



Item No: 8

Meeting Date: Wednesday 6th February 2019

Glasgow City Integration Joint Board

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HEALTH AND SOCIAL CARE INTEGRATION 2018 – AUDIT SCOTLAND

Purpose of Report:	The purpose of this report is to present a draft Action Plan to meet the key recommendations of the Audit Scotland report 'Health and social care integration, Update on Progress'. This report also provides an update on the national 'review of progress of integration' committed to by the then Cabinet Secretary for Health and Sport in a Parliamentary debate in May 2018 to be taken forward by the Ministerial Strategic Group.
Background/Engagement:	<p>The Audit Scotland report is the second of three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working) (Scotland) Act, 2014. The aim of the audit is to examine the impact public bodies are having as they integrate health and social care services. The full report and accompanying supplements are available at http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress</p> <p>A report was considered at the Finance and Audit Committee on 5 December 2018 to present key findings and recommendations of the report where there was relevance to the Glasgow City Health and Social Care Partnership (GCHSCP) and Glasgow City Integration Joint Board (IJB).</p> <p>In June 2018, the Ministerial Strategic Group agreed that the review of progress would be taken forward via a small "leadership" group of senior officers chaired by Paul Gray (Director General Health and Social Care and Chief Executive of NHS Scotland) and Sally Loudon (Chief Executive of COSLA). The Chief Officer, Glasgow City HSCP has</p>

	represented COs on the group, the voluntary and independent sectors have also been key members.
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Recommendations:	The Integration Joint Board is asked to: a) note the contents of this report; and b) consider and agree the initial draft Action Plan at Appendix 1 whilst acknowledging that it will require further work in light of the 'review of integration' proposals approved by Ministerial Strategic Group.
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Relevance to Integration Joint Board Strategic Plan:

The Health and social care integration 2018 audit report and its recommendations are relevant to the IJB's strategic vision for health and social care services in Glasgow City as outlined in the Strategic Plan, and in particular through designing and delivering services around the needs of individuals, carers and communities and by showing transparency, equity and fairness in the allocation of resources.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The Health and social care integration 2018 audit report and its recommendations directly relate to what Integration Authorities are attempting to achieve through integration and ultimately through the pursuit of quality improvement across health and social care. Therefore all nine National Health and Wellbeing Outcomes are encompassed.
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Personnel:	Audit Scotland makes a recommendation in relation to workforce planning. The most recent workforce plan was presented at the December IJB with a further update to be brought to the IJB in March.
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Carers:	Audit Scotland makes a recommendation to continue to improve how local communities are involved in planning and implementing services that will have a positive impact on engagement with and services delivered for patients, service users, carers and communities.
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Provider Organisations:	None
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Equalities:	No EQIA carried out as this report does not represent a new or revised plan, policy, service or strategy.
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Fairer Scotland Compliance:	Audit Scotland makes recommendations in respect of integrated financial management to provide better outcomes for people requiring support.
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Financial:	Audit Scotland makes recommendations in respect of integrated financial management to provide better outcomes for people requiring support.	
Legal:	Audit Scotland makes a recommendation that relates to local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014.	
Economic Impact:	None	
Sustainability:	Audit Scotland makes a recommendation in relation to strategic planning that refers to the requirement to set out how Integration Authorities intend to progress to sustainable, preventative and community-based services.	
Sustainable Procurement and Article 19:	None	
Risk Implications:	None	
Implications for Glasgow City Council:	Audit Scotland makes a number of recommendations that are relevant to the Council and NHS in the delivery of health and social care services.	
Implications for NHS Greater Glasgow & Clyde:	Audit Scotland makes a number of recommendations that are relevant to the Council and NHS in the delivery of health and social care services.	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Purpose

- 1.1 The purpose of this report is to present a draft Action Plan to meet the key recommendations of the Audit Scotland report 'Health and social care integration, Update on Progress'.

