related to the wider service.

Information was provided on the:-

- ◆ future function and structure for the Care at Home Service within the Health and Social Care Partnership's 4 locality teams
- ◆ need to review the structures that supported Care at Home delivery to reflect demographic pressures, changes in statutory duties and regulation, making use of new technology and the changing role for Care at Home within the overall Health and Social Care system
- ◆ need to redesign the following:-
 - ◆ re-ablement and crisis intervention models
 - ◆ assessment and care management functions to align those functions more closely with Fieldwork Services
 - ◆ carer support structures to ensure home care workers were effectively supported in line with the new National care standards and the Scottish Social Services Council requirements
 - ◆ scheduling of care using new electronic functionality to ensure the scheduling service and duty desk model were optimised to secure the benefits of the planned implementation of a new scheduling tool

The Care Inspectorate's report had highlighted issues relating to the effectiveness of the embedded care management resources. Although those issues had mainly related to the Hamilton Care at Home Service, the following issues had been identified for the entire Service to consider:-

- ◆ the quality of the care management
- ◆ meeting the requirement to complete 6 monthly service reviews
- ◆ ensuring Carers were well supported and confident in their role
- ◆ ensuring consistency of care delivery in the context of challenging levels of demand
- ◆ ensuring sufficient capacity in the system to meet demand

Following consultation with the Care Inspectorate, the Health and Social Care Partnership (HSCP) had developed a comprehensive action plan to address those areas identified for improvement and to support the Hamilton Service. The key components of the Action Plan were as follows:-

- ◆ establishment of an improvement steering group
- ◆ external expert review to be undertaken of the root causes of the challenges and to identify exemplars of best practice elsewhere in the South Lanarkshire Council (SLC) Service
- ◆ reorganisation of the boundaries of the Service to reduce its scale
- ◆ refresh the management of the Service
- ◆ raise the seniority level of the registered Manager to improve governance
- ◆ deploy additional temporary resources to support both the management of the improvement programme and the operational challenges, such as overdue reviews
- ◆ improve quality assurance systems

Operationally, an extended period of intervention to embed the necessary changes to culture and practice was required. Some key actions, which had already taken place, were outlined in the report.

Detailed information was provided on the following:-

- ◆ key challenges and improvement actions for the Service
- ◆ the need to consider requirements in assessment and care management
- ◆ establishment of dedicated re-ablement teams within each locality and the Rapid Response Service

- ◆ the need to improve the interface with carers, remodel the support infrastructure to take advantage of a new electronic scheduling tool and redesign the model for supporting carers

The redesign activity detailed above was achievable within available resources to target services optimally, improve flow and efficiency. To address the challenges of ensuring the Service met its regulatory requirements into the future, consideration required to be given to the:-

- ◆ capacity to deliver both core care management and service review functions
- ◆ infrastructure to support carers throughout the operational day

The financial implications associated with any future proposals would be reported to a future meeting of the South Lanarkshire Integration Joint Board (IJB).

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

The Board decided:

- (1) that the Chief Officer's intentions to focus the partnership's Care at Home Service on being a provider of services be noted;
- (2) that it be noted that a review of service functions would be undertaken with a report being submitted to a future meeting of the South Lanarkshire Integration Joint Board for consideration; and
- (3) that the Health and Social Care Partnership's intention to focus a substantial core of the internal Care at Home Service on re-ablement and rapid response interventions, including aligning initial assessment resources with the Integrated Community Support Teams, be noted.

7 Investing to Modernise in South Lanarkshire's Care Facilities

A report dated 23 October 2019 by the Director, Health and Social Care was submitted on the proposed investment to modernise South Lanarkshire's care facilities.

The South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 set out a commitment to support more people to remain at home and in their community. A number of commissioning intentions had been outlined within the Plan to support this ambition, one of which was reducing the overall reliance on residential and in-patient forms of care.

Within the Plan, a specific commissioning intention was agreed to implement the new care facilities' model to provide people with more choice and options to be maintained at home and in the community.

