



# Fife Health & Social Care Partnership

Supporting the people of Fife together

## MINUTE OF THE FIFE HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD (IJB) HELD VIRTUALLY ON FRIDAY 26 MAY 2023 AT 10.00 AM

<b>Present</b>	Arlene Wood (AW) (Chair) David Graham (DG) (Vice-Chair) Fife Council – David Alexander (DA), Dave Dempsey (DD), Graeme Downie (GD), Margaret Kennedy (MK), Rosemary Liewald (RLie), Lynn Mowatt (LM) and Sam Steele (SS) NHS Fife Board Members (Non-Executive) – Alastair Grant (AG), Colin Grieve (CG), John Kemp (JK), Sinead Braiden (SB) Chris McKenna (CM), Medical Director, NHS Fife Janette Keenan (JK), Director of Nursing, NHS Fife Wilma Brown (WB), Employee Director, NHS Fife Amanda Wong (AW), Associate Director, AHP's, NHS Fife Debbie Fyfe (DF), Joint TU Secretary, Fife Council Eleanor Haggett (EH), Staff Representative, Fife Council Ian Dall (ID), Service User Representative Kenny Murphy (KM), Third Sector Representative Morna Fleming (MF), Carer Representative Paul Dundas (PD), Independent Sector Representative Simon Fevre (SF), Staff Representative, NHS Fife
<b>Professional Advisers</b>	Nicky Connor (NC), Director of Health and Social Care/Chief Officer Audrey Valente (AV), Chief Finance Officer Helen Hellewell (HH), Deputy Medical Director Lynn Barker (LB), Associate Director of Nursing
<b>Attending</b>	Lynne Garvey (LG), Head of Community Care Services Rona Laskowski (RLas), Head of Complex & Critical Care Services Fiona McKay (FM), Head of Strategic Planning, Performance & Commissioning Lindsay Thomson, Vanessa Salmond (VS), Head of Corporate Services Cara Forrester (CF), Communications Adviser Clare Gibb (CG), Communications Adviser Wendy Anderson (WA), H&SC Co-ordinator (Minute)

NO	TITLE	ACTION
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1	<b>CHAIRPERSON'S WELCOME / OPENING REMARKS / APOLOGIES</b>	
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Arlene Wood, IJB Chair welcomed everyone to the Integration Joint Board including Colin Grieve who recently replaced Alistair Morris on the Board.

Arlene Wood congratulated the Allied Health Profession Federation which represents all AHP professional bodies and which has recently published its compendium bringing together stories/ case studies describing the difference AHP services make. Two stories from NHS Fife podiatry are described in this compendium, one relating to educational support to care home and the other relating to support to young adults with mental health issues.

## **1 CHAIRPERSON'S WELCOME / OPENING REMARKS / APOLOGIES (CONT)**

Congratulations were extended to Jamie Hinley, a Mental Health Care Home Liaison Nurse and Queen's Nurse, from Rosyth who has been shortlisted for the Health & Care Award at the Dunfermline Press Community Champion Awards 2023. The awards evening takes place on Thursday 15 June 2023 in Dunfermline.

Apologies had been received from Lisa Cooper and Christine Moir.

Those present were asked that, in an effort to keep to timings for this meeting, all questions and responses should be as succinct as possible.

Members were advised that a recording pen was in use at the meeting to assist with Minute taking, Lindsay Thomson, Head of Legal and Democratic Services, Fife Council was present at the meeting and the media had been invited to listen in to the proceedings.

## **2 DECLARATION OF MEMBERS' INTERESTS**

There were no declarations of interest.

## **3 MINUTES OF PREVIOUS MEETING & ACTION NOTE 31 MARCH 2023**

The Minute and Action Note were both approved as accurate records.

## **4 CHIEF OFFICER UPDATE**

Arlene Wood handed over to Nicky Connor for this item. Nicky Connor, Lindsay Thomson and Vanessa Salmond were joining the meeting from Fife House, with a view to the Board taking a more blended approach at future meetings.

Nicky Connor updated on the ongoing work of the Care Home Collaborative. A workshop was held recently which was well attended. An update of the Collaborative was also provided at the Quality & Communities Committee. The Lived Experience item later in the agenda relates to Care Homes.

The Integration Leadership Team was launched recently at an event attended by around 190 delegates including those from the third and independent sectors. The guest speaker, Tommy Whitehall, National Lead for Carers and Outreach, Health and Social Care Alliance Scotland, delivered 'You Make a Difference (Intelligent Kindness)' drawing on his own lived experience in a moving and inspirational presentation.

