



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 21 FEBRUARY 2024
STRATEGIC PLANNING UPDATE
REPORT BY JILLIAN GALLOWAY CHIEF OFFICER

ABSTRACT

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

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:

- (i) Acknowledge the progress made to date to deliver the priorities of the Strategic Commissioning Plan (SCP) 2023 – 2026.
- (ii) Acknowledge that work continues to ensure the Strategic Delivery Plan (SDP) can be delivered within available resources.
- (iii) Request that the IJB receives updates regarding each of the strategic priority areas on a rotational basis, together with associated performance updates.

2. BACKGROUND

In June 2023 the Integration Joint Board approved the Strategic Commissioning Plan (SCP) 2023-26 which serves as the collective framework for the planning, commissioning and delivery services of health and social care services in Angus (IJB 29/23). The Plan is focussed on improving health and wellbeing outcomes and is driven by the core values of being caring, compassionate, person-centred, honest and respectful. The Plan sets out the role of Angus Health and Social Care Partnership (AHSCP) and delivery partners in meeting the health and social care needs of our communities, through joined-up support with people, families and carers at the centre.

This strategic planning approach continues to centre on the 'quadruple aim' of improving the experience for service users, improving the experience for staff, better health outcomes and lower the cost of care.

All the work being undertaken supports the Joint Commitments described within the IJB's SCP of 'making a difference for you, with you'.

It is imperative that the SDP can be delivered within available resources. In August 2023 the IJB approved an updated SDP (IJB 56/23). IJB members will be aware of the significant financial pressures facing AHSCP and this is outlined within the Strategic Financial update (IJB 06/24). Further work is taking place with Service Leaders to identify opportunities to ensure the Strategic Delivery Plan is affordable within available resources.

3. CURRENT POSITION

Currently 42/43 actions are being taken forward during 23/24 some of which are due for completion in 2023/24, 2024/25 or 2025/26 (1/43 actions is not due to commence until 2024/25). Appendix 1 lists the actions and their status.

The table below provides a summary of the status of the 42 actions currently being undertaken.

Priority	Number of Actions	Status			
		Blue (Complete)	Green (On Track)	Amber (Concern meeting deadline)	Red (Requires Urgent Attention)
Priority 1 Prevention and Proactive Care	7	0	6	1	0
Priority 2: Care Closer to Home	20	1	16	3	0
Priority 3 Mental Health and Wellbeing and Substance Use Recovery	5	0	5	0	0
Priority 4: Equity of access to high quality health and social care services	10		8	2	0
TOTAL	42	1	35	6	0

Of the one blue action:

- A review of the delivery model for community alarm has been completed. As a result, a service review will commence in February 2024. Work has been ongoing to scope out options to ensure we can provide the most appropriate delivery model for the community alarm hub. Work continues to be progressed and timescales are on track and an options appraisal will be presented to IJB in June 2024.

Of the six amber actions:

- Work continues to ensure young people who require services as adults receive the support to meet their needs. We have identified the complexity and interconnectedness of transitions work, often overlapping with various services, with current structures making it challenging for some young people to access appropriate services. It has also highlighted the size and scale of the work needed to ensure all young people have access to support at a time and place that is right for them. Case studies are presented and discussed at Transitions Group to identify areas for improvement and areas of good practice. The National Transitions Working Group definition has been adopted for use across Angus. The timeline for this work has been extended to March 2025.
- The AHSCP Property Plan and the refresh of the Palliative and End of Life Plan. Both are behind schedule due to a resource gap which has now been filled and both are being progressed and timescales revised.
- Work to develop the Tayside Primary Care Strategy will be progressed as outlined in February IJB Report (IJB 07/24).
- Work continues to update the Angus Equalities Mainstreaming Report. As the deadline for this is August 2024, the previous completion date of 23/24 has been revised to 24/25.

- Work with Angus Council to expand housing options so more people can live independently in their own homes: challenges remain ongoing with the availability of permanent housing stock.

An update of a variety of the green actions is provided below:

Priority 1. Prevention and Proactive Care

Since the workshop on 30 August 2023, where IJB members received an update about the Prevention and Proactive Care Programme and number of actions have been progressed. 20 staff members from Angus Health and Social Care Partnership (Allied Health Professionals and Pharmacists), social prescribers from VAA and representatives from Angus Carers Centre completed the Thistle Foundation Lifestyle Management Training, aimed at maximising opportunities for a community centred approach around recovery and wellbeing. Lifestyle Management Courses are currently being promoted to members of the public and will commence in February 2024.

A test of change will commence in Brechin Health Centre in February 2024 where a cohort of individuals, who are at risk of being admitted to hospital, will be invited to meet a social prescriber and be offered a range of evidence-based non-medical interventions that have been introduced as a result of the work undertaken by the Prevention and Proactive Care Programme Group, for example, Lifestyle Management Course, ANGUSalive Be Active, Live Well, Health Walks, Nature Prescribing. NHS Tayside Public Health Team are supporting work to ensure robust evaluation is undertaken.

The work of this Programme received positive feedback at the Tayside Realistic Medicine Conference in December.

