

Integration Joint Board

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AUDIT SCOTLAND REPORT INTO HEALTH AND SOCIAL CARE INTEGRATION

Purpose of Report:	To summarise a report produced by Audit Scotland into Health and Social Care Integration in Scotland and present a draft action plan in response to the report's recommendations for approval by the Integration Joint Board.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> • Note this report • Approve the first draft action plan in response to Audit Scotland's recommendations • Remit the action plan to the Finance and Audit Committee for further scrutiny and implementation
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Implications for IJB:

Financial:	Audit Scotland make a number of recommendations in relation to budgeting and financial planning
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Personnel:	None
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Legal:	Audit Scotland's recommendations relate directly to the statutory functions of the Integration Joint Board
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
Equalities:	None
Implications for Glasgow City Council:	The Audit Scotland report contains a number of recommendations which apply to local authorities
Implications for NHS Greater Glasgow & Clyde:	The Audit Scotland report contains a number of recommendations which apply to health boards

1. Purpose

- 1.1 The purpose of this report is to summarise a report produced by Audit Scotland into Health and Social Care Integration in Scotland and present a first draft action plan in response to the report's recommendations for approval by the Integration Joint Board.

2. Audit Scotland Report

- 2.1 In late 2015, Audit Scotland carried out the first of three planned audits of Health and Social Care Integration in Scotland. Findings from the audit were published on 3 December 2015 and the full report is available on Audit Scotland's website at <http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-0>
- 2.2 The report provides a progress report during the transitional year 2015/16. Audit Scotland reviewed progress at this relatively early stage with the intention of providing a picture of the emerging arrangements for setting up, managing and scrutinising Integration Authorities as they became formally established. The report makes a number of recommendations as to areas which in Audit Scotland's consideration need to be addressed to ensure the integration of health and social care is a success.
- 2.3 Future audits into health and social care integration will look at Integration Authorities progress after their first year of being established, and their longer-term impact in shifting resources to preventative services and community-based care and in improving outcomes for the people who use those services. Audit Scotland are currently seeking views from Council Chief Executives on their proposed work programme for 2016-18. Part 2 of the Health and Social Care Integration audit is proposed for 2017/18. There is no indication at this point on the extent to which the Glasgow City Integration Joint Board will be involved in this audit activity.

3. Audit Scotland Recommendations and Draft Integration Joint Board Action Plan

- 3.1 The Audit Scotland report makes 16 recommendations. Of these recommendations:
- Four recommendations are directed to the Scottish Government
 - Seven recommendations are directed to Integration Authorities
 - Five recommendations are directed jointly to Integration Authorities, Councils and Health Boards
- 3.2 Recommendations to the Scottish Government relate to the ability to evidence at a national level that integration of health and social care has been successful in delivering outcomes for individuals, shifting the balance of care, and promoting good leadership and good practice.
- 3.3 Recommendations to Integration Authorities relate to strategic planning, governance, workforce and organisational development, transparency and accountability, locality planning and financial planning.
- 3.4 Recommendations made jointly to Integration Authorities, Councils and Health Boards relate to the relationships between the three bodies, clinical and care governance, finance, scrutiny and information sharing.
- 3.5 The Integration Joint Board should note that, for all recommendations directed to the Board itself or in association with the Council and Health Board, action was already underway in Glasgow in relation to the issues identified by Audit Scotland before publication of the report, in many cases actions are now at an advanced stage or have already been concluded.
- 3.6 A list of all Audit Scotland's recommendations is appended to this report, along with a first draft action plan for the approval of the Integration Joint Board. It is recommended that the action plan is remitted for further scrutiny and implementation to the Finance and Audit Committee.

4. Recommendation

- 4.1 The Integration Joint Board is asked to:
- Note this report
 - Approve the first draft action plan in response to Audit Scotland's recommendations as appended to this report
 - Remit the action plan to the Finance and Audit Committee for further scrutiny and implementation.

