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Orkney Integration Joint Board

Wednesday, 27 September 2017, 09:30.

Saltire Room, Balfour Hospital, Kirkwall.

Minute

Present:

Voting Members:

- Councillor Rachael A King (Vice Chair), Orkney Islands Council.
- Naomi Bremner, NHS Orkney (proxy).
- Rognvald Johnson, NHS Orkney.
- Ian Kinniburgh, NHS Orkney (proxy).
- Councillor John T Richards, Orkney Islands Council.
- Councillor Stephen Sankey, Orkney Islands Council.

Non-Voting Members:

Professional Advisers:

- Scott Hunter, Chief Social Work Officer, Orkney Islands Council.
- Pat Robinson, Chief Finance Officer.
- Caroline Sinclair, Chief Officer.
- Dr Louise Wilson, Registered Medical Practitioner not a GP.

Stakeholder Members:

- Janice Annal, Service User Representative.
- Sandra Deans, Carer Representative.
- Sally George, Staff Representative, Orkney Islands Council.
- Fiona MacKellar, Staff Representative, NHS Orkney.

Clerk:

- Hazel Flett, Senior Committees Officer, Orkney Islands Council.

In Attendance:

- Karen Bevilacqua, Solicitor, Orkney Islands Council.
- Maureen Swannie, Interim Head of Children's Health Services and Service Manager, Children's Services, Orkney Health and Care.

Chair:

- Councillor Rachael A King, Vice Chair, in the Chair.

1. Apologies

Apologies for absence were intimated on behalf of the following:

- Jeremy Richardson (Chair), NHS Orkney.
- David Drever, NHS Orkney.
- Dr Kirsty Cole, Registered GP.
- David McArthur, Registered Nurse.
- Gail Anderson, Third Sector Representative.
- Frances Troup, Head of Housing, Homelessness and Schoolcare Accommodation Services, Orkney Islands Council.

2. Declarations of Interest

There were no declarations of interest intimated in respect of the business to be considered.

Janice Annal joined the meeting at this point.

3. Minutes of Previous Meeting

Councillor Rachael A King stated her desire for meetings of the Integration Joint Board to be open, transparent and accessible. Confirmation had been received from the IT section of NHS Orkney that, due to existing pressures, there was currently no ability to develop new systems to record meetings. Councillor King therefore suggested, as an interim arrangement until such time as facilities were available in the new hospital building, that all future meetings of the Integration Joint Board be held in the Council Chamber, as audio casting facilities were available and it was known that the live broadcasts attracted listeners.

Dr Louise Wilson queried whether there was any other location with audio casting facilities, so that the Integration Joint Board did not become associated as Orkney Islands Council. Councillor King advised she was aware of previous mixed feelings towards the location of meetings, however there were cost implications associated with using any space other than the Council Chamber or the Saltire Room, and she was not aware of any other facility having audio casting facilities.

Ian Kinniburgh suggested the test was in how the Integration Joint Board conducted its business, not where the group met. Councillor John T Richards reminded members that this issue had previously been discussed at length, and his preference was for the Board to meet at a neutral venue and suggested Orkney College, which had adequate parking and potentially recording facilities. However, he was content to meet in the Council Chamber as an interim measure.

Councillor Rachael A King undertook to further investigate what facilities were available and at what cost, but as an interim arrangement, future meetings would be held in the Council Chamber.

There had been previously circulated the draft Minute of the Meeting of the Integration Joint Board held on 28 June 2017.

The minute was **approved** as a true record, on the motion of Councillor Rachael A King, seconded by Councillor John T Richards, subject to the following amendment:

Eligibility Criteria for Adult Services

On page 12 of the minute, reference to the 10 national health and wellbeing outcomes should be amended to 9 national health and wellbeing outcomes.

Sally George joined the meeting at this point.

4. Matters Arising

4.1. Market Facilitation Statement – Meet the Commissioner Events

Caroline Sinclair confirmed that the first Meet the Commissioner event was scheduled for 5 October 2017.

