

*Scottish Borders Health & Social Care  
Integration Joint Board*



Meeting Date: 17 February 2021

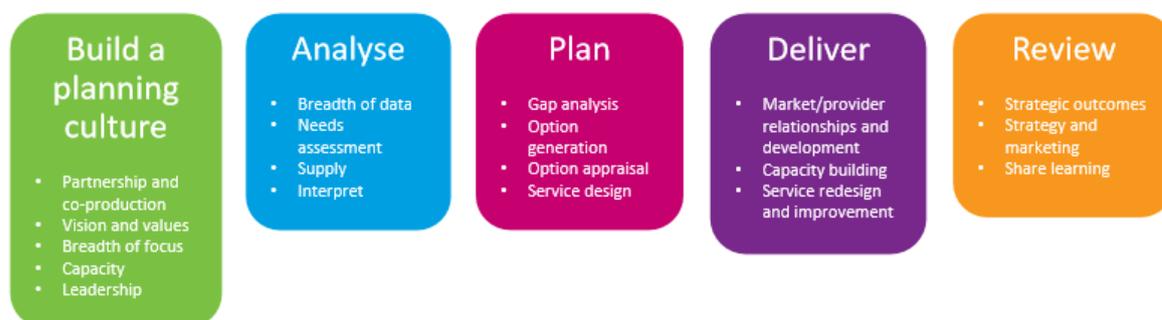
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<b>HEALTH &amp; SOCIAL CARE PARTNERSHIP STRATEGIC COMMISSIONING PLAN</b>	
<b>Purpose of Report:</b>	<p>The <a href="#">Health &amp; Social Care Partnership Integration Strategic Commissioning Plan 2018-2021</a> is due for update and refresh by 1<sup>st</sup> April 2021.</p> <p>The purpose of this report to IJB is to seek approval for delaying the creation of the new Strategic Commissioning Plan by 12 months, for reasons including:</p> <ol style="list-style-type: none"> <li>1) To enable the HSCP to undertake the appropriate level of consultation and engagement on the new plan, ideally once Covid-restrictions are relaxed.</li> <li>2) To incorporate any findings from the Scottish Government's <a href="#">Independent Review of Adult Social Care</a>.</li> <li>3) To allow time for the recommendations of the Independent Review of Adult Care in Scotland to be implemented in addition to identifying capacity to develop an effective and accurate new strategic commissioning plan.</li> </ol>
<b>Recommendations:</b>	<p>The Health &amp; Social Care Integration Joint Board is asked to:</p> <ol style="list-style-type: none"> <li>a) <b>Approve</b> a 12-month delay in the update and refresh of the Scottish Borders HSCP Integration Strategic Commissioning Plan.</li> <li>b) <b>Agree</b> that work to update and refresh the plan uses the Health Improvement Scotland <a href="#">strategic planning: good practice framework</a> as its basis.</li> </ol>
<b>Personnel:</b>	N/A
<b>Carers:</b>	Consultation on an updated and refreshed plan is required with representatives from all key stakeholder groups. It is intended that this engagement is governed by the Strategic Planning Group (SPG)
<b>Equalities:</b>	An Integrated Impact Assessment will be carried out as part of the update/refresh
<b>Financial:</b>	The Strategic Commissioning Plan details the HSCP priorities and therefore will have financial implications
<b>Legal:</b>	Production of a strategic commissioning plan is a legislative requirement under the Public Bodies (Joint Working) (Scotland) Act 2014
<b>Risk Implications:</b>	N/A

## 1. Background

- 1.1 Each Integration Authority must produce a strategic commissioning plan setting out how it plans and deliver services for its area over the medium term, using the integrated budgets under its control. Stakeholders must be fully engaged in the preparation, publication and review of the strategic commissioning plan, in order to establish a meaningful co-productive approach, to enable the HSCP to deliver the national outcomes for health and wellbeing, and to achieve the core aims of integration.
- 1.2 Our plan is built around the three strategic objectives of:
- We will improve the health of the population and reduce the number of hospital admissions.
  - We will improve the flow of patients into, through and out of hospital.
  - We will improve the capacity within the community for people who have been in receipt of health and social care services to better manage their own conditions and support those who care for them.
- 1.3 The Scottish Borders plan is underpinned by the Strategic Implementation Plan (SIP), agreed by IJB in August 2020. The SIP is the vehicle to deliver the three objectives and contains 10 priority areas of work, with a number of these reflecting lessons-learned from the Covid-19 pandemic

