

**HIGHLAND COUNCIL/NHS HIGHLAND
PLANNING FOR INTEGRATION PROGRAMME BOARD**

Minutes of the Meeting of the Highland Council/NHS Highland Planning for Integration Programme Board held in Committee Room 1, Council Headquarters, Glenurquhart Road, Inverness on Thursday 17 February 2011 at 3.30 p.m.

Present:-

Mr Alistair Dodds (Co-Chair), Chief Executive, Highland Council (AD)
 Ms Elaine Mead (Co-Chair), Chief Executive, NHS Highland (EM)
 Mr Garry Coutts, Board Chairman, NHS Highland,
 Mrs Margaret Davidson, Chairman of Housing and Social Work Committee, Highland Council
 Mrs Jan Baird, Director of Community Care, NHS Highland (JB)
 Mr Hugh Fraser, Director of Education, Culture and Sport, Highland Council (HF)
 Mr Bill Alexander, Director of Social Work, Highland Council (BA)
 Dr Margaret Somerville, Director of Public Health, NHS Highland (MS)
 Mr Graeme Dickson, Director of Health and Social Care Integration, Scottish Government (GD)
 Mr Ken Matthews, Unison
 Mr Richard Whyte, Unite the Union
 Ms Ros Derham, Royal College of Nursing
 Mrs Lorraine Dunn, Principal Administrator, Highland Council (LD)
 Ms Anne Macrae, Committee Administrator, Highland Council (AM)

Mr A Dodds in the Chair

<u>Item</u>	<u>Subject/Decision</u>	<u>Action</u>
1.	Apologies for Absence Apologies for absence were intimated on behalf of Dr M Foxley, Mr A Geddes, and Mr M Iredale. The Chairman welcomed Mrs M Davidson to the meeting, noting that she was substituting for Dr M Foxley. He also welcomed Mr Richard Whyte and Mr Graeme Dickson to their first meeting of the Programme Board.	No Action Necessary
2.	Declarations of Interest Mr G Coutts declared a non-financial interest as the Convener of the Scottish Social Services Council but advised that his interest did not preclude his involvement.	No Action Necessary
3.	Minutes of Previous Meeting There was circulated Minutes of Meeting of the Programme Board held on 17 January 2011, the terms of which were APPROVED .	No Action Necessary

Arising from Item 8 of the Minute, 'Visit from North East Lincolnshire:1/2 February 2011' it was noted that the presentations which had been given by colleagues from North East Lincolnshire Council and NEL NHS on the development of the Care Trust and Lead agency model had in the main proved extremely valuable, focusing on the practicalities of what had been achieved on the ground as opposed to the higher level strategic issues. The Chairman thanked the Director of Social Work for organising the visit.

Arising from Item 5 of the Minute 'Planning for Integration Framework: Updated Paper', Dr M Somerville welcomed the involvement of Public Health in the planning process at the outset.

Also arising from Item 5 of the Minute and the question of maintaining cross party involvement on the Council's side, the Chairman advised that he was content sufficient cross party scrutiny would be provided by the opposition representatives on the Leadership and Performance Group to which full reports on progress would be submitted.

4. Report to Joint Leadership Group on 15 February 2011 and Feedback

AD/EM/BA

There was circulated Report PFI/03/11 by the Director of Social Work that had been submitted to the meeting of the Joint Leadership and Performance Group on 15 February 2011, and which set out the remit of the Board and provided an overview on the progress made since January 2011 in relation to governance, support for the plan, staff partnership, and outlining the next key milestones which were; (i) to identify a Transitions Director, (ii) confirm the support team arrangements, (iii) scoping of issues to be addressed in the Implementation Plan, (iv) development of staff issues log and publication of standard FAQs, (v) establishment of a timeline for wider staff consultation, including consolidation of staff partnership, and (vi) confirmation and early implementation of a communications strategy.

The report also set out at Appendix 1, the proposed model for a dedicated team to support the Transitions Director and the development of the implementation plan to work along side the Council and NHS Highland officers who had responsibilities in these various areas of activity.

The Director of Social Work tabled a separate paper which advised, that in response to the report, that the Joint Leadership and Performance Group on 15 February 2011 had agreed:-

- The remit of the Programme Board, accepting it would become more detailed;
- There was a need to be clear about what was required in the report to Council/NHS Highland in May 2011;
- That there would be named trade union representatives on the Programme Board;
- Replacement costs be considered once there was greater clarity as to how consultation was organised and who would be involved;
- There should be named substitutes for the Leader of the Council and Chair of NHS Highland;

- The Chief Executives confirm arrangements for the Transitions Director as a priority and to report to the Programme Board regarding arrangements for managing the period between now and May 2011 and that this be as robust as possible including identifying an in-house team reporting clearly and coherently either to the Chief Executive or the Interim Transitions Director (if appointed) and that there be a framework whereby that team could be charged with undertaking various tasks in respect of producing the plan; and
- The communications strategy should include: key messages that members and officers could repeatedly re-state in a range of forums; joint and regular staff briefings; and briefing for MSPs.

