

Glasgow City Integration Joint Board

IJB(M)2022-04

Minutes of a virtual meeting held
at 9.30am on Wednesday, 28th September 2022

Present:

Voting Members

Simon Carr	NHSGG&C Board Member (Vice Chair)
Cllr Allan Casey	Councillor, Glasgow City Council
Alan Cowan	NHSGG&C Board Member
Cllr Chris Cunningham	Councillor, Glasgow City Council (Chair)
Cllr Audrey Dempsey	Councillor, Glasgow City Council
Amina Khan	NHSGG&C Board Member
John Matthews	NHSGG&C Board Member
Anne Marie Monaghan	NHSGG&C Board Member
Cllr Cecilia O'Lone	Councillor, Glasgow City Council
Cllr Lana Reid-McConnell	Councillor, Glasgow City Council
Francis Shennan	NHSGG&C Board Member
Rona Sweeney	NHSGG&C Board Member
Charles Vincent	NHSGG&C Board Member

Non-Voting Members

Ian Bruce	Third Sector Representative Substitute
Gary Dover	Assistant Chief Officer, Primary Care & Early Intervention
Allison Eccles	Head of Business Development / Standards Officer
John Ferguson MBE	Health Care Users Representative
Mary MacPherson	Social Care Users Representative
Margaret McCarthy	Staff Side Representative (NHS GG&C)
Susanne Millar	Chief Officer
Dr John O'Dowd	Clinical Director
Chris Sermanni	Staff Side Representative (GCC)
Pat Togher	Assistant Chief Officer, Public Protection & Complex Needs (on behalf of Jacqueline Kerr)
Sharon Wearing	Chief Officer, Finance and Resources

In Attendance:

Craig Cowan	Business Development Manager
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)
Janet McCullough	Head of Children's Services, South

Apologies:

Dr Julia Egan	Chief Nurse
Stephen Gibson	Divisional Director & Strategic Lead for Housing, Glasgow City Council
Jacqueline Kerr	Assistant Chief Officer, Adult Services / Interim Chief Social Work Officer
Cllr Elaine McDougall	Councillor, Glasgow City Council
Cllr Anne McTaggart	Councillor, Glasgow City Council

Actions

1. Declarations of Interest

Anne Marie Monaghan – Item 14 – National Care Service (Scotland) Bill: Call for Views

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2. Apologies for Absence

Apologies for absence were noted as above.

3. Minutes

The minutes of 29th June 2022 were approved as an accurate record.

4. Matters Arising

Item 6 – Chief Officer Update:

Safer Drugs Consumption Facility – Members requested an update on the current position. Officers advised that the response from the Lord Advocate Office has yet to be received.

Item 10 – Mental Health and Wellbeing in Primary Care Services ('Wellbeing Hubs') 2022/23 Work Plan and Spend for Phase One:

The Chief Officer advised that the issue raised by the IJB Member relating to access to GP Services was taken offline. Officers, along with the Clinical Director in North East, investigated the concerns. Officers provided an update to the IJB Member, reassuring that the GP Practice was not closed to face-to-face consultations with patients, and provided information on the significant number of consultations, including face to face, telephone and urgent triage that had continued within the practice. The Chief Officer recognised that as an HSCP there needs to be more done on communication with the wider public and community to reassure them that services are operating. The Chief Officer suggested taking views through the IJB Public Engagement Committee on how to better engage with the local community and bridge the gap between people's perception and the reality of how hard services are working.

The Chief Officer confirmed that a meeting is being arranged with Elected Members on Primary Care Services.

The Chair highlighted that these matters should be raised at the appropriate level with HSCP Officers in the first instance before escalation to the Integration Joint Board.

Item 12 – Glasgow City HSCP Workforce Plan:

Members questioned when an update will be provided to the IJB following submission of the draft Workforce Plan to the Scottish Government at the end of July. Officers advised that feedback from the Scottish Government has yet to be received. The final plan and action plan will be brought to the IJB when a response has been received.

Members agreed that the Chair would write to the Scottish Government on behalf of the IJB to raise concern about the delay.

