

## IJB Best Value Statement 2022/2023

### Introduction

Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

The report summaries the approach being taken to Best Value in Dumfries and Galloway IJB for 2022 / 2023 and will continue to be updated on an annual basis.

Item	Audit Scotland Prompt	IJB Response
1	Who do you consider to be accountable for securing Best Value in the IJB?	<p>The IJB does not directly commission or contract work, however it is responsible for directing its partners (the Council / NHS Health Board) to commission on the IJB's behalf within the principles of Best Value.</p> <p>This does not remove the accountability within partner organisations for their own responsibilities under the Best Value legislation.</p> <p>Commissioning from third sector providers is monitored / managed and evaluated in line with Best Value principles by both Council and NHS Health Board.</p>
2	How do you receive assurance that the Services supporting the delivery of the strategic plan are securing Best Value?	<p>Aligned to the statutory guidance issued by the Scottish Government in January 2020, the issuing of IJB Directions to the Council / NHS Board are legally binding therefore there is a revised governance procedure in place to ensure timely updates on the performance of Directions are provided to the IJB from the Council / Health Board via the Partnership Leadership Team.</p> <p>The IJB places reliance on the controls and procedures of our partner organisations in terms of Best Value delivery.</p> <p>There are governance arrangements in place for monitoring performance and progress against the delivery of the strategic commissioning plan aligned to the Best Value guidance. This is achieved through the following structures:</p> <ul style="list-style-type: none"> <li>• Health and Social Care Partnership Leadership Group</li> <li>• Strategic Planning Group</li> <li>• Integrated Joint Board (IJB)</li> <li>• IJB Committee Structure <ul style="list-style-type: none"> <li>○ IJB Finance, Performance and Quality Committee</li> <li>○ IJB Audit, Risk and Governance Committee</li> <li>○ IJB Strategic Planning Delivery and Commissioning Committee</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ IJB Transformation and Innovations Futures Committee</li> <li>● Full Council and NHS Board Meetings, together with associated Committees</li> </ul>
3	Do you consider there to be sufficient buy-in to the IJB's longer term vision from partner's officers and members?	The IJB has good joint working arrangements in place and has benefited from ongoing support from members and officers within our partner organisations. There are linkages and working relationships with the Community Planning Partners.
4	How is value for money demonstrated in the decision made by the IJB?	<p>All papers presented to the IJB have a section on financial implications for each proposal.</p> <p>Furthermore, there has been a further update on the governance procedure for the recording, management and monitoring of Directions where it has been agreed for example, where the delegated lead of the Direction will produce a delivery proposal back firstly to the Health and Social Care Leadership Group for prioritisation to either the D&amp;G Council, NHS Board for approval.</p> <p>If there is a requirement to undertake a formal approvals process regarding the way in which a Direction will be delivered and therefore provide a proposal for delivery (position paper), the response for implementing each Direction will attempt to capture an impact assessment that covers the following points:</p> <ul style="list-style-type: none"> <li>○ links with the Tactical Priorities;</li> <li>○ implications for the Board / Council on the delivery of the direction;</li> <li>○ resource implications (finance / workforce);</li> <li>○ risk analysis;</li> <li>○ timeline for delivery of the direction;</li> <li>○ estates related points;</li> <li>○ climate sustainability;</li> <li>○ financial implications; and</li> <li>○ changes to patient pathways / clinical implications.</li> </ul> <p>Furthermore, the IJB members engage in healthy debate and discussions around proposed decisions and proposals, many of which are supported by additional IJB development / workshop sessions to ensure in depth discussion on key items. IJB Directions to the Health Board and Council require them to deliver our Services in line with Best Value principles.</p>

