

Finance and Resources Committee

10am, Thursday 27 August 2015

Health and Social Care Integration – Update

Item number	7.2
Report number	
Executive/routine	
Wards	All

Executive summary

This report presents an update on the integration of Council social care functions with NHS Lothian health functions under the Public Bodies (Joint Working) (Scotland) Act 2014.

Links

Coalition pledges	P12 and P43
Council outcomes	CO10, CO11, CO12, CO13, Co14, Co15
Single Outcome Agreement	SO2

Health and Social Care Integration – Update

Recommendations

- 1.1 Members are recommended to note that:
 - 1.1.1 the Edinburgh Integration Joint Board (EIJB) is now established in law and met for the first time on 17 July
 - 1.1.2 the likely changes to Health, Social Care and Housing Committee remit
 - 1.1.3 the EIJB Draft Strategic Plan will be consulted upon between August and October and that the Council is a key consultee; and
 - 1.1.4 the linkages to the Council's Transformation Programme.

Background

- 2.1 Finance and Resources Committee requested regular update reports to track progress with the work associated with Health and Social Care Integration. This is the sixth report in 2015.

Main report

Integration Scheme and the Edinburgh Integration Joint Board

- 3.1 The Integration Scheme for the Edinburgh Integration Joint Board (EIJB) was approved by Scottish Government in May and Scottish Parliament established the EIJB on 27 June 2015.
- 3.2 The EIJB met for the first time on 17 July and appointed additional members over and above those appointed by NHS Lothian and the Council.
- 3.3 The EIJB is now a formal body established in law with its role spelled out in legislation and regulations.
- 3.4 Formal delegation of functions and resources will, however, not happen until the EIJB approves its Strategic Plan. The current timeline is for approval by the end of December 2015 and for delegation of functions and budgets to take place on 1 April 2016.

Assurance

- 3.5 The Scottish Government requires all parties to undertake appropriate assurance prior to the delegation of functions to the EIJB. A number of steps are underway.

- 3.6 The Council's Corporate Programme Office has recently undertaken a 'health check' of the Council's side of the integration programme. Internal Audit is also reviewing the arrangements for integration. The Terms of Reference for the reviews are complementary.
- 3.7 The outcomes of these assurance reviews will be reported to Finance and Resources Committee in due course. Early feedback has identified two key points for management action.
- Prompt appointment of EIJB Chief Officer and Chief Finance Officer.
 - Further work on the arrangements for establishing EIJB budget and managing overspend.
- 3.8 NHS Lothian internal audit has also undertaken a review of NHS Lothian arrangements for delegation to the EIJB.

Strategic Plan

- 3.1 Functions cannot be delegated to the EIJB unless and until it has approved its Strategic Plan. Functions will be delegated as per current operations, and the Strategic Plan is the high level mechanism by which service re-design will be directed by the EIJB. Further detail will be developed on service re-design proposals for the EIJB to consider in line with their approved Strategic Plan.
- 3.2 The EIJB approved a draft Strategic Plan for consultation on 17 July. The consultation will run from August to October, with the final version being prepared by the end of December 2015. The Council has nominated a representative to the EIJB's statutory Strategic Planning Group and will be a formal consultee.

Impact on the Council

Review of Existing Governance Arrangements

- 3.3 The principle agreed in the Integration Scheme is that existing governance structures will be reviewed and amended to reduce potential for duplication. Furthermore, the EIJB will have the authority to develop additional governance committees if it sees fit.
- 3.4 Within the Council, there are likely to be changes to the Health, Social Care and Housing Committee. This Committee will no longer have responsibility for strategy, planning and service-redesign of adult social care services. These duties now fall to the EIJB. It will, however, retain scrutiny for operational matters, e.g. service standards and quality.

Transformational Change: Dependencies

- 3.5 A statutory requirement of the Public Bodies legislation is to integrate health and social care functions from the point of view of recipients. This is to be achieved via the role of the Chief Officer who is required to manage the majority of delegated services in an integrated structure and to oversee service-redesign.
- 3.6 The draft Strategic Plan recognises the role localities should play in improving service provision. The Joint Leadership Group agreed in July to a joint approach between NHS Lothian and the Council to develop an operational model for service delivery in localities. A project plan for this, integrated with the Council's Citizens and Localities project will be developed. This will also link closely to further work on the Strategic Plan during the consultation period and, at an appropriate time, to the work on the integrated management structure.
- 3.7 The Integration Scheme guidance requires that both NHS Lothian and the Council provide joint business support functions to the Integration Joint Board. NHS Lothian Directors will consider 'Professional/Technical and Administrative' services for the IJBs from a pan-Lothian perspective.
- 3.8 Officers in the Council are working closely with the Council's Business Support Services project to ensure that any new arrangements to provide business support within the Council take account the requirements of the EIJB and the need to support frontline service delivery in line with statute and in an effective and efficient way. This will need to take into account an appropriate way to handle planned savings for 2016/17 given the new role of the EIJB.
- 3.9 Following on from these deliberations, there will be a need to articulate the joint approach with NHS Lothian for each of the Professional/Technical and Administrative services.

Chief Officer and Chief Finance Officer

- 3.10 A process is underway to appoint the Chief Officer of the Edinburgh Integration Joint Board. An appointment is likely in early October 2015, with the candidate taking up post by the end of 2015/early 2016.
- 3.11 The arrangements for the Chief Finance Officer post are in development and are linked to the work stream on integrated organisational structure. An interim Chief Finance Officer is to be appointed in August to ensure adequate financial assurance for the EIJB.