2. Background

- 2.1 This is the second of three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working) (Scotland) Act, 2014. The aim of the audit is to examine the impact public bodies are having as they integrate health and social care services. The full report and accompanying supplements are available at <http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress>

2.2 A report was considered at the [Finance and Audit Committee](#) on 5 December 2018 to present key findings and recommendations of the report where there was relevance to the Glasgow City Health and Social Care Partnership (GCHSCP) and Glasgow City Integration Joint Board (IJB). This report provides an update on how GCHSCP intend to progress the recommendations made in the report.

2.3 In June 2018, the Ministerial Strategic Group agreed that the review of progress would be taken forward via a small “leadership” group of senior officers chaired by Paul Gray (Director General Health and Social Care and Chief Executive of NHS Scotland) and Sally Loudon (Chief Executive of COSLA). The Chief Officer, Glasgow City HSCP has represented COs on the group, the voluntary and independent sectors have also been key members.

3. Audit Scotland Recommendations

3.1 Of the sixteen recommendations made by the audit, nine were directly relevant to GCHSCP:

- **four recommendations are directed to Integration Authorities in partnership with NHS Boards and councils**
 - ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA;
 - monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014;
 - view their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support;
 - continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.

- **five recommendations are directed to Integration Authorities in partnership with the Scottish Government, NHS Boards and councils**
 - support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care;
 - agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen;
 - share learning from successful integration approaches across Scotland;
 - address data and information sharing issues, recognising that in some cases national solutions may be needed;
 - review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.

- 3.2 Following consultation with relevant officers within the HSCP a draft Action Plan has been developed to capture how the nine recommendations are being/will be progressed (see appendix 1).
- 3.3 One of the areas of the Audit Scotland report that did not result in a recommendation for the IJB was in relation to Leadership and the need to ensure there is appropriate leadership capacity in place to support integration. Whilst the recommendation was targeted at the Scottish Government and COSLA this is an area where the IJB could proactively seek to develop.
- 3.4 One possible option is to consider a discrete event for IJB members to consider and understand the leadership role of Board members.
- 3.5 It is proposed that an update is provided to IJB Finance, Audit and Scrutiny Committee in October to review progress of the Action Plan in meeting the recommendations set out.

4. Review of Progress of Integration

- 4.1 The work of the review leadership group followed this timetable:

Meeting date	Topics for discussion
24/09/18	Finance: agreeing, delegating and using integrated budgets
23/10/18	Governance and commissioning arrangements, including clinical and care governance
27/11/18	Delivery and improving outcomes including consideration of the Audit Scotland report on integration (published 15/11/18)
19/12/18	Conclusions and agreement on recommendations, to be reported to the MSG on 23/01/19

- 4.2 Ministerial Strategic Group considered in detail, the final draft paper at its meeting on 23.1.19 as indicated and subject to minor amendments following discussion, it is expected that the final paper will be released in short order. It may be that it will be available to be circulated to IJB members prior to 6th February as an additional appendix, failing this, a verbal update will be provided at the meeting by the Chief Officer.
- 4.3 The report makes a number of progressive and challenging recommendations relating to effective integration, with clear timescales:
- Collaborative leadership and building relationships
 - Integrated finances and financial planning
 - Effective strategic planning for improvement
 - Governance and accountability arrangements
 - Ability and willingness to share information
 - Meaningful and sustained engagement

In other words, it addresses the key areas for further action identified in the Audit Scotland report.

5. Recommendations

5.1 The Integration Joint Board is asked to:

- a) note the contents of this report; and
- b) consider and agree the initial draft Action Plan proposed at Appendix 1 whilst acknowledging that it will require further work in light of the 'review of progress' proposals approved by MSG.



DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	060219-8-a
2	Date direction issued by Integration Joint Board	6 February 2019
3	Date from which direction takes effect	6 February 2019
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Responsibility for progressing the Direction predominantly lies with Business Development, Finance, People and Change and Corporate Services. The activity covered in the Action Plan subject to the direction is relevant to all functions across Glasgow City Health and Social Care Partnership.
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to implement the draft action plan, including any amendments made to it, as it relates to activity within the remit of the IJB/HSCP.
8	Budget allocated by Integration Joint Board to carry out direction	Within existing resources
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	6 February 2020

Audit Scotland Report 2018: Update and Actions for IJB Report (February 2019)

Recommendation	Directed to	Lead	Update (Current activity)	Planned action	Timescale
<p>1-Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>-Sybil C and Christina Heuston (workforce planning) -Fiona Lockhart (IT plans)</p>	<p>The workforce plan was presented at the December IJB and it was confirmed that further work would be completed to ensure that it aligns with the Strategic Plan, includes emerging detail on known workforce changes and covers available detail on the third and voluntary sector workforce. Expectation is that a further update will be brought to the IJB in March</p> <p>Projects to effect transformational change with the HSCP are monitored by the Integration Transformation Board. All projects submitted to the ITB for approval require to satisfy the Board that the project fits within the strategic policy landscape, such as Council, Health Board and Scottish Government policy, as well as the wider Integration Joint Board Transformation Programme. ITB projects are required to report back to the full IJB on request and must report the extent to which the project reflects the Strategic Vision of the IJB and meets the requirements of the National Health and Wellbeing indicators.</p> <p>The Digital Glasgow Strategy sets out our priorities and commitments to developing Glasgow's digital economy and transforming our public services through the use of digital technology. https://www.glasgow.gov.uk/index.aspx?articleid=17711</p> <p>NHSGGC have a digital strategy that sets out how digital technology will help transform our services to</p>	<p>Updated Workforce Plan to be drafted for March IJB</p> <p>Continue to report change plans, including organisational change activity, to the ITB and IJB as required</p> <p>Alignment with the Glasgow City, NHSGG&C and Glasgow City Council's Digital Strategies will be managed via the HSCP ICT and Digital Governance structures and relevant GCC and NHSGG&C structures.</p>	<p>March 2019</p> <p>Ongoing</p> <p>Regular dialogue ongoing, new governance meetings being established Q1 2019.</p>

			<p>provide a truly integrated and modern health and social care service</p> <p>https://www.nhs.uk/about-us/digital-as-usual/digital-strategy-outlook-2018-2022/#</p> <p>GCC Digital Strategy is due for completion in 2019</p>		
<p>2-Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>Duncan Goldie</p>	<p>Best value is about good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.</p> <p>Delivery of Best Value is assessed and reported upon on an ongoing basis through a number of internal and external accountability mechanisms.</p> <p>Internal mechanisms include reporting to and scrutiny by the Integration Joint Board and its Finance, Audit and Scrutiny and Public Engagement Sub-Committees.</p> <p>Externally, Best Value is assessed and reported upon through the annual audits undertaken for all Council and NHS bodies including IJBs; as well as other inspection, assessment and review processes.</p> <p>The 2017/18 Annual Audit Report for Glasgow IJB can be accessed here. This reported upon how the IJB was demonstrating that it was meeting its Best Value duties in areas such as financial position, financial management and governance arrangements (See page 20).</p> <p>Full Best Value Assurance reports are also required by the Accounts Commission on a periodic basis which appointed auditors undertake. Audit Scotland recently produced an Assurance report for Glasgow City Council in August 2018, which the HSCP supported and contributed to.</p>	<p>Delivery of Best Value will continue to be monitored and reported upon internally and externally in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014</p>	<p>Ongoing</p>

