

REVIEW OF PROGRESS WITH INTEGRATION OF HEALTH AND SOCIAL CARE

DRAFT IMPROVEMENT ACTION PLAN

1 - Collaborative leadership and building relationships						
MSG Proposal and 2019 self-assessment score		Timescale for completion	Lead/s	Action	Comment	Progress measures
1(i)	All leadership development will be focused on shared and collaborative practice. <i>Established</i>	January 2020 IJB	Bill Troup	(a) The Partnership's workforce plan should be reviewed to take account of the leadership development needs of the partnership.	This must include an integrated leadership programme across the partnership including third and independent sector with a focus on developing integrated responsibility and accountability and crossing organisational boundaries at an individual level.	A published workforce plan for 2019-2022
			Alison Clement	(b) Raise awareness within NHS Tayside of the importance of partnership working through the GP subcommittee and the Clinical Alliance	Continue to highlight the value of integration and the benefits it brings to host organisations, emphasising legal delegation of powers as necessary.	Evidence of collaborative working with primary care and the health and social care partnerships throughout every service design group within 'Transforming Tayside'.
1(ii)	Relationships and collaborative working between partners must improve. <i>Partly Established</i>	April 2020	CCPG (Fiona Rennie)	(a) Develop and implement a consistent approach to cross agency operational instructions, standard operating procedures guidance in work planning areas.		Increasing number of integrated instructions and all others updated
		January 2020 IJB	Bill Troup	(b) Develop written integrated guidance that enables joint job descriptions and recruitment where appropriate and encourages a culture of integration.	To be included in workforce plan	Single process which support recruitment process
		September 2019	George Bowie	(c) Establish arrangements to improve the strategic connect in relation to integrated children's service planning.	Strategic transitions group is already on place.	Written agreement on strategic integration with children's integrated planning arrangements (Tayside Children's Plan)

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	September 2019	George Bowie	(a) Formalise and implement a regular communication approach with Council elected members and NHST non-executive directors to keep them informed about Partnership decisions that impact their constituencies.	Meetings scheduled with some elected members currently take place on regular basis	Written policy on liaison arrangements with elected members and all NHST non-executive directors	
1(iii) Relationships and partnership working with the third and independent sectors must improve. <i>Established</i>	April 2020	George Bowie	(a) Work with the third sector to improve funding and contractual arrangements		Market facilitation plan updated to include arrangements	
	April 2020	George Bowie	(b) Strengthen shared strategic planning with residential care sector (building on developments with care at home provides in HTLH).		Shared issues being regularly addressed at Residential Providers Forum.	
	April 2020	George Bowie	(c) Progress revised approach to work with third sector agreed at three Angus development events.		Implementation of resulting Strategic Action Plan.	
	Sept 2019	Vivienne Davidson	(d) Review the arrangements for the third sector collaborative fund.		Report with recommendations to FMG and SPG	
	April 2020	Gary Malone	(e) Continue to build relationships with third sector and independent organisations throughout Angus and increase involvement in order to develop stronger resilience in communities and support preventative approaches.		Third sector collaborative established & functioning with wide memberships. Third sector strategic plan published. Meeting dates added to strategic calendar.	

