

## **Health and Social Care Integration**

### **Summary and Recommendations**

At the last meeting, the COSLA Health and Social Care Board considered a paper on the review of progress under integration announced by the then Cabinet Secretary for Health and Sport. This paper provides a summary of progress since that meeting and asks the Board to endorse a proposed way in which the work will be taken forward.

The review of progress will report to the COSLA Spokesperson and the Cabinet Secretary through the Ministerial Strategic Group (MSG) and findings will be shared with the Scottish Parliament and COSLA members.

This paper also provides the opportunity for the Board to discuss any key messages they would like the COSLA Spokesperson to convey to the Cabinet Secretary at a formal meeting on 29<sup>th</sup> August and to receive an update from the IJB Chairs and Vice Chairs Executive Group Chair.

This paper invites the Board to:

- i. Endorse the proposed remit and activity of the Integration Review National Leadership Group;
- ii. Consider any key messages for the Spokesperson to convey to the new Cabinet Secretary at their meeting on 29<sup>th</sup> August; and
- iii. Note the update from the IJB Chairs and Vice Chairs Executive Group Chair, Peter Murray and the Group's Terms of Reference.

### **References**

Previous reports on Integration:

- 1 June 2018 – HSC Board paper on Review of Progress under integration

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**August 2018**



## **Health and Social Care Integration**

### **Purpose**

1. At the last meeting, the COSLA Health and Social Care Board considered a paper on the review of progress under integration announced by the then Cabinet Secretary for Health and Sport. This paper provides a summary of progress since that meeting and asks the Board to endorse a proposed way in which the work will be taken forward.

### **Current COSLA Position**

2. The review of progress under integration announced this summer by the former Cabinet Secretary Ms Robison MSP presents a number of opportunities and risks to the health and social care integration. Its announcement was timely in that 2018 will also see the publication of Audit Scotland's phase two review of integration; it also provides an opportunity to bring coherence to various ongoing strands of improvement work surrounding integration. With this landscape in mind, COSLA welcomed the Scottish Government's commitment that the review of progress would report to both COSLA and Scottish Ministers through MSG. Findings will be shared with the Scottish Parliament and COSLA.
3. At the meeting on 1 June, the COSLA Health and Social Care Board agreed that the review of progress should look to incorporate or align with existing initiatives and that the work undertaken should ultimately seek to support local reporting and transparency and improve communities' understanding of the impact on outcomes being made by Integration Authorities.
4. The Board also agreed that the review of progress should not seek to bring into doubt the underlying principles of integration. Rather, this should be an exercise in improving how health and social care integration can be improved and identifying activities to ensure integration is successful. This approach would also avoid any revision or dilution of the legislation but may seek to clarify role and responsibilities between local, regional and national levels.
5. COSLA sees this as an opportunity to create a meaningful space for some emerging questions about integration to be addressed at a senior level. These would include cultural inertia or resistance, issues around budget management and accountability and failure to delegate the prescribed functions of unscheduled hospital care from the NHS to Integration Joint Boards.

### **Integration Review Leadership Group and National Reference Group**

6. From regular meetings between the COSLA Chief Executive (Sally Loudon) and the Scottish Government's Director General for Health (Paul Gray), it was agreed that a small reference group of senior officers would be mandated to carry out the review (the 'Integration Review Leadership Group'). This group will comprise membership from SOLACE, NHS CEOs, IJB COs, Scottish Government and

COSLA and report to MSG using a wider group of senior officers, elected members and NHS Board members already convened by Sally Loudon and Paul Gray as a reference group (the National Reference Group).

7. In addition, the group has sought a 'critical friend' to offer independent challenge and advice to the review and it is currently proposed that this input is provided by the King's Fund. The King's Fund were recently commissioned to publish a report<sup>1</sup> setting out how the chief officers of the integration authorities have developed their role in the Scottish health and social care system. The report concludes by making recommendations to strengthen and further embed their roles.
8. The review comprises a range of work described below, which the Integration Review Leadership Group will oversee:
  - Recommendations from the Integrated Finance Development Group on improving processes for integrated budgets. This group is chaired by the Director for Health Finance and its members are drawn from the NHS, local government, Integration Authorities, Audit Scotland, CIPFA and the Scottish Government.
  - Development of statutory guidance on the use of directions by IJBs.
  - Development work underway with Chairs, Vice Chairs, Chief Officers and Chief Finance Officers of Integration Joint Boards to ensure they are fully implementing their statutory duties under integration.
  - Evidence from the recently published King's Fund report on progress with integration.
  - Evidence from the upcoming Audit Scotland review of integration (for publication in November).
  - Ongoing work with the third and independent sectors to assure their full engagement with integration.
  - Evidence of progress against the Delivery Plan commitments as presented on a quarterly basis to the MSG.
  - Evidence from officials' routine and regular meetings with senior officials from each partnership – the Chief Executives of the Health Board and Local Authority and the Chief Officer of the Integration Joint Board – to discuss progress.
9. Work of the Integration Review Leadership Group will conclude in January 2019 and a proposed membership and a timetable of key meetings and events associated with the review is attached at Appendix 1.

