



INTEGRATION JOINT BOARD

Date of Meeting	<i>22nd August 2023</i>
Report Title	<i>Chief Officer's Report</i>
Report Number	<i>HSCP.23.051</i>
Lead Officer	<i>Sandra MacLeod</i>
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Consultation Checklist Completed	<i>Yes</i>
Directions Required	<i>No</i>
Exempt	<i>No</i>
Appendices	<i>None</i>
Terms of Reference	<i>The updates provided in this report, although not specific, do relate to various areas in the Terms of Reference of the IJB</i>

1. Purpose of the Report

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

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board note the detail contained within the report.

3. Strategic Plan Context

The Chief Officer's update is linked to current areas of note relevant to the overall delivery of the Strategic Plan.



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4. Summary of Key Information

4.1. Local Updates

IJB/SLT Culture

The IJB/SLT Culture Sounding Board met on 20th June and below is a summary of what was discussed and agreed:

Overall, we agreed that we will pay attention to how we are living the organisation's values of honesty, empathy, equity, respect and transparency. We will find ways to make explicit how we can live and breathe these values through our behaviours and actions, using the Sounding Board as a key platform.

Our cultural priorities for the next 12 months were agreed as: -

1. We will retain a clear focus on culture across the IJB/SLT. We recognise that culture continually evolves, and we will need to ensure this remains visible starting with induction to the IJB/SLT and in how we carry out all of our work.
2. We will continue to use the short films which showcase local lived experience examples which bring to life who we are here to serve. We all recognise that this is an important part of reminding us of our shared intent to deliver the best health and care for everyone in Aberdeen.
3. The Culture Sounding Board will meet every 2 months and provide a space for reflection for all IJB and SLT members to consider how we are interacting with each other so we can celebrate the positives and identify areas for development. These discussions will be a central platform for considering actions to enable our culture to continue to evolve and improve.
4. We will continue to deliver regular seminars in person, particularly when considering complex topics, and with all seminars (including those on Teams) we will seek to use techniques which encourage all voices to be heard equally. We will also aim to find times in the week which support good attendance and continue to provide opportunity for BOOM board sessions and other 'getting to know you as people' activities within seminar times.
5. We will pay attention to our choice of meeting format (virtual, in-person and hybrid) and how this impacts on our behaviours and will seek to evolve our approach to ensure we are inclusive and that we have high quality conversations which challenge/scrutinise



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effectively. We will trial a hot debrief immediately after the next IJB to sense check how the hybrid arrangement worked for all.

6. We aim to encourage a ripple effect to support good cultures and behaviours across the organisation. We recognise that different parts of the system are also on this

journey and will seek to connect with the wider system and share our learning. Conversation has already begun with the wider Organisational Leadership Team which demonstrates an appetite to explore this.

A space for feedback on these priorities and on “today's” meeting experience (as per 5. above) will be held immediately after the IJB meeting.

Stay Well Stay Connected - Granite City Gathering

Overview

The Stay Well Stay Connected – Granite City Gathering was a public health event held on the 23rd of June 2023. The aim of the gathering was to encourage attendees in Aberdeen who are about to retire or are retired to: Access, try and sign up to community-based activities, explore various types of volunteering activities and explore the Age working group to inform and collaborate in building an age friendly Aberdeen.

There were 167 attendees from across Aberdeen, with a choir, crafting & arts groups, a yoga group being amongst some of the participants.

Next Steps

Research from Ireland and age friendly cities shows that for the Age working group to succeed we will require a project manager type role to be day to day interphase with the group who are volunteers to enable them to engage and move agenda of planning and logistics and meetings, research and implementation [Older People Council-Guidelines.pdf](#) .

The Granite City Gathering group is committed as part of the project end to work with the Aberdeen City Council, Public health NHSG and ACHSCP implementing an age working group as key part in engagement, collaboration and co-design for a friendly Aberdeen. This age working group will have far reaching benefits for the city in delivering positive outcomes to all strategic and delivery plans in the short, medium and long term.

Staff Wellbeing



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The programme of activities to support staff well-being has continued over summer, it is understood that by the end June 2023, 650 staff had attended ACHSCP well-being activities.

The latest NHSG sickness statistics at end June 2023, show a lower sickness absence rate for ACHSCP staff (4.78%) than the average of NHSG in same period (4.91%).

There is an upcoming major promotion of the benefits of annual flu vaccination for health & social care staff (the promotion is expected start late September 2023), encouraging a higher uptake across Grampian.