Chair

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5. Integration Joint Board Rolling Action List

Allison Eccles presented the IJB Rolling Action List advising there are two open actions relating to correspondence from the previous Chair.

Ref No 66 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Council to outline Members concerns regarding the Council's Budget allocation containing unfunded requests for specific actions. Cllr Mhairi Hunter wrote to the City Council Treasurer and a response was received suggesting it be discussed further after the Council Elections. This item to remain open.

Ref No 67 – IJB Financial Allocations and Budgets 2022/2023 – The Chair agreed to write to the Scottish Government for clarity on timescales for a decision on foster carer allowances. Cllr Mhairi Hunter wrote to the Scottish Government and to date a response has not been received. This item to remain open.

6. Chief Officer Update

Susanne Millar provided the following update.

In relation to COVID-19, whilst there is a significant decrease in reported positivity of residents and patients, oversight in terms of community transmission is inhibited due to the lack of routine testing.

There are two HSCP Care Homes with positive residents and staff, but only one formally in outbreak. Officers are working with Care Homes in relation to the recent announcement to pause asymptomatic testing within health and care settings, including access to acute settings, discharge from acute settings and within care homes. There is guidance on the continuing use of some PPE, and the HSCP are working through this to ensure people who wish to wear PPE are supported. There are specific circumstances, particularly in care homes and respiratory illness, where the use of PPE is still required.

The main pressure in terms of COVID-19 is recovery and the build-up of demand in volume and complexity across all services. The pressures in the health and care system are being articulated and manifesting in acute hospitals and waiting times at the front and back door.

The recent Cabinet Secretary statement has highlighted a need to focus on improving performance on waiting times at the front door of hospitals. The HSCP contribution is targeted on delayed discharge with a significant contribution to working with Acute and managing the front door through the work with Primary and Community Care. An area of focus is the work on avoidance of admission particularly in relation to frailty. The HSCP is working with the emergency department on access to home care, liaison with GP colleagues and hospital at home. There is a significant amount of work that is not necessarily visible relating to admission avoidance.

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The figures for delayed discharges have increased in the past two weeks which relates to the public holidays. As of yesterday, there were 146 people who were delayed: 61 of those were subject to Adults with Incapacity (AWI) legislation and therefore unable to move; 9 were under another legal or financial issue and unable to move; 29 were patients who were undertaking an assessment. Current performance in relation to completion of a social work assessment is two days. The issue remains with the number of people who are awaiting access to dates of admission or waiting on care homes to agree their placement.

Within the HSCP there is now additional management capacity and front-line capacity. Home care are working to a 7-day discharge and last week facilitated the discharge of 151 patients from hospitals, either into complex care packages or care homes. This is lower than previous weeks due to the public holidays (usually around 170). The HSCP are working with colleagues in Acute on a specific winter plan, and all HSCPs across GG&C have submitted improvement plans to the Health Board.

The Chief Officer updated on the figures in relation to the HSCP support to Ukrainian Refugees. Currently there are 864 Ukrainians in hotels across Glasgow City and 452 in the cruise ship, MS Ambition, totalling just over 1300 Ukrainians that the HSCP are supporting.

Members questioned if a comprehensive look at delayed discharges could be presented to a future IJB or Finance, Audit and Scrutiny Committee (FASC).

Officers advised an update on delayed discharges is provided within the Older People Performance presentation to the IJB FASC. Officers agreed to look at timings for an update at either the IJB FASC or a Development Session.

Officers

Anne Marie Monaghan highlighted discussion at East Renfrewshire IJB regarding significant numbers delayed in learning disability long-stay hospitals with no plans in place to move people home. As host authority for Specialist Learning Disability Services, East Renfrewshire IJB is writing to all IJBs requesting that they progress the delays quickly.

Officers advised that Glasgow City HSCP have full sight of all those patients within Glasgow and they are part of regular oversight. The Waterloo Close development is part of the solution for some of those patients who are delayed due to difficulties in finding a community package to support them, despite best efforts. Details will be included in Glasgow's response to East Renfrewshire IJB when correspondence is received.