2 - Integrated finances and financial planning						
MSG Proposal and 2019 self-assessment score		Timescale for completion	Lead/s	Actions	Comments	Progress measures
2(i)	Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration. <i>Partly Established</i>	By 1st April 2019 and thereafter each year by end March	Ian Lorimer (AC) Alan Gray (NHST) Sandy Berry	(a) Partners to develop financial planning/reporting that reflects their role as a partner with the Health and Social Care Partnership.		Agreed arrangements for financial planning reporting recurring risk sharing agreements.
			Ian Lorimer (AC) Alan Gray (NHST) Sandy Berry	(b) Meetings with NHS Tayside, Angus Council and the partnership should be set up quarterly to build a common understanding and further support the budget setting process, and Partnership financial risk reporting.	Discussions to include financial governance, management, reporting, planning and budget setting.	Dates to be added to Angus HSCP strategic calendar
2(ii)	Delegated budgets for IJBs must be agreed timeously. <i>Partly Established</i>	By end of March 2020 and thereafter each year by end March	Alan Gray NHST	(a) NHS Tayside should bring forward budget setting timelines and dedicate resources to resolving remaining risk areas.	Two separate issues at annual budget setting and resolving historic issues.	Agreed budget setting date in March each year Resolution of historic issues
		March 2020	Sandy Berry	(b) Develop a clear link between long term Scottish Government financial plans and Integration Joint Board financial planning.	It should be noted that the Integration Joint Boards financial plans need to be agreed prior to 31 March 2019 to ensure good financial planning.	To be evidenced in strategic financial plans
		March 2020	Ian Lorimer Alan Gray Sandy Berry	(c) Statutory partner leaders should jointly identify resources needed to accomplish partnership goals.		
		December 2019	Sandy Berry	(d) Develop a single integrated review process for local HSCP budget		Strategic financial plans

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						Draft to be available in year for review
2(iii)	<p>Delegated hospital budgets and set aside requirements must be fully implemented.</p> <p><i>Partly Established</i></p>	October 2019	Grant Archibald Vicky Irons Alan Gray Sandy Berry	<p>(a) NHS Tayside must work with Integration Joint Boards to resolve the Large Hospital Set Aside agenda.</p> <p>Ref: 3(v)a</p>	Hospital set aside mechanisms and devolved hospital budgets should be agreed and financial adjustments made by March 2020.	<p>Agreement on management of set aside budget</p> <p>Commissioning plan in respect to hospital prevention in place</p>
2(iv)	<p>Each IJB must develop a transparent and prudent reserves policy.</p> <p><i>Established</i></p>	September 2019	Sandy Berry	(a) Develop policies regarding process for ear-marking reserves and to ensure reserves do not build up unnecessarily.		Written policy on reserves and future use
2(v)	<p>Statutory partners must ensure appropriate support is provided to IJB S95 Officers.</p> <p><i>Partly established</i></p>	December 2019	Ian Lorimer (AC) Alan Gray (NHST) Sandy BerryRef	<p>(a) Undertake a review of support arrangements with Angus Council and NHST including reviewing the provision of dedicated NHST finance support already being developed.</p> <p>Ref: 3(i)(a)</p>	Dialogue to date with Partners has not resulted in the level of support required for the Integration Joint Board. Any actions to address this can only be taken forward if agreed with Partners. Support is provided from within the Council's finance service. This may not be considered sufficiently resourced by the Partnership to meet their needs but the Council view it as commensurate with that provided to other finance	Agreement with NHST and AC on available dedicated resource to support financial management.

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					clients relative to the overall resource available.	
2(vi)	IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations. <i>Established</i>	September 2019	Sandy Berry	(a) Ensure that there is an increased shared understanding of resource management and of the flexibilities available to redesign resources / remodel / reallocate resources within the Partnership.		Presentation/training/written guidance for IJB, EMT, SLT
		December 2019	Alison Clement	(a) Develop a model of diabetes care improvement across the whole system including acute services which allows transfer of funds as appropriate.		Whole pathway approached to diabetes management agreed

