



20 September 2023

STRATEGIC PLANNING GROUP MINUTES

Report by Iris Bishop, Board Secretary

1. PURPOSE AND SUMMARY

1.1. To provide the Integration Joint Board with the approved minutes of the Strategic Planning Group meeting, as an update on key actions and issues arising from the meeting held on 7 June 2023 and 5 July 2023.

1.2. The meetings had focused on: Financial Recovery, Mental Health Improvement & Suicide Prevention Plan; Local Housing Strategy Consultation; PCIP and Annual Delivery Plan.

2. RECOMMENDATIONS

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

a) Note the SPG minutes of 7 June 2023 and 5 July 2023.

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:

3.2. All items discussed at the SPG will fall into the categories listed 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. Once approved minutes from the Strategic Planning Group and Integration Joint Board Audit Committee are submitted to the Integration Joint Board for noting.

6. IMPACTS

Community Health and Wellbeing Outcomes

6.1. It is expected that the proposal will 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.	N
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.	N
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	N
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	N
5	Health and social care services contribute to reducing health inequalities.	N
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 well-being.	N
7	People who use health and social care services are safe from harm.	N
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.	N
9	Resources are used effectively and efficiently in the provision of health and social care services.	N

Financial impacts

6.2. There are no costs attached to any of the recommendations contained in this report.

Equality, Human Rights and Fairer Scotland Duty

6.3. An IIA is not required.

Legislative considerations

6.4. Not applicable.

Climate Change and Sustainability

6.5. Not applicable.

Risk and Mitigations

6.6. Not applicable.

7. CONSULTATION

Communities consulted

7.1. Not applicable.

Integration Joint Board Officers consulted

7.2. The IJB Board Secretary, the IJB Chief Financial Officer and the IJB Chief Officer have been consulted.

Approved by:

Chris Myers, Chief Officer Health & Social Care

Author(s)

Iris Bishop, Board Secretary

Background Papers: SPG Minutes 07.06.23, 05.07.23

Previous Minute Reference: Not applicable

For more information on this report, contact us at Iris Bishop, Board Secretary, email: iris.bishop@borders.scot.nhs.uk



Minutes of a meeting of the **Scottish Borders Health & Social Care Strategic Planning Group** held on **Wednesday 7 June 2023 at 10am – 12pm** via Microsoft Teams

Present: Cllr Tom Weatherston (Chair)
Chris Myers, Chief Officer Health & Social Care
Keith Allan, Public Health
Dr Sohail Bhatti, Director of Public Health
Stuart Easingwood, Director of Social Work
Caroline Green, Public Member
Philip Grieve, Chief Nurse, H & SCP
Wendy Henderson, Independent Sector Lead
Jen Holland, Director of Strategic Commissioning
Susan Holmes, Principal Internal Audit Officer, IJB
Karen Lawrie, Partnership Forum
Gwyneth Lennox, Group Manager
Colin McGrath, Community Councillor
Amanda Miller, Eildon Housing Association
Hazel Robertson, IJB Chief Financial Officer
Jenny Smith, Co-ordinator, Borders Care Voice
Kathleen Travers, for Jenny Smith

In Attendance: Laura White, Minute Taker
Lindsay Renwick, Strategic Housing Development Officer, SBC
Fiona Doig, Head of Health Improvement, PHS
Claire McElroy, Wellbeing Service Lead, PHS

1. APOLOGIES AND ANNOUNCEMENTS

Apologies received from Cllr David Parker, Linda Jackson, Clare Oliver, John McLaren and Cathy Wilson.

2. MINUTES OF THE PREVIOUS MEETING

The Minute of the previous meeting held on 3 May was approved with one wording amendment.

3. MATTERS ARISING/ACTION TRACKER

All actions from the last meeting are complete.

The **STRATEGIC PLANNING GROUP** noted the Action Tracker.

4. LOCAL HOUSING STRATEGY CONSULTATION

Lindsay Renwick was welcomed to the meeting and shared a presentation on screen to raise awareness of the current formal consultation of local housing strategy for 2023-28 which is open until 21 July 2023. The local housing strategy is reviewed every 5 years in line with national strategies and the Scottish Government. An early engagement survey was carried out to gather evidence and align with strategies and policies to address the challenges in the Borders such as the aging population and current financial crisis. A vision has been developed along with 5 strategic outcomes leading to 5-7 key actions per strategic outcome. The consultation is asking do we have the vision, strategic outcomes and actions right. To set a housing supply target for 2023-28 – 353 new houses of which 141 to be affordable housing. Details of how figures were determined are in the detailed report. The survey is on Citizen Space with a drop in event on 21 June 2023. Any questions can be sent to LHS@scotborders.gov.uk.

