

Sally Shaw (Chief Officer)

Orkney Health and Care

01856873535 extension: 2601

OHACfeedback@orkney.gov.uk



Agenda Item: 16.

Integration Joint Board

Date of Meeting: 11 December 2019.

Subject: MSG Review Action Plan.

1. Summary

1.1. The Ministerial Strategic Group (MSG) for health and care published a report on the progress of integration in February 2019. This report covered 6 'feature' areas. Under each 'feature' the MSG put forward several proposals.

1.2. The MSG requested that each partnership undertook a self-evaluation in respect of each proposal. This was submitted to Scottish Government on 15 May 2019.

1.3. The MSG then requested that partnerships develop action plans for improvement. This was submitted in July 2019.

2. Purpose

2.1. To advise the Integration Joint Board (IJB) of progress to date.

2.2. To agree priorities and further develop action planning around the MSG proposals.

3. Recommendations

The Integration Joint Board is invited to note:

3.1. The report and progress to date.

It is recommended:

3.2. That the Chief Officer is instructed to take this report to both Senior Management Teams in Orkney Islands Council and NHS Orkney in order to obtain full support to develop the action plan by identifying a cross organisational group(s) to ensure the pace of integration is accelerated.

4. Background

4.1. The Public Bodies (Joint Working) (Scotland) Act 2014 requires health and social care services to be integrated.

4.2. The aim of integration of health and social care services is to ensure people have access to the services and support they need, so that their care feels seamless to them, and so that they experience good outcomes and high standards of support.

4.3. Integration legislation also had an eye to the future: integration requires services to be redesigned and improved, with a strong focus on prevention, quality and sustainability, so that there was a continued focus on reforming and improving people's experience of care.

4.4. In February 2019, the Ministerial Strategic Group (MSG) for health and social care published its report called, 'Progress with Integration of Health and Social Care'. This report built further on the Audit Scotland report published in October 2018 which again looked at the progress of integration across Scotland.

4.5. The report was themed into 6 features:

- 4.5.1. Collaborative leadership and building relations.
- 4.5.2. Integrated finances and financial planning.
- 4.5.3. Effective strategic planning for improvement.
- 4.5.4. Agreed governance and accountability arrangements.
- 4.5.5. Ability and willingness to share information.
- 4.5.6. Meaningful and sustained engagement.

4.6. Under each feature the MSG set out 'proposals' with clear timescales. Each partnership was asked to complete and submit a self-assessment by 15 May 2019. This self-assessment asked partnerships to evaluate whether they thought their progress in respect of each proposal was:

- Not yet established.
- Partly established.
- Established.
- Exemplary.

This self-assessment was presented to the Board at its meeting on 25 June 2019.

4.7. Each partnership was then asked to complete an action plan to address the areas highlighted in the self-assessment. This was submitted, as requested by Scottish Government, in July 2019 – Appendix 1. However, this has remained a 'draft' document and no further work to date has been completed.

4.8. Significant items on the action plan are not solely in the gift of the IJB to achieve – many of the actions are ones which the IJB is dependent on its statutory partners to action. And many of these actions require cross directorate support from both statutory partners.

4.9. Some of the proposals in the MSG report are not for local determination but for other national groups to support, namely:

- Improved strategic inspection of health and social care is developed to better reflect integration.
- National improvement bodies must work more collaboratively and deliver the improvement support partnerships require to make integration work.
- A framework of community-based health and social care integrated services will be developed.

4.10. A tabled, categorised list of proposals from the MSG review and the self-assessment evaluation is provided in Appendix 2, listed by timescales given by the MSG. Those areas on the table in bold are those areas considered in the initial evaluation as incorrect. Explanations in respect of these are provided in the comment box.

5. Contribution to quality

Please indicate which of the Council Plan 2018 to 2023 and 2020 vision/quality ambitions are supported in this report adding Yes or No to the relevant area(s):

Promoting survival: To support our communities.	Yes.
Promoting sustainability: To make sure economic, environmental and social factors are balanced.	Yes.
Promoting equality: To encourage services to provide equal opportunities for everyone.	Yes.
Working together: To overcome issues more effectively through partnership working.	Yes.
Working with communities: To involve community councils, community groups, voluntary groups and individuals in the process.	Yes.
Working to provide better services: To improve the planning and delivery of services.	Yes.
Safe: Avoiding injuries to patients from healthcare that is intended to help them.	Yes.
Effective: Providing services based on scientific knowledge.	Yes.
Efficient: Avoiding waste, including waste of equipment, supplies, ideas, and energy.	Yes.

