

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Tuesday 27 June 2023
Title:	Strategic Planning, Commissioning and Delivery of Health and Social Care Services within Ayrshire and Arran
Responsible Director:	Kirstin Dickson, Director for Transformation & Sustainability
Report Author:	Kirstin Dickson, Director for Transformation & Sustainability

1. Purpose

This is presented to the Board for:

- Decision

This paper relates to:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The purpose of this report is to seek approval for a review of the arrangements for the Planning, Commissioning and Delivery of Health and Social Care Services in Ayrshire.

Key Messages:

- Ayrshire and Arran has been at the forefront of Integration since commencement of the Public Bodies (Joint Working) (Scotland) Act 2014. As a result the three Ayrshire and Arran Integration Joint Boards (IJBs) were the first to be approved in Scotland with a commencement date of 2 April 2015.
- The Strategic Plans for all three IJBs were reviewed for the first time in 2017/18 for East and North IJBs and in 2019/20 for South IJB.
- Legislation requires that the Integration Schemes are reviewed at least every five years and there is an opportunity to bring this forward to align with the review of the Strategic Plans. Due to the pandemic we are behind schedule to commence the second review of the Integration Schemes for North and East IJB.

- It has been agreed with East, North and South Local Authorities that for this second review period the three Integration Schemes will be reviewed at the same time.

2.2 Background

In the lead up to the 2011 Scottish Parliamentary Elections there was cross party support for increased integration of health and social care services. Following Parliamentary process the Public Bodies (Joint Working) (Scotland) Act 2014 received Royal Assent on 1 April 2014.

In Ayrshire and Arran, there was early recognition of the opportunities for improved outcomes for communities that integration could offer building on existing partnership arrangements through Community Planning and Community Health Partnerships.

High levels of commitment and leadership were provided by the NHS Board and the three Councils and as a result the three Ayrshire and Arran IJBs, aligned to Local Authority boundaries, were the first to be approved in Scotland with a commencement date of 2 April 2015.

To meet the aspirations of integration as outlined below, the scope of Integrated services agreed in Ayrshire was inclusive of a broad range of services that extend beyond the scope required by legislation, including Children's and Justice Services.

The main purpose of the legislation through the integration planning and delivery principles is to improve the wellbeing of service-users and to ensure that those services are provided in a way which:

- Are integrated from the point of view of service-users;
- Take account of the particular needs of different service-users;
- Take account of the particular needs of service-users in different parts of the area in which the service is being provided;
- Take account of the particular characteristics and circumstances of different service-users;
- Respect the rights of service-users;
- Take account of the dignity of service-users;
- Take account of the participation by service-users in the community in which service-users live;
- Protects and improves the safety of service-users;
- Improves the quality of the service;
- Are planned and led locally in a way which is engaged with the community (including, in particular, service-users, those who look after service-users and those who are involved in the provision of health or social care);
- Best anticipates needs and prevents them arising; and
- Makes the best use of the available facilities, people and other resources.

In Ayrshire and Arran we have, through these principles set aims within the integration agenda that seek to:

- Give our children and young people the best start in life;
- Promote healthy living and health improvement;
- Deliver high quality accessible services to meet the needs of communities; and
- Seek to address the impact of inequalities for individuals and communities.

In June 2017, the NHS Board received a paper requesting that it agree to a review of the Integration Schemes previously approved in 2015. Each Integration Scheme requires to be reviewed every five years, or earlier on the request of the Local Authority or the Health Board in terms of section 45(2). The Local Authority and Health Board must jointly carry out a review of the scheme for the purpose of identifying whether any changes to the scheme are necessary or desirable. This would be a separate review by each Local Authority with the Health Board.

In respect of the legislation and the Integration Schemes and given that all three Partnerships had been established for a three year period with the initial three year Strategic Plans coming under substantial review, it was proposed that the 2017 review would be opportune timing aligning a review of the Integration Scheme with the coordination of strategic priorities to effect the change envisioned by the legislation.

The NHS Board agreed to undertake a review of the schemes. This review between the respective Local Authority and the NHS board progressed in relation to the North and East Integration schemes and the review concluded in June 2018 with a report to the NHS Board. The outcome of the review found that the full powers of the extant Integration Scheme had not been utilised and there was further scope to take action within current arrangements. In terms of evidencing the necessity for change, Scottish Government would anticipate the full powers being exhausted in respect of the requirements of the Act in relation to Directions. The overall conclusion in relation to the Integration Schemes with North Ayrshire Council and East Ayrshire Council was although issues were identified by stakeholders that require to be addressed and changes that would be desirable, further work was required to address the issues raised from the review utilising the full powers within the Integration Scheme.

