

# Minute of Meeting

## Renfrewshire Health and Social Care Integration Joint Board

Date	Time	Venue
Friday, 22 March 2019	09:30	Abercorn Conference Centre, Renfrew Road, Paisley, PA3 4DR

### Present

Councillor Jacqueline Cameron, Councillor Jennifer Adam-McGregor, Councillor Lisa-Marie Hughes and Councillor Bill Binks (substitute for Councillor Scott Kerr) (all Renfrewshire Council); Dr Donny Lyons, Morag Brown, Dorothy McErlean and Ian Ritchie (proxy for Dr Linda de Caestecker) (all Greater Glasgow & Clyde Health Board); Karen Jarvis (Registered Nurse); Shilpa Shivaprasad (Registered Medical Practitioner (non-GP)); Louise McKenzie (Council staff member involved in service provision); David Wylie (Health Board staff member involved in service provision); Alan McNiven (third sector representative); Fiona Milne (unpaid carer residing in Renfrewshire); Stephen Cruickshank (service user residing in Renfrewshire); Graham Capstick (Trade Union representative for Health Board); Dr Chris Johnstone (proxy for Dr Stuart Sutton); David Leese, Chief Officer and Sarah Lavers, Chief Finance Officer (both Renfrewshire Health and Social Care Partnership); and John Trainer, Chief Social Work Officer (Renfrewshire Council).

### Chair

Dr Donny Lyons, Chair, presided.

### In Attendance

Ken Graham, Head of Corporate Governance (Clerk) and Elaine Currie, Senior Committee Services Officer (both Renfrewshire Council); Jackie Dougall, Head of Health and Social Care (West Renfrewshire), Christine Laverty, Head of Mental Health, Addictions and Learning Disability Services, Fiona Mackay, Head of Strategic Planning & Health Improvement, Carron O'Bryne, Head of Health and Social Care (Paisley) and Jean Still, Head of Administration (all Renfrewshire Health and Social Care Partnership).

## **Apologies**

Councillor Scott Kerr (Renfrewshire Council), Dr Linda De Caestecker (Greater Glasgow & Clyde Health Board) and Dr Stuart Sutton (Registered Medical Practitioner (GP)).

## **Declarations of Interest**

There were no declarations of interest intimated prior to the commencement of the meeting.

## **Order of Business**

In terms of Standing Order 4.1 (iii), the Chair intimated that he proposed to alter the order of business to facilitate the conduct of the meeting by considering item 9 of the agenda after item 5 of the agenda.

Prior to the start of the meeting the Chair welcomed Shilpa Shivaprasad to her first meeting of the Integration Joint Board. The Chair also welcomed Suzanne Ferguson, Health and Social Care Scotland Policy Officer to the meeting.

## **1 Minute**

The Minute of the meeting of the Integration Joint Board (IJB) held on 25 January 2019 was submitted.

In relation to item 2 of the Minute – Update on Capability Scotland Services – Whitehaugh and West Lane Gardens – it was noted that Capability Scotland would end the provision of services by them on 26 April 2019 and that West Lane Gardens would be the location of the new Community Networks Hub in Johnstone.

### **DECIDED:**

- (a) That the update be noted; and
- (b) That the Minute be approved.

## **2 Integration Joint Board Membership Update**

The Head of Administration submitted a report providing an update on the membership arrangements for the IJB.

The report intimated that Morag Brown's term of office with NHS Greater Glasgow & Clyde Health Board expired on 31 March 2019 and that Morag would cease to hold her position of voting member of the IJB as of that date. No replacement voting member had been confirmed as yet but arrangements had been put in place to ensure appropriate cover.

The report further intimated that Shilpa Shivaprasad replaced Alex Thom as the Registered Medical Practitioner (non-GP) representative on the IJB as of 1 March 2019 and that Dr Christopher Johnstone would continue to cover the position of Registered Medical Practitioner (GP) in the absence of Dr Stuart Sutton.

At the meeting of Renfrewshire Council held on 28 February 2019 it had been agreed that Councillor Bill Binks would now be the substitute member for Councillor Scott Kerr, a voting member on the IJB.