5	Do you consider there to be a culture of continuous improvement?	<p>The IJB is committed to a culture of continuous improvement. The Partnership has committed to undertaking transformational change to ensure Health and Social Care Services are sustainable.</p> <p>This commitment is reflected in a range of strategic and tactical priorities, seeking to deliver in the right place only those services that offer best value and matter most to people. A range of tactical priorities have been agreed, examples are outlined below:</p> <ul style="list-style-type: none"> <li>• Development of Community Health and Social Care for the next 1 – 5 years (includes unscheduled care, care and support at home, home teams)</li> <li>• Primary Care Transformation</li> <li>• Defining the model of local Hospital Based Services in the medium to longer term</li> <li>• Integrated Intellectual Disability Service</li> <li>• Digital Transformation</li> <li>• Value Based Health and Care action planning</li> </ul> <p>The range of existing project commitments and their alignment to Tactical Priorities led by the Programme Management Office is; Home Teams, Care and Support at Home, Value Based Health and Care (inc. Realistic medicine), Primary Care Transformation, Palliative Care and Cancer Care Programme, Improving Cancer Journey, Digital Strategy (including GP IT re-provisioning), Medicines Transformation, Learning Disabilities Integrated Service and Unscheduled Care and Urgent Care.</p> <p>Additionally, a Partnership Delivery plan has been developed which sets out our operational priorities and key actions for 2023 / 24 and a medium term plan 2024 / 2026 as this is intended to move us forward from the volatility of the last three years and make further progress along the path towards recovery and renewal as set out in Re-mobilise, Recover and re-design: the framework for NHS Scotland.</p>
6	Have there been any Service reviews undertaken since establishment – have improvements been identified? Is there any evidence of improvements in	<p>As part of the transformational projects, such as Community Care and Support at Home, Primary Care Transformation, Improvement work with the established Home Teams – this forms a review of service models to ensure Best Value and importantly sustainability of Services.</p> <p>Furthermore, emergency Dental Services have</p>

	Services and / or reductions in pressures as a result of joint working	<p>undertaken a review of the region wide model given the fragility of Dental Practices due to the de-registration of patients. An improvement plan has been developed for the longer term sustainability of service delivery.</p> <p>The health and social care system is experiencing unprecedented pressures across all areas of Dumfries and Galloway and Scotland. In response the Integration Joint Board Strategic Commissioning Plan sets out a model of care and support along with commissioning intentions to support transformation to address these pressures and other well documented issues of increased demand, financial and workforce challenges. Therefore. an intensive nine month service redesign programme is in progress named Right Care, Right Place: Bed Based Intermediate Care Programme.</p>
7	Have identified improvement actions been prioritised in terms of those likely to have greatest impact	Transformation Improvement / Project Plans, Partnership Delivery Plan (inc. Annual Delivery and Medium term delivery) and proactive horizon scanning are set according to the items set out in the strategic commissioning plan, together with setting the Tactical Priorities for 2023 / 2024.
8	What steps are taken to ensure that quality of care and service provided is not compromised as a result of costs saving measures	<p>All service change progressed via the Programme Management Office or other routes are subject to a full assessment before it proceeds e.g. quality impact assessment, Equality and Diversity Impact Assessment and Financial Impact Assessment, together with any stakeholder engagement and consultation.</p> <ul style="list-style-type: none"> <li>• The assessment implications for the Board / Council on the delivery of the direction / service change;</li> <li>• resource implications (finance / workforce);</li> <li>• risk analysis;</li> <li>• timeline for delivery of the direction;</li> <li>• estates related points;</li> <li>• climate sustainability;</li> <li>• financial implications; and</li> <li>• changes to patient pathways / clinical implications.</li> </ul> <p>Any of these changes are subject to following due process via the governance routes as outlined in section 2.</p>
9	Is performance information reported to the IJB of sufficient detail to enable value for money to be assessed	Performance reporting is key to ensuring we are delivering Best Value aligned to the Strategic Commissioning Plan.
10.	How does the IJB ensure that	Regular budget, workforce and performance of Directions reports to the IJB are provided on a quarterly basis to

	management of resources (finances, workforce etc) is effective and sustainable	provide assurance and oversight
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