

Scottish Borders Health & Social Care  
Integration Joint Board



Scottish Borders  
Health and Social Care  
PARTNERSHIP

Meeting Date: .....23 April 2018.....

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**INTEGRATED CARE FUND  
REVIEW OF PROJECTS 2015-18**

<b>Purpose of Report:</b>	<p>The purpose of this report is to update the Integration Joint Board (IJB) following the review of a number of Integrated Care Fund (ICF) projects which are due to carry over funding into financial period 2018-19.</p> <p>The report also outlines recommendations for continued investment or disinvestment of these projects following consideration of project summaries by the IJB Leadership Team</p>
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<b>Recommendations:</b>	<p>The Health &amp; Social Care Integration Joint Board is asked to:</p> <p><b>Note</b> the review of ICF projects due to carry over funding in the financial period 2018-19.</p> <p><b>Consider</b> recommendations from the IJB Leadership Team for continued investment or disinvestment of projects.</p> <p><b>Decide</b> which projects should have continued investment or disinvestment.</p>
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Personnel:	A number of projects under review currently employ staff.
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Carers:	A number of projects have positive outcomes for carers.
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Equalities:	Related to EIA for Strategic Plan.
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Financial:	Potential for redirection of ICF if projects disinvested.
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Legal:	Potential issues regarding notice required for staff.
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Risk Implications:	Risk of not delivering on strategic priorities if those projects which are clearly supporting delivery are not supported to continue.
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**REVIEW****INTEGRATED CARE FUND PROJECTS 2015-18 (£6.39m)****April 2018****Purpose**

- 1.1 The purpose of this report is to update the Integration Joint Board (IJB) following the review of a number of Integrated Care Fund (ICF) projects which are due to carry over funding into financial period 2018-19.
- 1.2 The report seeks IJB agreement for continued investment or disinvestment of those ICF projects which are due to carry over funding into 2018/19.

**Background**

- 2.1 The ICF was first allocated to the shadow partnership in 2015/16 with the award of £2.13m per annum (2.13% of £100m p.a.), a total allocation of **£6.39m** for the 3 years of the programme.
- 2.2 During this time a number of ICF projects have been ratified by the IJB with a directed resource to date of **£5.244m**. Whilst **£5.244m** of the **£6.390m** total ICF resource has been directed by the IJB, at 31 March 2018 only **£3.912m** (75%) has been recorded as spent.
- 2.3 At an extraordinary meeting of the IJB on 19 March 2018 decisions were made regarding a number of projects due to end between February and April 2018 which were seeking funding beyond 31 March 2018. A summary of decisions taken regarding requests for further resource from the ICF are detailed below:

**Table 1 – IJB Decisions re ICF Projects 19 March 2018**

<b>Project</b>	<b>Decision</b>
Independent Sector Representation	Not agreed
Community Transport Hub	One year funding agreed
Delivery of Localities	Not agreed
Community Led Support	One year funding agreed
Matching Unit Agreed	One year funding agreed
Buurtzorg	Withdrawn
Craw Wood	Funding agreed until 1 October 2018
Hospital to Home	Funding agreed until 1 October 2018

- 2.4 Decisions were also taken by the IJB at this meeting regarding the allocation of IC funding to meet budget pressures and a reclaim of underspend on projects. These decisions leave a forecast of uncommitted ICF funding available of £96k. A summary of all decisions taken and the impact on the ICF are detailed in Table 2 below:

**Table 2 – Summary of Integrated Care Fund (2015/16 – 2017/18)**








<b>Use of Integrated Care Fund (2015/16 – 2017/18) - 3 yr allocation £6.39m</b>		
<b>Forecast Spend to 31/3/2018 - £3.912m</b>	<b>Movement</b>	<b>Balance</b>
	£m	£m
<b>ICF 3 year agreed allocation</b>		<b>6.390</b>
Previously agreed directed resource at 19/3/2018	(5.244)	
<b>Undirected Resource at 19/3/2018</b>		<b>1.146</b>
Less allocated to support SBC H & SC 17/18 budget pressures	(0.443)	
Exception requests agreed 19/3/2018	(0.066)	
Forecast underspend on ICF projects	0.174	
<b>Sub-total</b>		<b>(0.335)</b>
<b>Resource available after project cost variances</b>		<b>0.811</b>
Projects being extended agreed by Board on 19/3/2018	(0.275)	
Funding of Crawwood May – Sep 2018	(0.440)	
<b>Sub-total</b>		<b>(0.715)</b>
<b>Forecast uncommitted ICF funding available</b>		<b><u>0.096</u></b>


