



Item No: 13

Meeting Date: Wednesday 29th January 2020

Glasgow City Integration Joint Board

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IJB DEVELOPMENT

Purpose of Report:	This paper seeks to describe the ways in which future development sessions could enhance and support the IJB role.
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Background/Engagement:	<p>Since the inception of the Shadow IJB in 2015 the HSCP has supported a range of development sessions for the IJB. These were designed to:</p> <ul style="list-style-type: none">• Explore the role and function of voting and non-voting members• Develop an understanding of the purpose of the IJB• Ensure the governance roles and responsibilities were clear and understood• Continue to support members to explore the services delivered through the HSCP and with partners• Make time to explore some of the challenging issues presented to the IJB in more detail and time than a formal meeting would allow. <p>Some sessions have been more discursive than others but feedback has generally been positive around content and the experience although members would always prefer more time to discuss the issues.</p> <p>These sessions are run between 4 and 6 times a year.</p>
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none">a) note the feedback provided within the report; andb) agree the approach to future development activity and connect this to the formal meetings.
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Relevance to Integration Joint Board Strategic Plan:

Supports the leadership elements of the plan and OD Strategy.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	This supports the IJB to consider all 9 outcomes as part of its activity.
Personnel:	None
Carers:	None
Provider Organisations:	None
Equalities:	None
Fairer Scotland Compliance:	None
Financial:	None
Legal:	None
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	None

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Implications for NHS Greater Glasgow & Clyde:	None
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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 This paper seeks to describe the ways in which future development sessions could enhance and support the IJB role.
- 1.2 Following discussion at a short life working group which was established to reflect on what was working well about current IJB development sessions and to look at the future direction of these sessions, it was agreed that a short paper would be presented to the IJB.
- 1.3 It was the view of the group that Glasgow City Integration Joint Board would like to progress its role purpose and relationships so that it can add value to its current excellent record of support to the whole scale change to health and social care services being designed, developed and delivered through the Health and Social Care Partnership (HSCP).
- 1.4 This involves activity to refresh the style and approach of the formal meetings with an emphasis on keeping an interest and curiosity about subjects presented in order to best support the work of the HSCP. It would also refresh the way that the support and development sessions can enhance member's skills to seek to understand the complexity of the challenges being faced and to be able to add further dimensions which assist in the development of thinking and learning about the change required.

2. Background

- 2.1 Since the inception of the Shadow IJB in 2015 the HSCP has supported a range of development sessions for the IJB. These were designed to:
 - Explore the role and function of voting and non-voting members
 - Develop an understanding to the purpose of the IJB
 - Ensure the governance roles and responsibilities were clear and understood;
 - Continue to support members to explore the services delivered through the HSCP and with partners
 - Make time to explore some of the challenging issues presented to the IJB in more detail and time than a formal meeting would allow.
- 2.2 Some sessions have been more discursive than others but feedback has generally been positive around content and the experience although members would always prefer more time to discuss the issues.
- 2.3 These sessions are run between 4 and 6 times a year.

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3. Feedback from Recent Development Session

- 3.1 After the August 2019 IJB development session, which reviewed members' experience of the IJB, participants were polled and of those who responded there was a positive response to the usefulness of the session and the ability to contribute to it.
- 3.2 **Strengths and assets** – members are from diverse backgrounds who are prepared to work together beyond party politics with a high degree of trust in the HSCP staff to manage and support the process as well as an ability to contribute to a creative but challenging agenda.
- 3.3 **Less Well** – the size and complexity of the agenda and how it is managed in a meeting is seen as an opportunity for improvement. There are levels of frustration with the ability to really influence change in a corporate body as well as the tensions that are arising from the partnership arrangement for integration. In terms of frustration with the group itself there are regularly changing memberships which means it's not easy to get to know each other well enough to really make the relationships work.
- 3.4 **What might we change?**
- Relationships with NHS Greater Glasgow & Clyde, Glasgow City Council and the Scottish Government to enable better integrated working as well as better working with a number of other stakeholders such as Community Planning partners
 - Written information and how best to make sense of reports (a range of suggestions made)
 - More interaction between members and to shape meetings to facilitate networking as well as a broader stakeholder group to ensure understanding of all the issues
 - Check the group represents all communities from the population; are we as Equality focused as we think?

4. Qualitative Summary of the feedback

- 4.1 Feedback was collected from IJB members around their experience of the development activity and there was agreement that the group were interested in working and learning together to enhance their role as a board:
- They value the time to come together and think but feel that they still do not have space to get to know each other as individuals
 - There is a strong commitment to the work of the Board and a sense of shared values although an agreed set of ground rules for discussions would be helpful
 - Difficult decisions are made by the group which is a strength but it would be helpful to have the opportunity to meet more staff and other stakeholders who are directly affected by service change in order to more fully understand the implications of what is planned
 - The positive feedback about the way meetings are chaired and structured is marked by a frustration at the size, scope and range of detail in the agenda

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- The development sessions are an opportunity to develop thinking about the bigger picture and to practice the skills of dialogue in a way that will support the conversation in the formal meeting.

