

# PERTH AND KINROSS INTEGRATION JOINT BOARD

Minute of Meeting of the Perth and Kinross Integration Joint Board (IJB) held in the Council Chamber, Ground Floor, Council Building, 2 High Street, Perth on Friday 27 September 2019 at 10.30am.

## **Present:**

### **Voting Members**

Councillor C Stewart, Perth and Kinross Council (Vice-Chair)  
Councillor E Drysdale, Perth and Kinross Council  
Councillor X McDade, Perth and Kinross Council (up to and including Item 3.2)  
Councillor C Purves, Perth and Kinross Council (up to Item 8.1)  
Mr B Benson, Tayside NHS Board  
Ms P Kilpatrick, Tayside NHS Board (up to Item 8.2)  
Dr N Pratt, Tayside NHS Board  
Ms J Alexander, Tayside NHS Board (substituting for Ms L Birse-Stewart) (up to Item 8.1).

### **Non-Voting Members**

Mr G Paterson, Chief Officer / Director – Integrated Health & Social Care  
Ms J Pepper, Chief Social Work Officer, Perth and Kinross Council (up to and including Item 8.2)  
Ms J Smith, Chief Financial Officer (up to and including Item 8.2).

### **Stakeholder Members**

Ms B Campbell, Carer Public Partner  
Mr A Drummond, Staff Representative, NHS Tayside (until Item 9.1)  
Ms S Gourlay, NHS Tayside  
Mr S Hope, Staff Representative, Perth and Kinross Council (up to and including Item 4.2)  
Ms S Watts, Third Sector Representative (substituting for Ms C Gallagher) (up to and including Item 4.2)  
Ms S Auld, Service User Public Partner (substituting for Ms L Lennie) (up to and including Item 4.2).

## **In Attendance:**

K Reid, Chief Executive, Perth and Kinross Council; L Simpson, S Hendry, K Molley and S Watson (all Perth and Kinross Council); D Fraser, D Mitchell, H Dougall, D Fraser and V Aitken (all Perth and Kinross Health and Social Care Partnership); S Dickie, K Russell, P Stonebridge, and A Wood (all NHS Tayside); Dr D Strang (up to and including Item 3.1).

## **Apologies:**

Ms L Birse-Stewart, Tayside NHS Board  
Ms L Lennie, Service User Public Partner  
Ms C Gallagher, Third Sector Representative

## **1. WELCOME AND APOLOGIES**

Councillor Stewart welcomed all those present to the meeting. Councillor Stewart referred to the fact that Robert Peat had recently resigned as Chair and as a member of the IJB and gave a special thanks to him for all his contribution as a member and Chair of the Integration Joint Board.

It was agreed that the Chair and Vice-Chair would discuss the future layout of IJB meetings.

Apologies and substitutions were noted as above. It was agreed that further clarification on rules for substituting for vacant positions on the Board would be highlighted in the next review of Standing Orders.

## **2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Perth and Kinross Integration Joint Board Code of Conduct.

## **3. MENTAL HEALTH**

### **3.1 UPDATE FROM THE INDEPENDENT INQUIRY INTO MENTAL HEALTH SERVICES IN TAYSIDE – UPDATE FROM MR DAVID STRANG**

There was a Verbal Update by Dr D Strang, Chair of the Independent Inquiry on Mental Health Services in Tayside regarding the Interim Report published in May 2019 and the status of the Independent Inquiry on Mental Health Services. Dr D Strang advised that debate was raised in parliament last summer over the lack of public confidence, clinical leadership and pressures on staff in relation to mental health services in Tayside which lead to the independent inquiry. The following five principles guided the remit of the independent inquiry:

- (i) Inquiry to be truly independent – Dr Strang was interviewed for the position of Chair by the stakeholder participation group, convened by the Health and Social Care Alliance. This group was made up of patients, carers and staff.
- (ii) Open and Transparent – Regular updates of the Inquiry provided on website.
- (iii) Include and involve staff from NHS, partner organisations and third sector organisations. Participation group formed which conducted a survey, providing vital evidence for the inquiry.
- (iv) Involve patients, families and carers who were met with regularly over the period of the inquiry.
- (v) Include a public call for evidence in the inquiry - 1,300 respondents over a wide range of different groups.

An interim report had been published in May 2019 entitled Inquiry Update and Emergent Key Themes. It was noted that the identified themes would enable the Inquiry to focus on next steps, drawing firm conclusions and making specific recommendations in due course.

