

# Integration Collaboration Transformation



[To find out more about partnerships, click here](#)

## Welcome from David Williams

*Chief Officer Glasgow City Health and Social Care Partnership  
Chair of the Chief Officers Group Health and Social Care Scotland*

I am delighted to introduce the first **Health and Social Care Scotland** newsletter.

We are a few years into the integration journey and partnerships across the country have been making good progress in transforming health and social care services so that people receive more appropriate care. Recently published annual reports from health and social care partnerships are testament to the changes being made across Scotland. Health and social care staff, and of course, our communities are underpinning the successes.

Staff, who have been willing to adapt in a changing landscape, are working across new teams and delivering new models of care. Communities have helped us generate ideas and intelligence as to what matters at a local level.

At its heart, integration is about ensuring that people who use services get the right treatment, care and support whatever their needs, at any point of their care journey.



***Integration is about people and it is about relationships, and I speak on behalf of all chief officers when I say we are committed to making real change that makes an impact in peoples' lives.***

There is no doubt that we operate in challenging times, both in terms of finance and demographics. However, our integration joint boards are growing in confidence and they have to be commended for making often difficult decisions as we work towards our goal of shifting the balance of care into our communities.

This first newsletter marks the introduction of **Health and Social Care Scotland**.

Our inaugural conference, *Creativity, Culture and Courage*, on 7 December will celebrate the launch and the success of integrated partnership working so far. We have a fantastic line up of speakers, including the First Minister of Scotland, and 11 partnerships will showcase integration in action in their area. There will be a special edition newsletter capturing highlights from the day, but in the meantime I hope you enjoy this first newsletter which should give you a flavour of some of the things we have been involved in over the last year.

You can keep up to date via our [website](#) and we're on [Twitter](#) too!



# What have we been up to in 2018?

- In October, the Integration Authorities Chair and Vice Chair Group held a **development session** to hear more about the **review of integration** and an update from the **Technology Enabled Care and Digital Innovation** team at Scottish Government. Time was also spent on the issue of **directions**. Christina Naismith (Scottish Government) and Adam Coldwells (Chief Officer Aberdeen) gave an overview of joint work that has been carried out to explore current practice and how it can be improved.

*Directions are a key aspect of governance and accountability between partners and are the legal basis on which the Health Board and the Local Authority deliver services that are delegated functions of the IJB.*

The session was an opportunity to share good practice, improve understanding and discuss the soon-to-be-published statutory draft guidance. IJBs have an important leadership role to ensure that health and social care integration in Scotland is a success.

HSCS Chair and Vice Chair Group has an Executive Group chaired by Peter Murray (East Lothian IJB). Peter is one of our keynote speakers at *Creativity, Culture and Courage* on 7 December.

- Health and social care partnerships are part of the **Integration Finance Development Group** chaired by the Director of Health Finance, Scottish Government. This multi-system group has been convened to address key existing and emerging financial issues including budget setting and set aside arrangements.
- We are part of the **Integration Review Leadership Group**. The group has been examining topics including finance, governance, commissioning arrangements and delivery. Findings will be reported to the Ministerial Strategic Group for Health and Community Care in January 2019.
- Scottish Government hosted a finance leader's event in November 2018 where we discussed collaborative leadership, the most recent Audit Scotland report and the medium term health and social care financial framework.

## Chief officers and the GMS contract

The new General Medical Services (GMS) contract negotiations were concluded in 2017 and GPs across the country voted to accept the revised contract. Chief officers were central to the negotiations particularly in respect of the drafting of the Memorandum of Understanding, signed jointly by Scottish Government, chief officers, the BMA and CEOs of health boards.

The original GMS contract group shaped the broad direction that the contract was to take – detailing the services and staff that would be required to enable a new contract that delivered on the overarching aims, to create a new work balance between GPs (as expert medical generalist) working to manage more effectively the often unscheduled and undifferentiated demand of people on general practice, with the need to ensure extended multidisciplinary team working alongside GPs to manage people's need and demand.

Shared trust and co-production helped build broad agreement and ensured that governance and accountability arrangements were understood by all partners.

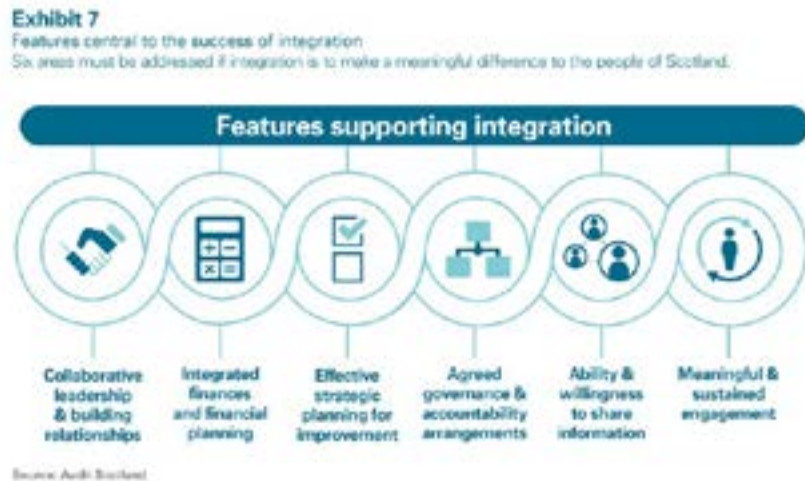
[David Williams](#), Chair of HSCS, alongside [David Leese](#), Chief Officer, Renfrewshire, now sit on the GMS Oversight Group that will monitor the national implementation of the contract over the next three years.



