

Report

Report to:	Social Work Resources Committee
Date of Meeting:	25 April 2018
Report by:	Director, Health and Social Care

Subject:	Integration Joint Board Update
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ update the Committee on progress with Health and Social Care Integration and the work of the Integration Joint Board (IJB)

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted.

3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 provided a legislative framework that required Councils and NHS Boards to integrate (as a minimum) services associated with Adult Health and Social Care.
- 3.2. In establishing local integration arrangements, Councils and NHS Boards on each of the 31 geographical areas had to prepare an Integration Scheme which set out how integration arrangements would function. Integration Schemes were submitted to the Scottish Government and required Parliamentary approval.
- 3.3. One of the key arrangements agreed within Integration Schemes was the creation of IJBs to oversee the planning, commissioning and financial direction associated with the adult and older people functions (service areas) outlined in the Act. In a formal context, IJBs are formal entities of the public sector.
- 3.4. As part of providing Executive support to IJBs, there was also a requirement to appoint a Chief Officer and Chief Financial Officer, both of whom have key roles in implementing decisions made by the IJB in partnership with local Councils and NHS Boards
- 3.5. Detailed below, is a summary of the work of the IJB to date and some of the proposed areas of development in the future

4. South Lanarkshire Integration Joint Board

- 4.1. Similar to other IJBs across Scotland, South Lanarkshire IJB from a composition perspective has to comply with the prescribed membership outlined in the Act. In summary, there are:
- ♦ eight voting members made up of four local Elected Members and four Non Executive Directors of Lanarkshire NHS Board, who are the only representatives able to make a decision

- ◆ The Chief Officer of the IJB and Chief Financial Officer
- ◆ professional advisors who include the Chief Social Work Officer, Medical Director, Nurse Director and professional clinical representation from acute services and General Practice
- ◆ service user, carer and Third Sector representation
- ◆ additional representation in the form of the Health and Social Care Senior Management Team

- 4.2. One of the key pieces of work which the IJB has to oversee is approving a three - year Strategic Commissioning Plan, which sets out how Health and Social Care Services in South Lanarkshire will collectively work to support the delivery of the nine Health and Wellbeing Outcomes and integration principles set out in the Act.
- 4.3 The Strategic Commissioning Plan sets out the overall strategic direction and is supported by Annual Directions which IJBs issue to both the Council and NHS Board with regards to specific strategic intentions which require to be implemented across the forthcoming year
- 4.4 As a new entity, the IJB has been meeting in a formal context since April 2016 and previously as a Shadow Board for approximately one year prior to this. The IJB has continued to evolve and mature in terms of a strategic decision-making body and is making a significant contribution to the integration of Health and Social Care Services as outlined in the next section of this report

5. Key Milestones and Achievements of the IJB

- 5.1. Whilst not an exhaustive list of the work of the IJB to date, the table below highlights some of the key decisions and progress to date:

Theme		Progress
Strategic Commissioning	Strategic Commissioning Plan	The IJB has an approved Strategic Commissioning Plan 2016-19 which sets out how the IJB will design services to meet the 10 key priorities which citizens in South Lanarkshire told us were important to them. For 2018/19, the plan has been refreshed and updated as part of the work to develop the next three year Strategic Commissioning Plan 2019-22 http://www.slhscp.org.uk/
	Shifting the balance of care	Approved the decision to disinvest in off – site acute beds within Udston Hospital to re-invest in community based supports, thus supporting the aspirations of service users/patients and carers to remain in their own homes and communities
	Supporting end of life care	Approved the decision to develop 12 palliative care beds within the South Lanarkshire geographical area, with the clear benefits being that South Lanarkshire residents have access to specialist support closer to home
	Building and Celebrating	The IJB approved the approach being implemented across the four localities to

	Communities	engaging and working with communities with the aim of identifying where communities can lead and support themselves and where they need the help of Health and Social Care Services
	Promoting Self Care and Self Management	<p>The IJB has a number of strategic commissioning intentions which aim to enable and support people to look after their own health and maintain their independence. Of note, staff working across the Health and Social Care Partnership have supported a number of operational successes including:</p> <ul style="list-style-type: none"> ♦ the implementation of Physical Activity Prescribing (PAP) ♦ growing third sector supports around befriending and peer support ♦ the implementation of reablement ♦ successfully testing new initiatives with regards to maintaining at home, people with respiratory conditions who are at risk of hospital admission ♦ coordinating more effective hospital discharge planning, which has resulted in a significant reduction in the number of hospital delays ♦ the growth in technology enabled care through simple text messaging of results, the promotion of electronic self care platforms and teleconferencing in Care Homes
	Locality Planning	The IJB agreed to the formation of four locality planning areas, in line with the legislative requirements to have a minimum of two localities per geographical area. The locality model and further integration of services is a key priority which all localities are developing. Several good examples of practice are being implemented, including strengthened multi – disciplinary team working to support people with multiple long term conditions in the community and those at risk of hospital admission. This continues to be work in progress.
Governance/Compliance	Integration Scheme	The IJB has an approved and updated Integration Scheme which confirms the scope of how the IJB will operate and its areas of oversight. This was signed off by South Lanarkshire Council and NHS Lanarkshire in 2015 and subsequently updated to take account of the Carers (Scotland) Act 2016 in February 2018
	Legislative Imperatives	Similar to other bodies within the public sector, the IJB has approved statements in place to meet its duties with regards to equalities, climate change and freedom of