Members highlighted the Assessment Units within each of the 3 major hospitals treating acute who deal with patients referred from primary care. Officers agreed this is a critical part of the front door and staff are working with the assessment unit to increase the number who can return home.

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Clarity was sought on how well Minor Injury Units are publicised. Officers advised that this is a focus for the Board and there is a redirection policy at the front door of all hospitals. A senior clinician triages people as they present and people are redirected to the most appropriate place, including MIUs.

The Third Sector representative questioned to what extent the Health Board and the HSCP have assessed the impact of the cost-of-living crisis on services over the winter period.

The Chief Officer advised that there has been discussion and reflection in number and volume terms in relation to the impact, but it is impossible to predict. Within the HSCP there have been three workshops with the Executive Team and the Finance Team are trying to work out the financial impact, but this is difficult due to the fluidity of the external environment. The budget announcement will determine the next step. The scale is not known but the HSCP are looking at mitigation and working with Council colleagues on that.

7. Lillas Centre Community Custody Unit for Women in Glasgow - Update on Health and Social Care Models of Care

Pat Togher presented report to update on progress made on the health and social care models of service for the Community Custody Unit (CCU) in Glasgow, to report on the funding allocations received, and to seek approval to appoint to the posts contained within the healthcare model.

Members questioned if the unit will be ready to open in October if staff are not in place. The pressures on prison health care were also highlighted and the possibility of taking health care staff from other parts of the service.

Officers advised that when the funding was confirmed at the beginning of August 2022, posts were already prepared for recruitment and therefore advertising of the posts was activated quickly. Interviews are underway and Officers are confident the unit will open by the end of October 2022. It is envisaged that the numbers in the unit will be low (around 2-4) and the staffing complement has been modified accordingly. Mitigation will be in place to ensure the new service does not create a point of pressure in another part of the service.

The Health Care User representative queried if something similar will be established for men coming out of prison. Officers advised that the proposals are based on the Nordic model which is specifically in relation to women in custody and reducing reoffending. The HSCP has responsibility for the prison health care element only and are pleased to be involved in this development. Any decisions around similar developments across the custody estate in Scotland does not sit within the responsibility of the HSCP.

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Clarity was sought on value for money as Members noted the ratios and costs per inmate seem high. Officers advised the model and ratio has been discussed at length and the complexity of need needs to be taken into consideration. There is an evidence base and a specific skill set required to ensure the best outcomes.

Concern was raised by Members about the longer-term funding and risk to sustainability for 2023 and beyond. Further detail was requested on whether the funding limitations and changes to the new model has any risks attached to it.

Officers confirmed that the funding from the Scottish Government is time limited and will be informed by an evaluation. The Scottish Prison Service (SPS) will identify who will undertake the evaluation. From a Glasgow perspective, a specific workstream will be in place to look at effectiveness from the outset and this should inform the value for money in the longer term. In term of risks, Officers confirmed that the efficacy of the model has not been compromised by the changes made. Matters will continue to be worked through with SPS and the Scottish Government.

The NHS staff-side representative welcomed the unit but raised concern that opening in October without staffing in place will put prison health care under more pressure as staff are being asked to volunteer to work in the new unit.

Officers provided assurance that they will continue to work with Staff-side regarding decisions around the staffing of the unit pending full recruitment. The SPS have been clear that the numbers of women will be small and grow incrementally. The HSCP is engaged in daily conversations with SPS and the Scottish Government regarding the opening of the unit and safety of the women or the staff won't be compromised.

The Integration Joint Board:

- a) noted the service model and agreed funding to support the Liliac Centre opening; and**
- b) agreed programme of spend as outlined in section 5.4.**

8. Progress towards Implementation of the MAT Standards in Glasgow City

Kelda Gaffney presented report to update on arrangements for progressing implementation of the Medication Assisted Treatment (MAT) Standards for Scotland across Glasgow City, present progress on implementation of the Standards to date, with a particular focus on MAT standards 1-5 and seek approval to progress the recruitment for the Access Model to support MAT Standards.

