



Meeting of East Renfrewshire Integration Joint Board	Performance and Audit Committee
Held on	29 November 2017
Agenda Item	8
Title	Audit Scotland Report – NHS in Scotland 2017
<p>Summary</p> <p>This report provides the Performance and Audit Committee with an overview of the Audit Scotland Report on NHS in Scotland 2017 and the implications for East Renfrewshire Integration Joint Board. The Audit Scotland report details financial and performance challenges for the NHS and highlights again the need for transformational change. Whilst it has seen some significant progress particularly in the area of data to underpin planning activity there are a number of priority areas that need to be addressed primarily by Scottish Government.</p>	
Presented by	Julie Murray, Chief Officer
<p>Action Required</p> <p>Performance and Audit Committee is asked to:</p> <ul style="list-style-type: none"> ▪ note and comment on the Audit Scotland Report on NHS in Scotland, and ▪ note and comment on the local position detailed in Appendix 2 	

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EAST RENFREWSHIRE INTEGRATION JOINT BOARD

PERFORMANCE AND AUDIT COMMITTEE

29 November 2017

Report by Chief Officer

AUDIT SCOTLAND REPORT – NHS IN SCOTLAND 2017

PURPOSE OF REPORT

1. This report provides the Performance and Audit Committee with an overview of the Audit Scotland Report on NHS in Scotland 2017 and the implications for East Renfrewshire Integration Joint Board.

RECOMMENDATION

2. Performance and Audit Committee is asked to:
 - note and comment on the Audit Scotland Report on NHS in Scotland 2017, and
 - note and comment on the local position detailed in Appendix 2

BACKGROUND

3. In October 2017 Audit Scotland published its annual overview of the NHS in Scotland. It continues the theme from previous reports that recognising healthcare cannot continue to be provided in the same way more progress needs to be made if transformational change is to happen. The report focuses on two main areas:
 - Part 1 - How different parts of the healthcare system in Scotland currently perform and why healthcare needs to change.
 - Part 2 - Progress being made and the barriers which urgently need to be overcome to ensure the NHS can continue to provide high-quality care in the future.

REPORT

Context

4. The context for the report is the Scottish Government's ambition for a healthy population served by a high-quality healthcare system and its 2020 Vision for transforming healthcare and the health of the population. The report contains a useful graphic that shows how the way people will access health and social care services is changing at all levels in the system from regional, acute hospital, primary and community care and individual.
http://www.audit-scotland.gov.uk/uploads/nr_171026_nhs_overview_exh_1.png
5. Audit Scotland acknowledges that this is an exceptionally large-scale, complex change involving not just structural, but also significant culture change, for the people providing care and the public. There is also a planning challenge with move way from planning at Health Board level to a more complex system with local and regional planning.

6. The report notes that it is important that roles and responsibilities at each level, and how they link together, are well defined to ensure:
 - there is clear accountability
 - it is clear how public money is being used
 - the public are easily able to access health and social care services that are joined up effectively.

Part one: Financial and Performance Challenges for the NHS

7. The financial challenges for the NHS are set out in Part one of the report. In summary: Funding for the NHS continues to increase and accounted for 43 per cent of the Scottish Government budget in 2016/17. (Although if the ring fenced funding for social care is not included the health revenue budget decreased by one per cent in real terms between 2015/16 and 2016/17). NHS boards made unprecedented levels of savings in 2016/17 but failed to meet the overall planned savings target and their increasing use of one-off savings is unsustainable. The lack of financial flexibility, with NHS boards required to break even at the end of each financial year, and lack of long-term financial planning are barriers to moving more care into the community. Rising operating costs impact on NHS Boards ability to make savings and the financial outlook is very challenging.
8. These challenges are impacting on performance. The majority of key national performance targets were not met in 2016/17 and wider indicators of quality suggest that the NHS is beginning to struggle to maintain quality of care. Scotland's health is not improving and significant inequalities remain. Other challengers include difficulties in recruiting and retaining GPs and low morale.

Part two: Achieving Change

9. Across Scotland Audit Scotland has found significant activity under way by the Scottish Government, NHS boards, and integration authorities to transform the healthcare system in Scotland and that building blocks for moving more care out of hospital are being put in place.
10. The data needed to transform healthcare is beginning to be available along with ISD analytical support. To specifically address the lack of data on general practice in Scotland, NHS NSS is currently rolling out a new system called the Scottish Primary Care Information Resource (SPIRE). SPIRE extracts patient information from GP records in a standardised and secure way. However there is a risk that if GPs do not permit use of their practice SPIRE information it could impact on local and national planning.
11. There are a number of key priority areas that Audit Scotland identify including is developing a financial framework to set out how existing and future funding will be used to move more care into the community. Improvements in planning the future healthcare estate, and the workforce are also needed, along with gaining GP agreement to the new GP contract. Improving people's health means doing more to involve local communities and individuals in decisions, and a commitment across the public sector to improve public health.

Audit Scotland Recommendations

12. The report contains a series of recommendations the majority of which are for Scottish Government to consider. A full list of these recommendations is attached in appendix 1. In summary they cover
 - Developing a financial framework and longer term financial planning to support moving more healthcare into the community
 - Further work on capital investment and workforce planning
 - Improving accountability and transparency with a robust governance framework for the delivery of the Health and Social Care Delivery Plan and a consistent way of measuring and reporting savings
 - Working with the entire public sector to improve public health and reducing health inequalities
 - Work with the public, local communities and staff to develop a shared understanding of ways to provide and access services differently embedding the principles of 'realistic medicine'
13. A number of the recommendations are for Scottish government working in partnership with NHS Boards and Integration Authorities. Appendix 2 sets our local position for these recommendations.