Regional Updates

North East Population Health Alliance Update

The Alliance met on the 15th of June and were joined by Paul Johnson, Chief Executive Public Health Scotland and Richard Foggo, Director of Population Health Scottish Government. The meeting considered a draft strategic partnership agreement with Public Health Scotland which seeks to set out how we will work together to maximise available public health support for the population health agenda. The partnership agreement was endorsed, and all members will now take through their respective organisational governance structures for feedback/a mendment seeking to sign off later in the year.

In light of the feedback from NHS Grampian Population Health Committee and the North East Partnership Steering Group the Alliance has agreed the addition of population health in our title will add clarity of purpose. To support awareness of and engagement in the conversations happening under the auspices of the Alliance a regular update will be provided after each meeting.

Over the next few months, the Alliance in collaboration with Community Planning Partnerships is seeking to have a conversation about the threats set out in the Director of Public Health Annual Report. The aim is to learn more about the good work already happening in the North East to address these threats, in particular the higher cost of

living, to share practice, and to consider if there are things, we want to work together on to improve population health. If you want to get involved, contact gram.directorofpublichealth@nhs.scot who will put you in touch with your local event.

Over the last couple of weeks, the Alliance has supported the coming together of partners to work with those whose lives have been impacted by substance use to tackle stigma, shared learning to support place and wellbeing and food insecurity activities. A hold the date (15th August 2023) has gone out for a 'space to come together' on the Green or Nature -based Social Prescribing. More to follow.



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Proposal for Grampian Wide Winter Planning

The pressures felt across the Health & Social care system and the wider public sector over the last 3-4 years has been relentless, and new ways of dealing with pressures has become the norm. Winter will be here soon, and we need to prepare, but we need to learn from what has gone well and what could be better. Work is being undertaken that will connect the wider Grampian network of organisations take an approach to winter with the potential for an overarching Grampian Plan highlighting how we work together to try and ensure that the population of Grampian feels well, well supported, well equipped and well prepared.

It is proposed that NHS Grampian, Aberdeen City, Aberdeenshire and Moray Councils and Health & Social Care Partnerships link with the wider local partners to bring together winter planning for 2023/24 to reduce duplicated and disconnected efforts and share amongst partners (during the winter period):

- Performance metrics
- Parameters we will operate in
- What escalation looks like and how it will be done
- Define what expected pressure is and what it is not
- Plan for the worst and articulate it clearly

To achieve this there requires to be a gathering of views from all partners within Grampian. We need to rapidly arrange a series of events to move through conversations exploring the 'Why' we plan for winter, 'What' do we want to achieve from that and only then, with these created shared goals do we start on the 'How' which is tasks and actions, allowing an understanding at a deeper level on interdependencies, escalation processes, metrics and solutions. The result of this being a shared understanding of our winter approach that tackles events such as floods, power cuts, icy weather and infectious outbreaks, in a way that brings public, private, 3rd Sector and the wider population together to be well, well prepared, well equipped, and well supported. This will bring a planned approach to our preventative measures this year and help build an understanding of the interdependencies that individual decisions can make on other parts of the system.

We all have resources to bring, in terms of wisdom, expertise and enthusiasm.

- Bring together the right people who will deliver on the solutions – Local Authorities, Private & 3rd Sector Partners, NHS, Health and Social Care Partnerships (H&SCP's), Scottish Ambulance Service (SAS). Community Councils and Police
- Connect people so that they understand each other's context



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- Encourage interdependencies to be acknowledged and owned
- Utilise the Unscheduled Care Programme Board for updates, approvals, and shared learning

Refugees & Asylum Seekers

Aberdeen City continues to support a number of Refugee and Asylum Seekers within the area. The Health Assessment Team (HAT) are a HSCP funded Grampian-wide team in place until 30th September 2023. From this point the service will be integrated into the local authority teams in a matrix arrangement. The HAT team are non-clinical staff who conduct an initial health assessment with any new arrival in order to gather key information from the individual and to navigate them to the right place based on need to take the pressure off of substantive health and social care services. (For noting, all other areas are using trained/ clinical staff which is helpful in terms of supporting patients in need at point of delivery eg. mental health, vaccinations). The team have also been supporting GP sustainability by helping to register patients at practices

Current status

Currently there are 503 residents (out of a total of 639 in Grampian) within the city. The numbers have been steadily increasing week on week and there is an anticipated continuation of this until all hotels are full which would be a further 244 available rooms at present. The Home Office are actively seeking other venues nationally. There is also an ongoing discussion about room sharing, which could also see capacity double across venues if approved. Cognisance is being given to the increasing numbers impacting on health and care services and the ability to ensure these individuals are informed and empowered.