In connection with the above the Board proceeded to consider Agenda Items 5 and 6 as part of this item as follows:

Support for Plan: Update/Staff Partnership

In regard to support for the Plan, the Director of Social Work provided a summary of how the different elements of the model set out in Appendix 1 would be populated. It had been reported to the Performance and Leadership Group that there was a significant risk associated with the fact that no appointment had yet been made to the post of Transitions Director against the timescale for the implementation of the plan to be submitted to a joint meeting of the Council/NHS on 12 May 2011. He provided an update on the action taken to date, advising that none of the candidates on the short list which had been drawn could take up the post in the timescale required due to other commitments.

In regard to the proposals for the support team, arrangements had been made to make appointments to the specialist Finance and Human Resources roles. There was a need to discuss the proposals for legal support further with the Transitions Director. Referring to the part time communications post, it was confirmed that this would be undertaken by a communications agency called 'Small Creek Communications', and their representative, Ms Alison Bell, was present to address the Board at item 8 below.

The Director of Social Work further reported that at the recent meeting of the Staff Partnership Forum the Union side had made clear their commitment to work collaboratively and contribute constructively to the planning and implementation process. In addition the Union side had stated that they represented a broad and diverse range of interests, across both the Council and NHS Highland and that to best contribute and represent these interests at the Programme Board, and to ensure continuity, it was felt that there should be four named union representatives.

Discussion then followed on the arrangements to be adopted in respect of the appropriate negotiating framework for staff terms and conditions and it was agreed that the Staff Partnership Forum consider this item and report back to the Programme Board with their recommendations, together with an explanation of the rationale behind their proposals.

The Chairman expressed the view that continuity in the Programme Board's membership was extremely important so that the Board did not have to revisit items. He also indicated that, in addition to terms and conditions, it was important to have the input of the Union side on the wider processes associated with the plan for integration.

In response to concerns expressed regarding time management issues associated with the union representatives attending the meetings of the Board, the Chairman advised that it was the responsibility of both organisations to ensure that the staff representatives were provided with sufficient time to be involved in the processes.

Interim Transitions Director

The Chief Executive, NHS Highland reported that in view of the difficulties associated with the recruitment of a Transitions Director in the short timescale required, it was proposed that Mrs Jan Baird, Director of Community Care, NHS Highland be appointed to the post in the interim. She advised that Mrs Baird's skills and experience placed her as an ideal candidate for the position. It was reported that Mrs Baird had indicated her willingness to take up the post and that she could start immediately.

The Chief Executive, NHS Highland further reported that to provide good governance it was also proposed that Mr Keith Yates, former Chief Executive of Stirling Council, be approached with a view to providing external scrutiny of the processes and active support to the Transitions Director.

The Programme Board welcomed Mrs Baird's appointment and the proposal to approach Mr Yates to provide external support and scrutiny. The Chairman expressed the view that the proposal would provide for a strong management model. He further indicated that the announcement of Mrs Baird's appointment be accompanied by a strong message of support from both the Council and NHS Highland.

In discussion concern was expressed that in addition to a scrutiny role it was important that Mr Yates provided a high level of support to the Transition Director, noting that he had considerable experience in change management and strategic development. Given the time issues involved it was also important that the next tier of the support team be appointed as soon as possible to achieve the required outcomes in regard to service design and integration, and to engage with users and carers.

Thereafter the Board:

- i. **APPROVED** the proposal to appoint Mrs J Baird, Director of Community Care, NHS Highland as Interim Transitions Director with immediate effect and to approach Mr Keith Yates with a view to providing external scrutiny of the processes and support to the Director;
- ii. **APPROVED** the proposed appointments to the Transition Director's support team as outlined in the report by the Director of Social Work ;
- iii. **APPROVED** the remit of the Board as outlined in the report by the Director of Social Work;

- iv. **AGREED** that there should be four named staff side representatives on the Programme Board, and in regard to the rest of the membership that there should be named substitutes only for the Leader of the Council and Chair of NHS Highland;
- v. **AGREED** that consideration be given to the time off required for staff representatives to be involved in these processes; and
- vi. **AGREED** that there be discussions at the Staff Partnership Forum, and thereafter at the Programme Board, on the appropriate negotiating framework to be adopted.

7. National Overview

BA/GD

There was circulated an extract of Scottish Parliament Question Time in the week beginning 4 February 2011 relating to questions on Adult Community Care.

The Director of Social Work reported that the integration of health and social care was on the national agenda and therefore it was important to have Mr Graeme Dickson on the Programme Board to provide a vital link with the Scottish Government in this regard. He expressed concern that this would become a party political issue during the election period, and that the Highlands could be drawn into the election campaign. He advised that one strand of the communications strategy would be to help the Board frame its position in this regard.

Mr Dickson advised that there appeared to be general party political support for health and social care integration, and for the Council's and NHS Highland's proposals for the Highlands, and that at this stage he was not aware of any proposals in election manifestos that would impact on the project. He suggested that throughout the planning and implementation process the Board should continue to focus on the outcomes it hoped to achieve which was to provide a better service for users in the Highlands. He advised that the Minister for Public Health and Sport's main concern was to move forward on the integration of health and social care.