# We welcome Audit Scotland's recently published report, *Health and social care integration: Update on progress*



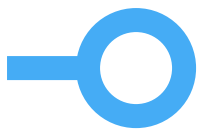
The report, published on 15 November 2018, recognised that some progress is being made. However, it also recognised that significant challenges still exist, including planning of services, planning of finances and clarifying where exactly governance responsibility lies.



Health and social care partnerships across Scotland acknowledge and welcome the

recommendations within the report and look forward to working collaboratively with all those involved in delivering successful health and social care services.

**The joint statement (issued 26 September 2018) by Scottish Government, COSLA, Solace and NHS Scotland** sets out their shared responsibility for ensuring successful integration of health and social care in Scotland. Their endorsement of the significant reform being undertaken by authorities across Scotland, in conjunction with findings and recommendations of Audit Scotland's report, means that integration is here to stay. With this national support and affirmation of purpose and way ahead, we anticipate that all parties, nationally and locally, will reciprocate so that successful integration becomes a reality, consistently applied across the country.



***Integration is about people. It's about improving health and wellbeing outcomes for the people of Scotland – working better for the people we serve.***

## Leadership development with The King's Fund

Since August 2017 and through 2018, chief officers have been engaged in important development activity on their leadership of the integration agenda in Scotland.

Working with The King's Fund has enabled chief officers to explore:

- Their individual roles as leaders in their areas
- How they and local partners are developing their roles together
- The development of the national network of chief officers
- How they are working with regional and national partners
- Ways of working with wider stakeholders, including communities and third sector partners.

Highlights of the sessions included skills to develop a public narrative, the importance of systems leadership and learning on social movements.

In June 2018, the King's Fund published a report on the work so far.



# What's coming up in 2019?



- The Ministerial Strategic Group for Health and Community Care, chaired by Jeane Freeman, Cabinet Secretary for Health and Sport, will meet in January 2019.

[David Williams](#) and Peter Murray represent integration authorities on this group and it is an opportunity for leaders from across the health and social care system to meet and discuss

Our website ([www.HSCScotland.scot](http://www.HSCScotland.scot)) is launched on 7 December at *Creativity, Culture and Courage*. It's full of integration info and useful links to partnerships; we'll be adding more over the coming months.

Huge thanks to our web developers, [GAAP Digital](#). The folks at GAAP made the design, build and go-live process very easy for us. We love it and we hope you do too!

Please let us know what you think – drop us an [email](#).

## SPOTLIGHT ON ...

Every month we'll publish a blog on the website. Contributors will include people from health and social care partnerships and integration authorities as well as invited guests from the world of health and social care.

And the very first [SPOTLIGHT ON ...](#) is from [David Williams](#), Chair of Health and Social Care Scotland's Chief Officer Group.

matters of mutual interest and provide strategic direction.

- [Eddie Fraser](#), Chief Officer, East Ayrshire will be representing Health and Social Care Scotland at a conference in Denmark in January to showcase the Scottish approach to the integration of community-based health and social care services.
- In January, chief officers and chief social work officers are holding a joint reflective session to discuss the recent Audit Scotland reports.
- Chief officers and Care Inspectorate are holding a joint learning event on 19 February 2019 around closure of care homes to discuss contingency planning and innovative approaches from partnerships who have experienced emergency cancellation of a service's registration.
- In spring 2019, Health and Social Care Scotland will be launching a national campaign to support and raise awareness of power of attorney.

We'll publish a quarterly newsletter to give a snapshot of the work of Health and Social Care Scotland (issues due in March, June, September, December) – we'll also issue a special conference edition very soon after *Creativity, Culture and Courage* on 7 December 2018

[www.HSCScotland.scot](http://www.HSCScotland.scot) has integration information and links to 31 health and social care partnerships across Scotland. And we're on Twitter [@HSCScotland](#)

**HEALTH AND SOCIAL CARE SCOTLAND** is a network of health and social care leaders. We represent the 31 Health and Social Partnerships in Scotland – Chief Officers, Integration Authority Chairs and Vice Chairs, Chief Finance Officers and strategic planning managers of health and social care services.

**OUR SHARED VISION** is a Scotland where health and social care services are delivered in a sustainable and integrated way and people receive the treatment, care and support they need at the right time and in the right setting, with a focus on community based and preventative approaches.

## OUR AIMS

- We will support the planning of integrated health and social care services in our communities, to be delivered in a radically reformed way to achieve Scotland's health and wellbeing outcomes.
- We will champion the voices of people who use our services, our staff and our communities.
- We will promote the interests of people in need of health and social care services by working together to shape and influence policy, practice and legislation.
- We will work collaboratively with partners from across our communities and care sectors to help deliver sustainable health and social care services in Scotland.
- We will support the development of capable and confident system leaders to work strategically across the health and social care sector.