

**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 Monday 13 June 2011 at 2.30 p.m.

Present:-

Mr Alistair Dodds (Co-Chair), Chief Executive, Highland Council (AD)
 Ms Elaine Mead (Co-Chair), Chief Executive, NHS Highland (EM)
 Dr Michael Foxley, Leader of the Administration, Highland Council (via Video Conferencing)
 Mr Garry Coutts, Board Chairman, NHS Highland
 Mr Bill Alexander, Director of Social Work, Highland Council (BA)
 Mrs Jan Baird, Transitions Director (JB)
 Dr Margaret Somerville, Director of Public Health, NHS Highland (MS)
 Ms Alison Bell, Communications Consultant, Small Creek Communications (AB)
 Mr Malcolm Iredale, Director of Finance, NHS Highland (MI)
 Mr Graeme Dickson, Director of Health and Social Care Integration, Scottish Government (GD)
 Mr Ken Matthews, Unison (KM)
 Mr Richard Whyte, Unite the Union (RW)
 Ms Ros Derham, Royal College of Nursing (RD)
 Mr Rikki Selkirk, GMB (RS)
 Mrs Lorraine Dunn, Principal Administrator, Highland Council (LD)

Mr Alistair Dodds in the Chair

Item	Subject/Decision	Action
1.	Apologies for Absence An apology for absence was intimated on behalf of Mr Hugh Fraser.	No Action Necessary
2.	Declarations of Interest Mr G Coutts declared a 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 Planning for Integration Programme Board held on 3 May 2011, the terms of which were APPROVED subject to the deletion of the words " <i>under a lead agency model</i> " on Page 6 paragraph 4 of the minutes (item 8). However, in regard to the aforementioned revision, it was highlighted that there was not a selection of models available and that the lead agency model was the only model being discussed in respect of integration. This was NOTED .	LD

4. Draft paper for the Joint meeting of Highland Council and Highland Health Board 23 June 2011

JB

There was circulated a draft copy of the report to be submitted to the Joint meeting of the Highland Council and NHS Highland on 23 June 2011.

The draft report explained that the Highland Council and NHS Highland Board had agreed to develop a Lead Agency model for the delivery of aspects of services to Children and Families and adults. The report outlined the detail behind these models and proposed a Governance framework including some guidance as to how commissioning would be developed.

The report sought agreement to:-

1. the development of an Integrated Children's Service with the Highland Council as the lead agency;
2. the development of an Integrated Adult Service with NHS Highland as the lead agency;
3. the proposed model of Governance;
4. the approach to commissioning;
5. the outcome agreements and commissioning documentation be the subject of further reports to the Board and Council; and
6. Continued support of the Programme of implementation.

During discussion the following revisions to the report were proposed:-

- A web reference to the decisions that had been made at the joint meeting on 12 May 2011 be inserted at Section 2 of the report;
- The words "*supported by*" be inserted following "*previous reports are*" at paragraph 2 of Section 2 of the report;
- A reference be inserted at Section 3 of the report to the Commissioning Cycle diagram on Section 4 of the report and to provide a definition on commissioning;
- The second paragraph on page 12 (Section 3 of the report) be reviewed to clarify how children's services would operate;
- The words "*Some staff*" at the start of the last paragraph on page 12 (Section 3 of the report) be replaced with "*a significant number of*" and to insert a reference to the written concerns received from Public Health Nursing staff;
- To make reference to reaffirming the Highland Practice model within the last paragraph on page 12 (Section 3 of the report);
- The Transitions Director liaise with the Directors of Social Work and Education, Culture and Sport to insert a further paragraph in Section 3 of the report outlining a clear commitment to move towards full integration across Education, Children's Social Work and Children's Health as part of a further stage of development;

