



Dumfries and Galloway  
Integration Joint Board

17<sup>th</sup> December 2024

This Report relates to  
Item 5d on the Agenda

# ***Update from the IJB Transformation, Innovation and Futures Committee***

***Paper presented by Ian Carruthers***

## ***For Noting***

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<b>Approved for Submission by:</b>	Ian Carruthers, Chair of the IJB Transformation, Innovation and Futures Committee, Dumfries and Galloway Council, <a href="mailto:ian.Carruthers@dumgal.gov.uk">ian.Carruthers@dumgal.gov.uk</a>
<b>List of Background Papers:</b>	None
<b>Appendices:</b>	

Direction Required to Council, Health Board or Both	Title	
	Reference Number	
	Direction to:	
	1. No Direction Required	
	2. Dumfries and Galloway Council	
3. NHS Dumfries and Galloway	X	
4. Dumfries and Galloway Council and NHS Dumfries and Galloway		

1.	<p><b>Introduction</b></p> <p>1.1 The Integration Joint Board (IJB) Transformation, Innovation and Futures Committee met on Tuesday 12 November 2024.</p>
2.	<p><b>Recommendations</b></p> <p>2.1 <b>The Integration Joint Board is asked to:</b></p> <ul style="list-style-type: none"> <li>• <b>Note this update from the IJB Transformation, Innovation and Futures Committee;</b></li> <li>• <b>Consider the proposed Direction on committing to the future of the Galloway Community Hospital as a key part of the local healthcare estate; and</b></li> <li>• <b>Subject to agreement and / or amendment, issue the Direction to NHS Dumfries and Galloway.</b></li> </ul>
3.	<p><b>Background and Main Report</b></p> <p>3.1 The IJB Transformation, Innovation and Futures Committee considered and discussed seven substantive elements of business, as summarised below.</p> <p>3.2 <b>Progress of the National Task and Finish Group on Remote, Rural and Island Services</b></p> <p>The Committee received an update on the key emergent themes and early thinking on the definition of core services.</p> <p>They were also advised that once formally agreed, those core services will form the basis of a Target Operating Model that will define the levels at which they can be delivered and what is required to support each level in terms of staffing and infrastructure.</p> <p>The Committee agreed that, as this work develops, it will consider what changes may be required as part of the refresh of the Strategic Commissioning Plan to ensure the IJB applies the Target Operating Model in the planning of services and making strategic commissioning decisions to ensure they are best placed to meet population need.</p> <p>3.3 <b>Update on the Lens Programme</b></p> <p>The Committee received an update on the Lens Programme with details of the bids that been supported through the Investment Day in March 2024 and a commitment to come back with evaluation of the successful projects to the next meeting in February 2025.</p> <p>The Committee recognised the importance of community change makers and supporting people to realise the benefits of their ideas.</p> <p>The Committee agreed to review that evaluation when available to consider any</p>

opportunities for spread and sustainability for proposal to IJB for consideration as part of its strategic decision-making on future commissioning plans, paying particular heed to what should be delivered through third sector, community groups and independent provider partners, and what needs to be delivered by the statutory sector.

### 3.4 **Progress with the Digital Delivery Plan**

The Committee received a presentation on the progress of the Digital Delivery Plan and heard a commitment to update with an evaluation of impact in February 2025. The presentation covered:

- The ETHEL Smarthub remote monitoring support
- GP IT Re-provisioning
- Connect Me – support for self-management of long term conditions
- Transition from Analogue to Digital Telecare
- Modernisation of Business Intelligence
- StackCare – monitoring movement around the home
- Taking Care – wearable technology to monitor the risk of falls
- Ageing Well Toolkit
- Equipment for You

The Committee also heard that the Digital Maturity Assessment required by Scottish Government had been completed for 2024 and that plans are in place to identify the next tranche of priorities to be progressed through the Digital Delivery Plan in 2025/26.

Discussion highlighted the importance of understanding impact of each project and the need to deliver proven technology at scale while creating space to test and innovate with new, emergent technologies.

### 3.5 **Assessment of the Effectiveness of Integration**

The Committee received a paper describing the views from the Strategic Planning Group on the effectiveness of integration, which demonstrates that, in the main the components of effective integration are only partially evident in Dumfries and Galloway.

The Committee reflected on the feedback and heard that this is consistent with the findings from the Audit Scotland Report where integration is not viewed as being as mature as it could be.

There was agreement that there is a need for a dedicated workshop session for Voting Members of the IJB to explore what this means and how the Strategic Commissioning Plan needs to be refreshed in light of this.

### 3.6 **Progress with LOIP Actions**

The Committee agreed to note the paper and pick up as a substantive item at a future meeting.

### 3.7 **Development of the Scottish Government Population Health Framework**

The Committee received a paper from the Director of Public Health on the Population Health Framework proposed by Scottish Government, underpinned by four key principles:

- Prioritising and creating and maintaining good health and preventing ill health
- A focus on supporting the people and communities who need it most
- Changing systems and environments to support individuals to stay healthy
- Delivery of a whole system approach nationally and locally.