The partnership has recently developed a Care Academy which is a collaborative between the partnership and Fife College. The model is a way of pulling together recruitment, qualifications and shared learning across partner organisations to help support our workforce. This will help support our Mission 25 social media recruitment campaign.

Jennifer Rezendes was attending her first IJB meeting since taking up post as Principal Social Work Officer on 16 May 2023. This post works closely with both the Director of Health & Social Care, Chief Social Work Officer and Senior Leadership Team. Jennifer will lead on the professional functions delegated for Adults, Older People and Social Care ensuring the voice and values of social

NO	TITLE	ACTION
4	<b>CHIEF OFFICER UPDATE (CONT)</b>	
	work and a rights-based approach are central to driving the transformation and reform of our health and care services for the citizens of Fife.	
5	<b>STRATEGIC PLANNING &amp; DELIVERY</b>	
	<b>5.1 Palliative Care Transformation</b>	
	This report had been discussed at the Quality and Communities (Q&C) Committee on 3 May 2023, the Finance, Performance & Scrutiny (FP&S) Committee on 12 May 2023 and the Local Partnership Forum (LPF) on 23 May 2023 as well as at a recent Development Session and various drop-in and one-to-one meetings.	
	Nicky Connor introduced the report in conjunction with her team.	
	Nicky Connor outlined the journey the Palliative Care Team have been on to date with this report, which is aligned to the five key priorities outlined in the Strategic Plan and is an excellent example of transformation in action. Board members have had numerous opportunities to discuss and question the content of the report with the team responsible. As well as the report presented today, a number of Board member briefings have been issued including a recent one on participation and engagement with opportunity to respond to address all issues raised.	
	Provision of palliative care adapted during the covid-19 pandemic and lessons learned have shaped the service as it has progressed towards the more responsive model it is today and the Integration Joint Board are being asked to community outreach specialist palliative care team though the re-provision of care support this 7 day a week model.	
	Lynne Garvey presented the paper and highlighted key points relating to the independent evaluation by McMillan Cancer Support and also the report on the Future of Hospice Care in Scotland 2021. Covid-19 prompted many more patients and their families/carers to request care at home rather than in a hospital setting, leaving hospice beds underutilised. Staff were realigned to work in the community which resulted in 60-70 patients being seen in a week, rather than the previous maximum of 19. Waiting times for hospice beds lowered as did the number of days patients spent in hospital. Immediate access to patient-centred care was available and there was significant staff engagement throughout the process. All of this was achieved within the same finance envelope as previously ensuring best value. Robust arrangements are in place to ensure greater patient choice on where they receive treatment.	
	Dr Jo Bowden spoke from a clinical perspective and thanked Board members for their interest and input to the Palliative Care report.	
	Helen Hellewell advised that she was fully supportive of the report and the recommendations it contained which would allow the partnership to continue to provide flexible arrangements which would be sustainable in the future.	

NO	TITLE	ACTION
5	<b>STRATEGIC PLANNING &amp; DELIVERY (CONT)</b> <b>5.1 Palliative Care Transformation (Cont)</b> <p>Lynn Barker supported the report from a clinical and professional viewpoint, she thanked Lynne Garvey and the team behind the report.</p> <p>Arlene Wood then invited Sinead Braiden, Chair of Q&amp;C Committee, Alastair Grant, Chair of FP&amp;S Committee and Simon Fevre, Co-Chair of the LPF to comment on discussions at their meeting before questions from Board members</p> <p>All three Committee Chairs advised that full and frank discussion had been had at their meetings, the report was an excellent example of transformational change in action and provided reassurance that the changes made to date supported patient, their families and carers and partnership staff. It was noted that in both Q&amp;C and FP&amp;S Graeme Downie had questions and reservations about the final report however all members agreed for it to be progressed and discussed at the Integration Joint Board.</p> <p>Arlene Wood invited all Board Members to discuss the paper and ask any questions. It was shared that this was an extraordinary piece of work which had received overwhelming support from the families and carers of patients. Discussion took place around the communications which had taken place to date including press releases, briefings to Board members, briefings and meetings with MP's/MSP's and information which was currently available on the NHS website.</p> <p>Graeme Downie had questions relating to transport for families, how choice for patients would be exercised and information on staffing when GP cover might not be available. Nicky Connor reiterated the responses which had been given during their meeting the previous day which highlighted that all of these issues were taken account of within the report and/or are part of current NHS practice.</p> <p>Arlene Wood advised that the Board was being asked to approve the issue of the Direction at Appendix 2 of the report for the permanent re-provision of Palliative Care in Fife delivering an agile, multi-disciplinary FSPCS Community Outreach Team, meeting the needs of patients and their carers in all care settings, including the hospice, community, people's own homes and hospital settings whilst securing best value.</p> <p>Graeme Downie proposed a motion, which David Graham seconded. Graeme Downie was asked to read out the motion and provide a copy in an e-mail to Arlene Wood, Lindsay Thomson and Vanessa Salmond.</p> <p>The Motion wording was:-</p> <p><i>Thanks all IJB staff for their efforts to date to ensure palliative and end of life care in Fife meets the needs of patients, families and staff.</i></p> <p><i>Welcomes the direction of change to increase capacity for palliative care at home and in a community setting.</i></p>	