Areas of concern that were raised through the findings of the inquiry were highlighted as follows:

- Recognition that significant change is needed and can only be achieved through strong leadership and clarity of responsibility and direction. Implementation Plan to be drafted.
- Fundamental redesign required for the needs of Community/Patients.
- The importance of the level of trust and continuity of staff to provide high level quality services.
- Clear communication between Perth and Kinross Council and NHS Tayside on the quality of mental health services provided to patients.
- More focus on community services required.

In response to a question from Councillor Drysdale on whether it was being recommended that the current service redesign programme should be stopped, D Strang suggested that there should be a strategic redesign review.

In response to a question from Councillor McDade on the urgency that was highlighted at the time of the original decision in 2018 to commence with the service redesign programme, D Strang commented on the need for a wide review and major organisational change within this one area.

The Board noted the position and thanked D Strang for his attendance.

H DOUGALL LEFT THE MEETING DURING THE ABOVE ITEM.

DR D STRANG LEFT THE MEETING AT THIS POINT.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 12.05PM.

### **3.2 ADULT MENTAL HEALTH AND LEARNING DISABILITY, SERVICE REDESIGN PROGRAMME PROGRESS REPORT AND RISK REVIEW PAPER**

There was submitted a report by the Chief Officer/Director of Integrated Health and Social Care (G/19/159) updating on progress with the Mental Health and Learning Disability Service Redesign Programme.

In response to a question from K Reid regarding other Integration Joint Boards across Tayside and what they are doing in terms of strategic planning which could have an impact on Perth and Kinross, G Paterson advised that each of the Integration Joint Boards and Health and Social Care Partnerships across Tayside are committed to developing a local strategy which shows that sufficient provision is made to provide high quality mental health services to their local areas. Each area have considered the implications of the re-design programme and are working to ensure that local strategies are aligned with the strategic planning and commissioning activity of the Perth and Kinross IJB in relation to mental health services.

P Kilpatrick added that the Dundee Mental Health and Wellbeing Strategic Commissioning Plan is a positive piece of work which focuses on social prescribing and prevention, highlighting that a strategy is in place to cope with community mental health. G Paterson advised that a similar strategy is being developed in Perth and Kinross and would be brought to the next IJB meeting.

In response to a question from Councillor Drysdale regarding the role of the Mental Health Alliance in terms of the role of the IJB, G Paterson advised that it is important for these roles to be clarified. The Alliance is to act as an enabler across Tayside to develop service changes, redesign patient pathways and provide support to the partnership.

In relation to sections 3.1 and 3.4 of the report, A Drummond requested that it be noted that concerns were raised on behalf of staff at the time at the proposed arrangements for the relocation of staff and that it was the staff side area partnership that were not supportive of the proposals.

S HOPE AND S AULD LEFT THE MEETING AT THIS POINT.

Motion (Councillor X McDade and Councillor C Purves)

- Note the significant clinical and operational risks that the services are currently experiencing and the impact on patient safety and quality of care but consider that many of these remain regardless of the progression of the redesign;
- Further note significant delays to parts of the redesign programme that have resulted in measures that were previously suggested to be critical not being fully implemented 21 months after the programme was first agreed;
- Consider the fact that a recommendation has been made by The *Independent Inquiry into Mental Health Services in Tayside* in its interim report in advance of the final report to be significant;
- Agree that there is a clear case for a 'comprehensive review of the mental health strategy rather than simply undertaking a move of beds and sites' in order to ensure that permanent changes are not made prematurely;
- Therefore, does not endorse the continued implementation of the MHLDSRP at this time and instead agree that the redesign programme be paused until such a time as a review of the mental health strategy has been completed;
- Agree that this review should not be led by the Tayside Mental Health Alliance, any Tayside IJB, NHS Tayside or any Tayside council but should be led independently by an individual/organisation agreed by the IJB;
- Agree that this independent review should focus on existing and required community mental health infrastructure across Tayside before determining any requirements for and changes to beds and sites;
- Agree the pause does not prevent any necessary temporary actions to ensure inpatient requirements are met and environmental improvements, including anti-ligature measures, should continue to be undertaken meantime; and
- Instructs the Chief Officer to issue any necessary directions to NHS Tayside to give effect to this motion and asks him to report back to the IJB with progress on the establishment of an independent review at the earliest opportunity.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 2.33PM.

Following advice from officers, Councillor McDade and Councillor Purves agreed to revise their Motion as follows:

Perth and Kinross IJB are asked to:

- (i) Consider the content of this report and provide constructive comment.

