

## Agenda Item No 3 (a)

MINUTE of MEETING of the **HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD** held in the Town and County Hall, Forfar on Wednesday 24 April 2019 at 2.00pm.

**Present:            Voting Members of Integration Joint Board**

Councillor LOIS SPEED, Angus Council  
HUGH ROBERTSON, Non-Executive Board Member, NHS Tayside  
Councillor JULIE BELL, Angus Council  
Councillor BOB MYLES, Angus Council  
GRAEME MARTIN, Non-Executive Board Member, NHS Tayside  
EMMA-JANE WELLS, Non-Executive Board Member, NHS Tayside

**Non Voting Members of Integration Joint Board**

SANDY BERRY, Chief Finance Officer  
PETER BURKE, Carers Representative  
IVAN CORNFORD, Independent Sector Representative  
ALISON CLEMENT, Clinical Director, Angus IJB  
JIM FOULIS, Associate Nurse Director  
ELAINE HENRY, Consultant Gastroenterologist  
VICKY IRONS, Chief Officer  
ANDREW JACK, Service User Representative  
KATHRYN LINDSAY, Chief Social Work Officer  
BARBARA TUCKER, Staff Representative

**Advisory Officers**

GEORGE BOWIE, Head of Community Health and Care Services - South, AHSCP  
JANE BRUCE, Associate Medical Director, Primary Care  
GAIL SMITH, Head of Community Health and Care Services – North, AHSCP  
WENDY SUTHERLAND, Team Leader, Place Directorate, Angus Council  
DREW WALKER, Director of Public Health, NHS Tayside

Councillor LOIS SPEED, in the Chair.

**1.        APOLOGIES**

Apologies for absence were intimated on behalf of Chris Boyle, Staff Representative; Richard Humble, GP Representative; Bill Muir, Third Sector Representative; and Bill Troup, Head of Integrated Mental Health Services, AHSCP.

**2.        DECLARATIONS OF INTEREST**

Ivan Cornford declared a non-financial interest in Item 10 in that he was a care home provider. He indicated that he would participate in any discussion on this item.

**3.        MINUTES INCLUDING ACTION LOG**

**(a)       PREVIOUS MEETING**

The minute of meeting of the Angus Health and Social Care Integration Joint Board of 27 February 2019 was submitted and approved as a correct record.

**(b)       ACTION LOG**

The action log of the Health and Social Care Integration Joint Board of 27 February 2019 was submitted and noted.

#### **4. APPOINTMENTS**

With reference to Article 5 of the minute of meeting of this Board of 27 February 2019, there was submitted Report No IJB 18/19 by the Chief Officer noting the appointment of a voting member to the Board and to appoint two members to the Audit Committee to fill vacancies that had arisen.

The Report indicated that NHS Tayside had advised that Trudy McLeay was to be replaced by Graeme Martin as a voting member of the Board.

Two vacancies had arisen in the Audit Committee following the replacement of Trudy McLeay as a voting member of the Board and the resignation from the Committee of Barbara Tucker.

The Board welcomed Graeme Martin, Non Executive Director, NHS to the Board.

The Integration Joint Board thereafter agreed:-

- (i) to note the appointment by NHS Tayside of Graeme Martin as a voting member of the Board to replace Trudy McLeay; and
- (ii) to appoint Graeme Martin and Kathryn Lindsay as members of the Board to the Audit Committee to fill the vacancies that had arisen.

#### **5. UPDATE REPORT PRIMARY CARE IMPROVEMENT PLAN – ANGUS**

With reference to Article 8 of the minute of meeting of this Board of 29 August 2018, there was submitted Report No IJB 19/19 by the Chief Officer providing a year-end Report for the 2018/19 Angus Primary Care Improvement Plan approved by the Integration Joint Board in June 2018 and seeking approval of the 2019/20 Angus Primary Care Improvement Plan.

The Report indicated that the contract aimed to develop a sustainable model of general practice through the development of an enhanced multi-disciplinary support team working in and around general practice, enabling GPs to have more capacity to fulfil their role as Expert Medical Generalists.

The agreed implementation timeline for the contract identified nationally and the key areas for address between 2018/2021 were outlined in Section 2 of the Report.

