

**REPORT BY THE POLICY LEAD FOR HEALTH AND SOCIAL CARE INTEGRATION**

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**1.0 INTRODUCTION**

**1.1** This is my first Policy Lead Report. I have been Policy Lead for Health and Social Care Integration and Chair of the Integration Joint Board (IJB) from the 1<sup>st</sup> September.

**1.2** I would like to pay tribute to the work of Councillor Maurice Corry as the previous Policy Lead for Health and Social Care Integration. I would also like to thank Councillor Elaine Robertson and Councillor Mary-Jean Devon for their support as Deputy Policy Leads to me in my new role and for their continued commitment to health and social care matters.

**2.0 VISITS**

To gain a strategic understanding of the work of our services across the area I have been visiting as many sites across Argyll and Bute as possible.

To date this has included visits to the:-

- Cowal Community Hospital and Struan Lodge Care Home in Dunoon
- Victoria Integrated Care Centre Helensburgh
- Mid-Argyll Community Hospital and the Argyll and Bute Hospital in Lochgilphead
- Glencruitten Hostel, Eader Glinn Care Home, North Argyll House Care Home, Shellach View Children's Home, Willowview Community Care Centre and Lorn and Isles Hospital in Oban
- Victoria Hospital, Thomson Court Day Centre and Care Home, and Phoenix Centre in Rothesay

I have also attended the Argyll and Bute Link Club Convention in Inveraray, Island Connections Conference on Seil where Health and Social Care were major topics of discussion.

**3. INTEGRATION JOINT BOARD (IJB)****3.1 IJB Meetings**

**3.1.1** Meetings of the IJB have taken place on 22 June, 4 August and 28 September. Papers and decisions of these meetings are publicly available.

**3.1.2** A special meeting of the IJB took place on 2 November to review proposed redesigns of residential care at Struan Lodge, Dunoon, and the dementia day care

service at Thomson Court, Rothesay, that were part of the Quality and Finance Plan. Papers and decisions of this meeting are also publicly available.

**3.1.3** Locality planning groups (LPG) are being developed as the engine room for transformational change in health and social care. Since April 2016 all the groups have now been established with a wide membership (informed from guidance) representing stakeholders including councilors. The role of the planning groups have been defined within their terms of reference aligned with the objectives and six areas of focus of the IJB Strategic Plan.

**3.1.4** Each Locality is in the process of finalising their draft Locality Action plan detailing the actions they have identified to meet their objectives. Part of their role is to also put in place local public and staff involvement and engagement processes to ensure feedback and input from communities in shaping their service transformation plans and including strategic decisions taken by the IJB. There are a range of mechanisms providing this but local health and care forums and communications and engagement groups have/are being established.

## **3.2 Finance Update**

**3.2.1** The Partnership is facing a period of significant financial challenge. The Board approved an updated Quality and Financial Plan for 2016/17 at the meeting on 22 June 2016 which includes a requirement to deliver savings totaling £8.5m. Implementation is ongoing and being monitored. Significant challenges remain to ensure a balanced budget is delivered at the end of 2016/17, at the August monitoring period there was an overall projected overspend of £1.0m. This is primarily in relation to the deliverability of the Quality and Financial Plan, the cost of medical locums and the increased demand for social care services. A financial recovery plan was approved by the Board on 4 August 2016, and progress is being made to bring the forecast outturn position into line with the available budget.

**3.2.2** Additional social care pressures which have emerged since the Quality and Financial Plan was approved in June include:

- Potential lengthened engagement and involvement regarding redesigns of the residential care service at Struan Lodge and the dementia day care service and Thomson Court.
- Living Wage implementation for all health and social care workers which is estimated to cost £110k more than originally anticipated.

**3.2.3** There remains a significant budget gap projected for 2017/18 and 2018/19. Officers have commenced work with the management teams and Locality Planning Groups to identify potential savings options that will feature in the Quality and Financial Plan from 2017/18. The appropriate timescales for proportionate engagement and communication have been included into the timeline for the budget process to ensure that any options approved by the IJB are included in this prior to implementation.