NO	TITLE	ACTION
5	<b>STRATEGIC PLANNING &amp; DELIVERY (CONT)</b> <b>5.1 Palliative Care Transformation (Cont)</b> <p><i>Agrees that the information provided in the paper and discussion today does not allow the Board to take a fully informed decision in relation to the impact of the revised approach on staffing, transport and the flexibility of choice with the widest possible consultation with the general public and staff.</i></p> <p><i>Agrees that a report on this area/these areas is brought back to the IJB for final decision on the proposal.</i></p> <p>Lindsay Thomson confirmed the Motion was competent. Graeme Downie was given time to present his Motion to the Board, he advised that had little to add to the motion content, he thanked staff and appreciated the efforts made to date on this transformation but advised he was still not comfortable making a permanent decision on the recommendation. David Graham advised that he had nothing further to add at this point.</p> <p>Lindsay Thomson outlined the process to be followed for Board members who were not familiar with it.</p> <p>Chris McKenna welcomed the work to date and acknowledging that difficult decisions need to be taken to allow services to transform. Janette Keenan, Ian Dall and Alastair Grant also spoke in support of the recommendation in the report citing improved outcomes, the example of integration in action and the best use of available resources amongst other reasons for their support.</p> <p>Graham Downie was asked to sum up the matters raised in the debate and he clarified that he was seeking a delay to allow time for a more formal report to be brought forward.</p> <p>Lindsay Thomson and Vanessa Salmond then took the vote for the recommendation and the motion.</p> <p><b><u>Roll Call</u></b></p> <p><b><u>For the recommendation</u></b> - 13 votes</p> <p>Arlene Wood, Alastair Grant, Chris McKenna, Dave Dempsey, David Alexander, Lynn Mowatt, Margaret Kennedy, Rosemary Liewald, Sam Steele, Colin Grieve, Janette Keenan, John Kemp, Sinead Braiden.</p> <p><b><u>For the motion</u></b> – 2 votes</p> <p>Graeme Downie, David Graham</p> <p>Wilma Brown had left the meeting for a short period and did not participate in the roll call vote.</p> <p>Based on the result of the voting the Board approved the issue of the Direction at Appendix 2 of the report for the permanent re-provision of Palliative Care in Fife delivering an agile, multi-disciplinary FSPCS Community Outreach Team, meeting the needs of patients and their carers in all care settings, including the hospice, community, people’s own homes and hospital settings whilst securing best value.</p>	VS

NO	TITLE	ACTION
5	<b>STRATEGIC PLANNING &amp; DELIVERY (CONT)</b>	
	<b>5.2 Commissioning Strategy 2023 – 2026 including Market Facilitation and Delivery Plan 2023 – 2026</b>	
	<p>This report had been discussed at the Quality and Communities Committee on 3 May 2023 and the Strategic Planning Group (SPG) on 17 May 2023.</p> <p>Fiona McKay presented the report which sets out the approach to how we will carry out our business with the third and independent sectors over the next three years.</p> <p>Arlene Wood invited Sinead Braiden, Chair of Q&amp;C Committee and David Graham, Chair of SPG to comment on discussions at their meeting before questions from Board members. The report was fully discussed at both meetings and both supported the paper.</p> <p>Arlene Wood enquired which committee would have overall responsibility for oversight of this Strategy. Fiona McKay confirmed that performance would be the responsibility of Finance, Performance &amp; Scrutiny whilst the Strategic Planning Group would oversee the development of this and other strategies.</p> <p>The Board reviewed and approved the Commissioning Strategy 2023 – 2026 and associated Market Facilitation and Delivery Plans.</p>	
	<b>5.3 Advocacy Strategy</b>	
	<p>This report had been discussed at the Quality and Communities Committee on 3 May 2023 and the Strategic Planning Group on 17 May 2023.</p> <p>Fiona McKay presented the report which is a requirement and duty the partnership must fulfil along with Fife Council and NHS Fife. There is a formal contract for advocacy set out within the Mental Health Strategy.</p> <p>Arlene Wood then invited Sinead Braiden, Chair of Q&amp;C and David Graham, Chair of SPG to comment on discussions at their meeting before questions from Board members. Both meetings fully discussed the strategy including translation services for cultural awareness and the need for this to be available in an easy read format.</p> <p>The Board reviewed and approved the Advocacy Strategy and noted that this report ensures that the H&amp;SC Partnership meets its statutory responsibilities for independent advocacy.</p>	
6	<b>LIVED EXPERIENCE &amp; WELLBEING</b>	
	<b>6.1 Lived Experience</b>	
	<p>This item was deferred to the IJB meeting scheduled to take place on 28 July 2023 to ensure there was sufficient time to view the proposed video and have a discussion at that Board recognising how important it is to discuss lived experience.</p>	

