

**GLASGOW CITY HEALTH & SOCIAL CARE
INTEGRATION JOINT BOARD**

IJB(M)2019-03

Minutes of meeting held in the Sir Peter Heatly Boardroom, Commonwealth House,
32 Albion Street, Glasgow, G1 1LH at 9.30am on Wednesday, 8th May 2019

PRESENT:

VOTING MEMBERS

Bailie Ade Aibinu	Councillor, Glasgow City Council
Simon Carr	NHSGG&C Board Member (Chair)
Bailie Annette Christie	Councillor, Glasgow City Council
Jeanette Donnelly	NHSGG&C Board Member
Ross Finnie	NHSGG&C Board Member
Jacqueline Forbes	NHSGG&C Board Member
Cllr Archie Graham	Councillor, Glasgow City Council
Cllr Mhairi Hunter	Councillor, Glasgow City Council (Vice Chair)
Cllr Elspeth Kerr	Councillor, Glasgow City Council
Cllr Kim Long	Councillor, Glasgow City Council
Rev. John Matthews	NHSGG&C Board Member
Cllr Jane Morgan	Councillor, Glasgow City Council
Rona Sweeney	NHSGG&C Board Member
Mark White	NHSGG&C Board Member

NON-VOTING MEMBERS

Jonathan Best	Chief Operating Officer, NHSGG&C
Julia Egan	Chief Nurse
Margaret McCarthy	NHSGG&C Staff Side Representative
Peter Millar	Independent Sector Representative
Susanne Millar	Chief Officer Planning, Strategy & Operations / Chief Social Work Officer
Dr John Nugent	Clinical Director
Anne Scott	Social Care User Representative
Chris Sermanni	Glasgow City Council Staff Side Representative
Shona Stephen	Third Sector Representative
David Walker	Assistant Chief Officer, Corporate Strategy
Sharon Wearing	Chief Officer, Finance and Resources
David Williams	Chief Officer

IN ATTENDANCE:

Paul Adams	Head of Older People's Services
Allison Eccles	Head of Business Development
Stephen Fitzpatrick	Assistant Chief Officer, Older People's Services
Sheena Walker	Governance Support Officer (minutes)

APOLOGIES:

Cllr Jennifer Layden	Councillor, Glasgow City Council
Anne Marie Monaghan	NHSGG&C Board Member
Dr Michael Smith	Lead Associate Medical Director Mental Health and Addictions
Ann Souter	Health Service User Representative

The Chair welcomed new member Bailie Annette Christie to the IJB.

1. DECLARATION OF INTERESTS

The following declarations of interest were raised:

Peter Millar – item 9, National Care Home Contract Settlement (2019/20) and item 10, Homelessness Service Savings 2019-20.

Shona Stephen – item 10, Homelessness Service Savings 2019-20.

The Chair advised that discussions had taken place with the Chief Officer and Standards Officer regarding declarations of interest, following the previous meeting. The Standing Orders and Code of Conduct would be relied upon. The Chair would allow members to fully express themselves and it was members' decision to declare an interest and decide if they would contribute to a discussion and vote (if applicable). The Chair would rule on any issues that arose. The IJB also has the right to review and amend the Standing Orders at such point deemed necessary.

2. APOLOGIES FOR ABSENCE

Apologies for absence were noted as above.

3. MINUTES

The minutes of the meeting of the Integration Joint Board held on 27th March 2019 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 that this was for information and noting.

6. CHIEF OFFICER UPDATE

David Williams updated the IJB on the following:

- 1) Chief Officer Secondment to the Scottish Government – the IJB had been notified that David Williams would commence a secondment with the Scottish Government; this was likely to be for one year and would begin end May 2019. The IJB was reassured that the Chief Officer post would be filled on an interim basis; and that the Chair and Vice Chair would be involved in the recruitment process.
- 2) Mental Health and Learning Disability Tier 4 – a report was given to the Health Board on 16 April 2019 providing an update on the 15 bedded unit, this provoked some discussion at the Health Board meeting and a request from one of the IJB non-Exec Directors to the CO to provide an update on progress at today's meeting. CO advised that there had been an extensive level of engagement with key stakeholders, professionals and advocacy services since last October. The process would conclude soon and a service specification produced. A paper would be presented to the IJB in June outlining options on what the service specification should contain prior to going out to Tender and a report would then be presented to the Council Contracts and Property Committee to award the contract. It was expected this would be concluded by this calendar year.