5. Conclusions

- 5.1 Ongoing development is seen as being necessary with a requirement for a mix of informative elements and a space for discussion and reflection. Members are keen to get to know more about the services that are delivered through the Health and Social Care Partnership and would welcome some organised visits, particularly if the visits were part of ongoing activity and therefore not disruptive to services.
- 5.2 There are a number of views around the role of the IJB in shaping the bigger picture with time out to consider the future shape of things though an informed and agreed vision for the next 15 years and focusing on the outcomes that could be achieved. This would also look at the strategies required to deliver future options. The IJB has a role in providing oversight and control of the activities of the HSCP and this formal expectation can be developed in a number of ways. If we recognise the need for organisational change in structure and style in order to work differently with and for the citizens of Glasgow this must also apply to the ways of working for the IJB.
- 5.3 This paper seeks to describe the ways in which future development sessions could enhance and support the IJB role, including:
- Planning future sessions to mirror and amplify planned content of formal meetings
 - Taking a learning approach and inviting a broader group of stakeholders to engage in thinking together with the IJB and to share their own perspectives
 - This learning would take the form of a dialogue where the intention is to stand in others shoes and enquire to further understand the opportunities and challenges they face. This is intended to broaden understanding and cannot possibly include all stakeholders and partners but the aim would be to have better conversations but would not be about promoting and espousing the priorities and cause of the stakeholders
 - Taking time to explore and agree where we want things to be in the years to come
 - Agreeing a set of behaviours and principles for ongoing structure of the work together, to which all can hold each other to account.
- 5.4 Draft format and standard agenda
- The content of development sessions will be agreed by the pre agenda group and through discussion at formal and informal meetings recognising items already identified (see appendix 1). This should be relevant to the whole system change agenda and include the devising of questions to be explored through the group for further learning and to be able to advise on future action.
- 5.5 Amongst the subjects for development sessions would be one annual reflection session on performance, behaviours and learning of the group. These sessions would be facilitated and chaired as required but this is not considered essential. A further session would include agreement to assess the operating principles that describe how members will be with each other, acceptable behaviours, what will

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happen when there is conflict and how members plan to hold each other to account. A proposed standard agenda would include:

- Introductions and welcome
- Feedback from last session
- Agree outcomes for the session
- Learning experience followed by discussion
- Check group needs met

- 5.6 It is recommended that this approach is applied to a range of areas for discussion which would be defined by the formal agenda. The request for additional areas is listed in appendix 1 and we can look to cover this over the year as part of the overarching approach.
- 5.7 Dates for 6 sessions have already been identified but formats and venues have still to be agreed.
- 5.8 Finally the evaluation of each session will form part of the connecting together at the next session as part of the planned learning approach.

6. Recommendations

- 6.1 The Integration Joint Board is asked to:
- a) note the feedback provided within the report; and
 - b) agree the approach to future development activity and connect this to the formal meeting.

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Appendix 1

Suggested Areas for Development Sessions (from comments received)

- Session on outcomes; unscheduled care
- Help board members to get whole systems knowledge – visits
- Have IJB members go with officers on visits
- Hot topics
- Opportunity to discuss in detail key issues
- Concerns about attendance at development sessions
- Different venues but easy to access – e.g. Health and Care Centres
- Involve local staff/services if we have sessions in local centres
- Input from wider groups/service users – diversity
- Mix of IJB structural stuff and themes/topics (complex issues)
- Use this time to get to know each other
- More interaction round tables (timetabled and organised)
- Focus on tasks (through which discussion about themes, priorities etc. will emerge) would be more useful.
- Longer term horizon scanning and also looking at strategic direction and strategic options.
- Look at the health and social care environment at both a single issue (e.g. addictions, learning disability) and at a macro (wider society, collaboration, service-users, families / carers, voluntary sector) level.
- Housing First.
- Focus on how engagement is going and getting more service user involvement. How do we get more service user input?
- Community engagement and engaging with the communities.
- 'Creating the Future': Beginning a process of jointly establishing an agreed Vision of what the future for health & social care services should ideally look like in 10 - 15 years' time - with financially scaled prioritised options that would provide necessary flexibility to take into account the actual financial (and other) resources levels that are available over that period; what role other parties outside of health & social care should play in subscribing to, supporting and promoting that Vision.
- 'Starting with the Ends in Mind': Shifting the IJB's energies and decision-making to be more focused on desired Outcomes and connecting those decisions to verifiable evidence of the extent to which those Outcomes have been achieved.
- Best Value: The IJB has a statutory responsibility to deliver Best Value. We should examine the ways in which we can assure ourselves that Best Value is being achieved by the range of services that are provided directly by the HSCP or on its behalf by external parties.

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