6. Resource implications and identified source of funding

6.1. There are no direct financial resource implications from this report. Resource will be that of staff capacity.

7. Risk and Equality assessment

7.1. If an action plan is not fully developed and implemented, then the IJB will not be able to fulfil its full role and remit as set in legislation.

8. Direction Required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No.

9. Escalation Required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No.

10. Author

10.1. Sally Shaw (Chief Officer), Integration Joint Board.

11. Contact details

11.1. Email: sally.shaw@orkney.gov.uk, telephone: 01856873535 extension 2601.

12. Supporting documents

12.1. Appendix 1: Draft Action Plan.

12.2. Appendix 2: Tabled list of MSG proposals in timescale.

Appendix 1: MSG Indicator – Improvement Actions

Key.	Proposed Improvement Action.	Specific Task.	By When.	Lead Officer(s).
Collaborative Leadership and Building Relationships.	<p>Our approach to collective leadership will continue to grow. Building our culture on having different conversations with people and communities.</p> <p>Our approach will be designed to enable our staff to recognise the permission they have to 'do the right thing'.</p> <p>We will indeed look for any further opportunities or learning from the National audit to be undertaken by Scottish Government and COSLA.</p> <p>To continue to develop and protect our culture so that challenges and pressures can be discussed openly, timeously and with early resolution as our aim.</p> <p>To continue to 'think third sector' in all that we do, when we are commencing work or reviewing work.</p> <p>Continue to strive to ensure our third sector colleagues are equal partners.</p>	<ul style="list-style-type: none"> • Continue to develop Community Led Support. • Continue to identify opportunities to engage in dialogue with individuals and communities. • Work with staff to reduce as far as possible bureaucracy. • To review further learning from the National audit and look to apply that learning in Orkney, where appropriate 	2019 – 2021.	Chief Officer / Chief Executive Officers.
Integrated Finance and Financial Planning.	<p>The IJB S95 Officer will work with NHS and OIC to improve clarity around specific funding sources, ho they are spent and what outcomes are achieved. This will include having view access to NHS finance systems</p>	<ul style="list-style-type: none"> • Revisit baseline budgets for all services delegated to the IJB. 	Present to April 2020.	Chief Finance Officer ; Head of Finance, Orkney Islands Council; Director of

Key.	Proposed Improvement Action.	Specific Task.	By When.	Lead Officer(s).
	<p>and attending various meetings where the funding is discussed i.e. PCIF allocations.</p> <p>It is hoped that the NHS and Local Government will be moving towards a three-year budget cycle which will enable better planning to achieve the aim of the Strategic Plan.</p> <p>There will need to be planning discussions held to ensure that the IJB is able to have all the required budget information available to facilitate the funding allocations being presented to the Board in March of each year.</p> <p>To work with Scottish Government colleagues to ensure information from them to statutory partners is timely.</p> <p>Further work needs to be undertaken to understand the budget and what responsibilities the IJB should have in not only understanding the budgets but the commissioning responsibilities that go with this.</p> <p>The reserves policy will be reviewed in 2019/20.</p> <p>The IJB S95 Officer will work with NHS and OIC to improve clarity around specific funding sources and how they are spent and what outcomes are achieved. This will include having view access to NHS finance systems</p>	<ul style="list-style-type: none"> • Adopt an inclusive process for dealing with budget setting and identification of efficiencies. • Design a three year cycle to allow more effective transformation to occur. • Agree an aligned budget setting process. • Review the 'set aside' budget in order to clarify the Orkney position. 		<p>Finance, NHS Orkney.</p>

Key.	Proposed Improvement Action.	Specific Task.	By When.	Lead Officer(s).
	<p>and attending the various meetings where the funding is discussed i.e. PCIF allocation.</p> <p>There is a proposal to review all the baseline budgets to ensure that funding will be delegated to the services and more detailed directions will be required so partners know what is being commissioned by the IJB. There was also updated Directions guidance to be received from Scottish Government which would aid this process.</p> <p>Further discussions about how the IJB can be supported to allocate resources including finances as it feels appropriate need to be held. There is recognition and the political will to allow the IJB to move into this space, where it is empowered to use allocated money as it needs to be. It was noted that decisions are sometimes made prior to the IJB receiving it.</p>			
<p>Effective Strategic Planning for Improvement.</p>	<p>Review the structure of Orkney Health and Care with cognisance of its full remit and responsibilities, as well as reviewing attendance at meetings, whilst ensuring that specific responsibilities in relation to accountabilities and responsibilities as required by Scottish Government are fulfilled.</p> <p>Early discussions that have been had with academic organisations to support the collection and analysis of local data need to be progressed. Need to have a clear</p>	<ul style="list-style-type: none"> • Review of Orkney Health and Care structure – considering the cross-cutting themes with both other statutory organisations. • Identify interim structure to help 	<p>Autumn 2020.</p>	<p>Chief Officer.</p>

