

# Minute

## Edinburgh Integration Joint Board

**10.00am, Tuesday 22 June 2021**

Held remotely by video conference

**Present:**

**Board Members:**

Angus McCann (Chair), Councillor Ricky Henderson (Vice-Chair), Councillor Robert Aldridge, Bridie Ashrowan, Carl Bickler, Heather Cameron, Andrew Coull, Councillor Phil Daggart, Christine Farquhar000, Councillor George Gordon, Ruth Hendery, Kirsten Hey, Martin Hill, Nancy Mackenzie, Ian Mackay, Grant Macrae, Jacqui Macrae, Councillor Melanie Main, Allister McKillop, Moira Pringle, Judith Proctor, Peter Murray and Richard Williams.

**Officers:** Matthew Brass, Jessica Brown, Sarah Bryson, Ann Duff, Nikki Conway, Tom Cowan, Tony Duncan, Rachel Gentleman, Lauren Howie, Linda Irvine-Fitzpatrick, Angela Ritchie and Hazel Stewart.

**Apologies:** Helen FitzGerald

### 1. Appointments to the Edinburgh Integration Joint Board and Committees

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The Board was presented with a report informing members of changes in membership.

**Decision**

- 1) To note that the City of Edinburgh Council has appointed Councillor Ricky Henderson as the Chair of the IJB from 27 June 2021, when the current terms of office end.
- 2) To note that NHS Lothian has appointed Angus McCann to become the Vice-Chair of the IJB from 27 June 2021.

- 3) To note that Angus McCann will take up the position of Chair of the Strategic Planning Group and Councillor Ricky Henderson will take up the position of Vice-Chair from 27 June 2021.
- 4) To appoint Angus McCann as the Chair of the Futures Committee, replacing Peter Murray.
- 5) To appoint Allister McKillop to take up the non-voting member vacancy on the Clinical and Care Governance Committee.
- 6) To appoint Grant Macrae to take up the non-voting member vacancy on the Audit and Assurance Committee.
- 7) To appoint Judith Stonebridge as a non-voting member of the Strategic Planning Group
- 8) To note that NHS Lothian would confirm who would take up the non-voting member vacancy of the IJB in due course.
- 9) To re-appoint the following non-voting members to the Board for a further three-year term
  - Carl Bickler
  - Christine Farquhar
  - Helen FitzGerald
  - Kirsten Hey.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

## **2. Bed Based Care – Phase 1 Strategy**

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### **2.1 – Deputation – Edinburgh Trade Union Council**

The Board agreed to hear a deputation from the Edinburgh Trade Union Council. The Deputation made the following key points:

- Concerns were expressed on the future of care home workers who had worked tirelessly throughout the pandemic.
- Concerns were expressed over the impact on the wider goals of social care both within Edinburgh and nationwide ambitions by moving residents into privately ran homes.
- Assurances were sought that the care homes residents would be placed in were suitable for care needs. The deputation suggested that new build care homes would be the most appropriate alternative.
- The Deputation supported the first two points of the Proposal submitted.

### **2.2 – Deputation – UNISON, Unite and GMB.**

The Board agreed to hear a deputation from UNISON, Unite and GMB. The deputation made the following key points:

- Concerns were expressed over the treatment of staff in the decision-making. The deputation felt that no consideration had been given over

what 'redeployment' would mean and look like for staff no longer able to work in the care homes closing.

- Some staff had already just been relocated from closed care homes (eg. Cherry Oak) and hadn't yet started at their new home yet already got a letter through to state that it would be closing.
- Concerns were expressed over the stakeholder engagement that had seemed absent up to this point and questioned the consultation period that was scheduled to last until August which was not long enough to gather all information required.

### **2.3 – Report by the Chief Officer, Edinburgh Integration Joint Board.**

The Board were presented with an overview of the bed-based care strategy (phase 1) for approval. The report recommended the decommissioning of care homes throughout Edinburgh that were noted to no longer be suitable nor have the appropriate facilities for providing the care needs of residents. With the EIJB's role as a Joint Board, the Board were recommended to set direction to both the City of Edinburgh Council and NHS Lothian to decommission the various care homes.