Susanne Millar

Chief Officer

- 3) IJB Agenda – it was agreed that at the August development session members would discuss their contribution to informing the agenda of meetings.

7. PRIMARY CARE IMPROVEMENT PLAN (PCIP2) – PROGRESS IN 2018/19 AND PLANS FOR 2019/20

David Walker presented a report to update the IJB on the progress made during 2018/19 to implement Glasgow's PCIP 1 and to seek approval for the plan for 2019/20 (PCIP 2) to be submitted to the Scottish Government. Officers advised that the plan reported on the progress to date and planned developments for 2019/20 for all priority workstreams. The focus of the plan was the new guidance issued by the Scottish Government; along with an implementation tracker, which will be submitted to the Scottish Government for scrutiny on a six monthly basis. A financial summary was also appended to the Plan.

In relation to affordability, a £1m overspend was projected in each of the next two years; and with an overspend of £4m above the overall allocation projected for full delivery. Consequently at this stage full delivery will require additional funding. If projections remained unchanged and further funding could not be secured then the plan would be reassessed in terms of achievability within the current planned allocation. Cost pressures were already detected and work was underway to bring spend closer to budget but as yet the scale and impact of this was uncertain. Officers further reported on issues with deliverability of the Plan by April 2021; and advised that this would possibly be delayed until 2023/24; principally due to labour shortfalls with skilled pharmacists and physiotherapists. Officers were looking at alternative options to respond to these issues to meet the requirements of the contract.

There was significant challenges facing implementation including recruiting 450 staff; including streamlining the recruitment process; and payment of superannuation and pay uplift, as this was not be covered by the Scottish Government Primary Care Improvement Fund allocation within PCIF. Accommodation was also required for the additional staff and clinical services; and options were being explored, however there was limited capital to provide increased space. These issues had been raised with the Scottish Government and need addressed going forward.

Officers informed the IJB that they had now been advised, in the past 24 hours, that the GP Subcommittee was not in a position to support the Plan, and therefore the statement at section 3.2 of the report did not stand at this point. A meeting was scheduled to take place shortly with the GP Subcommittee to discuss. The Plan would still be submitted to the Scottish Government with the caveat that this was not supported at this point; and that a further submission would be made following the meeting with the GP Subcommittee.

As part of the PCIP process regular updates would be provided to the IJB and the IJB Finance, Audit and Scrutiny Committee for visibility and scrutiny purposes. There would also be opportunities throughout PCIP phase 1 and 2 to provide feedback to the Scottish Government. Dr John Nugent outlined the ambitions of the Plan and that the focus was on the first £250m, but there would be opportunities within phase 2 of the additional £250m to respond to health inequalities.

The IJB welcomed the report and acknowledged the work undertaken by officers. Members discussed the issues raised and the difficulty in approving the Plan without the recommendation of the report being amended to state that matters will be addressed.

David Walker

The IJB agreed that recommendation 'c' will be amended to '*IJB acknowledges the continuing gaps outlined in the Plan and that these issues will require to be addressed*

David Walker

in order to ensure that the Plan can be delivered. On this basis, IJB agrees to PCIP 2 as set out, is submitted to the Scottish Government.'

It was also requested that the barrier to progress, digital infrastructure and data sharing be included under the issues for the attention of the National Oversight Group on the tracker. David Williams advised that the tracker was discussed at the last National Oversight Group meeting and it was hoped arrangements would be in place late Summer.

Members discussed the use of GP time and the need for a national message regarding services and which services should be used and when. Members also discussed risk of staff displacement and the requirement for a Greater Glasgow and Clyde recruitment plan. Officers were looking at skill mix and alternative ways of working, including the use of IT solutions.

