



Minutes of a meeting of the Health & Social Care **Integration Joint Board** held on Wednesday 25 September 2019 at 10.00am in the Council Chamber, Scottish Borders Council.

Present:

(v) Dr S Mather (Chair)	(v) Cllr D Parker
(v) Cllr J Greenwell	(v) Mr M Dickson
(v) Cllr T Weatherston	(v) Mrs K Hamilton
(v) Cllr E Thornton-Nicol	Mr R McCulloch-Graham
Dr C Sharp	Mr M Porteous
Miss V Macpherson	Mrs J Smith
Mrs S Horan	Ms Linda Jackson

In Attendance:

Mr R Roberts	Mrs T Logan
Mrs C Gillie	Ms S Douglas
Mr G McMurdo	Miss L Ramage
Mrs J Stacey	Ms I Bishop
Mr G Clinkscale	Mrs J Stephen
Mr J Lamb	Mr Brian Paris
Dr L McCallum	Dr R Mollart
Dr K Buchan	

1. Apologies and Announcements

Apologies had been received from Mr John McLaren, Mr Tris Taylor, Cllr Shona Haslam, Mrs Nicky Berry, Mr Stuart Easingwood, Mr David Bell, Dr Angus McVean, Mr David Robertson and Ms Lynn Gallacher.

The Chair confirmed the meeting was quorate.

The Chair welcomed members of the public to the meeting.

2. Declarations of Interests

The Chair sought any verbal declarations of interest pertaining to items on the agenda.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted there were none.

3. Minutes of Previous Meeting

The minutes of the previous meeting of the Health & Social Care Integration Joint Board (IJB) held on 14 August 2019 were approved.

4. Matters Arising

4.1 Action 11: Mr Rob McCulloch-Graham advised that resource was yet to be identified to carry out the work required for a monthly newsletter and hopefully the first newsletter would be available in October 2019. Mrs Karen Hamilton provided reassurance that any potential shortage of capacity could be raised through NHS Borders executives to ensure support is provided.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the action tracker.

5. Strategic Implementation Plan

Mr Rob McCulloch-Graham set the context of the revised Strategic Plan and provided an overview of the intended Strategic Implementation Plan (SIP) to direct programmes to achieve the strategic objectives. The SIP promoted the development of a locality based approach to health and social care provision in the Scottish Borders; consistent with commissioned evaluations undertaken over the years.

The next phase delivering the SIP would be to set timings and elect leads; with formal IJB directions to follow. Mr Mike Porteous added that a financial strategy will be developed to underpin the SIP.

Members were assured that strong steps have been made increase digital compatibility between organisations, which would be an integral to the successful delivery of workstreams.

Mr Ralph Roberts urged members to look at Health & Social Care as a single system where the positive impact of the SIP system wide.

Mr Malcolm Dickson was fully supportive of the direction of travel and asked for assurance that strong programme and performance management would be in place to gain robust data from the implementation of the several workstreams.

Mrs Karen Hamilton advised of her support and asked for a clear direction on a public engagement strategy going forward.

Cllr Elaine Thornton-Nicol requested the removal of the word 'suffers' on page 12 of the document, under the Mental Health/Dementia section.

Mrs Tracey Logan advised that a commitment had been made with the joint management teams to implement a further shift into community services; however the challenges should not be underestimated in the ambitious plan.

Ms Jenny Smith asked if third sector contribution opportunities could be explored further and added into the SIP.

Mr Ralph Roberts advised that a joint resource plan needed to be developed as a priority, to understand the requirements and prioritisation required to deliver against the SIP.

Ms Linda Jackson asked for carers and services users to have a greater level of engagement in the delivery of the SIP and offered assistance with communicating to the necessary groups.

Mr Rob McCulloch-Graham thanked Mr Graeme McMurdo for his support in the development of the SIP.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the strategic implementation plan for 2019 to 2024 and the areas of work to be undertaken within that time period.

6. Transformation Fund Review

Mr Rob McCulloch-Graham provided an overview of the report and advised the Integrated Care Fund (ICF) was henceforth referred to as the Transformation Fund as part of core budget.