3 - Effective strategic planning for improvement					
MSG Proposal and 2019 self-assessment score	Timescale for completion	Lead/s	Actions	Comments	Progress measures
3(i) Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB. <i>Established</i>	April 2020	Gordon Cargill Bill Nicol Vicky Irons	(a) Service level agreements setting out explicitly the support arrangements and associated resources must be developed. Ref 2(v)(a)	To include: <ul style="list-style-type: none"> • Finance • Strategic commissioning (including procurement) • HR • IT • Estates 	Written support agreement
	December 2019	Vicky Irons Grant Archibald Margo Williamson	(b) Discussions must take place with partner organisations to secure additional resource to meet strategic commissioning requirements.	This must address capacity and capability issues for strategic planning and commissioning. This should include for example: adequate procurement support to timeously progress the Partnerships priorities; NHS Tayside should consider a member of the business unit being deployed in Angus to support Angus information and data.	Written support agreement
	July 2019	Grant Archibald Margo Williamson	(c) The position and role of the Chief Officer as set out in legislation should be more clearly reflected in the partners arrangements.	e.g. all partner websites must have a copy of the integration scheme, organisational structure with references to the legislation which enacted IJBs as separate corporate entities.	
	September 2019	Vicky Irons	(d) A policy for the recruitment, selection, induction and support of voting and non-voting members IJB members will be developed	A process of assurance should be developed to ensure that prospective members have the commitment and time to meet Board commitments in the medium term. Induction etc in terms of standing orders and conduct sit with Legal services. The focus here is on induction to the partnership Develop a formal approach to induction for all new IJB members	An agreed approach to membership & length of tenure with NHST and AC

3 - Effective strategic planning for improvement					
MSG Proposal and 2019 self-assessment score	Timescale for completion	Lead/s	Actions	Comments	Progress measures
	July 2019	Grant Archibald Margo Williamson	(e) Partner agencies must agree an effective formal framework for consultation	Agreed consultation arrangements in place where there is potential impact on each other's resources, arrangements, services etc. This will ensure that wherever proposed action by one or other of the bodies might impact of the work of the Partnership, the Integration Joint Board and its Chief Officer are fully involved in the decision making process and have the opportunity to consider whether the Integration Joint Board requires to give direction in relation to the carrying out of Partnership functions by that body.	Formal consultation arrangements are in place in respect to NHST. Board papers and AC committee papers to be shared for consultation where appropriate
	July 2019	Hazel Scott (NHST) Gordon Cargill (AC) Vivienne Davidson (AHSCP)	(f) Partner agencies must ensure that Angus HSCP is consulted on strategic plans	Joint approach to strategic planning will improve agreement over transformational direction	Shared approach agreed
3(iv) Improved strategic planning and commissioning arrangements must be put in place. <i>Partly established</i>	April 2020	George Bowie	(a) The Audit committee will consider a report on an assessment of the Partnership's effectiveness in relation to strategic commissioning		Completed review and action plan agreed by audit committee.
	September 2019	Vivienne Davidson	(b) The Strategic Delivery Plan should include clear steps that demonstrate how the ambitions for change (goals) within the Strategic Commissioning Plan will be achieved.		Delivery plan in place
	From August 2020	George Bowie Gail Smith	(c) The SPG must have oversight of all transformation and improvement plans.		Improvement plans reviewed by SPG

3 - Effective strategic planning for improvement					
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		Bill Troup			and added to delivery plan
	September 2019	Vivienne Davidson	(d) All leads for operation and other improvement plans to address the Angus 6R's for improvement and transformation through their plans		Written guidance for project leads and & improvement plan scrutiny process agreed for SPG
	January 2020 (IJB)	Bill Troup	(e) The workforce plan will be reviewed and brought into line with the Strategic Plan for 2019-22 including addressing goals, improvement and timescales.	Angus Council has had a focus on efficiency and effectiveness across all areas. This has streamlined management and processes. The Partnership should consider further ways to reduce back office functions to enhance or protect frontline services. Opportunities for succession planning and growing the 'care workforce' are considered as part of the Tay Cities Deal, on-going progress within the workforce development programme should continue to look at opportunities for succession planning, new talent initiatives and growing the care workforce	Workforce plan in place & published A formal system for succession planning should be developed and implemented
3(v)	Improved capacity for strategic commissioning of delegated hospital services must be in place. <i>Partly Established</i>	Feb 2020	Grant Archibald Vicky Irons Alan Gray Sandy Berry	(a) Hospital set aside and devolved hospital budgets should be agreed and financial transfers made by April 2020 with associated plan for commissioning of hospital services. Ref: 2(iii)a	NHS Tayside requires to work with Integration Joint Boards to develop the Large Hospital Set Aside agenda. Commissioning Plan in respect to hospital services in place.