Officers highlighted an updated report was circulated and the revision was in relation to the recruitment, moving from Nurse Team Leaders to Social Work Team Leaders, and advised that this is still within the budget from the Scottish Government allocation.

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Members sought assurance around the risk assessment as there are no risk owners or likelihood of risk. Officers confirmed the risk register is currently being updated and will have risk owners before submission to the Scottish Government.

The local government Trade Union representative welcomed the additional staffing however raised concerns that this additionality is to address the demands of MAT Standards but doesn't deal with existing issues with recruitment and retention.

The NHS staff-side representative also raised concern regarding recruitment and retention of staff within Alcohol and Drug Services and the current pressure on staff within this service.

Officers clarified that the report presented is specifically in relation to MAT Standards additional staffing. Officers are engaged with Unison and Staff-side and are aware of the issues raised. The Chief Officer acknowledged there are pressures in relation to volume, complexity and additional demand being experienced across all HSCP services and they are committed to work with Trade Unions and Staff-side on the impact of this on frontline staff. Officers committed to ongoing discussion on the specific issues raised via the strategic liaison structure.

The Integration Joint Board:

- a) **noted the contents of this report;**
- b) **supported the program and planning work currently being progressed;**
- c) **approved the progression to recruitment for the Access Model to support MAT Standards 1-5;**
- d) **requested an updated report on Implementation of the MAT Standards; and**
- e) **requested a further update on plans for the remainder of the National Mission allocation.**

9. Health Visiting and Family Nurse Access to Section 22 Funding

Janet McCullough presented report to seek approval to allow Children's Services' Health Visiting and Glasgow City Family Nurse Partnership staff to make Section 22 destitution payments to enable a more flexible, needs-led response to financial hardship, fuel poverty and destitution.

The Integration Joint Board:

- a) **noted the contents of this report;**
- b) **approved the proposal to extend Health Visitors' and Family Nurses' access to social work s22 destitution funds to support earlier and effective whole system antipoverty family support approaches; and**
- c) **confirmed that social work staff can continue to carry out this function in addition to health visitors and family nurses.**

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10. Analogue to Digital Transformation

Stephen Fitzpatrick presented report to update the IJB on the direction of GCHSCP's technology enabled care (TEC) strategy particularly in relation to the introduction of digital telecare.

Members supported the investment however noted concern regarding the charge for this service in the current climate and how this will be received by service users. Information was also requested on the risks attached to linking services to service users' own devices.

Officers agreed that communication is important and this needs to be done effectively and in the best way possible. In terms of risk, this is always possible with change and work will be done to maximise flexibility around that.

Members questioned if an EQIA will be carried out. Officers confirmed this will be picked up as part of the review of the charging policy due in March next year. Charging will be reviewed by the Scottish Government but there is no indication of when that will be so Officers are working on the current policy and current arrangements.

Clarity was sought outwith the meeting that a Business Case approach had been taken in relation to this investment. Officers confirmed that a business case has been completed and will be procured via the Council's Strategic ICT supplier, CGI.

The Integration Joint Board:

- a) noted the developments in GCHSCP's TEC Strategy;**
- b) approved the spend of up to £5.5M to transition telecare to the future digital platform; and**
- c) noted the requirement to review charges as part of the annual charging policy which will be considered by the Council's City Administration Committee in March 2023.**

11. Funding for the Primary Care Improvement Plan 2022/23

Gary Dover presented report to advise the IJB on the content of the Scottish Government's funding allocation letter for PCIP for 2022/23 and the subsequent arrangements that we have agreed with the Scottish Government, to ensure that we have sufficient funding to deliver our programme this financial year. The report seeks IJB approval for the PCIP programme for 2022/23 based on projected funding of £25.536m.

The NHS Staff Side Representative noted the recruitment to Band 5 and Band 6 posts were on hold and questioned if this funding would now allow recruitment to those posts. Officers confirmed if this report is approved today the recruitment can commence.

