

Meeting:	Shetland NHS Board
Date:	15 th December 2020
Report Title:	Shetland Health and Social Care Partnership: Joint Strategic Commissioning Plan 2019-2022 – 2020 Refresh and Review of progress of Plan
Reference Number:	Board Paper 2020/21/48
Author / Job Title:	Lucy Flaws, Planning, Performance and Projects Officer, NHS Shetland

Decisions / Action required:

- 1.1 NOTE that consultation on the refresh of the Shetland Islands Health and Social Care Partnership: Joint Strategic Commissioning Plan 2019-2022 (“Strategic Plan”) has taken place.
- 1.2 AGREE not to require the IJB to rewrite the Strategic Plan at this stage.

High Level Summary:

- 1.3 In the spring of 2019, the IJB, NHS Shetland and Shetland Islands Council approved the Shetland Islands Health and Social Care Partnership’s Joint Strategic Commissioning Plan for 2019-22, as set out below.

Integration Joint Board (IJB)	13 March 2019	Minute Reference 10/19
NHS Board	16 April 2019	Minute Reference 2019/20/013
Policy and Resources Committee	13 May 2019	Minute Reference 28/19
Shetland Islands Council	15 May 2019	Minute Reference 24/19

It was subsequently agreed in November 2019 that no separate process be undertaken to update the Shetland Islands Health and Social Care Partnership’s Joint Strategic Commissioning Plan for 2020-23 [minute ref. 41/19, Report No. CC-49-19-F].

- 1.4 While not legally required it is good practice from a planning perspective to undertake a refresh of the Strategic Plan each year, to make sure that it still addresses all the relevant issues and responds to need and demand in an effective way.
- 1.5 The process of updating the Strategic Plan needs to be aligned to the budgeting process, to make sure that the planning and budgeting arrangements are complementary to one another. The planning process describes what services should be delivered; the budgeting process puts in place the resources to make that happen.
- 1.6 The needs of the Shetland Community are likely to have changed over the past year given a number of major events (COVID-19, EU exit, North Mainland job losses) – a Community Health Needs Assessment planned by Public Health, Health Improvement

over the coming year will be a key piece of work to inform the next iteration of the Strategic Plan.

- 1.7 Restrictions around the COVID-19 pandemic and the associated increase in demands and changes to workstreams continues to place incredible pressure on all of our services and support staff. These changes have also changed the way in which we have been able to consult on the refresh of the Strategic Plan.
- 1.8 The consultation on the plan refresh took place entirely online, with an option to contact over the phone to arrange an alternative if required. Comments were invited by email, or via 2 online workshops (raw workshop outputs can be explored here https://miro.com/app/board/o9J_khYCQw4=/). Workshops were attended by a broad range of participants, many of whom sit on the existing Strategic Planning Group.
- 1.9 The consultation exercise produced a number of key themes all of which (bar COVID related comments) have been identified in previous iterations of development and improvement plans since Integration of services began. While receiving consistent feedback through various consultation methods, channels and from varying audiences over time is helpful in identifying clear needs, there is evidently a need to reassess how we prioritise and address these needs so some of the questions may be answered.
- 1.10 Key themes identified through consultation were:
 - Need to learn from the positives of pandemic response and changes in ways of working
 - Need to improve accessible information and understanding around rights, entitlements and support available (with a health literacy sensitive approach)
 - Need for clarity and understanding around role of IJB, and roles and responsibilities within that, streamlining and transparency of processes (for public, staff and partners)
 - Need to improve participation, communication and feedback/dialogue with communities and stakeholders as equal partners – with the IJB having a voice, or ‘brand’, that the community can identify with, to influence culture and perception changes
 - Need for closer working with housing sector and 3rd sector
 - Support (time, space and training) for professionals to change, engage with improvement and explore partnership working
 - Need to understand local needs and situation at a community and Shetland level
- 1.11 A number of positives were also identified recognising effective integration, multidisciplinary working and creative and innovative change in a number of service areas and localities.
- 1.12 It is proposed that an action plan be developed by the Strategic Planning Group to address the themes raised above and position more centrally as an IJB to influence change within and beyond the services we delegate. This action plan may incorporate
 - An exercise in reflection and learning from changes in working due to the pandemic to identify positives to be carried forward
 - Work to illustrate the journey and role of the IJB through use of illustrative case studies and change examples
 - Review of supplementary documentation in relation to the IJB (this forms much of the action plan following Review of the Integration Scheme)