Consequently, the IJB issued an associated 'Direction' to both South Lanarkshire Council and NHS Lanarkshire to reduce reliance on nursing and residential care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the 'home for life' principle.

Information was provided on the progress to date on the actions previously approved by Committee in relation to the Blantyre/Hamilton and Clydesdale localities. The development in

Blantyre was the most advanced in terms of the 3 areas referred to above and proposals for the Blantyre development were at a consultation stage in terms of securing planning consent.

A full communication strategy had been developed to support and maximise reach, thereby, allowing as many members of the public as possible to have the opportunity to drop in, find out more and ask pertinent questions. This was facilitated by 2 open events which took place in Blantyre in July and August 2019.

At its meeting on 8 May 2019, the Council's Social Work Resources Committee had approved the preferred site of Flush Park as a replacement option for McClymont House. To date, a site survey had been commissioned and feedback was awaited in terms of suitability of the overall site to accommodate a new care hub.

In tandem with this, mapping work of services and supports were near completion in terms of the 7 spokes that would underpin the hub from a community services' perspective. The areas for the 7 spokes were confirmed as Lanark, Carluke, Forth, Carnwath/Carstairs, Biggar, Douglas and Lesmahagow/Kirkmuirhill/Coalburn and would build upon existing assets within those communities.

On 28 November 2018, the Council's Social Work Resources Committee had approved the commitment to develop services in the Larkhall/Stonehouse area, with a specific new build to be considered in or around the Larkhall area. The vision behind this development would be in keeping with the overall principles set out at the inception of the Care Facilities' programme. To support this proposal, an initial stakeholder event had been held to provide an overview of the needs analysis of the local community.

The next steps to continue with the development and implementation of the investment to modernise South Lanarkshire's care facilities were outlined in the report. Update reports would be submitted to future meetings of the Council's Social Work Resources Committee and the South Lanarkshire Integration Joint Board.

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

The Board decided: that the report be noted.

[Reference: Minutes of 25 June 2019 (Paragraph 8)]

8 Care and Support Services

A report dated 23 October 2019 by the Director, Health and Social Care was submitted on the proposal to commence a Review of the Care and Support Service for Adults.

South Lanarkshire Integration Joint Board's (IJB) Strategic Commissioning Plan 2019 to 2022 provided a commitment to transform services for the future that were designed to meet the 9 National Health and Wellbeing Outcomes and the 13 strategic commissioning themes outlined in the Plan.

In 2004, support for people with a learning disability, who were supported in a hospital setting or other setting away from their home and community, underwent significant change. A total of 56 South Lanarkshire residents were supported to transition from residential, hospital and hostel settings, back to a community based Care and Support Service. This change specifically established the Care and Support Service which took the form of individual and shared tenancies available across South Lanarkshire.

No further review of this Service had taken place since 2004 and there were now significantly less people dependent on this Service, with 34 of the original 56 residents remaining and continuing to be supported by the Care and Support Service for adults.

The core purpose of the Care and Support Service for Adults was to help people to achieve the outcomes that mattered to them in their life. However, many of the support arrangements currently provided to people with a learning disability within the Service had changed little since 2004. Therefore, there was a requirement to review the current Care and Support model and related resources to ensure the Service continued to meet service user needs.

Information was provided on:-

- ◆ care and support – current service user profile
- ◆ care and support – current service provision
- ◆ service performance and proposed next steps

It was proposed that a review of the Service be undertaken and the outcomes from the review be submitted to a future meeting of the South Lanarkshire Integration Joint Board (IJB) for consideration.

The Board decided:

- (1) that the proposal to undertake a review of the Care and Support Service for Adults be supported; and
- (2) that the outcomes from the review be submitted to a future meeting of the South Lanarkshire Integration Joint Board for consideration.

9 Progress Update on the Adult and Older People Day Service Review

A report dated 7 November 2019 by the Director, Health and Social Care was submitted on the review of Adult and Older People Day Services.

South Lanarkshire Council currently delivered a range of day services to approximately 940 adult and older people. The services had traditionally been organised around a buildings based resource and had not significantly changed since the establishment of South Lanarkshire Council. This model of day service required revision in line with recent legislation, including Self Directed Support.