<p>3-View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>-Margaret Hogg -Sharon Wearing</p>		<p>A medium term financial outlook is being developed to support integrated financial management and planning within the IJB. This will be aligned to the timeframe covered by the IJB's Strategic Plan and will support delivery of the Strategic Plan.</p>	<p>March 2019</p>
<p>4-Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>-Allison Eccles -Jason Mokrovich</p>	<ul style="list-style-type: none"> • IJB/HSCP has a Participation and Engagement Strategy, which sets out the principles and approach that the HSCP takes to engage with individuals, groups and communities in how it plans and develops services • IJB/HSCP has a Public Engagement Committee that enables Glasgow's citizens and local third and independent sector organisations to have a direct route of engagement and role in the policy development process for integrated health and social care services • a policy around travel and expenses for IJB stakeholder representatives has been developed and implemented to support them in their role • each of the HSCP's localities (North East, North West and South) have developed a Locality Plan to show how the IJB's Strategic Plan is being implemented locally, and the localities plan to respond to local health and social care priorities and needs. They are reviewed annually • each of the HSCP's localities have an active Locality Engagement Forum (LEF)/Network. They involve service users, patients and carers and link with established local forums, groups and networks to 	<ul style="list-style-type: none"> • continue to hold regular IJB Public Engagement Committee meetings, with a number of them held in localities with local presentations/engagement featured on agendas • continue to hold regular Locality Engagement Forum (LEF)/Network meetings and locality/citywide consultation/engagement events as required, with dates and papers published on the HSCP's website. Some planned activity includes: <ul style="list-style-type: none"> ○ Carers Strategy consultation (Jan-March 2019) ○ North West LEF and wider community event – North West Locality Plan 	<ul style="list-style-type: none"> • Ongoing • Ongoing