The Integration Joint Board:

- a) noted the progress made during 2018/19 in progressing the PCIP for Glasgow;***
- b) approved the attached plan for 2019/20 (PCIP 2); and***
- c) IJB acknowledges the continuing gaps outlined in the Plan and that these issues will require to be addressed in order to ensure that the Plan can be delivered. On this basis, IJB agrees to PCIP 2 as set out, is submitted to the Scottish Government.***

8. INTEGRATION JOINT BOARD PROPERTY STRATEGY 2019-2022

Sharon Wearing presented a report to outline Glasgow City IJB's Property Strategy 2019–2022 in support of the delivery of the IJB's Strategic Plan. The Plan outlines for each locality a summary of what has been delivered to date. An annual update on the delivery of the Strategy will be presented to the IJB Finance, Audit and Scrutiny Committee in September. The Strategy links to the Health Board and Council strategies.

Sharon Wearing

It was agreed that a proforma would be developed for the IJB Finance, Audit and Scrutiny Committee to scrutinise whether the objectives of the strategy linked to actions; and were being met.

Sharon Wearing

The Integration Joint Board:

- a) noted the content of this paper;***
- b) approved the Property Strategy 2019 – 2022 attached at Appendix 1; and***
- c) noted monitoring and scrutiny of the IJB's Property Strategy will be primarily carried out through an annual update to the IJB Finance, Audit and Scrutiny Committee, with reference to the full IJB, where appropriate.***

9. NATIONAL CARE HOME CONTRACT SETTLEMENT (2019/20)

Sharon Wearing presented a report to update the Integration Joint Board on a one year National Care Home Contract (NCHC) settlement for 2019/20 and the commitments within the contract in relation to the Scottish Living Wage. A rate of 3.65% has been applied to nursing care and 3.40% for residential care. The cost of the uplift of £2.608m will be funded by the additional monies provided to integration authorities in 2019/20 for social care.

The Integration Joint Board:

- a) noted the increased rates from 8 April 2019 as outlined in Appendix 1;***

- b) agreed to allocate £2.608m to pay for the care home fees uplift and Scottish Living Wage settlement and amending the budget allocation for demographic pressures to £8.190m; and*
- c) instructed the council to vary the contracts with providers in line with the conditions at 4.3.*

10. HOMELESSNESS SERVICE SAVINGS 2019-20

Susanne Millar presented a report to advise the IJB how the Homelessness Service savings approved by the IJB on 27 March 2019 are most able to be achieved in keeping with strategic direction; the impact of these savings; the proposals to mitigate risk and manage service impact; and to seek IJB agreement to implement the application of these proposals. Two videos were also shown to the IJB to set out the policy context. These were Glasgow City HSCP: Inter-agency Housing First Development; and a Housing First tenant sharing their experience.

Officers advised that the report set out savings previously agreed by the IJB. Section 3 outlined the desktop service review programme which had been completed for all of the services. The desktop review identified efficiencies and services for decommissioning. Officers also reported on issues in relation to property and lease arrangements, which were considered as part of the desktop review.

An interim EQIA had been completed as a full EQIA could not be conducted until the paper was approved by the IJB; to then allow discussions to take place with service users. A full EQIA will be resubmitted to Quality Assurance once individual assessments were complete.

Officers informed the IJB that face to face discussions had taken place with providers of services impacted. The IJB were informed of the concerns highlighted from some of the providers, from these meetings. Officers explained that there was a requirement to make savings and this had been reported and discussed with providers on an ongoing basis.

There was an aspiration to develop the Alliance approach to manage the savings collaboratively, however, due to timescales and the scale of the financial challenge, this was not possible.

Susanne explained that a number of questions had been received regarding the savings and confirmed that:

- In terms of numbers there were approximately 68 places used by service users;
- Access to CORA funding would be explored, as discussed with the Scottish Government, to manage the move to Housing First;
- Discussions had taken place regarding housing provider impact, and officers would be involved in the process if invited to. Savings would be implemented by 1 October 2019 to allow discussions to take place. Opportunities can be explored for potential use of buildings;
- In relation to potential redundancy payment contributions the HSCP would not be able to commit to this, but could be involved in discussions, if invited, and advise of other potential recruitment within the city; and
- The service efficiencies had been discussed with providers and were detailed in Appendix 1.

The IJB discussed the report and raised the following comments:

- The Housing First approach is welcomed and is the right direction for the HSCP.

