



Minutes

Edinburgh Integration Joint Board Strategic Planning Group

10.00am Friday 22 November 2019

EVOC – 525 Ferry Road, Edinburgh

Present: Councillor Ricky Henderson (Chair), Angus McCann (Vice-Chair), Councillor Robert Aldridge, Mike Ash, Colin Beck, Christine Farquhar, Belinda Hacking, Stephanie-Anne Harris, Nigel Henderson, Ella Simpson and Hazel Young.

In attendance: Colin Briggs, Tony Duncan, Mark Grierson, Linda Irvine-Fitzpatrick, Jamie Macrae, Michele Mulvaney, Alana Nabulsi, Moira Pringle, Craig Russell, Susan Shippey and Jay Sturgeon.

Apologies: Dermot Gorman.

1. Minutes

Decision

- 1) To approve the minute of the Edinburgh Integration Joint Board Strategic Planning Group of 23 September 2019 as a correct record, subject to the addition of Stephanie-Anne Harris's apologies.
- 2) To note the minute of the Edinburgh Integration Joint Board Futures Committee of 21 October 2019.
- 3) To note the decisions of the Edinburgh Integration Joint Board of 22 October 2019.
- 4) To agree to continue to receive the note of the decisions of the Edinburgh Integration Joint Board.

2. Rolling Actions Log

Updates were provided on the following actions:

- Action 1 – Enhancing Carer Representation on Integration Joint Boards – there was no conclusion to this action as yet.
- Action 2 – Grants Programme – Monitoring and Evaluation Framework – officers were due to collect information from recipients at the end of the year. There would be a further update in the new financial year, possibly to the Performance and Delivery Committee, rather than this group (to be confirmed).
- Action 3 – Directions – the IJB agreed the new Directions policy in October. The tracker would continue to be monitored. MSG guidance was expected in early 2020.

Decision

To note the updates and the outstanding actions.

(Reference – Rolling Actions Log, submitted.)

3. Terms of Reference

The Strategic Planning Group (SPG) had previously discussed the previous draft of the Terms of Reference, which were resubmitted with revised core duties for discussion. The intention was to submit the revised Terms of Reference to the Joint Board in December.

The group discussed the difficulties in recruiting citizen representatives on the Joint Board. There had been a recent round of recruitment but this had been unsuccessful.

Under “Membership”, Christine Farquhar and Ella Simpson were listed twice (as Non-Voting Members and Attendees). Stephanie-Anne Harris was incorrectly labelled as a “health care non-commercial provider”.

At the last IJB meeting, it was agreed that the SPG would monitor the financial framework – it was agreed that this would be added to the SPG Terms of Reference. Members also discussed the possibility of reducing the deadline for the notice of the meeting from 7 to 5 days.

Decision

To agree that the Terms of Reference would be submitted to the Joint Board, subject to the following changes:

- Christine Farquhar and Ella Simpson to be removed from attendee list.
- Stephanie-Anne Harris incorrectly labelled as a health care non-commercial provider.
- Monitoring of financial framework to be added to the Specific Duties.

- Consideration to be given to reducing the timescale for issuing the notice of the meeting from 7 to 5 working days.

(Reference – Terms of Reference, submitted.)

4. Annual Cycle of Business

Following the establishment of the new IJB committee structure, each committee/group had an annual cycle of business which would be submitted to each meeting. The first draft of this was submitted for consideration.

During the discussion, the following points were raised:

- There should be more of connection with locality teams – there was a plan to address this by inviting locality managers to the IJB once a year to discuss implantation of the Strategic Plan.
- The “Plan of Plans” which was discussed at the last meeting would be incorporated.
- There was very little on the set-aside budget, which amounted to 30% of the IJB budget – this should be added.
- There should be something on community planning.
- There should be clear linkages between the Joint Board and the committees.

Decision

- 1) To note the Annual Cycle of Business.
- 2) To agree that an item on the set-aside budget would be added.
- 3) To agree that consideration would be given to the inclusion of an item on community planning.
- 4) To agree that the Annual Cycle of Business would be reviewed to ensure that all items were within the remit of the SPG.

(Reference – Annual Cycle of Business, submitted.)

