

ABERDEENSHIRE INTEGRATION JOINT BOARD

WOODHILL HOUSE, ABERDEEN 25 OCTOBER, 2017

Integration Joint Board Members:

Councillor E A Stirling (Chair), Dr L Lynch (Vice Chair), Councillor A M Allan, Ms A Anderson, Mrs S Duncan, Mr A Gray, Councillor F Hood (as substitute for Provost W Howatson), Councillor D Robertson, and Mr E Sinclair.

Integration Joint Board Non-Voting Members:

Mr A Coldwells, Chief Officer, Aberdeenshire Health and Social Care Partnership; Mr A Wood, Chief Finance Officer; Mr D Hekelaar, Third Sector Representative; Ms I Kirk, Unison (Aberdeenshire); Mr M McKay, Unison (NHS Grampian); Dr C Allan (GP Representative); and Ms E Chisholm (Nurse Practitioner Representative).

Officers: Mrs L Cowie and Mr N David, both Aberdeenshire Council; Mr I Ramsay, Mr M Ogg, Mr M Simpson, Ms A Wood, Ms A Pirrie, Ms E Skinner, Ms C Gall and Ms W Probert, all Aberdeenshire Health and Social Care Partnership.

Apologies: Provost W Howatson, Councillor A Ross, and Ms S Kinsey.

1. SEDERUNT, DECLARATION OF INTERESTS AND WELCOME

The Chair asked for declarations of interest from both voting and non-voting members. No interests were declared.

Thereafter, the Chair advised that Ms Denise Cromar, service user non-voting member of the Integration Joint Board, had decided to stand down from her position. The Board **noted** that an appropriate process would be undertaken to fill the vacant position.

2A. STATEMENT OF EQUALITIES

In making decisions on the following items of business, the Joint Board **agreed**, in terms of Section 149 of the Equality Act, 2010:-

- (1) to have due regard to the need to:-
 - (a) eliminate discrimination, harassment and victimisation;
 - (b) advance equality of opportunity between those who share a protected characteristic and persons who do not share it; and
 - (c) foster good relations between those who share a protected characteristic and persons who do not share it.
- (2) where an Equality Impact Assessment was provided, to consider its contents and take those into account when reaching their decision.

2B. RESOLUTION

The Joint Board **agreed**, in terms of Section 1 of Appendix 2 of the Joint Board's Standing Orders to exclude the public from the meeting during consideration of Item 14, so as to avoid disclosure of exempt information.

3. INTEGRATION JOINT BOARD – 30 AUGUST, 2017

There was circulated, **noted** and **approved** as appropriate, the minute of meeting of the Integration Joint Board of 30 August, 2017.

4. INTEGRATION JOINT BOARD AUDIT COMMITTEE – 30 AUGUST, 2017

There was circulated, **noted** and **approved** as appropriate, the minute of meeting of the Integration Joint Board Audit Committee of 30 August, 2017.

5. ACTION LOG

There was circulated, **noted** and **approved** as appropriate, the Integration Joint Board Action Log prepared by the Chief Officer, Aberdeenshire Health and Social Care Partnership.

6. CHIEF OFFICERS UPDATE

There was circulated an update by the Chief Officer. The Chief Officer explained that this was a new and regular item to be included on the agenda of Integration Joint Board meetings. The briefing would aim to bring a number of issues to the attention of members. The current update provided information on AnCarann Medical Practice; various inspections; Auchmacoy GP Unit; Ugie Hospital; Stonehaven Renal Unit; an unscheduled care event; and Sharing Best Practice in Community Hospitals.

The Integration Joint Board very much welcomed the update and **agreed** that it be included on the agenda for future meetings.

7. DELIVERING DIGITAL HEALTH AND CARE IN ABERDEENSHIRE

There was circulated a report dated 6 October, 2017 by the Partnership Manager (South), Aberdeenshire Health and Social Care Partnership on the development of an Aberdeenshire Digital Health and Care approach.