- The Third Sector Representative advised that they had been a member of the HARSAG and supported the move to a Housing First model, where this was the right solution for the individual; however had concerns with the scale of cuts proposed to the Third Sector. These concerns were specifically regarding how the current position was derived, as this was unexpected and there were no discussions prior to this. Also raised concern that the scale of job losses was unknown and of the short timescales for the closure of services. They were also of the view that there was a lack of sensitivity in the paper regarding the scale of job losses. Also stated that withdrawal of services could result in empty buildings across the city. There should be more shared engagement and detailed discussion; and there was a requirement for Partnership working in the future.
Officers stated that there had been discussions with providers over the past year on savings and they were aware of the £2m efficiencies to be made. There was a commitment to RSLs and there would be an opportunity for RSLs look at the totality of the business to establish if buildings can be used for other services; however officers stated that the fabric of some buildings were not suitable. Officers also acknowledged the scale of the challenge; and that they would manage the agenda and complexity.
- Concern was raised regarding timescales and that more shared engagement and an action plan was required, to allow decommissioning of services and move to new services. Members requested if a phased approach can be used to move the 68 service users, as this would give members more confidence in governance arrangements.
Officers advised that there was a six month time period to allow discussions and the decommissioning of services. This was challenging, but manageable.
Officers also acknowledged the difficult conversations and that there was a commitment to RSLs to look at the totality of the business. Some providers still have a contract for services with the HSCP and they may wish to re-provision buildings; if fit for purpose.
- Members questioned if the HSCP would cover redundancies and if there would be options for staff who have committed to service users for a number of years to move with them.
Officers reiterated that the HSCP would not pay redundancies and that they were not in a position for staff to move with service users, as to access CORA funding there would be a requirement to utilise staff within that contract.
- Members stated that the Alliance model and talking through savings was viewed as the best means of communicating with providers and not through the use of a desktop service review. Members felt that discussions could have taken place to seek providers view on what services they would cease or take efficiencies from. Officers advised that the aspiration was the Alliance, but due to procurement process, budget setting and service plans this was not an option. Officers highlighted that face to face meetings had taken place with all providers affected; and officers were committed to discussions.
- Members queried the impact on organisations and vulnerable people not engaging with services, for example the Simon Community Street Teams.
Officers reported that there was £1m invested in the Simon Community Street Teams and if proposals were agreed there would still be £2.5m invested in the Simon Community; they were an effective and important strategic partner.
- Housing Options needs to be properly resourced and that it was premature to champion the success of Housing First.
Officers advised that financial challenges and services had to be managed. The HSCP was ambitious and there was confidence around the Housing First model; there was also significant international evidence on the success of the model.

- Members also discussed the requirement for a communications strategy, as this was a good new story, but was not reflected in the press. Officers agreed and advised that this was complex due to the sensitivities involved and anxieties of staff and organisations. Consideration would be given to communications going forward.

Chief Officers

Officers added that as the HSCP managed the agenda there was real and sustainable change being made. This work should not be seen in isolation; this was part of homelessness prevention. The service savings were a challenge, but were manageable. There would also be a rapid rehousing transition plan.

The Integration Joint Board:

- a) noted the contents of this report;***
- b) approved the identified savings;***
- c) approved that the service efficiencies identified will be redirected to support the planned Glasgow Alliance to End Homelessness ('the Alliance') to deliver innovation and service redesign; and***
- d) noted a full EQIA will be completed if the Homelessness Saving Plan is approved by the IJB and will be submitted for quality assurance approval. In addition a detailed decommissioning plan will be in place, which will involve individual impact assessments and subsequent risk mitigation plans.***

11. HEALTH AND SOCIAL CARE INTEGRATION – IJB SELF-EVALUATION

David Williams presented a report to update the IJB on activity to carry out a self-evaluation of integration arrangements in Glasgow City. Officers were engaged with colleagues from the Council and Health Board to deliver a high level action plan that would be submitted to the Scottish Government by 15 May 2019. The final draft action plan would be presented to the IJB in June.

Chief Officer

The Integration Joint Board:

- a) noted the activity undertaken so far and that further planned activity to conclude the self-evaluation of the integration arrangements in Glasgow City with the development of an Improvement Action Plan;***
- b) delegated responsibility to the Chief Officer to conclude the self-evaluation activity and submit an interim Action Plan to the Scottish Government by the May 15 deadline; and***
- c) noted an updated Action Plan will be developed following submission of the interim Plan and presented to the IJB in June.***

12. REVIEW OF IJB FINANCIAL REGULATIONS

Sharon Wearing presented a report to update the Integration Joint Board on the outcome of a review of IJB Financial Regulations. The Council and Health Board operate under Financial Regulations/Standing Financial Instructions in the operational delivery of services; and as such the IJB Regulations were limited. The Regulations would be reviewed annually; management and reporting arrangements were in place to monitor the Regulations. Full details of changes were outlined in Appendix 1 and Appendix 2.

