



Minutes of a meeting of the **Scottish Borders Health & Social Care Integration Joint Board** held on **Wednesday 15 June 2022** at **10am** via Microsoft Teams

**Present:**

(v) Cllr D Parker (Chair)	(v) Mrs L O'Leary, Non Executive
(v) Cllr R Tatler	(v) Mrs H Campbell, Non Executive
(v) Cllr T Weatherston	(v) Mrs K Hamilton, Non Executive
(v) Cllr E Thornton-Nicol	(v) Mr T Taylor, Non Executive

Mr C Myers, Chief Officer  
Mrs J Smith, Borders Care Voice  
Dr K Buchan GP  
Ms L Gallacher, Borders Carers Centre  
Ms V MacPherson, Partnership Representative NHS  
Mr D Bell, Staff Side SBC  
Mr N Istephan, Chief Executive Eildon Housing  
Mr S Easingwood, Chief Social Work and Public Protection Officer  
Dr L McCallum, Medical Director

**In Attendance:**

Miss I Bishop, Board Secretary  
Mrs J Stacey, Internal Auditor  
Mrs N Meadows, Chief Executive, SBC  
Mr A Bone, Director of Finance, NHS Borders  
Mrs H Robertson, Chief Financial Officer Designate  
Mrs C Oliver, Head of Communications & Engagement, NHS Borders  
Ms S Flower, Chief Nurse Health & Social Care Partnership  
Ms S Bell, Communications Officer, SBC  
Mrs C Wilson, General Manager P&CS  
Mrs C Cochrane, Director of Psychological Services and Head of Psychology Speciality  
Mrs J Smyth, Director of Planning & Performance, NHS Borders  
Mr S Burt, General Manager, Mental Health & Learning Disability Services  
Mrs S Henderson, Planning & Development Officer, Learning Disabilities Service  
Mrs M Walker, BAVs  
Mr A McKenzie, Lead Pharmacist, Community Pharmacy  
Ms H Jacks, Planning & Performance Officer, NHS Borders  
Mr A McGilvray, Southern Reporter  
Mr D Knox, BBC  
Mrs Morag Muir, Locum Consultant in Dental Public Health

## **1. APOLOGIES AND ANNOUNCEMENTS**

- 1.1 The Chair advised that she would Chair the meeting in her capacity as Vice Chair of the IJB until approval of Item 5.1 on the agenda was agreed, when she would then assume the full role of Chair of the IJB.
- 1.2 Apologies had been received from Cllr Jane Cox, Mr John McLaren, Non Executive, Ms Juliana Amaral, BAVs, Mrs Sarah Horan, Director of Nursing, Midwifery & AHPs, NHS, Ms Linda Jackson, LGBTQ+ and Mr Ralph Roberts, Chief Executive NHS Borders.
- 1.3 The Chair welcomed Mrs Hazel Robertson to the meeting who would be taking up the position of Chief Financial Officer on 1 August 2022. A paper referring to the appointment had been added to the agenda at Any Other Business so that the IJB could formally make the appointment as per regulations.
- 1.4 The Chair to welcomed a range of attendees including: Mrs Morag Walker who was deputising for Juliana Amaral as part of the Borders Third Sector Interface and BAVS (Berwickshire Association of Voluntary Services); Mr Simon Burt, General Manager MH&LD services, Mrs Susan Henderson, Planning & Development Officer, Learning Disabilities Service; Mrs Cathy Wilson, General Manager, Primary & Community Services; Mrs Morag Muir, Locum Consultant in Dental Public Health; Mr Adrian Mackenzie, Lead Pharmacist, Community Pharmacy; and Mrs Caroline Cochrane, Director of Psychological Services and Head of Psychology Speciality
- 1.5 The Chair confirmed the meeting was quorate.

## **2. DECLARATIONS OF INTEREST**

- 2.1 The Chair sought any verbal declarations of interest pertaining to items on the agenda.
- 2.2 Mrs Harriet Campbell declared that as the Chair of the Parent Council at Kelso High School she had an interest in the Item regarding CAMHS and the renew programme.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the verbal declaration made.

## **3. MINUTES OF THE PREVIOUS MEETING**

- 3.1 The minutes of the previous meeting of the Health & Social Care Integration Joint Board held on 2 March 2022 were approved.

## **4. MATTERS ARISING**

- 4.1 **Action 2020-2:** As Renew appeared as part of the PCIP substantive item on the meeting agenda the action was marked as complete on the Action Tracker.

- 4.2 Mrs Harriet Campbell enquired if monitoring dates for the directions issued by the IJB would appear on the IJB action tracker. Mr Chris Myers assured the Board that monitoring dates would be planned through the Audit Committee.