The present annual commitments to the Transformation Fund were presented along with the proposal of extensions and expansions, to further address delayed discharges within the acute and community hospitals. Mr Mike Porteous then gave an overview of the supporting finance detail.

Ms Linda Jackson was advised that the IJB would be looking to mainstream the Community Capacity Building which was funded through the Transformation Fund at present.

Mrs Karen Hamilton advised that there had been no significant impact on reducing delayed discharges and asked for a tangible trajectory of the planned reduction. Mr Ralph Roberts added that patients would not receive what was best for their needs as a delayed discharge; this should be the primary focus. Mr Rob McCulloch-Graham advised that weekly meetings would be in place to ensure whole system utilisation to reduce the delays and he would bring an update on a trajectory to a future meeting.

Dr Cliff Sharp advised that the view of front line clinicians and managers were the preferred area of investment would be Hospital to Home, rather than extending the use of Garden View. Mrs Sarah Horan added that Garden View continued to operate with empty beds on a regular basis, had a 12% readmission rate back into the Borders General Hospital and, from the external evaluations, appeared to run at a financial deficit. Mr Mike Porteous reminded members it is not possible to compare costs like for like, in terms of acute hospital beds.

Mr Rob McCulloch-Graham advised that whilst he appreciated the clinical opinions, Garden View had been relied on heavily during the winter months and the average occupancy of the facility was 11 of out 15 beds used. The report therefore suggests continuing to operate Garden View to mitigate any risk of the Hospital to Home expansion and ensure efficient patient flow in the system.

Mrs Tracey Logan reminded members that Garden View was opened in response to a crisis of patient flow within the acute setting, but was yet to be utilised to full potential. Discussions ensued regarding the possibility of reviewing the criteria for admission, with the possibility of including Allied Health Professionals (AHPs) in a reablement model. Mrs Tracey Logan added that she had doubts over the accuracy of the £136 cost per bed day.

The Chair asked Dr Lynn McCallum for a clinical perspective. Dr Lynn McCallum acknowledged the real risk of removing the facility, however retaining investment in the bed base would be against the vision of the agreed SIP by the continued institutionalisation of patients which may not be the best suited to their needs. Dr Lynn McCallum reiterated that Garden View was an expensive model of care for patients, that clinicians were struggling to identify as appropriate admissions anyway, and therefore an investment in the community would be preferred.

Cllr David Parker advised he did not believe the report justified the increased investment and was very concerned that clinicians appeared to question the direction of travel, with obvious tension. Cllr Parker added that members had no option but to accept the recommendations in the report at present.

Mr Ralph Roberts advised that the IJB should look to make permanent decisions on the programmes with current Transformation funding and reflect it in the budget setting process.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the current position of Transformation Fund.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the project extensions set out in section 4 of the report.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the changes in funding commitments highlighted in section 6 of the report.

7. Annual Review of IJB Terms of Reference

Mr Rob McCulloch-Graham provided an overview of the proposed changes to the Terms of Reference and summarised the additions to the non-voting membership.

Miss Vikki Macpherson asked for the NHS Borders Staff Side position to be stated as rotational representation.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** considered and agreed the proposed additions to the non-voting membership of the IJB (2 Service User Representatives; GP Sub Committee Chair; Public Health Representative and 2 Housing Sector Representatives).

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the revised IJB Terms of Reference.

8. Strata Evaluation

Mr Rob McCulloch-Graham provided the context of the six month break clause detailed in the Strata evaluation report, which was agreed due to the uncertainty of the project deliverables.

Mrs Jackie Stephen, Mr James Lamb and Mr Brian Paris gave a presentation on the value of Strata for patients and service users, as well as the benefits of enabling integrated system for staff use. Members were advised that timely and accurate data input would be required for

the system to work efficiently. Dr Lynn McCallum advised that, from a clinical perspective, Strata would be an enabler to take forward patient care in a community focused approach.

Dr Kevin Buchan advised that the joint system was exactly what GPs need to enable full use of referral strands and improve patient care.

Mr Malcolm Dickson asked for the future business case to include more robust financial information, timelines and targets and therefore outline the contribution to enable savings. Mr David Robertson added that it would be useful to illustrate the data gathered from those who use the system and the optics on how widely it was used.

Mrs Tracey Logan asked for assurance that alternative tiers of referral would be available if there should be no available capacity in the immediate area of demand.