It was requested that the second sentence at section 5.1 of the Regulations be amended to 'The IJB may also withdraw *any* of these financial regulations.'

Sharon Wearing

The Integration Joint Board:

- a) approved the revised IJB Financial Regulations attached in Appendix 2; and
b) agreed that the IJB's Finance, Audit and Scrutiny Committee will undertake a scrutiny role in relation to the Financial Regulations.*

13. SCHEMES OF DELEGATION FROM THE IJB TO COMMITTEES AND OFFICERS

Allison Eccles presented a report for approval, revised Schemes of Delegation from the Integration Joint Board to Committees and to Officers to take account of changes to the Committee structures. The proposed changes and background to these were outlined to members.

The Integration Joint Board:

- a) approved the draft revised Schemes of Delegation; and
b) approved the draft amendments to the Terms of Reference for the Finance, Audit and Scrutiny Committee and Public Engagement Committee.*

14. UNSCHEDULED CARE PERFORMANCE UPDATE

Stephen Fitzpatrick delivered a presentation and presented a report to update the IJB on progress in taking forward the strategic commissioning plan for unscheduled care approved by the IJB in March 2017, and report on current performance.

Officers highlighted the challenges with unscheduled care performance and how the HSCP manages hospital discharges. The performance of Glasgow City HSCP was outlined and members advised that there had been significant progress made since May 2012. Officers reported that in 2017/18 Glasgow was the 5th best performer in Scotland for delayed discharges. ISD rates were awaited for 2018/19; but there had been an upturn in performance in the last 18 months. The 'day of care' audit was also reported; the findings across Glasgow were consistent, and most hospital sites compared well. The improvement activity was also provided and it was agreed that patient case studies would be circulated to members.

**Stephen
Fitzpatrick**

In relation to unscheduled care the focus was on front door admission and reducing the number of people going to hospital. Current performance was in a positive direction with a reduction in bed days lost and A&E attendance and emergency admissions. Officers highlighted that there would be a plateau in performance until the system was re-engineered and resource and flow shifts from Acute.

A report on shifting the balance of care / demand management will be presented to the IJB in June.

**Stephen
Fitzpatrick**

Jonathan Best acknowledged the good ongoing joint work, but highlighted that there were 71 patient delays that day on two sites, which meant three wards could not be used. There had also been a 4.5% increase in A&E attendance and bed occupancy is at 95%, which is not sustainable. He suggested that there was a requirement to focus on the original target of 20 delayed discharges, as agreed in March 2017.

Members discussed the report and of the need for a whole system approach in shifting the balance of care. Officers agreed and added that the IJB must work with the Health Board and Council. Officers would be looking at options to re-engineer the system and support individuals within their own families; and would also use the experience of transformation within Children's Services. Officers added that systems were currently deployed and managed as efficiently as possible; and that options would be explored to change the system, but whole system commitment is required.

The Integration Joint Board:

- a) noted the progress made in taking forward the IJB's strategic commissioning plan for unscheduled care as part of Moving Forward Together; and***
- b) noted the associated performance measures and trajectories for performance in 2019/20.***

15. DEMENTIA STRATEGY UPDATE

Stephen Fitzpatrick presented a report to update the Integration Joint Board on progress in implementing both the National Dementia Strategy and the Glasgow City HSCP Dementia Strategy. Officers advised that there was a focus on carers' support, the upskill of staff, carer pathways, engagement and use of technology. Dementia was integrated through all elements of the Older People Services programme. The priorities remained the same and would continue to be progressed, as there was a move to the Moving Forward Together Programme 5 year strategy.

The involvement of the Third Sector in supporting individuals and communities was acknowledged and members requested that this is reflected through the strategy.