4.2. Action Log – information Sharing and Data Handling

In response to a query from Councillor Rachael A King on any implications arising from the Named Person Act, Scott Hunter confirmed that guidance was still awaited from the Scottish Government.

4.3. Workstream Updates – Set Aside Budget

In response to a query from Councillor Rachael A King regarding the set aside budget, Pat Robinson confirmed that, following discussions with the external auditors, no reference was made to the set aside budget in the financial statements for the year ended 31 March 2017. However, the set aside budget would require to be incorporated in the financial statements for the year ended 31 March 2018. Accordingly, Pat Robinson undertook to investigate how the Shetland and Western Isles integration authorities were dealing with this issue. Further, this issue would require to be discussed by NHS Orkney's Finance and Performance Committee and Pat Robinson further undertook to progress this matter.

4.4. Financial Monitoring

Councillor Rachael A King queried whether the breakdown of service areas had been circulated, for the benefit of new members. Pat Robinson advised that, due to capacity issues and in particular completing the financial statements, this had not been done and undertook to attend to this once the final accounts had been signed off.

4.5. Resource Directory

Councillor Rachael A King queried whether the resource directory had been refreshed and available. Caroline Sinclair confirmed that, after speaking with Gail Anderson, this was now signposted on the front page of Voluntary Action Orkney's web page.

5. Action Log

There had been previously circulated an Action Log which monitored progress against actions due and for the Board to consider corrective action where required.

With regard to the target dates, Councillor Rachael A King suggested rather than “ongoing”, an actual date should be included. Although some of the actions were outwith the control of the Board, she thought it was better to have a target date, even if that target was then missed, for whatever reason.

Pat Robinson advised that the treatment of VAT could be seen as an operational issue and no longer appropriate for including on the Action Log. It was anticipated that the Financial Recovery Plan would form part of the financial monitoring report to each meeting of the Board.

It was therefore agreed that the treatment of VAT be removed from the Action Log, and a monthly target date included for the Financial Recovery Plan.

With regard to action 4, Alcohol Intervention Briefings, Dr Louise Wilson confirmed that two independent practices had agreed to deliver these through a Local Enhanced Services arrangement and other areas, including dental services, were engaging. Data was collected quarterly, with the next data set due in October.

The Board noted the status of actions contained in the Action Log, together with the amendments proposed.

6. Risk Register

There had been previously circulated the Risk Register, updated as at September 2017, for consideration, scrutiny and approval.

Ian Kinniburgh made an observation on how the risks were described, in that they were not risks but outcomes, therefore it was difficult to plan mitigation. If the risk of failure was known, that should be mitigated so that the outcome did not result in a consequence. Caroline Sinclair reminded members that the Risk Register had been developed following workshop sessions with Scott-Moncrieff, however the way it was presented could be refreshed.

Fiona MacKellar referred to risk 1a regarding development of a high level workforce plan, and what progress had been made. Caroline Sinclair replied that national guidance on workforce plans was still awaited, and suggested that the Joint Staff Forum should keep a watching brief on this matter.

Fiona MacKellar suggested that one source of assurance for risk 2 should be the Joint Staff Forum.

Dr Louise Wilson suggested that there was a risk in not having locality plans and locality budgets, now that the Integration Joint Board was operational. Caroline Sinclair reminded members that the approach taken with regard to the risk register was through specific workshop sessions – the Board could either continue with that or take individual items at meetings.

Discussion then returned to the format of the Risk Register and Ian Kinniburgh suggested that an action be added to the Action Log tasking the Audit Committee to review the Risk Register.

Fiona MacKellar referred to risk 4 and the inference of “island proofing” and suggested that the Board be mindful of NHS staff governance standards – no matter how legislated, it would apply to all NHS staff, not just those working for an island authority. Councillor Rachael A King advised that island proofing had been discussed in depth at Orkney Islands Council, with the Rural Economy and Connectivity Committee of the Scottish Government holding a meeting in Orkney shortly to take evidence on the Islands Bill. Dr Louise Wilson suggested that an additional risk should be, as an integration authority, what effect the Islands Bill would have on commissioning services and what was expected of the Integration Joint Board.