Recommendation to	Recommendation	Glasgow City Integration Joint Board Actions	Owner (for IJB)
The Scottish Government	<p>1) work with Integration Authorities to help them develop performance monitoring to ensure that they can clearly demonstrate the impact they make as they develop integrated services.</p>	Continue to engage with Scottish Government in development of format of statutory annual performance report	Chief Officer: Finance and Resources
	<p>2) work with Integration Authorities to resolve tensions between the need for national and local reporting on outcomes so that it is clear what impact the new integration arrangements are having on outcomes and on the wider health and social care system</p>	Continued engagement with Scottish Government, Glasgow City Council and NHS Greater Glasgow and Clyde on reporting frameworks and requirements	Chief Officer: Finance and Resources
	<p>3) monitor and publicly report on national progress on the impact of integration. This includes:</p> <p>(a) measuring progress in moving care from institutional to community settings, reducing local variation in costs and using anticipatory care plans</p> <p>(b) reporting on how resources are being used to improve outcomes and how this has changed over time</p> <p>(c) reporting on expected costs and savings resulting from integration</p>	Consider likely requests for information from Scottish Government in development of local performance frameworks	Chief Officer: Finance and Resources
	<p>(4) continue to provide support to Integration Authorities as they become fully operational, including leadership development and sharing good practice, including sharing the lessons learned from the pilots of GP clusters.</p>	Await further information from Scottish Government	Chief Officer

Recommendation to	Recommendation	Glasgow City Integration Joint Board Actions	Owner (for IJB)
Integration Authorities	<p>5) provide clear and strategic leadership to take forward the integration agenda; this includes:</p> <p>(a) developing and communicating the purpose and vision of the IJB and its intended impact on local people</p> <p>(b) having high standards of conduct and effective governance, and establishing a culture of openness, support and respect</p>	<p>(a) Regularly review Strategic Plan which outlines the purpose and vision of the Integration Joint Board</p> <p>Develop a communications strategy for the Integration Joint Board which allows the IJB to articulate its purpose and vision further.</p> <p>(b) Establish a Code of Conduct in line with national guidance.</p> <p>Clear and transparent governance arrangements established including Schemes of Delegation</p> <p>Continued Organisational Development activity to support further embedding of shared values among all board members</p>	Integration Joint Board Members, Chief Officer
	<p>6) set out clearly how governance arrangements will work in practice, particularly when disagreements arise, to minimise the risk of confusing lines of accountability, potential conflicts of interests and any lack of clarity about who is ultimately responsible for the quality of care and scrutiny. This includes:</p> <p>(a) setting out a clear statement of the respective roles and responsibilities of the IJB (including individual members), NHS board and council, and the IJB's approach towards putting this into practice</p> <p>(b) ensuring that IJB members receive training and development to prepare them for their role, including managing conflicts of interest, understanding the organisational cultures of the NHS and councils and the roles of non-voting members of the IJB</p>	<p>(a) Addressed via Schemes of Delegation and IJB Code of Conduct</p> <p>(b) Significant Organisational Development activity has been ongoing with the IJB during the shadow period and will continue in line with the developing Organisational Development strategy for the Glasgow City HSCP</p>	Chief Officer
	<p>7) ensure that a constructive working relationship exists between IJB members and the chief officer and finance officer and the public. This includes:</p> <p>(a) setting out a schedule of matters reserved for collective decision-making by the IJB, taking account of relevant legislation and ensuring that this is monitored and updated when required.</p> <p>(b) ensuring relationships between the IJB, its partners and the public are clear so each knows what to expect of the other</p>	<p>(a) Regularly review IJB Standing Orders and Schemes of Delegation to Committees and Officers to ensure compatibility with relevant legislation.</p> <p>(b) Develop a Participation and Engagement Strategy and a Communications Strategy in line with legislative requirements and agreements made in the Integration Scheme</p>	Integration Joint Board Members, Chief Officer, Chief Officer: Finance and Resources