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

## **5. MEMBERSHIP**

- 5.1 Miss Iris Bishop presented the membership paper to the Board.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the current membership of the IJB.

- 5.2 Cllr Tom Weatherston proposed Cllr David Parker be nominated as Vice Chair of the IJB. The proposal was seconded by Cllr Elaine Thornton-Nicol.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** confirmed the Chair, Mrs Lucy O'Leary and Vice Chair, Cllr David Parker of the IJB.

- 5.3 Cllr Tom Weatherston proposed Cllr Jane Cox be nominated as Chair of the IJB Audit Committee. The proposal was seconded by Cllr David Parker.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** confirmed the membership of the IJB Audit Committee: Cllr Jane Cox, Cllr Tom Weatherston, Mrs Karen Hamilton, Mrs Lucy O'Leary.

- 5.4 Mrs Karen Hamilton asked that the current IJB membership and tenure periods be provided to the IJB. Miss Iris Bishop advised she would action the request.

- 5.5 Mrs Jill Stacey commented that the Audit Committee Terms of Reference required further updating to include the role of the Audit Committee in monitoring the commissioning plan and directions policies.

## **6. CODE OF CONDUCT**

- 6.1 Miss Iris Bishop presented the revised Code of Conduct to the Board.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** adopted the new model code of conduct.

## **7. DIRECTION - COMMISSIONING OF DAY SERVICES FOR ADULTS WITH LEARNING DISABILITIES**

- 7.1 Mr Simon Burt provided an overview of the content of the paper and highlighted several elements which included: range of services provided; some individuals directly commission services; 5 buildings were in scope; impact of COVID-19; day services; increase in higher levels of needs; 90% of services were commissioned to the

independent sector; and suggested commissioning of 5 year contracts with 2 year add on provision.

- 7.2 Mrs Lynn Gallacher commented that it would have been helpful to have engaged the carers workstream in the proposals and she supported the 5 year contract for commissioning proposal.
- 7.3 Mrs Harriet Campbell enquired if people were being missed, given numbers had been reducing pre COVID-19 and with the direction of travel to move out of buildings, people might not realise services were available to them.
- 7.4 Mrs Jenny Smith enquired about savings targets being met if a building was required and if there was unmet demand how that would be identified and proposals flexed to address it.
- 7.5 Ms Susan Henderson confirmed that carers, families and stakeholders had been engaged with at the outset of the project with much consultation done through independent organisations. The model had been built on the basis of the evidence gleaned from the consultation and engagement process. There were currently 2 families involved in the specification work and 2 families involved in the tender evaluation process.
- 7.6 Mr Burt advised the Board that engagement with carers had focused on the carers of those with learning disabilities to ensure their opinions were heard. In terms of unmet need he advised that the remobilisation of day services had remained an issue and there were gaps for those who required day time support. However, he anticipated the new model would fill those gaps with the new commissioned services once COVID-19 restrictions were fully lifted. With regard to demand, numbers were reducing and he suggested this was due to the broader range of choices available to individuals through self directed support and direct payments.
- 7.7 Mr Chris Myers commented that there had recently been some negative press suggesting the IJB would be closing learning disability day services and he emphasised that was not the case and the proposal was about commissioning a new service model.
- 7.8 Cllr Tom Weatherston supported the direction of travel and enquired about the continuity for individuals involved in areas of change.
- 7.9 Mrs Gallacher suggested it was time for a review of local area coordination, given there were some mixed messages being provided locally.
- 7.10 Mr Burt confirmed that transition planning would take place to ensure continuity of change would be provided and he would also ensure the carers workstream were involved in the on-going review. He also welcomed the suggestion of a review of local area coordination.
- 7.11 Mr Myers suggested the Strategic Planning Group be tasked with the local coordination review. He further clarified that as the Learning Disability services was an integrated

service the direction would be issued to both Scottish Borders Council (SBC) and NHS Borders to ensure NHS Borders supported the direction of travel being taken.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to issue a Direction to Scottish Borders Council and NHS Borders to re-commission the Learning Disability Day support services from the market.

**DIRECTION:** To re-commission a new model of Learning Disability Day Services by going to the open market in line with the relevant papers agreed at the Integration Joint Board on 15 June 2022.

## **8. DIRECTION - HEALTH BOARD DEVELOPMENT OF THE ORAL HEALTH PLAN**

8.1 Mrs Morag Muir provided a brief overview of the content of the paper.

8.2 The Chair sought clarification that the direction was to move on to produce the plan and in addition to make sure oral health was sewn into the strategic commissioning plans.