The Committee agreed that a joint NHS Board and IJB Workshop on the Population Health Framework to agree actions and strategic commissioning intentions.

### 3.8 **Dumfries and Galloway Health and Social Care Partnership Participation and Engagement Activity Quarterly Report**

The Committee received the Quarterly Participation and Engagement Activity Report and heard about the key activities in relation to:

- Maternity Services in Wigtownshire;
- Right Care, Right Place;
- Primary Care in Upper Nithsdale; and
- Greening the Estate.

3.9 In addition to these items, it should be noted that at its meeting on 14 May 2024 the Transformation, Innovation and Futures Committee discussed the progress that had been made with stabilising the workforce within Galloway Community Hospital.

3.10 The Committee agreed that, based on the update received, it was not necessary to proceed with the previously proposed review of services on the site.

3.11 Rather, the Committee proposed that the IJB should issue a Direction to the NHS Board confirming that Galloway Community Hospital should remain open, serving the needs of the people in Wigtownshire, as well as the wider regions of Dumfries and Galloway.

3.12 Further, it was agreed that the proposed Direction should require the NHS Board to bring forward plans to confirm how services would be sustained within the available revenue budget for the site.

3.13 The proposed Direction is set out at the end of this paper.

## **4. Conclusions**

4.1 The agenda and papers for the meeting on 12 November 2024 resulted in a full and rich discussion across a range of topics that will be relevant to the refresh of the Strategic Commissioning Plan.

## **5. Resource Implications**

5.1 Not applicable

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

6.1	Not applicable				
<b>7.</b>	<b>Legal and Risk Implications</b>				
7.1	Not applicable				
<b>8.</b>	<b>Consultation</b>				
8.1	Not applicable				
<b>9.</b>	<b>Equality Impact Assessment</b>				
9.1	Not applicable				
<b>10.</b>	<b>Glossary</b>				
10.1	All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets. The table below is an example only:				
	<table border="1"> <tr> <td><b>EQIA</b></td> <td><b>Equalities Impact Assessment</b></td> </tr> <tr> <td><b>IJB</b></td> <td><b>Integration Joint Board</b></td> </tr> </table>	<b>EQIA</b>	<b>Equalities Impact Assessment</b>	<b>IJB</b>	<b>Integration Joint Board</b>
<b>EQIA</b>	<b>Equalities Impact Assessment</b>				
<b>IJB</b>	<b>Integration Joint Board</b>				

## Dumfries and Galloway Integration Joint Board



### DIRECTION

**(ISSUED UNDER SECTIONS 26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014)**

1.	Title of Direction and Reference Number	Retaining Galloway Community Hospital at the heart of acute service delivery for people in Wigtownshire.
2.	Date Direction Issued by Integration Joint Board	17 December 2024
3.	Date from which Direction takes effect	17 December 2024
4.	Direction to	NHS Dumfries and Galloway
5.	Does this Direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	No
6.	Functions covered by Direction	Acute Services at Galloway Community Hospital
7.	Full text of Direction	<p>NHS Dumfries and Galloway must keep Galloway Community Hospital open to meet the acute healthcare needs of people in Wigtownshire and support the needs of wider communities across Dumfries and Galloway.</p> <p>In doing so, NHS Dumfries and Galloway should develop and present to the IJB plans to improve the sustainability of current service provision at Galloway Community Hospital within the current revenue budget and reduce to zero the recurring deficit.</p>
8.	Budget allocated by Integration Joint Board to	No additional budget is being made available by the IJB, this should be

	carry out Direction	delivered within the budget for Galloway Community Hospital that has already been made available to the Acute and Diagnostics Directorate within the Health and Social Care Partnership.	
9.	Desired Outcomes	<ul style="list-style-type: none"> <li>• Current range of services sustained within budget</li> <li>• Reduction in Medical Locum use</li> <li>• Reduction in Nurse Agency use</li> <li>• Reduction in AHP Agency use</li> <li>• Reduction in length of stay &gt; 14 days for people not experiencing a delay in transfer of care</li> <li>• Increase in morning discharge rates</li> <li>• Increase in weekend discharge rates</li> <li>• Increase in theatre utilisation</li> </ul>	
10.	Is there a need for engagement with the third sector in delivery of this Direction?	YES	NO
		X	
		Third Sector Organisations may have a role to play in improving efficiency within Galloway Community Hospital by providing the support people need to attend and / or return home.	
11.	Performance Monitoring Arrangements	<p>Directions will be reported to the IJB Finance, Performance and Quality Committee on a 6 monthly basis.</p> <p>Progress will also be reported in an annual report of all current Directions will be presented to the IJB</p>	
12.	Date Direction will be Reviewed	December 2025	