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The Integration Joint Board:

- a) noted the funding allocation letter and outcome of subsequent discussions on the funding methodology for 2022/23; and**
- b) agreed to the PCIP programme for 2022/23 outlined in table 1 in the report.**

12. Glasgow City Integration Joint Board Budget Monitoring for Month 4 and Period 5 2022/23

Sharon Wearing presented report which outlines the financial position of the Glasgow City Integration Joint Board as at 31st July (Health) and 29th July (Council) and highlights any areas of budget pressure and actions to mitigate these pressures.

Members requested clarification regarding the budget changes related to General Dental Services funding. Officers advised that this is part of the GMS budget and allocations are received annually.

In relation to energy costs, clarity was sought on whether these are subject to the cap arrangements publicised by the UK Government which run to the end of March. Offices clarified that these are not part of the cap arrangements as they relate to individual tenancies and therefore domestic arrangements. The costs are in the budget for homelessness and this will be closely monitored as further rises are expected over the winter period. As pre-payment cards are used there is no protection or discounts available as payment is not by direct debit.

Further information was requested on the Covid costs and the change in guidance and whether the discussions with the Scottish Government are around those policy changes or in relation to funding being returned.

Officers confirmed that expenditure has come down due to changes made around Covid policy changes and how it is being managed, which has resulted in a balance of funding left. Some of the policy changes are around PPE and provider sustainability. The discussions with the Scottish Government are around returning this funding to manage other Covid costs. The Chief Finance Officer clarified that the Scottish Government funding came with clear guidance on the use of the money. All costs are covered this financial year and the unused Covid money will be returned and redistributed to assist recovery in other areas.

The Integration Joint Board:

- a) noted the contents of this report;**
- b) approved the budget changes noted in section 3; and**
- c) noted the summary of current Directions (Appendix 2 of the report)**

13. Glasgow City Integration Joint Board Membership

Allison Eccles presented report to update on a number of appointments/reappointments to the membership of the Glasgow City Integration Joint Board and seek approval of appointments to IJB Committees.

Officers highlighted in addition to the appointments within the report, Councillor Chris Cunningham has volunteered to fill the Council vacancy on the IJB Finance, Audit and Scrutiny Committee.

Members requested on update on activity in relation to the Carer Representative vacancy. Officers confirmed this is linked to the Carers Champion role within the Council and a number of attempts have been made to appoint to this post. The Chair requested that Officers look into this issue and a report is brought back to the IJB on options to ensure the interests of carers are represented on the board.

Officers

The Integration Joint Board:

- a) noted the appointments to the IJB outlined at paragraph 3.1 and 3.2 of the report;**
- b) approved the appointments to IJB Committees at paragraph 4.2 of the report; including the appointment of Cllr Chris Cunningham to IJB FASC; and**
- c) noted a number of positions remain vacant on the IJB and Committees.**

14. National Care Service (Scotland) Bill: Call for Views

Allison Eccles presented report to update the Integration Joint Board on the submission of feedback on behalf of Glasgow City IJB to the call for views on the National Care Service (Scotland) Bill.

The Chair thanked Members for their contributions and Officers for drafting the response.

The Integration Joint Board:

- a) noted the contents of the report and attached submission to the Scottish Parliament's Health and Sport Committee Call for Views on the National Care Service (Scotland) Bill.**

15. IJB Committees – Update from the Public Engagement Committee (meeting of 24th August 2022)

John Matthews provided an update from the IJB Public Engagement Committee (PEC) held on Wednesday 24th August 2022.

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The Committee received input on the following areas:

- Connect and Flourish: A Socially Connected Glasgow Strategy Carers Strategy
- Carer Engagement – YC Connect (The Dixon Community)
- Young People – Committee Representation
- Update from Glasgow Council for Voluntary Sector (GCVS)
- IJB Strategic Plan Update
- Consultation and Engagement log

16. Glasgow City IJB - Future Agenda Items

Allison Eccles presented agenda items for future meetings of the IJB for information.

17. Next Meeting

The next meeting will be held at 9.30am on Wednesday 30th November 2022 via Microsoft Teams.