8.3 The Chair enquired if links to oral health and more general health was something that was being teased out in the plan as it developed.

8.4 Mrs Muir commented that there were many links between oral health and general health such as diet, smoking and alcohol. She further advised that oral health was being recognised as a key part of overall health care.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** ratified the report for publication and wider dissemination.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to include oral health in their strategic commissioning plan.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to commission the Health Board/Public Health Directorate to develop a strategic plan for oral health and dental services.

**DIRECTION:** To provide planning and performance, communications and public engagement support for the development of the Oral Health Plan, which will be based upon the 2020 Oral Health Needs Assessment. This includes support for:

- The production of an Oral Health Plan based on the priorities identified by the Oral Health Needs Assessment
  - Planning and Project Management support (NHS Borders)
  - Re-establishment of the Dental Services and Oral Health Strategy Group
  - Consultation and engagement with stakeholders, staff and partners on the draft plan (NHS Borders)
  - Communications support (NHS Borders)

It is expected that the plan will be referred to in the broader revised IJB Strategic Commissioning Plan once complete.

## **9. DIRECTION - PHARMACY SUPPORT TO SOCIAL CARE SERVICE USERS**

- 9.1 Mr Adrian McKenzie provided a brief overview of the content of the paper.
- 9.2 Dr Lynn McCallum highlighted the significant spend on 5 individuals and that the way to release funds was to close beds. The quantification of bed day savings had not been worked through. She further supported the project and was cognisant of the potential positive impact on both patients and carers.
- 9.3 Mrs Karen Hamilton highlighted the challenges in recruiting social care staff and enquired if there was a confidence to recruit and have sufficient resource in terms of pharmacy staff to take the project forward.
- 9.4 Mr McKenzie commented that recruitment would remain a challenge.
- 9.5 Mr Andrew Bone commented that the benefits in the paper in terms of opportunities to alleviate pressure on the bed base and assist with system flow were to be welcomed. He suggested realistically there would be zero cash release savings as savings would be about opportunity costs and using resources differently. He suggested the project was about pump priming a change in working arrangements and there was funding within the IJB reserves that had been carried forward in relation to Multi-Disciplinary Teams that could be utilised to deliver the project for an initial period. He suggested it was important to be clear on how the benefits would be monitored and delivery demonstrated for any future investment.
- 9.6 Mrs Jenny Smith supported the project and was interested in the secondary aim of supporting the workforce with learning around medication. She commented that any efforts and offers around medication training, guidance and leadership for the third and independent sector workforce would be welcomed.
- 9.7 Mr Chris Myers commented that the direction contained a regular review and annual review by the Audit Committee and suggested the review process would assist in identifying the cash release versus productivity gains throughout the project. He also commented that the direction was to be issued to both SBC and NHS Borders. SBC had been included in the direction in the context of appropriate engagement with the social care sector.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to issue the Direction.

**DIRECTION:** To work in partnership to develop an integrated polypharmacy support service for all adult social care service users, provided by all providers.

It is expected that an integrated impact assessment will be undertaken prior to commencing work on this initiative, to inform the development of the programme.

It is expected that any associated savings as a result of this commission are identified and flagged to the Integration Joint Board Chief Financial Officer. The Integration Joint Board will determine at a later stage how the productivity gains from this development should be used, and whether they be recycled and used to increase capacity in the system, or used to contribute to a further reduction in the delegated services budget. Decisions about the recurrence of this initiative will be made following 2 reviews of the initiative by the Integration Joint Board Audit Committee and a review by the Integration Joint Board.

## **10. 2021-22 ANNUAL PERFORMANCE REPORT & 2022-23 COMMISSIONING PLAN**

- 10.1 Mrs Chris Myers presented the draft report and highlighted several elements which included: a focus on the commissioning role of the IJB; focus on national health and wellbeing outcomes; strategic implementation plan actions; 2022/23 outline of areas requiring improvement in performance; hospital at home; development of common geriatric model; and areas not expected to achieve full deliver this year against the ambitions.
- 10.2 Dr Lynn McCallum enquired if the lower admission rate quoted was due to the fact that people were bedded in the overcrowded ED awaiting admission. She questioned in regard to care at home that the report suggested that occupied bed days had increased and spend on acute care had decreased. In terms of quantitative data the indicator figure at 19 appeared misleading given there were more delayed discharges in the system than in previous years.
- 10.3 Mr Myers commented that point 19 related to the year 2020/21 and he suggested he would follow up on the other points raised outwith the meeting. He commented that the validated figures within the report were for the year 2020/21 as the figures for 2021/22 were not yet nationally validated.
- 10.4 Mrs Lynn Gallacher commented that in regard to carers support it was clear their satisfaction levels had consistently reduced since 2018. She urged the IJB to acknowledge that it related to the closure of buildings and day care centres, respite opportunities and the inability of carers to access care packages. She suggested it was not just a financial issues but also a workforce and capacity issue and she welcomed the needs assessment that was being undertaken.
- 10.5 Dr McCallum commented in regard to the acceptability of the data that it portrayed an inaccurate picture of less pressure and spend in the health care system and she asked that the report reflect the current position, target performance and pressures being faced by the health service. She accepted that the validated data was out of date but urged that the current position be included.
- 10.6 The Chair suggested the Chief Officer message should acknowledge that the data included in the report did not reflect that current reality for health and care services.
- 10.7 Mr Myers welcomed the comments and suggested amendments be made to the report and that it be circulated to the IJB for approval via email.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the Annual Performance Report for 2021-22.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the commissioning plan for 2022-23.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** agreed to receive a revised version of the report for approval via email.

