

**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 2, Council Headquarters, Glenurquhart Road, Inverness on Tuesday 2 August 2011 at 10.30 a.m.

Present:-

Ms Elaine Mead (Co-Chair), Chief Executive, NHS Highland (EM)
Mr Alistair Dodds (Co-Chair), Chief Executive, Highland Council (AD)
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)
Mr Hugh Fraser, Director of Education, Culture and Sport, Highland Council (HF)
Mrs Jan Baird, Transitions Director, NHS Highland (JB)
Mr Malcolm Iredale, Director of Finance, NHS Highland (MI)
Dr Margaret Somerville, Director of Public Health, NHS Highland (MS)
Ms Alison Bell, Communications Consultant, Small Creek Communications (AB)
Ms Ros Derham, Royal College of Nursing (RD)
Ms Caroline Parr, Unison (CP)
Mr Ray Stewart, Unite the Union (RSt)
Mr Rikki Selkirk, GMB (RSe)
Mrs Rhona Moir, Principal Committee Administrator, Highland Council (RM)

Ms Elaine Mead in the Chair

Item	Subject/Decision	Action
1.	Apologies for Absence	No Action Necessary
	An apology for absence was intimated on behalf of Mr Graeme Dickson, Director of Health and Social Care Integration, Scottish Government.	
2.	Declarations of Interest	No Action Necessary
	Mr G Coutts declared a financial interest as the Convener of the Scottish Social Services Council and a non-financial interest as Rector of the University of the Highlands and Islands, but advised that his interests did not preclude his involvement.	
3.	Minutes of Previous Meeting	RM
	There had been circulated Minutes of Meeting of the Planning for Integration Programme Board held on 13 June 2011, the terms of which were APPROVED .	

Arising from the Minutes, Mr G Coutts reported that he had met with Theresa Fyffe, Director of the Royal College of Nursing Scotland, and there had been general agreement on the importance of ongoing close engagement as the detail of the Programme was worked through. He had given assurances that the Programme would not be implemented until the partners were satisfied that the necessary processes were all in place and were both safe and efficient.

The Programme Board **NOTED** the position.

4. Delivery Plan: Project Management

JB

There had been circulated Report No. PFI/13/11 by the Transitions Director giving an update on the Project Management Delivery Plan, together with a Project Initiation Document, comprising a formal summary of the objectives, process, reporting, engagement, risk identification, etc built from the work developed to date, together with a Project Management action plan update.

During discussion, the Transitions Director acknowledged the complexity of the Delivery Plan and advised that the development of a Gantt chart was being explored as a tool for monitoring the Plan timelines when co-ordinating the various Plan deliverables. Whilst separate reports on these deliverables had been circulated for this meeting, there might be merit in bringing forward a more composite report in future.

It was also acknowledged that, ideally, the Project Initiation Document (PID) should perhaps have been produced at an earlier stage in the process, as much of its content reflected work already done. However, there was merit in bringing the project elements together at this time into a single document.

Comments on the PID, which was still in draft form, included:

- more information should be provided for practitioners on the preparatory work being undertaken to transform services through integrated working and the impact of transition
- there should be a focus on the areas of the highest risk and the identification of priorities.

Following discussion, the Board **NOTED** the progress achieved in project management and also the risks identified; and **AGREED** that:

- i. any further comments on the Project Initiation Document be forwarded to the Transitions Director;
- ii. the finalised Project Initiation Document be brought to the next meeting for formal approval; and
- iii. further reports also be brought to that meeting on the prioritisation of the various programme elements and on the project engagement plan.

5. Delivery Plan: Lead Agency Model

JB

There had been circulated Report No. PFI/14/11 by the Transitions Director giving an update on the Lead Agency Model Delivery Plan, together with an Action Plan.

During discussion, it was confirmed that a number of potential models were being developed centrally, rather than simply one model for application across Scotland. This was helpful, as it was important there be clarity on the agreed Lead Agency Model approach as the right way forward in Highland. The scope for testing the Model in specific area(s) of Highland was being examined.

