



Integration Joint Board

30<sup>th</sup> January 2019

This Report relates to  
Item 6 on the Agenda

# Audit Scotland Report on Integration

*(Paper presented by Julie White)*

*For Approval*

<b>Approved for Submission by</b>	Julie White, Chief Officer
<b>Author</b>	Requested by Chair
<b>List of Background Papers</b>	Not Required
<b>Appendices</b>	<b>Appendix 1</b> - Audit Scotland Report on Integration

## SECTION 1: REPORT CONTENT

**Title/Subject:** Audit Scotland Report on Integration  
**Meeting:** Integration Joint Board  
**Date:** 30<sup>th</sup> January 2019  
**Submitted By:** Julie White, Chief Officer  
**Action:** For Approval

### 1. Introduction

- 1.1 Audit Scotland published its latest report on Health and Social Care Integration on 15th November 2018. The report highlights areas of progress and good practice as well as challenges faced across Scotland in the delivery of effective integration. Audit Scotland concludes that whilst some improvements have been made to the delivery of Health and Social Care services, Integration Authorities, Health Boards and Local Authorities must show a stronger commitment to collaborative working to achieve the real long term benefits of an integrated system.
- 1.2 In parallel with the Audit Scotland review, at a health debate in Parliament on 2<sup>nd</sup> May 2018, the then Cabinet Secretary for Health and Sport undertook that a review of progress by Integration Authorities would be taken forward with the Ministerial Strategic Group for Health and Community Care. The Ministerial Strategic Group agreed that a small leadership group led by Paul Gray (Director General Health and Social Care and Chief Executive of NHS Scotland) and Sally Loudon (Chief Executive of Convention of Scottish Local Authorities) would take forward this review. The leadership group is due to present its findings early in 2019.

### 2. Recommendations

#### 2.1 The Integration Joint Board is asked to:

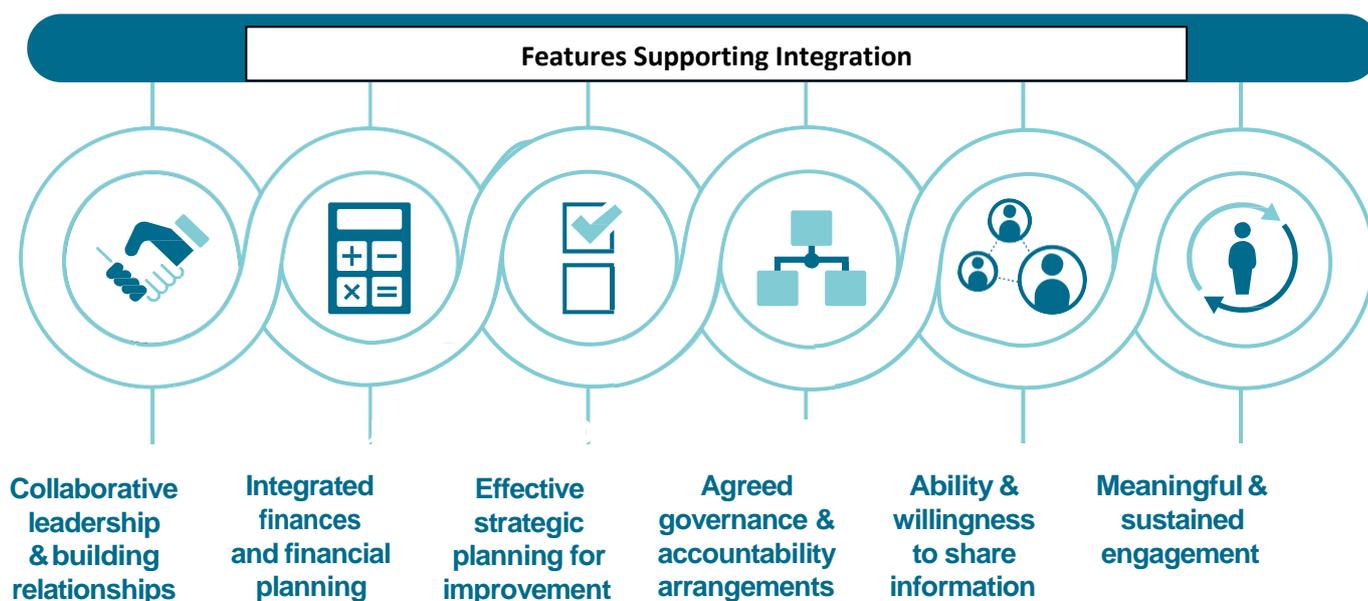
- **Discuss and Note the recommendations contained within Audit Scotland's report on Integration (attached as Appendix 1).**
- **Approve the establishment of a Short Life Working Group (SLWG) under the leadership of the Chief Officer to assess progress in Dumfries and Galloway Integration Authority in relation to each of the recommendations.**
- **Note that the findings of the national leadership group are likely to be presented to MSG early in the New Year and will also inform the work of the SLWG referred to above.**
- **Agree that an update report be presented to the IJB in March 2019.**

