



20 September 2023

Directions Tracker

Report by Hazel Robertson, Chief Finance Officer, HSCP and IJB

1. PURPOSE AND SUMMARY

1.1. The Integration Joint Board are asked to note the overview of the implementation of approved directions.

1.2. Overall, good progress is being made in relation to the implementation of the directions issued. 4 are complete, 10 are progressing to plan, 1 is delayed, and 3 areas have been highlighted as having significant delivery challenges. Of the 3 with significant delivery challenges:

- The first relates to the overall financial position for the Health and Social Care Partnership, including the financial overspend on delegated and set aside services in health services, which is being regularly reviewed by the IJB and the IJB Audit Committee jointly with both Finance teams across the Health and Social Care Partnership.
- The second relates to managing the Primary Care Improvement Plan within the available budget, which is being regularly reviewed by the IJB and the IJB Audit Committee, in partnership with NHS Borders.
- The third relates to progress with the palliative care review direction. Whilst there has been work to test the market, it is apparent that this will have a major impact on Officer capacity, which is constrained by other service capacity pressures, including the current focus on the broader unscheduled care agenda.
 - It is proposed that this review is progressed in the 2024/25 Annual Delivery Plan.

2. RECOMMENDATIONS

2.1. **The Scottish Borders Health and Social Care Integration Joint Board (IJB) is asked to:-**

- a) Note the contents of the Directions Tracker.

3. ALIGNMENT TO STRATEGIC OBJECTIVES AND WAYS OF WORKING

3.1. It is expected that the proposal will impact on the Health and Social Care Strategic Framework Objectives and Ways of Working below:

Alignment to our strategic objectives					
Rising to the workforce challenge	Improving access	Focusing on early intervention and prevention	Supporting unpaid carers	Improving our effectiveness and thinking differently to meet need with less	Reducing poverty and inequalities
x	x	x	x	x	x

Alignment to our ways of working					
People at the heart of everything we do	Good agile teamwork and ways of working – Team Borders approach	Delivering quality, sustainable, seamless services	Dignity and respect	Care and compassion	Inclusive co-productive and fair with openness, honesty and responsibility
x	x	x	x	x	x

4. INTEGRATION JOINT BOARD DIRECTION

4.1. A Direction is not required.

5. BACKGROUND

5.1. This is a monitoring report to support the effective functioning and performance oversight of the IJB, and the implementation of our strategic objectives.

6. IMPACTS

Community Health and Wellbeing Outcomes

6.1. The intention of this report is to provide a focus for improvement of health services therefore should indirectly impact on the National Health and Wellbeing Outcomes below:

N	Outcome description	Increase / Decrease / No impact
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Increase
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Increase
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Increase
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Increase
5	Health and social care services contribute to reducing health inequalities.	Increase
6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.	Increase
7	People who use health and social care services are safe from harm.	Increase
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Increase
9	Resources are used effectively and efficiently in the provision of health and social care services.	Increase

Financial impacts

6.2. There are no costs directly associated with this report. Indicative costs to implement directions are highlighted where known. The Strategic Plan and Financial Plan directions set out the overall expected costs for the IJB.

Equality, Human Rights and Fairer Scotland Duty

6.3. An assessment against these duties is not required as this is a summary report and IIAs will be conducted as required for each item.

Legislative considerations

6.4. None

Climate Change and Sustainability

6.5. None.

Risk and Mitigations

6.6. No specific risks as this is a national overview.

7. CONSULTATION

Communities consulted

7.1. Not relevant.

Integration Joint Board Officers consulted

7.2. Not relevant.

Approved by:

Hazel Robertson, Chief Finance Officer

Author(s)

Chris Myers, Chief Officer

Background Papers Not applicable

Previous Minute Reference: Not applicable

For more information on this report, contact us at

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Ref	Date	Service	Purpose	Direction	Value £000s	Outcomes	Sept-23
SBIJB-151221-1	02/02/22	Workforce	Development of plan	Development of a HSCP Integrated Workforce Plan, including support of immediate workforce sustainability issues			Complete
SBIJB-151221-2	02/02/22	Strategic Commissioning	Development of plan	Resource support for the development of the IJB's Strategic Commissioning Plan			Complete
SBIJB-151221-3	02/02/22	Care Village Tweedbank and Care Home Hawick	Development of FBC	Development of Full Business Cases for Care Village in Tweedbank, and the scoping of Care Home Provision in Hawick to Outline Business Case		revised direction below	n/a
SBIJB-020322-1	02/02/22	Millar House	Commissioning	Commissioning the Millar House Integrated Community Rehabilitation Service	£256k R	quality of care, LOS, costs	Complete
SBIJB-150622-2	16/06/22	Day services for adults with learning disabilities	Commissioning	To recommission a new model of Learning Disability Day Services by going to the open market	1,643,000	savings target £350,000. All nine health and well being outcomes	Complete - financial risk due to inflation during process, risk now built into LD budget
SBIJB-150622-3	16/06/22	Pharmacy support to social care users	Polypharmacy	To provide an Integrated service for all adult social care service users	NR £150k	Savings will be identified to CFO. Review of service after two cycles	Delayed due to recruitment but in progress

