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Health and Social Care Integration: Review of Progress

Summary and Recommendations

Implementation of the Review of Progress Under Integration continues to be driven forward by the Integration Review Leadership Group, co-chaired by COSLA and the Scottish Government with the Ministerial Strategic Group providing oversight. This paper updates Members on recent work undertaken, offering the opportunity to provide comment on progress against the proposals and guide the future direction of this substantial programme of work.

The Board are invited, in particular, to consider an update on the Draft Framework for Community Health and Social Care Integrated Services and on the Cabinet Secretary's request in July for further information to be sought from Integration Joint Boards.

This paper invites members to:

- i. Consider the update on the Review of Progress Under Integration Authorities;
- ii. Note and discuss the update in relation to the Draft Framework for Community Health and Social Care Integrated Services; and
- iii. Agree that the Draft Framework, along with other significant outputs from the Review, should be endorsed by COSLA elected members.

References

Previous reports:

- Health and Social Care Board, Item 11, May 2019
- Health and Social Care Board, Item 05, March 2019
- Health and Social Care Board, Item 06, February 2019

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Purpose

1. Implementation of the [Review of Progress](#) continues to be driven forward by the Integration Review Leadership Group, co-chaired by COSLA and the Scottish Government with the Ministerial Strategic Group (MSG) providing oversight. This paper updates Members on recent work undertaken, offering the opportunity to provide comment on progress against the proposals and to guide the future direction of the substantial programme of work.

Current COSLA Position

2. The previous report to the COSLA Health and Social Care Board provided a status update on sections 4 to 6 of the Review. This paper focuses on areas where progress has been made since the Board were last updated. There is no substantial update in relation to Section 4: Governance and accountability arrangements but a report will be taken to update members at a future meeting.

Overview of progress

3. The summary below focuses on progress made under each section from a national perspective. Over the summer months, progress has been made at a local level in each health and social care partnership and the Leadership Group has been able to provide assurance to MSG on this progress through the self-assessment returns. These provided a welcome indication that each partnership area has considered its position vis-à-vis each of the proposals.
4. Members will wish to be aware, too, that the Scottish Government, following a request by the Cabinet Secretary, issued a request for further information outlining 'action plans' from local partnerships. Given this further request was not an approach that COSLA endorsed, a verbal update will be provided to the Health and Social Care Board.

Section 1: Collaborative leadership and building relationships

5. Project Lift, launched last June, is an ambitious whole-system approach aiming to transform Health and Care in Scotland through enhancing leadership capacity. It aims to support 'people development' opportunities tailored to their individual needs and to support the evolution of leadership communities.
6. To support strong governance, a Talent Management Board has been established with responsibility of overseeing national implementation of Project Lift – COSLA is a member. There is work being done for Project Lift to become more integrated, as part of this, a pilot is commencing with Scottish Social Services Council (SSSC) which aims to widen the scope of Project Lift to include social care.

Section 2: Integrated finances and financial planning

7. There were 6 proposals relating to integrated finances and financial planning in the Review. The self-assessments from each partnership have indicated that most of the proposals are either well established or partly established by the majority of Integration Authorities. The agreement of delegated budgets in a timeous manner and implementation of delegated hospital budgets were specific areas where significant progress was still needed.
8. It is expected that Integration Authorities will highlight the progress that has been made with local financial arrangements as part of the commentary in their 2018-19 Annual Accounts.
9. Partnerships are at different stages of implementing delegated hospital budgets and 'set aside' requirements. A group is being established to consider the Integration Authority approach to reserves and it is expected this group will also consider the practical support which could assist implementation of delegated hospital budgets. A COSLA and Scottish Government working group which will have representation from NHS, Directors of Finance and Chief Finance Officers will continue detailed work in relation to Integration Authority reserves.

Section 3: Effective strategic planning for improvement

10. Scottish Government and COSLA officers met with the Care Inspectorate, Healthcare Improvement Scotland, the Improvement Service and National Services Scotland in early July and in early August to jointly consider both scrutiny and improvement. A new joint strategic inspection regime proposed by the Care Inspectorate and Healthcare Improvement Scotland with an enhanced focus on outcomes was discussed and proposals are under development. On improvement, it is COSLA's view that there is substantial further work and further investment in the improvement 'offer' to IJBs required. We continue to seek ways in which good practice can be shared and spread between IJBs and welcome the appointment of a new Director within Scottish Government to pursue this.

Section 5: Ability and Willingness to share information

11. In relation to IJB annual performance reports being benchmarked by Chief Officers to allow them to better understand their local performance data, substantial work has taken place with Chief Officers and senior managers responsible for strategic commissioning and performance. There are some concerns around the delay of certain data for annual performance reports, however the delivery of this proposal is still achievable within the timescale.

