



## INTEGRATION JOINT BOARD

<b>Date of Meeting</b>	11 February 2020
<b>Report Title</b>	Chief Officer's Report
<b>Report Number</b>	HSCP.19.096
<b>Lead Officer</b>	<i>Sandra Macleod</i>
<b>Report Author Details</b>	<i>Sandra Macleod Chief Officer samacleod@aberdeencity.gov.uk</i>
<b>Consultation Checklist Completed</b>	Yes
<b>Directions Required</b>	No
<b>Appendices</b>	None

### 1. Purpose of the Report

- 1.1. The purpose of the report is to provide the Integrated Joint Board (IJB) with an update from the Chief Officer

### 2. Recommendations

- 2.1. It is recommended that the Integration Joint Board note the content of the report.

### 3. Summary of Key Information

#### Local Updates

#### 3.1. Carden Medical Centre

The practice's GP partners are ending their contract with NHS Grampian (NHSG) to provide General Medical Services and have now given their notice. No suitable notes of interest were received from other practices by the deadline for receipt of tender applications. This means that the Carden service and all its staff will transfer to NHSG on 4<sup>th</sup> May 2020 and will then



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be directly managed by the Aberdeen City Health & Social Care Partnership (ACHSCP).

There is no need for patients to change practice because Carden Medical Centre will continue to operate from the same premises and work as normal throughout. Patients do not need to do anything because of these changes.

Recruitment to both salaried GPs has gone live and one-to-ones with all staff will be complete by the end of January, 2020. Service delivery review alongside recruitment is being completed late Jan/early February. An overarching project management group has been set up with actions agreed relating to specific areas such as IT, estates, finance, nursing, HR and communication. The Project Management Group (and Sub Groups) are linking with the Primary Care Improvement Plan leads to identify if any projects can be directed towards Carden to support whilst in transition.

In terms of public engagement, it has been agreed to have patient engagement events at the practice with the first one planned after the recruitment timelines in late February/early March.

### 3.2 Localities

Following the decision by IJB on the planned approach to developing localities, work is ongoing to support the establishment of the three Locality Empowerment Groups (LEG's). A work plan focusing on key themes of data and profiling, communication and engagement, membership and recruitment, upskilling and governance has been established, to be led by the Public Health Coordinators and key stakeholders including community representatives on current Locality Leadership Groups (LLG's) and wider members of the local communities. Recruitment of community members for the LEG's has commenced. Key outputs anticipated to be delivered by spring will include a visual data tool ready for April to engage with communities; revised membership of LLGs/LEGs; and clear governance arrangements for these groups being in place. Two workshops will be held with partnership Service Managers in February and March to support them to: build relationships; adopt a collaborative leadership approach; identify the skills they need to support their teams to work collaboratively in



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localities and develop an implementation plan that they will lead the delivery of.

### 3.3 Lead Nurse Recruitment

The assessment centre for the recruitment to the Lead Nurse post took place on Thursday 23<sup>rd</sup> January 2020. A preferred candidate has been chosen and is awaiting announcement after pre-employment checks. The Lead Nurse Assessment Centre saw partners, trade union colleagues and key team members be part of the recruitment process.

### 3.4 Commissioning

The Strategic Commissioning Programme Board is now established, with agreed terms of reference. Included within the membership are representatives from the third and independent sectors; partnership and staff side; Aberdeen City Council and NHS Grampian procurement; and members of the ACHSCP leadership team.

Market facilitation continues. Four local providers have volunteered to test a proof of concept, delivering training around the administration of medication. This work has been informed by a workshop for all providers held in October 2019.

A provider engagement event took place on 13<sup>th</sup> January, 2020. The idea for the session was developed during a collaborative session with local providers in October 2019. Over 80 delegates representing provider services across Scotland and beyond participated at the session. The invitation was aimed at the Chief Executives and Board members of individual organisations. This was an ideal opportunity to inform the group of our strategic commissioning approach and for the group to give members of the ACHSCP leadership team feedback on this approach. The invite was also extended to a recognised leader in market sustainability in the third sector and feedback has been extremely positive.