Chris Myers thanked Lindsay for sharing the report with this group and noted that the IJB/Partnership will give their response to the consultation. Jenny Smith agreed this is a good piece of work and noted the impact assessment was in a different format to the IJB format. Jenny added that the Physical Disability Strategy was not listed or links to the IJB Strategic Framework. Jenny queried how the wheelchair housing target was calculated. Lindsay Renwick noted the target was set in 2020 from data collected for the Strategic Housing Investment Plan. This will be monitored through the plan.

Colin McGrath asked if types of building have been considered such as modular housing and building on brown field or industrial sites. Lindsay Renwick noted this is not considered at in this strategy but will be considered through the Scottish Housing Investment Plan. More operational strategy groups will be in place to deliver the strategy. Colin asked if they will consider people needing working space at home for home working and if the community councils/network had been contacted. Lindsay confirmed she had sent an email to all community councils directly but not the network. Colin noted Fiona Benton as the contact for the network and Lindsay gave her assurance to send an email to the network.

Wendy Henderson noted 2 outcomes link to equality outcomes and added she will discuss this further with Lindsay out with this meeting. The Integrated Work Plan agrees that housing supports employment. Wendy added that she will circulate the report to the Independent Sector Providers Strategic Advisory Group. Lindsay added there has been some work looking at housing for key workers but not explored in detail at this stage. There is a high demand for housing at present and so innovative solutions need to be found. There is now a permanent Empty Homes Officer looking at empty properties in the Borders.

Sohail Bhatti agreed this is a good piece of work and that homes shape our communities. Sohail asked if access to services has been considered when looking at where to build housing in relation to the impact on communities. Lindsay Renwick noted that the '20-minute neighbourhood' has been considered but the private sector is an unknown. Access to services and outside spaces are being addressed in the action plan.

Jenny Smith noted this plan would be where the locality working groups could feed in to housing and should be involved going forward to obtain a local view. Lindsay Renwick

noted there will be further engagement going forward when developing a detailed action plan and noted that these groups will be included.

Amanda Miller asked if building standards need to be met such as net carbon zero to future proof buildings for 60 years. Lindsay Renwick confirmed modular would be considered as well as home working space to future proof new housing. Place making will be part of the planning process. The RSL will formally respond. Travel for employment will also be considered as well as wheelchair accessibility. There are many strategies behind this report. Philip Grieve noted that he will circulate the report to GPs. Chris Myers noted the need to encourage working age people to the area for the general economy given the aging population in the Borders.

The **STRATEGIC PLANNING GROUP** supported the report.

5. MENTAL HEALTH IMPROVEMENT & SUICIDE PREVENTION PLAN 2023-25

Fiona Doig and Claire McElroy were welcomed to the meeting and they shared the report and action plan circulated with the Agenda. Approval for the IIA was sought covering risks, engagement, consultation and key recommendations. The proposal is to have a steering group who will review the plan annually.

Jenny Smith noted this is a thorough piece of work as asked if the Equalities & Human Rights Sub Group may have a role here. Chris Myers asked how it aligns to the Strategic Framework as it is not referenced. The need for a directory of services is in the framework and is being tasked to the Locality Working Groups. There is a need to align so both can support and implement.

Wendy Henderson noted the opportunity to link to the training and IWP Workstream as well as the IJB equalities outcomes. Wendy offered to support them on the employment initiatives. Sohail Bhatti added it would be useful to include anchor institutes, the big employers in the community, at an early stage to bring together strategies.

The **STRATEGIC PLANNING GROUP** approved the IIA and noted the report.

6. OUTTURN POSITION UPDATE/FINANCIAL RECOVERY - PROGRESS

Hazel Robertson shared a presentation on the outturn position. The additional payment to break even has reduced from £4.7M last year to £3.5M for 2022/23. The release of reserves has help cover the cost. Hazel shared a report on how delegated services performed. There was overspend in certain areas: LD services, GP prescribing and Generic Services. These will be the priorities to focus on next year in the recovery plan.

