

# Glasgow City Integration Joint Board

IJB(M)2022-02

Minutes of a virtual meeting held  
at 9.30am on Wednesday, 27<sup>th</sup> April 2022

## Present:

### Voting Members

Susan Brimelow	NHS GG&C Board Member
Simon Carr	NHS GG&C Board Member (Vice Chair)
Bailie Annette Christie	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Chair)
Cllr Jennifer Layden	Councillor, Glasgow City Council
John Matthews	NHS GG&C Board Member
Cllr Maggie McTernan	Councillor, Glasgow City Council
Ketki Miles	NHS GG&C Board Member
Anne Marie Monaghan	NHS GG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Charles Vincent	NHS GG&C Board Member
Michelle Wailes	NHS GG&C Board Member (substitute for Rona Sweeney)
Cllr Martha Wardrop	Councillor, Glasgow City Council

### Non-Voting Members

Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Allison Eccles	Head of Business Development / Standards Officer
Dr Julia Egan	Chief Nurse
John Ferguson MBE	Health Care Users Representative
Mary MacPherson	Social Care Users Representative
Ruth McIntyre	Independent Sector Representative
Susanne Millar	Chief Officer
Dr John O'Dowd	Clinical Director
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs (substitute for Jacqueline Kerr, Interim Chief Social Work Officer)
Sharon Wearing	Chief Officer, Finance and Resources

### In Attendance:

Fred Beckett	Principal Officer (Carer Lead)
Mike Burns	Assistant Chief Officer, Children's Services
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Kelda Gaffney	Head of Specialist Services, Adult Mental Health
Margaret Hogg	Assistant Chief Officer, Finance
Julie Kirkland	Senior Officer (Governance Support)
Claire Maclachlan	Governance Support Officer (Minutes)
Geri McCormick	Head of Commissioning
Fiona Moss	Head of Health Improvement & Equalities

### Apologies:

Stephen Gibson	Divisional Director & Strategic Lead for Housing, GCC
Jacqueline Kerr	Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer
Amina Khan	NHS GG&C Board Member
Bailie Anne McTaggart	Councillor, Glasgow City Council
Chris Sermanni	Staff Side Representative (GCC)
Rona Sweeney	NHS GG&C Board Member

## Actions

### 1. Declarations of Interest

The following declarations were noted.

Ruth McIntyre declared an interest in the following items:

Item 7 – National Care Home Contract Settlement 2022/23  
Item 14 – Social Care Commissioning and Procurement 2022/23

**2. Apologies for Absence**

Apologies for absence were noted as above.

**3. Minutes**

The minutes of 23<sup>rd</sup> March 2022 were approved as an accurate record.

**4. Matters Arising**

There were no matters arising.

**5. Integration Joint Board Rolling Action List**

Allison Eccles presented the IJB Rolling Action List advising there are two open actions. The following action was highlighted.

Ref No 66 – IJB Financial Allocations and Budgets 2022/2023 – the Chair confirmed a letter has been sent to the City Treasurer outlining Members' concerns regarding the Council's Budget allocation containing unfunded requests for specific actions. A response has been received with a commitment to discuss further after the Local Government Elections. Officers to circulate Councillor Hunter's letter to Members.

Officers

**6. Chief Officer Update**

Susanne Millar provided the Chief Officer Update.

In relation to COVID-19, there is still significant pressure on services across the HSCP and in the Acute system. In terms of the current case rate, Officers are no longer reliant on this data due to the changes in testing. Public Health colleagues are using asymptomatic testing as a barometer in Health and Social Care as this provides a reasonable indication of community transmission. The clear evidence from this testing across Greater Glasgow and Clyde (GG&C) is there is a decline in community transmission of COVID-19, as well as a decline in inpatients in hospitals with COVID.

Another barometer used is Care Home outbreaks, which has seen a reduction, with 24 Care Homes in outbreak across GG&C. There has also been a reduction in the number of inpatient Mental Health wards in outbreak, which as of yesterday, had 3 wards closed across GG&C.

There has been a decline in COVID related staff absence across Glasgow City HSCP however there continues to be pressure in relation to demand across all HSCP services whilst trying to recover.