The report explained as background that, for Health and Social Care Integration to succeed there required to be a transformational change in the response to demand for services. Digital transformation was increasingly a key building block at the centre of successfully meeting this challenge. Digital technology had the potential to empower citizens to more actively manage their own health, close to home, and be a core driver of efficiencies in the use of available financial and staff resources. The report went on to further explain that, nationally, this had been recognised and documented within key strategies and would soon be supported and led by a new Digital Health and Care Strategy for Scotland due for rollout in late 2017 and early 2018.

The Joint Board **agreed** that:-

- (1) officers explore the development of an Aberdeenshire Digital Health and Care approach, assessing current provision against potential future developments in order to ensure the maximisation of Aberdeenshire outcomes by taking any learnings from national approaches, with an awareness of budgetary challenges, and
- (2) officers submit a report to a future meeting of the Joint Board and that it include a timescale for the implementation of delivering Digital Health and Care in Aberdeenshire.

8. PUBLIC SECTOR CLIMATE CHANGE DUTIES: REPORTING SUBMISSION 2016/2017

There was circulated a report dated 16 October, 2017, by the Partnership Manager (Strategy and Business Services), Aberdeenshire Health and Social Care Partnership, on the Public Sector Climate Change Duties Reporting Submission 2016/2017.

The report explained as background that the Climate Change (Scotland) Act 2009 introduced targets and legislation to reduce Scotland's emissions by at least 80% by 2050. The Act traditionally placed duties on public bodies relating to climate change. Further to the Act, the Scottish Government had introduced in 2015 an order requiring all 151 public bodies who appeared on the major player list to submit an annual report to Sustainable Scotland Network detailing their compliance with the climate change duties. Both Aberdeenshire Council and NHS Grampian provided such a report for 2015/2016.

In this regard, the Scottish Government now required all Integration Joint Boards to also provide annual reports. The appended report informed the Scottish Government on how the Integration Joint Board was performing in its duties. The report required to be submitted to the Scottish Government by 30 November, 2017.

The Joint Board **agreed**:-

- (1) to acknowledge and approve the Partnership's completed submission for 2016/2017 reporting year to the Sustainable Scotland Network on behalf of the Scottish Government, and
- (2) that the Chief Officer provide the declaration at the end of the report.

9. PLANNING FOR WINTER 2017/2018

There was circulated a report dated 18 October, 2017, by the Partnership Manager (South), Aberdeenshire Health and Social Care Partnership on the draft Aberdeenshire Health and Social Care Partnership Winter Plan 2017/2018.

The report reminded members that the Winter Plan set out the most effective use of Aberdeenshire resources within the larger Grampian Health and Social Care system and sought to create a co-ordinated and efficient approach to winter surges in demand.

The Aberdeenshire Health and Social Care Partnership Winter Plan had been amended to reflect the experiences of winter 2016/2017. Performance across Grampian throughout winter 2016/2017 suggested a far greater degree of co-ordination and collaboration than in previous years. Cross system daily huddles were a key component and centred on maintaining person centre care.

The report underlined that preparedness for winter was essential to ensure maximisation of the Health and Social Care arrangements for the Aberdeenshire population. The report included the Aberdeenshire Plan as Appendix 1 which set out the approach to managing the increased demand associated with winter. An accompanying winter Action Plan Risk Register was included as Appendix 2 to the report.

The report concluded by advising that the Plan was designed to be a live document and was amended to reflect the outcome of an Aberdeenshire table top exercise held on 12 September and a wider Grampian system exercise on 27 September. The outcomes from the exercises had been incorporated into the Plan. The team would continue to work on the Plan ensuring it reflected the whole of the Health and Social Care system and the contribution that all professions had on the flow of the system. Finally, details of NHS Grampian Winter Planning Process were detailed in Appendix 3 to the report.

The Joint Board **agreed**:-

- (1) to acknowledge the draft Aberdeenshire Health and Social Care Partnership Winter Plan, and
- (2) that briefings on locality planning be provide to the appropriate Area Committees.

10. ANNUAL GRANTS TO THIRD SECTOR ORGANISATIONS

With reference to the minute of meeting of the Integration Joint Board of 30 August, 2017 (Item 9), there was circulated a report dated 16 October, 2017 by the Partnership Manager (Strategy and Business), Aberdeenshire Health and Social Care Partnership on Annual Grants to Third Sector Organisations.

