

Policy and Sustainability Committee

10am Thursday 11 March 2025

Edinburgh Integration Joint Board Update Report

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee (P&SC):
 - 1.1.1 Considers the contents of this report.

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Report

Edinburgh Integration Joint Board Chief Officer Update Report

2. Executive Summary

- 2.1 This report provides a quarterly report on the work of the Edinburgh Integration Joint Board (EIJB) and progress with key workstreams within the Edinburgh Health and Social Care Partnership (the Partnership). This update also provides an update on the EIJB savings and recovery programme.
- 2.2 It is anticipated this report will continue to strengthen the relationship and reporting arrangements between the Edinburgh Integration Joint Board and the City of Edinburgh Council (the Council). As the Edinburgh Health and Social Care Partnership (EHSCP) operates a large and varied range of services, this report will report on areas of areas of priority/significance as well as any issues for escalation.
- 2.3 If member wish additional topics covered in future iterations of this report, please contact Angela Brydon @ angela.brydon@edinburgh.gov.uk or myself and this can be incorporated into future reports.

3. Background

- 3.1 As part of governance arrangements in place, the EIJB Chief Officer provides a regular report to Policy and Sustainability Committee (P&SC) of areas of interest relating to the EIJB. This report will cover items of strategy, performance, operational delivery governance and the savings and recovery programme.

4. Main report

- 4.1 This report (Appendix 1) will cover the following areas for consideration by P&SC:

4.1.1 Items of Governance

- 4.1.1.1 Financial Position / Savings and Recovery Programme

4.1.1.2 Edinburgh Health and Social Care Partnership Management Restructure

4.1.2 Items of Strategy

4.1.2.1 EIJB Strategic Plan

4.1.2.2 Older People's Pathway

4.1.2.3 Change Programme

4.1.3 Items of Operational Delivery and Performance

4.1.3.1 Unscheduled Care Funding

4.1.3.2 Care Inspectorate Inspections

4.1.3.3 Performance

4.2 The focus of the paper is contained within the report (Appendix 1) will cover the period July 2024 – December 2024.

5. Next Steps

5.1 This report provides Policy and Sustainability Committee with an update on key areas of interest. A further report will be presented to P&S Committee in August 2025.

6. Financial impact

6.1 There are no specific financial impacts arising from the contents of this report. Any financial impacts will be included within specific reports on workstreams contained within this report.

7. Equality and Poverty Impact

7.1 There are no specific equality and poverty impacts arising from the contents of this report. Any equality and poverty impacts will be included within specific report on workstreams contained within this report.

8. Climate and Nature Emergency Implications

8.1 As a public body, the Council has statutory duties relating to climate emissions and biodiversity. The Council

“must, in exercising its functions, act in the way best calculated to contribute to the delivery of emissions reduction targets”.

(Climate Change (Emissions Reductions Targets) (Scotland) Act 2019), and

“in exercising any functions, to further the conservation of biodiversity so far as it is consistent with the proper exercise of those functions”.

(Nature Conservation (Scotland) Act 2004)

- 8.2 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions and embedded this as a core priority of the Council Business Plan 2023-27. The Council also declared a Nature Emergency in 2023.

Environmental Impacts

- 8.3 As this report is an update report on a range of key activities, any environmental impacts will be highlighted as part of specific reports on key workstreams.

9. Risk, policy, compliance, governance and community impact

- 9.1 As this report is an update report on a range of key activities, any impacts will be highlighted as part of specific reports updating on key workstreams. It should be noted that this report aims to improve the governance / interface arrangements between the Edinburgh Integration Joint Board and the Council.
- 9.2 This report is an update report for members of P&SC on the work for the EIJB, therefore there is no stakeholder or community impact. Any stakeholder or community impact relating to any of the workstreams contained within the report have been carefully considered and referred to within the relevant report to committee / EIJB.

10. Background reading/external references

- 10.1 None

11. Appendices

Appendix 1 – Chief Officer Update

Appendix 1 – EIJB Update Report

Items of Governance

Financial Position / Savings and Recovery Programme

1. The Chief Finance Officer has now provided [the Edinburgh Integration Joint Board](#) (EIJB) with moderate assurance of a break-even position for 2024/25. Work is continuing on the update to the medium-term financial strategy (MTFS).

