



Dumfries and Galloway
Integration Joint Board
Performance and Finance Committee

**Minute of Dumfries and Galloway Integration
Joint Board Performance and Finance
Committee meeting held on
24th March 2022**

For Approval

Minute of the Dumfries and Galloway Integration Joint Board (IJB) Performance and Finance Committee held on Thursday 24th March 2022 at 2pm via Microsoft Teams

Voting Members Present:

Jane Maitland	(JM)	Local Authority Voting Member (Vice Chair)
Andy Ferguson	(AF)	Local Authority Voting Member
Vicky Keir	(VK)	NHS Voting Member

Advisory Members Present:

Katy Kerr	(KK)	Chief Finance Officer
David Rowland	(DR)	Director of Strategic Planning and Transformation

In Attendance:

Kelly Armstrong	(KA)	Project Co-ordinator, Strategic Planning and Transformation
Stephanie Mottram	(SM)	Interim Deputy General Manager, Community Health and Social Care
Alison Warrick	(AW)	Governance Officer

Apologies:

Laura Douglas	(LD)	IJB Chair
Bill Irving	(BI)	Substitute Voting Member
Julie White	(JW)	Chief Officer

1. Apologies for Absence

Apologies were noted as above.

2. Declaration(s) of Interest

No declarations of interest were noted.

3. Minute of the Meeting of the 21st October 2021

Minutes were agreed as an accurate record.

4. Action List and Rolling Agenda Matrix

Members noted that two actions were outstanding on the Actions List, with the action relating to SAM being closed by Committee and the other outstanding action being transferred to the IJB.

There are still a number of items highlighted in yellow on the Rolling Agenda Matrix and these will be picked up during the work on the Scheme of Delegation and appointment to Committees.

5. Outline Communication and Engagement Plan for the Community Transformation Programme

Members were made aware that this plan, which is in its early stages, is being presented today to continue the dialogue with the IJB in relation to the Community Transformation work and is an outline proposal for the communication and engagement plan. SM highlighted that a more detailed proposal will be developed as work is progressed. The content of this will require wider input and discussion.

There are three strands which will be considered under the Community Transformation Programme Boards:

- Home Teams – Integrated Community Teams
- Strategy for Care and Support at Home
- Community Bed Provision

The work on these elements needs to link across the other Programme Boards.

The report sets out the key milestones over a 12 month period, and these are phased into 3 stages.

Key Deliverables

Milestone

Phase 1:

Establish Community Transformation Programme Board
Key Programme Deliverables for Communications agreed
Stakeholder Mapping Exercise
Key Messages/ Content/ Format Development
Public Engagement: Listening, exploring and understanding
Good Conversation
Key Partner/ Staff Engagement (focus groups)

Completed
April 2022
May 2022
April –May 2022
June – Sept 2022
June – Sept 2022

Lived Experience Narrative Building (focus groups)	June – Sept 2022
Analysis and Evaluation of Findings	Sept - Oct 2022
Development of Options	Oct – Dec 2022

Phase 2

Sharing of Findings and New Models of care and support	Jan – March 2023
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Phase 3

Dynamic review	Ongoing
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SM advised that the starting point for this work is to utilise the Project Leads for each of the 3 different projects together with a communication and engagement team across the Health and Social Care Partnership. AF highlighted that Officers could utilise the local authority communication and engagement team, due to their expertise and experience in engaging with local communities. SM agreed to explore this further.

Action: SM

Members were asked to provide thoughts on the outline plan and send any feedback or key contacts that could assist with further development of the plan to the team.

Discussion followed as to whether this engagement plan will focus on the Community Transformation Programme Board as a whole or be used as a basis to develop three targeted plans for each of the projects identified.

JM will discuss engagement with community councils with SM outwith.

JM highlighted to be mindful that during the summer period community councils do not meet and therefore it would be difficult to engage with this group, AF asked that Officers be mindful of the election period over the summer and noted that consulting with elected members during this time may be open to criticism.

6. Draft Financial Plan

KK provided a presentation to Members on the draft Financial Plan which included the following:

- National Position – Audit Scotland report highlighted that the NHS in Scotland was not financially sustainable prior to the Covid pandemic which has only increased the financial challenges
- Additional Resources to the IJB for 2022/23 – funding has been received for the increased cost of Adult Social Care staff pay increases and some inflationary pressures but the final settlement requires some clarification
- Budget Sign Off – AGF pay uplifts for NHS staff, pay uplifts for social care staff, energy costs (set at 40% increase however this may not be enough). However, the figures highlighted are not without risk, such as the energy costs, overspend within Social Work, increase in drugs, medical staffing locums, occupancy within DGRI and other issues because of the current economic situation. There are many areas of work ongoing to reduce the financial pressures.
- Underlying Deficit Position – Savings of £2.3m have been delivered for 21/22 and include prescribing, workforce and travel.

- Financial Recovery Plan – this will be worked through with the Financial Recovery Board which meets fortnightly. A further update on this will be brought back to this Committee.

Action: KK

The draft IJB Financial Plan will go to the IJB in April for consideration.