Recommendation to	Recommendation	Glasgow City Integration Joint Board Actions	Owner (for IJB)
	<p>8) be rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny, including:</p> <p>(a) developing and maintaining open and effective mechanisms for documenting evidence for decisions</p> <p>(b) putting in place arrangements to safeguard members and employees against conflict of interest and put in place processes to ensure that they continue to operate in practice</p> <p>(c) developing and maintaining an effective audit committee</p> <p>(d) ensuring that effective, transparent and accessible arrangements are in place for dealing with complaints</p> <p>(e) ensuring that an effective risk management system is in place</p>	<p>(a) Routinely publish outcomes of consultation activity, IJB papers, minutes and agendas</p> <p>(b) Addressed via Code of Conduct</p> <p>(c) Committee established by IJB with clear terms of reference</p> <p>(d) Complaints handling approach is in place, subject to further development given pending changes to complaints legislation at a national level</p> <p>(e) Risk management system in place and subject to regular review</p>	Chief Officer: Finance and Resources
Integration Authorities	<p>9) develop strategic plans that do more than set out the local context for the reforms; this includes:</p> <p>(a) how the IJB will contribute to delivering high-quality care in different ways that better meet people's needs and improves outcomes</p> <p>(b) setting out clearly what resources are required, what impact the IJB wants to achieve, and how the Integration Authority will monitor and publicly report their progress</p> <p>(c) developing strategies covering the workforce, risk management, engagement with service users and data sharing, based on overall strategic priorities to allow the Integration Authority to operate successfully in line with the principles set out in the Act and ensure these strategies fit with those in the NHS and councils</p> <p>(d) making clear links between the work of the Integration Authority and the Community Empowerment (Scotland) Act and Children and Young People (Scotland) Act</p>	<p>(a) & (b) Addressed via the Strategic Plan and development of Performance Framework</p> <p>(c) All relevant strategies as required by legislation and the Integration Scheme are in development. Continue to consider the principles of the Act and relevant strategies of parent bodies while developing and later reviewing these strategies</p> <p>(d) Addressed via the Strategic Plan</p>	Chief Officer: Finance and Resources
	<p>10) develop financial plans that clearly show how Integration Authorities will use resources such as money and staff to provide more community-based and preventative services. This includes:</p> <p>(a) developing financial plans for each locality, showing how resources will be matched to local priorities</p> <p>(b) ensuring that the IJB makes the best use of resources, agreeing how Best Value will be measured and making sure that the IJB has the information needed to review value for <u>money and performance effectively</u></p>	<p>(a) Framework and process for locality budgeting and local financial planning in development</p> <p>(b) Performance management arrangements, including monitoring of financial performance and Best Value in development</p>	Chief Officer: Finance and Resources
	<p>11) shift resources, including the workforce, towards a more preventative and community-based approach; it is important that the Integration Authority also has plans that set out how, in practical terms, they will achieve this shift over time.</p>	Addressed via Strategic Plan and Workforce Development Plan (currently in development)	Chief Officer: Finance and Resources

Recommendation to	Recommendation	Glasgow City Integration Joint Board Actions	Owner (for IJB)
Integration Authorities, Councils and NHS Boards	<p>12) recognise and address the practical risks associated with the complex accountability arrangements by developing protocols to ensure that the chair of the IJB, the chief officer and the chief executives of the NHS board and council negotiate their roles in relation to the IJB early on in the relationship and that a shared understanding of the roles and objectives is maintained</p>	<p>Liaise with Council and Health Board in development of governance, accountability and scrutiny arrangements between IJB and the Council and Health Board respectively</p> <p>Ensure that arrangements put in place are practical, compliant with relevant legislation and provide sufficient levels of accountability and assurance to each party</p>	Chief Officer
	<p>13) review clinical and care governance arrangements to ensure a consistent approach for each integrated service and that they are aligned to existing clinical and care governance arrangements in the NHS and councils</p>	<p>Continue to develop and implement clinical and care governance arrangements in line with agreements made within the Integration Scheme, relevant legislation and the requirements of the IJB, Council and Health Board respectively</p>	Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer
	<p>14) urgently agree budgets for the Integration Authority; this is important both for their first year and for the next few years to provide Integration Authorities with the continuity and certainty they need to develop strategic plans; this includes aligning budget-setting arrangements between partners</p>	<p>Continue to engage with Council and Health Board financial planning structures</p>	Chief Officer: Finance and Resources
	<p>15) establish effective scrutiny arrangements to ensure that councillors and NHS non-executives, who are not members of the IJB, are kept fully informed of the impact of integration for people who use local health and care services</p>	<p>Liaise with Council and Health Board in development of governance, accountability and scrutiny arrangements between IJB and the Council and Health Board respectively</p> <p>Co-ordinate regular scrutiny sessions focussing on IJB performance for stakeholders and interested parties beyond the membership of the IJB</p>	Chief Officer
	<p>16) put in place data-sharing agreements to allow them to access the new data provided by ISD Scotland.</p>	<p>Continue to liaise with Council and Health Board to review existing data sharing agreements and and amendments or expansions required</p>	Chief Officer: Finance and Resources