Items of Strategy

Strategic Plan

2. There was an extensive public consultation on the EIJB's draft Strategic Plan which ended in September 2024. The feedback indicated that the draft Strategic Plan lacked detail, did not cover the full breadth of EIJB responsibilities and didn't reflect the financial situation facing the EIJB. In light of the feedback, the EIJB Strategic Plan has been redrafted to address some of the concerns raised as part of the consultation. The EIJB has therefore agreed a further period of consultation which will run from the 20 January - 16 February.
3. The latest iteration of the Strategic Plan will be included as an appendix to the Medium-Term Financial Strategy which will be presented to the EIJB in March. The plan will also be presented to partner governance forums for consideration. The final version will be presented to the EIJB in June for ratification.

Older Peoples Pathway Programme

4. The EIJB agreed in April to conduct a feasibility study to ascertain the best use for Drumbrae. A number of proposals were considered as part of the feasibility study and the three that scored highly included:
 - a. Open Drumbrae as a care home for working age adults (under 65).
 - b. Open Drumbrae as a interim care and rehabilitation facility.
 - c. Open Drumbrae as a nursing home for older people (over 65).

Care Home for working age adults

5. Where an individual needs a specialist care home bed and is under 65, the Partnership place them in neighbouring facilities. Looking at the demand profile for this specialist care home beds, the Partnership placed 23 residents in neighbouring Partnerships at an average cost of £2,400 per person, per week. Of these, 4 residents were place during 23/24, highlighting there is a low demand for this provision and would not a viable option for Drumbrae.

Interim care and rehabilitation facility

6. There has been an enhanced focus on improving the frailty pathway and enhanced pathways such as hospital at home and discharge to access. These pathways reduce the requirement for rehabilitation to be undertaken in facility and increase the ability to undertake rehabilitation in a home environment. If more patients can receive rehabilitation at home, and the community resources are right sized to meet demand, a decrease in the bed numbers is likely as the demand will move into the community. This shift in approach to rehabilitation means that it would not be viable to operate Drumbrae as a care and rehabilitation facility.

Nursing home for older people (over 65).

7. Currently there is 72 people delayed in hospital which are waiting on a nursing or specialist dementia place and requiring local authority funded places. This is balanced against 120 available care home beds within the private sector, with only 9 at local authority rates with 4 spaces within the City of Edinburgh Council care home provision. This bed position, highlights that there is significant demand for nursing and specialist dementia provision within Edinburgh. Buchan & Associates carried out a bed modelling exercise completed on behalf of NHS Lothian by. The exercise projected that Edinburgh needs a new 60-70 bed older people's care home each year for the next twenty years to meet predicted demand and demographic growth.
8. The feasibility study considered all options and identified that the optimum use for Drumbrae would be to open it as a nursing home for older people aged over 65. Due to the size of the unit, it would only be a viable proposition if there was a consolidation with two remaining older care homes within it.

Change Programme

9. The EIJB continue to drive forward a significant programme of change aimed at embedding innovation, new ways of working, performance improvement and financial sustainability.
10. Good progress continues to be made with the One Edinburgh programme and the preparations for a shift towards an internal reablement service. Training for back office and management staff is complete. Training for frontline staff began in early December and will run until March 2025. Work is underway to plan for long term care currently provided internally to be moved to the external market, to free up staff capacity to focus fully on the provision of reablement and its associated benefits. Improvement work continues on the Total Mobile system, with a focus on improving scheduling to create capacity and enable the delivery of the reablement service. In addition to this, work continues in relation to the new framework contract for the delivery of commissioned care at home, with the tender having closed in late November and the framework on track to commence in April 2025.

11. As part of the redesign of pathways for services for working-age adults, early scoping is underway for a new commissioning approach which would see framework contracts established to improve quality, capacity and best value. Two co-production events have been held with providers and the project team is preparing draft specifications to share with the market.
12. The Strategic Change Board recently considered an outline business case for the development of a brokerage function which will help to deliver more efficient and cost-effective commissioning of services from the external market. The case was approved in principle and it was agreed that implementation would be considered in tandem with the delivery of Phase 2 of the organisational restructure, which is now underway. The development of a coherent brokerage model for the Partnership will ensure the best use of contracted services and can consistently demonstrate best value in commissioning and that capacity can be freed up within social worker teams to focus on more appropriate professional tasks.

