

Policy and Sustainability Committee

10am, Tuesday 25 February 2020

Edinburgh Integration Joint Board Progress Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 It is recommended that the Policy and Sustainability Committee:
 - 1.1.1 Consider the content of the report.

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Edinburgh Integration Joint Board Progress Report

2. Executive Summary

- 2.1 This report provides members of Policy and Sustainability Committee (P&SC) with an update on the work of the Edinburgh Integrated Joint Board (EIJB) and delivery of its strategic plan.

3. Background

- 3.1 Policy and Sustainability Committee has been agreed as the appropriate City of Edinburgh Council 'home' committee on matters relating to the EIJB. It has been agreed that the Chief Officer to the EIJB, as part of the governance arrangements in place, will provide P&SC with a report on matters of interest relating to the EIJB every six months. This report will cover items of strategy, performance and delivery and finance.
- 3.2 The EIJB is a statutory public body set up under the Public Bodies (Joint Working) (Scotland) Act of 2014 (the Act). The intention of the legislation is to enable better, more seamless health and care services that are planned in response to the needs of the population served by each Integration Joint Board (IJB). The focus is on transformation of services, building health and wellbeing and addressing the health inequalities prevalent in Scotland for so many years. Resources, human and financial are delegated under the Act to the IJB which sets out, in its strategic plan, how those will be utilised to deliver its strategic intent.
- 3.3 The Integration Scheme is a requirement under the Act and this is the partnership agreement between Local Authorities and their NHS which sets out which functions and resources are delegated to the IJB and how the partners will operate together to deliver the requirement of the Act. Integration schemes must be reviewed within the first 5 years of the operation of the IJB and, in Edinburgh, this review will take place over the course of the first half of 2020.
- 3.4 A further requirement under the Act is the IJB producing an annual performance report which is the only formal reporting it is required to do – details on the EIJB Annual Report is provided later in this paper.

4. Main report

- 4.1 This report covers the period of the previous six months from June - December 2019.

Items of strategy

Strategic Plan

- 4.2 The EIJB is required to have a 3-year strategic plan in place which sets out how it will utilise its delegated resources to achieve key outcomes for the population of Edinburgh. The EIJB agreed its second, 3-year Strategic Plan at its meeting on 20 August 2019. The revised document builds on the previous plan and sets out a focus on four key elements:
- 4.2.1 Defining a modern Edinburgh Pact between health and social care providers and citizens;
 - 4.2.2 Adopting the Three Conversations approach to facilitate and support people who need help and support staff to do this;
 - 4.2.3 Continue to shift the balance of care from hospital to the community under a Home First approach; and
 - 4.2.4 Initiate a transformation programme which will focus on a broad range of services aimed at rapid redesign.
- 4.3 The strategic plan has been developed in consultation with partner, third and independent organisations and the strategic plan can be found [here](#).

Carers' Strategy

- 4.4 The EIJB also agreed the Edinburgh Joint Carers' Strategy 2019-22 at its August meeting, recognising the crucial contribution carers make across Edinburgh. The strategy focuses on six key priority areas:
- 4.4.1 Identifying carers;
 - 4.4.2 Information and advice to carers;
 - 4.4.3 Carer health and wellbeing;
 - 4.4.4 Short breaks;
 - 4.4.5 Young carers; and
 - 4.4.6 Personalising support for carers.
- 4.5 The Carers' Strategy sets out an implementation plan, which provides detail on how the Edinburgh Health and Social Care Partnership (the Partnership) will engage with carers and partners to achieve improvement across the six priority areas.
- 4.6 The strategy has been developed in partnership with the third sector and unpaid carers across Edinburgh and builds on learning from the previous Carer Strategy and can be found [here](#). An evaluation programme is also being established to track delivery and impact and this will be reported within the IJB's Performance and Delivery Committee.