The report identified a number of specific workstreams such as HR, Finance, Legal, Property and IM&T. The importance of keeping the Board informed of progress on these various strands was emphasised, in particular early notice of any problems/risks identified that could impact on programme delivery or require Board level rather than delegated decision making. Board members could not be expected to absorb the detail of the full range of activities/work in progress, but should be sighted on the broad picture and high level issues and should know where to get more information if required. The Transitions Director gave an assurance that a report identifying relevant issues and appropriate timelines would be brought to the Board. Dealing with these matters under a separate deliverable entitled Enabling Functions would facilitate this.

Following discussion, the Board **NOTED** the actions progressed toward developing the Lead Agency Model and **AGREED** that:

- i. the timelines and action plans required for the enabling work, i.e. HR, Finance, Legal, Property, IM&T, be considered as a separate deliverable entitled Enabling Functions;
- ii. reporting under this heading should not only brief members on progress/achievements but also highlight any identified risks; and
- iii. a series of briefing statements prepared for staff teams be circulated to all members of the Programme Board.

6. Delivery Plan: Service Specification

JB

There had been circulated Report No. PFI/15/11 by the Transitions Director giving an update on the Service Specification Delivery Plan, together with an Action Plan.

In speaking to the report, the Transitions Director confirmed the sign-off target of December 2011 for both service specification documents, as part of the Commissioning documentation, with the new arrangements to be in place from 1 April 2012. Given this timescale, the specifications would be at a high level and based on agreed outcomes. The Transitions Director outlined the range of factors and source materials/data to be taken into account, the

management/analytical approach being used – logic modelling – and the importance of effective engagement with relevant stakeholders.

During discussion, the need to manage public expectations was emphasised, as a fully integrated “on the ground” service would not be up and running by these initial target dates. It would be helpful for the initial documentation to set out the current position on responsibilities and processes, together with the partnership’s aspirations, the agreed outcomes and a progress map.

The importance of drawing up a performance monitoring framework that could meet individual Board members’ information requirements was recognised. It was proposed that such a framework be in place by December 2011, together with a three-year Service Plan, and that it include a clear baseline describing current delivery arrangements.

It was emphasised that the Service Specifications should recognise and take into account the special and unique nature of the geography and rural nature of the Highlands. Attention was drawn to the recently appointed Commission on Rural Education, on which the Highland Council did not have a seat despite having the largest number of rural schools. The findings of this Commission, and also the development of national outcomes for children’s services, would impact on service delivery in Highland. Although no single delivery model was being dictated, it would be important for Highland to use all its communications channels with the Scottish Government to seek to influence the debate on national outcomes, to ensure that these met Highland needs and fitted with the Highland approach being developed.

As some Members were not familiar with logic modelling as a tool, the Transitions Director undertook to bring a report on this to the next meeting.

After discussion, the Programme Board **AGREED** that the specification documentation include reference to the work being progressed on governance and partnership structures and otherwise **NOTED** the progress to date.

7. Delivery Plan: Commissioning Document

JB

There has been circulated Report No. PFI/16/11 by the Transitions Director giving an update on the Commissioning Delivery Plan, together with an Action Plan.

In speaking to the report, the Transitions Director confirmed the December 2011 target for sign-off of the commissioning document. A first draft of this document would be presented to the Programme Board at its September meeting. Project Board members would also be given a copy of a briefing note on Strategic Commissioning prepared by the Planning for Integration team.

During discussion, it was acknowledged that, whilst a coherent integrated framework for commissioning of children's services was already largely in place, the delivery mechanisms for adult care remained fragmented. It would be necessary to address this in the Commissioning document and to confirm that a strategic commissioning framework for adult care services would be established in line with agreed principles. It would also be important to examine the capacity and capability of the existing strategic commissioning groups in the adult care sector, in order to provide reassurance that these were effective and robust. In addition, while the children's services element of the Delivery Plan would be signed off by the existing Joint Committee for Children and Young People, a similar joint body dedicated to governance of the adult services sector was not in place; however, the remit of the Leadership and Performance Group had to date focussed on older adults only.