Non-Residential Charging Policy

13. A consultation on the non-residential charging policy will begin in early March and run for a twelve-week period. Service users, their families and unpaid carers who may be affected by the proposed changes will be directly invited to participate. There will also be opportunities for third and independent sector partners, community organisations, elected members and the wider public to contribute. Further information about the consultation and details on how to participate will be circulated through a range of communications channels.
14. The consultation approach has been approved by the appropriate governance groups (e.g., Consultation Advisory Panel and Corporate Leadership Team).
15. The consultation will ask for views on the following areas:
 - a. Increasing the maximum weekly contribution that service users who are eligible to contribute to their care can be asked to make.
 - b. Introduce a charge for managing people's finances under a corporate appointeeship.
 - c. Introduce a charge for day support services.
16. It should be acknowledged that:
 - a. People will not be charged more than they can afford to pay. The Edinburgh Health and Social Care Partnership (the Partnership) will work out what is affordable for each person using a robust financial assessment process.
 - b. People will not be charged more than the cost of the service they receive.
 - c. People will be supported to maximise their income.

17. Consultation feedback will be used to inform an Integrated Impact Assessment (IIA) and recommendations to Policy and Sustainability Committee in August 2025, with any agreed changes to the policy to be implemented subsequently.

Items of operational delivery and performance

Unscheduled Care Funding

18. The Scottish Government have invested an additional £14.5M per year to improve Unscheduled Care performance and reduce delayed discharge in NHS Lothian, of which the EIJB received £8.2M. This additional funding was provided with strict conditions that it had to be used for the development of additional system capacity and could not be used to maintain existing services as a mitigation against savings requirements and it could not be used to address underlying funding deficits. The Scottish Government are monitoring the implementation of the programme extremely closely.
19. The EIJB are using this ring-fenced money to fund a range of initiatives that align to its draft Strategic Plan. At £4.1M, the largest of these initiatives is the transfer of packages of care from EHSCP's internal care team to external providers to release the capacity for the internal team to support people with higher levels of need to return home from hospital when their acute medical needs resolve, including people who may be waiting for admission to a care home.
20. At £2.4M, the next largest initiative is a substantial increase in community rehabilitation capacity to support people to recover from illness or injury in their own homes rather than in hospital. The full range of initiatives was presented to the [EIJB](#) on 17 December 24 and subsequently agreed.
21. There is a potential financial risk if the Scottish Government were to discontinue the funding as the Partnership would have the ongoing requirement to fund the care that has been transferred to external providers. To minimise this risk, officers asked Scottish Government to commit to providing recurrent funding, which they have done but with the caveat that they need to see evidence that the money translated into a positive impact on hospital flow. The transfer of care from the Partnership's internal provision to external providers was already planned for 25/26 to enable a greater focus on reablement which is an evidence-based intervention for reducing dependency on care at home.
22. In the event that the Scottish Government discontinued this source of funding, the Partnership's enhanced capacity to provide reablement and rehabilitation is expected to mitigate the financial risk to the Council in the longer-term.

Edinburgh Health and Social Care Partnership Management Restructure

23. Phase 2 of the Edinburgh Health and Social Care Partnership restructure was presented to the Executive Team on the 14 November 2024. The first part of phase 2 focuses on:
- Mental Health, Substance Use and Learning Disabilities.
 - Assessment and Care Management portfolios
24. These two areas have been prioritised to reduce pressures on line management arrangements and improve spans of control, professional governance and safety in these areas. Restructure options and staff engagement events took place on 18 November. Formal consultation started in these areas on 18 December and this process will run until February 2025.
25. Work is also progressing within Strategy division and the first staff engagement took place on 18 November. Further engagement will take place up to mid-January 2025 with consultation to follow thereafter. The proposed new structure within the Strategy division will support better alignment with strategic aims as well as improve the interface with operational services.

Care Inspectorate Inspections

26. Between July – December 2024, there have been 1 Care Home Inspection. All Care Homes have been inspected against a range of quality themes. Only a selection of quality themes / statements will be scrutinised at each inspection. The undernoted provides the rating for the care home.