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### Actions

The Chief Officer provided an update in relation to Ukrainian refugees. There is a complex route into the UK and Scotland which is visa dependent. There are three schemes for refugees to come into Scotland: through extended family visa; homes for Ukraine; or super sponsor via the Scottish Government. Glasgow City HSCP are involved and are operating the Welcome Hub within Glasgow City. As of this morning, 11 people have presented to the Welcome Hub, and a small number of those have moved on and settled into their own accommodation. It remains a complex picture in terms of trying to predict demand as the HSCP is not involved in granting the visas, but the flow of data has improved and in the next few weeks there may be up to 200 people arriving, but there is still uncertainty around this. Most of the work being carried out now is responding to enquiries regarding the schemes and Glasgow City's participation.

An update was provided on Delayed Discharges which remains a challenge. As of yesterday, there were 153 people delayed in hospitals, 65 of those were patients deemed to be without capacity and therefore are unable to move legally. With regards to referrals, there has been a significant increase. Last week there were 172 discharges to Home Care and a further 70 referrals with complex needs requiring long term care. Discharge to Care Homes is a challenge as some are closed, or open with controlled measures relating to COVID-19 outbreaks. There are also staffing pressures. Occupancy rates remain lower in Commissioned Services than in the HSCP Care Homes. The Chief Officer advised that there are ongoing discussions with Care Home and Acute colleagues regarding how this could be strengthened to move the number of people that are delayed in hospitals.

Members questioned why there are no updates in relation to COVID-19 deaths but noted there are still deaths being reported on in the press.

Officers advised that they monitor and record figures daily, and in the last 72 hours there has been no deaths from COVID-19 across GG&C. It is now unusual to have a death that is entirely related to COVID-19 as people have a range of other vulnerabilities in relation to their health and COVID-19 can be a contributory factor. Officers noted the figures reported in the press are a national figure.

Members highlighted concerns regarding Delayed Discharge performance and Children and Adolescent Mental Health Services (CAMHS) performance and sought assurance that these were being addressed, in particular high 'Did not Attend' rates for CAMHS.

Officers advised that the numbers have gone down in Delayed Discharges since the last IJB meeting. Activity has significantly increased in relation to discharges into Home Care and Care Homes. Adults with Incapacity (AWI) remains the biggest issue and this requires a legal solution. This has been raised with the Scottish Government and Officers continue to review the AWI pathway. There is a weekly Intermediate Care Huddle which discusses the complex care groups and discharge to assess and this has gone well. Mainstream delays have a significant flow-through and although the numbers

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may appear the same, they are different people. Two Commissioning Officers have been seconded into the discharge team to support Care Homes. The Chief Officer reassured members of the day-to-day operational focus and resource that is put into this area. In the medium to longer term, the Scottish Government's discharge without delay programme is focusing on how to make improvements across the whole system.

In relation to CAMHS, Officers advised that performance has improved, there is no-one waiting over 52 weeks. There is a focus on 40 weeks to make sure people are appointed within that timescale. Activity has increased at the front door with an increase in volume of demand and complexity. Officers offered to provide an update with regards to CAMHS and how this sits with the Transformation Programme in Children's Services at a future IJB. There has been significant investment in Tier 1 and Tier 2 in family support. With regards to Did not Attend rates, Officers confirmed the service is proactive in issuing texts to remind families of appointments and maintain dialogue. A Test of Change has been carried out in this area which has made an impact and is being rolled out across other localities.

Members questioned if there is a focus on CAMHS in relation to Ukrainian refugees, to make sure those who are in most in need get treatment and assessment in a proactive way.

Officers advised that there is a need apply caution in this area. A trauma informed approach is used and the Asylum Bridging Team are leading on this who have significant expertise in this area. The initial screening and assessment are important and the evidence base in relation to conflict is that children, young people and adults need time to work through the issues before a clinical decision is made on need for Specialist Services. It is important not to do this too soon as it could further traumatise people. Officers advised that it is difficult to predict the data at this time as it's not clear that Glasgow will get a significant number of refugees. A psychological screening assessment will identify anyone with immediate need. Conversations will also take place with Education colleagues in relation to children being placed in Glasgow schools.