**3.2.4** The IJB were required to produce a set of annual accounts for 2015/16, the accounts were produced within the statutory timescale and were audited by Audit Scotland. The audit process was successfully completed and Audit Scotland issued an unqualified independent auditors report, which contained no issues to report on the accounts. Audit Scotland also issued their Annual Audit report for 2015/16 which

provides assurance around the financial sustainability, governance and the delivery of best value. There are 3 specific areas which were highlighted in an action plan, these included the production of the annual accounts for 2016/17, the delivery of the Quality and Financial Plan for 2016/17 and the performance management framework. These areas are all previously acknowledged by the IJB as areas to be progressed and further developed.

## **4.0 ADULT SERVICES**

### **4.1 Up-date on Activity - Adult Protection**

**4.1.1** Managers and staff continue to manage adult protection referrals across the main localities of Argyll and Bute. The number of adult protection referrals received this quarter (April/June) was 124, there were 129 referrals in the previous quarter.

<b>Area</b>	<b>Number of AP referrals</b>	<b>% of AP referrals</b>
B&C	36	29.0%
H&L	25	20.2%
MAKI	30	24.2%
OLI	33	26.6%
Total	124	100%

The chart above shows, the spread of referrals this quarter between the 4 areas continues to narrow. Helensburgh had the largest change with a fall in the number of referrals received from 39 last quarter to 25 this quarter. OLI had the largest increase moving from 24 last quarter to 33 this quarter.

**4.1.2** The new lead officer (adult protection) Julie Hempleman started in her new post on 3<sup>rd</sup> October 2016. Julie will be based at the Civic Centre in Helensburgh and will cover East and West localities in terms of providing specialist advice and guidance to staff across all HSCP teams in relation to adult support and protection.

**4.1.3** The HSCP have secured the services of Mr. Alex Davidson as interim Independent chair of the Adult Protection Committee for a period of 6 months commencing early November 2016. Alex is well known in Argyll and Bute through his previous involvement as an associate JIT inspector. He is also currently the national chair of Adult Protection Conveners group in Scotland. Alex will bring a wealth of experience and provide suitable scrutiny relating to adult protection activity and performance.

The former chair of the APC, Bill Brackenridge, left in the summer of this year after many years of service to the Committee, I would also like to take this opportunity to thank him for all the work he did to ensure Adult Support and Protection was kept high on the local and national agenda.

## **4.2 Older People's Services, Delayed Discharge and Service re-designs.**

### **4.2.1 Older Peoples Services**

Adult Services continue to work towards redesign and improvements in line with the 6 areas of focus within the Health & Social Care Partnership (HSCP) Strategic Plan.

- i. The HSCP Winter Preparedness Plan for 2016/17 is in the final stage of completion. It continues to focus on the Scottish Governments '6 Essential Actions for Unscheduled Care' detailing prevention of admission strategies and improvement in patient flow through hospital care. The plan also details the HSCP commitment to resilience and Public Protection promoting the Flu Immunisation Programme and the "Stay at Home" Campaign for Norovirus.
- ii. Home Care provision continues to be a challenge for Adult Services, particularly in the West, and localities are working in partnership with providers to move towards block contract provision. There is also the development of a Social Enterprise Homecare Model in Appin which will be reviewed as part of the Integrated Care Fund.
- iii. The Integrated Care Fund (ICF) continues to support projects to lever change. The locality allocations are currently going through the allocation process for 16/17 funding

#### **4.2.2 Delayed Discharge**

The Partnership is continuing to address whole system issues relating to delayed discharge as part of its re-design and improvement work with staff from hospital and community teams across Argyll and Bute and Greater Glasgow and Clyde.

In September 2016 the total number of people delayed in hospital over 72 hours was 16 (sixteen). This figure includes two people who have been assessed as lacking capacity to make decisions. As a result of this they have been given an exemption code for the purposes of the census information that is shared with the Scottish Government.

A focus on delayed discharge and winter planning will ensure our teams across our localities are prepared for the busy winter months ahead.