### 3. Background

- 3.1 Audit Scotland state that progress has been made in some key areas in relation to Health and Social Care including a reduction in unplanned hospital activity, reductions in delayed discharges and an increase in time spent at home by people in the last stages of their lives.
- 3.2 The Audit Scotland report also highlights key areas of challenge for Integration Authorities including a lack of integrated financial planning, a need to improve strategic planning, a lack of clarity re governance arrangements and a lack of leadership capacity.

### 4. Main Body of the Report

- 4.1 The Audit Scotland report on progress with Integration sets out key features of Health and Social Care systems that support meaningful integration. Exhibit 7 from the report, reproduced below, provides a framework for Integration Authorities, Health Boards and Local Authorities to consider in order to support effective delivery of Integration.



- 4.2 The recommendations contained within the Audit Scotland report comprise actions for Scottish Government, COSLA, Integration Authorities, NHS Boards and Local Authorities to take forward. These recommendations include:

**The Scottish Government and COSLA should:**

- Ensure that there is appropriate leadership capacity in place to support Integration
- Increase opportunities for joint leadership development across the health and care system to help leaders to work more collaboratively.

**Effective strategic planning for improvement**

**Integration Authorities, Councils and NHS Boards should work together to:**

- Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA
- Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.

**The Scottish Government should:**

- Ensure that there is a consistent commitment to integration across government departments and in policy affecting health and social care integration.

**Integrated finances and financial planning**

**The Scottish Government should:**

- Commit to continued additional pump-priming funds to facilitate local priorities and new ways of working which progress integration.

**The Scottish Government and COSLA should:**

- Urgently resolve difficulties with the 'set-aside' aspect of the Act.

**The Scottish Government, COSLA, Councils, NHS Boards and Integration Authorities should work together to:**

- Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care.

**Integration Authorities, Councils and NHS Boards should work together to:**

- View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support.

**Agreed governance and accountability arrangements**

**The Scottish Government and COSLA should:**

- Support councillors and NHS board members who are also Integration Joint Board members to understand, manage and reduce potential conflicts with other roles.

**The Scottish Government, COSLA, Councils, NHS Boards and Integration Authorities should work together to:**

- Agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen.

**Ability and willingness to share information**

**The Scottish Government and COSLA should:**

- Monitor how effectively resources provided are being used and share data and performance information widely to promote new ways of working across Scotland.

**The Scottish Government, COSLA, Councils, NHS Boards and Integration Authorities should work together to:**

- Share learning from successful integration approaches across Scotland
- Address data and information sharing issues, recognising that in some cases national solutions may be needed
- Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.

**Meaningful and sustained engagement**

**Integration Authorities, Councils and NHS Boards should work together to:**

- Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.

4.3 It is clearly important that Dumfries and Galloway Integration Joint Board reflects on these recommendations and works in partnership with the Health Board and the Local Authority to review our local position in relation to each of these national recommendations and to agree action plans where appropriate to meet the recommendations set out in the report.

4.4 For this reason, it is proposed that a Short Life Working Group is established under the leadership of the Chief Officer to assess progress within Dumfries and Galloway regarding each of the recommendations and to set out local proposals to ensure we meet the recommendations contained within the Audit Scotland Report.

**5. Conclusions**

5.1 Dumfries and Galloway Integration Joint Board should work in partnership with the Health Board and the Local Authority to evaluate our current position in relation to the Audit Scotland report (and the forthcoming review of Integration from the Ministerial Strategic Group) and the IJB has a responsibility to take action to make progress against each of the recommendations.

## **SECTION 2: COMPLIANCE WITH GOVERNANCE STANDARDS**

### **6. Resource Implications**

6.1 There are no resource implications associated with this paper at present.

### **7. Impact on Integration Joint Board Outcomes, Priorities and Policy**

7.1 This proposed work will ultimately review how well the Integration Authority is delivering effective Health and Social Care Integration within Dumfries and Galloway.

### **8. Legal & Risk Implications**

8.1 There are no legal implementations or risks identified at this stage

### **9. Consultation**

9.1 Consultation has taken place with Health and Social Care Senior Management Team on the content of this paper.

### **10. Equality and Human Rights Impact Assessment**

10.1 An Impact Assessment is not required at this time.

### **11. Glossary**

COSLA	Convention of Scottish Local Authorities
HSCSMT	Health and Social Care Senior Management Team
IJB	Integration Joint Board
IT	Information Technology
MSG	Ministerial Strategic Group
SLWG	Short Life Working Group