























Review of Integration: Action Plan








	MSG PROPOSAL	ACTION	LEAD	TIMESCALE	UPDATE	RAG STATUS
1.1	All leadership development will be focused on shared and collaborative practice [Self-evaluated as 'established']	Joint HR Forum to look at specific opportunities for shared staff development within revised IJB Workforce Plan	KM/AC	April 2020	Joint HR Forum in abeyance but new opportunities have arisen to re-establish its work. Further work required with TUs initially	
		Processes of MDT working to be embedded across primary and community care	RC	April 2020	- Shared leadership development sessions across HSCP undertaken - Operational MDTs in development	
		More focus on using workshops and collective learning to embed integrated practise	RC	Ongoing	- Recent events have been held in relation to primary care reforms, urgent care and learning disability services - Service review work undertaken on a multi-agency basis (e.g. through COG)	
1.2	Relationships and collaborative working between partners must improve [Self-evaluated as 'established']	Tri-annual meetings between the Leadership of Comhairle (Leader and Chief Executive), Health Board (Chair and Chief Executive) and IJB (Chair and Chief Officer), with any actions or outcomes shared with the IJB, Comhairle and Health Board	RC	First meeting to be arranged for October 2019	Date for first tri-partite meeting rescheduled for beginning of 2019	
		The Health Board and the Comhairle will continue to explore wider partnership opportunities beyond the IJB	GJ/MB	Ongoing	Discussion ongoing about developing a common charter to create an agency fluid workforce A number of shared capital development programmes underway	
		Review of Integration Scheme (to be completed by June 2021)	GJ/MB/RC	June 2020	This work has yet to proceed but it is likely that initial discussions will get underway early in 2020	
1.3	Relationships and partnership working with the third and independent sectors must improve [Self-evaluated partly-established']	Work to develop a more strategic relationship with our local Third Sector Interface (TSI) as a means of deepening our engagement with the local third sector	RC	April 2020	Initial conversation had with local TSI about opportunities to deepen support for third sector. Further engagement planned and in diaries.	



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1.3	Relationships and partnership working with the third and independent sectors must improve [Self-evaluated as 'established']	Review the role of the IJB's Strategic Planning Group in developing strategic commissioning plans	RC	April 2020	A number of conversations have been developed, supported by the Scottish Health Council	
		Support the development of community capacity and 'informal' voluntary sector bodies	RC	April 2020	Our participation in the national Community Led Support Programme is currently supporting this action. Looking for output towards the end of the calendar year. Events held in Ness, with more planned in Harris and Uig	
2.1	Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration [Self-evaluated as 'established']	In addition to the reporting of spend against the IJB's pooled budget each month's Integrated CMT, include commentary on wider Health Board and Council pressures	DB/RE	July 2020	This can be achieved relatively simply by augmented reporting arrangements	
		More corporate and Joint Board time spent on implementation of IJB's three year financial plan	RC	Ongoing	This activity is anticipated to increase over the autumn	
		Improve our public presentation of financial position on IJB website	RC	October 2020	Yet to commence	
2.2	Delegated budgets for IJBs must be agreed timeously [Self-evaluated as 'established']	Undertake more detailed pre-budget working with board members and provide more detailed presentation of budget reports at the beginning of the financial year.	DB/RC	April 2020	In addition to overall budget proposal and targeted efficiency savings, strategic plans will be developed for each delegated function	
		Earlier discussion about IJB's funding needs to be undertaken ahead of Scottish Budget being set in December	RC/MB/GJ	October 2020	Initial consideration to be given at first tripartite meeting	
2.3	Delegated hospital budgets and set aside budget requirements must be fully implemented [Self-evaluated as 'established']	The set aside budget is fully visible and accessible to the IJB for the purposes of strategic planning, aided by co-terminous boundaries	DB/RC	Complete		
2.4	Each IJB must develop a transparent and prudent	The reserves policy has been in place for some time and our strategic	DB/RC	Complete		












	reserves policy [Self-evaluated as 'established']	investment plan governs the use of the balances held by the IJB				
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2.5	Statutory partners must ensure appropriate support is provided to IJB S95 Officers. [Self-evaluated as 'partly established']	We will work to ensure more inter-agency collaboration to provide Health Board and Comhairle finance teams with more direct insight into the respective partners' processes.	DB	April 2020	Work will be undertaken to provide service accountants with an opportunity to shadow their Health Board/Council colleagues	
		More structured agendas and long-term planning to support monthly meetings between CFO, CO, and Directors of Finance	DB	October 2019	This can be achieved relatively simply by augmented reporting arrangements	
2.6	IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations. [Self-evaluated as 'partly established']	High level analysis to be undertaken to map and monitor 'resource shift' between services and sectors	DB	April 2020	This isn't currently mapped and routinely reported but work will now commence to allow for this	
		Refinement of work to issue directions with IJB resource attached, especially where this changes service arrangements. Process map to be agreed by IJB, Council and Health Board	RC	April 2020	This will be based on existing work undertaken by other partnerships and endorsed by the Scottish Government	
3.1	Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB. [Self-evaluated as 'established']	Ensure that the IJB is supported corporately to allow for its functions as a public body to be fully discharged	RC/MB/GJ	April 2020	This work was already underway. Business support has been consolidated.	
3.4	Improved strategic planning and commissioning arrangements must be put in place [Self-evaluated as 'partly-established']	Further work undertaken to scope out how best to build capacity around the strategic planning function	RC/MB/GJ	April 2020	Restructuring unlikely to create new capacity in this area.	
3.5	Improved capacity for strategic commissioning of					