Members commended the Chief Officer for her knowledge and responses provided to Members.

## **7. National Care Home Contract Settlement 2022/23**

Sharon Wearing presented report to update on a one-year National Care Home Contract (NCHC) settlement for 2022/23 and the proposed increases on our other commissioned services.

Members questioned if, given the current level of inflation, the rate increase can be sustained. Officers advised that it has been increased significantly for fuel costs. It will be reviewed next year and has been built into the modelling being carried out. There is a risk with regards to COVID-19 costs, as well as Agenda for Change. Officers are awaiting decisions from the Scottish Government regarding these issues.

**The Integration Joint Board:**

- a) noted the increased rates from 1 April 2022 as outlined in Appendix 1;
- b) agreed to apply the NCHC uplift to commissioned services attached in Appendix 1;
- c) instructed the council to vary the contracts with providers in line with the conditions at 4.2; and
- d) noted that a further update may be required to align with the final agreed Agenda for Change pay increase.

**8. Justice Social Work Pandemic Recovery Grant Proposal**

Pat Togher presented report to update on the allocation of grant funding for 2022-23 to support ongoing pandemic recovery and transformational work. To seek approval from the Integration Joint Board for the proposed spend as outlined in this report.

Members questioned if temporary posts could become permanent, even though the funding is non-recurring.

Officers advised that this is regularly reviewed in terms of risk. When temporary arrangements end, permanent posts may be identified elsewhere in the service. There is varied experience with regards to people leaving due to the temporary nature of posts. Some are redeployed in other care groups or find permanent employment elsewhere. Others leave at the end of the temporary contract. An exit questionnaire is carried out when people leave to capture this information.

Members questioned if the HSCP can become its own agency to bring staff on permanently. Officers outlined the work in Older People Services and Children's Services with the creation of a peripatetic team to ensure there is cover in place. This gives staff a permanent contract and they can be redeployed where needed within the service.

Members questioned if work is being done through education and upskilling of staff to increase capacity as a means of spending one-off monies.

Officers advised that the Workforce Plan will be presented to the IJB in June 2022 and there has been a lot of work in looking at solutions around recruitment and retention. This is a need to be more innovative and work with Universities and Colleges. There is also ongoing work in relation to succession planning to see if there is something that can be done at entry level regarding career progression.

Members highlighted the underspend from last year with no provision to carry this forward and expressed frustration in how funding is allocated from the Scottish Government.

Officers confirmed that Criminal Justice funding is unique and any underspends are returned to the Scottish Government. It is ring fenced grant which is

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### Actions

allocated every year. In other cases, permission can be granted to retain the funding if detail is provided to the Scottish Government on how it will be spent.

Members questioned if these issues are being raised in other IJBs, and if so, is the Health and Social Care Scotland Chief Officer Group raising it with the Scottish Government.

Officers advised that the issues are raised continuously with the Scottish Government through Health and Social Care Scotland Chief Officer Group, as well as the National Chief Finance Officer Group. The ability to use the funding to invest in community health and social care is impacted by the caveats around spend, last minute nature of the funding and the non-recurring aspect.

Members suggested the IJB make formal representation to the Scottish Government with these concerns and a meeting is requested to discuss the funding concerns, which also gives the Scottish Government an opportunity to discuss their position. The Chair agreed to formally write to the Scottish Government with an invitation to attend a session with Glasgow City IJB Members.

Chair

#### **The Integration Joint Board:**

- a) **noted the proposal outlined in this report; and**
- b) **approved the proposed spend and acknowledge risk associated with short term funding.**

#### **9. COVID 19 Pandemic Response Grant Mental Health & Emotional Wellbeing Services for Children, Young People and their Families**

Mike Burns presented report to advise of the plan for the 21/22 underspend of funding for Tier 1 and Tier 2 mental health supports for children and young people, which has been approved for carry forward to 22/23 by Scottish Government. To advise the IJB of the plan for the 21/22 underspend of the pandemic mental health funding, which has also been approved for carry forward to 22/23 by Scottish Government. To seek IJB approval for the plan for this additional funding for mental health and pandemic mental health support and endorsement of the proposed investment in services outlined.

