



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 23 AUGUST 2023
STRATEGIC COMMISSIONING PLAN UPDATE 2023/2024
REPORT BY GAIL SMITH, CHIEF OFFICER

ABSTRACT

The purpose of this report is to update the Integration Joint Board (IJB) about the progress made to deliver the priorities of the Strategic Commissioning Plan (SCP) 2023-2026 and to provide an update on the development of the Strategic Delivery Plan (SDP).

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board: -

- (i) Acknowledge the progress made to date to deliver the priorities of the SCP 2023 – 2026; and
- (ii) Endorse the updated Strategic Delivery Plan;

2. BACKGROUND

In June 2023 the IJB approved the [SCP 2023-2026](#) that describes how the IJB will commission, design, plan, deliver and monitor the provision of services to local communities (IJB 29/23). In accordance with the IJB workplan an update on key areas of progress to deliver the priorities of the SCP are presented today.

It is imperative that the SCP can be delivered within available resources. As this could not be confirmed in June 2023, IJB requested a further iteration of the SDP be presented in August 2023.

3. CURRENT POSITION

A range of actions are underway to implement the SCP. These include:

Priority 1 – Prevention and Proactive Care

The multidisciplinary/multiagency Prevention and Proactive Care Group (PPCG) leads the work designed to achieve long term behaviour change in target areas identified to improve public health in Angus and contribute towards tackling health inequalities. In May 2023, the Living Life for Longer in Angus event, attended by members of the public and multidisciplinary team professionals identified a range of actions which are being taken forward by the PPCG. These include Nature Prescribing has recently been launched in Angus. This is a guided conversation between a GP or other healthcare professional and their patient/client to encourage and support them to connect with the natural world to benefit their mental and physical wellbeing. Pulmonary Rehabilitation and Better Balance Classes have re-mobilised following COVID-19, and planning is underway to scale up across Angus.

The PPCG have recently commissioned the Thistle Foundation to work with Angus Health and Social Care Partnership (AHSCP) to develop at pace and scale, more preventative and proactive support for people living in Angus who are in most need. This includes Good Conversation Training and Lifestyle Management Courses to maximise opportunities for a community centred approach around recovery and wellbeing.

Working with NHS Tayside and Public Health Scotland colleagues, we have identified 4000 people in Angus who have a 30% or higher risk rate of being admitted to hospital and who would benefit from non-medical specific interventions or services

An IJB Development Session has been arranged on 30 August 2023 for members to hear more about the progress being made with the prevention and proactive care agenda.

Priority 2 – Care Closer to Home

In June 2023 IJB members received an update about the Angus and Dundee Stroke rehabilitation review (IJB 37/23).

Care Closer to Home. A multidisciplinary working group has been convened which has identified a number of actions aimed to reduce the level of unmet need in the community and improve the delivery of health and social care closer to home, reducing the likelihood of an admission to hospital.

Community Meals. Due to a range of operational challenges within the community meal service, an options appraisal has been undertaken with the aim to ensure an efficient and sustainable operational model for the delivery of community meals in Angus. A paper proposing a change of provider will be presented to Performance and Resources in due course.

Day Care: A report updating IJB members on Day Care arrangements in Angus is presented to IJB members today Report no IJB 59/23.

Carers: The refreshed Angus Carers Strategy 2023 – 2026 is presented to the IJB members today Report no IJB 60/23.

Priority 3 Mental Health and Substance Use Recovery

In June 2023 IJB members received updates in relation to the Angus Living Life Well Plan (IJB 33/23) and an update on the business and progression of national policy and priorities in relation to drugs and alcohol at a local level (IJB 40/23)

Priority 4 – Equity of Access and Public Protection

Equalities. A report updating IJB members on the progress made in relation to compliance with The Equality Act (2010) is presented to IJB members today IJB 58/23.

Homelessness. The Homelessness Support Service is currently going through a service redesign this year and by October 2023 its name will change to the Angus Homeless Prevention Service. Within the service there will be two functions:

- Homeless Prevention Support Team - this is made up of the existing Housing Support & Housing First Team but will fall under the new name Homeless Prevention Support Team. The Team will provide practical support to those in the community that are either homeless or threatened with homeless.
- Homeless Prevention & Solutions Team (HPST) – this is a new service that will go live in October 2023 and will be the responsible for assessing housing need for homeless individuals and to access sustainable housing solutions.

The development of the HPST started in December 2022 and as of June 2023 has a full staffing complement. As of 17th July 2023, the team have taken over all new homeless cases in Angus. Collaboration is taking place with Angus Council Housing Services to address the lack of temporary accommodation to remedy this issue. The HPST are also involved in humanitarian work and work closely with Afghan and Ukrainian families who have resettled in Angus.