4 - Governance and accountability arrangements						
MSG Proposal and 2019 self-assessment score		Timescale for completion	Lead/s	Actions	Comments	Progress measures
4(i)	The understanding of accountabilities and responsibilities between statutory partners must improve. <i>Established</i>	31 October 2019	Vicky Irons (Keith Whitefield currently supporting this).	(b) An organisational accountability and governance framework must be shared with partners.	This would include a review decision making and governance organogram and complete work around the review of each groups terms of reference etc. identify appropriate web site for publication of agendas and minutes for IJB, Audit committee and SPG	Framework published on AHSCP's website.
		April 2021 IJB	Margo Williamson, Grant Archibald, Vicky Irons	(c) The Integration Scheme reviewed and support arrangements to be formally established Ref 3(i)(a)	This will identify the financial and human resources contributed by statutory partners that are necessary to accomplish partnership goals. This should also consider the development of service specifications for each area with a focus on securing financial, resource, and strategic commitment of both partners to support organisational development within the Partnership.	Updated Integration scheme agreed by Scottish Ministers and relevant support agreements established
4(ii)	Accountability processes across statutory partners will be streamlined. <i>Established</i>	April 2020	Keith Whitefield	(a) Review the publication scheme.	This will improve transparency around decision making processes.	The existing publication scheme will be reviewed and updated. Publish the action notes and papers from SPG and audit committee. The strategic delivery plan should also be published.
		December 2019	Karen Anderson (NHST) Fiona Rennie Alison Clement	(b) Participation in a Tayside wide review of clinical governance framework and reporting.(Getting it right for everyone) and from that review Angus structures and arrangements	This also involves Dundee HSCP and Perth and Kinross HSCP.	An updated CCPG framework is published. An Angus governance policy and plan is published

			Kathryn Lindsay			
4(iii)	IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis. <i>Established</i>	April 2020	Vicky Irons	(a) Develop an induction process for new members of the Integration Joint Board, Audit Committee and Strategic Planning Group members.		Induction process agreed and delivered
4(iv)	Clear directions must be provided by IJBs to Health Boards and Local Authorities. <i>Established</i>	October 2019	Vicky Irons	(a) The Integration Joint Board will make more use of directions to make clear to the partner bodies how they wish them to carry out functions of the Integration Joint Board) This will include specifying the role of the Chief Officer and Senior Managers in delivery.	New guidance and direction expected in September 2019	A new IJB report format and register of directions is established
4(v)	Effective, coherent and joined up clinical and care governance arrangements must be in place. <i>Established</i>	September 2019	Bill Troup	(a) Establish a sub group of the CCPG to act on inspection results, adverse events, LAERs and AC HSE events.	This will inform developments within the partnership through feedback to CCPG for action by the operational managers and heads of service.	Complete.
		April 2020	Alison Clement	(b) Risk registers should be developed which allow clinical, care and professional governance risks to be identified and acted on.	Risks identified in R3 groups e.g. customer care concerns, common themes arising from LAERs, complaints and health and safety to be pulled together into a CCPG risk register to ensure these themes are addressed in a corporate manner.	Risk register developed and monitoring system implemented.
			Vivienne Davidson, Caroline Cooper, Iain Hanna	(c) Identify options for a single process to support all CCPG reporting needs.	CCPG needs to be identified. This work is related to the outcome of the national digital maturity assessment and subsequent delivery of the Scottish ehealth and care strategy	Agreed system in place/resolutions identified.