Members discussed the recent Audit Scotland report and how this has been publicised including the challenges in NHS pre CoVID.

KK advised that, in order to achieve financial balance in 3 years, a more radical approach to savings plans would need to be adopted.

KK highlighted that some of our savings programme has focussed on electronic patient communication and the NHS Board saved £0.5m on travel during the pandemic, however these type of things will not close the overall financial gap.

DR noted that he attended a national Directors of Planning meeting and a delivery planning framework to offer guidance around a medium term recovery plan was tabled by the Chief Executive of NHS Scotland. Directors present challenged some of the guidance and agreed that if Ministers are to agree that local Boards take difficult decisions, local Boards need to find ways of getting their communities behind them.

3.00pm – VK left the meeting. Due to this, the Committee was no longer quorate.

7. Sustainability and Modernisation Programme Update

DR described the new Programme Board arrangements that had been established to oversee Modernisation activities across five service areas:

- Planned care including cancer services, this programme board is co-chaired by Jeff Ace and DR
- Complex Care, this programme board is co-chaired by Stephen Morgan and DR
- Primary care, this programme board is co-chaired by JW and Grecy Bell
- Unscheduled care, this programme board is co-chaired by Nicole Hamlet and Joan Pollard
- Community Transformation, this programme board is co-chaired by Nicole Hamlet and Stephen Morgan

David reported that the Planned Care and Complex Care Programme Boards had had their first meetings.

The Committee heard that at the first meeting of the planned care programme board, Members received a data driven presentation to help inform priority setting. With operational representation present from the Acute and Diagnostics Directorate; Cancer Pathways, Chronic Pain, Cardiology, General Surgery and Trauma and Orthopaedics were identified as potential priorities for action.

It was agreed to bring forward more detailed thinking on this to formally agree priorities for Acute and Diagnostics, but also for Mental Health, Women and Children's and Community services at the next meeting of the Programme Board.

DR reported that the Complex Care Programme Board (CCPB) agreed an initial focus on services for people with a learning disability. It was agreed that this should focus on the design of a new model of care in line with National Strategy and the views previously expressed by local people with lived experience, with consideration being given to how services can be developed locally to support a return closer to home for those who have been accessing care and support on an out of region basis.

DR informed Members that CCPB had reviewed a proposal for the creation of a rapid response service which could offer short term care and support for those who need help with daily living until a care package could be initiated.

DR updated Members on the status of the savings Pipeline, noting that, at the previous committee meeting in October 2021, there were 129 schemes on the pipeline at various stages of development, there are currently 138 schemes. Of these, 44 have been delivered, 74 are active for the current financial year and a further 20 have savings identified for a future financial year. Of the 18 schemes with the status of opportunity, 16 have been delayed for more than 120 days; and of the 20 schemes with the status of Plans in Progress, 14 have been delayed for more than 120 days. The aim of introducing thresholds is to identify barriers and challenges to progress which currently is resultant from pressures across the system.

On a monthly basis the pipeline position is reported to the Scottish Government, this is inclusive of a summary of key risks. The areas of risk reported include; Medical Locum savings and the impact of converting agency locums to direct engagement, Prescribing Sustainability and the impact of delivering savings amidst ongoing service pressures, the implementation of Home Teams as a significant piece of community transformation work and similarly, the review of the community bed model. As an overarching risk, the capacity available to deliver opportunities impacted by existing service pressures has also been identified. The mitigation of these risks is predominantly focused in the role of the Programme Boards in providing a governance structure to drive forward change and to address barriers to include the oversight and allocation of resources to support priority areas of work.

The top three highest value schemes for the current financial year are the Medical Locum work which continues to be monitored following the implementation of a Standard Operating Procedure for Locum engagement; Prescribing Sustainability making up the largest proportion of schemes with 51% of the overall 138 schemes sitting within this workstream; and ePayroll focusing on the transfer of staff to electronic pay slips. Each area has been impacted by the existing service pressures and effects of the pandemic.

The pipeline demonstrates a risk adjusted gap of circa £1.3million against the full year target, with schemes to the value of in excess of £13.2million having been delivered.

DR highlighted that the Pipeline will be reviewed and reset for 2022/23.

JM asked if it would be beneficial in progressing the Locum and Prescribing work to issue a Direction to the NHS from the IJB to deliver these schemes. DR and KK concluded that a Direction would not necessarily help or achieve the desired impact at this time. The Prescribing Sustainability Workstream is continually reviewing

savings opportunities and are working closely with the Scottish Government to further progress this work in targeted areas. In terms of Medical Locums, the implementation of the Standard Operating Procedure has ensured safe practice and we are now looking to identify key areas with a reliance on Locums to undertake service reviews which we should see through and report back before taking further action. By June 2022 there should be a clearer position on locum spend.

Decision(s)

Committee Members:

- **Noted the progress made in developing the savings pipeline and delivery tracker**
- **Noted progress in the Sustainability and Modernisation Programme**

8. Any Other Business

No AOCB was noted.

9. Date of Next Meeting

The next meeting for 2022 will be confirmed at the next IJB Meeting.