General Practice – Closed Lists Update

Due to ongoing demand and pressure on general practice, there have been a number of city centre practices whom have closed their list to new residents over the last 11 months. As this is an unprecedented situation nationally, ACHSCP Primary Care Team sought advice from CLO, Scottish Government and PC Contracts to review and agree (in line with GMS regulations) a process. A meeting was held with all practices to give an overview of this and following this, all Closed List Practices were invited to re-open or re-apply to close by the end of July 2023. To ensure a robust and fair process, the City requested a pan-Grampian panel of colleagues to review any closure notice applications and make a recommendation to the ACHSCP Chief Officer who made the final decision. Two expedited panel meetings were put in place to review applications.

In summary, 4 city centre practices have been approved to remain closed with 11 practices opening their lists. Practices have been informed of the outcome. This is a fluctuating situation which will be monitored on an ongoing basis.



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National Updates

Update on the National Care Service (Scotland) Bill (NCS Bill)

The Minister for Social Care, Mental Wellbeing and Sport, wrote to the Convener of the Scottish Parliament's Health, Social Care and Sport Committee on 12 July 2023. This contained an update in respect of the development of a proposed National Care Service (NCS).

Between June and August 2023, there are to be nine regional forums held across Scotland. There will also be satellite events around the regional forums. These events mark the start of a wide-reaching programme of co-design activity that will take place over the next 18 months.

An initial consensus proposal between the Scottish Government and Cosla has been formed on a partnership approach that will provide for shared legal accountability. A new structure of national oversight will be introduced, with a view to driving consistency of outcomes, whilst maximising the benefits of a reformed local service delivery. This will provide Scottish Ministers, local authorities and NHS boards with overarching shared accountability for the care system. Local Government will retain functions, staff and assets. The Scottish Government will continue to engage with local government to develop the detail of the proposals and to consider necessary amendments to the current NCS Bill to reflect the principle of shared accountability.

The first interim report from the Children's Services Reform research was published by CELCIS on 21 June 2023. Following further interim reports, it is planned to publish the final report towards the end of October 2023. This will help inform any proposals on the relationship between children's services and an NCS. Regarding Justice Social Work, a programme of work to help inform a decision on the possible inclusion of justice social work (JSW) within the NCS is ongoing, with a final report due in late September 2023.

NATIONAL CARE HOME CONTRACT 2023/24

The National Care Home rate for 2023/24 has been agreed and takes effect from 10th April 2023. The settlement reflects the challenging environment faced and the desire for all stakeholders to work in partnership.

The Financial settlement includes the below increased earnings:

Nursing Salaries: An increase of 6.5% has been included within the settlement in line with the agreed Agenda for Change increase.

Direct Care Staff: An increase of 3.81%, raising the hourly rate to the National Living Wage at the current rate of £10.90 per hour



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The Care Home Cost Model benchmarks Domestic and Catering staff to the National Minimum wage at the current rate of £10.42 per hour.

The estimated cost pressure for the IJB is £2.1m, this will be accounted for in the year-end forecast outturn.

It is recognised that there is a need for a redesign of the current NCHC and there will be an effort to engage in this piece of work as a matter of urgency. There is a commitment to updating the current 2013/14 contract and to review the cost of care calculator as soon as possible, with progress required prior to conclusion of the 2024/25 negotiations.

A further Minute of Variation (MoV) has now been made available for agreement between Providers and Councils and should be expedited between local authorities and care homes.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

There are no direct implications arising from the recommendations of this report.

5.2. Financial

There are no direct financial implications arising from the recommendations of this report.

5.3. Workforce

There are no direct workforce implications arising from the recommendations of this report.

5.4. Legal

There are no direct legal implications arising from the recommendations of this report

5.5. Unpaid Carers

There are no direct implications relating to unpaid carers arising from the recommendations of this report.

5.6. Information Governance

There are no direct information governance implications arising from the recommendations of this report

5.7. Environmental Impacts

There are no direct environmental implications arising from the recommendations of this report.

5.8. Sustainability



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There are no direct sustainability implications arising from the recommendations of this report.

5.9. Other

There are no other direct implications arising from the recommendations of this report.

6. Management of Risk

The updates provided link to the Strategic Risk Register in a variety of ways, as detailed below.

6.1. Identified risks(s)

Link to risks on strategic risk register:

4. Cause: Performance standards/outcomes are set by national and regulatory bodies and those locally determined performance standards are set by the board itself.

Event: There is a risk that the IJB, and the services that it directs and has operational oversight of, fails to meet the national, regulatory and local standards.

Consequence: This may result in harm or risk of harm to people.

7. Cause - The ongoing recruitment and retention of staff.

Event: Insufficient staff to provide patients/clients with services required.

Consequence: Potential loss of life and unmet health and social care needs leading to severe reputational damage.

6.2. 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.