The report explained that a previous report had been considered at the meeting of the Joint Board on 30 August, 2017 with an initial proposal for changes to the Third Sector Grants Programme. The current report followed up on the recommendations that were made at that meeting and the timetable within the body of the report had been amended to allow for the changes to the process to be implemented. Further information had been requested on the contribution of the Third Sector Grants Programme to the overall funding of these organisations and projects and this was included in Appendix 2 to the report. New guidance and a new application form had been produced and these took account of the new themes and ten priorities which organisations would be expected to contribute to in order to secure funding. These were included as Appendices 3 and 4 to the report.

The Joint Board **agreed** to:-

- (1) approve the changes made to the proposal following consultation with the Area Committees in February and March 2017 and comments from the Integration Joint Board on 30 August, 2017, and
- (2) approve the new arrangements, as detailed within the report, to be put in place for 2018/2019.

11. CLINICAL AND ADULT SOCIAL WORK GOVERNANCE COMMITTEE - UPDATE

There was circulated a report dated 6 October, 2017, by the Chair of Aberdeenshire Clinical and Adult Social Work Governance Committee.

The report reminded the Joint Board that Aberdeenshire Clinical and Adult Social Work Governance Committee was established by the Integration Join Board on 12 October, 2016 and met for the first time on 16 February, 2017. The Committee now met on a quarterly basis and had a broad membership which was described, along with the role and remit of the Committee in the terms of reference which formed an appendix to the report. In addition to the formal meetings the Committee had held two development sessions when members considered the topics of Professional Regulatory Bodies and Codes of Practice; and Development of an Assurance Plan. The report went on to outline the work themes of the Committee and to provide further information on the development of an assurance plan.

The Joint Board **agreed**:-

- (1) to endorse the work of the Clinical and Adult Social Work Governance Committee in providing assurance to the Joint Board on the systems for delivery of safe, effective, person centred services in line with the Integration Joint Board's statutory duty for the quality of Health and Adult Social Work Services, and

- (2) that minutes of the Clinical and Adult Social Work Governance Committee be submitted to future meetings of the Joint Board.

12. FINANCE UPDATE

There was circulated a report by the Chief Finance Officer which provided the current finance update.

The report was the second financial monitoring report to the Integration Joint Board for 2017/2018 and provided the latest position in a summarised format together with a framework setting out the objectives and also the recovery plan to be followed for the remainder of the year.

The summarised financial position covered the forecast financial position to the end of the financial year and currently forecast an overspend position of £4.1M. This forecast could be influenced by the recovery plan and decisions taken by both the Integration Joint Board and the Management Team. There were three elements to the Integration Joint Board's financial resources and therefore three elements to the forecast: health and social care budgets; funds and resources allocated; and resources allocated from the Scottish Government. The report summarised the position.

The report highlighted that the areas of spend which were forecast to be over budget and indeed those forecast to be within budget were not new to the Integration Joint Board. However, the forecast overspend for the year represented a more challenging position than that reported in previous finance updates. Challenges remained around balancing service delivery with a focus on reducing costs. Input from the Joint Board was critical to enable an appropriate balance to be struck and priorities to be delivered.

In terms of the recovery plan itself and building on the instruction from the last Board meeting, the Management Team had been discussing and implementing specific actions with a view to mitigating the forecast overspend. These were detailed within Appendix 1 to the report. They included: a review of all vacant posts; use of bank and agency staffing; review of the costs of supplies and utilisation of contracts; ability to drive more efficient use of procurement opportunities; details of the cost base and cost drivers behind service delivery; the extent of influencing rather than controlling prescribing costs; and how all of the foregoing supported the Strategic Delivery Plan. In this respect, the report highlighted that a further financial monitoring report would be presented to the Joint Board at the meeting on 20 December, 2017, where the impact of the Recovery Plan could be discussed further.

The report also explained that the involvement of NHS Grampian and Aberdeenshire Council was important at this stage. Discussions had been held with officers from both organisations to advise them of the current position and it had been agreed to formally meet once the full September monitoring position was available.