- Work to clarify and simplify the 'brand' or identity of the IJB, the roles, responsibilities and processes for change, to increase accessibility for partners, staff and citizens
- Work with delegated services around the process of Direction development, linking this more effectively with the strategic plan and performance data, giving them an opportunity and enthusiasm to be more proactively involved in shaping the plan going forward
- System mapping exercise to establish and enhance links between sectors, services and communities, allowing us to make the best of the resources, expertise and willingness we already have within our wider systems

This action plan will be developed and implemented over the first half of 2021, with a view to completing a comprehensive review of the Strategic plan for the period 2022-25.

Corporate Priorities and Strategic Aims:

- 3.1 The IJB Joint Strategic Commissioning Plan describes how health and care services can be delivered, jointly, across the services described in the Shetland Islands Health and Social Care Partnership's Integration Scheme.
- 3.2 The Strategic Plan is a significant part of public sector delivery in Shetland and supports Shetland's Partnership Plan, Shetland Islands Council's Corporate Plan and NHS Shetland's 2020 Vision and Local Operational Plan.
- 3.3 Delivery of the Strategic Plan relies on partnership working between Shetland Islands Council, NHS Shetland, Shetland Charitable Trust, other regional and national organisations (such as the Scottish Ambulance Service, NHS Grampian and other specialist Health Boards) and voluntary sector providers.
- 3.4 It supports a fundamental shift in the philosophy of how public sector services should be designed and delivered with and for each community, based on natural geographical areas, or localities, and integrated around the needs of service users, rather than being built around professional or organisational structures.

Key Issues:

- 4.1 The Strategic Plan is ambitious in its scope and intent and is built on current and evolving best practice, from national, regional and local sources. There is a recognition that health and care services need to constantly evolve, as they have always done, to meet changing demand, demographics and technology.
- 4.2 There is always considerable interest in being able to demonstrate improvement and development at every stage – we must be mindful of the pressure constant change places on staff and the need for resilience within ourselves and our workforce, particularly in the current climate. We must take the time to reflect on achievements and positives, and ensure our teams and communities know they are valued.
- 4.3 A significant number of programmes and projects to deliver the Strategic Plan can best be described as 'business as usual' where managers continuously improve and evolve their ways of working to respond to changing needs and new technology – these are continuing, and are detailed through service directions, though they are not included within the proposals for an action plan.

4.3 It has not yet been possible to fully align the budgeting process with the planning process in the current year. However, there is a continuing ambition to work to close the funding gap between the cost of the current model of service and available resources, as recognised in the Development Plan activities – update of the Medium Term Financial Plan and presentation of Sustainable Service Models.

Implications :	
Service Users, Patients and Communities:	The Strategic Plan sets out the services to be delivered over the next 3 years. Any significant changes to services will be of interest to services users, patients, unpaid carers and communities, particularly in respect of quality, equality, accessibility and availability. It is expected that the current models of delivery will continue to evolve and change to reflect the policy direction of shifting the balance of care from hospital to community settings and supporting people to live independently at home. The service focus will also be on finding ways to help people to help themselves and by increasing self-help and self-care to help people to live in good health for longer.
Human Resources and Organisational Development:	At this stage, there are no direct impacts on Human Resources and Organisational Development. However, any significant changes to existing service models and methods of delivery may, in time, affect staffing – both in terms of the number of staff and the skills mix required – in order that service costs can be accommodated within the total budget allocation. The need to support and train staff is an integral part of the Plan. Engagement with staff will be an integral part of the proposed Action Plan for the coming year.
Equality, Diversity and Human Rights:	None.
Partnership Working	Progress to achieve the priorities and work towards the vision set out in the Strategic Plan relies heavily on strong partnership working at service and management levels.
Legal:	<p>The Public Bodies (Joint Working) (Scotland) Act 2014 (the 2014 Act) requires Health and Social Care Partnership IJBs to develop a Strategic Plan for integrated functions and budgets. Under the 2014 Act the Strategic Plan must be reviewed and, where required, replaced at least every three years (e.g. before expiry of the relevant period). IJBs may undertake reviews of the Strategic Plan from time to time within the relevant period. It is good practice from a planning perspective to undertake a review on progress of the Strategic Plan annually, and refresh as required.</p> <p>When reviewing the Strategic Plan, the IJB must have regard to:</p> <ul style="list-style-type: none"> • the integration delivery principles, and • the national health and wellbeing outcomes <p>The IJB must also seek and have regard to the views of its strategic planning group on:</p> <ul style="list-style-type: none"> • the effectiveness of the arrangements for the carrying out of the integration functions in the area of the local authority, and