**DECIDED:** That the content of the report be noted and that it be noted that a further report would be brought back to a future meeting to confirm the voting member representative from NHSGGC.

### **3 Financial Report 1 April 2018 to 31 January 2019**

The Chief Finance Officer submitted a report relative to the revenue budget position at 1 February 2019 and the projected year-end position for the year ended 31 March 2019.

The overall revenue position for the HSCP for the year-to-date and projected outturn for 2018/19 was an underspend as detailed in the report, prior to the transfer of balances to General Reserves at the financial year-end. The key pressures were highlighted in section 4 of the report.

Appendix 1 to the report detailed the HSCP revenue budget position as at 31 March 2019; Appendix 2 to the report detailed the adult social care revenue budget year-to-date position as at 1 February 2019; Appendix 3 to the report detailed the adult social care budget projected year-end position as at 31 March 2019; Appendix 4 to the report detailed the health revenue budget position as at 31 January 2019; Appendix 5 to the report detailed the health revenue budget position as at 31 March 2019; Appendix 6 to the report detailed the 2018/19 adult social care financial allocation to the HSCP; Appendix 7 to the report detailed the 2018/19 health financial allocation to the HSCP and Appendix 8 to the report detailed the projected movement in reserves.

The report provided information on prescribing; reserves; and the Living Wage increase for 2018/19.

**DECIDED:**

- (a) That the in-year position as at 1 February 2019 be noted; and
- (b) That the projected year-end position for 2018/19 be noted.

### **4 2019/20 Delegated Health and Social Care Budget**

The Chief Finance Officer submitted a report relative to the financial allocation and budgets made available to the IJB for 2019/20 by Renfrewshire Council and NHSGGC and outlining the main financial pressures on health and adult social care services.

The Scottish Government published their draft budget for 2019/20 on 12 December 2018 which was subject to parliamentary approval over the course of January and February 2019. Included within the conditions of the 2019/20 budget was the continued prioritisation of financial support for social care including the use of earmarked funding of £160 million to support social care and mental health investment. This was made up of £120 million from the Health Portfolio to go to local authorities in-year for investment in integration including delivery of the Living Wage and uprating free personal care and school counselling services. In addition, £40 million had been included directly in the local government settlement to support the continued implementation of the Carers (Scotland) Act 2016 and extending free personal care to under 65s. The report set out

the implications of the Scottish Government budget announcement and provided members with an overview of the IJB's anticipated budget allocation for 2019/20.

The Chief Finance Officer intimated that in 2018/19 the adult social care budget was £65,647 million and that this would be £67,723 million in 2019/20 and that the health budget was £192,572 million in 2018/19 and that this would be £196,357 million in 2019/20.

A copy of the letter dated 12 December 2018 from the Director of Health Finance, Corporate Governance and Value, Scottish Government formed Appendix 1 to the report; a copy of the letter dated 12 December 2018 from the Cabinet Secretary for Finance, Economy and Fair Work, Scottish Government formed Appendix 2 to the report; a copy of the letter dated 21 January 2019 from the Cabinet Secretary for Finance, Economy and Fair Work, Scottish Government formed Appendix 3 to the report; and a copy of the letter dated 7 March 2019 from the Local Government and Communities Directorate, Scottish Government formed Appendix 4 to the report.

It was proposed (i) that the delegated adult social care budget for 2019/20 be accepted; (ii) that authority be delegated to the Chief Officer, in consultation with the Chair, to accept the 2019/20 delegated health budget subject to the expected uplift of 2.54% reflecting the Board's uplift for 2019/20 including any final adjustments in relation to recurring budget adjustments at month 12; (iii) that it be noted that the final budget offer should include a budget for set-aside for 2019/20, that this be the subject of further discussion with NHSGGC and that further information be brought back to the IJB; (iv) that it be noted that the Renfrewshire share of the transfer of budgets in relation to the closure of continuing care beds should be included, that this be the subject of further discussion with NHSGGC and that further information be brought back to the IJB; (v) that the drawdown of reserves in order to fund any shortfall in funding for 2019/20 be approved; (vi) that it be noted that the Strategic Plan could not be approved at this stage; (vii) that the Chief Finance Officer submit a report to the next meeting of the IJB to be held on 28 June 2019 relative to the continuing care bed transfer of funding. This was agreed.