The current models offered limited options for individuals to realise their personal outcomes and the consultation and engagement which had been undertaken had established an expectation of greater flexibility and choice in relation to accessing community assets.

A Day Service Review Project Board had been established to oversee the review of the service and early consultation with stakeholders had highlighted the following issues:-

- ◆ the future impact of Self Directed Support and the necessary transfer of resource to Direct Payment models
- ◆ matching available resourcing to levels of need in each locality
- ◆ better aligning staffing models to dependency levels
- ◆ reviewing current care delivery programmes against best practice
- ◆ the options for, and consequences of, operating from fewer sites
- ◆ the need for, and nature of, contracted services

- ◆ options for releasing resource from building based services to support more flexible models of care

A report on the outcomes from the review of Adult and Older People Day Services would be submitted to a future meeting of the South Lanarkshire Integration Joint Board (IJB) for consideration.

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

The Board decided:

- (1) that the proposal to undertake a review of Day Services for Adult and Older People be supported; and
- (2) that the outcomes from the review be submitted to a future meeting of the South Lanarkshire Integration Joint Board for consideration.

10 Financial Strategy 2020/2021 – Savings Update

A report dated 22 November 2019 by the Director, Health and Social Care was submitted on the development of the South Lanarkshire Integration Joint Board's (IJB) Financial Strategy for 2020/2021.

South Lanarkshire Council (SLC) and NHS Lanarkshire had delegated funding to the IJB on 1 April 2016 and, as part of the partnership working arrangements, a financial plan comprising of additional funding and proposed savings was agreed annually with the IJB and partner agencies.

Due to a range of uncertainties in respect of the financial planning for 2020/2021, the contributions from each partner had not been finalised. However, SLC's Revenue Budget Strategy for 2020/2021 included funding of £2.350 million for the IJB, subject to efficiency savings of £1.1 million being identified from the ongoing reviews in respect of services delegated to the IJB. Details of the savings proposals, which related to Day Care Services and Care and Support Services, were included in the appendix to the report.

On receipt of confirmation of the Government Grant for 2020, it was proposed that any shortfall in the savings, as a result of the ongoing reviews, be managed by the Council by utilising reserves or any other funding identified in the SLC Budget Strategy.

NHS Lanarkshire had advised there would be an increase in the cost of Health Care Services delegated to the IJB and, therefore, subject to confirmation of the financial settlement, the current savings target for 2020/2021 was estimated to be £2 million.

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

The Board decided:

- (1) that the efficiency savings proposed by South Lanarkshire Council totalling £1.1 million, as detailed in the appendix to the report, be approved, subject to the arrangements for management of any shortfall as detailed above; and
- (2) that a report on the efficiency savings being developed by NHS Lanarkshire be submitted to a future meeting of the South Lanarkshire Integration Joint Board.

11 Locality Planning and Developments – East Kilbride Update

A report dated 28 October 2019 by the Director, Health and Social Care was submitted providing an update on progress in relation to the development of locality planning in the East Kilbride Locality by the South Lanarkshire Health and Social Care Partnership.

The South Lanarkshire Integration Joint Board (IJB) had agreed that 4 localities be established within South Lanarkshire to develop and deliver new ways of working. Details of the progress which had been made to deliver a fully integrated locality model of delivery were provided in the report.

The fully integrated locality model of delivery would continue to be developed and refined to ensure it was centred on delivering the 9 national health and wellbeing outcomes.

Nadia Ait Hocine, East Kilbride Locality Manager gave a presentation on the development of a fully integrated model of delivery within the East Kilbride Locality.

Officers responded to members' questions in relation to various aspects of the presentation.

The Chair then thanked Nadia for the presentation.

The Board decided: that the report be noted.

[Reference: Minutes of 12 September 2017 (Paragraph 18)]

12 Winter Plan 2019/2020

A report dated 15 November 2019 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, in partnership with Integration Joint Boards, 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 had been approved by NHS Lanarkshire Board prior to it being submitted to the Scottish Government by 31 October 2019.

