

NHS GRAMPPIAN

Progress under Integration - Consideration for NHS Grampian Working with Aberdeen City, Aberdeenshire and Moray Integration Joint Boards (IJBs) and Councils.

1 Recommendations

The Grampian NHS Board is recommended to:

1. Acknowledge the work undertaken by all partners within the North East (NE) of Scotland in the completion of the templates for “Progress under Integration” and the subsequent action planning designed to further improve our integrated health and social care systems.
2. Consider the actions (section 5) that are common to NHS Grampian in working with Aberdeen City, Aberdeenshire and Moray Integration Joint Boards (IJBs) and Councils.
3. Commit to supporting the progress of the identified actions in order that the integrated health and social care system continues to grow and to develop in the NE such that the outcomes for the population continue to improve.
4. Reaffirm their commitment to engaging in the NE Partnership Forum.

2 Purpose of this paper

NHS Grampian completed, in partnership with Aberdeen City Council, Aberdeenshire Council, Moray Council, Aberdeen City IJB, Aberdeenshire IJB and Moray IJB, a maturity template known as “Progress under Integration”. This paper draws on the actions for improvement from each of the three areas where there is some commonality and direct requirement for action from NHS Grampian.

3 Strategic Context

Malcolm Wright (Director General, Scottish Government Health and Social Care Directorate & Chief Executive NHS Scotland) and Sally Loudon (Chief Executive, COSLA) sent two letters in March 2019 seeking for all Health Boards, Local Authorities and Integration Joint Boards to complete a template reflecting their progress with the integration of Health and Social Care. The template reflected the key components of integration identified by the Ministerial Strategic Group for Health and Social Care (MSG) and Audit Scotland. A further letter, from the same authors, sought action plans against the template, for submission in August 2019, in order that a report could be prepared for the MSG detailing the actions being taken across Scotland.

Within the Grampian area the three Integration Joint Boards, Aberdeen City, Aberdeenshire and Moray, all completed the template and subsequently completed action plans.

4 Drawing together common actions

This paper has picked the themes / outcomes that the three IJBs have identified and, in turn, make sense to pursue together with NHS Grampian (and in many cases with the respective Council as well). The purpose of this is to allow some coordinated work within the Grampian area.

5 Themes and actions to be pursued

5.1 Set aside budgets, system wide planning and developing the North East Approach

A key component of the legislation seeks to support the redesign of the six acute based specialties which have the highest levels of unscheduled care activity. The aim of this redesign is to create a pathway of care which will be sustainable as the profile of the population continues to change. The achievement of this is essential for the NE to be able to identify high levels of performance under integration.

Our local system-wide planning process is underway and is being supported by a newly established group, the North East System Wide Transformation Group (NESWTG). This group is chaired by the Chief Executive of NHS Grampian and has each of the Local Authority Chief Executives as members. This group will support the North East Partnership Group which has the Chairs and Vice Chairs of each of the IJBs as the core membership.

Key action for NHS Grampian:

- For Board members, who fulfil a Chair or Vice Chair role in an IJB, to commit to the NE Partnership Group ensuring it is successful in its work.
- For NHS Grampian officers to support the NESWTG and the NE Partnership Group and to support the system wide planning process.

5.2 Corporate support from NHS Grampian for IJBs (& H&SCPs)

NHS Grampian has provided corporate support for all three IJBs in a variable manner between different functions. At the inception, the IJBs did not work with either the NHS or Council partners to formalise the approach to corporate support, other than to suggest that the types of support that the predecessor arrangements had enjoyed would continue.

Many of our corporate systems have changed and faced various reorganisations over the past few years and it appears that the relationship between various corporate functions and the IJBs would benefit from review.

Key action for NHS Grampian:

- To undertake, in partnership with the three IJBs, a review of the corporate provision to the IJBs.

5.3 Public Engagement

A key component for the success of the IJBs is to develop a long-term and meaningful relationship with their population. Further improvement in working with the public was identified as a significant desire in all partners in the North East.

Part of the review will also require NHS Grampian and the IJBs to consider how this engagement works within the community planning approach. NHS Grampian has expertise in public engagement. This can be picked up in the corporate support review (section 5.2).

Key action for NHS Grampian:

- To ensure that Public Engagement is considered within the corporate support review and that our approach to Community Planning is clarified.

5.4 Collaborative Leadership & the North East Partnership

A key component for the NE to build on its current successful approach to integration is to ensure that the collaborative leadership demonstrated by all partners is continued. At an officer level there is a programme of work which aims to support the development of system leadership (incorporating the acute sector with the H&SCP teams).

At Board level, for all three IJBs and NHS Grampian, we have pursued collaborative working through the North East Partnership. All three IJBs considered, during the June 2019 meeting cycle, the re-vitalising of this approach and agreed that it was worthwhile. The successful implementation of the NE Partnership was considered in all three templates as essential.

Key action for NHS Grampian

- Play an active role in the North East Partnership

5.5 Review of Integration Schemes and Governance arrangements

NHS Grampian, in accordance with the legislation, has in place a bespoke 'integration scheme' with each of the three local authorities. This scheme sets out the rules for the engagement of the two bodies with respect to their Integration Joint Board. These schemes need to be reviewed; it will be sensible to consider what can be common to working with the three Councils and what requires to be unique.

Such a review of the rules will also allow some reflection on other governance arrangements and in particular how the assurance works between the Integration Joint Boards and NHS Grampian.

Key Actions for NHS Grampian

- Review of Integration Schemes with each of the three Councils.
- Reflection and review of the assurance mechanisms between the IJBs and NHS Grampian.

6 Risk Mitigation

A key risk faced by NHS Grampian is to ensure that the three Integration Joint Boards are a success supporting the improvement of the health of our population. All of the work identified within this paper aims to continue to improve the ability of the three Integration Joint Boards to be successful.

7 Conclusion

This paper sets out a few common issues, identified in the “Progress under Integration” template, for NHS Grampian to pursue with the three IJBs within the Grampian area. It seeks the commitment from NHS Grampian to be active partners in several specified actions.

8. Responsible System Leadership Team Members and contacts for further information

If you require any further information in advance of the Board meeting please contact:

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