



PERTH AND KINROSS INTEGRATION JOINT BOARD

26 June 2019

CHIEF OFFICER STRATEGIC UPDATE

Report by Chief Officer (Report No. G/19/113)

PURPOSE OF REPORT

This report provides the Perth and Kinross Integration Joint Board with an update from the Chief Officer on progress with key strategic developments and on intended future action.

1. RECOMMENDATION(S)

It is recommended that Members of the Integration Joint Board note the following strategic updates:

- the Development of Perth and Kinross HSCP's Strategic Commissioning Plan
- The joint inspection of Perth and Kinross Health and Social Care Partnership (HSCP) by the Care Inspectorate and Healthcare Improvement Scotland.
- The publication of the interim report from the Independent Inquiry into Mental Health Services in Tayside.
- Perth and Kinross HSCP's self-evaluation of progress on integration in response to the Ministerial Strategic Group's national review.

2. STRATEGIC COMMISSIONING PLAN

In March 2019, the IJB agreed that the publication of the refreshed Strategic Commissioning Plan would be delayed until the 27th September 2019, to allow for the outcome of the joint inspection to be considered and for the arrival of the new Chief Officer.

Since arrival, the Chief Officer, has asked a Service Manager in the HSCP to lead on the development of the Strategic Commissioning Plan, in a full-time capacity to coordinate the work of a small team and to plan the process and engagement activity that will ensure that the plan is informed by the local priorities of our communities.

On 05 June 2019, we held an engagement sessions with IJB Members to set the strategic direction. At this event, the Chief Officer set the local and national policy context for developing the Strategic Plan, outlined the demographic and financial challenges we face and conveyed our ambition to support people earlier, to connect people to their local area and services, to build individual and community resilience and to provide high quality services that support people to achieve better outcomes.

In setting the strategic direction for our planning activity, the Chief Executive of Perth and Kinross Council gave an overview of the 'Perth and Kinross Offer' and the Director of Public Health highlighted the importance of linking our Strategic Commissioning Plan with the broader Public Health agenda.

Participants in the development sessions, which included both IJB members and officers, responded that the strategic priorities remained valid and recommended that the next plan should be more than just a re-write of our previous plan, should be concise, readable and focussed and should reflect the outcome of engagement activity with local citizens, communities, service users and carers.

To support the development of the plan we will consider what people have previously told us that they want from health and social care services. We will also engage with those groups and communities we are already connected to and working with to establish their priorities. In addition, a programme of community engagement events are being planned throughout June and July, led by our Community Engagement Team and supported by HSCP Locality/Service Managers. The conversations we will hold with people within the localities will be around the priorities that they have, framed in the context of the challenges we face and a recognition that we won't be able to satisfy every need or demand. These discussions will begin to promote the idea of the 'Perth and Kinross Offer' or 'Deal' in which individuals and communities are encouraged to make their contribution to our collective efforts to promote good health, support 'caring communities' and address inequalities.

These engagement events will inform the development of the draft Strategic Plan, which we will formally consult on in the last two weeks of August, allowing the final draft to be presented to the IJB on the 27th September.

3. JOINT INSPECTION

The Care Inspectorate and Healthcare Improvement Scotland are concluding their Joint Inspection of Perth and Kinross Health and Social Care Partnership. In recognising the early stage of integration nationally, this

inspection has focussed on strategic planning and commissioning arrangements, on performance monitoring and reporting and on leadership.

On 15th May members of the HSCP's EMT, the Chief Executives of both statutory partners and Perth and Kinross Council's Chief Social Work Officer were joined by the Chair and the Vice Chair of the IJB to receive feedback from the Inspectors on their findings, to date.

In response, we have provided the Inspectors with a range of further evidence which we anticipate will inform their scrutiny and demonstrate the progress that we have made in relation to the quality indicators that they have considered. Given our shared ambition that this should be a collaborative endeavour that supports us to achieve improvement, we have sought a further meeting with the Inspectorate to discuss the process of the inspection, their findings and conclusions before the report is finalised, later in the Summer.

4. INDEPENDENT INQUIRY INTO MENTAL HEALTH SERVICES IN TAYSIDE

In May 2018, the NHS Tayside Board commissioned the Independent Inquiry into Mental Health Services in Tayside in response to concerns which had been raised about the quality of mental health services in Tayside.

The Independent Inquiry is being conducted in five stages:

Stage 1: Set-up and launch - Complete

Stage 2: Evidence gathering – Complete

Stage 3: Analysis and investigation – Currently in Progress

Stage 4: Final report with conclusions and recommendations – Date to be Confirmed

Stage 5: Dissemination of Findings – Date to be Confirmed

The Inquiry published an interim report on May 22, 2019 following the completion of Stage 2 which included a high-profile public Call for Evidence. This report sets out the lived experiences of people who have used mental health services in Tayside and their families and carers, as well as the views of staff and third sector organisations working in mental health services.

Members will be particularly interested in this report as inpatient adult mental health services are hosted by Perth and Kinross Integration Joint Board. The Inquiry is looking at end-to-end mental health services, however, the interim report has a focus on inpatient mental health services.

As the commissioner of the Inquiry, the Board of NHS Tayside has welcomed the interim report and recognised the importance of learning lessons from the feedback it provides.

Six key themes were identified in the Interim Report and these are already being addressed through a Quality Improvement Programme which was established prior to the Inquiry being set up.

Mr David Strang, the independent Chair of the Inquiry has been invited to the Tayside NHS Board on Thursday, 27 June to present his interim report.

Mr Strang made one recommendation in his report relating to the delivery of the IJB-approved operational inpatient model as part of the Mental Health and Learning Disability Service Redesign Transformation Programme (MHLDSRT). The Minister for Mental Health subsequently asked the local leadership team to urgently review the risks and impact of this planned redesign programme.

This risk assessment of the approved plans, as well as a review of the clinical risks associated with the current availability of medical and nursing workforce, is currently under way as requested by Scottish Government. This will be further discussed with IJB members and NHS Tayside Board members in the coming weeks, with any decisions to be made following the appropriate governance arrangements.

5. MINISTERIAL STRATEGIC GROUP, REVIEW OF PROGRESS WITH INTEGRATION OF HEALTH AND SOCIAL CARE; SELF-EVALUATION

On 4 February 2019, the Ministerial Strategic Group (MSG) for Health and Community care's report on the review of progress with integration was published. Within the review report, there was an expectation that Health Boards, Local Authorities and Integration Joint Boards (IJBs) would evaluate their current position in relation to the review report's findings and the Audit Scotland report on integration which was published in November 2018, with a view to increasing the pace of integration.

A key element of the process was the establishment of a self-evaluation template which would serve to support local discussions, share good practice and enable the Leadership Group to gain an overall insight into progress. The self-evaluation exercise would also form the basis of future local and national plans to increase the pace of integration.

The 25 proposals from the review report were incorporated into the self-evaluation template and grouped around the following key features.

- Collaborative leadership and building relationships
- Integrated finances and financial planning
- Effective strategic planning for improvement
- Agreed governance and accountability arrangements
- Meaningful and sustained engagement

Our completed self-evaluation is attached for IJB Members consideration and information, in which we show how we have assessed progress in Perth and Kinross across the indicators. We have either identified that we our approach is 'Partly Established' or 'Established' and this very much aligns with the self-evaluation we completed ahead of the joint inspection.

On receipt of the final inspection report we will develop an Improvement Plan and this will also incorporate the areas for development we have identified through the MSG self-evaluation, as well as recent internal audit findings.

Author(s)

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.