			<p>shape health and social care services and ensure they reflect the local priorities and needs of communities. LEFs/Networks meet on a regular basis</p> <ul style="list-style-type: none"> • IJB/HSCP has developed and implemented Consultation Good Practice Guidelines to improve the consistency and quality of consultation and engagement activity that it undertakes, particularly to make consultation and engagement opportunities more inclusive and accessible. The guidelines include a range of information on, for example, planning; accessibility and equalities considerations; methods; communication; and publication, dissemination and feedback. Briefing sessions on the guidelines were held with relevant HSCP staff supporting consultation and engagement activity, and they are available on the HSCP's website • webpages have been developed on the HSCP's website to outline how patients, service users, carers and other stakeholders can get involved in the planning and development of health and social care services, including dedicated webpages for the LEFs/Networks and periodic consultation and engagement opportunities. Dates and papers for the LEFs/Networks are available on the website. Consultation and engagement opportunities are also featured in the HSCP's regular public newsletter • an engagement and communications strategy and plan for the draft Strategic Plan 2019-22 was developed and has been implemented to inform the development of the Strategic Plan 2019-22, which has included a range of consultation/engagement and communications activity, for example: on-line survey; consultation events (Strategic Planning Forum, Children's Services, Adult Services, Older People's Services, Primary Care and Housing); and print, electronic, web and social media communications channels. An on-line survey for each of the events was also developed and implemented to get feedback 	<p>engagement (Feb 2019)</p> <ul style="list-style-type: none"> ○ Citywide and wider community event – Recovery Communities and Mental Health Service Users – engagement sessions (Feb-March 2019) ○ North West LEF and wider community engagement event – Disability and Doing It for Ourselves (March-April 2019) ○ North West (NW) LEF Meeting – Addiction (Young and Older People) (April 2019) ○ Woodside Health and Care Centre – engagement re' opening of new centre – regular newsletters, community group briefings and open events (April-July/August 2019) ○ Citywide Service User/Carers and Providers engagement 	
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			<p>on them to highlight areas of good practice and where improvements can be made</p> <ul style="list-style-type: none"> • a community engagement strategy for the Older People's Transformational Change Programme has been developed, to raise awareness about the programme; explain why it is necessary and the vision for Older People's services in Glasgow; provide opportunities for stakeholders to contribute to the planning, design and delivery of the programme; and ensure compliance with the IJB's consultation guidelines • IJB/HSCP has continued to make available consultation and engagement opportunities for a range of stakeholders. More recent examples include: <ul style="list-style-type: none"> ○ IJB draft Strategic Plan 2019-22 (as above) ○ Review of Overnight Care Support Engagement, each for providers and service users/carers (Sept 2018) ○ Closing the Gap Mental Health Network Engagement Events for Service Users and Carers – in Partnership with all HSCPs in NHSGGC area (Oct 2018) ○ Community Diabetes Specialist Nurse – Patient Engagement Questionnaire – test questionnaire completed by end of Jan 2019 ○ North West LEF and Wider Community event – focus Older People – new Neighbourhood Teams, Anticipatory Care Planning, Being Safe at Home, Hospital Discharge and Community Support Services, Isolation and Frailty (January 2019) ○ South Locality programme of outreach sessions on a range of HSCP issues with various stakeholder groups including EKTA Sikh Older People's Forum, PlatForum Mental Health Service User Forum, SE Glasgow Integration Network, SW Glasgow Voices Voluntary Sector Network and Pollokshaws Area Network 	<p>session – Update on Review of Overnight Care Support (April-May 2019)</p> <ul style="list-style-type: none"> ○ NW LEF Meeting – Carers Services (May 2019) ○ NW LEF Meeting – Update on Mental Health Plan and Young People Access to Mental Health Services (June 2019) ○ NW LEF and wider community engagement event – Primary Care (August 2019) ○ NW LEF Meeting – Children and Families and Young People with Disabilities – Transition into Adult Services (Sept 2019) ○ NW LEF meeting – Sexual Health Services (Oct 2019) ○ South Locality engagement activity for opening of New Gorbals Health and Care Centre in Jan 2019 – 	
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			<ul style="list-style-type: none"> ○ Public Event – Five Year Strategy for Mental Health Services (Feb 2018) ○ Public Event – Transformational Change Programmes (June 2018) ○ Information sessions (3) on the ‘Know Who To Turn To’ campaign with community organisations and groups ○ Supporting the involvement of carers in the co-production of a service improvement plan for Balmore Specialist Dementia Unit (national pilot) ○ Supporting the involvement of local people and communities in the new Gorbals Health and Care Centre via formal representation on the Board and other sub groups, regular engagement with community councils, resident and other stakeholder groups ○ Production of information guide for service users on the (now completed) 2019 Framework Agreement tender process ○ Six pop-up events held in North East health centres along with events held in Eastbank and Templeton promoting HSCP services outwith a hospital setting (July 2019) ○ North East Locality Engagement Forum meeting (August and October 2018) ○ North East Locality Engagement Forum Members Training session (Oct 2018) ○ Information session on Social Fund at DWP offices Shettleston (August 2018) ○ East Addictions Forum consultation on Strategic and Local plan (August 2018) ○ Four public meetings and engagement on proposals for the location site of North East Hub (September 2018) ○ North East Hub Design Group (Nov 2018) ○ Equalities Engagement event Quarries Govan (Dec 2018) ○ North East Locality Engagement Forum Mental Health Strategy session (Dec 2018) 	<p>public meetings, newsletters, social media and local press articles, public tours of the new centre and on-going engagement with elected members, community councils and community stakeholders</p> <ul style="list-style-type: none"> ○ South Locality Plan engagement event (Feb 2019) ○ programme of South Locality outreach sessions on various HSCP services, agreed in partnership with community stakeholders – four sessions (March – Sept 2019) ○ South Locality to host public event on Older People Transformational Change Programme (May 2019) ○ South Locality will support the participation of carers in the formal Scottish 	
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			<ul style="list-style-type: none"> • HSCP working jointing with Who Cares Scotland secured funding for three years from Life Changes Trust in November 2017 to develop and implement a young people’s champions board for care experienced young people (People Achieving Change) to share their views on care experience and to implement changes as a result of their views. PAC Board is held once a month and consists of young people from a variety of care experienced backgrounds. PAC participation groups are held three times per month which feed into the PAC Board. There are also 1-2-1s with care experienced young people who feel they are not developmentally ready to participate within the PAC Group/Board 	<p>Government evaluation of Specialist Dementia Unit Pilot (March-May 2019)</p> <ul style="list-style-type: none"> ○ North East LEF Meetings – monthly (January-June 2019) ○ based on review of their 2018 engagement activity, North East LEF decided to develop closer links to local housing associations. Articles to be submitted on health and social care services through housing news letters (Jan - July 2019) ○ North East Hub public consultation meeting at Reidvale Centre (Jan 2019) ○ Within North East, continue throughout 2019 to support and develop community reps from different groups involving them in the 	
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				<p>Primary Care GPs Contract, Moving Forward Together, Primary Care Plans and Out of Hours Emergency Services</p> <ul style="list-style-type: none"> ○ comprehensive stakeholder engagement plan in preparation for NE Hub <ul style="list-style-type: none"> • continue to develop webpages on the HSCP's website for consultation and engagement opportunities as required, and raise awareness of opportunities through HSCP and other (parent and partner organisations) communications and engagement channels (for example, LEFs/Networks, HSCP newsletter, email and social media) • analyse feedback from consultation and engagement on the draft Strategic Plan 2019 – 22, including the on-line survey, consultation events and consultation events feedback. To be reported to the IJB as 	<ul style="list-style-type: none"> • Ongoing • March 2019
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				part of the report on the draft Strategic Plan 2019-22	
5-Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care	IAs in partnership with the Scottish Government , NHS Boards and councils	-Margaret Hogg -Sharon Wearing		A medium term financial outlook is being developed to support integrated financial management and planning within the IJB. This will be aligned to the timeframe covered by the IJB's Strategic Plan and will support delivery of the Strategic Plan.	March 2019
6-Agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its	IAs in partnership with the Scottish Government , NHS Boards and councils	David Williams	The Integration Scheme between GCC and NHSGG&C contains, at section 16, a Dispute Resolution Mechanism to support resolution of any relevant disagreements. Where no resolution can be achieved following implementation of the Dispute Resolution Mechanism the Chief Executives of GCC and NHSGG&C are required to jointly notify Scottish Ministers that agreement cannot be reached and resolve to be bound by the determination of the Ministers.	Continue to use the prescribed process for dispute resolution where required	Ongoing