- To insert a further paragraph within Section 3 of the report regarding examining the interface between community health visitors and midwifery in the future;
- To insert a paragraph encouraging continued cross sector/multi-agency working within the Lead Agency section (Section 2);
- To replace the words “*Early Years Services*” on Table 1 with “*Sure Starts, Wraparound Child Care and Early Education*”;
- That the Transitions Director liaise with Graeme Dickson and the Director of Social Work to seek Scottish Government support for the current legislation to be adjusted to allow NHS staff to assume the role of Council Officer under the Adult Support and Protection (Scotland) Act 2007;
- That the word “*joint*” be replaced with “*integrated*” on the second paragraph of Section 4 of the report;
- Community Development and Transitional Support for Learning Disabilities be added to the list on Section 4 of the report (page 14);
- More Chances More Choices be added to the Children’s Services (Section 3);
- To acknowledge the cradle to grave and Highland wide services at the end of Adult Services along with a reference that Criminal Justice Services had not yet been resolved (Section 4);
- The tabled position statement be inserted within the Governance Section (Section 6);
- The Governance Model outlining the routes for scrutiny and performance management be inserted into Section 6;
- To insert a sentence explaining that social and care staff had made it clear that professional leadership needed to be built into the model and the Partnership was in agreement with this;
- That Section 7, Commissioning, be moved to Section 3;
- the concentric circles diagram be inserted into the Commissioning Section;
- A case example be prepared as part of the presentation to be made at the Joint meeting on 23 June 2011;
- To insert a further sentence within the Governance Section highlighting that the HR Sub Group was continuing to progress work in respect of HR issues;
- That a sentence be added at the start of the report indicating that staff representatives were supportive of integrated service provision but that they did not positively endorse the model due to the perceived lack of detail; and
- That the recommendations be repeated at the end of the report.

There was also tabled a note outlining the revisions proposed by Partnership Forum and Transitions team for inclusion in the report, subject to:-

- the word “*investigations*” being replaced with “*discussions*” in respect of Section 3 of the report below the list of children’s services; and
- the word “*patient*” being deleted and the word “*clinical*” be replaced with the word “*professional*” in the paragraph to be inserted at the end of Section 6.

Following discussion, the Board **AGREED** the aforementioned revisions be incorporated into the report and that the amended report be circulated to the Board via email for final approval.

5. Issues and action log

JB

There was circulated a copy of Issues and Actions Log.

During discussion, it was suggested that there might be a perception that issues were being lost once they had been logged and it was proposed that a response procedure, along with timescales, be put in place which provided feedback on the approach being taken to address the concerns raised.

Responding to a concern that the public website was not up to date, the Communications Consultant advised that she would investigate.

It was proposed that the issue entitled "*Recruitment*" under Theme 6 be renamed "*HR Issues*".

The Programme Board requested that the Partnership Board continue to monitor the Issues and Actions Log and that it only be submitted to future meetings as it was updated.

The Chief Executive of NHS Highland also stressed the importance of any clinical or professional concerns being raised.

Thereafter, the Board **NOTED** the copy of the Issues and Actions Log and **AGREED** that:-

- i. the issues raised by staff be communicated widely;
- ii. the Communications Consultant check that the public website had been fully updated;
- iii. a response procedure, including timescales, be put in place to provide feedback on the approach being taken to address concerns raised;
- iv. the issue entitled "*Recruitment*" under Theme 6 be renamed "*HR Issues*"; and
- v. the Partnership Board continue to monitor the Issues and Actions Log and that a copy be submitted to the Programme Board as it was updated.

6. Staff Partnership Forum

**No Action
Necessary**

There was circulated minutes of meeting of the Staff Partnership held on 27 April 2011 for information and the joint chairs gave a verbal update on progress since that meeting.

The Programme Board **NOTED** the minutes of the Staff Partnership held on 27 April 2011 and the verbal update.

Mr A Dodds left the meeting at this point and Ms E Mead took the Chair (4.00 pm).

7. National Update

GD

There was a verbal update at the meeting on the national overview from the Scottish Government representative, Graeme Dickson, who advised that the Chief Executive of Highland Council had been invited to attend a meeting of SOLACE in July 2011 to give further input on integration and how this might be taken forward nationally.

He further explained, following Parliamentary debate at which all parties were generally supportive of integration, the Cabinet Secretary for Health and Wellbeing was taking specific responsibility for the integration agenda of older people. Although there was no clear model at this stage, it was hoped that the national way forward might be clearer in the autumn. This would be built from the position of older people, as children were not part of her portfolio, but it was recognised that there would be a need to include all adults for equality purposes. It was felt that there was no consistency of approach or standards in care of older people across Scotland, therefore any national model would raise national standards and she would anticipate partnerships developing an integrated budget as a key way forward. There was also an issue of accountability and there should be some way of demonstrating that national standards would be delivered across Scotland. She would also be keen on greater professional involvement with Community Health Partnerships (CHPs) and simplification of existing bodies.