**DECIDED:**

- (a) That the delegated adult social care budget for 2019/20 be accepted;
- (b) That authority be delegated to the Chief Officer, in consultation with the Chair of the IJB, to accept the 2019/20 delegated health budget subject to the expected uplift of 2.54% reflecting the Board's uplift for 2019/20 including any final adjustments in relation to recurring budget adjustments at month 12;
- (c) That it be noted that the final budget offer should include a budget for set-aside for 2019/20, that this be the subject of further discussion with NHSGGC and that further information be brought back to the IJB;
- (d) That it be noted that the Renfrewshire share of the transfer of budgets in relation to the closure of continuing care beds should be included, that this be the subject of further discussion with NHSGGC and that further information be brought back to the IJB;
- (e) That the drawdown of reserves in order to fund any shortfall in funding for 2019/20 be approved;
- (f) That it be noted that the Strategic Plan could not be approved at this stage; and

(g) That the Chief Finance Officer submit a report to the next meeting of the IJB to be held on 28 June 2019 relative to the continuing care bed transfer of funding.

## **5 Performance Management Report: Unscheduled Care**

The Chief Officer submitted a report relative to unscheduled care with particular focus on the six Scottish Government Ministerial Strategic Group (MSG) targets and performance specifically related to older people aged 65 plus.

The report intimated that unscheduled care was the unplanned treatment and care of a patient usually as a result of an emergency or urgent event. Most of the focus on unscheduled care was on accident and emergency attendances and emergency admissions to hospital. It was an important area of focus for Renfrewshire HSCP working in partnership with NHSGGC acute and local primary services.

The IJB had a set-aside budget for commissioning unscheduled care and there was no scope for this budget to be used differently. This might change based on how the MSG led integration review proposals were implemented.

The report detailed the progress and the work being done to achieve the six MSG targets which were appended to the report.

It was proposed (i) that the unscheduled care commissioning intentions for Renfrewshire Health and Social Care Partnership (HSCP) be noted; (ii) that the MSG targets for Renfrewshire HSCP for 2019/20 be agreed; (iii) that the additional data available for Renfrewshire patients aged over 65 be noted; and (vi) that the Chief Officer submit six-monthly reports to the IJB relative to progress made against the targets. This was agreed.

### **DECIDED:**

(a) That the unscheduled care commissioning intentions for Renfrewshire Health and Social Care Partnership (HSCP) be noted;

(b) That the MSG targets for Renfrewshire HSCP for 2019/20 be agreed;

(c) That the additional data available for Renfrewshire patients aged over 65 be noted; and

(d) That the Chief Officer submit six-monthly reports to the IJB relative to progress made against the targets.

## **6 Review of Learning Disability Day and Respite Services**

The Chief Officer submitted a report relative to the review of learning disability day and respite services.

The report intimated that in August 2018, Paradigm had been commissioned to support this review, the purpose of which had been to assess all aspects of Renfrewshire's learning disability day and respite services to ensure they were modern, flexible, outcome focused, financially efficient and fit for the future.

Over the course of the review Paradigm had engaged with over 300 people and had undertaken research to support recommendations across four broad themes of strategic direction and relationships; day opportunities; respite and short breaks, and people and processes. Paradigm's work focused on services and supports for people with a learning disability and those with a learning disability and autism. A copy of Paradigm's report had been issued to members.

Capability Scotland Services had not been included within the scope of this review, however, service users, families and carers associated with the services at West Lane Gardens and Whitehaugh had been invited to participate.

It was noted that this was the beginning of the HSCP's consultation on Paradigm's report, its findings and recommendations and it was too early to say whether the views expressed at the initial consultation were fully representative of carers in Renfrewshire.