Rognvald Johnson highlighted an error in the scoring for risk 9, where the severity target should be 3 and not 2 as stated.

Discussion followed on the correlation between risks 12 and 13 and again, reference was made to potentially amending the layout of the Risk Register.

The Board agreed that the content of the Risk Register be noted, with potential revisions to be further considered at a risk management workshop to be arranged.

Caroline Sinclair referred to risk 15, which had been identified as an emergent risk at the previous meeting, and the absence of detail. She explained that IT colleagues were in discussion with BT and the national board regarding the impact of the switch from analogue to digital. A briefing would be issued in due course and the detail of the risk completed thereafter, possibly as part of the workshop referred to above.

7. Workstream Updates

There had been previously circulated an update on the summary of outputs from the various workstreams for consideration.

Dr Louise Wilson advised that this document had been set up to track preparations for the integration authority going live and wondered whether it was still relevant. She was of the opinion that most of the items contained in the document should appear on either the Action Log or the Risk Register.

Councillor Rachael A King agreed and suggested that those with a Red status might be more appropriate for the Risk Register, with any remaining actions included on the Action Log.

The Board **agreed** that the Chief Officer be authorised to transfer the information in the summary of outputs document to either the Action Log or the Risk Register, as appropriate and thereafter this item be removed from future agendas.

8. Performance Monitoring

There had been previously circulated a report which set out performance of the services commissioned by the Integration Joint Board for the period 1 April to 30 June 2017 for scrutiny.

In response to a question from Rognvald Johnson regarding the feasibility of including graphs and comparison with national performance figures, Caroline Sinclair advised that she was working with the national performance team to get a rolling report, with the Data and Performance group considering how to improve the format.

Councillor John T Richards advised that the Council's performance monitoring reports included targets, so that comparisons could be made. Taking delayed discharge as an example, performance was stated as "Red – delays increasing regarding Home Care and care home availability" but there was no context, therefore he was unable to determine whether the Red status was something to worry about. Likewise, he was unsure why waiting times for psychological therapies could not be clarified.

Councillor Stephen Sankey concurred and stated that, although he felt all the Red performance targets should be discussed, given the size of the agenda, he did not consider that feasible. Regarding referral statistics, the public often asked why the 12 week target was not met – there may be simple reasons for this, which should be made available to the Board.

With regard to the delayed discharge performance, Sally George suggested that the comment was too stark, and there were any number of reasons for delayed discharge. Caroline Sinclair fully appreciated how the comment read from a staff member's perspective, but at Board level, a sense of volume was required, in line with the coding which was reported to Scottish Government, and hence why the Council decided to invest additional capital and revenue resources. Councillor King suggested that the wording be amended slightly to reflect accessibility to services.

Ian Kinniburgh advised that the detailed information surrounding delayed discharges was routinely and regularly reported to the health board and could see no reason why that same information could not be made available to the Integration Joint Board.

Naomi Bremner shared members' frustrations and suggested this was due to the governance and assurance processes from the different boards – there should be no duplication but she would not like to see one group fully aware of the situation and another without full understanding. An internal audit had already been undertaken in respect of delayed discharges from a hospital perspective and this was one area of integration with real opportunities.

Dr Louise Wilson suggested that the Board, as a commissioning body, should understand the clinical reasons, therefore the Clinical and Care Governance Committee should be asked to look at the Red performance indicators to see what impact they had on individuals, as it was for that Committee to provide support and assurance to the Board.

The Board noted the performance of services commissioned by the Integration Joint Board for the reporting period 1 April to 30 June 2017.

The Board **agreed** to ask the Clinical and Care Governance Committee to provide further detail on the performance measures.

