

**PERTH AND KINROSS HEALTH AND SOCIAL CARE INTEGRATION  
PATHFINDER BOARD**

Minute of meeting of the Perth and Kinross Health and Social Care Integration Pathfinder Board held in the Trust Boardroom, Perth Royal Infirmary, Taymount Terrace, Perth on Friday 22 May 2015 at 10.00am.

**Present:**

**Board Members:** Councillor P Barrett, Perth and Kinross Council  
Councillor I Campbell, Perth and Kinross Council  
Councillor D Doogan, Perth and Kinross Council  
L Dunion, Tayside NHS Board  
J Golden, Tayside NHS Board  
S Hay, Tayside NHS Board  
H MacKinnon, PKAVS  
S Tunstall-James, Tayside NHS Board  
J Walker, Interim Chief Officer, Perth and Kinross Council

**Board Advisers:** E Devine, Perth and Kinross Community Health Partnership  
G Costello, NHS Tayside (substituting for Dr M McGuire)  
A Noble, Adviser to Scottish Government

**In Attendance:** L Cameron, C Crawford, D Fraser, D Mitchell and S Strathearn (all Housing and Community Care), Perth and Kinross Council; S Berry, NHS Tayside; P Graham, L Potter and H Rheinallt (both Chief Executive's Service), Perth and Kinross Council; and G Mackie, Unison.

**Apologies:** B Nicoll and Dr N Prentice, both NHS Tayside.

Councillor Doogan, Presiding.

**1. WELCOME AND APOLOGIES**

Councillor Doogan welcomed all those present to the meeting and apologies were noted as above.

**2. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the relevant Codes of Conduct.

**3. MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Perth and Kinross Health and Social Care Integration Pathfinder Board of 10 April 2015 was submitted and approved as a correct record, subject to the addition of S Hay and J Golden as attending the meeting.

#### **4. MATTERS ARISING**

##### **(i) Action Points**

There was submitted and noted a list of action points (G/15/111) following the meeting of the Pathfinder Board on 10 April 2015.

#### **5. PERTH AND KINROSS HEALTH AND SOCIAL CARE INTEGRATION PATHFINDER BOARD ACTION PLAN**

There was submitted a report (G/15/112) by J Walker, Interim Chief Officer providing an update on the Perth and Kinross Health and Social Care Integration Action Plan.

J Walker provided a verbal update on the integration scheme. He advised that informal feedback had been received from the Scottish Government as follows: (i) there are a number non-substantive changes to be made; and (ii) there are a small number of substantive changes to be made in terms of the operational responsibility of the Integrated Joint Board (IJB) and the Chief Officer as regards the scope of delegation and operational management of the IJB.

In response to a query from Councillor Doogan, D Fraser provided examples of the type of support for the enhanced care model currently taking place such as: work done around Perth City; L Cameron and E Devine's work on outcome delivery; and future plans to take forward the needs of staff in localities both together as integrated staff and in their different positions as staff of different authorities. She further advised that more information would be provided at the next meeting. E Devine advised that staff levels have been GIS mapped in all localities including in the categories of types and qualifications of staff. Current work is scoping accommodation for the co-location of staff and the development of community hub approaches. J Walker commented that local management staff are leading the process.

L Potter provided an update on the communications strategy. She advised that currently, community engagement is being undertaken, involving information on what is happening with integration and how it works in practice. In response to a query from Councillor Barrett, L Potter responded that personal stories on the transformation of care are being captured.

In response to a query from Councillor Barrett, J Walker advised that the revised completion date for agreement on future 'hosting' and management arrangements for delegated services would be August or September.

##### **The Pathfinder Board agreed:**

To note the content of Report G/15/112.

## 6. UNDERSTANDING CONSUMPTION – SUPPORTING LOCALITY CLINICAL DECISIONS

There was submitted a joint report (G/15/120) by Colin Crawford and Sandy Strathearn, Perth and Kinross Council providing an update on the development of an incentive framework for GPs and locality teams following the analysis and understanding of consumption patterns of health and social care resources and PBMA methodology. There was also delivered a presentation on the report (see appendix 1) by S Strathearn, D Fraser, and C Crawford. S Strathearn provided an introductory background to the presentation, advising that for the last four years they have been working with the Scottish Government and have discovered unusual patterns as well as different cohorts in the same GP practices dealing with things such as unplanned admissions differently. During the presentation and discussion, the following points were noted:

- A significant proportion of money is spent on unplanned admissions; there is not enough intervention before unplanned admissions
- It would be preferable to build a model based on high resource individuals in order for all organisations to deal with them in a similar fashion
- The balance of care can be affected by looking at unplanned admissions; the challenge is to understand how many unplanned admissions are “inappropriate” and to influence high unplanned admissions so they become low unplanned admissions
- The most money is being spent on those in the least deprived quintiles
- Holistic profile captures will be stacked together and patterns found in Ardblair, then GPs and social workers will be asked to explain their understanding of the individuals
- The need to engage practitioners and connect to locality working, as well as an opportunity for communities/individuals to look at the information
- Understanding the total cost is very important
- There is a need to look at work development practices
- Using the fund locally and knowing the needs of people locally is important
- A national consumption budget for areas can be developed which would allow consumption like for like on locality and consumption levels
- There is an opportunity for every GP practice to have more efficient services by learning and looking at resources which are available
- Where higher consumption can be changed there are bigger benefits

### **The Pathfinder Board agreed:**

- (i) To note the progress on the development and progress of the consumption data, PBMA methodology for high resources individuals;
- (ii) To note the GP engagement planned activity for the expansion of the PBMA Top 10 analysis into these practice clusters;
- (iii) To note the development of support arrangements for Locality Management Groups;

- (iv) To note Perth and Kinross Council continue to work with Caledonian University and ISD to develop a national alternative model of care for high resources and individuals.

