

# Inverclyde Tripartite Submission

## **MSG Action Plan** In Response to MSG Integration Proposals

Draft August 2019

<b>Key Feature 1</b>			
<b>Collaborative leadership and building relationships</b>			
<b>Proposal 1.1: All leadership development will be focused on shared and collaborative practice.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Working to create a common approach and consistency through self-evaluation tools across all 6 partners.	Whole System Planning Group	Ongoing
<b>Proposal 1.2: Relationships and collaborative working between partners must improve.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Focus on opportunities created by People Plan and provide consistent high quality training to staff, providers and carers.	Head of Strategy & Support Services	December 2019
<b>Proposal 1.3: Relationships and partnership working with the 3<sup>rd</sup> and independent sectors must improve.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Self-assessment to identify any improvements in understanding of commissioned services by engaging with 3 <sup>rd</sup> sector/private providers and updating Inverclyde's Market facilitation plan if required.	CVS/Head of Strategy & Support	November 2019
	Review participation and engagement structures and arrangements, and share learning.	Head of Strategy & Support Services	March 2020

<b>Key Feature 2</b>			
<b>Integrated finances and financial planning</b>			
<b>Proposal 2.1: Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	An opportunity to improve understanding across the system by joint meetings with CFOs and Director of Finance.	Council & IJB Chief Financial Officers and GG&C Director of Finance	November 2019
<b>Proposal 2.2: Delegated budgets for IJBs must be agreed timeously</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Partly Established</b>		

<b>Proposed improvement actions</b>	Health Board to agree formal offer to IJB by early March.	Director of Finance GGC	March 2020
<b>Proposal 2.3: Delegated hospital budgets and set aside budget requirements must be fully implemented</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Partly Established</b>		
<b>Proposed improvement actions</b>	NHSGG&C working with IJB Chief Officers, Chief Financial Officers and Heads of Planning through the Unscheduled Care workstream to establish a clear position and develop a commissioning plan for set-aside.	NHSGG&C Unscheduled Care Workstream	January 2021
<b>Proposal 2.4: Each IJB must develop a transparent and prudent reserves policy</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Seek Audit Scotland view on IJB free reserves.	IJB Chief Financial Officer	Complete
<b>Proposal 2.5: Statutory partners must ensure appropriate support is provided to IJB S95 Officers.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Inverclyde Council to look at enhancing reporting from Council to IJB Chief Finance Officer (CFO) in line with the MSG proposals.	Council Chief Financial Officer	November 2019
<b>Proposal 2.6: IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Conclude the review of integration schemes as part GGC wide work.	Head of Strategy & Support Services & IJB Standards Officer	March 2020

<b>Key Feature 3</b>			
<b>Effective strategic planning for improvement</b>			
<b>Proposal 3.1: Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		

<b>Proposed improvement actions</b>	n/a		
<b>Proposal 3.2: Improved strategic inspection of health and social care is developed to better reflect integration</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Proposed improvement actions</b>	<b>NOT FOR LOCAL COMPLETION - NATIONAL INSPECTORATE BODIES RESPONSIBLE</b>		
<b>Proposal 3.3: National improvement bodies must work more collaboratively and deliver the improvement support partnerships require to make integration work.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Proposed improvement actions</b>	<b>NOT FOR LOCAL COMPLETION - NATIONAL BODIES RESPONSIBLE</b>		
<b>Proposal 3.4: Improved strategic planning and commissioning arrangements must be put in place.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Dedicated support put in place to engage with localities.	Chief Officer/Head of Strategy & Support Services	Complete
	Format agreed for quarterly service reviews with Council and Health Board Chief Executives.		Complete
	Work with NHSGGC to develop commissioning arrangement for set aside functions.	Head of Strategy & Support Services/USC GGC Group	January 2021
<b>Proposal 3.5: Improved capacity for strategic commissioning of delegated hospital services must be in place.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Partly Established</b>		
<b>Proposed improvement actions</b>	Cross-system work to provide analysis of demand and usage of high resource individual and develop plans.	Head of Health & Community Care	March 2020
	Invest in community services to meet demographic pressures and develop more community based options.	Head of Health & Community Care	March 2020
	Improve links to Community Planning Partnership (Alliance) and regeneration to understand and meet the needs of communities.	Chief Officer	December 2019

<b>Key Feature 4 Governance and accountability arrangements</b>			
<b>Proposal 4.1: The understanding of accountabilities and responsibilities between statutory partners must improve.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Review hosting arrangement and governance across GGC as part of renew of integrations scheme	Chief Officer/Head of Strategy & Support Services	March 2020
<b>Proposal 4.2: Accountability processes across statutory partners will be streamlined.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Review structures to design out duplication.	Head of Strategy & Support Services	June 2020
<b>Proposal 4.3: IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	n/a		
<b>Proposal 4.4: Clear directions must be provided by IJB to Health Boards and Local Authorities.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Implement directions in line with new Scottish Government guidance.	IJB Standards Officer	TBC
<b>Proposal 4.5: Effective, coherent and joined up clinical and care governance arrangements must be in place.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Integrated Clinical and Care Governance Forum to be co-chaired by the Chief Social Work Officer, the Clinical Director and the Chief Nurse.	Clinical Director, Clinical Nurse, Senior Management Team	Complete
	Improve governance/reporting on hosted services.	Head of Strategy & Support Services	December 2019

<b>Key Feature 5</b>			
<b>Ability and willingness to share information</b>			
<b>Proposal 5.1: IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	A review of effectiveness and format of Quarterly performance review by 2 Chief Executives.	Chief Executives for NHS & Council	Complete
	Opportunity to learn from research and share locally/internationally.	Head of Strategy & Support Services	Ongoing
<b>Proposal 5.2: Identifying and implementing good practice will be systematically undertaken by all partnerships.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Undertake detailed analysis of hospital usage patterns, considering demand versus need, and identify process that works across Scotland.	Head of Strategy & Support Services	March 2020
	Undertake detailed analysis of High Resource Individuals with a view to reviewing and setting up more proactive care planning. Evaluate Choose the Right Service, or equivalent, to ascertain if it has supported any shift in demand patterns, and share learning.	Chief Officer	March 2020
<b>Proposal 5.3: A framework for community based health and social care integrated services will be developed.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Proposed improvement actions</b>	<b>NOT FOR LOCAL COMPLETION - NATIONAL BODIES RESPONSIBLE</b>		

<b>Key Feature 6 Meaningful and sustained engagement</b>			
<b>Proposal 6.1: Effective approaches for community engagement and participation must be put in place for integration.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Build in participatory budgeting to locality planning arrangements.	Head of Strategy & Support Services	Complete
	Learn from Strategic Plan development to build more effective locality planning and engagement arrangements.		March 2020
<b>Proposal 6.2: Improved understanding of effective working relationships with carers, people using services and local communities is required.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	Include carers as part of the workforce when undertaking workforce planning.	Head of Strategy & Support Services	March 2020
	Review the local implementation of Carers Act and how this has impacted on outcomes.	Head of Health & Community Care	June 2020
<b>Proposal 6.3: We will support carers and representatives of people using services better to enable their full involvement in integration.</b>		<b>Responsible Officer(s)</b>	<b>Due by</b>
<b>Our Rating</b>	<b>Established</b>		
<b>Proposed improvement actions</b>	n/a		