- (ii) Note the significant clinical and operational risks that the services are currently experiencing and the impact on patient safety and quality of care.
- (iii) Agree our full commitment to a full review of end-to-end mental health services across Tayside and endorse our participation in such a review.
- (iv) Agree the continued implementation of the approved MHLDSRP to secure current patient safety and quality of care insofar as the implementation of any changes does not prejudice the outcome of such a holistic transformation review of mental health services.
- (v) Ask the chief officer to prepare a revised programme plan with key milestones and a timeline.
- (vi) Commit the chief officer to provide regular reports on progress, risk and delivery of the MHLDSRP
- (vii) Commit the Tayside Mental Health Alliance to provide regular update reports on their ongoing work to support the IJB in shaping their strategic outcomes for the service.

P Kilpatrick proposed an amendment to agree the recommendations as set out in Report G/19/159.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 2.44PM.

Following advice from officers, P Kilpatrick withdrew the amendment.

Following suggestions by both P Kilpatrick and Councillor Drysdale, Councillor McDade and Councillor Purves agreed to further amend the revised motion.

**Resolved:**

- (i) **The contents of Report G/19/159 be noted.**
- (ii) **The significant clinical and operational risks which services are currently experiencing and the impact on patient safety and the quality of care be noted.**
- (iii) **The Perth and Kinross IJB's full commitment and participation in on-going and end to end transformation of mental health services in Tayside be agreed.**
- (iv) **The continued implementation of the approved MHLDSRP to secure current patient safety and quality of care insofar as the implementation of any changes does not prejudice the outcome of such a holistic transformation review of mental health services be agreed.**
- (v) **The Chief Officer to prepare a revised programme plan with key milestones and a timeline.**
- (vi) **As a standing item for future IJB meetings, the Chief Officer be committed to provide an update on progress, risk and delivery of the MHLDSRP.**
- (vii) **As a standing item for future IJB meetings, the Tayside Mental Health Alliance be requested to provide an update on their ongoing work to support the IJB in shaping their strategic outcomes for the service.**

COUNCILLOR MCDADE LEFT THE MEETING AT THIS POINT.

## **4. FINANCE AND GOVERNANCE**

*IT WAS AGREED TO VARY THE ORDER OF BUSINESS AT THIS POINT*

### **4.2 ANNUAL ACCOUNTS 2018/19**

There was submitted a report by the Chief Financial Officer (G/19/161) presenting the IJB's Audited Annual Accounts for the period to 31 March 2019.

#### **Resolved:**

- (i) It be noted that the Audit and Performance Committee have considered the Audited Annual Accounts, the Letter of Representation and KPMG's Annual Audit Report on 16 September 2019.
- (ii) The contents of KPMG's Annual Audit Report to Members of the Perth and Kinross IJB and the Controller of Audit on the 2018/19 Audit be noted.
- (iii) The Audited Annual Accounts for 2018/19 be approved.
- (iv) The Letter of Representation be approved for signature by the Chief Financial Officer.

THERE FOLLOWED A RECESS AND THE MEETING RECONVENED AT 3.10PM

### **3.3 THE MENTAL HEALTH ALLIANCE**

The Chief Officer provided a verbal update on the Mental Health Alliance which is formed of representation from the three Health and Social Care partnerships, NHS Staff and representation from third sector and advocacy organisations. The aim is to work collaboratively with partners of the alliance who are responsible for the planning, commissioning and delivery of mental health services across Tayside and by recognising current challenges to then develop a three year strategy on mental health, care and treatment. Health and Social Care standards will be core to the work of the Mental Health Alliance which will enhance innovation and flexibility. The Chief Officer advised the Board that the Memorandum of Understanding for the Mental Health Alliance would be brought to the next meeting of the IJB for approval.

B Benson and M Summers highlighted the importance of having representation from service users and carers on the Mental Health Alliance. On behalf of the third sector, S Watts raised concerns over the confusion of membership on the mental health alliance, if the member should be representing as an advocacy member or as an IJB member. She added that it is crucial for the third sector to have significant representation on the alliance for effective design of services.

G Paterson advised that work was underway to enhance the membership of the Alliance by making sure that partners voices can be easily heard and to look at how the alliance can support the work of the partnership. He added that discussions are being held with the Third Sector Forum regarding their role on the Alliance and emphasised how important their contribution is to the enhancing the quality of Mental Health Services. G Paterson stated that there is a commitment to ensure that the Mental Health Alliance has adequate representation.

The Board noted the position.

### **3.4 INPATIENT MENTAL HEALTH BUDGET 2019/20; 2021/22**

K REID LEFT THE MEETING DURING THIS ITEM.

There was submitted a report by the Chief Financial Officer (G/19/160) recommending setting the 2019/20 budget for Inpatient Mental Health Services.