## **11. DIRECTION – 2022-23 FINANCIAL PLAN**

- 11.1 Mr Andrew Bone provided an overview of the content of the report and highlighted several elements which included: increase on baseline for overall resource; context around Scheme of Integration around how budgets were set and monitored for the IJB; level of savings required at £7.1m across all of the functions including those in the set aside for large hospital function as well; milestones outlined of the recovery plan for the partnership does not include set aside function; level of reserves; and potential repayment of financial gap in future years.
- 11.2 Mrs Lynn Gallacher requested sight of the detail of the £2.4m Carers Act Funding received by SBC within the budget. Mr Bone commented that he believed the funding was directed at SBC and had been ring fenced separately and was therefore not within the reserve or the budget as it would be administered through SBC.
- 11.3 Mrs Harriet Campbell noted that the Direction mentioned the “delivery plan” and she enquired what that plan was. Mr Chris Myers confirmed that it was the “commissioning plan” and he would amend the direction accordingly.
- 11.4 Cllr David Parker commented that the Carers Act Funding was not part of the IJB funding and was held separately by SBC. He committed to providing a note on the specifics of the carers act funding and detail of where it was held and what it was used for, outwith the meeting.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** approved the 2022/23 budget in line with resources agreed with the partners.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** endorsed the approach to development of an HSCP Recovery plan to address savings targets and the status of work towards this plan.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the risks described in the paper.

**DIRECTION:** The Scottish Borders Health and Social Care Integration Joint Board commissions NHS Borders and the Scottish Borders Council to deliver services within the budgets and under the framework outlined in Item 5.7 of the 15 June 2022 Integration Joint Board.



NHS Borders and the Scottish Borders Council are expected to work in partnership with Scottish Borders Health and Social Care Integration Joint Board Chief Financial Officer and Chief Officer to facilitate the development of an HSCP Recovery plan to address savings targets, and to share progress against the Recovery plan with the Integration Joint Board.

In addition NHS Borders and the Scottish Borders Council are expected to work to develop an integrated transformation projects and a wider programme in line with the detail noted in the Delivery Plan outlined in the 2022/23 Annual Report (Item 5.6 of the 15 June 2022 Integration Joint Board), and the new developing Strategic Commissioning Plan.

It is expected that all new transformation plans will be brought to the Integration Joint Board via its Strategic Planning Group to ensure that they are appropriately consulted upon and align to the aims of integration and outcomes that are being sought by the Integration Joint Board.

## **12. MONITORING OF THE HEALTH & SOCIAL CARE PARTNERSHIP BUDGET**

12.1 Mr Andrew Bone provided an overview of the content of the report. The overall position reported for the IJB was an underspend of £913k operationally across the budgets (predominantly social care functions). He emphasised that the IJB would be in a break even position at the year end.

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

## **13. STRATEGIC RISK REGISTER UPDATE**

13.1 Mr Chris Myers provided an overview of the content of the report and assured the IJB that risks were identified, managed and monitored.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the progress made to reframe the IJB Strategic Risk Register to reflect the remit of the IJB.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that the previous risks contained in the IJB Strategic Risk Register have been archived as they focus on partnership risks.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that a further risk update will be provided in September and December 2022.

## **14. PRIMARY CARE IMPROVEMENT PLAN UPDATE**

14.1 Mrs Cathy Wilson provided a presentation to the IJB on the work that had been carried out over the previous year.

14.2 Mr Andrew Bone noted the singular financial gap and advised the IJB that to date a resolution to that gap had not been identified. There was on-going dialogue with the Scottish Government in regard to additional funding. He commented that NHS Borders had a significant financial deficit and any further investment or delivery from within existing resources would increase the deficit further. There had been a shortfall in the

funding made available to the PCIP and he urged the IJB not to sign up to additional levels of commitment unless additional funding was made available by the Scottish Government.