The Board decided: that the submission of the winter plan to the Scottish Government by 31 October 2019 be noted.

13 Out of Hours Workforce Update

A report dated 15 November 2019 by the Director, Health and Social Care was submitted on the Urgent Care Out of Hours Workforce.

Following a national independent review of Urgent Care Out of Hours, commissioned by the Scottish Government in 2015, a new model of delivery for Lanarkshire, comprising an Urgent Care Resource Hub in Hamilton, supported by an Urgent Care Centre in Airdrie Health Centre, had been established. Challenges were currently being experienced in maintaining this Service in view of recruitment issues in relation to both the GP and nursing workforce.

Details were given on the challenges faced which had resulted, at times, in the requirement for the Service to consolidate at the Hamilton site. A workforce planning group had been established to ensure that staff and clinical governance were maintained at both sites and the actions which had been taken to address the workforce issues were contained in the report.

The Board decided: that the report be noted.

[Reference: Minutes of 10 September 2019 (Paragraph 19)]

14 Third Sector Social Prescribing Framework

A report dated 6 November 2019 by the Director, Health and Social Care was submitted on the Third Sector Social Prescribing Framework.

The Social Prescribing Framework had been developed to support the commitment in the South Lanarkshire Strategic Commissioning Plan and the Lanarkshire Primary Care Improvement Plan to develop new ways of working to deliver preventative care interventions and early interventions to optimise wellbeing and reduce health inequalities.

Details were provided on the work which had been undertaken to develop and support the implementation of the Framework which would contribute to addressing health inequalities and improving the health and wellbeing of the residents and communities within South Lanarkshire.

In order to assess the financial implications associated with implementation of the Framework, a South Lanarkshire Integration Joint Board (IJB) development session would be held in early 2020 with a progress report being submitted to a future meeting of the IJB.

The Board decided:

- (1) that the report be noted; and
- (2) that arrangements be made for an IJB development session to be held in early 2020 with a report being submitted to a future meeting of the South Lanarkshire Integration Joint Board for consideration.

15 Children's Services Inspection 2019/2020

A report dated 12 November 2019 by the Director, Health and Social Care was submitted on the inspection of South Lanarkshire Children's Services by the Care Inspectorate which had commenced in autumn 2019.

The inspection would take account of the experiences and outcomes of children and young people in need of protection and those who were subject to corporate parenting responsibilities, including those in continuing care.

The inspection team, which was made up of approximately 12 inspectors, had been on site in the weeks beginning 28 October and 2 December 2019.

In the revised model for joint inspection of services for children and young people in need of care and protection, the Care Inspectorate had posed the following 5 inspection specific questions:-

- ◆ how good was the Partnership at recognising and responding when children and young people needed protection?
- ◆ how good was the Partnership at helping children and young people who had experienced abuse and neglect stay safe, healthy and well, and recover from their experiences?
- ◆ how good was the Partnership at maximising the wellbeing of children and young people who were looked after?
- ◆ how good was the Partnership at enabling care experienced young people to succeed in their transition to adulthood?
- ◆ how good was collaborative leadership?

Details of the inspection timetable and the range of activities to be undertaken during the inspection were provided in the report.

An Inspection Participation Group had been established from all relevant partners and a series of staff briefings had been delivered to appraise the Children's Services workforce of the inspection.

The Board decided: that the report be noted.

16 Public Bodies Climate Change Duties

A report dated 24 October 2019 by the Director, Health and Social Care was submitted on the South Lanarkshire Health and Social Care Partnership's Statutory Climate Change Duties Report for 2018/2019.

The Climate Change (Scotland) Act placed a duty on public bodies to prepare reports on compliance with Climate Change Duties. To ensure the South Lanarkshire Integration Joint Board was compliant with the legislation, a Statutory Climate Change Duties Report for 2018/2019, attached as an appendix to the report, had been prepared.

The Board decided: that the Statutory Climate Change Duties Report for 2018/2019, attached as an appendix to the report, be noted.

17 Any Other Competent Business

There were no other items of competent business.