9. Financial Monitoring

There had been previously circulated a report setting out the financial position of Orkney Health and Care as at 31 July 2017.

Pat Robinson reported that, although an underspend of £80,000 was being reported as at 31 July 2017, the forecast position was an overspend of £580,000 as at 31 March 2018. Significant budget variances were covered in the Budget Action Plan. Attached as Annex 3 was the first draft of a Financial Recovery Plan which would be shared with the finance directors of both NHS Orkney and Orkney Islands Council.

Rognvald Johnson suggested it would be difficult to achieve the target of £442,000 savings, as indicated on the Financial Recovery Plan. Caroline Sinclair advised that staff were looking at all possibilities, however, with the majority of spend being staff costs, any further savings would impact on service level provision.

Councillor Stephen Sankey queried where funding came from should NHS Orkney incur an overspend. Pat Robinson replied that, within the Integration Scheme, should an overspend not be addressed through the Recovery Plan, the Integration Joint Board could ask the constituent authorities to provide additional funding.

Ian Kinniburgh explained that, should NHS Orkney not achieve breakeven at the end of the financial year, it could approach the Scottish Government for brokerage which was, in effect, a loan which required to be repaid. However, NHS Orkney tended not to go down that route, but applied reserves to offset any overspend. Further, NHS Orkney may get a cash uplift but it was generally less than forecasted spend due to inflation.

Councillor John T Richards explained that one particular issue for Orkney Islands Council was expensive individual care packages which, due to their unplanned and exceptional nature, were extremely difficult to budget for. There was no recognition from the Scottish Government that Orkney Islands Council, as the smallest local authority, struggled with this issue. If the Council did not have the level of reserves it did, meeting the costs of the exceptional care packages would prove more difficult to contain within budgets.

Dr Louise Wilson asked what the Integration Joint Board should decommission in order to bring spending back in line with budget – it was known at 31 March 2017 that an overspend of £180,000 would require to be funded from future years. This was a very difficult decision, but it was part of the role of the Board.

Councillor Rachael A King suggested that the Financial Recovery Plan was a starting point and there was general agreement that a special meeting, to which service managers be invited to attend, be convened to consider budgetary matters.

The Board noted:

9.1. The revenue expenditure monitoring report, attached as Appendix 1 to the report circulated.

9.2. The financial position of Orkney Health and Care, as at 31 July 2017, indicating:

- A current underspend of £80,000.
- A forecast overspend of £580,000 based on current spending patterns.

10. Complaints Handling Procedure

There had been previously circulated a report advising of the statutory framework for dealing with complaints, including a revised Complaints Handling Procedure.

Caroline Sinclair advised that integration authorities were listed under the Scottish Public Service Ombudsman Act 2002 and, as such, were expected to have a complaints procedure which complied with the principles approved by parliament in January 2011. The model complaints procedure had been revised to refer to the local Integration Joint Board, but there was little opportunity to make any major changes to the model process.

Ian Kinniburgh advised that similar changes had been made to complaints handling within the NHS. He made it clear that the Complaints Handling Procedure being considered related solely to how the Board commissioned services; service delivery remained with the partners.

Fiona MacKellar advised that, due to potential confusion, it had been confirmed that staff would continue to follow normal procedures.

The Board noted:

10.1. That any new complaints received from 3 July 2017 required to be handled in line with the Scottish Public Service Ombudsman's Integration Joint Boards Complaints Handling Procedure.

10.2. That every integration joint board was required to adopt the Integration Joint Boards Complaints Handling Procedure ready for implementation on 3 July 2017.

10.3. The Orkney Integration Joint Board Complaints Handling Procedure, attached as Appendix 1 to the report circulated.

11. Winter Planning

There had been previously circulated the Winter Plan, which set out arrangements for continuing delivery of services during the winter period 2017 to 2018, for consideration and approval.