5.3 Draft Framework for Community Health and Social Care Integrated Services

12. Members received an update at the development session in August 2019 from David Rowland who has been seconded into the Integration Team in Scottish Government to lead on the development of a framework for community-based health and social care integrated services. The framework has been developed to promote and share good practice amongst local areas with the intention of improving outcomes for people who need care and support.

13. Extensive engagement has been carried throughout the sector to allow input into the development of the framework. The draft framework should be seen as a means of supporting the delivery of an integrated, co-produced approach to assessment, care and support to deliver on the strategic and policy context that Integration Authorities already operate within.

Section 6: Meaningful and sustained engagement

14. Work is underway to develop new statutory guidance for community engagement and participation. A working group of key representative bodies and national agencies has been established, which is co-chaired by COSLA and the Scottish Government. Substantial progress has been made in scoping the guidance and what it needs to cover, however, this work has been recently delayed by the publication of a review of consultation undertaken on Monklands Hospital. The implications of this review are currently being considered, as such it has been suggested that the new timescale for this work is February 2020.

Proposed COSLA Position

15. The Health and Social Care Board are invited to note the above update and provide any comments on any of the areas progressed under the review. COSLA's views will be represented as part of the discussion at the next MSG. In particular, members may wish to note the discussion around requests for information sent to integration authorities, NHS Boards and local authorities and agree that such requests should, where possible, be made by agreement between COSLA and Scottish Government.

Draft Framework for Community Health and Social Care Integrated Services

16. At the session in August members expressed general support for the direction of travel, however it was noted that the implementation in local areas could not be done in an overly bureaucratic way and that the framework should not undermine or override local variability and the good work that has been progressed in local areas to date.
17. Key points taken from the discussion at the Board session in August are as follows:
 - The Board expressed general support for the direction of the Framework
 - There was an observation that there is a need to develop a consistent and unified narrative from Integration Authorities, Local Authorities, NHS Boards and Scottish Government around the associated change programme to present proposals as viable, sustainable alternatives to traditional service models
 - In doing so, there was a recognition of the need to focus on the benefits in terms of improved outcomes, as well as the need to sustain community alternatives through the use of the set aside budgets.
 - A desire was expressed to see examples of good practice from a social work perspective with sustainable, viable alternatives to traditional models of assessment, care and support offering improved outcomes.
 - There was recognition of the importance of leadership and vision in particular.
 - The need to weave self-evaluation against the framework through existing evaluation and monitoring processes was emphasised, along with the dangers associated with this being an additional requirement.

- There was a suggestion that the outputs from self-evaluation should be reported through the Annual Performance Report to ensure all performance information is recorded and reported through a single route.
 - There was a request for all IJB members to be supported and developed in line with their membership role to enable full participation at meetings.
 - It was suggested that representatives on IJBs, including those from the third and independent sectors, should be supported to adopt and maintain a truly representative role.
 - In support of the move to promote choice and control, as well as self-management and identification and use of available resources, there was a request to recognise the need for targeted advice and support for people to engage with services in a different way.
 - Support was expressed for creating a shared vision and shared accountability with recognition that this may be problematic in some areas where there is not a clear and shared understanding of the role of Integration Authorities or of delegated decision-making and governance arrangements.
 - There was general support for the direction of travel; a recognition that there will be issues to overcome through implementation; a plea to avoid bureaucratic diagnostic, planning or reporting tools that represent additionality; and an appetite for continued engagement as the development work transitions from the 'what' to the 'how'.
18. Members may wish to review this record of the August conversation and provide any further comments. COSLA have received assurance that the detailed 'actions' within the draft framework have been removed and we anticipate that the next draft will incorporate the above.
19. It had been intended that the updated framework be shared with Members at this Board meeting to allow for further input, however given the extensive engagement underway and a delay to the MSG meeting, a final draft is not available at this point. This means that there may not be an opportunity for the updated framework to be considered at a Board meeting prior to the re-arranged MSG. However, with the Board's approval we could share this electronically. The version of the draft framework presented at the August meeting of the Board is attached (at Appendix 07A) for reference.
20. Once officers have reviewed an updated draft framework, taken advice from professional advisers (including SOLACE, IJB Chief Officers and SWS) and taken soundings by email or otherwise from Board members, COSLA officers will recommend to COSLA's MSG members whether the Framework can be approved and published.

Next Steps

21. A full update on the Review of Progress will be taken to the next meeting of the Ministerial Strategic Group which has now been postponed until October. The MSG meeting will also be asked to provide endorsement to the Framework for community health and care services outlined above.