Commissioning of services for care at home and supported living, day care, and carer support services continues.

Finally, work is under way to pull all relevant commissioning activity (including the three-year plan) into a business planner. This is a significant piece of work, but the aspiration is that this will drive future strategic commissioning activity in a planned way. It is anticipated that this piece of



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work will be “owned” by relevant partnership teams and create stronger links between their work and the work of the contracts and procurement team.

### 3.5 Community Days 2019, Len Ironside Centre, 27<sup>th</sup> and 30<sup>th</sup> December 2019

The Community Learning Disability Team got together with Best Volunteers to run 'Cosy Days' at the Len Ironside Centre for vulnerable and isolated people who otherwise may have spent the festive period on their own. Over 60 people attended and enjoyed hot meals, social activities and entertainment. They were able to use the centre's facilities and left with parcels containing non-perishable food and toiletries donated by the general public and staff from the Partnership and City Council. The organisers were overwhelmed by staff and public donations and subsequently arranged for surplus hot food, parcels, blankets and clothing to be made available to their colleagues in Homeless Services.

### 3.6 Criminal Justice - Care Inspectorate Inspection

A formal notification has been received from the Care Inspectorate to advise of an inspection of criminal justice social work from January to April 2020. The notification gave detail of the timings for each stage of the inspection and the quality indicators that the Partnership will be inspected against. The focus of the inspection is on Community Payback Orders (CPO) only and there are nine quality indicators within the inspection.

It has been 12 years since the last criminal justice inspection and within this time there have been significant changes in legislation with the disestablishment of Community Justice Authorities, the enactment of duties under Community Justice and the introduction of Community Payback Orders. This inspection will allow the opportunity for self-evaluation and support the Partnership with how it evidences the outcomes for those involved in offending and subject to community disposals.

A meeting with senior leaders was held on 10<sup>th</sup> January 2020 with the lead inspector and further details were received around the scope of the inspection and guidance on the self-evaluation. The key stages of the inspection are:

- **Stage 1 – notification, preparation and engagement stage.** Meeting held 10<sup>th</sup> January, pre-inspection information submitted on 17<sup>th</sup> January 2020
- **Stage 2 – Self-Evaluation and supporting evidence.** To be submitted by 19<sup>th</sup> February 2020.



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- **Stage 3 – Case file reading.** Week commencing 2nd March 2020, 100 files will be read. Sample will be chosen from list of 2,000 records of CPOs over last two years (submitted on 17<sup>th</sup> Jan).
- **Stage 4 – Onsite activity.** Weeks commencing 16 & 30 March 2020, focus groups with staff, managers and leaders, as well as service users/groups, will be held, based on the findings and evidence from stages 2 & 3. This will also include feedback from self-evaluation and file reading.
- **Stage 5 – Published report.** Verbal feedback on the findings will be given on 20 April with the draft report expected on 8<sup>th</sup> May. Inspection report will be published in June 2020.

An Inspection Steering Group has been established and a lot of preparatory work has been undertaken. The focus at the moment is on completing the self-evaluation and gathering the evidence to be submitted. Regular updates will be made available over the course of the inspection.

### 3.7 Appropriate Adults - Statutory Guidance

Statutory guidance has been introduced which places a duty on Local Authorities to provide an Appropriate Adult Service. This is secondary legislation under the Criminal Justice (Scotland) Act 2016 and came into force on 10th January 2020.

<https://www.legislation.gov.uk/ssi/2019/437/contents/made>

The role of the Appropriate Adult is to facilitate communication between a mentally disordered person and Police Scotland and to ensure comprehension of both parties to understand what is happening during contact. This relates to perpetrators of crime, witnesses and victims over the age of 16.

For the purposes of the new duty, mental disorder will be as defined in section 328 of the Mental Health (Care and Treatment) (Scotland) Act 2003 meaning mental illness, personality disorder or learning disability.