Dr Louise Wilson commented that the draft plan appeared heavily weighted to NHS services and sought assurance particularly around Home Care, given the potential for a 'flu epidemic. Caroline Sinclair confirmed that the Home Care Manager was involved in drafting and updating the Winter Plan but would pass on the comments about Home Care stability.

Fiona MacKellar mentioned two potential anomalies – no reference to standalone AHP at section 2.2 on managing discharges and transfer from mainland hospitals and out-of-hours Physiotherapy provision. Caroline Sinclair agreed to pick these points up and pass to the relevant officer for inclusion in the final plan.

Naomi Bremner suggested that the plan should capture island provision, particularly the distant islands, as there was currently no identified risk. If representations were to be made to the Scottish Government regarding island-proofing, this should also be considered within the island context when partners were approving plans and policies.

Ian Kinniburgh suggested that a list of essential contact numbers be included.

The Board noted the NHS Orkney and Orkney Health and Social Care Partnership Winter Plan 2017 to 2018, attached as Appendix 1 to the report circulated.

12. Communications and Engagement Strategy

There had been previously circulated a report providing an update on further development of the Integration Joint Board's Communications and Engagement Strategy.

Both NHS Orkney and Orkney Islands Council had established communications groups and it was suggested that the Board be represented on these. It was agreed that appointment of a representative be deferred to the next meeting.

Caroline Sinclair advised that a series of videos had been produced to encourage people to consider Home Care as a career. These videos would be launched in October using both NHS Orkney's and the Council's social media channels.

The Board noted the examples provided of the approach being developed to take forward the Communications and Engagement Strategy.

13. Development Session Planning

There had been previously circulated a report setting out action areas, arising from the Development Session held on 2 August 2017, to be progressed by the Strategic Planning Group.

Councillor Rachael A King was grateful to the staff who gave detailed presentations on services at the Development Session and suggested that a timetable of future development sessions be prepared.

Dr Louise Wilson queried what the Board was tasking the Strategic Planning Group to do and whether its work should be prioritised, particularly locality planning and budgeting. The Strategic Planning Group might benefit from some direction. There was a general feeling of potential capacity issues with the work the Strategic Planning Group was being asked to take on and it should be appreciated that some tasks would have to be prioritised over others.

The Board **agreed** that the Strategic Planning Group be tasked with looking at the following three action areas and report back to the Board on progress:

- Options for locality/hub based working.
- Potential for expansion of the role of generic worker.
- Model of service delivery on the isles.

14. Carers (Scotland) Act 2016

There had been previously circulated a report providing an overview of legislative developments regarding carers, together with an associated work plan.

Caroline Sinclair advised that the Carers (Scotland) Act 2016, which would come into force on 1 April 2018, was a substantial piece of legislation with which local authorities were required to comply. The Carers' Group had been refocussed and subsequently produced the succinct Action Plan for consideration.

Councillor John T Richards queried whether any additional finance had been provided. It was confirmed that, although £30,000 had been provided for the current financial year, this resource was to support and ensure delivery of the Act, rather than assist with ongoing services, including removal of charging for carer services.

Sally George advised that staff were already at capacity with existing legislation. Carer assessments were currently being undertaken within other processes, however this new legislation may well result in carers requiring additional services in their own right.

The Board noted:

14.1. The passing of the Carers (Scotland) Act 2016 and the new powers and duties placed on local authorities.

14.2. That a Carers' Strategy Group had been established to oversee the work required to ensure compliance with the Act.

14.3. That the Carers' Strategy Group was awaiting publication of Regulations and Guidance before the requisite work could be completed.

14.4. That the Act was likely to result in a significant increase in demand for services.

The Board **agreed**:

14.5. That the Action Plan, attached to the report circulated, be approved.

15. Developing Community Mental Health Services

There had been previously circulated a report providing an overview of a review of community mental health services in Orkney, led by NHS Orkney, including a draft Mental Health Strategy implementation framework.