	<ul style="list-style-type: none"> whether the integration authority should prepare a replacement strategic plan. <p>And seek agreement from both parties (NHS Shetland and Shetland Islands Council) that they are not required to rewrite the Plan at this stage.</p>
Finance:	<p>The cost of the current service model exceeds the funding made available to the IJB. The indication, from the medium term financial plan, is that the funding gap is likely to continue to grow and effort needs to be made to find sustainable models of service within the available funding levels.</p> <p>There is a commitment in the Development Plan for the Chief Officer to bring forward sustainable service model options for consideration.</p> <p>None</p>
Assets and Property:	None
Environmental:	None.
Risk Management:	<p>The 2014 Act (Section 38) states “If it appears to a constituent authority that the strategic plan is preventing, or is likely to prevent, the constituent authority from carrying out any of its functions appropriately or in a way which complies with the integration delivery principles and contributes to achieving the national health and wellbeing outcomes, the constituent authorities acting jointly may direct the integration authority to prepare a replacement strategic plan.” Following consultation it is felt there is minimal risk in not rewriting the Strategic Plan at this stage.</p> <p>There is likely to be benefit from tackling oft-raised issues, which will in turn, combined with related projects, inform the next iteration of the plan. There may have been risk involved in dedicating resource to rewriting the plan at this stage when the situation is unstable and we have not sufficiently understood the effects on communities in Shetland.</p>

Policy and Delegated Authority:	<p>Shetland’s Integration Joint Board (IJB) was formally constituted on 27 June 2015 and operates in accordance with the approved Integration Scheme, Scheme of Administration, and the Financial Regulations.</p> <p>The IJB assumed responsibility for the functions delegated to it by the Council and the Health Board when it (the IJB) approved and adopted the joint Strategic (Commissioning) Plan at its meeting in November 2015. The delegated functions are set out in the Integration Scheme.</p> <p>The responsibility for decisions about the planning and strategic commissioning of all health and social care functions that have been delegated to the IJB sits wholly with the IJB as a statutory public body. Such decisions do not require ratification by the Health Board or the Local Authority, both of which are</p>
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	<p>represented on the IJB. If both the Parties, i.e. the local authority and the health board, require the IJB to rewrite the Strategic Plan, in terms of Section 38 of the 2014 Act, then the IJB must do so. The Strategic Plan is therefore presented to the IJB for approval and to the Council and Health Board to consider whether or not they are minded to consult with the other Party with a view to requiring the IJB to rewrite the Strategic Plan.</p> <p><u>IJB</u> The Integration Scheme states that, “The IJB has responsibility for the planning of the Integrated Services. This will be achieved through the Strategic Plan....The IJB will be responsible for the planning of Acute Hospital Services delegated to it...”. Consideration and approval of the annual update of the Strategic Plan is therefore within the authority delegated to the IJB.</p> <p><u>NHS Shetland Board</u> NHS Shetland delegated functions, including planning for acute and hospital services, to the IJB. The NHS Board has the overall authority for consideration and approval of strategic planning, taking guidance from its Standing Committees, as appropriate. Consideration of the Strategic Commissioning Plan therefore rests with the NHS Shetland Board.</p> <p><u>SIC Policy and Resources Committee</u> Shetland Islands Council delegated functions, including the planning arrangements, to the IJB. The Policy and Resources Committee is responsible for receiving reports on any matters relating to functions delegated to the IJB that require to be reported to the Council. Consideration of strategic policies, including the Strategic Commissioning Plan, falls within this remit.</p>		
Previously considered by:	<table border="1"> <tr> <td><i>IJB</i></td> <td><i>10 December 2020</i></td> </tr> </table>	<i>IJB</i>	<i>10 December 2020</i>
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“Exempt / private” item	<i>None</i>
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Contact Details:

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23 November 2020

Background Documents:

Shetland Islands Health and Social Care Partnership Joint Strategic Commissioning Plan 2019-22

<https://www.shetland.gov.uk/social-care-health/community-health-social-care-partnership/4?documentId=357&categoryId=20118>