Care Home	Date of Inspection	How well do we support peoples' wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is our care and support planned?
North Merchiston	17 October 2024	4 – Good	Not assessed	5 – very good	Not assessed	Not assessed

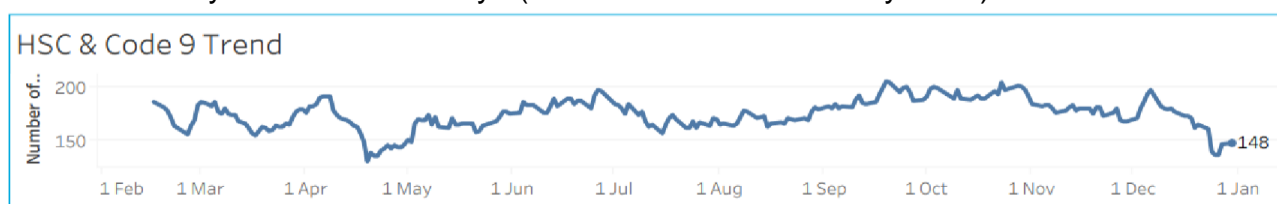
27. Undernoted are some of the key messages from the inspection
- People's health and wellbeing needs were being met.
 - People experienced warm and gentle care from staff who knew them well.
 - People's dining experience required some attention.
 - Staff were committed to helping people achieve their best possible outcomes.
 - Staffing arrangements were good, and staff worked well together.
 - Family members commented favourably about the care their loved ones received.

Performance

28. This update will provide an overview on 4 key areas of performance, namely:
- The number of people delayed in their discharge from hospital.
 - The number of people waiting for a package of care, including people waiting in hospital and those waiting in the community.
 - The number of people waiting for a social care assessment.
 - The number of outstanding reviews.

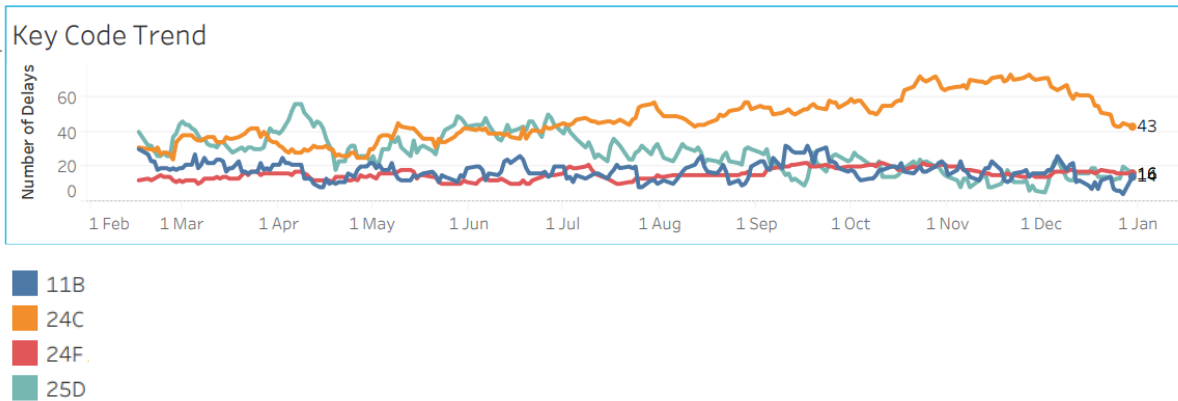
Delayed Discharges

29. Following an increase at the start of December, delays have reduced across the month and are at 148 as of 30 December 2024, which is a 13% decrease from 171 seen at the end of November 24. December 2024 has seen slightly higher levels of delay over the festive period than December 2023, however December 2023 saw historically low levels of delays (the lowest level since May 2021).