<p>underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen</p>					
<p>7-Share learning from successful integration approaches across Scotland</p>	<p>IAs in partnership with the Scottish Government , NHS Boards and councils</p>	<p>-David Williams -Suzanne Ferguson</p>	<p>In December 2018, the Chief Officers Group launched Health and Social Care Scotland (HSCS). HSCS is a national collaboration for those who lead change within Health and Social Care Partnerships and will provide opportunity to network, work collectively and share learning. The inaugural conference brought together 200 delegates from across health and social care in Scotland and was a celebration of integrated partnership working to date. A website and twitter page has been launched and a quarterly newsletter will be published. https://hscscotland.scot/ Twitter @HSCScotland</p>	<p>Conference to be held on an annual basis.</p>	<p>Ongoing</p>
<p>8-Address data and information sharing issues, recognising that in some cases national solutions may be needed</p>	<p>IAs in partnership with the Scottish Government , NHS Boards and councils</p>	<p>Fiona Lockhart</p>	<p>Revised Information Sharing agreement being finalised.</p> <p>A project to develop a Portal to allow health and social care staff to share data securely is being progressed, with the project scope currently being agreed.</p>	<p>Information Sharing Agreement Q1 2019</p> <p>Portal project implementation expected summer 2019 onwards</p>	<p>Q1 2019</p>

<p>9-Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly</p>	<p>IAs in partnership with the Scottish Government , NHS Boards and councils</p>	<p>Duncan Goldie</p>	<p>Routine performance management arrangements are in place within the Partnership, with quarterly operational performance reports produced for scrutiny by HSCP management teams, the Integration Joint Board and its Finance and Audit sub-committee.</p> <p>Annual Performance Reports are also produced in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. These reflect upon performance against agreed local and national performance indicators and in delivering the commitments set out within the Integration Joint Board's (IJB) Strategic Plan.</p> <p>In addition, the health improvement team, in partnership with the wider public health intelligence community, also undertakes periodic population surveys, analyses and tailored needs assessments, in order to compare population health and well-being trends and inform future planning.</p> <p>There are, therefore, a range of mechanisms in place to scrutinise performance within the Partnership, which enables areas for improvement to be identified and actions taken forward and monitored on an ongoing basis</p>	<p>Performance arrangements will continue to be implemented and existing data and intelligence sets kept under ongoing review by services across the Partnership.</p>	<p>Ongoing</p>
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