5 - Ability and willingness to share information						
MSG Proposal and 2019 self-assessment score		Timescale for completion	Lead/s	Actions	Comments	Progress measures
5(i)	IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data. <i>Established</i>	By publication of next round of annual reports in July 2019	Vivienne Davidson	(a) Review the performance framework.	This must include an approach to performance in hosted services	New performance framework approved by the IJB.
		September 2019	Vivienne Davidson	(b) Ensure that data dashboards include benchmarking data as it becomes available	Scotland level data	Data dashboards continue to develop.
		12 months	Caroline Cooper Iain Hanna Keith Whitefield	(c) Work with partners to develop a Partnership Intranet and Extranet capability.	To establish a shared space for staff from all parts of the Partnership to access policies, guidance, or information, and a shared electronic workspace for multiagency collaboration.	Shared space established.
		December 2019	Fiona Rennie Keith Whitefield	(d) Extend use of self-evaluation to services and projects where this does not currently exist.		Self-evaluation tool developed for use across the Partnership and all services have a self-evaluation.
5(ii)	Identifying and implementing good practice will be systematically undertaken by all partnerships. <i>Established</i>	6 - 12 months	Vivienne Davidson	(a) Identify more opportunities for sharing good practice within the annual report		Annual report is published with good practice examples highlighted.
		December 2019	Sally Wilson	(b) Develop a shared learning approach to good practice	This could include an approach to using the website for highlighting our improvement projects.	SW to identify progress measures
		December 2019.	Vivienne Davidson and locality planning leads.	(c) Develop locality pages on the website to allow for the sharing of good practice from a locality level.		Locality pages on the website.

6 - Meaningful and sustained engagement						
MSG Proposal and 2019 self-assessment score		Timescale for completion	Lead/s	Actions	Comments	Progress measures
6(i)	Effective approaches for community engagement and participation must be put in place for integration. <i>Exemplary</i>	December 2019	Sally Wilson Gary Malone	(a) Update the Communication and Engagement plan to be in line with 2019-22 Strategic Plan and to identify new ways to involving the public in decision making	Undertake an evaluation of the effectiveness of carer, user and community engagement Ensure all engagement activity that is undertaken across the whole partnership is used to inform improvement and future Strategic Planning. Continue to review the communication and engagement plan annually identifying and delivering best practice in engagement	Evaluation of current arrangements completed and New communication and engagement plan published.
		December 2019	Vicky Irons	(b) Set out the AHSCP's commitment to the Community Planning Partnership.	This will strengthen the understanding of roles between the community planning partnership and the integration authority.	A written statement of commitment is in place.
6(ii)	Improved understanding of effective working relationships with carers, people using services and local communities is required. <i>Established</i>	December 2019	Sally Wilson Shelley Hague	(a) Identify opportunities with the third and independent sectors and community planning partners for shared approaches to engagement	The CPP Mapping which is underway will create a joint action plan across the partnership for identified activity. A communications plan will be developed around this to ensure effective and consistent messaging is achieved.	There is a shared calendar for engagement across the Community Planning Partnership.
		December 2019	Sally Wilson Shelley Hague	(b) Agree a process for sharing the outcomes of engagement activity with community planning partners	To date any engagement work has been shared with partners and has formed the basis of the annual performance report. There is also a designated website for plans, minutes and feedback.	A process is agreed.

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					The twitter feeds between CPP and HSCP are aligned with shared messages and signposting.	
		December 2019	Sally Wilson Gary Malone	(c) Improve recording and sharing of qualitative information to illustrate the difference we are making.	Consideration should be given to agree an approach with VAA to Social Audit Accounting with the Third Sector to capture qualitative information.	System developed and implemented.
6(iii)	We will support carers and representatives of people using services better to enable their full involvement in integration. <i>Established</i>	December 2019	Vivienne Davidson	(a) Develop a policy on support for carers and user representatives. (mandatory expenses, IT equipment, named officer contact)		Policy developed.
		December 2019	Vicky Irons	(b) Ensure user and carer representatives are supported with an induction process.	Ref 3(i)(d)	Induction plan developed and agreed.