## **7. APPROVING THE DUE DILIGENCE PROCESS TO BE ADOPTED FOR THE INTEGRATED PERTH AND KINROSS PARTNERSHIP**

There was submitted a joint report (G/15/113) by Alexander Berry, NHS Tayside, and Colin Crawford, Perth and Kinross Council informing the Board on the formulation of the due diligence process which will provide the Integrated Joint Board, Perth and Kinross Council and NHS Tayside with an understanding of the financial resources delegated for the purposes of Integration and provide assurance around the risk levels associated with those resources. A verbal summary was also provided by S Berry.

C Crawford advised that the process will be submitted to the internal audit sections of PKC and NHS Tayside and their respective audit committees in June.

### **The Pathfinder Board agreed:**

To approve the due diligence reporting process set out at section 5 of the report.

## **8. JOINT FINANCE MONITORING REPORT FOR PERTH AND KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP**

There was submitted a joint report (G/15/114) by Alexander Berry, NHS Tayside and N Copland, Perth and Kinross Council to give Board members an overview of existing budgets and budgetary issues within Perth and Kinross Community Health Partnership (CHP) and Perth and Kinross Community Care. A verbal summary was provided by A Berry and C Crawford, who highlighted that: (i) the report is based on the current situation as the hosting arrangements have not yet been agreed; (ii) the Perth and Kinross Community Health Partnership (CHP) had an overspend at the end of last year as it didn't identify all savings targets, and the prescribing budgets were set too low, as well as overspends on other budgets, but it is in a relatively good position with a well-developed list of proposals to achieve its savings targets; and (iii) there is currently an underspend in community care and delegated services as service redesign was carried out in advance, there is still pressure on the older peoples' services side, and people who were expected to come through the service have been delayed. C Crawford further advised that the due diligence process will assist in addressing the financial risks.

During the discussion, the following points were raised: (i) there is an opportunity for cultural change with integration, for example best practice for budget setting; (ii) there will be hard choices for the IJB for make in the future, which should be informed by long term solutions and strategic points; (iii) the information in the report will be one part of the due diligence papers; and (iv) the IJB will not be working in isolation and will have to be aware of the financial reality of the organisations.

**The Pathfinder Board agreed:**

To note the current positions of the respective agencies.

**9. PERTH AND KINROSS INTEGRATION JOINT BOARD – MEMBERSHIP**

There was submitted a discussion paper (G/15/115) by John Walker, Interim Chief Officer on the membership of the Perth and Kinross Integration Joint Board.

**The Pathfinder Board agreed:**

- (i) To remit the Interim Chief Officer to explore options for the membership of the IJB, including: separate clinical officers to the three lead officers; a staff representative from the Health Board and the Local Authority respectively; and representatives from service user groups, for example the Perth and Kinross Unpaid Carers Forum.
- (ii) To receive a further update in due course.

**10. COMMUNICATIONS AND ENGAGEMENT UPDATE**

There was submitted a report (G/15/116) by Lorna Cameron, Perth and Kinross Council providing an update on communications activity in relation to health and social care integration. A verbal summary was provided by C Crawford, who highlighted: (i) the two-day workshop held with over seventy health and social care managers across Tayside on Joint Commissioning and Strategy; (ii) the use of S Strathearn's analysis for locality engagement and the integrated leadership group; (iii) the New Perspectives, New Opportunities event being held on Friday 29 May; and (iv) future staff sessions across organisations.

C Crawford advised that staff continue to feedback on any service users who may be interest in sharing their experiences.

Councillor Doogan commented that the Council's Housing and Health Committee receives information on integration which should be better communicated to the public.

**The Pathfinder Board agreed:**

To note the progress made in implementation of the communication and engagement strategies.

**11. ANY OTHER COMPETENT BUSINESS**

**Delegated Authority**

Councillor Doogan advised that there is unclear guidance on how local authorities will in practice delegate authority. He highlighted that there is a need for a structure to allow scrutiny of performance and strategy; if the Council and the Health Board only review performance this is not sufficiently empowering the IJB.

**The Pathfinder Board agreed:**

To remit the Interim Chief Officer to work with the elected members on the Board, the Housing and Health Committee, the Leader of the Council and the Chief Executive of the Council to bring a report to the Board in due course on what the reporting arrangements to the Council will be.

**12. DATE OF NEXT MEETING**

The next meeting of the Pathfinder Board would take place on Friday 3 July 2015.