



Scottish Borders  
Health and Social Care  
PARTNERSHIP

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# Scottish Borders Health & Social Care Integration Joint Board

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## **TERMS OF REFERENCE**

# HEALTH & SOCIAL CARE PARTNERSHIP INTEGRATION JOINT BOARD

## Terms of Reference

### Introduction

This document sets out the Membership and Terms of Reference of the Scottish Borders Health & Social Care Partnership Integration Joint Board (the IJB) drawn from the Integration Scheme approved by the Scottish Government.

### Role & Remit

The IJB is the formal board meeting of the Scottish Borders Health & Social Care Partnership which was established on 6th February 2016 and consists of Local Authority Elected Members, Health Board Non-Executive Directors and representatives of the Third and Independent Sectors. Its establishment followed ministerial approval which makes the IJB a legal entity in its own right under the Joint Working Public Bodies (Scotland) Act 2014.

The Integration Joint Board members work together in order to plan, commission and oversee the delivery of integrated health and social care services meeting the needs of the people of the Scottish Borders whilst planning for the demands of the future.

The role of the IJB is to:-

- Strategically plan and commission health and social care services to ensure national and local outcomes are met. To enable this, the IJB convenes a Strategic Planning Group to assist in the preparation, approval and delivery of its Strategic Plan;
- Oversee the delivery of the integrated services for which it has responsibility by reviewing finance and performance against targets to ensure that delivery is in line with planned outcomes;
- Establish arrangements for locality planning in support of key outcomes for the 5 agreed localities in the context of the Strategic Plan;
- Ensure resources are sufficient and appropriately allocated to deliver the IJB's Strategic Plan within the medium-term revenue budget detailed in its annual Financial Statement;
- Publish and share with partners an annual Performance (delivery of the Strategic Plan) Report and Annual (Financial) Accounts in line with statutory guidance, codes of practice and timescales;
- Seek assurance on the robustness of clinical and care governance frameworks from NHS Borders and Scottish Borders Council respectively and ensure that clear accountability is preserved;
- Establish a plan for communication, participation and engagement to ensure that the users of health and social care services, staff, carers and all other stakeholders are involved in or aware of the development and delivery of effective models of health and social care;
- Establish arrangements for handling complaints to and requests for information from the Health and Social Care Partnership;
- Appoint its Chief Officer and Chief Financial Officer;

## Objectives

The 9 local objectives of the IJB are:-

- To make services more accessible and develop our communities
- To improve prevention and early intervention
- To reduce avoidable admissions to hospital
- To provide care close to home
- To deliver services within an integrated care model
- To seek to enable people to have more choice and control
- To further optimise efficiency and effectiveness
- To will seek to reduce health inequalities
- To improve support for Carers to keep them healthy and able to continue in their caring role

In addition to the 9 local objectives, it is also paramount that the IJB manages and directs the resources delegated to it in a financially sustainable manner in order to ensure that current and future models of integrated health and social care remain affordable. The IJB should pursue Best Value in all its commissioning decisions and seek to align and realign its resources appropriately to its priorities.

## Outcomes

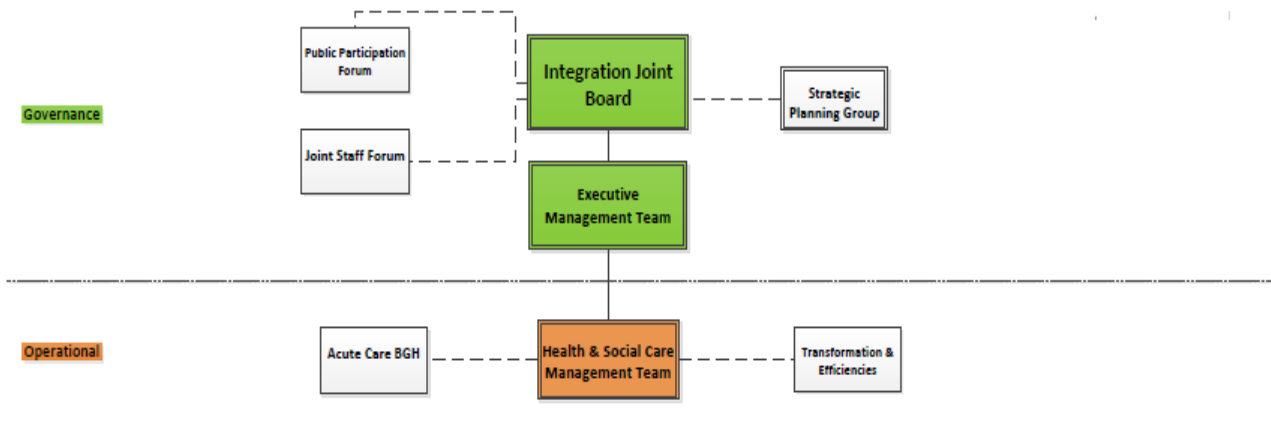
The Integration Joint Board, working together with NHS Borders and Scottish Borders Council, is responsible for the achievement of outcomes. The Integration Joint Board will receive regular and frequent reports overseeing the functions delegated to it and in particular, the performance of the services related to those functions and its resources.