NO	TITLE	ACTION
7	<b>INTEGRATED PERFORMANCE</b>	
	<b>7.1 Finance Update</b>	
	<p>This report had been discussed at Finance, Performance &amp; Scrutiny Committee on 12 May 2023. Audrey Valente presented the report showing that as at 31 March 2023 there was a projected outturn underspend of £8.463m.</p>	
	<p>Key areas of overspend include; Hospital &amp; Long-Term Care, GP Prescribing, Family Health Services, Adult Placements, Homecare and Older People Residential and Day Care. These overspends are offset by the underspends in Community Services, Children's Services, Older People Nursing &amp; Residential, Adults Fife-wide, Adults Supported Living and Social Care Fieldwork. There was also an update in relation to savings which were approved by the IJB in March 2021 and use of Reserves brought forward from 2020-21.</p>	
	<p>The Annual Accounts are subject to audit and the final accounts will be submitted by the end of June 2023.</p>	
	<p>Arlene Wood then invited Alastair Grant, Chair of FP&amp;S to comment on discussions at the Committee before questions from Board members. Alastair Grant confirmed that the committee took assurance from the report and additional information it had received following their meeting.</p>	
	<p>Discussion took place around a potential overspend in Self Directed Support payments, the budget for which is under continual review.</p>	
	<p>The Board were assured that there is robust financial monitoring in place and approved both the financial monitoring position as at 31 March 2023 and the use of the reserves as at 31 March 2023.</p>	
	<b>7.2 Performance Report - Executive Summary</b>	
	<p>The full Performance Report had been discussed at the Finance, Performance &amp; Scrutiny Committee on 12 May 2023.</p>	
	<p>Fiona McKay presented the report which details the current targets set by the MSG Indicators. Areas which are showing red on the full report are brought to the IJB for further discussion. A Development Session was to be organised for FP&amp;S members to look at the Performance Report in more detail, this has been widened to include all IJB members.</p>	<b>VS</b>
	<p>Arlene Wood invited Alastair Grant, Chair of FP&amp;S Committee to comment on discussions at the Committee before questions from Board members. Alastair Grant confirmed that a good discussion had been held on this item and specific areas had been highlighted.</p>	
	<p>Nicky Connor gave some context on how we supporting and developing a business improvement model which will include a performance framework. This will be discussed by the IJB Chairs at their meeting on the afternoon of Friday 26 May 2023. Nicky Connor and Arlene Wood met recently with the Cabinet Secretary and Chief Officers from across Scotland to discuss the value placed on work across H&amp;SC partnership and opportunities for whole system working.</p>	