Jenny Smith asked what generic services included and Hazel noted this includes primary care and added there will be a breakdown of primary care going forward. Amanda Miller asked how much overspend was as a result of spend on agency/bank staff. Hazel Robertson showed the next slide showing the significant challenge on staffing, particularly in Acute. Staffing is a key area for the recovery plan as well as flow and avoiding admissions.

Sohail Bhatti advised that the problem has been known for more than 50 years. If you give more funding to Primary Care it will act as a diverter from Acute. The issue is how you move funding from one to the other. There is no lever to make this change and so the question is how to make this happen. Hazel Robertson noted there is no absolute clarity yet but to look at how to ensure people are in hospital for the shortest time. Colin McGrath asked for copies of the slides and Hazel Robertson agreed to share them after the meeting.

Financial recovery progress – options are being explored and common themes are emerging following engagement with the staff, the public and with partners focusing on what will have the biggest impact. Long term financial modelling is being explored.

Sohail Bhatti asked about efficiency savings. To focus on where money is being spent to get a grip on key issues. If commissioning out own services, to consider how to make an income by offering to other areas. Hazel Robertson agreed it is about spending each pound wisely and has trialled the ‘best value for every pound’ approach to look at where to prioritise. To look at how to get the best benefits for the least cost. Colin McGrath asked if anyone is imagining the future and Hazel Robertson agreed that future thinking is needed.

The **STRATEGIC PLANNING GROUP** noted the update.

7. ANY OTHER BUSINESS

- Extra Ordinary SPG to be arranged to approve 4 papers in July 2023.
- Colin McGrath asked if Health & Social Care employees will be integrated or remain as working for 2 separate employers. Chris Myers advised that the IJB is a strategic organisation that cannot employ staff. Staff are seconded from the two organisations. The IJB looks at how to plan across the Health & Social Care Partnership (SBC, NHSB and commissioned partners) to provide a seamless, person centred service. The IJB is about process, communication and ways of working rather than the TUPE of staff. Colin McGrath asked Laura White for the contact person for the Joint Staff Forum .
- Karen Lawie asked for any update on the National Care Service (NCS). Chris Myers noted there is work ongoing and it is progressing. Subgroups have been established and engagement and consultation is ongoing. COSLA are involved in discussions. Chris met with the new Minister and invited the former Minister to visit the Borders to see what is happening locally without the need for a NCS. Views are not as fixed as a result of feedback received. Philip Grieve noted there are Chief Nurses events in the Summer to look at what the NCS would look like. Wendy Henderson noted the partners for integration have raised the issue of the lack of inclusivity of the consultation as there are no events in Edinburgh, Fife or the Borders.
- Wendy Henderson noted the first meeting of the Equalities & Human Rights Subgroup on Thursday. A progress report will be brought to this group in August.

8. DATE AND TIME OF NEXT MEETING

The Chair confirmed the next meeting of the Strategic Planning Group would be held on Wednesday 2 August 2023 at 10am to 12pm via Microsoft Teams.
Date of Extra Ordinary meeting to be confirmed.



Minutes of a meeting of the **Scottish Borders Health & Social Care Strategic Planning Group** held on **Wednesday 5 July 2023 at 10am – 12pm** via Microsoft Teams

Present: Cllr David Parker (Chair)
Dr Sohail Bhatti, Director of Public Health
Wendy Henderson, Independent Sector Lead
Jen Holland, Director of Strategic Commissioning
Susan Holmes, Principal Internal Audit Officer, IJB
Linda Jackson, Service User Representative
Colin McGrath, Community Councillor
Amanda Miller, Eildon Housing Association
Hazel Robertson, IJB Chief Financial Officer
Gail Russell, Partnership Collective
Jenny Smith, Co-ordinator, Borders Care Voice
Kathleen Travers, for Jenny Smith
Cathy Wilson, General Manager for P&CS
Tim Young, AMD

In Attendance: Laura White (Minute Taker), Rachel Mollart (GP).

1. APOLOGIES AND ANNOUNCEMENTS

Apologies received from Keith Allan, David Bell, Katrina Culley, Stuart Easingwood, Caroline Green, Gwyneth Lennox, Chris Myers, Clare Oliver and Debbie Rutherford.

2. MINUTES OF THE PREVIOUS MEETING

The Minute of the previous meeting held on 7 June 2023 was approved.

3. MATTERS ARISING/ACTION TRACKER

No actions from the last meeting.