General practices, service managers, cluster leads, and GP Sub Committee representatives had provided ongoing support throughout 2018/19 to enable continuous planning and review of the 2018/19 Angus Primary Care Improvement Plan.

Public engagement and communication had taken place through a range of methods including media releases, Continuing the Conversation events, attendance at public groups, patient participation groups and service specific surveys.

Given funding approval was only granted in August 2018, and the well-recognised challenges related to workforce availability, the progress made to date was welcomed. There remained a significant amount of work to do to deliver on all aspects of the contract as outlined in the Memorandum of Understanding.

Scottish Government in their guidance for the 2019/20 Primary Care Improvement Plans had emphasised the requirement for a number of key areas to be progressed and these were outlined in Section 4 of the Report.

Despite well documented national challenges related to workforce availability, Angus had succeeded to date in recruiting most of the additional appointments approved in 2018/19.

Delivery of the most effective and equitable services was dependent on the availability of the physical and digital infrastructure. Many aspects of the plan cannot be safely delivered without well-developed federated IT solutions. Both this and the premises requirements were being progressed regionally via NHS Tayside.

Rhona Guild, Primary Care Manager/LTC Lead and Dr Andrew Thompson provided an informative update in terms of the key areas of the Report.

Councillor Julie Bell intimated that regardless of class, social isolation was an area of concern and welcomed that Social Prescribing had been included as a priority area within the Primary Care Improvement Fund Workplan for 2019/20.

The Head of Community Health and Care Services – North and the Service User representative commended the work of those involved in terms of the Primary Care Improvement Plan.

The Integration Joint Board agreed:-

- (i) to note progress made in the delivery of the 2018/19 Angus Primary Care Improvement Plan as outlined in Appendix 1 to the Report;
- (ii) to approve the proposed Angus Primary Care Improvement Workplan for 2019/20 as outlined in Appendix 2 to the Report;
- (iii) to approve the overall indicative Angus Primary Care Improvement Fund Financial commitments for 2019/20 as detailed in Section 5 of the Report, including as per 2018/19, delegated devolved authority to the Chief Officer to approve updated versions of financial plans as more complete information became available (noting the Chief Officer would still have to meet obligations regarding approval from Local Medical Committee); and
- (iv) to request a further progress Report in September 2019 prior to the submission of the national local implementation tracker.

## **6. STRATEGIC COMMISSIONING PLAN 2019-2022**

With reference to Article 6 of the minute of meeting of this Committee of 12 December 2018, there was submitted Report No IJB 20/19 by the Chief Officer to approve the draft Strategic Commissioning Plan as the finalised Strategic Commissioning Plan of the Angus Integration Joint Board, as required by Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014.

The Report indicated that the Act required the Integration Joint Board to prepare Strategic Plans and set out the process that an Integration Joint Board must undertake before it can approve its Strategic Plan. The process had now concluded and it was recommended that the Board approve the Strategic Plan, outlined in Appendix 2 to the Report, as the finalised Strategic Commissioning Plan of the Angus Integration Joint Board as required by Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014 for the period 1 April 2016 to 31 March 2019.

The Chief Officer provided an overview and highlighted the significant work undertaken in the preparation of the Strategic Plan which also included the Market Facilitation Statement 2019-2022 and the Housing Contribution Statement 2019-2022. She also commended the work of the Strategic Planning Group.

The Head of Community Health and Care Services – South thereafter highlighted that there had been extensive consultation on the Strategic Plan resulting in the Plan being updated to take cognisance of feedback received. He also indicated that details of how the Plan would be resourced would be provided in the Angus IJB Strategic Financial Plan 2019/20 – 2021/22 (Update Report No IJB 21/19 refers), which would be considered following this item.

Discussion followed and the Service User Representative commended the Principal Planning Officer and the Strategic Planning Group for their work in bringing together an informative, well developed and easy to read Plan.

Councillor Bell thereafter endorsed the Service User Representatives comments and also highlighted her appreciation of the public in terms of feedback received to the consultation

which had allowed the public to actively engage and take responsibility for their own health and wellbeing which would be key to future service delivery and keeping people well longer.