Locality Plans: Locality Improvement Groups are finalising their improvement plans and are identifying the actions to be taken forward.

Prescribing: Work continues to ensure efficient and effective prescribing within Angus. This includes liaising with sample practices to identify ways to deliver better value in prescribing; providing improvement support to sample practices to map out medication review processes; providing Scriptswitch summaries illustrating top, missed savings to all practices; progressing Angus HSCP's involvement and contribution to a Tayside wide, public medicines waste management campaign; co-ordinating a short life working group that includes Care Home staff members to promote a better uptake of Homely Remedies Policies within Care Homes, also to consider polypharmacy and waste management in care homes.

Additional information is provided within the Primary Care Prescribing Management Update (IJB 10/24).

Planning for the Future: The majority of the 'planning for the future' agenda is being taken forward by the Prevention and Proactive Care Programme Group however the component related to treatment escalation will be taken forward via the Urgent and Unscheduled Care Steering Group. Early discussions are taking place to plan for how we will raise awareness of this important agenda with the public of Angus. We are also exploring how Future Care Plans should be recorded and shared across professions.

AHSCP is one of 29/31 Health and Social Care Partnerships signed up to the National Power of Attorney Campaign. In 2013, the annual number of new registrations from Angus residents to The Office of the Public Guardian was 1066, in 2018 there were 1691 new registrations and in 2023 this had increased to 1942. This represents an 82% increase over the decade, 17% higher than the Scottish increase. Angus HSCP produce a podcast to raise awareness of the importance of Power of Attorney in November 2023 and promotion work continues.

Priority 2. Care Closer to Home

Unmet Need: The level of unmet need in social care continues to be a challenge for Angus Health and Social Care Partnership, the recording of which is proposed in the Scottish Government's Independent Review of Adult Social Care. An AHSCP working group has undertaken a number of actions to address this issue which includes the review of AHSCP's eligibility criteria operational instruction and guidance that is fully aligned to our Statutory Duties and obligations in respect of assessing needs. An information leaflet has also been created to provide clarity to service users and carers as they navigate the assessment process. Work is ongoing to create a digital system for allocation of services with the aim to increase capacity.

Hospital Discharge Pathway: The Angus Discharge Team continues to work closely with acute/ community hospitals and partners across health and social care to agree a Planned Date of Discharge and plan effective and timely discharge to home or a homely setting. The focus of the team is for assessment at home. As a result, Angus has had one of the lowest hospital delay profiles across Scotland.

Day Care Review: Engagement is underway to gather insight into current service provision and needs/wants and likes for the future in relation to day care. A briefing on engagement, including an infographic, will be provided to IJB members in April 2024 and a full report detailing findings and recommendations will be presented to the IJB in June 2024.

Framework for decision making and eligibility criteria for complex care packages: In August 2018, the IJB approved the implementation of the assessment, prioritisation and eligibility procedures and the authorisation process for the allocation of resources (IJB 60/18). The Report introduced the eligibility framework which described the four levels of priority – critical, substantial, moderate and low. In August 2019 the IJB approved an update in relation to progress to implement the process of allocated resources (IJB 57/19).

Updated eligibility criteria and guidance in line with Scottish government requirements was issued to all staff on 22 January 2024. A framework for decision making is being developed now the eligibility criteria has been completed.

Carers: A Carers Information Pack is close to completion which will provide a range of information to support carers in their caring role. A Carers Influencer Group has been established with the aim to strengthen the voice of Carers in Angus.

Priority 3. Mental Health and Wellbeing and Substance Use Recovery

Angus Living Life Well Plan

Currently the 39 actions within the Living Life Well Implementation Plan have the following status:

Priority	Number of Actions	Status			
		Blue (Complete)	Green (On Track)	Amber (Concern meeting deadline)	Red (Requires Urgent Attention)
Good Mental Health for All	10	8	0	2	0
Primary and Community Mental Health	3	2	1	0	0
Specialist Adult Mental Health	16	9	2	5	0
Older People Mental Health	7	2	0	5	0
Leadership & Culture	3	3	0	0	0
TOTAL	39	24 (Increased from 13 from IJB Report 33/23)	3 (Decrease from 11 from IJB Report 33/23)	12 (Decreased from 15 from IJB Report 33/23)	0 (No change)

Of the 12 amber actions,

- 4 have missed deadline due to Tayside work still being in progress, timescales have been revised to take account of this.
- 1 is due to National work not being completed, resulting in a delay to local implementation.
- 7 have not met the deadline date due to a resource gap which has now been filled and are now being progressed and timescales revised.

Of the 24 blue actions,

- 19 of these actions continue as business as usual.
- 4 are fully complete with no further actions
- 1 of the actions within the LLW Plan have led to further work being undertaken under other improvement programmes which is the business case for a Crisis Centre has been completed at a Tayside level but Angus will now undertake their own evaluation of need and work will come under the Angus Urgent & Unscheduled Care Programme. A further update on this work is contained as a separate section within this report and links with the Angus Community Wellbeing Center

Angus Community Wellbeing Centre (CWC): Following a review of current contracted services funding has been identified to provide a 12 hour, 7 day a week, Community Wellbeing Centre (CWC) for Angus.