The **STRATEGIC PLANNING GROUP** noted the Action Tracker.

4. PCIP UPDATE

Cathy Wilson and Tim Young shared a presentation on screen. Following PCIP 6 letter on 31st March 2023 from the Scottish Government (SG) this proposal has been drafted on how the Health Board and GPs can deliver Community Treatment and Care (CTAC) services to allow GPs to fulfil a more medical role. Funding sits with the SG and is less than anticipated making it insufficient to deliver all the legal service requirements. This is being challenged.

The proposal is for CTAC to be smaller and to focus on the top 3 services. GP practices in the Borders are struggling and primary and secondary care are working in silos rather than collaboratively. The aim is to improve patient journeys/outcomes. The proposal is to have a 3 phase approach. Phase 1 – Phlebotomy service – to TUPE staff to the Health Board. Funding needs to be recurring to be able to TUPE staff. Phase 2 - Admin Hub – to take on existing duties. Phase 3 – Rest of the services. Staff will be on a 2 year fixed contract as funding is not permanent. The plan is to have enhanced CTAC services in the future. Three streams proposed – DMARDS/Pharmacy Hub/Polypharmacy. These will release recurring funding to be able to TUPE staff on a permanent basis and increase efficiencies such as reducing clinical time spent travelling. There are over 8,000 people taking more than 5 drugs which may be causing them harm so reviewing their medication can have a better outcome for patients, reducing bed space as well as reducing resources. These 3 streams will release funding to be able to achieve CTAC 2 and 3. Costs are based on the midpoint range and so costs can be predicted with confidence.

Jenny Smith as a service user representative asked if there would be any access issues relative to this proposed change. Cathy Wilson noted this will enhance access giving equitable access to all. GPs have been anticipating these changes for the last 2 years. Tim Young added this proposal in an enabler. There will be a more standardised approach for people to understand. People will be able to attend the CTAC most suitable for them. Jenny Smith asked if there will be a smaller reach into communities and Tim Young noted they will be in all existing GP surgeries. Cathy Wilson noted they are trying to avoid there being less locations but a peripatetic service may be possible in some cases.

Wendy Henderson noted the IWP are looking at a review of medication management and Tim Young noted they are aware and are working with Malcolm Clubb on this. Tim advised they are looking to do a piece of work in Duns to look at polypharmacy and medical management to see if there are any efficiencies to be made to release capacity. Wendy Henderson offered to involve independent providers in the area to help with the test of change.

Colin McGrath noted TUPE as his speciality and asked if employee rights will be protected, both salary and terms and conditions. Cathy Wilson noted that independent legal advice has been given to staff which was helpful and aligned with the proposal. Linda Jackson asked if there would be an impact on emergency prescriptions and Tim Young said no. Rachel Mollart is a working GP and noted the presentation has been well received and will improve patient care and GP recruitment. Most GPs are supportive and the Borders will lead the way by doing this. There are some financial risks as the plan relies on savings being made at phase 1. There is significant risk if this proposal is not taken forward as 19 out of 20 practices in the Borders are reporting to be 1 step away from being sustainable. Rachel Mollart urged the IJB to support this proposal.

Jen Holland asked about the timeline as the social care proposal for polypharmacy in the community as this had been noted as a priority by the H & SC Joint Exec meeting. Cathy Wilson noted this as a separate piece of work and the 8000 people identified were people not know to social work/home care. Tim Young noted staff have just been employed for this now and offered to work alongside this project in Duns to look at both sets of people to achieve social care savings too. Jen Holland offered to provide Tim with an up to date list of people who are receiving 4 visits a day to receive medication.

Dr Sohail Bhatti noted the need to take learning back into practices and to have some formal recognition of lessons learnt to help change behaviour rather than leaving this to chance. Tim Young noted the 4 GP clusters will be collating information to identify savings although increasing drug costs will also be a factor. Rachel Mollart noted there will be organic learning and also work on value based medicine and looking at quality improvement. Secondary as well as primary care prescribe medicines and so learning should be shared in both areas of medicine.

Jenny Smith asked about equality and human rights as it's the SPG's role to scrutinise this in all proposals. Whilst happy to support the proposal, an IIA is required. Cathy Wilson noted she is working with Wendy Henderson on this and will have stage 1 complete by Friday based on the principles for circulation to this group for approval. Wendy Henderson as equality lead for the Partnership was supportive of the process as assured the group the IIA will be proportionate and relevant and sent for approval ahead of the IJB meeting.