The Chair highlighted that the NHS Board were re-examining the issue of the Integrated Resource Framework in the context of supply and demand considerations, their primary/secondary care budget structures, and where the relevant budget would be held. This work would require the involvement of the NHS Finance team. Further updates would be provided to the Project Board.

After discussion, the Programme Board **NOTED** the progress towards defining a commissioning approach.

8. Delivery Plan: Change Management Programme

JB

There has been circulated Report No. PFI/17/11 by the Transitions Director giving an update on the Change Management Programme Delivery Plan, together with an Action Plan.

In speaking to the report, the Transitions Director highlighted approaches being made by external change management providers. The general view was that the Board should consider commissioning outside consultancy input only at such future time as this might be thought necessary. In the meantime, the Transitions Director had been asked to consider key points in the development of the Programme where further assistance might be required, in particular through use of the lean methodology approach. The potential for cooperation/integration involving existing staff teams was being examined.

The Transitions Director also highlighted the lack of engagement by the Trades Union/Professional representatives of the GP and Education sectors. Particular concern was expressed about the lack of engagement from the BMA, given the critical role of GPs in holistic care delivery and the importance of early engagement to reduce the risk of difficulties at a more advanced stage of the change process. It was known that some GPs were themselves concerned as to the perceived lack of information/representation. There was a general view that efforts to engage with the BMA should be continued, with

perhaps a joint letter sent from the NHS Board Chairman and the Council Chief Executive, and that they continue to receive all relevant correspondence; also that there was value in exploring other avenues for engaging with GP practitioners at a local level.

The potential role of the NHS Highland GP Sub Committee was discussed. It was not clear to what extent Planning for Integration issues were being aired before that group and it was suggested that the Sub Committee be invited to consider the Planning for Integration Programme as a standing item at its meetings, with an offer of Programme attendance to provide updates, improve communications and liaison and receive feedback.

The potential of engaging with other existing forums, such as the Area Clinical Forum, was also recognised.

After discussion, the Programme Board **NOTED** the progress in change management to date and also the lack of involvement from Education and Medical professional bodies and Trade Unions; and **AGREED** that:

- i. approaches being received from external change management providers be declined, with the Board taking its own decision on commissioning such external input as and when thought necessary;
- ii. efforts to engage with the BMA continue; and
- iii. the NHS Highland GP Sub Committee be invited to consider the Planning for Integration Programme as a standing item at its meetings, with an offer of Programme attendance and input.

9. Delivery Plan: Evaluation / Benefits Realisation

JB

There had been circulated Report No. PFI/18/11 by the Transitions Director giving an update on the Evaluation/Benefits Realisation Delivery Plan, together with an Action Plan for the evaluation of the proposed adult services integration based on outcomes and a logic modelling approach.

During discussion, the critical nature of this work was highlighted, in terms both of gathering comprehensive and accurate baseline data and of ultimately demonstrating the value of the change programme. An Evaluation and Monitoring Sub-Group would be established in relation to adult services, there already being approximately equivalent structures in place in relation to children's services. It was acknowledged that the staff representative bodies should be involved in both areas; it would be appropriate for this issue to be discussed at the Staff Partnership Forum.

Attention was drawn to the need for any evaluation process, to be robust, to demonstrate independence, while taking account of relevant input from all appropriate stakeholders. There was also a need to be realistic and to recognise that resource limitations would

dictate the scope of the exercise. The ability to draw on existing academic data would be explored, together with the potential to tap into further academic engagement and related funding.