Key.	Proposed Improvement Action.	Specific Task.	By When.	Lead Officer(s).
	<p>approach to evaluating the impact and effectiveness of our strategic priorities.</p> <p>Develop the ‘think third sector first’ when looking at filling or developing future posts.</p> <p>To continue to develop a thinking of ‘care and support in the right place’, rather than continuing to think ‘shifting the balance of care’ – this continues to demonstrate our ability to build and maintain relationships and our commitment to collaborative leadership.</p>	<p>lessen impact of significant vacancies.</p> <ul style="list-style-type: none"> • Continue to develop close working relationship with ISD. • Review of the Scheme of Integration 	<p>April 2020.</p> <p>Ongoing.</p> <p>March 2020.</p>	
<p>Governance and Accountability Arrangements.</p>	<p>Local agreement to revisit the Integration Scheme to ensure all delegated functions are sitting solely with the IJB.</p> <p>Review the ongoing need of the Orkney Health and Care Committee as the IJB matures into its full remit.</p> <p>To improve the induction process for new IJB members.</p> <p>To seek to streamline planning, audit and budget setting processes across the statutory partner agencies and to aim to achieve greater integration of committees and working groups to reduce duplication.</p> <p>We will review our use of Directions when the statutory guidance is published.</p> <p>Again, when the statutory guidance has been released we will review our local arrangements.</p>	<ul style="list-style-type: none"> • Review Scheme of Integration. • Review current committees. • Review the committees and other meetings the Chief Officer has to attend. • Hold seminar of Directions. • Hold seminars on the roles and responsibilities of the IJB and its officers. 	<p>March 2020.</p> <p>December 2019.</p> <p>December 2019.</p> <p>December 2019.</p> <p>December 2019.</p>	

Key.	Proposed Improvement Action.	Specific Task.	By When.	Lead Officer(s).
Ability and Willingness to Share Information.	<p>Capacity to undertake robust reporting needs to be identified.</p> <p>We will identify ways of ensuring learning and good practice are easily identifiable in our future reports.</p> <p>Discussion within the National Chief Officers group.</p>			
Meaningful and Sustained Engagement.	<p>Specific interest and remit groups will be increasingly approached for input and comment on service change, redesign and development.</p> <p>Continue to identify natural opportunities to engage with our communities.</p> <p>The implementation of Community Led Support will ensure that communities are enabled to directly shape the design of community health and social care services.</p> <p>The implementation of Community Led Support will ensure that communities are enabled to directly shape the design of community health and social care services.</p>	<ul style="list-style-type: none"> To fully embed Community Led Support as an approach to assist in successfully delivering the Strategic Plan. 	2019 – 2021.	

Appendix 2: Table of MSG Proposals in Timescale

MSG Proposals to be completed by end March 2019 and end of April 2019

MSG Proposal.	Self-Assessment.	RAG.	Comments.
Delegated budgets for IJBs must be agreed timeously.	Not Yet Established.		Despite planning for this in 2018/19, this was not achieved. However, some recognition that both statutory partners are also reliant on getting this budget detail from SG, also in a timely manner to allow them to achieve this.
Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration.	Partly Established.		This is improving, but further work to bring a closer relationship between partner agencies is required.
IJBs must be empowered to use the totality or resources at their disposal to better meet the needs of their local populations.	Partly Established.		Although this was evaluated as ‘partly established’ there is no evidence of this and really should be at ‘not yet established.’

MSG Proposals to be completed in 3 months (May 2019)

MSG Proposal.	Self-Assessment.	RAG.	Comments.
Each IJB must develop a transparent and prudent reserves policy.	Established.		The IJB has not operated with reserves to date. It has carried over ring fenced funding.
IJB annual performance reports will be benchmarked by Chief Officers to allow	Partly Established.		Although this was evaluated as ‘partly established’ when submitted in May, in

MSG Proposal.	Self-Assessment.	RAG.	Comments.
them to better understand their local performance date.			<p>preparing the annual report that was submitted in July 2019 then we were able to bench mark nationally and with our 6 comparator partnerships. Work is underway nationally via the CO National group to collectively continue developments in this area.</p> <p>This was an incredibly tight timescale given the self-evaluation was May 2019.</p>