Cathy Wilson noted that modelling work has not yet begun due to confidentiality issues. Progress will be measured against the national health and wellbeing outcomes. Risks and actions will be re-assessed after each stage. Financial modelling shows the required savings of £633K will be made to achieve CTAC 1 and 2.

The recommendation is for the SPG to recommend the Direction to the IJB to approve. The Directions will then be sent to both the Health Board and SBC (for social care).

Action: Stage 1 IIA to be completed by Cathy Wilson and Wendy Henderson. Direction to be updated by Cathy Wilson and Tim Young to reflect today's discussion. Both papers to be circulated by email to the group for approval in advance of the IJB meeting.

Action: Cathy Wilson to circulate PCIP Update slides after the meeting.

The **STRATEGIC PLANNING GROUP** supported the paper in principle today to go to IJB with the inclusion of the stage 1 IIA and updated Direction.

5. FINALISED ADP

Hazel Robertson shared a paper for endorsement before going to the IJB for approval. The annual delivery plan is in line with both SBC and NHSB. It aligns to the 6 core objectives in the strategic commissioning framework. The structure has been re-framed to align with the framework. Community Integration Groups (formerly Locality Working Groups) will be a part of the structure to take the strategic commissioning framework forward. Dr Sohail Bhatti noted the risk of having skills dispersed and groups potentially working differently. Wendy Henderson noted the opportunity to reference and embed equality outcomes into everything. Hazel Robertson asked what do we want this document to do given the time constraints. Conversations to continue out with the meeting. Wendy Henderson noted the ADP should not hold anything back but enhance progress. Hazel Robertson noted the report will inform the reporting structure. Each area of the plan has an action identified and a main owner and aligned to the strategic objectives to guide activity over this year.

The **STRATEGIC PLANNING GROUP** approved the ADP.

6. END OF YEAR FIGURES

Hazel Robertson shared the Borders IJB financial outturn for 2022/23. Draft accounts are prepared and on the website. The contribution to delegated services was at its lowest 22/23 due to the reserve offset. Overspend on set aside has been absorbed by the Health Board. There are significant financial issues including an overspend on set aside functions. Underspend for Covid-19 has been returned to the Scottish Government. The Borders IJB is in the top 5 for the size of financial challenges. Significant savings need to be achieved. Medium and long term modelling is needed to be sustainable.

Wendy Henderson asked if anything could be learnt from the better performing IJBs and Hazel Robertson noted there are monthly meetings but that the Borders is in a different place to other IJBs. Dr Sohail Bhatti asked what do we mean by transformation noting it would be worth having a definition to benchmark and Hazel Robertson agreed noting transition is to be the focus. Amanda Miller asked if there was any early planning for Winter at present and Hazel Robertson noted there is a lot of energy going into this at present. Jen Holland noted the Scottish Government have a programme of work underway. Teams are looking at having a discharge hub involving multiple teams to be able to speed up discharges, having a single assessment and being able to manage people in their own beds which is best for the patient. Amanda Miller asked to be involved in Winter planning as a provider of social care housing so the workforce can be prepared. Jen Holland agreed it would be good to involve external partners in Winter planning to help the flow. Colin McGrath asked how the PCIP bundle intended to make the Borders GPs attractive since they are privately owned. Hazel Robertson noted that digital capability and estates would be a part of this. Rachel Mollart noted GPs are independent practitioners and noted the issue in recruiting due to the number of GPs retiring. The PCIP Exec Group is a sub group of the GP Sub Committee set up by the Scottish Government and are looking at how to improve recruitment into the Borders.

Action: HR to share the financial outturn slides after the meeting.

The **STRATEGIC PLANNING GROUP** noted the financial outturn figures for 2022/23.

7. ANY OTHER BUSINESS

- To follow for virtual approval: Winter Planning & Common Assessment Direction.
- Jenny Smith noted the Live Borders SBC consultation that is currently open and asked if there would be a strategic response from the Partnership. **Action: Hazel Robertson to send a link to the Live Borders Consultation, receive comments and collate a response.**

8. DATE AND TIME OF NEXT MEETING

The Chair confirmed the next meeting of the Strategic Planning Group would be held on Wednesday 2 August 2023 at 10am to 12pm via Microsoft Teams.