

Minutes

Edinburgh Integration Joint Board

9:30 am, Friday 15 December 2017

Dean of Guild Court Room, City Chambers, Edinburgh

Present:

Board Members:

Councillor Ricky Henderson (Chair), Carolyn Hirst (Vice Chair), Shulah Allan, Michael Ash, Carl Bickler, Sandra Blake, Christine Farquhar, Alastair Gaw, Mark Grierson (substituting for Colin Briggs), Kirsten Hey, Councillor Derek Howie, Councillor Melanie Main, Michelle Miller, Moira Pringle, Councillor Alasdair Rankin, Ella Simpson, Councillor Susan Webber, Richard Williams and Pat Wynne.

Officers: Lesley Birrell, Wendy Dale, Gavin King, Angela Lindsay and Jamie Macrae.

Apologies: Colin Briggs, Andrew Coull and Alex Joyce.

1. Shulah Allan – Retirement

The Chair recorded thanks to Shulah Allan for her commitment and valuable input and contribution to the work of the Joint Board since its inception and wished her well for her retirement.

2. Minutes

Decision

To approve the minute of the Joint Board of 17 November 2017 as a correct record.

3. Sub-Group and Committee Minutes and Updates

Updates were given on Sub-Group and Committee activity.

Decision

- 1) To note the minute of meeting of the Audit and Risk Committee of 1 December 2017.
- 2) To note that an update report was scheduled to be submitted to the next meeting of the Sub-Group on lessons learned and performance indicators aligned to Directions as part of the overall performance report.

- 3) To note that the minute of the Performance and Quality Sub-Group of 29 November 2017 would be submitted to the next meeting of the Joint Board on 26 January 2018.
- 4) To note that the minute of the Professional Advisory Group of 28 November 2017 would be submitted to the next meeting of the Joint Board on 26 January 2018.
- 5) To note the minute of meeting of the Strategic Planning Group of 3 November 2017.

4. Rolling Actions Log

The Rolling Actions Log for 15 December 2017 was presented.

Decision

- 1) To agree to close Action 9 – Edinburgh Health and Social Care Partnership Statement of Intent.
- 2) To otherwise note the remaining outstanding actions.

(Reference – Rolling Actions Log 15 December 2017, submitted)

5. Business Resilience Arrangements and Planning

The Edinburgh Health and Social Care Partnership was working towards embedding stronger business resilience practices throughout the organisation. Currently, the Partnership relied on two different business continuity models used by NHS Lothian and the Council.

It was proposed to integrate both business resilience plans to strengthen the Partnership's business continuity governance and reporting framework and to ensure that appropriate oversight, scrutiny and assurances were in place.

Decision

- 1) To note that currently there was no integrated approach to developing business resilience arrangements thus preventing the delivery of a clear and effective continuity plan.
- 2) To approve the Partnership's proposal to build on NHS Lothian's and the Council's resilience best practices to create a single coherent and easy to use plan for integrated services.
- 3) To note the intention to create, share and test plans with a view to providing a further update on progress at the meeting of the Joint Board on 18 May 2018.
- 4) To include further detail in the update report to the Joint Board on business resilience arrangements in respect of independent contractors and how these arrangements would be planned to link in with the localities.

(Reference – report by the IJB Interim Chief Officer, submitted)

6. Winter Plan 2017-2018

The winter plan was the result of a collaborative approach to planning across local partners, building capacity for out-of-hours services, reducing unscheduled admissions to acute hospitals and supporting the early discharge of people who were admitted, if appropriate.

The winter plan also focused on addressing additional pressures, such as potential surges in admissions over the winter (particularly in relation to respiratory and circulatory conditions), incidence of norovirus and influenza, and seasonal business continuity challenges.

A summary was given of key areas of focus within the Plan and actions being taken in relation to critical areas outlined in the Scottish Government guidance.

Decision

- 1) To note the progress with the winter planning for 2017-2018.
- 2) To approve the action plan set out at Appendix 1 of the report by the IJB Interim Chief Officer as far as it related to the issues under the authority of the Joint Board.
- 3) To issue a Direction to implement the Winter Plan in order to achieve the outcomes set out in the Plan with performance, evaluation and lessons learned being monitored and reported back to a future meeting of the Joint Board.

(Reference – report by the IJB Interim Chief Officer, submitted)

7. Whole System Delays – Recent Trends

An overview was provided of performance in managing hospital discharge against Scottish Government targets. It was acknowledged that performance and delays across the system continued to be extremely challenging.

Decision

- 1) To note that the current pressures and delays across the system, including delayed discharge and people waiting for assessment continued to be a challenge.
- 2) To acknowledge the range of actions being taken to address these pressures, including securing additional resources in the short term to resolve the current backlog of assessments and people waiting for discharge.
- 3) To welcome the introduction of monthly performance scrutiny meetings in each locality.

(References – Integration Joint Board 17 November 2017 (item 7); report by the IJB Interim Chief Officer, submitted)

8. Financial Performance and Outlook

An update was provided on the financial position at the seven month stage of 2017/18 and the forecast year end position. An initial indication of the scale of the financial challenge facing the Joint Board over the five year period to 2022/23 was also reported.

Additional funding for local authorities had been announced by the Scottish Government as part of the spending plans for 2018/19 for the following key areas – primary care, mental health and social care.

