



Minutes of a meeting of the Health & Social Care **Integration Joint Board** held on Wednesday 8 May 2019 at 10.00am in Committee Rooms 2 & 3, Scottish Borders Council.

**Present:**

(v) Cllr D Parker	(v) Dr S Mather (Chair)
(v) Cllr J Greenwell	(v) Mr M Dickson
(v) Cllr S Haslam	(v) Mrs K Hamilton
(v) Cllr T Weatherston	(v) Mr T Taylor
(v) Cllr E Thornton-Nicol	Mrs J Smith
Mrs N Berry	Mrs Y Chapple
Ms L Gallacher	Mr M Porteous
Mr R McCulloch-Graham	

**In Attendance:**

Miss I Bishop	Mr G Clinkscale
Mrs T Logan	Mr A Haseeb
Mr D Robertson	Mr J Lamb
Mrs S Bell	

### 1. **Apologies and Announcements**

Apologies had been received from Mr John McLaren, Dr Cliff Sharp, Mr David Bell, Dr Angus McVean, Mr Ralph Roberts, Mr Stuart Easingwood, Mrs Jill Stacey and Mrs Carol Gillie.

The Chair confirmed the meeting was quorate.

The Chair welcomed Mr Gareth Clinkscale, Hospital Manager and Mr James Lamb to the meeting.

The Chair welcomed members of the public to the meeting.

### 2. **Declarations of Interest**

The Chair sought any verbal declarations of interest pertaining to items on the agenda.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the verbal declaration of Cllr Elaine Thornton-Nicol of being registered with the Eildon Medical Practice.

### 3. **Minutes of Previous Meeting**

The minutes of the previous meeting of the Health & Social Care Integration Joint Board held on 25 February 2019 were amended at page 4, minute 10, paragraph 2, line 3, to insert "If possible" after "current year" and with that amendment the minutes were approved.

## **4. Matters Arising**

**4.1 Chairs Action: Integrated Care Fund Update:** In regard to COPD, Mr Robert McCulloch-Graham advised that the COPD project had not yet commenced and would be part of the work being taken forward in regard to Long Term Conditions (LTCs). He advised that it was also part of the Turnaround Programme of work within the NHS and he would bring an update to the next meeting.

**4.2 Action 34:** Mr McCulloch-Graham confirmed that the item was complete.

**4.3 Action 3:** It was noted the item was complete as it appeared as a substantive item later on the agenda.

**4.4 Action 5:** It was noted the item was complete as it appeared as a substantive item later on the agenda.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the action tracker.

## **5. Chief Officer's Report**

Mr Robert McCulloch-Graham gave an overview of the content of the report and highlighted: the Primary Care Strategy Group; Presentation to overview Group of GMS contract; Clinical Productivity and review of patient pathway from hospital to home; approach to dementia care in the Netherlands and the ability to change the model in Scottish Borders; Eildon Medical Practice transfer of ownership of the building and ensuring the provision of medical cover was continued; and winter planning debrief session.

The Chair enquired if the Meridien Clinical Productivity programme would lead to a reduction in social care costs. Mr McCulloch-Graham advised that it would improve efficiency which would lead to better value for money, however he reminded the Board that the Scottish Borders had a growing older population with more complex needs and potentially there could be a need for additional beds and hours in the future.

Mrs Karen Hamilton enquired if the role of home carers were likely to become more attractive to people as a career opportunity. Mr McCulloch-Graham commented that the home carer role opened up opportunities for people into further training and various nursing pathways.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the report.

## **6. Strata Pathways<sup>TM</sup> – Proposed Extension of the Project**

Mr Robert McCulloch-Graham introduced Mr James Lamb who provided an overview of the content of the report and highlighted various elements including: on-line directory of services; automation and redesign of processes; real time referrals; time savings for staff; better quality information available; and one licence for the whole of Strata.

Mr McCulloch-Graham commented that in the context of the other discharge projects (Hospital to Home, Waverley, Garden View, Matching Unit and the Start Team) they all linked to Strata and the intention was to undertake a full evaluation in September 2019.

