

Minute

IJB Performance and Delivery Committee

10.30am, Friday 31 January 2020

Conservative Group Room, City Chambers, Edinburgh

Present

Voting Members

Councillor Melanie Main (Chair), Mike Ash and Councillor Phil Doggart (items 7 to 11).

Non-Voting Members

Colin Beck and Helen Fitzgerald.

In Attendance

Philip Brown (CEC Strategy & Communications), Jill Dempsey (Finance Business Partner – Acute Services), Helen Elder (Executive Management Support, EHSCP), Graeme McGuire (NHS Senior Accountant), Moira Pringle (Chief Finance Officer, IJB), Julie Tickle (Strategic Planning, Design & Innovation), David Walker (CEC Senior Accountant), Mark Grierson (Disability Support & Strategy Manager) and Linda Irvine-Fitzpatrick (Strategic Programme Manager, Mental Health and Wellbeing).

Apologies

Tony Duncan (Head of Strategic Planning) and Richard Williams (Committee Member).

1. Minute

Decision

To approve the minute of the Performance and Delivery Committee of 20 November 2019 as a correct record subject to a minor adjustment to item 12 – Edinburgh Joint Carer's Strategy – Development of Performance and Evaluation Framework.

2. Decisions of the Edinburgh Integration Joint Board - 22 October 2019

The decisions of the Edinburgh Integration Joint Board held on 10 December 2019 were presented.

Decision

- 1) To note the decisions.
- 2) To add the following to the Work Programme for this Committee:
 - **Item 7.2 – Edinburgh Alcohol and Drug Partnership – Seek Keep Treat Funding 2018/19** – To agree that the initial review, including details of performance information required would be submitted to the Strategic Planning Group and subsequently the Performance and Delivery Committee.
 - **Item 8.1 – Winter Plan 2019/20** – to note that the Performance and Delivery Committee would monitor the Winter Plan.
 - **Item 8.2 – Update on Progress – Older People Joint Inspection Improvement Plan** – To remit ongoing review of the action plan to the Performance and Delivery Committee and to the IJB thereafter.

(Reference – Decisions of the Edinburgh Integration Joint Board 10 December 2019, submitted.)

3. Outstanding Actions

Decision

- 1) **Action 3 - Finance Update** - To note that a briefing note setting out additional information on the savings scheme relating to S2c GP practices would be issued to Committee members in early February.
- 2) To otherwise note the remaining outstanding actions.

(Reference – Outstanding Actions, submitted)

4. Work Programme

The Committee's Work Programme was submitted.

Decision

- 1) To add Drug Treatment Rates and Mental Health Services to the Work Programme.
- 2) To ask that the new performance framework for Seek, Keep Treat Funding be brought to the May meeting of this Committee.
- 3) To note that the Chair and the Chief Finance Officer would discuss offline the best approach to reporting on review of progress and performance against the grants in the Health Inequalities Grant Programme.

4) To otherwise note the Work Programme.

(Reference – Work Programme, submitted.)

5. Directions Tracker

The IJB Directions Tracker was submitted. Specific updates were provided on the following Directions:

- Direction EIJB 22/10/2019- Financial Schedule – the financial schedule for 2019/20 was circulated as an appendix to the Directions Tracker
- Direction EIJB 10/12/2019 – Disability Services – reports were scheduled to be presented to the Strategic Planning Group and thereafter the IJB
- Direction EIJB 20/08/2019-5 - Mental Health – brief information was reported in the tracker update paper around the number of new staff in post and the prototyping of the Thrive Open Access Model
- Direction EIJB 22/10/2019 – 11 – Home First Acute Services – Ward 71 had been closed, acute bed numbers sustained and the new hospital at home team had been recruited – the tracker needed to be updated to reflect that the hospital at home team was a new team and not an expansion of the existing team.

Members discussed the importance of distinguishing between strategy commissioning and performance monitoring against directions. The Committee's view was that the Strategic Planning Group's remit was to review strategy whilst this Committee would monitor performance against specific directions.

Decision

- 1) To note that a detailed report on the next steps for Home First was scheduled to be submitted to the Strategic Planning Group and thereafter the IJB and this would also pick up the data available to date. A progress update report would be submitted to the IJB in March.
- 2) To add Home First to this Committee's Work Programme for review of all this work.
- 3) To agree that where actions had been completed, that these were reported to this Committee for assurance.
- 4) To request a short written briefing for Members on mental health progress.
- 5) To check the accuracy of the primary care management costs figure detailed in the appendix.
- 6) To otherwise note the remaining updates on the tracker.

(Reference – IJB Directions Tracker, submitted)

6. Terms of Reference

A paper was tabled detailing proposed new text relating to the purpose, function duties and membership of the Performance and Delivery Committee.

In terms of membership, it was proposed to increase the number of non-voting members of the IJB from two to four in order to reflect the volume of work and range of areas covered.

Decision

To agree that the revised terms of reference be recommended to the IJB for approval as set out in Appendix 1 to this minute.

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

7. Performance Report

An overview was provided of the activity and performance of the Edinburgh Health and Social Care Partnership and certain set aside functions of the Edinburgh Integration Joint Board for the period April 2018 to November 2019.

Data submitted showed historic trends for each Ministerial Steering Group indicator from April 2017 to September 2019 and current performance against the 2019/20 monthly targets.