Decision

- 1) To note that delegated services were reporting an overspend of £4.0m for the first seven months of 2017/18 which was projected to rise to £7.1m by the end of the financial year without any further action.
- 2) To acknowledge that ongoing actions were being progressed to reduce the predicted in-year deficit to achieve a year-end balanced position, and to note that only limited assurance could be given of the achievement of break even at this time.
- 3) To acknowledge the initial financial outlook for the next five years.
- 4) To support the development of an underpinning financial strategy.
- 5) To note that the five year forecast would require to be adjusted in light of the Scottish Government's draft spending plans for 2018/19 announced on 14 December 2017.

(References – Integration Joint Board 17 November 2017 (item 10); report by the IJB Interim Chief Finance Officer, submitted.)

9. Health and Social Care improvement Programme and Short Term Resource Implications

The Joint Board had approved the Edinburgh Health and Social Care Partnership's Statement of Intent setting out the seven key areas requiring intensive remedial action for all health and social care services in the City. Actions had been grouped into a comprehensive improvement programme with associated resource implications.

The Statement of Intent included an undertaking that the Health and Social Care Partnership would produce outline strategic commissioning plans for older people, mental health, disabilities and primary care. These would be submitted to the Joint Board for approval in early 2018.

Performance information would be reported to the Joint Board via the Performance and Quality Sub-Group and as part of the whole system reporting structure. The Savings Governance Board had been re-established to bring additional rigour to the savings that needed to be delivered. Workstream leads provided updates every two weeks on reducing costs and innovative ways of providing more capacity within the same resources.

Decision

- 1) To approve the short term resource allocation detailed in paragraphs 27 to 29 of the report by the IJB Interim Chief Officer.
- 2) To approve the comprehensive improvement programme for the Health and Social Care Partnership, set out in full at Appendix 1, and in summary at Appendix 2 of the report.
- 3) To note the arrangements to co-ordinate the staffing resources to balance local knowledge and flexibility/speed of recruitment.
- 4) To note that a Direction would be drafted in relation to re-prioritisation of resource allocation to allow implementation of the short-term actions described in paragraphs 27 to 29 of the report.

(References – Integration Joint Board 17 November 2017 (item 8); report by the IJB Interim Chief Officer, submitted.)

10. Joint Board Membership and Appointments to Committees and Sub-Groups

NHS Lothian and the City of Edinburgh Council had identified replacement voting members to fill vacancies on the Joint Board as a result of resignations. The Joint Board was also asked to note the change to its non-voting members due to recent interim appointments.

Approval was also sought for the appointment of members to vacancies on the Audit and Risk Committee and the Performance and Quality Sub-Group.

Decision

- 1) To note that NHS Lothian agreed, at its meeting on 4 October 2017, to nominate Angus McCann as a voting member on the Joint Board in place of Shulah Allan (resigned), effective from 1 January 2018.
- 2) To note that the Council agreed, at its meeting on 24 August 2017, to appoint Councillor Melanie Main as a voting member on the Joint Board in place of Councillor Claire Miller.
- 3) To note that Dr Richard Williams had intimated his intention to step down from the Joint Board in early 2018 and that NHS Lothian, at their meeting on 6 December 2017, had appointed Martin Hill to replace Dr Richard Williams on the Joint Board with effect from 1 March 2018.
- 4) To note the requirement to undertake a recruitment process to fill the two service user non-voting vacant positions on the Joint Board.
- 5) To note the appointment of Michelle Miller and Alistair Gaw as non-voting members on the Joint Board in their capacity as Interim IJB Chief Officer and Interim Chief Social Work Officer respectively.

- 6) To note the resignation of George Walker as an additional non-voting member of the Joint Board and to agree not to re-appoint a replacement additional member.
- 8) To delegate authority to the IJB Interim Chief Officer, in consultation with the Chair and Vice-Chair, to review the membership of the Audit and Risk Committee and the role description and specification for the Audit and Risk Committee Chair and report back to the Joint Board.
- 9) To delegate authority to the IJB Interim Chief Officer, in consultation with the Chair and Vice-Chair, to review the membership of the Performance and Quality Sub-Group and the role description and specification for the Performance and Quality Sub-Group Chair and report back to the Joint Board.

(Reference – report by the IJB Interim Chief Officer, submitted)

11. Recruitment of Citizen Members

The Joint Board had previously agreed to appoint two service users and two unpaid carers to be members of the Board. The two service user positions on the Board were currently vacant.

It was proposed to establish a short life working group to review the role and specification for citizen members of the Board along with the appointments process with a view to making recommendations to the Board in January 2018.

Decision

- 1) To note the requirement to appoint two citizens of Edinburgh who use health and social care services to membership of the Joint Board.
- 2) To establish a short life working group as set out in paragraph 8 of the report by the IJB Interim Chief Officer, to review the role description and specification for the service user/unpaid carer Board members along with the advertisement and recruitment pack and report back to the Joint Board with recommendations in January 2018.
- 3) To delegate authority to the IJB Interim Chief Officer, in consultation with the Chair and Vice-Chair, to review the recruitment pack and selection arrangements and report back to the Joint Board.

(Reference – report by the IJB Interim Chief Officer, submitted)