### **IJB Chairs and Vice Chairs Group**

10. The Board will be aware that IJB Chairs and Vice Chairs have established an Executive Group at a national level, the Chair of which sits on the COSLA Health and Social Care Board (Peter Murray). This Group has been developing a terms of reference to articulate its remit, membership and its place in relation to other parts of the system. See Appendix 2.
11. The Chair is invited to give a brief overview of the work of the Executive Group to date.

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<sup>1</sup> <https://www.kingsfund.org.uk/publications/leading-across-health-and-social-care-scotland>

### **Proposed COSLA Position**

12. The COSLA Health and Social Care Board is invited to endorse the proposed membership, remit and governance for the Integration Review Leadership Group set out above. The Board may also wish to consider any key messages they would like the COSLA Spokesperson to convey to the Cabinet Secretary for Health and Sport at a formal meeting on 29<sup>th</sup> August.

### **Next Steps**

13. Regular reports will be brought to the Board on the review of progress under integration and, as appropriate COSLA officers will seek the Board's agreement to any response COSLA may make to its recommendations.

**August 2018**

## Appendix 1

### Membership

Paul Gray (Co-Chair)	DG Health & Social Care and Chief Executive NHS Scotland
Sally Loudon (Co- Chair)	Chief Executive COSLA
Jeff Ace	Chief Executive NHS Dumfries & Galloway (Chair of NHS Boards Chief Executives Group)
Andrew Kerr	SOLACE / Chief Executive Edinburgh City Council /
David Williams	Chief Officer, Glasgow City Health and Social Care Partnership (Chair of Chief Officers Network)
Alison Taylor	Head of Integration Division
John Wood	Chief Officer Health and Social Care, COSLA

### Timetable of key meetings

<b>Meeting</b>	<b>When</b>
Finance Development Group	10 July
Integration Review Leadership Group	21 August
Health & Sport Committee Budget Enquiry – report to be published	Early autumn
Finance Leadership Event	September date to be agreed
Scottish Care – discussion with independent sector providers	September date to be agreed
Third Sector Health & Social Care Collaborative – discussion with third sector providers	6 September
Reference group (“large group”) meeting	Suggested date of 24 September
Ministerial Strategic Group for Health and Community Care	26 September
Housing and Health and Social Care Integration – discussion on read-across beyond integration	28 September
Audit Scotland review published	November
Integration Review Leadership Group	November date to be agreed
Reference group (“large group”) meeting	Suggested date of 3 December
Ministerial Strategic Group for Health and Community Care	5 December

**Integration Authority Chairs and Vice Chairs Executive Group**  
**Terms of Reference**

**Membership**

The group will be named the **Chairs and Vice Chairs Executive Group**.

All Chairs or Vice Chairs of Integration Joint Boards (or equivalents in the lead agency model) will be eligible to put their name forward for the Executive Group.

The group will consist of a maximum of ten members. That is a Chairperson, a Vice Chairperson and eight additional members from the Chairs and Vice Chairs cohort with an equal split of Local Authority Councillors and NHS Non-Executives and including a representative from a rural/urban area.

Chair and Vice Chairs who are interested in joining the Executive Group should put their name forward by emailing: [Alison.Beckett@gov.scot](mailto:Alison.Beckett@gov.scot).

If more than ten Chairs and Vice Chairs volunteer, we will take in to account the criteria listed in the paragraph above and then if necessary, put it to a vote with each Chair and Vice Chair receiving one vote.

Once the group is established, the Chairperson and Vice chairperson of the Executive Group will be nominated by the Executive Group members.

All the positions will be held for one year but holders will be eligible for re-appointment to the Executive Group.

Members of the Executive Group will give a commitment to actively participate in the group and share information with the wider Chairs and Vice Chairs network accordingly, with secretariat support provided from the Scottish Government.

**Remit of the Chairs and Vice Chairs Executive Group**

The group will:

- Liaise with the Chairs and Vice Chairs cohort to obtain wider input and feedback as appropriate;
- Represent the views of IA chairs and vice chairs at national meetings and events, influencing and shaping the Health and Social Care agenda;
- Share feedback and learning across the Chair and Vice chair network;
- Develop a national overview of local issues and activities from a Chair and Vice Chair perspective;
- Fulfil an important advisory role, providing advice based on experiences to help support development of the Chairs and Vice Chairs cohort;
- Raise and discuss support needs with the Scottish Government and COSLA;
- Seek and agree Chair/Vice Chair national representation from the Executive Group, for example, representation at the Ministerial Strategic Group;
- Provide input into the design and content of future Chair and Vice Chair events and workshops.

The Executive Group will have such additional powers and responsibilities as delegated by the Chairs and Vice Chairs network.

**Support**

A secretariat role will be provided by the Scottish Government to support the Executive Group. The secretariat will act as a conduit between the Executive Group and the wider Chair and Vice Chair cohort to share information, feedback and gather views on behalf of the Executive Group.

**Meetings**

Members of Chair and Vice Chair Executive Group will meet as deemed necessary but not less than quarterly with video and tele-conferencing facilities available and correspond via email on specific issues as required.

In addition, an Annual General Meeting will be held in January each year to review the membership and appoint the Chairperson and Vice Chairperson.

**Further Information**

If it would be helpful to discuss in more detail, please contact Alison Beckett

[Alison.Beckett@gov.scot](mailto:Alison.Beckett@gov.scot)