delegated hospital services must be in place [Self-evaluated as 'partly-established']					
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4.1	The understanding of accountabilities and responsibilities between statutory partners must improve [Self-evaluated as 'established']	Re-establish annual tri-partite review of IJB performance and accountabilities between full council, full health board and IJB	RC	December 2020 (and annually thereafter)	Meeting in diaries	
		Develop more formal link between IJB and Locality Planning Groups as part of review of LPGs	RC	December 2020	This review work is now underway	
4.2	Accountability processes across statutory partners will be streamlined [Self-evaluated as 'partly-established']	Reform of performance reporting information through to council and health board	RC	December 2020	This work is a long-term development but we hope we can move it forward in the short term	
		Formalisation of new risk management processes from Department to corporate risk registers of council and health board	RC	December 2020	This work is a long-term development but we hope we can move it forward in the short term	
4.3	IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis [Self-evaluated as 'established']	We will put in place a structured development plan for each member, including proxy members	MM	December 2020	We have previously sought to put this in place but with limited participation from members	
		We will support the Chair, Vice-chair and members of the IJB to be more visible to external stakeholders and improve access to Members and meetings.	RC	December 2020	This will include more involvement in development sessions and participation in community events. This worked well during recent consultation processes	
4.4	Clear directions must be provided by IJB to Health Boards and Local Authorities. [Self-evaluated as 'partly-]	Refinement of work to issue directions with IJB resource attached, especially where this changes service arrangements. Process map to be	RC	April 2020	Audit tracker now in place which captures directions	

	established']	agreed by IJB, Council and Health Board				
4.5	Effective, coherent and joined up clinical and care governance arrangements must be in place. [Self-evaluated as 'established']	Care governance capacity and systems to allow for more effective reporting and systems of quality assurance to be embedded.	RC/DG	April 2020	Links through to the CSWO have been strengthened over the last six months but further work to be undertaken	
		Explore opportunities for system wide use of organisational assets to improve quality and manage risk (e.g. use of datix system)	RC	April 2020	This remains a work in progress	

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5.1	IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data. [Self-evaluated as 'established']	Review the structure and content of our annual report	RC	June 2019	Complete	
		Consider opportunity to improve benchmarking within annual report	RC	December 2020	Working through information governance issues	
		More work undertaken to capture outcomes and satisfaction levels across local system	RC	April 2020	This is a developing area of work	
5.2	Identifying and implementing good practice will be systematically undertaken by all partnerships [Self-evaluated as 'established']	An initial assessment of best practice has been undertaken to assess any gaps	RC	April 2020	Local team has visited Aberdeenshire to learn about their approach to Virtual Community Wards, with a view to embedding locally	
		Learning and review processes will be considered in context of integrated practice	EM	April 2020	Work underway	
6.1	Effective approaches for community engagement and participation must be put in place for integration [Self-evaluated as 'established']	Review locality planning structures, their resourcing, their Terms of Reference and their connection to the Strategic Planning Group.	RC	April 2020	This work was postponed pending the drafting of this action plan	
		Ensure that LPGs have improved access to data around consumption of health and social care services within localities	RC/DB	April 2020	This is a long-standing area of work that we have struggled to prioritise	
6.2	Improved understanding of effective working relationships with carers, people using services and local communities [Self-evaluated as 'partly-established']	Review of IJB support for carers organisations and associated engagement mechanisms	RC/EM	April 2020	This work is underway	
		Work with Scottish Health Council to review public engagement mechanisms	RC	April 2020	This work is underway	
6.3	We will support carers and representatives of people using services better to enable their full involvement in integration [Self-evaluated as 'partly-established']	Review of IJB support for carers organisations and associated engagement mechanisms	RC/EM	April 2020	This work is underway	
		Develop and run a specific workshop on co-production for IJB members and others	RC	December 2020	This has yet to be scheduled	

Names	Abbreviations	Position/Role
Ron Culley	RC	Chief Officer
Gordon Jamieson	GJ	NHS CEO
Malcolm Burr	MB	Council CEO
Debbie Bozkurt	DB	CFO/NHS Director Finance
Robert Emmott	RE	Council Director Finance
Katherine Mackinnon	KM	Council Director HR
Andy Carter	AC	NHS Director HR
Michelle Macphail	MM	IJB Business Manager
David Gibson	DG	CSWO
Emma Macsween	EM	Head of Service