Local authorities currently provide a non-statutory Appropriate Adult service to support vulnerable perpetrators of crime and occasionally victims of crime. Appropriate Adult provision in Aberdeen has always been delivered by social work. During 2019, there were around 80 requests for appropriate adult support with similar figures for 2018. The new duty extends to victims and witnesses and therefore it is anticipated that demand for the service will rise in future although this is difficult to quantify. Social Work will continue to



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deliver the service and work will be undertaken over the year to complete a full options appraisal on the future delivery of this service.

### Regional Updates

#### 4.1 Hosted Services

The IJB at its meeting on 11<sup>th</sup> June 2019 instructed the Chief Officer to prepare a draft role and remit for the North East Partnership Steering Group (NEPSG). The Group comprises the Chairs and Vice-Chairs of the NHSG Board and the three IJBs and is supported by the Chief Officers and Chief Finance Officers of the three IJB's as well as key NHSG executive staff members. The first meeting of the group took place in November 2019 and included a draft Terms of Reference. The NEPSG will play an important role in the review of the transformation/strategic plans developed through the strategic planning process, while respecting the role, remit and powers of NHSG and the three IJBs.

The Group is scheduled to meet on the following dates:

28 February, 2020

29 May, 2020

28 August, 2020

27 November, 2020

26 February, 2021

### National Updates

#### 5.1 International BMJ Forum on Quality and Safety in Healthcare, Copenhagen, April 2020

Aberdeen City Health and Social Care Partnership has been invited to present (poster presentations) at the above conference on:



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- Enabling collaborative leadership through self-managing teams.
- Doubling the capacity of a community nursing team using Lean Six Sigma methodology.

As well as providing an opportunity to showcase the innovative work in Aberdeen on an international stage, the event will also provide an opportunity for the two presenting partnership staff to hear about other areas of good practice from around the world, as well as finding out at first hand, areas of Danish good practice.

### 5.2 Ministerial Strategic Group – Strategic Commissioning Plan and IJB Performance Reports

An overview of all IJB Annual Performance Reports and Strategic Commissioning Plans was considered by the national Ministerial Steering Group on Health and Social Care on 22<sup>nd</sup> January 2020.

The overviews highlighted some of the good work in Aberdeen including the work to reduce hospital use through the Acute Care at Home service (citing that in comparison to an acute hospital admission, 2.5% more patients were living at home 90 days following a period of acute care, with 6.8% lower mortality rates); and Transforming Primary Care, highlighting the afternoon home visiting service. Both of these projects are now being scaled up and embedded as business as usual through our step-up step-down care approach.

Individual feedback on annual reports will be fed back to Partnership officers.

## 6 Implications for IJB

- 6.1 Equalities – there are no implications in relation to our duty under the Equalities Act 2010
- 6.2 Fairer Scotland Duty - there are no implications in relation to the Fairer Scotland Duty



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- 6.3 Financial – there are no immediate financial implications arising from this report.
- 6.4 Workforce – there are no immediate workforce implications arising from this report. Relevant Workforce implications will be highlighted in any future report on action required in relation to Carden Medical Practice.
- 6.5 Legal – there are no immediate legal implications arising from this report
- 6.6 Other- there are no other immediate implications arising from this report.

### 7 Links to ACHSCP Strategic Plan

- 7.1 The Chief Officers update is linked to current areas of note relevant to the overall delivery of the Strategic Plan.

### 8 Management of Risk

#### 8.1 Identified risks

The issues at Carden Medical Practice could potentially impact on our ability to deliver services in this area.

#### 8.2 Link to risks on strategic or operational risk register:

The main issues in this report directly link to the following Risks on the Strategic Risk Register:

1-There is a risk that there is insufficient capacity in the market (or appropriate infrastructure in-house) to fulfil the IJB's duties as outlined in the integration scheme. This includes commissioned services and general medical services.

3- There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.

5-There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes







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as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.

7- Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.

### 8.3 How might the content of this report impact or mitigate these risks:

This report details the mitigating action being taken to manage these risks. The Chief Officer will monitor progress towards mitigating the areas of risk closely and will provide further detail to the IJB should she deem this necessary

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)