NO	TITLE	ACTION
7	<b>INTEGRATED PERFORMANCE (CONT)</b>	
	<b>7.2 Performance Report - Executive Summary (Cont)</b>	
	<p>Rosemary Liewald asked for an update on evening CAHMS clinics, Rona Laskowski advised these were having a positive impact on waiting times and offered to discuss with Rosemary Liewald in more detail outwith the meeting.</p> <p>The Board were assured that the full report has been discussed at the relevant committee, the areas which require improvement are highlighted in the appendix and are subject to continual scrutiny by Head of Service.</p>	
8	<b>GOVERNANCE &amp; OUTCOMES</b>	
	<b>8.1 Locality Planning 2023</b>	
	<p>This report has been discussed at the Quality &amp; Communities Committee on 3 May 2023.</p> <p>Fiona McKay presented the report which highlights the thematic priorities in each of the seven localities, each of which is supported by a Senior Leadership Team (SLT) member. Over the last two months SLT members and Jacqui Stringer have attended each of the seven Local Areas Committee and the discussion at these meetings has helped shape the report. In future there will be tests of change and deep dives into pertinent issues within the different localities with mental health and carers being key in all seven areas.</p> <p>Arlene Wood invited Sinead Braiden, Chair of Q&amp;C Committee to comment on discussions at the Committee before questions from Board members. The committee were delighted to see the work in progress across Fife and would welcome further reports in the future.</p> <p>Discussion took place around Community Chest funding and Fiona McKay confirmed there is a team in place to support this, the application process is to be launched in the coming weeks, the different ways people can be referred to the service and a test of change currently ongoing in the Levenmouth area, the learning from which will be brought back and shared with other areas.</p> <p>This Board were assured of the ongoing work undertaken in the localities across Fife.</p>	
9	<b>LEGISLATIVE REQUIREMENTS &amp; ANNUAL REPORTS</b>	
	<b>9.1 Annual Assurance Statements From Governance Committees</b>	
	<p>This report had been discussed at the Quality &amp; Communities Committee on 3 May, Audit &amp; Assurance (A&amp;A) Committee on 10 May 2023 and Finance, Performance &amp; Scrutiny Committee on 12 May 2023.</p> <p>Vanessa Salmond presented this report which contained the Annual Assurance Statements for each of the three governance committees. Feedback from committees had been included in the final versions of the statements. This process is being reviewed and changes will be included in next year's reports.</p>	



NO	TITLE	ACTION
9	<b>LEGISLATIVE REQUIREMENTS &amp; ANNUAL REPORTS (CONT)</b> <b>9.1 Annual Assurance Statements From Governance Committees (Cont)</b>	
	<p>Arlene Wood invited in turn Sinead Braiden, Chair of Q&amp;C, Dave Dempsey, Chair of A&amp;A and Alastair Grant, Chair of FP&amp;S to comment on discussions at their meeting before questions from Board members. All three confirmed their support for the final statements and discussion had been around recognising the work done in previous years and how to improve process. There were no questions from board members.</p> <p>The Board were assured that good governance is in place across the partnership and noted the proposed improvement activities around IJB Committee Structure and associated processes to be undertaken during 2023-24.</p>	
10	<b>MINUTES OF GOVERNANCE COMMITTEES / LOCAL PARTNERSHIP FORUM / STRATEGIC PLANNING GROUP - ITEMS TO BE ESCALATED</b>	
	<p><b>Audit &amp; Assurance Committee</b>  Dave Dempsey confirmed that the Committee is continuing to look at Risk in detail and discussed the Annual Assurance Statements.</p> <p><b>Finance, Performance &amp; Scrutiny Committee</b>  Alastair Grant advised the committee had full discussions on the Palliative Care and Finance Update papers.</p> <p><b>Quality &amp; Communities Committee</b>  Sinead Braiden had no items for escalation.</p> <p><b>Local Partnership Forum (LPF)</b>  Simon Fevre advised the LPF had discussed the Palliative Care Transformation paper in details as well as receiving updates on Mandatory Training and Fire Safety. The annual iMatter staff survey will be sent to all H&amp;SC staff in approximately 8 weeks.</p> <p><b>Strategic Planning Group</b>  David Graham had left the meeting and Fiona McKay advised that full discussion had taken place on the Commissioning and Advocacy Strategies and flash reports on other strategies which are being developed.</p>	
11	<b>AOCB</b>	
	<p>Dave Dempsey highlighted recent negative publicity about services at Queen Margaret Hospital (QMH) in Dunfermline. Nicky Connor reiterated that QMH is vitally important in the provision of healthcare in Fife and key functions carried out there include services that support all of Fife. There are services that are Health and Social Care Services including mental health, inpatient wards, Minor Injuries, community services and outpatient clinics. It is also leading innovative work for NHS Fife such as Queen Margaret Hospital becomes first in Scotland to offer pioneering new procedure in the treatment of enlarged prostate, Day Surgery; Diagnostic and Imaging Centre; The ophthalmology service sees significant numbers of patients each year and the organisation invested in a new Jack and Jill Theatre; Queen Margaret also delivers same</p>	

NO	TITLE	ACTION
11	<b>AOCB (Cont)</b> day case for gynaecology and breast cancer. The function of Queen Margaret Hospital has evolved considerably over the course of the last decade and now provides a range of the modern healthcare services that the whole of Fife rely upon. Nicky Connor undertook to discuss with NHS Fife and the NHS Communications team to promote QMH and the services it provides.	<b>NC</b>
12	<b>DATES OF NEXT MEETINGS</b> <b>IJB DEVELOPMENT SESSION – FRIDAY 23 JUNE 2023</b> <b>INTEGRATION JOINT BOARD – FRIDAY 28 JULY 2023</b>	