One recommendation from Paradigm's report was for a Learning Disability Strategy to be developed for Renfrewshire. There were mixed views expressed on this and it was felt that what was needed was a Plan of Action. Paradigm's report had been available on the HSCP's website from 25 February 2019 for a period of six weeks to enable people to share their views and comments on the findings and further consultation events would take place during March and April 2019. The outcome of this consultation alongside identified priority areas would be shared with the IJB in June 2019.

**DECIDED:**

- (a) That the contents of the Paradigm report be noted;
- (b) That the HSCP's commitment to further consultation and engagement be noted; and
- (c) That it be noted that a subsequent paper would be presented to the next meeting of the IJB to be held on 28 June 2019 which would include the outcome of the consultation and an outline of the HSCP response and next steps with clear actions included.

**Adjournment**

The meeting adjourned at 10.40 am and reconvened at 10.50 am.

**Sederunt**

Fiona Milne was not in attendance when the meeting reconvened.

**7 Strategic Plan 2019/22**

The Chief Officer submitted a report relative to the draft Strategic Plan 2019/22.

The report intimated that as the IJB budget had not yet been agreed, the plan remained in draft format. The Strategic Plan set out how the HSCP would meet both local and nationally agreed outcomes and had been an accessible and inclusive process enabled and supported by the HSCP Strategic Planning Group.

The draft Strategic Plan had been launched for formal consultation on 18 January 2019 and the report provided detail on the consultation event and responses received which had been incorporated in the final draft of the document. Further work was planned with

local third-sector organisations to better represent the contribution made by them to improving health in Renfrewshire.

**DECIDED:**

(a) That the final draft Strategic Plan 2019/22 be approved subject to final budget agreement; and

(b) That the engagement process followed in the development of the draft Strategic Plan be noted.

## **8 Change and Improvement Programme Update**

Under reference to item 7 of the Minute of the meeting of the IJB held on 25 January 2019, the Chief Officer submitted a report providing an update on the HSCP's evolving Change and Improvement Programme including the service reviews underway and seeking approval for an additional programme workstream, delivering safe and sustainable services, to support the delivery of the IJB's financial and strategic plans.

The report intimated that the Change and Improvement Programme was currently being delivered through three workstreams, 1. optimising joint and integrated working and shifting the balance of care; 2. statutory requirements, national policy and compliance; and 3. service reviews to support the delivery of our market facilitation statement and strategic and financial plans.

The report provided an update on these workstreams and sought approval to introduce an additional workstream, delivering safe and sustainable services, to support the delivery of the IJB's financial and strategic plans through assessment and case management; unlocking the benefits of integration; and cost containment and discretionary spend efficiencies.

In relation to charging, it was noted that Rocket Science had concluded their review setting out a range of opportunities, informed by a benchmarking exercise and local data analysis, which would significantly contribute to the IJB delivering on its challenging financial plan. At a time of increasing demand and financial constraint, the implementation of Rocket Science's recommendations in their entirety would provide a welcomed increase in Council revenue through income generation. However, the HSCP was committed to protecting our most financially challenged service users and, where possible, maintain the current level of protection afforded to individuals via their financial assessment.

The report proposed that the Chief Officer, in consultation with Council officers and the Chair and Vice Chair of the IJB, conduct a review of the findings and that following this, the Chief Officer submit a paper for the IJB to consider for submission to the Council. Views would be sought before making recommendations to the Council.

**DECIDED:**

(a) That the content of the report be noted;

(b) That it be agreed that an additional workstream, delivering safe and sustainable services, and its supporting proposals as outlined in section 7 of the report be progressed; and

(c) That the HSCP undertake research over 2019/20 to fully investigate whether other HSCPs in Scotland were moving away from risk-based eligibility criteria to an approach based on outcomes and fairer access to resources.

## **9 Update on Review of Addiction Services in Renfrewshire**

The Chief Officer submitted a report relative to the review of addiction services in Renfrewshire, commissioned in January 2018 by the Alcohol and Drug Partnership.