30. Historically, delays have increased across the last week of December/first week of January as services experience lower levels of staff due to leave, the Partnership have not yet seen this increase however it is anticipated to increase in January.
31. The number of people waiting on an assessment has fluctuated across the month and is at 14 on 30 December 2024, which is a similar level to the figure seen at the end of November (16).
32. The number of people waiting on a care home placement has reduced across December, however 70 people were waiting at the end of December, compared to 95 people waiting at the end of November. Capacity continues to be an issue, with the majority of people waiting on a local authority funded place and few Local Authority beds available across the city.
33. The number of those awaiting a place in a nursing home (24C) has decreased across December and is at 43 as of 30 December compared to 71 at the end of November. The number of people waiting on a dementia bed (Code 24F) has seen an increase across the month and is at 19 on 30 December, an increase from the figure seen at the end of October (14). The number of people waiting on a place in a Local Authority Residential Home (24A) has also seen an increase across the month from 2 at the end of November to 5 on 30 December.
34. The number of people waiting on a package of care (Code 25D) has increased across the month and is at 16 on 30 December, an increase from the figure seen at

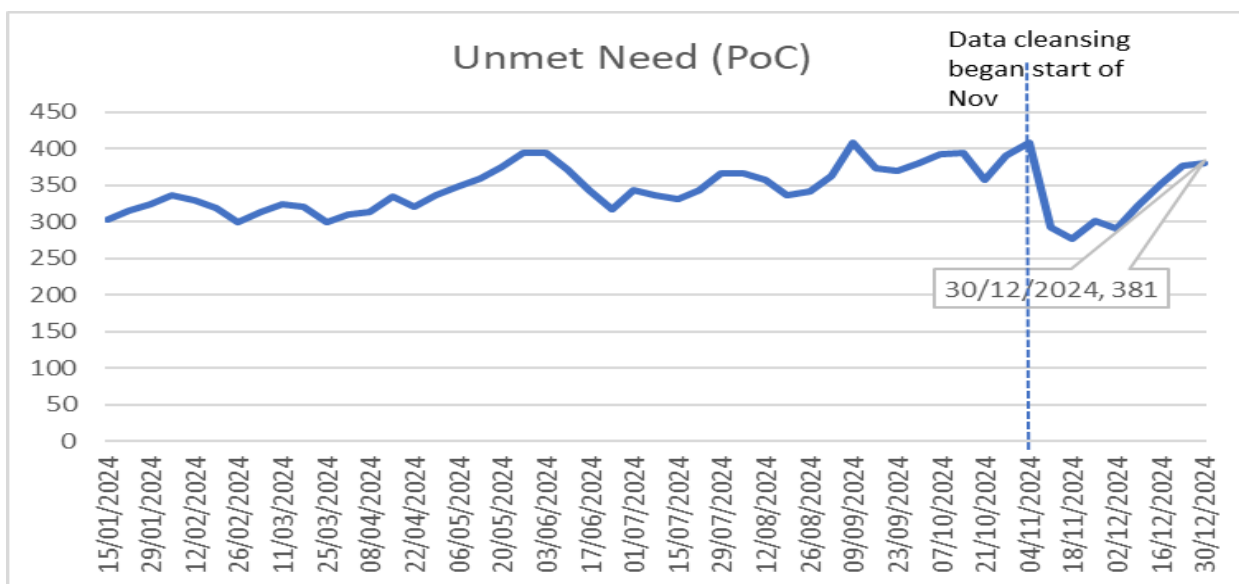
the end of November (5) which is a 36% reduction on the figure seen at this time last year (25).



- 35. The resilience huddle, which was introduced over the winter period, continues to meet to monitor performance, identify any fragility or gaps in service delivery and ensure service sustainability.

People waiting for a package of care:

- 36. The data cleansing process (at the start of November) has reduced the unmet need list, however the number of people waiting on a package of care has increased again across December with 381 people waiting as of 30 December. This is a 31% increase from the 290 seen at the end of November.
- 37. Internal data indicates that the number of people being added to the unmet need list has increased across November and December, and although the number of people due to start a Package of Care (PoC) has also increased, the number of additions outstrips this, which has led to an increase in the number of people waiting.