#### **4.2.3 Struan Lodge and Thomson Court Service Redesigns**

Since June there have also been meetings between senior managers from the Health and Social Care Partnership and representatives from the Scottish Government and Argyll and Bute Council. The Chief Executive of the Council was involved in joint discussions with the HSCP and Scottish Government. This meeting was held to explore the context in which the decision was made by the IJB and support which could be given to facilitate better engagement and involvement with communities

The Argyll and Bute Integration Joint Board agreed on 2 November 2016 to pause the Struan Lodge and Thomson Court redesign work for a period of 6 months. This will allow for a facilitated engagement and involvement process with communities and a period of staff consultation.

The IJB has also agreed to consider the outcomes from this exercise to inform its decision on the redesign and transformation of services in Bute and Cowal as part of its Quality and Finance Plan for 2017/18 and 2018/19.

## **5.0 CHILDREN AND FAMILIES AND CRIMINAL JUSTICE PARTNERSHIP**

### **5.1 Criminal Justice Partnership**

- 5.1.1** Argyll and Bute Criminal Justice Service is delivered in partnership with West and East Dunbartonshire. The service's key priority is to reduce re-offending through provision of effective risk assessment and management of offenders, to strengthen opportunities through positive community rehabilitation and reintegration, and to deliver an efficient and high quality service.
- 5.1.2** Multi-agency Public Protection Arrangements (MAPPA) for Sexual Offenders contribute to effective management of sex offenders in the community. These arrangements have been extended to include serious violent offenders. Risk of Serious Harm (RoSH), an assessment and risk management process, has been introduced to cater for this category, boost frameworks for managing sex offenders, and strengthen identification of early warning signs and contingency planning.
- 5.1.3** The presumption against short term prison sentences (3 months or less) is likely to be rolled out for sentences of 12 months or less. As a result Criminal justice are preparing for an increase in a low - medium risk, but nonetheless, complex case load that will engage with third sector providers in the community.
- 5.1.4** Argyll and Bute Criminal Justice Service is currently reviewing Partnership arrangements with the Dunbartonshires to meet the demands of a new funding formula and introduction of Community Justice via local arrangements with Community Planning partners in April 2017. In parallel, local management of criminal justice services are being redesigned to make efficiency savings.

### **5.2 Child Protection Committee**

- 5.2.1** Argyll and Bute Child Protection Committee continues to make good progress against national and local priorities set out in the Child Protection Business Plan. In February, the Minister announced a national programme to improve child protection in Scotland.
- 5.2.2** The independent chair of the CPC, Moira McKinnon, continues to provide expertise and appropriate support/challenge to the partnership. The CPC Chair and Lead Officer have personally led a programme of locality workshops on Child Sexual Exploitation (CSE) to assist practitioners and managers in the identification and response to vulnerable children and young people.
- 5.2.3** The Locality Managers are working closely with partners in re-configuring the local executive groups and practice forums to improve the delivery of the Integrated Children's Service Plan. These arrangements will support the self-evaluation exercise being led by Argyll and Bute's Children which will culminate in a workshop later in the year. The Children and Young People Act introduces a statutory responsibility for a new strategic children's plan. Across Argyll and Bute partners are currently developing a new plan.

### **5.3 Corporate Parenting Board Up-date**

- 5.3.1** The Corporate Parenting Board has focused on improving outcomes for looked after children across Argyll and Bute. The Board oversees all outcomes for Looked After Children within Argyll and Bute.
- 5.3.2** The three Children's Houses continue to maintain their 'very good' grades across all quality indicators. Likewise, the Adoption and Fostering Services continue to improve and this is reflected in a mixture of "good" and "very good" grades. During this period one of our care leavers has been appointed a Young Inspector to the Care Inspectorate and will shortly be working within an inspection team undertaking inspections of other services. This is a tremendous personal achievement.
- 5.3.3** The Board has recently approved the revised Kinship Policy, Procedures and Practice Guidance to reflect the Children and Young People (Scotland) Act 2014 and the accompanying guidance. The revised policy, procedures and practice guidance will be implemented in the New Year with a programme of training.
- 5.3.4** Recently Argyll and Bute Council was successful in its application to Life Chances Trust and obtained funding of £212,000 across the next 3 years to support young people's participation. The Participation Officer post and two modern apprentices are currently being recruited to support the project.
- 5.3.5** There are a number of UAS in Kent, the Home Office is negotiating with local authorities across the UK to support transfer of UAS on a voluntary basis. A transfer protocol and legislative framework is being considered by Scottish Government, once this is finalised Argyll & Bute will look at supporting UAS.