Annual Performance Report

- 4.7 The EIJB annual performance report for 2018 / 2019 was also agreed by the EIJB in August. Although a number of pressures and challenge remain, across 2018 / 2019 there was a gradual trend of improvements in performance across a range of areas. Delayed discharge performance reduced consistently against a planned trajectory within that timescale and there was a sustained improvement in the number of people waiting for assessment and packages of care also. The EIJB recognises the need for further sustained improvement and both the new strategic plan and the transformation programme set out the ambitions for this and the actions planned to achieve it.
- 4.8 There have been positive improvements within Primary Care with a further 6000 new citizens registered with General Practices in the City. Pharmacists and mental health nurses have begun to make an impact in meeting the need of growing demand and the Link Worker Network (which supports practices in areas of economic deprivation) is being strengthened with welfare rights capacity through the third sector.
- 4.9 The Annual Performance Report can be accessed [here](#)

EIJB Governance

- 4.10 The EIJB has been undertaking a programme of work in reviewing and strengthening its governance arrangements and structures. This follows a review undertaken by the Good Governance Institute and the development and agreement of an action plan by the EIJB. This work recognises that if the EIJB is to lead and to become a catalyst for transformation and change at scale it needs to strengthen its governance arrangements and means to drive that change. Five new committees were established in August 2019 with strengthened terms of reference to support the EIJB and committees to act as an influencing body as well as a decision making and assurance body.

EIJB Directions Policy

- 4.11 Direction, as set out as a requirement on Integration Authorities in the Act, provide the mechanism for delivering the strategic plan, for conveying the decisions of the EIJB, clarifying responsibilities between partners and improving accountability. The policy, which was agreed at the October IJB meeting, formalises and clarifies the process employed by the EIJB. This will enhance governance, transparency and accountability between the EIJB and its partner organisations; NHS Lothian and City of Edinburgh Council. The policy can be found [here](#).

Agreement to proceed with initial agreement for new General Practice (GP) provision in South East Edinburgh

- 4.12 The population in Edinburgh has increased by 65,000 people over the last 10 years and will continue to grow at a rate of 5,000 per annum until 2026. The South East area serves a population of approximately 126,000 from two GP clusters. Some of the medical practices in the South East area are not suitable for the longer-term

development and sustainable delivery of primary care in the city. Following wider analysis of needs, the Partnership have identified the provision of GP services in the South East area as a top priority for development and the EIJB agreed at the October Board to submit an Initial Agreement, setting out the requirements for this to the NHS Lothian Capital Investment Group.

Home First Approach

4.13 It has long been understood that being in an acute hospital when otherwise medically fit to go home is both a negative experience for people and wasteful of finite acute service resources. The City of Edinburgh has poorly performed against targets to reduce delays in hospital over a number of years even preceding the development of the IJB. The EIJB has set reducing this, through focussed investment and a longer-term change in the model of health and care in the city as a key priority for improvement. While the EIJB's performance in relation to delayed discharge has improved significantly over the last 12 months, it remains a challenge to sustain the improvement without more fundamental transformation. As part of its wider transformation plan the EIJB agreed in October to expand the Home First approach initially tested in the Western General Hospital. Home First focus on people who are ready for discharge and do not require to be in hospital but may require short term health and social care services to manage their discharge. Where it is safe to do so this will be provided in their own home or another community setting. The expansion of Home First includes investment to develop and deliver the following pathways:

4.13.1 Discharge to Assess – 16 therapists to deliver 80 - 100 discharges per week to support assessment at home and;

4.13.2 Home First Navigators – 3 posts that have community knowledge to support decision making to be risk enabled. These posts will work seven days from the front door of the Western General as an alternative to further admission in a ward. Further information on Home First can be found [here](#)

John's Campaign

4.14 The EIJB continues to embed the principles from John's Campaign across community hospitals and all 65 local authority and independent care homes. The approach means that carers are welcomed at all time, including overnight.

4.15 The carer's room at Findlay House has been refurbished with overnight accommodation to enable carers to have a break. A dementia café which enables carers and patients to spend time socialising away from the ward area has opened at Ferryfield House. Further works are scheduled for Findlay House and Ellen's Glen. Further information on John's Campaign can be found [here](#).