The review of the South Integration scheme was progressed following agreement between South Ayrshire Council and the NHS Board in June 2019. Similarly to the North and East Integration Scheme reviews, the outcome concluded that although stakeholders identified issues that require further consideration and some changes that would be desirable it was not evidenced that it was necessary to change the Scheme at this time. As such, there were therefore no changes made to East, North or South Integration schemes at the first cycle of reviews.

2.3 Assessment

Review Programme for Integration Scheme

The Public Bodies (Joint Working) (Scotland) Act 2014 is the Act that provides the framework for the integration of Local Authority services with health services. The Integration Scheme is the Partnership agreement between the Council and NHS Board to establish the IJB.

The Local Authority and Health Board must jointly carry out a review of the scheme for the purpose of identifying whether any changes to the scheme are necessary or desirable. This would be a separate review by each Local Authority with the Health Board.

There are a number of key elements to the timetable associated with a review of the Integration Schemes.

Agreement to review the Integration Schemes to identify whether any changes to the scheme are necessary or desirable (Councils/Health Board/IJBs) and agree consultation	June 2023
Confirm intent and timetable with Scottish Ministers and Civil Servants	June 2023
Consultation on review to identify whether any changes to the scheme are necessary or desirable, including the option to merge the existing Integration Schemes	July 2023 – August 2023
Outcome of the initial consultation submitted to Councils, Health Board and IJBs – to include proposals for agreement to consult on a new Integration Scheme	August 2023
Full review and wider stakeholder engagement undertaken. Discussion within review working groups to identify any proposed changes	September – October 2023
Feedback findings from consultation and proposed changes to Local Authority and NHS Board.	November – December 2023
Agreement to submit new Integration Scheme to Scottish Ministers.	TBC

It is proposed to establish a number of thematic working groups to provide a further opportunity for focussed discussion on key aspects of the Integration Scheme. These will include, but are not exclusive to:

- Scope of services delegated to the IJB;
- Governance, including risk management, information governance; and clinical and care governance
- Finance arrangements

2.3.1 Quality/patient care

The main purpose of the legislation through the integration planning and delivery principles is to improve the wellbeing of service-users.

2.3.2 Workforce

The legislation provides for employees to be consulted as part of the review of the Integration Scheme.

2.3.3 Financial

Strategic planning for health and social care requires to be delivered within the resources available and take cognisance of public sector funding limitations. The

review will seek to support arrangements that match local and national aspirations for positive health and wellbeing within the delegated resource.

2.3.4 Risk assessment/management

There is a risk that resources are diverted to focus on the review of the Integration Scheme and this results in opportunity cost in existing work plans. This will be mitigated by the short term formation of a dedicated resource to support the review. This will also provide additional support to the required review of the Strategic Plan.

2.3.5 Equality and diversity, including health inequalities

A core purpose of the Integration of Health and Social care is to seek to address the impact of inequalities for individuals and communities.

2.3.6 Other impacts

Proposals within this report seek to ensure that leadership is provided to maintain Ayrshire and Arran at the forefront of delivering positive outcomes for our communities through integration of health and social care. There is the opportunity to build on existing partnerships and streamline governance arrangements.

- Best value
 - Vision and Leadership
 - Effective Partnerships
 - Governance and accountability
 - Use of resources
 - Performance management
- The implications of this review have the potential to impact positively on all Corporate Objectives and in particular deliver transformational change in the provision of health and social care.
- Proposals within this report support the Wellbeing Delivery themes of the Community Plan.

2.3.7 Communication, involvement, engagement and consultation

The initial phase of the consultation is ongoing at present and is focussed on the need to review the Scheme. This has already been discussed at each Health and Social Care Partnership Senior Management Team, Strategic Planning Group and IJB as well as with service users and through care provider forums. The review process requires further engagement and consultation as the review process progresses.

2.3.8 Route to the meeting

This has been previously considered at each Health and Social Care Partnership Senior Management Team, Strategic Planning Group and IJB. It has also been discussed at the Joint Chief Executives' meeting with Chief Executives from each Local Authority and NHS Board.

2.4 Recommendation

For decision. Members are asked to approve that a review of the East, North and South Integration Schemes commences in line with the timetable outlined above.