Having heard from the Chair who highlighted some of the feedback received from the consultation, the Integration Joint Board agreed:-

- (i) to note the summary of feedback from the period of public consultation in respect of the Angus Integration Joint Board's Strategic Commissioning Plan, outlined in Appendix 1 to the Report;
- (ii) to approve the draft Strategic Commissioning Plan, outlined in Appendix 2 to the Report as the finalised Strategic Commissioning Plan of the Angus Integration Joint Board, as required by Section 29 of the Public Bodies (Joint Working) (Scotland) Act 2014, for the period from 1 April 2016 to 31 March 2019;
- (iii) to note the associated Market Facilitation Statement, outlined in Appendix 3 to the Report and Housing Contribution Statement, outlined in Appendix 4 to the Report prepared in support of the Strategic Commissioning Plan 2019-22; and
- (iv) to request the Chief Officer to produce regular progress reports to the Integration Joint Board on the implementation of the Strategic Plan.

## **7. ANGUS IJB STRATEGIC FINANCIAL PLAN 2019/20 – 2021/22 UPDATE**

With reference to Article 9 of the minute of meeting of this Committee of 12 December 2018, there was submitted Report No IJB 21/19 by the Chief Finance Officer to further update members regarding the developing Angus Integration Joint Board (IJB) Strategic Financial Plan for the period 2019/20 to 2021/22.

The Report indicated that in December 2018, Angus IJB shared its most recent Strategic Financial Plan covering the period 2019/20 to 2021/22, Report IJB 88/18 refers. The last version of the Plan was written prior to the confirmation of the budget settlements for 2019/20, as the IJB's overall Strategic Commissioning Plan was still at the early stages of development and described 2019/20 and longer term funding shortfall. The revised Plan was intended to be consistent with the IJB's Strategic Commissioning Plan as at April 2019.

The Plan set out a series of sections which covered Current Financial Performance; Funding assumptions; Cost pressures – including inflationary, demographic, legal/contractual and other pressures; Planned Interventions and Hosted Services, Prescribing, Family Health Services and Large Hospital Set Aside.

In terms of the current financial performance, it was important to note that the IJB's Strategic Financial Plan for 2019/20 to 2021/22 was being constructed during a period when the IJB was not overspending. This was not the same environment as was being faced by a number of other IJBs. It also meant that the IJB may have reserves at the start of 2019/20 that, if not ear-marked for specific purposes, could be used to support the financial plan on a non-recurring basis only, however this did not reduce the urgency for resolving any recurring shortfalls.

Section 6 of the Report provided a detailed update regarding existing, revised and new planned interventions.

The Report set out the 2019/20 budget plan, also updated the Strategic Financial Plan in a way that it was intended to be consistent with the updated Strategic Commissioning Plan noting that the Strategic Commissioning Plan influenced the Strategic Financial Plan.

Whilst the IJB was presenting a balanced financial plan for 2019/20 (after a small reliance on general reserves), the IJB did not have a balanced financial plan for the duration of the Strategic Commissioning Plan. Therefore the IJB needed to continue to develop the intentions within the Strategic Commissioning Plan to allow it to develop overall plans that were deliverable within available funds. This was a key issue that the IJB would need to address in early part of 2019/20 and would require additional consideration during early 2019/20. A stepped change may be needed in each of the pace of decision making, the implementation

of plans and the tolerance thresholds of the IJB to potential changes that, initially, were expected to be as consistent with the IJB's Strategic Plan as was realistically possible. Beyond that the IJB's Strategic Commissioning Plan may require to be revisited.

The earlier the challenges associated with longer term resources were grasped, the more likely it was that reasonable plans were developed within the IJB which, while not necessarily consistent with initial aspirations, were as closely matched to the IJB's aspirations and the IJB's overall Strategic Commissioning Plan as was possible.

The Chief Finance Officer provided an update to the Report.

Hugh Robertson, Non-Executive Director, commended the Chief Finance Officer for the work involved in bringing forward the Strategic Financial Plan and also highlighted the commendable IJB financial position for 2019/20. However, he raised concerns in terms of slippage of interventions and initiatives given the cumulative shortfall detailed for 2021/22.

In response, the Chief Finance Officer highlighted the challenges faced and the requirement that that IJB continue to develop overall plans within available funds that would enable delivery of the intentions of the Strategic Commissioning Plan.