- 2.5 The IJB also considered a number of projects with a fixed allocation of IC funding projected to continue into 2018/19. Following consideration the IJB requested that the current impact and benefits of these projects should be reviewed and the outcome of review be presented to the IJB on 23 April 2018 to inform a decision regarding the future of each project.
- 2.6 It was agreed the Borders Community Capacity Building Team would be excluded from review since the IJB previously agreed to fund the project for a further 12 months in December 2017 with the proviso that there was an evaluation within 12 months and an interim update provided to the IJB within 6 months.
- 2.7 Programme Delivery has also been excluded from review since this is not a project but an enabler to providing an essential support role for the delivery of the Partnership's Strategic Plan. It also provides a critical support role for Partnership finance and performance monitoring as well as ensuring that all requirements placed on the IJB from the Public Bodies Joint Working (Scotland) Act are met.

## Review of Projects




- 3.1 Since the decision by the IJB to review those projects with a fixed allocation of ICF funding projected to continue into 2018/19 work has been underway to collate information to facilitate review of each of the projects.
- 3.2 A template to collate information for review of projects has been developed and all project leads have been supported to complete the template. It is worth noting that the information contained within each review document varies in terms of evidence and detail. This is due to a number of variables including duration of project to date, evaluation mechanisms used and the type of available data ie quantitative or qualitative.
- 3.3 Those projects included in review and review summaries (see **Appendices A to K**) can be seen in Table 3 below:

**Table 3 – Review of ICF Projects with Carry Over of Funding**

Projects for review						
Project	ICF Allocation	Date Allocated	Spend to end of March 18	Carry Over	Proposed End Date	Project Summary
Delivery of the Autism Strategy	99,386	December 2015	43,826	55,560	28 February 2019	 Appendix A - Autism Strategy
Delivery of the ARBD pathway	102,052	February 2016	50,206	51,846	31 March 2019	 Appendix B - ARBD Pathway
Stress & Distress Training	166,000	October 2015	72,284	93,716	31 March 2020	 Appendix C - Stress & Distress
Transitions	65,200	October 2015	37,199	28,001	31 March 2019	 Appendix D - Transitions
Transitional Care Facility	926,600	December 2016	645,344	281,256	31 December 2018	 Appendix E - Transitional Care Faci
Pharmacy Input	97,000	December 2016	13,000	84,000	31 December 2018	 Appendix F - Pharmacy Input
GP Clusters Project	50,000	March 2017	32,500	17,500	31 December 2018	 Appendix G - GP Clusters

Domestic Violence Pathway	120,000	March 2017	67,935	52,065	30 June 2020	 Appendix H - Domestic Violence
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**Table 3 (Continued)**

Project	ICF Allocation	Date Allocated	Spend to end of March 18	Carry Over	Proposed End Date	Project Summary
Buurtzorg Project Management	52,000	June 2017	0	52,000	31 March 2019	 Appendix I - Buurtzorg
Craw Wood	540,363 <u>440,000</u> 980,363	December 2017	667,802 (spend to end of April 18)	312,561	30 September 2018	 Appendix J - Craw Wood
Hospital to Home	160,283	December 2017	35,800	124,483	30 June 2018	 Appendix K - Hospital to Home
Total	2,818,884		1,665,896	1,152,988		

