

# Policy and Sustainability Committee

10am, Tuesday 6 August 2020

## Edinburgh Integration Joint Board Progress Report

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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

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# Report

## Edinburgh Integration Joint Board Progress Report

### 2. Executive Summary

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- 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

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- 3.1 As part of the governance arrangements in place, the Chief Officer to the EIJB will provide a six-monthly update to P&SC on matters of interest relating to the EIJB. This report will cover items of strategy, performance, delivery and finance.
- 3.2 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 2020.

### 4. Main report

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- 4.1 The previous report covered the period from June to December 2019, therefore this report will cover the period from January - July 2020.

#### **Covid19**

- 4.2 The emergency of Covid19 and the subsequent restrictions has had a significant impact on services and the Partnership has had to find new ways of delivering services to Edinburgh's most vulnerable citizens within a rapidly changing landscape. With most of the Partnership's direct provision being maintained, services had to adapt to meet people's needs and protect staff delivering services.
- 4.3 As part the Covid19 response, the Partnership developed and submitted its Mobilisation Plan to the Scottish Government. The Mobilisation Plan set out service development and adaptation in support of a whole system response to Covid-19, ensuring that acute hospital capacity was protected to enable the wider response to Covid-19 and that community capacity to support the most vulnerable could be maintained.

- 4.4 The Partnership maintained regular briefings to IJB and Elected Members over the course of the peak of the pandemic including briefings in relation to the wider mobilisation of activity, support to Care Homes and aspects relating to its Mobilisation Plan.
- 4.5 The IJB agreed changes to its governance oversight in April which enabled the Partnership and officers to focus on the operational emergency that Covid-19 presented while maintaining a balance of critical decision making and oversight. The Chair and Vice Chair, in consultation with the Chief Officer and Chief Finance Officer were given delegated authority in relation to strategic decision making and a report will come to a future IJB setting out the decisions made under this process. Board meetings also took place in relation to urgent decisions and a number of developmental workshops focusing on the return to transformation and wider governance development also took place. At its most recent meeting in July, the IJB approved its return to its usual governance structures and processes which will continue virtually until at least the new calendar year.

## **Items of strategy**

### **Strategic Plan**

- 4.6 The Partnership continues to focus on delivering against four key elements:
- 4.6.1 Defining a modern Edinburgh Pact between health and social care providers and citizens.
  - 4.6.2 Adopting the Three Conversations approach to facilitate and support people who need help and support staff to do this;
  - 4.6.3 Continue to shift the balance of care from hospital to the community under a Home First approach; and
  - 4.6.4 Initiate a transformation programme which will focus on a broad range of services aimed at rapid redesign.

### **Edinburgh Pact**

- 4.7 Work continues to develop the Edinburgh Pact and a comprehensive research and engagement workstream has started. It includes individual interviews with key stakeholders, focus groups and online survey with partners, individuals who use services and citizens to get feedback on what the Edinburgh Pact should look like. The Pact will focus on supporting communities and optimising community involvement and resilience. An initial framework draft of the Edinburgh Pact will be presented to the Strategic Planning Group in September 2020.

### **Three Conversations**

- 4.8 The Three Conversations model will replace the traditional 'assessment for services' with a strength-based approach recognising that people are the experts in their own lives and understand their own circumstances and needs
- 4.9 The development and roll-out of the Three Conversations model continues with existing innovation sites continuing to engage with individuals and their families. Work is ongoing to expand two existing innovation site and a detailed plan has been

agreed by the Executive Team to provide additional resource to roll out and embed the three conversations model at pace across the Partnership so it becomes the new operating model. A progress report will be submitted to the Performance and Delivery Committee in due course. However early indications highlight positive improvements, for example, waiting times for first contact in innovation sites average 3.8 days in comparison to the previous average wait of 40 days.

### **Home First Approach**

- 4.10 The Home First approach is critical to the Partnership's ability to reduce delayed discharges. Home First is designed to support individuals who are ready to return home after a period in hospital but require short term support to manage their discharge safely. As of February 2020, 8 therapists covering the north of the city have supported over 200 discharges over 16 weeks. This model (Discharge to Assess) is being rolled out to South Edinburgh. Home First has also supported a reduction in delayed discharge figures and occupied beds days. Results from the implementation of the Home First model has also delivered a ward closure (ward 120) and created an additional 15 care beds in an Intermediate Care Facility.
- 4.11 Home First also works to prevent unnecessary hospital admission and through our Home First Navigator roles, the Partnership have prevented 48 people from being admitted to hospital.

### **Transformation Programme**

- 4.12 The development and delivery of the transformation programme has been adversely impacted by the Covid19 pandemic as programme boards were paused to allow staff to focus on operational priorities.
- 4.13 However, work on projects has continued where possible. As part of the lesson learned exercise undertaken by the Partnership to understand the impact of Covid19, the transformation programme has been reset, focussing of key transformational opportunities. The proposed changes to prioritisation will focus on immediate strategic priorities.
- 4.14 The EIJB agreed to the reset transformation programme at the meeting on 21 July and the paper can be read [here](#)

### **Annual Performance Report**

The Annual Performance Report for 2019/2020 is being finalised and will be published by end of August.