5. Learning Disability - Step Down - Royal Edinburgh Hospital

Mark Grierson provided an update on the Royal Edinburgh Acute Services (REAS), which provided assessment and treatment for adults with a learning disability. The service had been over-capacity for a significant period of time, due mainly to the inability of community resources to respond to allow people to leave hospital. As part of the Strategic Plan 2019-2022, the intention was to develop community placements for people currently ‘living’ in hospital. This was likely to become available over the next two years. In the interim period, and to develop ‘flow’ in the hospital, the creation of a ‘step-down’ resource was proposed. This would focus on short term patients for whose caring

supports had broken down. This would require REAS to close three beds that were overcapacity. Disability services in Edinburgh's Health and Social Care Partnership (EHSCP) would provide this resource and funding of £0.3m would be required to deliver it. This funding would be set against the current expenditure of £0.5m and would deliver a reduction of £0.2m.

The service would be staffed by the EHSCP and the final destination for service users would be supported accommodation in the community. The teams would remain involved at this point to ensure they are still being supported.

Decision

Subject to IJB approval:

- 1) To approve the recommended option outlined in paragraph 11 of the report.
- 2) To agree the recommendation for a two-year service provision focussed on sustaining flow through the Royal Edinburgh Hospital.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

6. Adult Sensory Support Contract

Susan Shippey, Strategic Planning & Commissioning Officer, along with Craig Russell, the Council's Principal Solicitor for employment, provided details of the Adult Sensory Support Contract. Services for people with sensory impairments had been delivered by the Royal National Institute of Blind People (RNIB) and Deaf Action for the last ten years through a number of City of Edinburgh Council contracts. The current adult sensory support contract was due to expire on 30 September 2020. The Strategic Planning Group was asked to consider a range of options presented in the report for the delivery of a suite of services to meet the needs of people with sensory impairment from October 2020. The current contractor would not be bidding for the new contract.

Members discussed the importance of working in partnership with the organisations and applying the 3 Conversations model.

Decision

- 1) To express a preference for Option 2, as outlined in paragraph 16 of the report.
- 2) Subject to IJB approval, to agree that the Council be directed to commission services for a 3-year contract period with 1+1-year optional extensions to take account of proposals for a pan-Lothian sensory impairment service.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

7. EADP - Seek, Keep and Treat Funding

In August 2018, £1.41m recurring funding was allocated by the Scottish Government to Edinburgh Alcohol and Drug Partnership (EADP) and Edinburgh Integration Joint Board (EIJB) starting in financial year 2018/19. The Strategic Planning Group was asked to approve the submission of recommendations to the Joint Board to allocate the 2018/19 funding. The purpose of the funding was to expand and innovate services which would reduce alcohol and drug related harm in line with the new Alcohol and Drug Strategy for Scotland, which was based on rights, respect and recovery. The Joint Board had already approved the spending plan.

Decision

- 1) To agree, subject to IJB approval, the one-off priorities identified through the extensive co-production exercise approved by the EADP Core Group and Executive.
- 2) To agree, subject to IJB approval, the financial plan to allocate the 2018/2019 funding as laid out in the Financial Implications section of the report and recognise that the spending of the funds would cross over into financial year 2020/2021 due to the significant delays incurred, and that a spending plan would then be submitted to the Scottish Government to release the funds.
- 3) To recommend the report to the EIJB for final approval.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

8. Royal Infirmary Edinburgh Front Door

An update was provided on the Royal Infirmary Front Door redesign. The “front door” referred to the entry points to acute hospital unscheduled care and included the Emergency Department, Minor Injuries, Ambulatory Emergency Care and Surgical Receiving. Front Door services had been under continual and growing pressure for a number of years, and this was projected to increase in line with the changing population in Edinburgh and across Lothian over the next 14 years.

Further investment was required to cope with this changing demand, including significant capital investment, yet to be determined, to address the overcrowding as well as increased staffing in the longer term.

Along with the report, a presentation was also provided by Colin Briggs, Director of Strategic Planning, NHS Lothian.

Although no funding was being requested at the current time, the intention was to come back with a detailed workforce plan. Members discussed the problem of crowding for front door services – there had been an 8% increase nationally.