The report intimated that the review had been led by John Goldie, an independent reviewer, supported by a review team comprising core HSCP staff, third-sector, service-users and lived experience representation. The purpose of the review had been to consider all aspects of service and care delivery to ensure they were person-centred, recovery focused and had clear pathways identified in and out of services. The process incorporated a review of the overall demand and capacity of each of the core services; a review of the current staffing profile to ensure the appropriate skill mix; and a review of the current clinical and care models within each service.

The report detailed the engagement; key findings and key recommendations of the review; the service redesign work currently underway and the future service model. It was noted that work was progressing to develop a fully integrated model of care and that developing the access service, shared care and the development of a Recovery Hub were the priorities. Progress updates would be provided within the regular Change and Improvement Programme update reports submitted to IJB meetings.

### **DECIDED:**

(a) That it be noted that the first phase of the review had been completed and that updates were provided routinely through Alcohol and Drug Partnership Strategic and Operational Delivery Groups;

(b) That it be noted that work was ongoing to develop the new future model for Alcohol and Drug Treatment and Care Services in Renfrewshire; and

(c) That it be noted that a future progress update would be brought to the next meeting of the IJB to be held on 28 June 2019.

### **Sederunt**

Alan McNiven and Stephen Cruickshank left the meeting prior to consideration of the following item of business.

## **10 Updated Primary Care Improvement Plan 2019/20**

Under reference to item 7 of the Minute of the meeting of the IJB held on 14 September 2018, the Chief Officer submitted a report providing an update on the delivery of the Renfrewshire HSCP Primary Care Improvement Plan (PCIP) and the implementation tracker for the period 2018/19, a copy of which was appended to the report.

The report detailed progress achieved in year 1, 2018/19, and changes to the PCIP in year 2, 2019/20.

The report intimated that an NHSGGC-wide evaluation process would be undertaken, led by Public Health for Evaluation, of the six HSCP Primary Care Improvement Plans.



Ongoing communication and engagement with the GP Sub-committee, General Practice, service providers and the population of Renfrewshire would continue to guide further iterations of the PCIP to ensure the delivery of safe, effective and high- quality services that met the key priority areas by the end of the implementation period.

**DECIDED:**

(a) That the progress towards delivery to date be noted;

(b) That it be noted that ongoing communication and engagement would guide further iterations of the local PCIP; and

(c) That it be agreed that further changes to the PCIP and implementation tracker would be presented twice-yearly in advance of submission to the Scottish Government.

## **11 NHS Greater Glasgow and Clyde Review of Health and Social Care Out of Hours Services: Urgent Care Resource Hub Proposal**

The Chief Officer submitted a report providing an update on the progress of the review of the health and social care out-of-hours (OOHs) services and seeking approval on the proposals outlined in the report.

The report intimated that a review of primary care out of hours services had been commissioned by the Cabinet Secretary for Health, Sport and Wellbeing in January 2015. The review had been led by Sir Lewis Ritchie and his report advised that a whole-system approach to enable a safe, sustainable, patient-centred service model to be developed was central to enhanced joint working across health and social care services during the OOHs period. The approach was described through 28 recommendations.

The review recommended a model for out-of-hours and urgent care in the community that was clinician-led but delivered by a multi-disciplinary team where patients would be seen by the most appropriate professional to meet their individual needs. The review also stated that GPs should continue to play a key and essential part of urgent care teams providing clinical leadership and expertise, particularly for more complex cases.

Following publication of Sir Ritchie's report, a local review of health and social care out-of-hours provision had been commissioned across the six GGC Health and Social Care Partnerships, led by Glasgow HSCP. A project governance structure had been agreed to oversee this work and a Project Manager had been appointed in September 2017 to manage and co-ordinate all aspects of the review.

The report provided information in relation to the current issues to resolve in delivering health and social care OOHs services; the process undertaken to develop an integrated health and social care OOHs service model; outcomes and enablers of the urgent care resource hub; the model for an integrated, co-ordinated, patient-centred, sustainable health and social care OOHs model for Greater Glasgow and Clyde; and the next steps to finalise Greater Glasgow and Clyde's review of health and social care OOHs services.