MSG Proposals to be completed in 6 months (July 2019)

MSG Proposal.	Self-Assessment.	RAG.	Comments.
All leadership development will be focused on shared and collaborative practice.	Established.		Further work can be undertaken to see us attain 'exemplary' but given other areas to address are seen as urgent then this will not be a priority action.
Delegated hospital budgets and set aside requirements must be fully implemented.	Not Yet Established.		Review the 'set aside' budget in order to clarify the Orkney position.
Statutory partners must ensure appropriate support is provided to IJB S95 Officers.	Partly Established.		<p>Revisit baseline budgets for all services delegated to the IJB.</p> <p>Adopt an inclusive process for dealing with budget setting and identification of efficiencies.</p> <p>Design a three-year cycle to allow more effective transformation to occur.</p> <p>Agree an aligned budget setting process.</p>

MSG Proposal.	Self-Assessment.	RAG.	Comments.
			The CFO needs greater access and understanding of the NHS Orkney budgets.
The understanding of accountabilities and responsibilities between statutory partners must improve.	Partly Established.		Review of Orkney Health and Care structure – considering the cross-cutting themes with both other statutory organisations. Review of the Scheme of Integration.
Clear Directions must be provided by IJB's to Health Boards and Local Authorities.	Established.		We had evaluated as established but now consider this to be an over estimation of our progress. A report on Directions is before the IJB today and sets out several recommendations.
Effective, coherent and joined up clinical and care governance arrangements must be in place.	Established.		A joint committee is in place. There is to be further guidance issued on Clinical and Care Governance – we will review local arrangements in line with this when issued.
Effective approaches for community-based engagement and participation must be put in place for integration.	Partly Established.		It is likely that we would now evaluate ourselves as 'established' with this proposal. The work we are undertaking around CLS and the consultation we undertook in respect of the Strategic plan and the new relationships we are building with Community Councils etc.

MSG Proposals to be completed in 6 – 12 months

MSG Proposal.	Self-Assessment.	RAG.	Comments.
We will support carers and representatives of people using services better to enable their full engagement in integration.	Established.		To fully embed Community Led Support as an approach to assist in successfully delivering the Strategic Plan.
Identifying and implementing good practice will be systematically undertaken by all partnerships.	Partly Established.		We will identify ways of ensuring learning and good practice are easily identifiable in our future reports. Discussion within the National CO's group.

MSG Proposals to be completed in 12 months

MSG Proposal.	Self-Assessment.	RAG.	Comments.
Relationships and collaborative working between partners must improve.	Established.		To continue to develop and protect our culture so that challenges and pressures can be discussed openly, timeously and with early resolution as our aim.
Relationships and partnerships working with the third and independent sectors must improve.	Established.		To continue to 'think third sector' in all that we do, when we are commencing work or reviewing work. Continue to strive to ensure our third sector colleagues are equal partners.
Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB.	Partly Established.		Review the structure of Orkney Health and Care, with cognisance of its full remit and responsibilities.

MSG Proposal.	Self-Assessment.	RAG.	Comments.
			Review all meetings, committees and Boards and review membership requirements.
Improved strategic planning and commissioning arrangements must be put in place.	Partly Established.		There have been a variety of issues in relation to the partnerships ability to obtain clean reliable data. We have re-established our contact with ISD and seeking development of academic support in order to resolve local capacity issues.
Improved capacity for strategic commissioning of delegated hospital services must be in place.	Not Yet Established.		To continue to develop a thinking of 'care and support in the right place', rather than continuing to think 'shifting the balance of care' – this continues to demonstrate our ability to build and maintain relationships and our commitment to collaborative leadership. This is linked to the achievement of the proposal in respect of 'Delegated hospital budgets and set aside requirements must be fully implemented'.
Accountability processes across statutory partners will be streamlined.	Partly Established.		The scheme of integration is to be fully reviewed by July 2019 which gives an ideal opportunity to not only consider what is delegated but on how that delegation works.
IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis.	Established.		Further review of this as the IJB matures into its full role and remit.

MSG Proposal.	Self-Assessment.	RAG.	Comments.
Improved understanding of effective working relationships with carers, people using services and local communities is required.	Partly Established.		The implementation of Community Led Support will ensure that communities are enabled to directly shape the design of community health and social care services.

Note: Those areas on this table in bold, are those areas that it is considered the initial evaluation was incorrect. Explanations in respect of this are provided in the comment box.