The Joint Board **agreed:-**

- (1) to acknowledge the financial position set out in a report,
- (2) to acknowledge the proposed Financial Recovery Plan, as detailed in Appendix 1 to the report,
- (3) to approve the budget virements from the Delayed Discharge and Integrated Care Funds into core budgets and direct the Partners to use the funds, as detailed in Appendix 2 to the report,

- (4) that further updates be provided to the Joint Board through monitoring reports, and
- (5) that the Chief Officer, Aberdeenshire Health and Social Care Partnership, formally write to the Chief Executive of NHS Grampian and the Chief Executive of Aberdeenshire Council in order to initiate discussion between both organisations on the current financial position.

13. PRODUCTIVITY AND EFFICIENCY OF MULTI-DISCIPLINARY WORKING

There was circulated a report dated 22 September, 2017 by the Partnership Manager (South), Aberdeenshire Health and Social Care Partnership on Productivity and Efficiency of Multi-Disciplinary Working.

In this regard reference was made to the Minute of Meeting of the Joint Board of 22 March, 2017 when it was agreed that the Chief Officer explore the use of external support and implement any identified savings.

Thereafter, Meridian Productivity Limited had been commissioned to carry out a piece of work in the Kincardine and Mearns area to establish the level of staff productivity, system compliance and quality of service.

The report indicated that the feedback from the team involved had been very mixed, with some staff feeling that the initial observation shadowing was overly intrusive. Concern had also been expressed that breaking the working day into a series of pre-defined tasks was an over-simplification of health and social care roles and risked undermining person centred approaches.

In summary, whilst the exercise provided a greater awareness of workload scheduling it did not highlight particular areas of practice where significant budgetary saving could be made. Meridian had made some helpful suggestions in terms of efficiently deploying a dispersed team of multi-disciplinary team members across a geographically varied area.

The report concluded by explaining that Meridian would return in October 2017 to carry out an audit of information gathered by managers since July 2017 and provide further feedback.

The Joint Board **agreed** to:-

- (1) to note the initial feedback from the productivity project undertaken in the Kincardine and Mearns area, and
- (2) that a further report be submitted following the final visit by the Meridian Productivity Limited to evaluate the progress since their initial piece of work in May and June, 2017 and that the report include information on the lessons learnt from the process and also to acknowledge the challenges which had been presented to staff during this process.

14. HEALTH CENTRE, HMP AND YOI GRAMPAN

There was circulated a report dated 27 September, 2017, by the Acting Partnership Manager (North), Aberdeenshire Health and Social Care Partnership which provided an overview of: the current service delivery; the work to stabilise and improve the service; and highlighting the priority actions identified for the immediate period ahead.

The report explained that HM Inspectorate of Prisons for Scotland conducted an inspection of HMP and YOI Grampian between 30 November and 30 December, 2015. Six standards were rated as "poor" which meant that the prison received an overall rating of "poor" by HM

Inspectorate of Prisons for Scotland for health and wellbeing. This was due to issues in respect of administration of controlled drugs, infection control concerns, and inadequate care plans for prisoners with mental health needs. It was also noted that the lack of medium secure psychiatric beds in the community created issues for prisoners requiring access to these.

The report went on to outline the subsequent service review and findings. The report concluded by outlining priority actions and timescales to be progressed over the next three months.

The Joint Board **agreed**:-

- (1) to approve the immediate priorities for action in respect of HM and YOI Grampian Health Centre, as outlined in the report,
- (2) to agree that a monitoring report on the position be included on future Joint Board agendas in the meantime, with a view to robust monitoring being conducted, and
- (3) that the Chief Officer, Aberdeenshire Health and Social Care Partnership share the details from within this report, as a hosted service, with Aberdeen City and Moray Health and Social Care Partnerships.

15. FUTURE MEETINGS

The Joint Board **noted** that the next scheduled meeting would take place on 20 December, 2017 and that the development session on 29 November, 2017 would now include a formal meeting.

Thereafter, the Joint Board **agreed** that meetings take place in 2018 as follows, all at 1.30 p.m.

17 January, 2018 (Budget Meeting)
14 February, 2018
18 April, 2018
20 June, 2018
22 August, 2018
31 October, 2018
12 December, 2018