Priority workstream	Description
Carer Support Services	The partnership has always recognised the essential work of carers, and even more so through the Covid-19 pandemic. It is a precarious resource that requires support.
Locality Operations	Early intervention, prevention, shared client cohorts, agile responses, close coordination of effort, all reducing admissions and avoiding or slowing progression to higher levels of care and health needs. <i>(Prof. John Bolton Older People's Pathway 0)</i>
Older People's Pathway	Patient flow, including; Older Persons Assessment Area (admission avoidance), quicker discharge processes, Trusted Assessor models, new intermediate care and reablement services <i>(Prof. John Bolton Older People's Pathway 1,2 and 3)</i>
Technology	Technology support across health and care provision, workforce enablement, administration, processes and the sharing of information across the partnership.
Primary Care Improvement Plan	Supporting the introduction of the new GMS contract, and the development of community health services.
Mental Health Provision	For adults and children, including the Dementia Care Strategy and Autism Strategy
Learning & Physical Disability Provision	To support the recovery from the pandemic and "re-imagine" the service provision for both Learning Disability and Mental Health Cohorts
Joint Capital Planning	Including Primary Care capital strategy, new intermediate care and care provision and overarching joint Capital Plan for the Borders Public Sector.
Commissioning of Services	Reviewing, planning and contracting
Workforce support and provision	New skills, new operations, new equipment and processes

- 1.4 Our Strategic Commissioning Plan, agreed by IJB in May 2018, covers the period to 31<sup>st</sup> March 2021 and is therefore due for update, refresh, renewal and subsequent publication by 1<sup>st</sup> April 2021. A number of other Partnership's plans are also due to end on 31<sup>st</sup> March 2021 – including East, North & South Ayrshire, Glasgow, East Renfrewshire and Dumfries & Galloway.
- 1.5 Two meetings have been held with reps from the Partnerships above and Government representatives to discuss the refresh of Strategic Plans. Rather than do a full refresh, the 'Ayrshires' are planning to produce an interim plan to cover the period to March 2022. This will be followed by a more comprehensive review and update from 2022.
- 1.6 For the Scottish Borders HSCP it is recommended that the duration of the current plan, due to end 31<sup>st</sup> March 2020, be extended by a period of 12-months. Reasons for this including:
- Our recently agreed SIP identifies a number of the Covid-19 lessons-learned and incorporates these into the priority areas of work.
  - Our three strategic priorities continue to cover the main areas of focus of the HSCP.
  - Undertaking the appropriate and necessary consultation and engagement on an updated, refreshed and renewed plan is currently problematic due to Covid-restrictions. It is also likely that people would like to take stock of where they are post-Covid, prior to entering into a strategic planning consultation.
  - The Scottish Government's Independent Review of Adult Social Care will impact on a number of health and social care areas and may result in changes being required to strategic commissioning.
- 1.7 It is further recommended that the plan from 2022 onwards uses the Health Improvement Scotland [strategic planning: good practice framework](#) as its basis. The framework is outcomes focussed, moving away from traditional service-related planning. It is designed to encourage practical and constructive local conversations on strategic planning and is built around the 5 areas shown below:



## 2. Conclusion and Recommendation

- 2.1 The Health and Social Care provision in the Borders needs to change significantly within the next two years to meet both growing demand and the current short-fall in significant areas of provision. This requires a shift in the “balance of care”. The IJB will therefore need sufficient insight, detail and clarity of policy to be able to make

determinations on strategy and investment, which are well informed, accurate and appropriate to need.

- 2.2 To support this, the December 2020 IJB meeting agreed that the priority strategic focus for the IJB should be on the commissioning of Health and Social Care Services. It therefore follows that to enable the Board to commission effectively, the strategic and commissioning capacity of the management team needs to be strengthened. The same IJB meeting supported managerial appointments to better support the strategic commissioning role of the Board and the Partnership. These agreements are being enacted now but will not be complete in time to develop a new Strategic Commissioning plan by 1<sup>st</sup> April 2021.
- 2.3 It is recommended that additional time is given to implement the required managerial appointments, and to undertake proper consultation with the public, partner agencies and staff teams. We anticipate that significant change will be required to a number of services and it is appropriate to provide the time and support to undertake the development work required. It is recommended therefore that the current strategy which was updated in the summer of 2020 remain in place, and that it is replaced with a new Strategic Commissioning Plan from April 2022.