#### **The Integration Joint Board:**

- a) **noted the contents of the report;**
- b) **approved the plan to expand community mental health and wellbeing supports;**
- c) **approved the plan to address the impact of the pandemic on mental health;**
- d) **noted the need to report to Scottish Government at prescribed time intervals; and**
- e) **Sought a further progress report to IJB in March 2023, ensuring that the views of young people are incorporated, and the outcomes evidenced.**

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## 10. Cossette Report – NHSGGC / Glasgow City Response

Kelda Gaffney presented report to seek approval to implement the proposed 'screen and signpost' service model that responds to the Scottish Government Cossette Report on the mental health needs of patients hospitalised with Covid.

Members questioned why the service model relates only to ICU patients with COVID-19 as opposed to all patients within the ICU during the pandemic.

Officers advised that there was a clear mandate from the Scottish Government that this was specific to ICU patients with COVID-19. It also doesn't include those in the community who have been impacted by COVID but haven't been hospitalised. The InSPIRE programme in NHS GG&C has been hugely successful in meeting the needs of people who have been in intensive care or high dependency (non-COVID related).

Members questioned if there is a funding shortage due to it being allocated based on NRAC formulation. Officers advised that GG&C received 25% of the funding however have 33% of the patients and it doesn't account for cross boundary flow. This has been raised with the Scottish Government.

### **The Integration Joint Board:**

- a) approved the proposed 'screen and signpost' service model sitting alongside GGC Liaison Services and hosted within Glasgow City HSCP Specialist Mental Health Services; and**
- b) agreed recruitment of 0.3 WTE Consultant Psychiatrist, 0.3 WTE Consultant Clinical Psychologist, 4.0 WTE Band 6 mental health practitioners, 1.0 WTE Band 4 Administrator and 1.0 WTE Band 6 Nurse for Liaison.**

## 11. Primary Care Improvement Plan – 2022/23 to 2025/26

Gary Dover presented report to seek approval for the draft PCIP 2022/3-2025/6 and agree to issue the draft for consultation. To note the indicative programme for the Primary Care Improvement Fund for 2022/23. To note the additional funding that has been made available by the Scottish Government. To note the changes to the governance arrangements.

The Health Care User representative highlighted the wastage in the system with regards to prescribing of medication that is not required and can't be returned to the pharmacy. Officers advised that this is a wider system issue. In terms of a strategic approach, pharmacy is seen as part of the Primary Care team and they have an important role in improving outcomes for patients.

Members raised concern regarding the underfunding for PCIP from the Scottish Government and questioned if funding will be found from elsewhere. Officers advised that additional funding will be provided from the Scottish Government

this year however this won't be sufficient to deliver on expectations. Other options are being explored to do things differently.

Members queried the requirement to make savings in the Primary Care budget on an ongoing basis. Officers advised that this relates to the core Primary Care budget and is part of the overall HSCP strategy for savings and investment. The challenge relates to the PCIP funding coming as an allocation each year which is not in the baseline so doesn't attract inflation (2% uplift). Officers continue to raise these concerns with the Scottish Government.

#### **The Integration Joint Board:**

- a) **approved the draft PCIP 2022/3-2025/6 so that the document can be issued for consultation and to note that a final version will be submitted to the IJB for the September meeting;**
- b) **noted the proposed indicative programme for the Primary Care Improvement Fund (PCIF) for 2022/23 as outlined in table 1 in section 3;**
- c) **noted that a final PCIF budget will be submitted to the IJB later in 2022/23 once the Scottish Government has confirmed the allocation for 2022/23;**
- d) **noted the additional funding that has been made available by the Scottish Government; and**
- e) **noted the changes to the governance structure in section 5.**

#### **12. Glasgow City HSCP Carer Strategy 2022-2025**

Stephen Fitzpatrick presented report to request approval of the draft Glasgow City HSCP Carer Strategy 2022-2025 and note the intention to launch the Strategy in June 2022 during Carers Week (6th -12th June 2022).

Members welcomed the report but felt it important to note the starting point to allow outcomes to be measured. Officers confirmed they would incorporate the baseline into the Chief Officer's introduction in the Strategy.