#### **Decision**

- 1) To approve the phase 1 approach as set out in the bed-based care strategy (Appendix 2).
- 2) To set direction to NHS Lothian in order to:
  - a. Decommission intermediate care currently provided at the remaining wards at Liberton Hospital and to re-provide these within a reconfigured number of beds within the remaining Hospital Based Complex Clinical Care (HBCCC) estate.
  - b. Decommission HBCCC beds provided at Findlay House and Ellen's Glen House and re-provide these within the former residential care home facility in Drumbrae.
  - c. Commission Intermediate Care beds within the bed base remaining at Ellen's Glen House and Findlay House.
  - d. Decommission the HBCCC beds provided at Ferryfield House, withdraw from the lease at intended break point and decommission service in October 2022.
- 3) Set direction to City of Edinburgh Council of the EIJB's intention to:
  - a. Decommission residential care currently provided at Clovenstone, Ford's Road, Jewel House and Ferrylee care homes.
  - b. Decommission the residential care model provided at Drumbrae Care Home and single intent to re-provide HBCCC within that facility.

- 4) To note that the Bed Based Review proposals are designed to meet the strategic intention of the IJB to deliver the right care, in the right place, at the right time, and that the EIJB supports this.
- 5) To note that the four care homes proposed for decommissioning no longer meet Care Inspectorate standards and that the consequences of a reduction in care homes beds in the city needs to be connected to a commensurate reinvestment in alternative care provision
- 6) To agree to delay making a final decision, with the exception of preparation towards the time critical elements of recommendations 2.a. (Liberton Hospital) , 2.d. (Ferryfield House lease withdrawal) and 3.b. (Drumbrae change to HBCCC), until the following actions have been completed / progressed and for further consideration to a future Board meeting, with the target date of 17 August and a special Board meeting to be arranged to consider this if required after this date:
  - a. A final Integrated Impact Assessment.
  - b. Engagement with trade unions regarding the impact on Council Health and Social Care staff.
  - c. Consultation with key stakeholders including City of Edinburgh Council about decommissioning four care homes.
  - d. A plan detailing what investment will be required to ensure that people are supported to live independently in their own homes for as long as possible, including home care, community infrastructure and Primary Care services.
  - e. An update on workforce planning for each type of care and location and the measures to be taken to support the recruitment, retention and development of key staff.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

### **3. Minutes**

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#### **Decision**

To approve the minute of the Edinburgh Integration Joint Board of 27 April 2021 as a correct record.

### **4. Rolling Actions Log**

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The Rolling Actions Log for March 2021 was presented.

#### **Decision**

- 1) To agree to close Action 2 – 2021/22 Financial Plan Update.
- 2) To note the remaining outstanding actions.

(Reference – Rolling Actions Log, submitted).

## **5. Edinburgh Integration Joint Board Risk Register – Referral from the Audit and Assurance Committee**

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The Board were presented with the EIJB's Risk Register that had already been considered and subsequently referred from the Audit and Assurance Committee.

The Register updated members on the activity to manage, mitigate and escalate EIJB risks, which included a new governance process for scrutinising risks.

Highlighted in the referral from Audit and Assurance, members evaluated the appropriateness of the target risk of Risk 1.3, which was currently set as high and could pose a threat to the delivery of Delegated Services and the wider Strategic Plan.

### **Decision**

- 1) To note the further development of the risk register with the adoption of a new process to ensure regular Executive Management Team (EMT) involved in assessing and managing risk.
- 2) To consider the updated risk profile cards for medium and high-level risks noting that these have been reviewed by the EMT in May 2021.
- 3) To determine if mitigating controls identified against these current risks are adequate.
- 4) To consider the need for further risks to be added to the register,
- 5) To note that a review of the Committee structure would be scheduled
- 6) To share previous versions of the Risk Register with the newly appointed IJB members.

(Reference – Report by the Chief Finance Officer, Edinburgh Integration Joint Board, submitted)

## **6. Communications and Engagement Strategy**

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The Board were presented with a Communications and Engagement Strategy that had been developed in response to the EIJB's and Edinburgh Health and Social Care Partnership's (EHSCP) ambition to engage and communicate with the widest range of audiences to increase visibility and awareness.