The Chief Financial Officer advised the Board of revised figures in relation to the number of savings in Appendix 2 of Report (G/19/160) as follows:

- Temporary merger GAP Rehabilitation Wards Murray Royal Hospital (MRH) Workforce redesign (No.4) – £300,000 to **£204,000**.
- General Adult Psychiatry Acute Admissions Moredun Ward (No.7) -£203,000 to **£107,000**.

**Resolved:**

- (i) The 2019/20 Financial Plan for Inpatient Mental Health Services be approved and the budget be set thereon noting the gap of £1.713m which remains.
- (ii) The Chief Officer to work with NHS Tayside to identify an action plan for reducing medical locum costs.
- (iii) The Chief Officer to issue the necessary Direction to NHS Tayside to implement the actions within the 2019/20 Financial plan.
- (iv) It be noted that the formal budget deficit for the IJB for 2019/20 is now £4.168m.
- (v) It be agreed that nursing savings in relation to General Adult Psychiatry Rehabilitation and Acute Admission Beds at Murray Royal Hospital be taken on a non-recurring basis only in 2019/20 pending wider discussion around investment across wider pathways of care across Tayside. Therefore the savings of £204k and £107k be agreed as non-recurring only.

### **5. MINUTE OF MEETING OF THE PERTH AND KINROSS INTEGRATION JOINT BOARD OF 26 JUNE 2019**

The minute of meeting of the Perth and Kinross Integration Joint Board of 26 June 2019 was submitted and approved as a correct record.

### **6. ACTION POINTS UPDATE**

There was submitted and noted the action point update for the Perth and Kinross IJB as at 27 September 2019.

### **7. MATTERS ARISING**

**Strategic Commissioning Plan (item 8.1 refers)**

The Chief Officer advised the Board that there is now a draft version of the Strategic Commissioning Plan complete. He advised that the aim is circulate the plan to IJB members for comment before the development session on 23 October 2019.

## **9. MEMBERSHIP UPDATE**

There was a verbal report by the Clerk to the Board updating the Board on the membership of both voting and non-voting members of the Board.

### **Resolved:**

- (i) It be noted that Councillor Stewart had been appointed as Chair of the Integration Joint Board from 4 October 2019.
- (ii) It be noted that Mr B Benson had been nominated as Vice-Chair of the Integration Joint Board which would be ratified by NHS Tayside Board on 31 October 2019.
- (iii) It be noted that Dr N Pratt would be appointed as an NHS Tayside voting member on the Board.
- (iv) It be noted that Ms J Alexander would replace Ms L Birse-Stewart as an NHS Tayside voting member from 1 October 2019.
- (v) It be agreed that Ms S Gourlay replace Ms S Dickie as the nurse representative on the Integration Joint Board.
- (vi) Following discussion at the Third Sector Health and Social Care Strategic Forum, it be agreed that the Third Sector representative on the Integration Joint Board be Ms S Watts, with Ms C Gallagher as the substitute member. These appointments be until 31 December 2019 with a further election process to take place in early 2020.
- (vii) It be agreed that Ms L Blair, Independent Sector Lead with Scottish Care for Perth and Kinross be appointed as an additional non-voting member of the Integration Joint Board initially for one year.

## **4.1 AUDIT AND PERFORMANCE COMMITTEE UPDATE**

### **Verbal Update by Chair of Audit and Performance Committee**

Councillor Purves, Chair of the Audit and Performance Committee, provided the board with an update from the recent meeting of the Audit and Performance Committee that had taken place on 16 September 2019.

[Audit and Performance Committee of the Perth and Kinross Integration Joint Board - 16 September 2019](#)

The Board noted the position.

## **8.1 2019/20 FINANCIAL POSITION**

K REID RETURNED TO THE MEETING DURING THIS ITEM. COUNCILLOR PURVES, J ALEXANDER AND A DRUMMOND LEFT THE MEETING DURING CONSIDERATION OF THIS ITEM.

There was submitted a report by Chief Financial Officer (G/19/163) providing an update to the Perth and Kinross Integration Joint Board on the year end financial forecast based on actual expenditure for the 4 months to 31 July 2019.

In response to a question from B Benson regarding the significant deterioration of the forecast position from July 2019, J Smith advised that this had



been due to a number of unanticipated pressures relating to older people services such as care home placements and the level of significant demand of inpatient beds in Tay Ward, PRI and psychiatry of old age.

In response to a question from S Gourlay regarding timescales of a workforce plan and how this is being developed across the partnership, G Paterson emphasised the issue of staffing and how crucial it is for the challenges to be addressed, especially in regards to the psychiatric workforce. The Scottish Government have requested a workforce plan be submitted by the 31 March 2020. G Paterson advised that work is underway to look at succession planning under the care sector and how staff can be used differently in general roles. There will be an update on progress of the plan to the IJB in early 2020.