A robust discussion focused on: clarification of setting up project objectives; adequacy of governance provision and engagement monitoring; use of Prince 2 as the overall methodology; engagement of all 29 care homes with over 140 people trained on the system; providers moving from domestic broadband to business broadband and some had small additional costs of £3 or £5 a month as a consequence; relatable cash savings in terms of reducing beds due to an evidenced reduction in occupied bed days as a consequence of reduced demand on hospital services; banking of savings by the IJB as a consequence of new initiatives pump primed by the integrated care fund; 6 month break clause to provide evidence; and programme board governance to ensure probity against benefits.

Cllr David Parker questioned the return on investment on a product that was not proven. He queried the saving of £200k on an investment of £185k given the large financial gap that required closure. He suggested if a gateway process had been undertaken the Strata project would not have made it onto the Board agenda.

Mrs Tracey Logan disagreed and commented that there was evidence that the Strata system was working with other partnerships who have made significant savings as a result.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the Project Evaluation Report for the Strata project (Phase 1).

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the proposed extension and expansion of the Strata Prototyping Project (Phase 2) relating to the Discharge Management Process for 6 months – with a full evaluation in 6 months to be brought to the September IJB meeting.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed that the extended project be funded from ICF funding.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed that the scope of the project be extended to include Integrated Locality Teams and, if appropriate, Hospital to Home referrals.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed that Strata be included in the “Discharge Programme” with four other projects (Matching Unit, Hospital to Home, Garden View and Transitional Care) and be evaluated with them in September 2019.

## **7. Primary Care Improvement Plan (April 2019-March 2020)**

Mr Robert McCulloch-Graham gave an overview of the content of the report and highlighted the intention of the primary care improvement plan (PCIP).

Ms Lynn Gallacher commented that there was not enough detail within the PCIP in regard to carers and that the feedback she had received had been that they felt let down by Primary

Care. Mr McCulloch-Graham advised that he would feed that back to the GP Sub and ensure carers were included within the plan.

Mr Malcolm Dickson enquired if there was a specific obstacle to GPs being aligned to the 5 localities given they were within 4 areas. Mr McCulloch-Graham commented that there were issues, however in practical terms interactions would be through the 5 localities and the GP areas would work with the 5 localities.

Mr Tris Taylor sought assurance that the plan would include involving people with long-term conditions in the development and delivery of community treatment & care services concerning chronic disease monitoring. Mr McCulloch-Graham confirmed that there was more detail to be put into the plan in terms of community treatment and care services and he anticipated long term conditions being included at a later date once the work being taken forward in regard to COPD and other long term conditions was concluded.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed the revised Primary Care Improvement Plan.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed that a future Development session be led by service users and primary care leads in regard to long term conditions.

## **8. Integration Joint Board 2019/20 Financial Plan**

Mr Mike Porteous gave an overview of the content of the paper and highlighted: the financial gap of £11.7m for 2019/20; recurring 2018/19 financial pressure to the Integration Joint Board (IJB); historic savings within the core savings and set aside savings; drive to make set aside services fully delegated in 2019/20; 2019/20 pressures and demographic growth; impact of increased care home rates; Carers Act; and free personal care loss of income.

Mr Porteous advised the Board that he was not in a position to present a balanced financial plan for the IJB at this time and the financial plan as it stood required extra money from NHS Borders and Scottish Borders Council with the added complication around the NHS Borders financial gap.

Cllr Shona Haslam enquired on the timescale for presenting the financial plan to the IJB. Mr Porteous advised that as it was linked in to the NHS Borders financial recovery he could not give a date until the NHS Borders position had been resolved.

Mr Tris Taylor enquired if the budget had been agreed. Mr Porteous commented that it was not and that his recommendation was to continue to have dialogue around the size of the financial gap for the NHS and how it would be addressed.

Mr Taylor commented that to be 6 weeks into a financial year without having a clear idea of what the budget was, was inappropriate. He suggested there was conflation due to the governance and accountability set up of the IJB which hindered progress.

Cllr John Greenwell commented that the continuing deficit made it difficult to come to a conclusion on how long it would take to narrow the financial gap, if it could be narrowed at all.

The Chair commented that there were anomalies within the Scheme of Integration whereby the partner bodies could seek repayment of the payment they may have made to close the financial gap. He suggested this was made more difficult by the Scottish Government not confirming budgets to Health Boards until later in the financial year.