Caroline Sinclair advised that the report had been presented to make the Board aware of the review of community mental health services, being led by NHS Orkney, which had already been considered and approved by the Board of NHS Orkney. The next step in the process was a public engagement event, which would be led by the Blide Trust. The Board would be kept informed of arrangements for that event.

The Board noted the report and the attached appendices.

16. Alcohol and Drugs Partnership – Commissioning Framework

There had been previously circulated a report presenting the Alcohol and Drugs Partnership Commissioning Framework for the period 2018 to 2020, for consideration and approval.

Councillor Rachael A King referred to the funding of £100,000 and queried how that sat with the budget process, and whether it was setting a precedent in being ring-fenced for the Alcohol and Drugs Partnership. Caroline Sinclair advised that the budget from the Scottish Government had reduced significantly, although the outcomes still had to be achieved. The amount quoted was the amount available for commissioning following the budget setting process, therefore it was not technically ring-fenced.

Councillor Stephen Sankey queried whether a patient representative should be included on the Care Group referenced in Appendix 2. Caroline Sinclair advised she was not aware of other partnerships across Scotland having such a representative, but undertook to investigate the position, although it may prove difficult to recruit such a representative.

The Board noted:

16.1. The Alcohol and Drugs Partnership Commissioning Framework for 2018 to 2020, which had been considered and approved by the Alcohol and Drugs Partnership Strategy Group.

16.2. The proposed changes to membership of the Alcohol and Drugs Partnership Strategy Group, which would result in invitations to member organisations to nominate representatives to join the Strategy Group.

16.3. The changes to membership of the Alcohol and Drugs Partnership Commissioning Group.

The Board **agreed**:

16.4. That the Alcohol and Drugs Partnership Commissioning Framework for 2018 to 2020, attached as Appendix 1 to the report circulated, be approved.

17. Joint Staff Forum

There had been previously circulated a report highlighting key items discussed at the meeting of the Joint Staff Forum held on 18 July 2017, to enable the Board to seek assurance on performance.

The Board noted the content of the report, together with the unapproved Minute of the Meeting of the Joint Staff Forum held on 18 July 2017.

18. Clinical and Care Governance Committee

There had been previously circulated a report highlighting key items discussed at the meeting of the Clinical and Care Governance Committee held on 21 August 2017, to enable the Board to seek assurance on performance.

The Board noted the content of the report, together with the unapproved Minute of the Meeting of the Clinical and Care Governance Committee held on 21 August 2017.

19. Audit Committee

There had been previously circulated a report highlighting key items discussed at the meeting of the Audit Committee held on 5 September 2017, to enable the Board to seek assurance on performance.

Discussion returned to the matter of delayed discharge and the outcome of the recent internal audit reported through NHS Orkney's Audit Committee. It appeared that various audits had been undertaken from single aspects and there was general agreement that this now required to be brought together. It was therefore agreed that a report be brought to the next meeting pulling all the information together and to ascertain what information was missing with a view to formulating a clear ask and which body should be requested to undertake any further work required.

The Board noted the content of the report, together with the unapproved Minute of the Meeting of the Audit Committee held on 5 September 2017.

20. Briefings Issued

The Board noted the undernoted briefings, issued under separate cover, but had no questions to raise meantime:

- National Mental Health Strategy.
- IJB Development session – 2 August 2017.
- IJB Development Session with Scottish Government – 7 July 2017.
- IJB Development Session Planning – 14 August 2017.
- Scotland's National Dementia Strategy.
- Integration Authorities Engagement with Stakeholders.
- IJBs and Climate Change Duties.
- Home Care Growth.

21. Items to be brought to Partners' Attention

The Board **agreed** that the key message relating to the current financial situation be escalated to both Orkney Islands Council and NHS Orkney.

22. Date and Time of Next Meeting

The Board noted that the next meeting would be held on Wednesday, 6 December 2017, at 09:30, in the Council Chamber, Council Offices, School Place, Kirkwall.

23. Conclusion of Meeting

There being no further business, the Vice Chair declared the meeting concluded at 12:40.