The following key risks were highlighted:

- Assessment waiting list
- Number of people delayed awaiting discharge from hospital
- Number of people awaiting a package of care in the community
- Number of people with an overdue review
- A&E attendances
- Unscheduled bed days

Members discussed the following issues in detail:

Assessments

- it was noted there was a large rise in case notes without referrals
- work was underway to assimilate recording systems for the three conversations into the SWIFT system and once this had been completed figures would be captured in future reporting
- it was recognised it was important to have integrated governance of services delivered by the Council and NHS around the same client groups

Unmet Need

- drug treatment information should be included in future reporting
- delayed discharge total and numbers of people waiting for assessment and a package of care

Staffing Absence

- Staff absence levels were high, however there was new information included in the report on agency spend to give a better understanding of the overall position

Ministerial Steering Group Targets – Accident & Emergency Attendances

- Accident and emergency presentations showed a spike in September particularly amongst the 15-24 age group but the reasons for this were not apparent from the data

Decision

- 1) To note that the Senior Change & Delivery Officer would liaise with the 3 Conversations Team to set up a workshop for Members to aid understanding of the planned new performance and delivery measurement of that model.
- 2) To note that the 3 conversations activity could be reported to this Committee as part of the overall evaluation report of the model.
- 3) To agree it would be helpful for this Committee to see a summary of trends and reasons why people were waiting for a package of care in hospital together with trends and reasons why people were presenting at Accident and Emergency and not GPs.
- 4) To request a verbal update at the next meeting of the Committee on the preventative measures being undertaken at Edinburgh University.

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

8. Finance Update

An update was provided on the in-year financial position. In December 2019, the Edinburgh Integration Joint Board had received moderate assurance of financial breakeven for 2019/20. The most recent financial monitoring information indicated deterioration in the position of both partners and the level of assurance had now been reduced to limited.

A summary was provided of the operational position for delegated services incorporating the impact of the savings and recovery programme based on the financial results to the end of December 2019. This showed a significant deterioration in the year end forecast of around £2.5m. The main factors were increased costs associated with prescribing (NHS) and the purchasing of residential and nursing services (Council).

The Committee discussed the financial position at the end of November in detail and noted that the outturn on the NHS provided functions at the end of the year was now expected to be £500k over spent. This was due to increased costs in the prescribing budget. NHSL has agreed it will cover this overspend.

The out-turn at the end of the year for Council provided functions was forecast to be £1,500K over spent. This was wholly due to an increase in the purchasing spend. Private sector care home capacity for private beds, previously unused and remaining vacant had been made available to the Council under renegotiated terms.

Taking up these additional beds had taken the purchasing spend over the budget set agreed by EIJB and Council as laid out in the detail of Direction schedules.

Whilst this increase in capacity was welcome in itself, this overspend in the budget agreed was a management decision. It was not the result of factors outwith the operational control of the Council.

Decision

- 1) To note with concern the current year end forecast.
- 2) To note the work ongoing to address this.
- 3) To note that the Integration Joint Board would receive limited assurance of break even.
- 4) To recommend to the Integration Joint Board that the overspend of £1.5m relating to Council provided functions be not covered by additional allocation of funds from the IJB and that the Chair write to the Chief Executive to request that the budget overspend be addressed by additional funds if possible to ensure a balanced position at the close of the financial year.

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

9. NHS Lothian Financial Overview – Acute (Delegated Services)

Information was provided of the projected financial outturn for 2019/20 and the Integration Joint Board's share of the acute delegated budget together with an outline of the anticipated position for 2020/21.

In 2019/20 the expectation was that the overspend on delegated services for Edinburgh would be between £1.5m and £1.7m assuming that any additional winter capacity was fully provided for as part of the winter planning exercise.

Looking forward to 2020/21 the expectation was that the level of overspend would grow. The financial plan was yet to be finalised and the figures presented would be subject to change with current predictions being £3.4m before efficiencies. Main drivers were increased staffing costs and anticipated growth in medicines primarily driven by the wider roll out of new cystic fibrosis medicines.

Members discussed the need for a review of delegated and non-delegated cost centres and whether a service should be delegated or not in the first instance to make it more connected.

It was noted that the methodology for allocating costs and budgets in the NHS was being looked at with a view to allocating each IJB their share of the overall budget and then charge against that in terms of percentage ie. provide 50% get charged for 50%.

Decision

To note that this piece of work would be reviewed in line with the integration scheme and that a summary of the outcomes would be reported back to this Committee in six months together with an update on the staffing situation.

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

10. Transition for Young People with a Disability from Children’s Services to Adult Services

On 14 December 2018, the Edinburgh Integration Joint Board agreed the following five key action points in relation to transitions for young people with a disability:

- A single point of contact
- Starting transitions work earlier
- Information to young people and families
- Provide accommodation options
- Communication approaches

Progress made against each of these key points was presented.

Decision

- 1) To note the updates on the five key action points in relation to young people with a disability.
- 2) To request that future reports include performance information and assurances against specific directions issued by the IJB.
- 3) To arrange a visit for committee members to the service to celebrate the successes of the approach.
- 4) To provide an annual report back to this Committee.
- 5) To record the Committee’s thanks to all staff involved in the Transition Team.

(References – Edinburgh Integration Joint Board 14 December 2018 (item 12); report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

11. Mental Health Services Structures

Information was provided on the commissioning and operational delivery mechanisms for delegated and non-delegated services in respect of the provision and management of mental health services.

Decision

- 1) To continue consideration of the item to the next meeting of the Committee on 1 April 2020.

- 2) To circulate a briefing note to Committee members with some explanatory narrative around how mental health services work, activity levels, staffing numbers and levels of expected performance and information on the local perspective as they relate to the national indicators.

(References – Performance and Delivery Committee 20 November 2019 (item 11); report by the Chief Officer, Edinburgh Integration Joint Board, submitted)

12. Date of Next Meeting

Decision

Wednesday 1 April 2020 at 10am in the Green Group Room, City Chambers, High Street, Edinburgh.