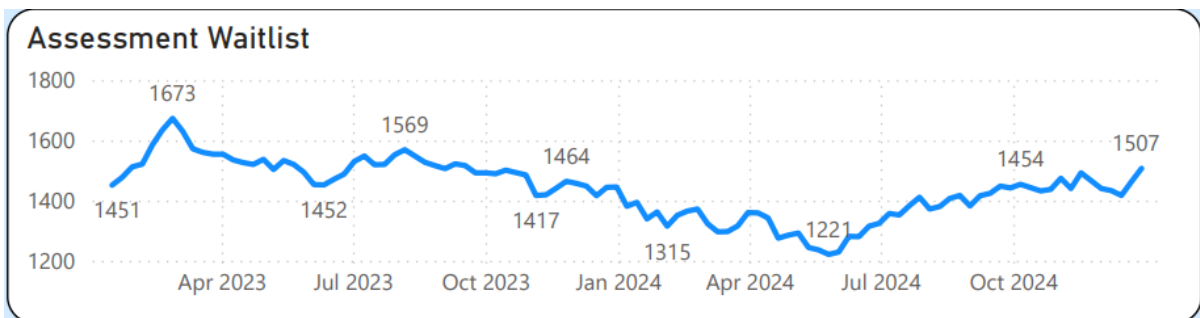


38. Due to the Scottish Government definition of Unmet Need changing earlier this year, there is limited historical data available to allow for detailed comparison, however previous data indicates that the unmet need (PoC) list does increase across December, likely due to an increase in staff leave over the festive period. The daily Command Centre continues to meet daily to oversee performance.

People waiting for an assessment of social care:

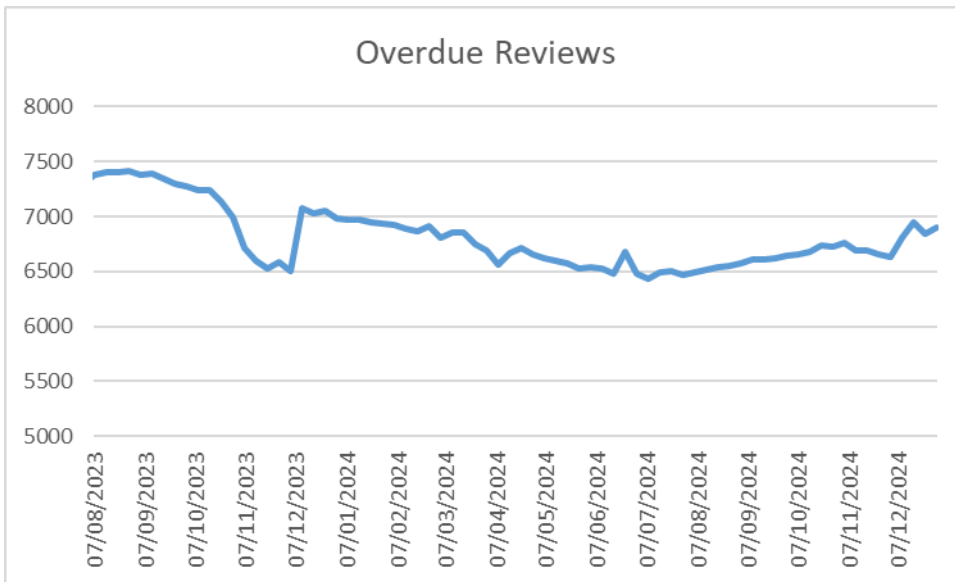
39. The assessment waitlist has been steadily increasing since June of this year and has continued to increase across December. The waitlist is at 1507 on 30 December 2024, an increase from the figure seen at the end of November (1439), this is also an increase from the figure seen at the end of December 2023 (1445). This increase across 2023 is due to a loss of capacity as a result of no longer using agency staff, and reallocation of resources towards the Social Care Direct Response Team and the savings programme.

40. The waitlist continues to shift towards reassessments, with 58% of people on the list waiting on a reassessment of a service. Work is underway to review several assessments on the waiting list allocated to Occupational Therapists, with an aim to moving them on to the Housing Support list.



Outstanding reviews:

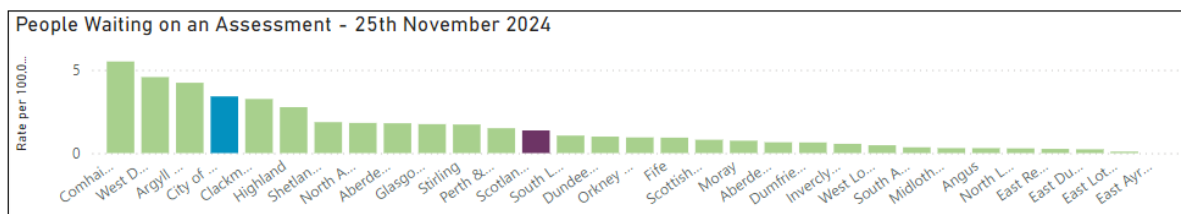
41. The Partnership continue to have a significantly high number of reviews to be undertaken, with approximately 6904 reviews recorded on the system at 30 December 2024. There has been a 6% reduction in reviews since August 2023.