The Chief Officer is responsible for reporting to the Integration Joint Board on performance of those services in the context of a performance framework agreed by the Integration Joint Board via the Chief Officer.

By working with individuals and local communities, the Partnership aims to assist people to achieve the 9 national health and wellbeing outcomes. These represent what the IJB is attempting to achieve through the integration of health and social care, in particular, improving the quality provided.

The affordable delivery of the 9 defined national health and wellbeing outcomes and 9 Scottish Borders local objectives are the key priority for the IJB therefore. To enable this, strong governance and robust transformational direction are required from the IJB.

## Governance



The Integration Joint Board is required to establish a standing Audit Committee to consider matters of financial audit, governance and risk, where necessary making recommendations to the IJB or its partners, in order to provide assurance over its operations.

Other sub-committees of the IJB may be established if the IJB deem it appropriate to its needs.

### Frequency of Meetings

The Integration Joint Board is scheduled to formally meet 6-7 times annually, normally on a bi-monthly basis. Other extra-ordinary meetings may be arranged out-with this planned cycle should the business of the IJB require it. Additionally, IJB development sessions may be scheduled around this formal board meeting cycle, normally for during intermediate periods when no scheduled board meetings are planned.

### Membership

Core Membership is as follows:-

The voting members of the IJB are appointed through nomination by NHS Borders and Scottish Borders Council. There are a total of 10 voting members, 5 from each partner organisation. A quorum for each meeting will only be established if a minimum of 3 voting members from each partner organisation is in attendance.

Nomination of the IJB Chair and Vice-Chair posts alternates between an elected member (2016/17 chair) and a Health Board representative (2017/18 chair).

The current Integration Joint Board voting members are:

Stephen Mather, NHS Borders Non-Executive Director (Chair)  
David Davidson, NHS Borders Non-Executive Director  
Karen Hamilton, NHS Borders Non-Executive Director  
John Raine, NHS Borders Non-Executive Director  
Vacant, NHS Borders Non-Executive Director

Cllr David Parker, Scottish Borders Council  
Cllr Helen Laing, Scottish Borders Council  
Cllr Shona Haslam, Scottish Borders Council  
Cllr Tom Weatherston, Scottish Borders Council  
Cllr John Greenwell, Scottish Borders Council

Other non-voting Integration Joint Board members are:

Chief Officer, Health and Social Care Integration  
Medical Director, NHS Borders  
Director of Nursing, Midwifery and Acute Services, NHS Borders  
Chief Social Work Officer, Scottish Borders Council  
Scottish Borders Council Staff Representative  
NHS Borders Staff Representative  
Third Sector Representative  
Carers Representative  
Service Users Representative  
GP Representative

A number of other officers are required to attend the IJB:

Board Secretary  
Chief Financial Officer, Integration Joint Board  
Chief Internal Auditor, Integration Joint Board  
Chief Executive, NHS Borders  
Chief Executive, Scottish Borders Council  
Associate Medical Director  
Director of Finance, NHS Borders  
Chief Financial Officer, Scottish Borders Council  
Associate Director, Primary and Community Services, NHS Borders  
Director of Pharmacy  
Others as Required

### **Dispute Resolution**

Within the Scheme of Integration for the Scottish Borders, a clear mechanism for the resolution of any dispute or failure to agree amongst all parties is defined which the IJB must follow in the event of a dispute (Appendix A).

## 14. Dispute resolution mechanism

- 14.1 Where either of the Parties fails to agree with the other on any issue related to this Scheme, then they will follow the process as set out below:
- (a) The Chief Executives of Borders Health Board and Scottish Borders Council, will meet to resolve the issue;
  - (b) If unresolved, the Borders Health Board, and Scottish Borders Council will each prepare a written note of their position on the issue and exchange it with the others;
  - (c) In the event that the issue remains unresolved, the Chief Executives (or their representatives) of Borders Health Board, Scottish Borders Council will proceed to mediation with a view to resolving the issue.
  - (d) A professional independent mediator will be appointed. The mediation process will commence within 28 calendar days of the agreement to proceed.
  - (e) The Mediator shall have the same powers to require any Partner to produce any documents or information to him/her and the other Partner as an arbiter and each Partner shall in any event supply to him such information which it has and is material to the matter to be resolved and which it could be required to produce on discovery; and
  - (f) The fees of the Mediator shall be borne by the Parties in such proportion as shall be determined by the Mediator having regard (amongst other things) to the conduct of the parties.
  - (g) Where the issue remains unresolved after following the processes outlined above, the Parties agree the following process to notify Scottish Ministers that agreement cannot be reached.
- 14.2 The Chief Executive's shall write to Scottish Ministers detailing the unresolved issue, the process followed and findings of the mediator and seek resolution from Scottish Ministers.