**DECIDED:**

(a) That the progress to date be noted; and

(b) That the agreed outcome and phased actions identified by the Review of Health and Social Care Programme Board, Chief Officers and Health Board Corporate Management Team be approved.

## **Sederunt**

John Trainer left the meeting prior to consideration of the following item of business.

### **12 Local Code and Sources of Assurance for Governance Arrangements**

The Head of Administration submitted a report seeking approval of the updated Local Code and Sources of Assurance for Governance Arrangements, a copy of which was appended to the report.

The report intimated that the Audit Committee, at its meeting held on 25 January 2019, had considered the document and decided that it be referred to the IJB for approval.

Renfrewshire IJB operated through a governance framework based on legislative requirement, governance principles and management processes and worked to ensure that its governance arrangements were robust and based on good practice. It was noted that some evidence of assurances contained within the document were the responsibility of NHSGGC and/or Renfrewshire Council and this would be noted with ongoing monitoring arrangements.

**DECIDED:** That the updated Local Code and Sources of Assurance, as appended to the report, be approved.

### **13 Ministerial Strategic Group for Health and Social Care: Review of Progress with Integration of Health and Social Care**

The Chief Officer submitted a report relative to the Review of Progress under Integration Authorities

The report intimated that in May 2018, the then Cabinet Secretary for Health and Sport made a commitment to Parliament to undertake, with CoSLA, a Review of Progress under Integration Authorities. Through the Ministerial Strategic Group for Health and Social Care, a small leadership group had been commissioned to undertake this review of progress. The group produced a set of 26 proposals for driving forward health and social care integration.

The group recognised that the Audit Scotland report published in November 2018 provided important evidence for changes that were needed to deliver integration well and agreed that the recommendations of that report were acted upon. In addition, the group noted specifically that the Audit Scotland report provided a helpful framework and therefore set out its proposals under each of the six features. The report detailed the proposals from the review and focused on a joint and mutual responsibility to improve outcomes for people using health and social care services in Scotland.

In support of these proposals, the Ministerial Group would provide support with implementation; prepare guidance and involve partners in the preparation of these; assist with the identification and implementation of good practice; monitor and evaluate progress in achieving proposals; make the necessary links to other parts of the system, such as workforce planning; continue to provide leadership to making progress with

integration; and report regularly on progress with implementation to the Ministerial Group for Health and Community Care.

In response, the Ministerial Group would expect that every health board, local authority and IJB would evaluate their current position in relation to the report and the Audit Scotland report and take action to make progress using the support on offer; partnerships to initiate or continue the necessary 'tough conversations' to make integration work and to be clear about the risks being taken, and ensure mitigation of these was in place; and partnerships to be innovative in progressing integration.

**DECIDED:**

(a) That, as detailed in section 4.2 of the report, the work with partner organisations to evaluate Renfrewshire HSCP's current position in relation to each of the proposals be noted; and

(b) That from this, a jointly agreed action plan, consistent with the timelines indicated in the review report, be developed.

## **14 Proposed Dates of Meetings of the Integration Joint Board 2019/20**

The Clerk submitted a report relative to proposed dates of meetings of the IJB in 2019/20.

**DECIDED:**

(a) That it be noted that the next meeting of the IJB would be held at 10.00 am on 28 June 2019 in the Abercorn Conference Centre;

(b) That meetings of the IJB be held at 10.00 am on 13 September and 22 November 2019 and 31 January, 20 March and 26 June 2020; and

(b) That meetings of the IJB be held in the Abercorn Conference Centre, Renfrew Road, Paisley unless that venue is unavailable or unsuitable, in which case it be delegated to the Clerk and Chief Officer, in consultation with the Chair and Vice Chair, to determine an alternative venue.

## **Valedictories**

Dr Lyons intimated that this would be the last meeting of the Board for Morag Brown and Fiona Mackay. He acknowledged Morag and Fiona's input to the work of the Board and wished them both well for the future.