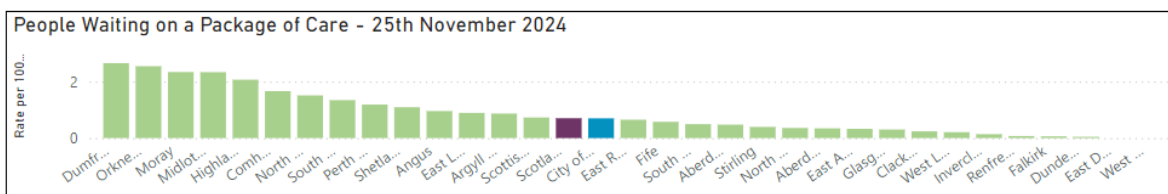
42. There are 2 things to note about this, the first that reviews do not relate to individual people as it is review for service rather than review of the person. When a review is undertaken, it is a review of a person’s needs, this may involve reviewing more than one service they receive. Secondly, there are significant quality issues with this data. However, even despite these two caveats, the Partnership continue to have a significant challenge. The review and assessment team continue to work through the backlog of reviews, starting with the most complex cases which will often take longer to complete. This work has been a priority focus during 2024 and will continue into 2025.

Benchmarking Graphs

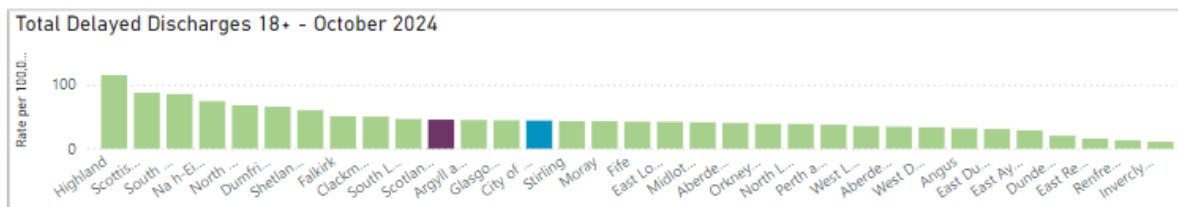
43. Note that the delays benchmarking is taken from PHS Official monthly release on delayed discharges in NHSScotland and as such will often relate to data from previous months. **Please note there has been a delay in Delayed Discharges Benchmarking data this month, the charts below relate to the most recent data we have received (October).**



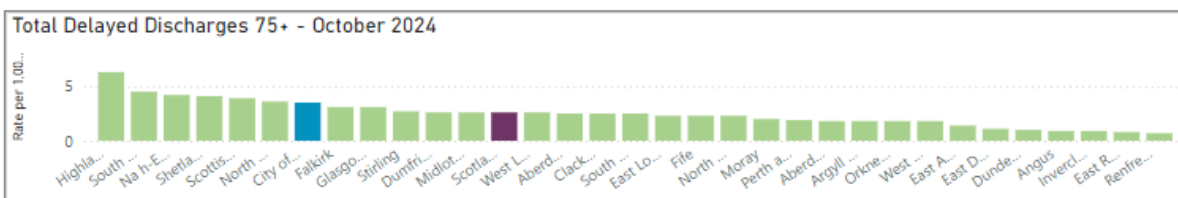
44. Edinburgh is ranked 27 out of 30 partnerships for assessments, which is the same position as the previous two months, the rate remains similar- 3.41 people per 100,000 compared to 3.42 last month. The Partnership remain in the bottom quartile.



45. Edinburgh is ranked 18 out of 32 partnerships, moving up four positions from last month. We remain in the bottom 50% of partnerships nationally. The Partnership are now the same as the Scotland Rate (0.70).



46. Edinburgh is ranked 20 out of 32 partnerships and has moved up one position from the previous month, the Partnership remain in the third quartile nationally and were just above the Scottish rate in September, however have now moved below it.



47. Edinburgh is ranked 27 out of 32 partnerships and has moved up one position from the previous month. The Partnership remain in the bottom quartile nationally.