CONCLUSIONS

14. This report provides the Performance and Audit Committee with an overview of the Audit Scotland Report on NHS in Scotland 2017 and the implications for East Renfrewshire Integration Joint Board. The Audit Scotland report details financial and performance challenges for the NHS and highlights again the need for transformational change. Whilst it has seen some significant progress particularly in the area of data to underpin planning activity there are a number of priority areas that need to be addressed primarily by Scottish Government.

RECOMMENDATIONS

15. Performance and Audit Committee is asked to:
 - note and comment on the Audit Scotland Report on NHS in Scotland, and
 - note and comment on the local position detailed in Appendix 2

REPORT AUTHOR AND PERSON TO CONTACT

Candy Millard, Head of Strategic Service
candy.millard@eastrenfrewshire.gov.uk
November 2017

HSCP Chief Officer: Julie Murray

BACKGROUND PAPERS

Audit Scotland Report: NHS in Scotland 2017
http://www.audit-scotland.gov.uk/uploads/docs/report/2017/nr_171026_nhs_overview.pdf

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Audit Scotland Report on NHS in Scotland 2017 Recommendations

To provide the foundations for delivery of the 2020 Vision and changing the way healthcare services are provided:

The Scottish Government should

- develop a financial framework for moving more healthcare into the community which identifies:
 - the anticipated levels of funding available for future years across the different parts of the healthcare system
 - how funding is anticipated to be used differently across NHS boards and integration authorities to change the way services are delivered
- develop a longer-term approach to financial planning to allow NHS boards and integration authorities flexibility in planning and investing in the longer-term policy aim of developing more community-based services.

The Scottish Government, in partnership with NHS boards and integration authorities, should

- develop a capital investment strategy to ensure the NHS Scotland estate is appropriate for delivering more regional and community-based services
- continue to develop a comprehensive approach to workforce planning that:
 - reflects forecasts of future staffing and skills requirements to deliver changing models of healthcare provision at regional, local and community level
 - provides a clear breakdown of transitional and future costs to meet projected demand through additional recruitment and training.

To improve governance, accountability and transparency:

The Scottish Government should

- develop a robust governance framework for the delivery of the *Health and Social Care Delivery Plan*. This should:
 - set out all the work currently under way and planned, and the interrelationships between them
 - move on from statements of intent to developing the specific actions, targets and timescales to deliver all of its workstreams and plans, to allow better oversight and progress to be assessed and reported publicly
 - simplify and make clear the lines of accountability and decision-making authority between the Health and Social Care Delivery Plan Programme Board and major work programme delivery oversight groups, regional boards, NHS boards and integration authorities
 - improve transparency by including measures of performance covering all parts of the healthcare system which include indicators of quality of care in addition to indicators of access.

The Scottish Government and NHS boards should

- work together to develop a consistent way of measuring and reporting savings to ensure that it is clear how boards have planned and made savings, and what type of savings they have made.

To promote the culture change necessary to move to new ways of providing and accessing healthcare services:

The Scottish Government should

- work with the entire public sector to develop a shared commitment to, and understanding of their role and interrelationships in improving public health and reducing health inequalities.

The Scottish Government, NHS boards and integration authorities, should:

- continue to work with the public, local communities and staff to develop a shared understanding and agreement on ways to provide and access services differently
- work together to embed the principles of 'realistic medicine' in the way they work, monitor progress in reducing waste, harm and unwarranted variation; and creating a personalised approach to care

Audit Scotland Report – NHS In Scotland 2017 – IJB Actions

Action	Owner	Response
Foundations for Delivery		
<ul style="list-style-type: none"> – develop a capital investment strategy to ensure the NHS Scotland estate is appropriate for delivering more regional and community-based services 	Scottish Government, in partnership with NHS boards and IJBs	HSCP has input into NHSGGC capital planning. Our award winning Eastwood Health and Care Centre is a reference design for future integrated community buildings across Scotland.
<ul style="list-style-type: none"> – continue to develop a comprehensive approach to workforce planning that: <ul style="list-style-type: none"> • reflects forecasts of future staffing and skills requirements to deliver changing models of healthcare provision at regional, local and community level • provides a clear breakdown of transitional and future costs to meet projected demand through additional recruitment and training. 	Scottish Government, in partnership with NHS boards and IJBs	HSCP workforce plan feeds into both Council and NHSGGC workforce planning activity. HSCP workforce plan will be updated with Fit for the Future and Strategic Planning forecasting information and will inform local, GGC and national work.
Governance, accountability and transparency:		
<ul style="list-style-type: none"> – continue to work with the public, local communities and staff to develop a shared understanding and agreement on ways to provide and access services differently 	Scottish Government, in partnership with NHS boards and IJBs	HSCP will use engagement activity on Strategic Plan and NHSGGC transformation plan to further develop local understanding.
<ul style="list-style-type: none"> – work together to embed the principles of 'realistic medicine' in the way they work, monitor progress in reducing waste, harm and unwarranted variation; and creating a personalised approach to care 	Scottish Government, in partnership with NHS boards and IJBs	HSCP will respond to national initiatives and support development and implementation of GGC wide unscheduled care work on patient pathways. HSCP will continue with good conversations training and community led support activity.

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