Transformation Programme

4.16 The EIJB agreed to fund a transformation and change programme with additional programme and project management capacity, in recognition of the unprecedented challenges to the sustainability of the health and care system. The system must change and the transformation and change programme will support the services to

develop new ways of working to meet the challenges. An additional 17 posts have been recruited (programme lead, programme managers and project manager) to help support this change.

- 4.17 These actions are being taken as part of a whole system recovery recognising the importance of both the community and acute services working together to deliver service and performance improvements.
- 4.18 The EIJB have significant and serious challenges with increasing demands on services due to changing demographics. Edinburgh has the highest population growth in Scotland. Therefore, it is important that the resources are used effectively, and conversations need to take place with citizens around:
 - 4.18.1 Support to self-manage conditions
 - 4.18.2 Enablement promotion
 - 4.18.3 Use of universal services
 - 4.18.4 Support of community – based resources
 - 4.18.5 Health promotion
 - 4.18.6 Support to third sector organisations delivering prevention services and opportunities
 - 4.18.7 Technology Enabled Care as a primary response

Items of performance and delivery

- 4.19 An Older People's Joint Inspection of services report was undertaken in 2016 and reported in 2017. This set out 17 recommendations for improvement for the partnership across the EIJB, NHS Lothian and City of Edinburgh Council. A further progress review visit took place in July 2018 and reported that in December 2018. This reported that limited progress had been made against the initial recommendations and that further improvement was required.
- 4.20 An action plan, which reflects the EIJB's wider transformation ambitions has been developed and has been approved and agreed by all partners. Engagement is ongoing with the joint inspectorates in relation to reporting against progress and a first progress report has been presented to the EIJB – it can be found [here](#).

Items of finance

- 4.21 The EIJB had been projecting a break-even position for 19/20 having delivered its agreed programme of £11.9m of savings and through the utilisation of some one-off funds. However, a relatively late movement in the final quarter of the year forecasts a £1.5m overspend in the Social Care element of the budget in relation largely to residential care. Alongside this is a projected £0.5m overspend in NHS element of the budget which NHS Lothian has agreed to fund. Work is ongoing to refine understanding of the Social Care projection and why it has arisen so late in the financial year and discussions are taking place in relation to the handling of this overspend between partners.

- 4.22 The EIJB continues to operate in an extremely difficult financial climate. Current financial modelling for 20/21 indicates the gap between expected income and expenditure is £36m.
- 4.23 Work is underway to set out a savings and recovery programme for 20/21 to address this, recognising that the EIJB will have to make difficult choices on how to achieve savings to manage within these financial parameters.
- 4.24 Discussion is ongoing between the EIJB, City of Edinburgh Council and NHS Lothian as partners to establish a pathway toward a sustainable financial position.
- 4.25 Given the position with the late delivery of both the Scottish and UK Budgets, the development of the IJB's budget has been delayed.

Forward – Next Six Months

- 4.26 Over the next six months the EIJB will continue to focus on:
- 4.26.1 Developing its governance structure and embedding the new committee structure
 - 4.26.2 Continue to develop the Home First model and Edinburgh Offer
 - 4.26.3 Shape the bed base required for the future, transitioning beds from acute services into community models of care including integrated model facilities
 - 4.26.4 Continue to deliver against the MSG Action plan
 - 4.26.5 Roll out of the Transformation and Change Programme
 - 4.26.6 Develop next annual performance report
 - 4.26.7 Continue to demonstrate progress against Older People's Inspection Action Plan

5. Next Steps

- 5.1 This report provides members with an update on key areas of interest and a further report will be presented to Policy and Sustainability Committee on 4 August 2019.

6. Financial impact

- 6.1 There are no financial impacts arising from this report.

7. Stakeholder/Community Impact

- 7.1 This is an update report for members of Policy and Sustainability on the work of the EIJB, therefore there is no stakeholder or community impact.
- 7.2 Any stakeholder or community impact relating to any of the workstreams contained within the report have been properly considered and referred to within their relevant EIJB report.

8. Background reading/external references

8.1 None