## **6. MENTAL HEALTH**

### **6.1 Mental Health Update**

Please see Mental Health Update at Appendix 1

## **7.0 COSLA**

### **7.1 Meetings**

I have attended one meeting of the COSLA Health and Well-being Executive Group which was held on 2 September at Verity House, Edinburgh. Agenda items discussed on the day included; Reform of Adult Social Care and National Care Home Contract (NCHC) Reform, Implementation of the Living Wage commitment, Review of Targets and Indicators, Public Sector Reform and reorganisation of the NHS (verbal report), Carers Act, Mental Health Strategy, Independent Living Fund (ILF), Ill Health and Disability, British Sign Language, National Plan. In addition, we received a presentation on Scotland Excel and National Care Home Contract (NCHC) management support. These items were all discussed in "private session".

**Councillor Kieron Green**

Policy Lead for Health and Social Care Integration, 4<sup>th</sup> November 2016



**ARGYLL AND BUTE  
HEALTH AND SOCIAL CARE PARTNERSHIP**

**MENTAL HEALTH UPDATE**

**Date: 4<sup>th</sup> October 2016**

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**Relocation of MH services to the lower ground floor of MACHICC:**

The building warrant has been received and we await the solicitor's letter to allow progression of the project. This is estimated to be in the next few days.

Relocation project group has been established and will meet on a two weekly basis to ensure compliance with building works, clinical and support services.

**Comms and Engagement:**

- Staff meetings for the Argyll & Bute Hospital continue three weekly.
- MACHICC staff have dates for drop in sessions.
- Drop in events in all localities are planned for November/ December time to update the public on the relocation.
- Comms and engagement meetings with the Scottish Health Council on a monthly basis.
- Monthly meetings with the Lochgilphead GP practice have been established.

**Mandatory training:**

The 5 week V&A programme is currently underway with a completion date of mid-October.

**Staffing:**

Band 7, Senior Charge Nurse post was not appointed to following recent interviews and is now advertised externally with a closing date of the 14<sup>th</sup> October.

Two Band 5 posts remain vacant and are advertised externally.

All Band 3 posts have been recruited.

## **Meetings:**

**Escort and transfer group** meeting met on the 16<sup>th</sup> September with good representation from localities. A 24 hour responsive service which is patient centred was felt to be the way forward.

Subgroups are being Main areas for further discussion:

1. Agree an escort and transfer policy for detained patients.
2. Transport of patients.
3. Place of safety policy review and locality place of safety assessment.
4. Education and training for locality based staff

**Clinical quality group** has met for the first time this week and will focus on standardising work, patient pathways and guidelines for inpatient mental health and community teams.

**Mental health planning group** is to be established. This group will work in a similar way to the LPGs and look at future services and plans for mental health services both inpatients and Argyll & Bute wide.

**Operational management team** meets on a weekly basis.

**Consultant meeting** A meeting with management and all consultant psychiatrists is being arranged but delayed due to consultant leave. This meeting is required to develop plans following the RCP report.

**Administration review MH** – this is currently being looked at and with the finance department for costings.

## **Mental health services:**

The IPCU remains closed to admissions due to staff availability. Contingency options for inpatients services, place of safety and escort and transfer are currently being considered to provide a safe service for patients. Two side rooms have been created within Succoth Ward and are in use.

Waiting times within psychological therapies continue to cause concern and non-compliance with the 18 week referral to treatment guidance. Work is progressing with the planning department to address this. Funding from Quest is being used to employ admin staff who will be working with localities to support clinicians in the use of Trakcare.

**Donald Watt**  
**Mental Health Manager**