



The Scottish Parliament
Pàrlamaid na h-Alba

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Dear Stephen,

Thank you for attending an evidence session with the Committee on 4 June 2019 and providing a written submission in advance. As I indicated at the conclusion of the session, I am writing to request information on a range of issues that arose from the meeting. We would like to request the further information you offered to provide, seek answers to questions posed at the evidence session that you were unable to answer and pursue some issues that the Committee wishes to probe further having reflected on your oral evidence.

The further questions that follow will elaborate and highlight these observations.

Reference in the letter are to column numbers in the [official report](#) of the meeting on 4 June 2019.

It would be helpful to have your response by Monday 22 July 2019.

Yours sincerely

Lewis Macdonald Convener
Health and Sport Committee

Budget setting process

An issue that the Committee has pursued vigorously over the past few years is access to financial information on integration and IJBs. At the Committee meeting, you agreed that it would be possible for you to provide timely financial information direct to parliament. ([Official Report, Col,1](#)). What would be the earliest date you could provide final budget figures for 2020-21?

Another matter we have addressed in previous years is outcome-based budgeting. What support is being provided by the Scottish Government in helping integration authorities develop reporting of budgets against outcomes?

Intermediate Care

At the meeting, information was provided on intermediate care ([Official Report, Col,10](#)). Please can you elaborate further on this topic. Please can you provide details of how intermediate care operates in your IJB? When is it used instead of care at home? In order to compare the costs between intermediate care and secondary care, please can you also provide information on the following –

- a) The cost to keep patients in hospital per day;
- b) The cost to keep patients in intermediate care per day and
- c) The cost to keep patients in social care per day.

Please differentiate between care home places and the average cost of care at home package.

What measures do you use to assess the quality of intermediate care?
What statistics are collected on the length of stay in intermediate care and delays in discharge and how does this compare with hospital delayed discharge statistics?

Set aside budget

In the evidence session, we discussed the set aside budget and if it is being used effectively across each IJB. ([Official Report, Col, 30](#)). Do you consider that the set aside budget is operating as intended in your IJB? Please can you provide further details of how a “whole-system approach”, as referred to in the evidence session, can help ensure that the set aside budget works as intended?

Leadership and culture of the IJB

The Committee’s [2019-20 pre-budget report](#) highlighted the importance of relationships and leadership in determining progress towards integration. The report noted that “..a number of integration authorities do not appear to be exerting a challenge function and ultimately their authority and control over the budget is being dictated by individual partners.” [Audit Scotland](#) also found that a “lack of collaboration leadership and cultural differences are affecting the pace of change”.

The Committee has also heard evidence to suggest that partners tend to view their budget contributions as money that should be allocated to “their” services.

Can you provide examples where money has lost its ‘social care’ or ‘health’ identity in your IJB?

Is the lack of progress in this area due to leadership and/or cultural issues and if so what steps are being taken to resolve this issue?

How does your IJB share good practice and is enough being done to learn from other IJBs?