Plans for the Community Wellbeing Centre were approved by Scottish Government and funding agreed, but funding was removed after an emergency budget. As a result, funding has been identified through a review of current 3rd sector provision and investing budget differently to meet current need and demand. Stakeholder engagement took place during December 2023 with the following groups:

- People with Lived Experience of using mental health services in Angus
- Staff who support mental health and wellbeing
- Families & Carers
- Members of the public with an interest in mental health and wellbeing

Appendix 2 provides a summary of the engagement activities.

A Prior Information Notice (PIN) has been published on the Procurement Scotland website to gauge interest from service providers and the full tender process will be completed by January 2025, with an anticipated initial start date for the Community Wellbeing Centre of April 2025.

Priority 4. Equity of Access to high quality health and social care

Urgent and Unscheduled Care: Work continues to ensure:

- The best use of resources and capabilities to deliver urgent community care.
- People can access urgent care for minor injuries when needed
- Safe, resilient and sustainable Out of Hours primary care services
- The review and development of urgent care pathways to optimise urgent community care and deliver more care closer to home
- People living in care homes can access urgent care as close to home as appropriate, in a safe and timely way, making the best use of resources to deliver the best possible outcomes 24/7.

The Angus Joint Advocacy Framework is presented to IJB members for approval IJB 09/24. Work remains ongoing to progress actions to improve access to advocacy services.

Angus Integrated Drug and Alcohol Recovery Service: An Advanced Nurse Practitioner role has been introduced to enhance the delivery of care provided by the multidisciplinary team. The Team is working closely with Community Mental Health Teams to further develop joint working for individuals with co-morbid substance use and mental health diagnosis. We

are encouraging opportunities for shared learning across primary care and the wider partnership as appropriate.

Medication Assisted Treatment (MAT) Standards: Priority has been given to the progression of MAT Standards 3 and 6 – 10. The Service has considered the status of these MAT Standards and this is detailed in the table below and are awaiting feedback from the Scottish Government regarding this assessment:

Description	RAG Status
MAT 3: All people at high risk of drug-related harm are proactively identified and offered support to commence or continue MAT	Green
MAT 6: The system that provides MAT is psychologically informed (tier 1); routinely delivers evidence-based low intensity psychosocial interventions (tier 2); and supports individuals to grow social networks.	Green
MAT 7: All people have the option of MAT shared with Primary Care.	Amber
MAT 8: All people have access to independent advocacy and support for housing, welfare and income needs.	Green
MAT 9: All people with co-occurring drug use and mental health difficulties can receive mental health care at the point of MAT delivery	Amber
MAT 10: All people receive trauma informed care.	Green

Of the two amber actions, to support the delivery of MAT 7, an audit of Service Level Agreement implementation within Community Pharmacy is continuing. Results will inform AHSCP learning and development planning. To support the delivery of MAT 9, work continues with GP practices to clarify roles to support people affected by substance use.

Development workshops have taken place for each of the standards and the Angus Alcohol and Drug Partnership are engaging with a wide range of partners to strengthen partnership working and ensure that the standards are implemented across all relevant disciplines e.g. Justice, Advocacy and Primary Care.

Climate Change

The World Health Organisation recognises that climate change is the single biggest health threat facing humanity. It is important therefore that AHSCP commits to embedding consideration of the impact of climate change in health and social care planning and in business continuity arrangements aiming to reduce our carbon footprint and deliver on the Scottish Governments Net Zero emissions target by 2040. AHSCP continues to support NHS Tayside and Angus Council in this important agenda. Work will be progressed to develop a Net Zero Emissions Target Statement to reflect the commitments of our partners whose buildings and facilities we occupy and their policies and procedures regarding buildings, transport and energy.

COMMUNICATION AND ENGAGEMENT

Communication and Engagement activities relating to the review of Day Care Services, Angus Advocacy Strategic Framework and Angus Community Wellbeing Centre have been highlighted to IJB members.

Use of Care Opinion continues to increase and over 231 stories have been received since its introduction in Angus in 2022, 90% of which have been positive.

4. PROPOSALS

Angus IJB note the progress made to deliver the Strategic Delivery Plan and be assured that progress will be made in relation to identifying additional actions to ensure we can deliver services with available resources.

5. FINANCIAL IMPLICATIONS

An updated Strategic Financial Plan is submitted to the February IJB (IJB 06/24)

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	Level Likelihood 5 x Impact 5 = Risk Scoring 25 (very high-risk level).
Mitigating Actions	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 Level	Likelihood 5 x Impact 4 = Risk Scoring 20 (very high-risk level)
Planned Risk Level	Likelihood 4 x Impact 4 = Risk Scoring 16 (high risk level)
Approval recommendation	Given our developed understanding of the situation and in line with the IJB's risk appetite, the risk is deemed to be High but manageable at this current time

8. 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 June 2024.

9. 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	

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List of Appendices:

Appendix 1 Strategic Delivery Plan Actions and status

Appendix 2 Community Wellbeing Centre, stakeholder engagement feedback