The Integration Joint Board agreed:

- (i) to approve the revised Integration Joint Board Strategic Financial Plan and request further updates during 2019/20;
- (ii) to note the IJB's Executive Management team would reconsider how they received information regarding performance information in the context of understanding service pressures and would work to improve data quality;
- (iii) to recognise the risks associated with the overall Strategic Financial Plan;
- (iv) to receive regular updates regarding planned interventions at future meetings; and
- (v) to note the residual likely financial shortfalls over the duration of the forthcoming Strategic Commissioning Plan and request the Chief Office to bring forward further plans to address these shortfalls in line with the Strategic Plan in due course.

## **8. DEVELOPMENT OF ANGUS CARE MODEL (PSYCHIATRY OF OLD AGE) REVIEW AND REDESIGN OF DISCHARGE MODEL**

With reference to the Article 18 of the minute of meeting of this Committee of 12 December 2018, there was submitted Report No IJB 22/19 by the Chief Officer updating the Integration Joint Board regarding the planned review and redesign of the discharge model in Psychiatry of Old Age, as part of the Angus Care Model.

The Report indicated that the Angus Care Model included a review and redesign of inpatient facilities across Angus. Within Psychiatry of Old Age, this had involved a gradual reduction in inpatient provision in response to requirements, changes and challenges in patient presentation and the improved community support which enabled more people with dementia to remain at home for longer.

In 2014, there were 42-45 available beds. Based on previous occupancy levels/demand this had been reduced to 22 dementia inpatient acute assessment and treatment beds as outlined in Appendix 1 to the Report.

The plan was to outline an alternative and innovative intermediate approach to care provision for people with dementia. At present, once an individual's acute assessment and treatment was completed, often there remained a level where specialist nursing care was still required. This currently cannot be provided in Nursing/Care Homes, and did not require an acute inpatient assessment bed.

An alternative model was required to improve the discharge pathway. The length of stay varied for this patient group, which ranged from 8-12 weeks to 3+ years.

The proposals were to explore alternative innovative approaches to care provision for these individuals. A Project Team had been established to consider a number of areas which were detailed in Section 4.1 of the Report.

The financial implications of any proposed changes were still being assessed.

The Head of Community Health and Care Services – North provided a detailed overview of the Report.

Having heard from both Councillor Julie Bell and the Chair who welcomed the proposed innovative approaches to care provision, the Integration Joint Board agreed:-

- (i) to note the content of the Report;
- (ii) to note the further exploration and development regarding the required analysis underway;
- (iii) to recognise the challenges associated with the proposed innovative approach; and
- (iv) to request a further update regarding progress to the next meeting of the IJB on 28 August 2019

*At this stage, the Chair advised that prior to today's meeting, both herself and the Vice-Chair had visited Seaton Grove and had met with the Friends of Seaton Group, a group which had been formed over the last few months following the commencement of the review of Care Home Provision in Angus.*

*She advised that they had been presented with a petition, which had been signed by 4,222 petitioners, and which sought to keep Seaton Grove open. In her view this highlighted the importance of the Seaton Grove facility to services users and their families.*

## **9. EXCLUSION OF PUBLIC AND PRESS**

The Angus Health and Social Care Integration Joint Board agreed that the public and press be excluded from the meeting during consideration of the following items so as to avoid the possible disclosure of information which was exempt in terms of the Local Government (Scotland) Act 1973 Part 1, Schedule 7A, Paragraph 9.

## **10. ANGUS CARE MODEL – REVIEW OF RESIDENTIAL CARE HOME PROVISION IN ANGUS – PROGRESS UPDATE**

With reference to Article 14 of the minute of meeting of 27 February 2019 of this Board, there was submitted Report No IJB 23/19 by the Chief Officer summarising progress made in the review of residential care.

The Head of Community Health and Care Services – South and the Programme Manager, Help to Live at Home provided an overview of the Report.

Following discussion and having heard from a number of members, the Integration Joint Board agreed the recommendations as outlined in the Report.

## **11. DATE OF NEXT MEETING**

The Integration Joint Board noted that the next meeting would take place on Wednesday 26 June 2019 at 2.00pm in the Town and County Hall, Forfar.