Decision

- 1) To agree to support, in principle, an application for capital investment in the RIE Front Door Services.
- 2) To agree that a programme of work was conducted in conjunction with the RIE and other Lothian Health and Social Care Partnerships (HSCP) to examine and develop, as appropriate, viable and cost-effective community-based alternatives to acute hospital care to reduce demand on the RIE Front Door.
- 3) To approve submission to the Edinburgh Integration Joint Board (EIJB).

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

9. Programme to Address Bed Flow Challenges

Tom Cowan, Head of Operations, provided details of the programme to address bed flow challenges. Among the key challenges were the ability to avoid an unnecessary prolonged stay for individuals in a hospital setting, as well as the impact on the acute bed availability for other admissions including scheduled procedures.

A new 'HomeFirst' approach to managing 'flow' across the system had been implemented by the Partnership, but fundamental changes to the configuration of existing community bed-base resources were required, and it needed some additional resources to leverage the changes needed to support the new models.

The update focused on the flow between acute services and the community bed-base, which was a combination of internally-run community beds (including directly-managed care homes and the Hospital Based Continuing Complex Care (HBCCC) units) and that commissioned from the Independent and Third Sector.

During the discussion, it was highlighted that a recent audit had found that 40% of those in HBCCC did not require that level of care. Edinburgh was an outlier in terms of HBCCC.

Decision

- 1) To note and take reassurance from the actions being deployed to manage delayed discharge numbers in relation to those requiring care outwith their own home, across and beyond the winter period.
- 2) To note and support the strategic direction being undertaken by the EHSCP to reconfigure and re-provision its internal bed-base capacity towards greater use of Intermediate care provision.
- 3) To endorse the strategic objective to significantly reduce the Hospital-Based Continuing Complex Care (HBCCC) bed base over the next 3 years.
- 4) To request an update describing the detailed plan to support this work in the next quarter.

(Reference – report by the Head of Operations, Edinburgh Health and Social Care Partnership, submitted.)

10. Edinburgh's Joint Carers Strategy Development of Performance & Evaluation Framework

The Edinburgh Joint Carers' Strategy 2019-2022 was ratified at the Edinburgh Integration Joint Board (EIJB) on 20 August 2019. The EIJB directed that a performance and evaluation framework be designed to support the Carers Strategy, with progress being reported back in December 2019.

Details were provided of the approach and timeline for developing the performance and evaluation framework. The framework would apply to all statutory and third sector services provided through the Joint Carers' Strategy 2019-22 and would provide quantitative and qualitative information that aligned with both national and local priorities.

There would be wide stakeholder engagement in the development of the new framework through the Edinburgh Carers Strategy Planning Group. The new contracts to support the implementation of the Carers' Strategy would commence in September 2020, with the framework in place by December 2020.

It was noted that the report had already been considered by the Performance and Quality Committee.

Decision

To support the recommended approach to develop the performance and evaluation framework for the Joint Carers' Strategy 2019-2022.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

Declaration of interests

Christine Farquhar declared a non-financial interest in this item as a former member of the board of VOCAL and as a carer.

11. Equality Outcomes and Mainstreaming Report 2019 - 2023

Integration Joint Boards were required by the Equality Act 2010 and associated regulations to publish a set of Equality Outcomes at least every four years. The EIJB had agreed in March 2018 that the next set of Equality Outcomes should be developed as part of the process of developing the Strategic Plan for 2019-2022.

The new Equality Outcomes were therefore presented for discussion, prior to submission to the EIJB. Members discussed the importance of completing Integrated Impact Assessments and the role of the Joint Board in ensuring due regard was paid.

Decision

Subject to IJB approval:

- 1) To approve the Equality Outcomes at paragraph 10 of the report.
- 2) To approve the “Equality Outcomes and Mainstreaming Report” attached as Appendix 2.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

12. Any Other Business

Decision

To agree that future meetings of the SPG would be scheduled for 2.5 hours.

12. Date of Next Meeting

Decision

To note that the date and location of the next Strategic Planning Group Meeting was Tuesday 14 January 2019, 2pm at the EVOC Offices, 525 Ferry Road, Edinburgh.