Urgent and Unscheduled Care

Work is progressing to improve urgent and unscheduled care pathways so that people access the right care at the right time in the right place. For example, five Advanced Nurse Practitioners have been appointed to support urgent care in the North East and South East of Angus and recruitment is underway for the remaining posts to ensure coverage across Angus. Improvements to Enhanced Community Support are focussing on anticipatory and preventative care to reduce demand for more resource intensive urgent care. Work continues to explore the best ways for people to access urgent healthcare when needed for a minor injury or illness and we want to identify more opportunities to improve access to minor injury services in the North East of Angus and are planning engagement with stakeholders and communities soon. A service review is underway to ensure safe, resilient and sustainable out of hours primary care services. Improved routes are being developed and tested for accessing Deep Vein Thrombosis diagnosis and treatment, urinary catheter care, urgent CT scans and responding to people who have fallen or are at risk of falls. A whole system self-assessment for discharge without delay has been completed and will inform an improvement plan to encourage early flow, scrutiny on delays and Planned Date of Discharge, admission avoidance, pathways from community hospitals and end of life care.

A full report will be presented to IJB in October 2023.

Climate Change

All Public Bodies, including Health & Social Care Partnerships, are required by the Scottish Government to reduce greenhouse gas emissions, adapt to a changing climate and promote sustainable development. AHSCP works with Angus Council and NHS Tayside who employ the HSCP workforce and are responsible for capital, premises and fleet. As such, AHSCP adheres to the policies of these two organisations. We will contribute to carbon reduction over the period of the SCP by:

- Reducing mileage
- Maximise efficient use of our property portfolio
- Promote flexible working polices where appropriate
- Reduce waste
- Maximise energy efficiency
- Maximise opportunities for digital solutions when and where appropriate.

A Climate Change Duties Report 2022 – 2023 will be presented to the IJB in October 2023.

Strategic Delivery Plan.

The latest updated version of the SDP is contained in Appendix 1.

Service Managers/Professional Leads continue to contribute to discussions to ensure we have explored all opportunities to enable the delivery of services within available resources. The provision of safe, effective, good quality care is core to all services within AHSCP. Despite ongoing discussions over the past 18 months, it remains challenging to balance this duty with increasing financial constraints and workforce challenges. Therefore, we remain unable to provide assurance to the IJB that actions within the SDP will close the assumed financial gap and at this time no specific actions from the updated SDP can be mapped over from the IJB's SFP to assist closure of that financial gap. We remain committed to how the SDP can bring the IJB's SFP back towards longer term balance.

Communication and Engagement

As we implement the actions within the SDP, we will continue our conversation with the people of Angus to ensure that their voice is heard and helps to shape sustainable health and social care services now in for the future.

A refreshed Communication and Engagement Plan will be presented to the IJB in October 2023.

4. PROPOSALS

The SCP details the ambition to work with our partners and the people of Angus to continue to narrow the gap between those with the best and worst health and wellbeing. The SCP also focuses on the 'quadruple aim' of improving experience for service users, improving experience for staff, better health outcomes and lowering cost of care.

Individual areas of work requiring strategic decision will come to the IJB separately.

It should be noted that a further update will be provided in February 2024 in accordance with the IJB Workplan (30/23).

5. FINANCIAL IMPLICATIONS

An updated Strategic Financial Plan is submitted to the IJB Report no IJB 57/23.

6. RISK

Risk Description	Failure to deliver on the priorities within the SCP which improve the health and wellbeing outcomes of the population of Angus within available resources
Risk Category	Strategic
Inherent Risk	Level Likelihood 5 x Impact 5 = Risk Scoring 25 (very high-risk level).
Mitigating	Mitigating Actions Funding - Ongoing dialogue with NHST, Angus Council and, via national forums, Scottish Government. Identify and progress actions within the SDP to ensure services improve the experience for service users, improve the experience for staff, lead to better health outcomes and lower the cost of care. Monitor via SPG, Strategic Delivery Group and report to IJB regularly.
Residual Risk	<i>Likelihood 5 x Impact 4 = Risk Scoring 20 (very high-risk level).</i>
Planned Risk Level	<i>Likelihood 4 x Impact 4 = Risk Scoring 16 (high risk level).</i>
Approval recommendation	Given our developed understanding of the situation and in line with the IJBs risk appetite, the risk is deemed to be High but manageable at this current time.

7. EQUALITY IMPACT ASSESSMENT

An EQIA to accompany the SCP and SDP was submitted in June 2023 (IJB 29/23). This version has been reviewed and no changes are required at this stage. A further review will take place in December 2023.

8. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	X
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

REPORT AUTHOR: Jillian Galloway, Head of Health and Community Care Services

EMAIL DETAILS: tay.angushscp@nhs.scot

List of Appendices:

Appendix 1 Strategic Delivery Plan