**Resolved:**

- (i) The 2019/20 forecast year end overspend of 4,860m for the IJB be noted.
- (ii) It be noted that this compares to a gap anticipated based on the Financial Plan approved by the IJB, adjusted for IPMH Services, of £4,104m.
- (iii) The updated position regarding IJB reserves as set out in the report be noted.

## **8.2 2019/20 FINANCIAL RECOVERY PLAN**

There was submitted a report by the Chief Financial Officer (G/19/164) seeking approval from the Integration Joint Board to actions discussed with both NHS Tayside and Perth and Kinross Council to respond to the £4.1m gap in the IJB's 2019/20 Financial Plan as well as the further additional pressures that have emerged in the first 4 months of the 2019/20 Financial Year.

J Smith highlighted an error in sections 2 and 6 of the report. The final paragraph of section 2 should read that the financial recovery review plans have been discussed with both the NHS Tayside and Perth and Kinross Council Chief Executives. The second sentence of section 6 of the report should read that the actions set out have been discussed with the Executive Teams of both NHS Tayside and Perth and Kinross Council.

In response to a question from J Pepper, regarding the Alcohol and Drug Partnership and what consultation had taken place with the Children, Young People and Families Partnership as, J Smith advised there has been engagement with the Chair of the partnership, however specific discussion with the Council's Children's Services would need to be clarified. J Pepper stressed the importance of this as pressures and demands are rising on the child protection system, with substance misuse being a key factor.

**Resolved:**

- (i) The actions identified in the report to address the forecast in-year deficit be agreed;
- (ii) The Chief Officer to bring back further proposals to the next meeting as part of a report regarding the financial position update.

J SMITH, P KILPATRICK AND J PEPPER LEFT THE MEETING AT THIS POINT.

## **10. CHIEF OFFICER UPDATES**

### **10.1 BRIDGE OF EARN GP PRACTICE**

There was submitted a report by the Chief Officer/Director of Integrated Health and Social Care (G/19/165) providing IJB members with information on the background to the closure of Bridge of Earn GP practice and the actions that the Health and Social Care Partnership, NHS Tayside and Perth and Kinross Council have taken in response.

#### **Resolved:**

- (i) The contents of report G/19/165 be noted.
- (ii) The current situation regarding the closure of the Bridge of Earn GP Practice as outlined in the report be noted;
- (iii) The proposed strategic approach set out in the report to encourage the re-introduction of Primary Medical Services for Bridge of Earn patients be agreed;
- (iv) The Chief Officer to work with partners to implement the necessary operational arrangements to ensure the delivery of the relevant services in Bridge of Earn.

### **10.2 JOINT INSPECTION OF THE EFFECTIVENESS OF STRATEGIC PLANNING IN PERTH AND KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP**

There was submitted a report by Chief Officer/Director of Integrated Health and Social Care (G/19/166) providing IJB members with information on the Joint Inspection of the HSCP carried out by Healthcare Improvement Scotland and the Care Inspectorate and their final report which was published on the 23 September 2019; and (2) outlining the context, findings and recommendations and providing details of the action plan that the Partnership has begun work on in response.

Dr N Pratt and Councillor E Drysdale praised the partnership for their efforts and stated how encouraging it is to see the work of the partnership moving in a positive direction. In response to a question from Councillor Drysdale, regarding concerns over the collation and use of data (paragraph 3.4) and if funding had been made available for staff regarding the data collection process, K Reid advised that work on data analysis is currently underway across the Council. This would create better performance management information. K Reid added that the Council are currently waiting on correspondence from NHS Tayside on match funding.

#### **Resolved:**

- (i) The report on the Joint Inspection (G/19/166) be noted.
- (ii) The detailed findings in the full Joint Inspection Report be noted.
- (iii) The Chief Officer to produce a comprehensive improvement plan to address the areas for improvement outlined within the Joint Inspection Report and report back to the Board on early progress at the IJB Meeting on 11 December 2019.

**11. FOR INFORMATION**

**11.1 ANNUAL PERFORMANCE REPORT FOR 2018/19**

There was submitted and noted the report (G/19/167) for information.

**12. FUTURE IJB MEETING/DEVELOPMENT SESSION DATES 2019**

Wednesday 6 November 2019 at 9.30am (Agreed Additional Meeting)

Wednesday 11 December 2019 at 2.00pm

Wednesday 23 October 2019 at 2.00pm (Development Session)