Officers

Members questioned the impact of the pandemic on carers and how support is being delivered differently.

Officers advised that work is being undertaken to determine the scale of need and unmet need, including assessed need and packages of care. This is reflected in the 3-year financial strategy. There has been an increase in complexity of need, as well volume. The impact of care packages not being present during the pandemic will be part of the reflection in the 3-year Strategic Plan. There were some positive experiences of different approaches to support in the community which can be reflected in the Strategic Plan and can also be referenced in the Carers Strategy. Officers highlighted that delivering short breaks during the pandemic has been challenging and there has been learning from that which will be included in the next strategy. The next 2-3 years will deliver that test of change and see transformational change and further developments in Glasgow in relation to Carers.

Members questioned if the training for nursing staff is mandatory. Officers confirmed this is a mandatory for new staff as part of their induction but they would like to make it available to all staff.

Members acknowledged the difficulties with people not recognising themselves as carers and Officers advised that there is a proactive approach to identifying carers. Self-identification is key and all carers are eligible for support.

**The Integration Joint Board:**

- a) **approved the draft Glasgow City HSCP Carer Strategy 2022-2025 subject to Officers incorporating information on the baseline; and**
- b) **noted the intention to launch the Strategy in Carers Week (6th -12th June 2022).**

**13. Equalities Progress Report 2022**

Fiona Moss presented the HSCP Equalities Mainstreaming (2020/24) mid-term progress report.

**The Integration Joint Board:**

- a) **recognised the continuing commitment of staff and managers to make significant progress in mainstreaming equalities and the Fairer Scotland Duty; and**
- b) **approved the Equalities Progress Report for publication, in line with the legislative requirement of 30th April 2022.**

**14. Social Care Commissioning and Procurement 2022/23**

Geri McCormick presented report to update on the planned activity for social care commissioning for financial year 2022/23 and to outline the proposed action plan for continued development of our social care procurement and commissioning service.

Members questioned what the impact will be on commissioned services in Adult Services if there is an influx of refugees from Ukraine and whether this would require specific services to be commissioned, particularly in mental health.

Officers advised there is no definitive data on numbers expected with regards to Ukrainian refugees. HSCP teams will be carrying out physical and mental health screening and providing ongoing support and accommodation. There are no specific supports or arrangements being put in place in GP practices in relation to Ukrainian refugees as there is already a well-established trauma informed approach in place in terms of primary and community support.

**The Integration Joint Board:**

- a) **noted the contents of the report;**

- b) approved the planned procurement activity, which continues to be impacted by the Covid-19 pandemic; and
- c) noted the ongoing work in respect of the commissioning service development plan.

**15. IJB Committees – Update from Chair of Finance, Audit and Scrutiny Committee (meeting of 13<sup>th</sup> April 2022)**

Councillor Jane Morgan provided an update from the IJB Finance, Audit and Scrutiny Committee (FASC) held on Wednesday 13<sup>th</sup> April 2022.

The Audit Scotland Annual Audit Plan was discussed, as well as several Internal Audit reports. HSCP Performance data was presented on Health Improvement, Older People and Unscheduled Care.

Care Inspectorate Activity reports on Directly Provided Children Residential Services and Older People Residential Services were discussed. There were some low scores presented within the reports, but Members were satisfied with the response from Officers and that improvement plans are in place.

The Health and Safety annual report was also presented, and it was agreed Officers would provide trends on incidents over time in future reports.

Members asked for assurance that the low scores in the Care Inspectorate inspections are being addressed and if there will be a follow-up inspection. Officers advised that an action plan is in place and will be monitored. The Care Inspectorate will carry out a follow-up visit and the outcome will be reported to a future meeting of IJB FASC.

**16. Glasgow City Integration Joint Board Future Agenda Items**

Allison Eccles presented the future agenda items for the IJB in 2022 for information.

Members requested an item on Maximising Independence be added which presents practical examples of progress.

Officers

**17. Next Meeting**

Due to the forthcoming Council elections, the Chair thanked all of the Councillors who have served on the IJB, particularly those standing down at the elections.

The next meeting will be held at 9.30am on Wednesday 29<sup>th</sup> June 2022 via Microsoft Teams.