Measures of success

- 4.1 The Scottish Government has issued National Outcomes for the delivery of integrated Health and Social Care as part of the final regulations. These are as expected [National Health and Wellbeing Outcomes Framework](#).
- 4.2 The Strategic (Commissioning) Plan work stream is tasked with planning for the delivery of these outcomes for the services in scope. The Programme Sub Group on Performance and Quality is tasked with establishing local outcomes for measuring the success of the new Health and Social Care Partnership in relation to the national outcomes. A joint baseline has been developed and work is underway on a joint framework for the future.
- 4.3 The content of the Annual Performance Report is set out in regulations and includes performance with respect to the integration planning principles and in respect of localities.
- 4.4 The Edinburgh Integration Scheme outlines the process for determining the performance arrangements and for allocating responsibility for performance.

Financial impact

- 5.1 It is estimated that the Edinburgh Integration Joint Board will include a combined budget in the transition year 2015/16 of around £560 million; c£200 million of Council funds, c£300 million of community health NHS Lothian funds, and an early estimate of acute hospital related 'set aside' funds of c£60 million.
- 5.2 The resources for the functions in scope will be delegated to the Integration Joint Board for governance, planning and resourcing purposes. The delegated resources will be subject to financial assurance in order for the Integration Joint Board to understand any underlying financial risks. The figures may also vary subject to any impact of the Business Support Services proposals.
- 5.3 The Strategic Plan will identify how the resources are to be spent in order to deliver on the national outcomes and how the balance of care will be shifted from institutional to community-based settings. Planned variances will be retained by the Integration Joint Board, which will have the power to carry reserves.

Risk, policy, compliance and governance impact

- 6.1 A detailed risk log is maintained for the Integration Programme and is reported through the status reporting process to the Shadow Health and Social Care

Partnership and through the Corporate Programme Office Major Projects reporting procedure.

- 6.2 Major risks to both the Council and NHS Lothian as a result of the programme of change are also identified on Corporate Management Team, Health and Social Care and NHS Lothian risk registers.
- 6.3 The approach to risk management for the Integration Joint Board and respective parties is set out in the Edinburgh Integration Scheme and the EIJB received a report on 17 July on proposals to develop its Risk Management Strategy.

Equalities impact

- 7.1 The integration of health and social care services aims to overcome some of the current 'disconnects' within and between health and social care services for adults, to improve pathways of care and to improve outcomes.
- 7.2 The intention is to improve access to the most appropriate health treatments and care. This is in line with the human right to health.
- 7.3 A combined impact assessment procedure between NHS Lothian and Health and Social Care has been developed. This will be used for all impact assessments, as required across the joint service, once the Integration Joint Board is fully established.
- 7.4 An impact assessment of all four Lothian Draft Schemes was completed on 10 February 2015 by representatives from NHS Lothian and the four Lothian councils.

Sustainability impact

- 8.1 The proposals in this report will help achieve a sustainable Edinburgh because:
 - joint health and social care resources will be used more effectively to meet and manage the demand for health and care services
 - integrated services will promote personal wellbeing of older people and other adults in need support; and
 - they will promote social inclusion of and care for a range of vulnerable individuals.

Consultation and engagement

- 9.1 Consultation and engagement form a key work stream in the programme. A number of events have taken place with managers and staff during the shadow arrangements.

- 9.2 The Integration Scheme to establish the EIJB was consulted upon widely. A full report on the consultation on the Integration Scheme was provided to Council on 30 April 2015.
- 9.3 A number of members of the EIJB, in line with statute, bring broader perspectives such as service users, carers and the third sector.
- 9.4 A comprehensive engagement programme is also underway to engage with a wide range of staff and stakeholders across the community in relation to the production of the Strategic Plan. The formal consultation on the draft plan will run from August to October. The Council will be a formal consultee.

Background reading/external references

A copy of the terms of reference for each of the audits is available on request from report contact.

[Finance and Resources Committee – 4 June 2015, Health and Social Care Integration Update](#)

[Finance and Resources Committee – 13 May 2015, Health and Social Care Integration Update.](#)

[City of Edinburgh Council – 30 April 2015, Health and Social Care Integration Scheme - Consultation Responses](#)

[Health, Social Care and Housing Committee – 21 April 2015, Health and Social Care Integration Update.](#)

[Finance and Resources Committee – 19 March 2015, Health and Social Care Integration Update.](#)

[City of Edinburgh Council – 12 March 2015, Health and Social Care Integration Scheme: Final for Submission.](#)

Finance and Resources Committee – 3 February 2015, Health and Social Care: Draft Integration Scheme Consultation.

Health, Social Care and Housing Committee – 27 January 2015, Draft Integration Scheme Consultation.

Corporate Policy and Strategy Committee – 20 January 2015, Health and Social Care Integration Scheme: Draft for Public Consultation.

Finance and Resources Committee – 15 January 2015, Health and Social Care Integration; General Update.

City of Edinburgh Council – 11 December 2014, Health and Social Care Integration Scheme; Update on Draft Integration Scheme.

Finance and Resources Committee – 27 November 2014, Health and Social Care Integration Update.

Finance and Resources Committee – 30 October 2014, Health and Social Care Integration Update.

Finance and Resources Committee – 30 September 2014, Health and Social Care Integration Update.

Finance and Resources Committee – 28 August 2014, Health and Social Care Integration Update.

Corporate Policy and Strategy Committee – 5 August 2014, Health and Social Care Integration – Options Analysis of Integration Models.

Corporate Policy and Strategy Committee – 5 August 2014, Response to Draft Regulations relating to the Public Bodies (Joint Working) (Scotland) Act 2014.

See reports above for earlier reporting.

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Links

Coalition pledges	Ensuring Edinburgh and its residents are well cared for.
Council outcomes	Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it.
Single Outcome Agreement	Edinburgh’s citizens experience improved health and wellbeing, with reduced inequalities in health
Appendices	None