SBIJB-150622-4 Budget	16/06/22	All	Budgetary framework	To deliver services within the budgets and under the framework outlined in Item 5.7 of the 15 June 2022 Integration Joint Board			In progress
SBIJB-151221-3	21/09/22	Care Home Hawick	Development of FBC	Hawick Outline Business Case		present business case	In progress
SBIJB-150622-5	16/06/22	Health Board Oral Services	Development of plan	To provide support for the production of an Oral Health Plan	As per Sol	Focused on planning principles, health improvement plan, and be financially sustainable	On Audit Committee agenda
SBIJB-21-09-22-01	21/09/22	Hospital at home	Scope the development of Hospital at home	Develop a business case to come back to IJB for approval	300	To be discussed at range of groups prior to IJB in March	Complete - paper being considered at 20 Sept IJB
SBIJB-210922-2	21/09/22	Integrated home based reablement service	Report to IJB with business case for integrated SB Cares and Home First Service	Develop a business case to come back to IJB for approval	expected that costs will reduce	To review by SPG before IJB in December	In progress, discussion occurred at Sept HSCP Joint Exec to progress

SBIJB-210922-3	21/09/22	Palliative Care review	To commission an independent palliative care review	Scope and outcomes as described in paper with full engagement and integrated approach. To improve outcomes and reduce costs through a programme budgeting approach	-	To conclude by 31 March 2023. Review by SPG before IJB	OFF TRACK DUE TO CAPACITY, REQUEST TO RESCHEDULE TO 24/25
SBIJB-020922-1	21/09/22	Primary Care Improvement Plan	Manage PCIP within existing funding	PCIP Exec to deliver outcomes from non recurrent spend, and reprioritise the use of available recurrent funding. PCIP Exec to escalate at a national level regarding inadequacy of funds and the risks associated with that.	£1.523 NR and £2.313 rec plus tranche 2 tbc	Implementation of GP contract	SIGNIFICANT FINANCIAL CHALLENGE
SBIJB-161122-1	21/12/23	Day services	Re-commissioning of the Teviot and Liddesdale Buildings Based Adult Day Service	Engage in partnership working, through an IIA, consider and evaluate options, including financial impact, outline scope of service, ensure full engagement	tbc		ON TRACK
SBIJB-010223-1	01/02/23	Care home	Scoping of the associated integrated service models of delivery	Scoping of the associated integrated service models of delivery and associated revenue costs for the Full Business Cases for the Hawick and Tweedbank Care Villages		Business case	ON TRACK

SBIJB-190423-1	19/04/23	Annual Services and Budget Direction 2023	Delivery of financial targets.	Delivery of financial targets.	Delegated budget 2023/24.	Strategic Framework objectives and ways of working, the National Health and Wellbeing Outcomes performance measures, and all other service, financial, quality and performance indicators for the cluster of services.	SIGNIFICANT CHALLENGE DUE TO OVERSPEND – BUT PROGRESS BEING DELIVERED
SBIJB-190423-2	19/04/23	Mental Health – Day services	Close GRC, reinvest in EUPD.	Not re-open / close the Gala Resource Centre. Collect baseline outcomes / performance measure information as outlined in the outcomes / performance measures section below. Earmark £70,000 of funds saved for reinvestment in the further development of service to support adults with a diagnosis of Emotionally Unstable Personality Disorder (EUPD).	Release cash savings of £166,656 (£236,656 from the closure less £70,000 for the EUPD service). Savings will support the budgetary pressure in IJB/HSCP delegated services.	Improved satisfaction for those with a diagnosed Emotionally Unstable Personality Disorder (EUPD). National Health and Wellbeing outcomes included in the paper It is expected that the baseline information is developed in advance of the new EUPD service.	ON TRACK
SBIJB-190723-1	19/07/23	PCIP Bundle	Implement the PCIP bundle with caveats, and	1. Continue to escalate funding concerns and gap for PCIP 6 delivery with the Scottish Government.	To be provided within PCIP funding	Improvements across the 9 National Health	ON TRACK

			continue to escalate funding gap to Scottish Government	<p>2. Implement the Bundle Proposal plan to deliver services outlined in PCIP 6 Scottish Government's direction.</p> <p>3. Approve and endorse the financial model supporting the PCIP Bundle Proposal, including temporary redirection of Polypharmacy efficiency savings to deliver against PCIP 6, subject to the following actions being completed as noted in the direction</p>	including anticipated allocation, carry forward, and the temporary redirection of Polypharmacy carry out the detail efficiency	and Wellbeing Outcomes	
SBIJB-190723-2	19/07/23	Surge planning	To commence the surge planning process	<p>To commence the surge planning process for Winter, including pre-emptive closure of surge capacity to support winter surge, and to develop and implement the following policies:</p> <ul style="list-style-type: none"> - Single assessment and Home to Assess; - Strengthened engagement with the third sector in unscheduled care, and - communications which promote community supports 	No costs associated to the direction, likely reduction of costs expected.	Reduced admissions to hospital, reduced length of stay and deconditioning in hospital settings, reduced need and demand for social care from the hospital system, and the number of delayed discharges.	ON TRACK, UPDATE BEING CONSIDERED AT 20 SEPTEMBER 2023 IJB