Cllr Tom Weatherston reminded the Board of the Cabinet Secretary's announcement to Health Boards in 2018 in regard to brokerage and being tasked with ensuring financial breakeven within 3 years. He suggested whilst the situation was not helpful in that a budgetary position had not been reached, the most proactive option would be to agree with the recommendation, to ask the partners to continue to work together to reach a definitive position.

Cllr David Parker noted the report with both disappointment and concern, and suggested the Council Section 95 Officer and the NHS Borders Director of Finance be invited to attend the next meeting to clearly describe to the IJB the financial position and provide a clear mandate as to when they would present a clear balanced plan to the IJB.

Ms Lynn Gallacher sought national data on how the other IJBs had dealt with their budgets and if there were any lessons to be learned in that regard. Mr Robert McCulloch-Graham advised that there was a mix in regard to budgets in other IJBs. He was aware that there were 8 Health Boards in financial difficulty, with many IJBs in the same position as Scottish Borders.

Cllr Haslam suggested the paper be rejected as brokerage could not be confirmed as a source of funding to fund the financial gap

Cllr Parker moved to reject the paper and seek the attendance of the Section 95 Officer and NHS Director of Finance at the June meeting.

Mr Tris Taylor seconded Cllr Parker's motion.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to defer the acceptance of the report until after the next meeting in June.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** requested the NHS Borders Director of Finance and Scottish Borders Council Section 95 Officer attend the next meeting of the IJB in June to present the absolute facts of where the finances were and what would and would not plug the gap, that would then enable the IJB to make a decision as to whether it could accept the budget or not.

## **9. Outcomes from Development Session**

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that the item was deferred to the next meeting to be held in June 2019. Mr McCulloch-Graham would circulate a discussion paper on the outcomes of the development session which would lead to the issuing of directions later in the year.

## **10. Ministerial Strategic Group for Health and Community Care – Integration Review**

Mr Robert McCulloch-Graham advised that 3 separate submissions had been formulated for discussion by the Executive Management Team on Friday (Scottish Borders Council submission, NHS Borders submission and the Integration Joint Board submission). He intended merging the 3 documents into one single document for submission and would circulate it to Board members for comment.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the attached questionnaire and to prepare for a discussion at the conclusion of the meeting.

## **11. NHS Borders 2018/19 Festive Period Report**

Mr Gareth Clinkscale provided an overview of the content of the report and advised that it had ultimately been a far better festive period than anticipated with the 4 hour performance target being consistently achieved between January to March 2019.

Mr Malcolm Dickson congratulated Mr Clinkscale and all concerned on the excellent performance and enquired if at an operational level there was enough information available on what should be repeated and invested in for the future. Mr Clinkscale advised that it was a challenge to provide the evidence as there had been much preparation work commenced in September through improvement methodologies which had led to a reduction in length of stay, the use of key acute matrix and putting effort in the Hospital to Home initiative. A full winter review had been commenced and the final report would be brought to the Board in the summer.

Mr Tris Taylor enquired if the Chair might write to thank the staff involved in the detail and rigour that went into the plan for the partner organisations. Mrs Nicky Berry advised that the Chief Executive at NHS Borders had already written to staff in that regard.

Cllr John Greenwell enquired what was meant by total breaches. Mr Clinkscale advised that a breach occurred when a patient had waited over 4 hours for admission or discharge from the Accident & Emergency Department.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the 2018/19 Festive Period Report and the performance of the system during that period.

## **12. Monitoring of the Integration Joint Budget 2018/19**

Mr Mike Porteous gave a brief overview of the content of the report and advised that the previous monitoring report had forecast a £7.4m overspend. The position had improved to an overspend of just under £7m and both Scottish Borders Council and NHS Borders were required to officially confirm that position for their respective annual accounts. He advised that the overspend within NHS Borders was within the figure agreed for brokerage and an additional allocation would come from there, with no additional allocation required from Scottish Borders Council.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the report.

**13. Strategic Planning Group Report**

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the report.

**14. Eildon Medical Practice Update**

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the update as provided earlier in the meeting.

**15. Any Other Business**

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted there was none.

**16. Date and Time of next meeting**

The Chair confirmed that the next meeting of the Health & Social Care Integration Joint Board was scheduled to take place on Wednesday 12 June 2019 at 10.00am in the Council Chamber, Scottish Borders Council, however due to the number of apologies received another date in June would be identified.

The meeting concluded at 12.00.

Signature: .....  
Chair