		information
	Risk management	The IJB has an approved risk register which sets out the top risks associated with the IJB's ability to discharge its duties. The risk register is currently being refreshed
	Performance Management	The IJB approved its first Annual Performance Report for 2016/17 in line with the statutory requirements. This report gave a broad overview of the impact of the work progressed with regards to implementing the Strategic Commissioning Plan. Work now continues to implement an integrated performance management report for the IJB
Infrastructure	Integrated Senior Management Team	A co-located and integrated senior management team has been established and is led by the Director of Health and Social Care/ Chief Officer of the Health and Social Care Partnership. The SMT provides the necessary assurance to the IJB, Council and NHS Board with regards to progress with this agenda
	Locality Management and Development	Integrated Health and Social Care Managers lead, coordinate and implement the strategic commissioning intentions set out in the Strategic Commissioning Plan within localities. There has also been an agreed pathway of intervention developed and implemented. This focuses on ensuring that any interventions are appropriate and timely, with the principle being on community first. The model provides clarity for all agencies and staff working in communities and emphasises the importance of preventative initiatives such as third sector supports including physical activity and being active, through to people who require more enhanced health and social care support. A good example of this is the work to move 5% of hospital activity into a more appropriate setting, for example patients requiring IV therapy and those with respiratory conditions such as Chronic Obstructive Airways Disease.
	Organisational Development	IJB members have been supported and will continue to be supported through a structured organisational development programme, which is designed to assist them in maximising the effectiveness of their role and the role of the IJB
Communications	Communications Strategy	Effective communication across a workforce of 5,000+ staff was recognised as key priority for the IJB. In 2017, the IJB approved its Communication Strategy which outlined the methodology for communicating and engaging with staff and partners.

	Health and Social Care website and Director's Blog	The IJB has approved a Health and Social Care website which provides a medium to communicate with the wider workforce and went live in 2017. Supplementing this, the Director of Health and Social Care/ Chief Officer communicates through a monthly blog http://www.slhscp.org.uk/
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5.2. There are a number of good examples where Health and Social Care Integration has provided a tangible impact on the people of South Lanarkshire. A few of these examples are listed below:-

- ◆ there has been a 40% reduction in the number of bed days associated with delayed discharges over the last 3 months due to better integrated working in localities and with hospital staff. This has brought the Health and Social Care Partnership into line with the agreed target and this has resulted in people spending less time in hospital unnecessarily
- ◆ through intermediate care, more and more people are being supported to return home. Of 80 people recently supported through this approach, over 50% were enabled to return home, when previously they would have moved to residential/nursing care
- ◆ through reablement support, the Health and Social Care Partnership has managed to increase the levels of independence of service users. On average, any service user who successfully completes a reablement intervention will have 30% less home care in comparison to when they were first referred

6. Next Steps

6.1 The IJB continues to meet on a frequent basis (up to five meetings per year). Over the next year, a number of key priorities have been identified with the aim of supporting the overall direction of travel alluded to in section four.

6.2 In summary, the most significant strategic priorities for the IJB will be:

- ◆ overseeing the strategic direction with regards to the new General Medical Services Contract and also the wider work associated with transforming Primary Care Services
- ◆ developing the Building and Celebrating Communities approach across the four locality planning areas as a means of empowering communities to recognise what they can do best
- ◆ the continuing development of strategies which support the growth of community based supports as viable alternatives to bed based forms of care, thus enabling the necessary shift in the balance of care. For example care facilities modernisation
- ◆ growing opportunities in Telehealth and Telecare which both extends service user, carer and staff confidence in utilising technology enabled care
- ◆ further developing the locality model to ensure that all services maximise their potential through appropriate interventions within the care pathway
- ◆ agreeing a new three year Strategic Commissioning Plan for the period 2019-22
- ◆ working in partnership with the local authority to develop replacement care facilities

7. Employee Implications

7.1. There are no employee implications associated with this report.

8. Financial Implications

8.1. There are no financial implications associated with this report.

9. Other Implications

9.1. There are no additional risks associated with this report.

9.2. There are no sustainable development issues associated with this report.

9.3. There are no other issues associated with this report.

10. Equality Impact Assessment and Consultation Arrangements

10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

10.2. There is no requirement to undertake a consultation as this report is for update purposes only.

Val de Souza

Director, Health and Social Care

12 March 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ deliver better health and social care outcomes for all
- ◆ achieve results through leadership, good governance and organisational effectiveness
- ◆ improve later life
- ◆ improve health care and wellbeing
- ◆ protect vulnerable children, young people and adults

Previous References

- ◆ Social Work Resources Committee of 3 June 2015

List of Background Papers

None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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