## Recommendations

- 4.1 All projects outlined in Table 3 were reviewed by the IJB Leadership Team on 3 April 2018. Consideration was given to evidence of impact and progress made against original project outcomes, project outputs achieved and clarity regarding how any funding carried over into 2018/19 would be utilised to further progress the delivery of project outcomes. The IJB Leadership Team also considered the value each project brought to improving the management of demand, the previous position, community supports, integration and value for money.
- 4.2 Following consideration of all the projects the IJB Leadership Team have made recommendations for the future of projects for the IJB to consider. These are outlined in Table 4 below:

**Table 4 – Recommendations for the Future of Reviewed ICF Projects**

Project	Carry Over	Commentary	Proposal
Delivery of the Autism Strategy	55,560	Insufficient evidence provided within the project summary to understand the impact of benefits realised and outcomes achieved. Too few individuals benefited from the project to provide value for money.	Disinvest in project with 3 months' notice.
Delivery of the Alcohol Related Brain Damage (ARBD) Pathway	51,846	Appropriate area to target resource however current project scope not felt to maximise benefits for this population or those making referrals for support for individuals with ARBD. Need for refocus of project on prevention and creation of referral routes to other relevant services.	Approve 50% carry over with a view to mainstreaming service within Alcohol and Drug Partnership at project end.

Table 4 (Continued)

Project	Carry Over	Commentary	Proposal
Stress & Distress Training	93,716	Too many gaps in information provided to demonstrate evidence of the benefits realised and outcomes achieved although there is evidence that the training programme is being successfully implemented. Project evaluation due April 2018 and project would benefit from refocus once evaluation results complete to ensure benefits are as far reaching as possible.	Approve 50% carry over with a view to mainstreaming training at project end.
Transitions	28,001	Clear from project summary that this project has achieved all preparatory work required for benefits to be realised in second phase of project.	Approve carry over.
Transitional Care Facility Waverley Care Home	281,256	Project has clearly contributed to an improved rate of discharge and patient flow. Focus on risk assessment is likely to improve efficiency further.	Approve carry over with a view to mainstreaming service at project end.
Pharmacy Input	84,000	Project started in February 2018 due to a delay in recruitment. Project outcomes are expected to improve rate of discharge and efficiency of dispensing which should contribute to significant savings target to meet with prescribing. Needs identifiable link of project outcomes with HSCP strategic objectives.	Approve carry over with a view to mainstreaming at project end.
GP Clusters Project	17,500	Limited evidence presented to identify impact and benefits realised however work underway with GP's to form clusters and quality leads have been appointed. Partnership is required to move towards a cluster operation for primary care and this should support this.	Approve carry over.
Domestic Violence Pathway	52,065	ICF funding is part of a bigger programme of funding (total funding £1.3m) for this pathway.	Approve carry over with a view to mainstreaming as part of Public Protection Review.
Buurtzorg Project Management	52,000	Area of work closely aligned with overall strategic direction and is reliant on implementation of locality plans. Evidence of impact and benefits realised still to be determined. Clear linkages to Hospital to Home Project – similar outcomes expected.	Approve carry over with further update on progress.
Craw Wood	312,561	Impact and benefits realised clearly evidenced. Project has clearly contributed to an improved rate of discharge and patient flow. Current level of expenditure likely to reduce following review of staffing rota.	Approve carry over with a review of staffing rota.
Hospital to Home	124,483	Early stages of project due to challenges with recruitment. Project is fully operational in two localities and due to begin in Central. This project fits fully within the Buurtzorg model of care and is expected to support both hospital discharge and preventative work.	Approve carry over.

- 4.3 Following review of the eleven projects outlined in Table 4 the IJB Leadership Team recommend approval to carry over ICF funding for ten projects. Of these ten, it is proposed that two projects carry over only 50% of funding - these are Delivery of the ARBD Pathway and Stress and Distress Training. Due to insufficient evidence of the impact and benefits realised the IJB Leadership Team recommend that one project should not be supported to carry over funding into the second phase – Deliver of the Autism Strategy
- 4.4 This will result in a return of funding to the ICF of circa **£122k** increasing the total uncommitted ICF funding to **£218k**.