

The Highland Council

3 March 2011

Agenda Item	
Report No	

Planning for the Integration of Health and Social care

Report by the Chief Executive

Summary

This is the first update report to the Highland Council on the planning for the integration of health and social care in Highland.

1. Background

- 1.1 The Highland Council and NHS Highland considered proposals for a new partnership model to deliver health and social care, at a special joint meeting on 16 December. It was agreed that an implementation plan should be presented to a further joint meeting on 12 May.
- 1.2 The Joint Highland Council and NHS Highland Leadership & Performance Group meeting of 14 December set arrangements in place for a programme management approach to this work. It was agreed that a Programme Board would meet monthly until May, reporting to the Leadership & Performance Group, which has been augmented by the Chair of Education, Culture & Sport.
- 1.3 The Programme Board has subsequently met on 17 January and 17 February.

2 Governance

- 2.1 The membership of the Programme Board is:
 - Chief Executives of Highland Council and NHS Highland (joint chairs)
 - The Leader of the Administration of the Highland Council
 - The Chair of NHS Highland
 - Staff representatives (4)
 - Director of Public Health & Health Policy and/or clinical Executive
 - The Depute Chief Executive (THC)
 - The Director of Finance (NHSH)
 - The Director of Education, Culture & Sport (THC)
 - The Director of Social Work (THC)
 - Director of Health and Social Care Integration, Scottish Government
 - The Transition Director
- 2.2 The first meeting of the Programme Board considered the following remit, which was later confirmed by the Leadership Group.

- Between January and May 2011, to consider and agree the implementation plan for the integration of health and social care services that will be recommended to the Joint Leadership & Performance Group for presentation to the Highland Council and NHS Highland Board in May 2011.
- Between May 2011 and March 2012, to consider and oversee the implementation plan for the integration of health and social care services, reporting to the Joint Leadership & Performance Group, and to the Highland Council and NHS Highland Board.
- To consider, agree and establish the supporting infrastructure that is required to develop the plan for the integration of health and social care services.
- To consider, agree and establish the supporting infrastructure that is required to implement the plan for the integration of health and social care services.
- To receive and consider the arising issues from public and staff engagement.

2.3 The Programme Board also agreed that it requires to be focussed on the high level tasks, and that much of the work would be undertaken by smaller sub groups which would report to the Board, which would be responsible for managing the overall process.

3. Support for the Plan

3.1 The Leadership Group agreed that It is necessary to identify a small team of officers to provide dedicated support for the development of the implementation plan, and to work alongside those Council and NHS Highland officers who have responsibilities in these various areas of activity. The various elements of this team are set out in **Appendix 1**. Officers have submitted formal proposals to the Scottish Government to secure financial support for this process.

3.2 This team will be led by a Transition Director, with responsibility to:

- Work with Chief Officers to develop the plan for integration.
- Work with Chief Officers to develop structures, protocols and the necessary legal and financial documentation to achieve the integration of health and social care in Highland.
- Ensure all aspects of the plan are fully addressed, including with regard to practice, operational management, financial, human resources, property and governance.
- With specialist support, develop and effect a communications strategy for both internal and external stakeholders,
- Ensure full and proper consultation with staff and professional groups in the development and implementation of the plan for integration.
- If agreed by the Highland Council and NHS Highland Board, work with Chief Officers to oversee the effective implementation of the plan for integration.

- 3.3 After interviews with a number of possible candidates, both local and national, Jan Baird, Director of Community Care for NHS Highland was appointed as Transitions director with effect from 21 February.
- 3.4 Jan Baird has been a front-line health practitioner and manager for many years, and has had lead responsibility in NHS Highland for children's services and community care services to adults, and for joint work with Education, Police and Social Work.
- 3.5 Jan Baird will be assisted by Keith Yates, who has been appointed as an external advisor to the programme. This will involve: advice and guidance relating to the proposals and development of the plan; Quality Assurance and external scrutiny; and advice and support to the Programme Board and the support team.
- 3.6 Keith Yates was the Chief Executive of Stirling Council from 1995 - 2009, where he developed a new approach to integrated public services. He was a member of the national working group that introduced Community Planning in 1998, represented Councils on the Shared Services group, and was the Chair of SOLACE (Scotland) from 2005 -2007. Since then, he has been involved in a number of advisory committees and has worked on a number of assignments - most recently the Shetland Improvement Plan.
- 3.7 A communications agency, 'Small Creek Communications', has been appointed to the team. Progress is also taking place to fill the specialist roles with regard to Finance and Human Resources.
- 3.8 Officials in various parts of the Scottish Government are working closely with us to develop the implementation plan. This is being co-ordinated through the Director of Health and Social Care Integration, who is the Scottish Government's representative on the Programme Board.

4 Staff Partnership

- 4.1 The Programme Board has considered the issue of partnership and engagement with staff. Identified officers will be seconded to participate directly in the planning process, and liaison arrangements have been put in place with the key trade unions and professional organisations.
- 4.2 These various organisations have made clear their commitment to work collaboratively and contribute constructively to the planning and implementation process. It has been recognised that there will be formal staff side representation in the professional reference groups that will be developed as part of the planning framework, and the trade unions have emphasised the positive contribution that they believe they will make to these processes.

5 Collaboration with North East Lincolnshire

- 5.1 A series of seminars with senior staff from North East Lincolnshire took place on 1st / 2nd February, involving elected and Board members, managers and

key practitioners.

- 5.2 The officers from North East Lincs. have indicated that they would wish to continue to develop this partnership.

6 **Current Activities**

- 6.1 Chief Officers are working with the Transitions Director to scope out the key immediate priorities. These include:

- Confirmation of all support team arrangements
- Scoping of issues to be addressed in Implementation Plan
- Engagement and consultation with staff and professional groups
- Engagement and consultation with service users and carers
- Development of a staff issues log and publication of standard FAQs
- Compilation of evidence to support the case for change and the lead agency model
- Early consultation on models for back office functions
- Clarification of services and staff teams that are likely to be in and out of scope
- Confirmation and early implementation of a communications strategy

- 6.2 The Chief Executives have also agreed to share key developments that are envisaged in health and social care in each agency over the next year.

7. **Implications arising from the Report**

7.1 Resource Implications

There will be specialist financial support to the plan, ensuring that resource issues are addressed.

7.2 Legal Implications

There will also be necessary legal input to the plan.

7.3 Equality Implications

The plan will ensure that equality issues are addressed.

7.4 Climate Change Implications

There are no climate change implications

7.5 Risk Implications

A risk register will be developed as part of the planning process.

Recommendation

The Highland Council is invited to consider and comment on developments with regard to the planning for the integration of health and social care.

Signature:**Designation:** Chief Executive**Date:** 21 February 2010

Appendix 1: Planning for Integration Framework