**Stephen
Fitzpatrick**

The Integration Joint Board:

- a) noted progress on implementation of both the Glasgow City Dementia Strategy and the National Dementia Strategy, and the next steps.***

16. HSCP PALLIATIVE CARE PLAN – YEAR 1 REPORT

Susanne Millar presented a report to inform the Integration Joint Board on progress toward the actions set out in the 5 year plan that was adopted by the IJB Performance Scrutiny Committee in February 2018. The progress to date in relation to the three key aims of the strategy were outlined. Officers were working with Acute colleagues and also working closely with the two Glasgow hospices, which was a benefit to patients and families.

Officers had also reviewed palliative care for babies, children and young people, and addressed this gap. The plan would be updated in June and members were welcomed to share any thoughts and feedback to Paul Adams, Head of Older People and Primary Care.

The Integration Joint Board:

- a) noted the progress to date.***

17. UPDATE ON CARERS ACT FUNDING COMMITMENTS 2018/19

Sharon Wearing presented a report to update the IJB on progress on the implementation of the Carer (Scotland) Act 2016 in respect of funding commitments made by the IJB in June 2018. The total allocation of the Scottish Government funding of £2.027m was outlined and members informed that officers were working through the loss of funding. The Carers budget had increased by £1.087m in 2017/18 to £3.60m in 2018/19. A paper would be presented to the IJB in June on proposals for this year's funding.

**Sharon
Wearing**

The Social Care Users Representative questioned if people would still have access to interpreting services. Officers confirmed that this will be available and there would be no cost to users of the service.

The Integration Joint Board:

a) noted the update provided in relation to 2018/19 funding to support the implementation of the Carers Act.

18. GLASGOW'S LOCAL CHILD POVERTY ACTION REPORT (LCPAR) 2018/19

Susanne Millar reported that Glasgow's first Local Child Poverty Action Report (LCPAR) sets out existing, new and planned work being undertaken to reduce child poverty in line with Child Poverty (Scotland) Act 2017 ambitions and requirements for publication of the first set of LCPAR's by 30th June 2019.

Officers outlined a range of work being undertaken including access to education, financial advice and food programmes. There was effective working relationships with Children's Services and Health Improvement, looking at innovative methods of working. The range of actions undertaken by Glasgow partners were detailed and the possible areas of work for 2019.

Members welcomed the report and the work underway; and acknowledged the scale of the challenge for interim targets to be met by 2023.

The Integration Joint Board:

a) noted the work undertaken by staff in 2018/19 to support GGC NHS and GCC to meet their statutory duty to contribute to reductions in child poverty rates in Scotland;

b) noted the commitments within the LCPAR and that HSCP staff and services will necessarily be engaged in these in pursuit of reduced child poverty levels in 2019/20 and beyond; and

c) noted the wider partner actions undertaken and planned to reduce child poverty and continue to influence development of these through appropriate local partnership structures.

19. GLASGOW CITY INTEGRATION JOINT BOARD - DIRECTIONS

Allison Eccles presented a report to provide the Integration Joint Board with the summary of current directions.

The Integration Joint Board:

a) noted the summary of current directions.

20. IJB COMMITTEES – UPDATE FROM CHAIR OF FINANCE, AUDIT AND SCRUTINY COMMITTEE

Cllr Jane Morgan informed the IJB of items discussed at the IJB Finance, Audit and Scrutiny Committee on 24 April 2019. This included the approval of a high cost care package; a presentation on Children's Services performance for quarter 3; pharmaceutical care and the Internal Audit Plan for 2019/20.

The papers for the Committee are issued to all members for information.

21. GLASGOW CITY INTEGRATION JOINT BOARD – FUTURE AGENDA ITEMS

The Integration Joint Board noted the future agenda items.

It was agreed that a progress report on item 10, Homelessness Service Savings 2019-20 would be presented to the IJB Finance, Audit and Scrutiny Committee end 2019/early 2020.

Susanne Millar

The Chair closed the meeting by thanking David Williams in his role as Chief Officer of the HSCP and wishing him well for his secondment to the Scottish Government.

The Chair also wished David Walker well on his forthcoming retirement and of his contribution to the HSCP.

22. NEXT MEETING

The next meeting was noted as Wednesday, 26th June 2019 at 9.30am in the Boardroom, Commonwealth House, 32 Albion Street, Glasgow, G1 1LH.

The meeting ended at 12.55pm