Mrs Carol Gillie advised that, for NHS Borders, a cashable saving would only be gained as a result of bed closures. Mrs Tracey Logan advised there may be cashable savings as a result of efficiencies within Scottish Borders Council (SBC).

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the attached Project Evaluation Report for the Strata project.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the continuation of the Strata Project until the end of the financial year.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that a further project evaluation will be produced for IJB in spring 2020.

9. Bi-Annual Review of Risk Register

Mr Rob McCulloch-Graham provided an overview of the most recent review of the IJB Strategic Risk Register.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** considered the IJB Strategic Risk Register to ensure it covers the key risks of the IJB.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the progress in managing one of the risks to reduce its rating from Red to Amber.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that a further risk update will be provided in December 2019.

10. Monitoring of the Integration Joint Budget 2019/20

Mr Mike Porteous gave a brief overview of the content of the report and advised that the IJB is reporting a forecast overspend of £1.464m at the end of the financial year, with £1.3m falling within services commissioned from NHS Borders.

Mrs Carol Gillie advised of an improved position in NHS Borders financial recovery. The Chair asked for financial outlook updates to be presented at the 30 October 2019 IJB meeting from NHS Borders, SBC and the IJB.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** acknowledged the forecast financial position for the Partnership of an overspend of (£1.464m) for the year to 31 March 2019/20 based on available information.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** acknowledged the underlying pressures, the actions being taken to manage these pressures, and the risks highlighted in relation to delivering a break even year end position.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** requested the H&SCP work to identify further actions which will inform the next Monitoring Report to bring the forecast spend back in line with budget by year end.

11. Inspections Update

Mr Rob McCulloch-Graham advised that the Care Inspectorate would be returning for a review of the 2017 report on the 'Joint Inspection of Adult Health and Social Care Services' and the subsequent recommendations. The inspectors are to be on site week commencing 25 November 2019 and had advised of their intended attendance at the 20 November IJB Development Session.

An update is scheduled to be presented at the October IJB meeting.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the update.

12. Draft Winter Plan 2019/20

Mr Gareth Clinkscale presented an overview of the draft Winter Plan for 2019/20 and advised members of the approach based on the previous year's success. Scottish Government allocated £100k and NHS Borders allocated an additional £800k, as a budget pressure, to enable the delivery of the Winter Plan. Mr Ralph Roberts advised that NHS Borders would need to consider the annual requirement of additional winter funding, due to the organisation's financial turnaround.

Mr Ralph Roberts thanked colleagues for the contribution to the draft and asked that the 2020/21 plan be truly joined as Health and Social Care, rather than more of an acute focus.

Dr Kevin Buchan raised concern over the lack of GP involvement and engagement and asked for GP colleagues to be approached regarding what value they could input into the Winter Plan. Mr Gareth Clinkscale advised Practice Managers were being contacted above GP input and suggested a GP representative on the Winter Planning Board would be a valuable contribution.

Mrs Tracey Logan raised concern over the lack of Social Care reference in the plan.

Mr Rob McCulloch-Graham advised that both of the above points would be explored and incorporated into the final plan.

The Chair asked for the 2020/21 Winter Plan to be comprehensively integrated, whilst being process and resource focused.

The final Winter Plan would be presented to the IJB on 30 October for sign off.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the draft Joint Winter Plan 2019/20.

13. Quarterly Performance Report

Mr Graeme McMurdo provided an overview of the content of the report.

Members were advised that work was underway to revise the measures relating to Carer's Support performance to ensure a true reflection of current experience is reported.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted and approved any changes made to performance reporting.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the key challenges highlighted.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** directed actions to address challenges and to mitigate risk.

14. Strategic Planning Group Report

Mr Rob McCulloch-Graham provided an overview of the issues which were raised and discussed at the Strategic Planning Group meeting held on 4 September 2019.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the report.

15. Any Other Business

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that there was none.

16. Date and Time of next meeting

The Chair confirmed that the next meeting of Health & Social Care Integration Joint Board would take place on Wednesday 30 October 2019 at 10am in Council Chamber, Scottish Borders Council.

The meeting concluded at 12.12pm.

Signature:
Chair