

Chief Officer Group Annual General Meeting 16 April 2021, 10–12.30pm

Chair's Report 2020–21

As I reflect on my tenure as chair of the Chief Officer Group, Health and Social Care Scotland (HSCS), I'm minded of the prophetic final words in my previous Chair's Report, '2020 will be perhaps the most challenging year in our integrated landscape. Marshalled well, it will capture the best of us and help create a more community focused and integrated health and social care future.'

The loss of life through COVID has touched our families, friends, colleagues, patients, service users, carers, and clients. And the trauma experienced by many of our teams and those in our partner organisations is significant and unprecedented. Psychological care is now key to ensuring people in our partnerships are supported and encouraged to personally recover. Looking after those who care for and support others has never been more important.

COVID-19 response

Since end of February 2020, chief officers and their local systems have continued to respond to ongoing waves of the COVID-19. Over a year on and parts of our health and social care system are able to look to the future with hope as services begin to recover, but there are others still immersed in responding to the pandemic and for whom renewal feels less close.

The single focus on COVID across all sectors enabled partnership working and distributed leadership, and many of the barriers previously experienced to integrated partnership working melted away as we collectively worked to respond. New relationships have been forged both nationally and locally, new ways of working have been established and digital approaches, which have transformed some service delivery, have enabled ongoing remote working. A seemingly newly found appreciation of the value of social care is being articulated, not least as a result of the sustained pressure on our whole health and care system, and in particular the trauma experienced by those who work and live in care homes. Our collective experience and the sustained pressure has been on a scale never experienced in our lifetimes.

As integrated systems, our teams have been central to the COVID response in our communities and chief officers have led this response. Our staff and partners worked tirelessly to put in place effective mobilisation plans, financial plans and workforce plans to respond and deploy support for the changing pattern of demand, including:

- Covid hubs for assessment and treatment
- Support for those shielding
- PPE hubs
- Incident management responses to outbreaks
- Care home wrap around support
- COVID Testing Centres
- COVID Vaccination Centres

While at the same time our teams continued to provide ongoing care and support across our communities for those in need as best as available resources enabled us to do.

The national landscape

The Chief Officer Group continues to receive a high volume of requests for chief officer representation at national meetings. It's encouraging to see volunteers come forward, including senior members of partnership teams – thanks to all those who give their time.

The meetings over the last year have been predominantly COVID specific and my sincere thanks to those chief officers who have held and continue to hold batons for us all at multiple meetings relating to the national resilience forums.

Annemargaret Black and Sandra Macleod have continued to meet on behalf of chief officers with **third and independent sector** leads (CCPS, Scottish Care The ALLIANCE) to explore and discuss areas of common interest such as the COVID response and the Independent Review of Adult Social Care (IRASC). There has also been initial engagement with third sector chief executives, including Ron Culley (former chief officer, now CE of Quarriers.)

Ross McGuffie and Allister Short have led engagement with **NHS NSS**, (as a result of the NSS/HSCS co-designed event in January 2020), and initial digital mapping pertaining to screening inequalities is ongoing in their partnership areas. Proof of concepts are being developed and this work has the future potential to be rolled out across 31 HSCPs. This programme is aligned with HSCS Statement of Intent to transform the approach to improving health, wellbeing and independence.

RR Group was formed in April 2020 by Val de Souza as a space for national conversations relating to policy development and current issues. Meeting weekly for almost a year, the group is chaired by Val and membership includes: chief officers, colleagues from Scottish Government (SG) Primary Care Directorate, and Mental Health and Social Care Directorate, and Public Health Scotland (PHS). While the weekly meeting covered many COVID related topics, key pieces of work included:

- **Delayed Discharge**
 - Delayed discharges, A&E attendances and hospital admissions all reduced significantly during March and April 2020. The report, *Lessons Learned from Reducing Delayed Discharges and Hospital Admissions*, outlined what worked well and what could be done differently.
 - Delayed Discharge Expert Group (meeting since September) is now moving to:
 - agree that Planned Date of Discharge should be made mandatory and that work be taken forward to properly describe what this change entails
 - agree to work with Healthcare Improvement Scotland to scope out what should be included in discharge standards
 - consider possible targets to improve discharge performance in a more positive way
 - review the impact of hospital stays on length of delay, and discharge destination following delay
 - AWI subgroup established to review and speed up existing decision making processes around adults who are delayed in hospital due to incapacity (AWI). This was in response to confirmation that easement of the legislation was

unlikely and concerns about the numbers of individuals remaining for long periods in hospital, particularly through the pandemic. Action planning was progressed at pace, which included:

- Additional funding has been secured for temporary support within the Office of the Public Guardian (OPG) to reduce the significant backlog of unprocessed power of attorney (PoA) applications.
 - It became apparent that up-to-date, granular information was needed from all HSCPs to ensure relevant local targeted improvement attention. A short term post of Improvement Advisor was appointed (beg of April 2021) to engage with 31 HSCPs (and other partner organisations) to investigate and advise on blocks within the existing process. It is anticipated this work will complete by early July, and while there may be common national issues, many of challenges will be local and will require local action. Assertive action and support will then be explored to build in and embed improvement activity at pace.
 - An updated action plan includes three related actions: 1) OPG backlog 2) AWI Improvement Advisor 3) Shaping HSCS PoA campaign (see p.4), linking learning from 1 and 2.
 - Mental Welfare Commission, our critical friend in this subgroup, is currently undertaking a number of enquiries that may also influence the actions and learning required to reinforce and accelerate focus and action in this area.
- **Primary care**
 - Ongoing engagement and collaboration with the BMA Scotland:
 - During July / August 2020, three regional workshops reviewed primary care working through the initial waves of the pandemic. The report, *Is primary care the 'canary in a coal mine' of our health and social care system?*, includes the need for a whole system approaches, a national primary care strategy, improvements to IT infrastructure and use of data plus a range of topics relating to multi-disciplinary teams and primary care in communities.
 - *'Let's discuss mental health in primary care'* is the next set of virtual workshops, which are scheduled for later this month.
 - Scottish Government established two short life working groups: 1) Mental health in primary care and 2) Health inequalities
 - Ongoing support for the GMS Oversight Group including discussion relating to data and intelligence, escalation and local engagement, as required
 - A new GMS Reference Group was established with representatives from NHS Board Chief Executive Group, Chief Officer Group, BMA Scotland and Scottish Government. This group will progress the next iteration of the Memorandum of Understanding and liaise with the existing GMS Oversight Group.
 - **Community Modelling**
 - Angie Wood has led the engagement between the Chief Officer Group and PHS, ensuring the vision and need for whole system modelling and planning (previously focussed solely on the acute sector) was clearly understood. Engagement now includes Scottish Government and NHS Board chief executives, as well as chief officers.
 - Whole system service modelling and planning tool (phase 1) was launched in November 2020. A comms toolkit is underway and will be rolled out across

health and social care partnerships to enable full use of the tool, including the delayed discharge scenario.

- Phase 2 of the modelling tool is currently being scoped by PHS and SG.
- **Data**
 - PHS asked partnerships to amend the care at home and care home data timetable, with the hope that national data can be made available timeously.
 - Lack of robust and available data, particularly across primary care services, continues to be an ongoing concern. A number of national groups have been convened to look at solutions regarding the lack of intelligence and data.

Power of attorney awareness raising campaign from Enterprise Screen for 2020/21 had to be extensively modified due to COVID and moved to an online-only model, which impacted the numbers of PoA registrations. Additionally, the number of registrations was significantly reduced due to the temporary closure of the Office of Public Guardian. Campaign planning for the final year of this contract is currently underway.

The King's Fund, Chief Officer Group development and next steps

Our regular chief officer away-day development sessions were halted during 2020-21, however, we worked again with Allison Trimble and colleagues from The King's Fund (TKF):

- HSCS commissioned TKF to undertake individual 1-to-1 interviews with all 31 chief officers during July and August, and colleagues from TFK were able to get a sense of lessons learned about leadership during COVID, that was primarily focused on chief officer's local leadership roles and the particularities of individual local contexts.
- An additional download session on 11 September offered a further space for chief officers to reflect together on our experience of leading during COVID.
- The report, *Leadership of health and social care during Covid-19*, was presented by TKF at the end of November 2020.

On 26 February 2021, we utilised an appreciative inquiry approach with an independent facilitator, Bernie Brooks, to explore TKF report. While we acknowledged the report outlined learning for chief officers, individually and collectively, we agreed, as a group, that the final report would be best used for learning and development.

Working with Bernie also enabled us to think about possible next steps for network development while considering some of the possible impacts for the role of chief officer, as outlined in IRASC. As a result, we are currently discussing the following with colleagues from Scottish Government; a programme of external support for network development, availability of executive coaching to all chief officers and induction support for newly appointed chief officers, as well as next steps for HSCS.

This links into our initial engagement with the Improvement Service, where we've asked them to consider a possible future state of HSCS, including the Chief Officer Group to ensure our ability to respond effectively as demand changes and continues to increase, especially in light of IRASC.

Independent Review of Adult Social Care in Scotland (IRASC)

On 1 September 2020 the First Minister announced that there would be an independent review of adult social care as part of the Programme for Government. The principal aim of the review was to recommend improvements to adult social care in Scotland, in terms of the outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care.

The Chief Officer Group met with Derek Feely, chair of the independent review and contributed to the evidence via written submissions. The report, *Independent Review of Adult Social Care in Scotland*, outlining 53 recommendations was published on 3 February 2021. Implementation of some of the recommendations, including the proposal for a new National Care Service, is subject to legislation and the new incoming government.

As a group of chief officers we are engaging in IRASC discussions with colleagues from Mental Health and Social Care, and Primary Care Directorates in Scottish Government, as well as the incoming Director General / Chief Executive of NHS Scotland, to begin to explore the potential impact of the recommendations for IJBs and HSCPs.