After discussion, the Programme Board **NOTED** the progress in establishing baseline information and methodology to demonstrate the benefits of integration, and also the approach detailed in Appendix 1 to the report, and **AGREED** that the Council and NHS Highland Chief Executives write jointly to the Scottish Government to request specific funding to commission academic research.

10. Governance Structure

JB

There had been circulated Report No. PFI/19/11 by the Transitions Director giving an update on the proposed Governance Structure, including presentation of a schematic diagram.

During discussion, it was acknowledged that this issue constituted work in progress and would be continued in the context of the Delivery Plan. The importance for staff reassurance of greater clarity on governance matters was recognised. Comment was made that there was benefit in establishing a structure that was not seen as rigidly hierarchical.

The Programme Board **NOTED** the progress made in a number of strands of ongoing work to ensure robust governance.

11. Communications Strategy

JB

There had been circulated Report No. PFI/20/11 on behalf of the Transitions Director giving an update on developments and activity in relation to the Planning for Integration communications strategy.

In speaking to the report, the Communications Consultant highlighted the role of Ward Forum discussions. Issues/concerns raised there had included:

- perceived benefits such as streamlining of service delivery, removal of duplication, financial savings, reduced delayed discharges, smoother transition from hospital to home
- perceived disadvantages such as budget cuts, job losses, pay issues, potential ICT difficulties, danger of increased bureaucracy
- the need to maintain current service levels during the change period
- the need for the new structures to realise actual improvements in service.

Reference was also made to other strands of the strategy such as the role of the website and the staff newsletter; contact with local and national media; and proposed pro-active engagement with

Community Councils.

During discussion, regret was expressed that media coverage remained low. The importance of increasing public information and awareness was emphasised, in particular clarifying that the integration process was ongoing and not yet fully realised. It would be necessary to increase the communications effort.

Reference was also made to the importance of developing an integrated approach to transport and the use of public sector vehicles, including ambulances. Whilst this issue was parallel to the Programme's remit on integration of care, the links and their impact should be recognised. An update on transport issues would be given at a future Board meeting.

AD

The Board **NOTED** the update and **AGREED** that the Programme Board's minutes be published on the Highland Life website.

AB

12. Staff Partnership Forum

JB/RSe/RSt/CP

There had been circulated the draft minutes of the Staff Partnership Forum held on 5 July 2011, which were due to be agreed the following day.

Comments during discussion included:

- reference in Minutes item 5 to "champions" – a more appropriate term/concept was being sought
- although not specified in the draft minutes, further discussions on backfill issues were being sought
- further Forum meetings had been programmed so as to fit with the Programme Board's meeting schedule and would address a range of issues including the engagement plan
- it was important that the unions were engaged at national as well as local level.

The Programme Board **NOTED** the position.

13. National Update

JB

In the absence of Mr G Dickson, Director of Health and Social Care Integration, Scottish Government, who had been scheduled to give a presentation, Mr A Dodds outlined a number of main points that had been the focus at a recent national meeting, with a view to a possible Cabinet Secretary announcement being made in September:

- recognition that no single model need be applied throughout Scotland
- work to continue over the following weeks, involving the Staff Side and the professional associations, towards defining outcomes
- discussions to continue on:

- ~ accountability and governance
- ~ review of Community Health Partnerships
- ~ single or aligned budgets

It was important that local views were fed to the Cabinet Secretary; and also that continuing discussion on points of theory and principle should not inhibit practical progress being made on the ground.

The Programme Board **NOTED** the position.

14. Any Other Business

JB

The Programme Board **AGREED** that a schematic diagram of the various groups within the Programme be brought to the next Board meeting.

12. Future Meeting Dates

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

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

Tuesday 17 January 2012 at 10.30 am in Committee Room 2, Council Headquarters, Inverness

Tuesday 13 March 2012 at 10.30 am in Committee Room 2, Council Headquarters, Inverness

Tuesday 24 April 2012 at 10.30 am in Committee Room 2, Council Headquarters, Inverness.

The meeting was concluded at 12.20 p.m.