- 14.3 Cllr David Parker supported the proposal not to sign up to additional funding at that stage.
- 14.4 Mr Chris Myers commented that the IJB had to be financially sustainable and work towards breakeven. He suggested a process was required to be worked through to understand what the financial gap was in the context of additional allocations that may or may not come from the Scottish Government. He further suggested the IJB work with NHS Borders to look at how to ensure all the workstreams were as cost effective as possible and to review skill mix and look at where the opportunities were for transformation.
- 14.5 Mr Myers suggested a further paper be brought back to the IJB following that process to ensure the IJB were clear on any impact on delivery of the contract.
- 14.6 Dr Kevin Buchan commented that the contract had not run as had been expected and continued to be difficult to put down in practice. He advised that the Scottish Government had made a payment to practices and individual contractors and those that had not met the targets had not received a second payment due to a lack of funding which had left practices with a financial gap. It was a picture that was endemic across Scotland as the initiative had been underfunded centrally. In the Borders the initiative had been progressed aggressively and the infrastructure of CTAC remained an issue to resolve. He commented that there was a lot of disquiet in the GP cohort in Scotland on how to move forward and the SGPC were considering walking away from the contract.
- 14.7 Mrs Wilson commented that the main concern with CTAC was that it was underfunded and a risk for GPs. Work had been progressed on the TUPE of staff from practices, but the main issue for GPs remained the lack of recurring funding and potential risk to them. A lot of trust and goodwill had been built up during the PCIP initiative which was now being undermined.
- 14.8 Mr Myers suggest a paper be worked up and brought to the next meeting to look at the issues in more detail in terms of what the IJB should be doing to reduce the risk.
- 14.9 Cllr Elaine Thornton-Nicol noted that it appeared to be a level of crisis and rather than wait for a paper for the next meeting she suggested an extraordinary meeting be called to discuss the paper.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the report, the risks, and actions being undertaken to reduce the risks.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** sought the development of a direction immediately to NHS Borders to undertake further work to build the IJB's level of assurance that all opportunities to understand and reduce the cost pressure had been

explored, so that an update can be brought back to an extraordinary meeting of the IJB to inform its approach to financial planning for 2023/24.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted that a further update would be provided to the IJB in September.

## **15. MENTAL HEALTH AND WELLBEING IN PRIMARY CARE SERVICES**

- 15.1 Mr Simon Burt advised that the Scottish Government had committed recovery renewal funding to Health Boards and partnerships for mental health and wellbeing services within primary care over a period of 4 years. The funding was targeted specifically at certain areas such as CAMHS. Proposals were to be drawn up and submitted to the Scottish Government for review with successful proposals securing funding.
- 15.2 Mrs Caroline Cochrane provided an in-depth presentation into the local Renew programme and highlighted several key elements which included: good collaboration between mental health and primary care; see and treat model; average of 300 referrals per month; a range of evidence based interventions are offered; centralised service for those of 18+ age group; digital service commenced during the pandemic; and feedback from service users was very positive.
- 15.3 Dr Kevin Buchan commented that the Renew programme had been a great success with GPs and clients having a positive experience with the service and he welcomed it as a step away from GPs prescribing anti-depressants. Dr Buchan advised the IJB of the current gap in child mental health needs and the distress that it caused to children, families and GPs.
- 15.4 Mrs Harriet Campbell welcomed the initiative and urged the inclusion of SBC education in it.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted for reference this 4-year programme.

## **16. STRATEGIC PLANNING GROUP MINUTES: 02.02.22**

The **SCOTTISH BORDERS HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** noted the minutes.

## **17. ANY OTHER BUSINESS**

- 17.1 The Chair advised that there was one item of any other business in regard to the appointment of the Chief Financial Officer and a late paper had been issued (Appendix-2022-20).

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** formally approved the appointment of Hazel Robertson as Chief Financial Officer of the Health & Social Care Integration Joint Board with effect from 1 August 2022.

17.2 The Chair recorded the thanks of the IJB to Mr David Robertson and Mr Andrew Bone who had covered the position of Chief Financial Officer to the IJB previously.

**18. DATE AND TIME OF NEXT MEETING**

18.1 The Chair confirmed that the next meeting of the Scottish Borders Health & Social Care Integration Joint Board would be held on Wednesday 21 September 2022, from 10am to 12noon, via Microsoft Teams, however an extraordinary meeting would be called in August 2022.

The meeting concluded at 12.15.

Signature: .....  
Chair

DRAFT