We have established a chief officer IRASC Working Group with seven chief officers. The working group meets weekly and will be engaging with stakeholders and colleagues from partner organisations to explore common ground, exchange views and ensure mutual understanding in the hope we can work together on implementation of recommendations that will require partnership working.

Moving into recovery

The number and frequency of Chief Officer Group meetings had increased though 2020, as had our group engagement with colleagues in Scottish Government (SG). From daily meetings with SG in April 2020, I'm pleased to say this has been stepped down gradually and we are now meeting together fortnightly, and recovery and renewal is now the focus of our discussions. Over the course of the response to the pandemic, the Chief Officer Group also met with Jeane Freeman, Cabinet Secretary for Health and Sport, and Cllr Currie on a number of occasions between August 2020 and February 2021 to discuss COVID concerns and the community response.

Our regular chief officer business meetings have now moved to monthly, with the executive group meeting every two weeks.

Changes in CO cohort

During 2020/2021, the cohort of chief officers has again experienced flux, with a number of new chief officers joining our group:

- Brian Chittick (Shetland)
- Caroline Cameron (North Ayrshire)
- Craig McArthur (East Ayrshire)
- George Morrison (Argyll & Bute)
- Gillian Morrison (Orkney)
- Louise Bussell (Highland)
- Nick Fayers (Western Isles)
- Shiona Strachan (Renfrewshire)

A number of chief officers moved on during 2020/21:

- David Leese
- David Park
- Eddie Fraser
- Joanna Macdonald
- Stephen Brown

And those listed below, we about to lose:

- Allister Short moves to NHS Lothian, as Service Director for Women's and Children's Services, at the end of April 2021
- Angie Wood moves on at the end of April 2021
- Val de Souza retires at the end of May 2021.

Health and Social Care Partnership communication leads network

HSCS established a comms leads network a number of years ago, however the widespread use of MS Teams has enabled the network to begin to meet virtually. Members are keen to create a space for health and social care partnership comms professionals to discuss comms / engagement issues that are particular to HSCPs, share good practice and learning, and seek peer support.

Health and Social Care Scotland leadership groups

The Chief Finance Officer (CFO) Group, IJB Chair & Vice-Chair Network and Strategic Commissioning and Improvement Network (SCIN) have provided reflections from their networks are attached separately.

Health and Social Care Scotland support team

Policy Manager, Suzanne Ferguson, is currently on maternity leave and will return in October 2021. Eleanor McCallum (maternity cover from June 2019) is continuing as Policy Manager, now on a part time basis, until Suzanne's return. Gabrielle Coyle, seconded from South Ayrshire HSCP, is also supporting the Chief Officer Group as Policy Officer.

Claire Maclachlan, our Admin Officer of three years, moved on in November 2020 and Ruth Gottardi joined us in January 2021 as our new Admin Officer, supporting the Chief Officer Group, as well as the CFO Group and SCIN.

Catherine McGoldrick is the Policy Manager supporting the CFO group, and since joining HSCScotland in February 2020, also manages HSCS's finances.

Louise Thompson, our part-time Strategic Support Officer for the IJB Chair & Vice-Chair Network joined HSCS in February 2020, is supporting the network of 61 members.

We are currently recruiting / interviewing for the following new posts, which are funded 100% by Scottish Government for 2-year fixed terms:

- Mental Health and Learning Disability Policy Officer
- Strategic Lead/Director of Primary Care for HSCS
- Primary Care Policy Officer (to support the Strategic Lead/Director post)

We are engaging in discussion with the Improvement Service to review HSCS, its remit and to scope out potential changes. In addition, we are continuing to have discussions with Scottish Government colleagues about possible support that may be required as a result of implementation of IRASC recommendations.

Finally ...

I am immensely proud of the response that fellow chief officers have led across Scotland during these unprecedented times. I am grateful and humbled by our colleagues and teams from across the health and social care sector, and those who use services and our communities, as they have continued to respond to the challenging and changing circumstances brought about by the COVID-19 pandemic.

We're all experiencing a cycle of adaptation on a collective scale like never before – learning, adapting and learning some more. COVID-19 has dominated the last 14 months and will forever be synonymous with 2020: It has changed the way we live and the way we work. As recovery moves to the fore, and we work to maintain the benefits gained through COVID (and there are many) we can look to the future with hope. The clear vision for the future of social care and integrated approaches, and the potential for improving people's experience of services is outlined in IRASC, and I believe chief officers in integrated systems are perfectly placed, are capable and able to lead, by adapting and learning yet again.

As I conclude one of the most challenging years of my career as a Chief Officer and as Chair of Health and Social Care Scotland, I am so grateful that my tenure as Chair has been supported by such brilliant colleagues and friends.

I would like to extend my sincere thanks to all of you, and to welcome the new Chair, Judith Proctor, and Executive Group.

The Future's Bright, The Future's Integrated.



Vicky Irons
Outgoing Chair, Chief Officer Group

16 April 2020