The Chairman advised that the Christie Commission was due to visit the Highlands in March 2011, and that there would be an opportunity for the Programme Board to feed into that discussion event. The Commission would also be meeting the staff side representatives on the same day. He indicated that the support of the Scottish Government was appreciated and in discussion the view was expressed that there was a need to focus on the best model for the Highlands, as opposed to replicating models from other areas, and to be open to structural change, while also seeking to protect staff interests.

It was also confirmed that nationally the Unions side were not taking any position on the plan for integration until they examined all the issues associated with the process. The fact that this was to be an open process was welcomed and the view was expressed that it was hoped staff would approach the process with an open mind.

The Programme Board **NOTED** the national overview as reported.

8. Communications Strategy

BA/AB

There was circulated a starter paper by 'Small Creek Communication' which set out the outline communications plan for Planning for Integration, and provided a background and brief, and set out the key communication issues, outline tactics, and the anticipated pathway for the fifteen month communications project.

The Programme Board heard from the Director of Social Work in regard to the various elements of the outline communications plan which would allow the key issues to be communicated in a consistent way in range of different forums and across a range of specialist agencies, including internal and external audiences.

Ms Alison Bell, Small Creek Communications, invited the Programme Board's initial thoughts on the first draft of the communication strategy. She reported that the key points of immediate action would be to identify and meet with the key stakeholders as soon as possible, clarify the extent of the project and develop timescales for implementation of the strategy, and also to clarify the expectations of the key stakeholders. Thereafter the next steps would be to explore all communication networks and audiences, and to develop communications materials including a fact sheet and presentation that could be used by all those involved in the project in attending presentations/conferences, to reinforce the key messages.

During discussion the following views were expressed in relation to the Strategy:

- The preparation of communication materials should be a priority so that a clear message could be communicated to staff and the public that the process was about improving services, and developing a model to achieve the best outcomes for the Highlands.
- Case studies be worked up which would demonstrate to the public and service users what the integration of services would look like on the ground.
- The Board should agree its priorities in terms of what outcomes it desired from the communications plan and be realistic as to what could be achieved, noting that some of the key actions in the draft strategy might prove time consuming.
- There should be early communication with the Scottish Government's Press Office as soon as possible and particularly in the run up to the elections.
- The strategy should also engage with GP's and contractors in the area.
- It was important that communication with staff be delivered through internal structures, rather than, for example, staff finding out information through press reports. Ms Bell advised that a further point of immediate action would be the publication of a newsletter across both organisations to communicate with staff about progress.
- The strategy should also communicate a clear message that the plan for integration was at the developmental stage, and that there were no clear answers to many of the key questions at this stage of the process.

- A consistent language should be adopted in any communications and one that could be understood by all parties.
- The third bullet point in section one of the outline plan under the heading 'Background and Brief' should be enlarged to include engagement with professional organisations *and trade unions*.
- The Staff Partnership Forum should also be invited to consider and comment on communication issues. The staff side representatives also advised that consideration would be given to issuing joint press releases with both organisations to avoid any translation issues that might result from the issue of separate releases.
- To capture the problems inherent in the current system, and to demonstrate the need for change the strategy should seek to build evidence from staff, patients, clients and carers perspective. It was suggested that users groups such as the Highland Children's Forum would provide an important reference point in this regard.
- Stakeholder forums should be progressed as quickly as possible and be publicised through press releases so that they received a higher profile than in the past, the focus being on how things could be done better rather than the deficiencies of the current system.

The Programme Board **APPROVED** the outline communications plan subject to the comments detailed above.

9. Submission to Scottish Government

EM

The Chief Executive, NHS Highland, reported that she had prepared a submission for the Scottish Government based on the exceptional costs that would be associated with the project in regard to staffing, legal support and other practical issues. She confirmed that she had prepared the submission on the basis that there had been an indication that financial support would be available from the Scottish Government.

The Chief Executive, NHS Highland further reported that she had also included in the submission the need to prepare both the Children's and Adult Community Care services for transition in the interim period between May 2011, when the Council/NHS Highland would be invited to approve the proposal to integrate health and social care services, and, if approved, the planned implementation date of April 2012. She reported that an approach had been received from an external organisation currently involved in the streamlining of pathways of care in NHS Highland, offering to undertake a similar type of work for this process, and advised that this would also incur additional costs.

Mr G Dickson confirmed that funding was available in the current financial year and that going forward Integrated Resource Framework funding would be available in the next financial year.

In discussion concern was expressed that work should also focus on the requirement to commission services in an integrated fashion rather than solely on preparing services to transfer from one organisation to another.

The Programme Board **APPROVED** the submission to the Scottish Government.

10. Dates of Future Meetings

LD

The Board **NOTED** that future meeting dates had been scheduled as follows:-

Thursday 24 March 2011 at 9.00 am, in Committee Room 2, Council Headquarters, Inverness.

Tuesday 19 April 2011 at 9.00 am in Committee Room 1, Council Headquarters, Inverness.

The meeting concluded at 4.30 pm.