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### **Progress with Health and Social Care Integration**

- 4.16 Audit Scotland and the Ministerial Strategic Group (MSG) carried out reviews and made a series of recommendations in regard to the progress of Health and Social

Care Integration, what was working well and what the barriers were to successful integration.

- 4.17 An action plan has been developed and approved by the IJB which sets out progress being made in Edinburgh in response to these recommendations and this has been reported both to Council Committee and to the EIJB.
- 4.18 Progress can be seen across most actions contained within the action plan in this with some revised timescales due to local changes in delivery (such as to reflect the ongoing work with the GGI to the end of April) or because of known national work taking place that the EIJB will need to be aware of to ensure compliance or incorporation of national guidance into local policies or work (such as the review of Clinical and Care Governance guidance).
- 4.19 However, the following actions have been completed within the timeline:
- 4.19.1 The transformation programme has been scoped and in place from February 2020
  - 4.19.2 The EIJB agreed a new Directions policy and process
  - 4.19.3 A reserves policy has been approved
  - 4.19.4 A pan Lothian Integration Forum has formed; and
  - 4.19.5 A revised IJB governance structure has been approved and put in place.
- 4.20 The report can be found [here](#)

### **EIJB Governance**

- 4.21 The EIJB continues to develop its governance arrangements and structure in conjunction with the Good Governance Institute and is looking to shape a programme for an EIJB AGM in the coming months. The EIJB also agreed at its meeting on 21 July to resume its committee structure, which was suspended due to Covid19.

### **Items of performance and delivery**

#### **Standards for Adult Community Mental Health Services**

- 4.22 The Clinical and Care Governance Committee considered a report asking for the Partnership to sign up to the Royal College of Psychiatrists Standards for Adult Community Mental Health Services (ACOMHS) which was referred to the EIJB on 21 July and they agreed to sign up to these standards at their meeting on 21 July.
- 4.23 The ACOMHS standards is an accreditation programme that works with staff to assure and improve the quality of community mental health services for people with mental health problems, and their carers. Accreditation assures staff, service users and carers, commissioners, and regulators of the quality of the service being provided. It engages staff in a comprehensive process of review, through which good practice and high-quality care are recognized, and teams receive support to identify and address areas for improvement. Further information on the standards can be found [here](#).

## **Mental Health and Learning Disability Recovery Board**

- 4.24 Work is ongoing to improve the whole system approach to Mental Health and learning disabilities for adults – including psychological waiting times and unscheduled care including delayed discharges. Recovery and Improvement Boards have been established and the Mental Health and Learning Disabilities for adults is chaired by the Chief Officer. Further information can be found [here](#).

## **Memorandum of Understanding for Hospices**

- 4.25 The EIJB signed off the Memorandum of Understanding (MOU) for Independent Scottish Hospices at its meeting of 4 February. The MOU was developed to ensure the provision of high quality and person centred palliative and end of life care is made available to all who need it. Further information can be found [here](#)

## **Items of finance**

- 4.26 The EIJB continue to face significant challenges; an aging population, an increase in the number of people living with long term conditions, a reduction in the working age population and the fundamentally the resource available cannot match the level of demand. The projected cost to deliver services is £706.4m and the combined budget is £682.26m leaves a £21.9m funding gap. Additional mitigating actions totalling £6m have been identified, leaving a savings target of £15.9m.
- 4.27 A paper was presented to the EIJB on 21 July 20, identifying a range of options to deliver £15.9m of savings, which were agreed by the Board. Further information can be found [here](#)

## **Forward – Next Six Months**

- 4.28 Over the next six months the EIJB will continue to focus on:
- 4.28.1 Enhancing its visibility and developing the format of the EIJB AGM, enhancing its governance structure and resume committee activity ensuring the new committee structure is robust.
  - 4.28.2 Continue to develop and refine the Home First Model and develop the Edinburgh Pact in conjunction with key stakeholder and citizens
  - 4.28.3 Shape the bed base required for the future, transitioning beds from acute services into community models of care including integrated model facilities
  - 4.28.4 Continue to deliver against the MSG Action plan
  - 4.28.5 Roll out of the recast Transformation and Change Programme
  - 4.28.6 Carry out an annual review of the strategic plan,
  - 4.28.7 Continue to demonstrate progress against Older People’s Inspection Action Plan

## **5. Next Steps**

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- 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 23 March 2021.

## **6. Financial impact**

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6.1 There are no financial impacts arising from this report.

## **7. Stakeholder/Community Impact**

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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 carefully considered and referred to within the relevant EIJB report.

## **8. Background reading/external references**

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8.1 None