The Strategy had been presented previously to the Strategic Planning Group and undergone scrutiny before its presentation to the Board. Moving forward, the monitoring and development of the strategy was noted to lie with the EIJB's Public Facing Working Group.

### **Decision**

- 1) To note the content of the C&E Strategy.
- 2) To note that monitoring and development of the C&E Strategy will be supported by the EIJB Public Facing Working Group.

- 3) To note that the C&E Strategy will be formally refreshed every 3 years, in line with the Strategic Commissioning Planning Cycle.

(Reference – Report by the Head of Strategic Planning, EHSCP, submitted).

## **7. Financial Update**

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The Board were presented with the out-turn position for 2020/21 and the progress with balancing the 2021/22 financial plan.

The report highlighted an overall surplus of £1.0m for 2020/21, and efforts are ongoing to update the 2021/22 Plan after the recent receipt of significant Covid-19 funding from the Scottish Government.

Members noted the current ongoing efforts from the Chief Officer and Chief Finance Officer with Scottish Government officials to explore the extent to which the IJB's earmarked reserves can be applied to support the range of financial pressures.

### **Decision**

- 1) To note that, subject to audit, a surplus of £1.0m is reported for the financial year 2020/21.
- 2) To agree that the additional funding of £2.5m agreed by the Council is applied to reduce the 2021/22 budget deficit.

(Reference – Report by the Chief Finance Officer, Edinburgh Integration Joint Board, submitted)

## **8. Annual Review of Directions**

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The outcome of the annual review of directions for 2021 was presented to the Board. Members noted the previous consideration by the Performance and Delivery Committee that had contributed to the content of the paper presented to the Board.

Moving forward, members noted the intention to review and revise the Directions Policy in the Autumn of 2021, with the last review coming in 2019.

### **Decision**

- 1) Notes that P&D Committee has reviewed the directions covering the period April 2020 – March 2021.
- 2) Notes that P&D Committee considered initial proposals for retaining, varying or closing directions at Appendix 1.
- 3) Approves the varied directions provided at Appendix 2, which were considered by P&D Committee as part of the review.

(Reference – Report by the Head of Strategic Planning, EHSCP, submitted)

## **9. Evaluation of Winter Planning 2020/2021**

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An update on the performance throughout winter 2020/21 was presented to the Board. The report included an overview of the winter planning actions and services as well as an evaluation of their impact and effectiveness.

### **Decision**

- 1) To note the evaluation of winter 2020/21 contained within this paper.
- 2) To note that a number of the successful winter incentives have been funded recurrently.
- 3) To note that planning is underway with regards to our key priorities for Winter 2021/22.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

## **10. Edinburgh Integration Joint Board Governance Handbook**

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The Board were asked to endorse the EIJB Governance Handbook, which intended to act as a practical reference guide for the EIJB covering a range of governance themes designed in short sections, that can be used for continual board development.

### **Decision**

- 1) To endorse the EIJB Governance handbook included at Appendix 1 as developed by EIJB members supported by the Good Governance Institute.
- 2) To agree to the Handbook being reviewed in 18 months as set out at 4 below.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

## **11. Committee Updates**

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A report was presented which provided an update on the work of the IJB committees which had met since the last Board meeting. In addition to the summary report, draft minutes of the Strategic Planning Group and Performance and Delivery Committee were submitted for noting.

### **Decision**

To note the update and the draft minutes of the IJB Committees.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **11. EIJB Consultation Response – Fairer Duty Guidance**

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The consultation response to the Fairer Scotland Duty Guidance was submitted to the Board for noting.

### **Decision**

To note the EIJB consultation response which has been approved and submitted by the Chief Officer in line with the agreed consultation protocol.

(Reference – Report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

## **12. Valedictory Remarks**

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The Chair gave thanks to both Andrew Coull and Nancy McKenzie who were both resigning from the Board and wished them well in the future.

The Chair also thanked the Board for the work and progress made throughout his time as Chair and noted that Councillor Ricky Henderson would take up the post from the next EIJB meeting, with Angus McCann moving to the Vice-Chair position.