Mr Dickson also acknowledged the point raised regarding integration with secondary care and the need for an integrated budget to include acute services to ensure a whole system approach through disinvestment from acute beds and investing more in the community.

Responding, it was highlighted that Highland was looking at integrating all adult care groups and children's services for very deliberate reasons, i.e. older people services could not be extracted from adult services, and it would be unhelpful to the Board if there was national pressure for integrated older people's services only. Concern was expressed that emphasis was always on the elderly and it was felt that there should be continued lobbying of the Scottish Government to ensure integrated children's services as well.

The Programme Board **NOTED** the national update.

8. Finance Budget Statement

JB

There was circulated an initial budget statement for information.

During discussion, it was felt that the budget should be managed by the Chief Executives of Highland Council and NHS Highland with any cost pressures being reported to the Programme Board.

Responding to a question, it was confirmed that an allocation had not yet been made in respect of backfill costs for union staff and also for seconded

staff.

Concern was expressed that the budget could receive negative press coverage and it was suggested that the financial information be published in the newsletter in context, i.e. this funding had been identified in addition to baseline funding and did not detract from frontline services.

The Board **NOTED** the initial budget statement and **AGREED** that:-

- i. the budget be managed by the Chief Executives of Highland Council and NHS Highland with any exceptions/pressures being reported to the Programme Board; and
- ii. details of the budget statement be published in the newsletter.

9. Learning from NE Lincolnshire

JB

There was circulated a summary of the recent visit to North East Lincolnshire (NEL) led by the Transitions Director.

The report explained that colleagues from the Scottish Government had visited NEL to explore their work and that some of the leaders in that area had visited Highland in February 2011 and gave presentations to staff, elected and Board Members. The relationships formed at these briefings led to a return visit this time by the Transitions Director and key members of her developing team to Grimsby.

The report outlined details of the information that had been gleaned from this visit which was being collated to enable the learning to be captured and factored into the various workstreams. It was hoped that this information would also help address some of the issues raised by staff and would inform FAQs in the future.

The Programme Team would continue to build the relationship with NEL as a learning partner.

The Board **NOTED** the summary and acknowledged the learning and ongoing professional support networks that had been established.

10. Communications Strategy

JB

There was circulated report which gave an update on the progress of implementation of the Communications Strategy and outlined the Ward Forum schedule at which Planning for Integration would be discussed.

Responding to the proposal to undertake a household leaflet drop to help raise awareness, it was highlighted that NHS Highland was also in the process of preparing an 8 page newspaper for each household in Highland and Argyll on the Strategic Framework for Change. Therefore, it was suggested that these leaflet drops be staggered to avoid a clash and any possible confusion to the public.

Responding to the purpose of the leaflet drop and postponing it until later in the year, it was explained that the aim was to target every household with a view to engaging the public and encouraging attendance at future

ward forums.

It was stressed that, in order that the process was fully supported by the public, the leaflet should contain simple language, explain the vision, the reasons for integration and the benefits.

The Board **NOTED** the report and **AGREED** that a leaflet on Planning for Integration be issued to all households and that the Communications Consultant liaise with NHS Highland to ensure that the mailshot did not clash with the issue of their newsletter on the Strategic Framework for Change.

11. Any Other Business

**No Action
Necessary**

Concern was expressed regarding the briefing that had been issued from the Royal College of Nursing (RCN) and the importance of any arising issues from partners being reported to the Programme Board was stressed.

In response, Ms Derham confirmed that she would raise any issues through the Staff Partnership Forum as intended, however, she highlighted that although the proposed model of integration was suitable for Highland, it could have repercussions for the rest of Scotland and organisations would be making comments on this from a national perspective. The Chairman requested that any prior notice of position statements from RCN would be helpful.

The Chairman expressed her appreciation to partners and staff for their continued work towards integration.

This was **NOTED**.

12. Future Meeting Dates

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

Tuesday 2 August 2011 at 10.30 am in Committee Room 2, Council Headquarters, Inverness

Tuesday 27 September 2011 at 2.00 pm in the Convener's Hospitality Room, Council Headquarters, Inverness

Monday 7 November 2011 at 3.00 pm in Committee Room 2, Council Headquarters, Inverness

Tuesday 20 December 2011 at 2.00 pm in Committee Room 2, Council Headquarters, Inverness

It was **AGREED** that further meetings be scheduled for January to April 2012 to coincide with meetings of the HC/NHS Leadership and Performance Group.

The meeting was concluded at 4.35 pm.