



Minute

IJB Strategic Planning Group

2.00pm, Tuesday 10 March 2020

EVOC – 525 Ferry Road, Edinburgh

Present: Angus McCann (Vice-Chair, in the chair), Councillor Robert Aldridge, Colin Beck, Tony Duncan, Mark Grierson, Nigel Henderson, Peter McCormick, Michele Mulvaney, Moira Pringle, Rene Rigby, Ella Simpson and Hazel Young.

In attendance: Linda Irvine Fitzpatrick, Rachel Gentleman, Katie McWilliam, Alana Nabulsi and David White.

Apologies: Councillor Ricky Henderson (Chair), Mike Ash, Christine Farquhar, Dermot Gorman, Belinda Hacking, Stephanie-Ann Harris and Martin Higgins.

1. Minutes

Decision

To approve the minute of the Edinburgh Integration Joint Board Strategic Planning Group of 14 January 2020 as a correct record, subject to the addition of apologies from Nigel Henderson.

2. Decisions of the Integration Joint Board of 4 February 2020

Decision

To note the decisions made by the Integration Joint Board at its meeting on 4 February 2020.

(Reference – Decisions of the Integration Joint Board of 4 February 2020, submitted.)

3. Rolling Actions Log

Updates were provided on the following actions:

- Action 1 – Enhancing Carer Representation on Integration Joint Boards – officers continued to look at recruiting representatives and this was of wider importance to the IJB. It was suggested that given its importance, the action should be transferred to the IJB rolling actions log to ensure the Board had consideration of the issue.
- Action 2 – Grants Programme – Monitoring and Evaluation Framework – an evaluation process was currently being developed and an update would be circulated.
- Action 3 – Directions – recognised that there was still work to do in relation to directions overall but sufficient progress had been made on the action.
- Action 4 – Equality Outcomes and Mainstreaming Report – a report addressing the action was on the agenda for consideration at the meeting.
- Action 5 – Thrive Update – the information requested had been circulated to members.
- Action 6 – Edinburgh Health and Social Care Partnership Transformation Programme Update – updates on the progress of the transformation programme would continue to be provided to the SPG.

Decision

- 1) To agree to close the following actions:
 - Action 1 – Enhancing Carer Representation on Integration Joint Boards
 - Action 3 – Directions
 - Action 4 – Equality Outcomes and Mainstreaming Report
 - Action 5 – Thrive Update
- 2) To transfer action 1 – Enhancing Carer Representation on Integration Joint Boards to the IJB rolling actions log.
- 3) To note that the Chief Finance Officer would circulate an update on action 2 – Grants Programme – Monitoring and Evaluation Framework.
- 4) To otherwise note the outstanding actions.

(Reference – Rolling Actions Log, submitted.)

4. Annual Cycle of Business

The workplan setting out the work of the Strategic Planning Group to the end of 2020 was presented.

Decision

To note the annual cycle of business.

(Reference – Annual Cycle of Business, submitted.)

5. Royal Edinburgh Hospital - Learning Disability and Mental Health

A report was presented in relation to phase 2 of the programme of modernisation of the Royal Edinburgh Hospital and the volume of beds required in future for adults with complex mental health needs and learning disabilities.

Following a review of the business case for this phase, it was proposed that the Edinburgh Health and Social Care Partnership (HSCP) commissioned beds from The Royal Edinburgh Acute Services (REAS). This would allow assessment and treatment services to be provided for people with learning disabilities and complex mental health needs.

Approval of the SPG was sought for the proposed number of beds to be commissioned prior to the report being submitted to the IJB for consideration.

The report addressed concerns which had been raised at a previous meeting of the SPG relating to the financial implications. It was advised that the shortfall had been reduced to a level which was considered acceptable to proceed but the financial model would continue to be refined to further reduce this. It was also noted that as a pan-Lothian initiative, further discussions would take place with the other Lothian IJBs on the financial aspects.

During discussion, members noted the importance of ensuring appropriate provision was in place in order to safely reduce the number of beds required, such as the availability of community treatment, housing, funding and provider capacity.

Decision

- 1) To agree the number of assessment and treatment beds to be commissioned from REAS.
- 2) To note the review of current community places and change programmes which aims to increase efficiency and choice for people.
- 3) To support the initiation of formal dialogue with the Scottish Government and Mental Welfare Commission to collectively consider the potential impact of legislative changes on both community and hospital provision.
- 4) To note the report would be referred to the IJB for consideration.

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

6. Integrated Older Peoples Service

An update was provided on the Integrated Older Peoples Service (IOPS) and the planned transfer of the management from NHS Lothian acute services to the HSCP.

The IOPS included the Edinburgh Hospital at Home and Liberton Day Hospital services. The clinical management was currently shared between the Royal Infirmary of Edinburgh Medicine of the Elderly (MoE) Acute Services and the HSCP. A review of the Hospital at Home service had recommended efficiencies and a redesign of intermediate care to roll out services across Edinburgh and this would be taken forward through the EHSCP Transformation Programme Home First work stream.

A Hospital at Home Steering Group had been established to oversee the project development, including a management transfer of staff to the HSCP.

Decision

- 1) To note that transfer of IOPS line management had been approved at Director level.
- 2) To note that IOPS was planned to move to full EHSCP management by no later than 31 March 2020.
- 3) To note that IOPS would be considered as part of the Home First project within the transformation programme.

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

7. Equalities Duties and Directions

The IJB at its meeting on 10 December 2019 had requested that officers investigated how best to ensure that the Public Sector Equality Duties were embedded in the work of the IJB and whether the use of directions was appropriate. This action was subsequently referred to the Strategic Planning Group for consideration.

A report was considered which provided information on the IJB's processes in relation to the equalities duties and concluded that these duties also applied to the IJB partner organisations and therefore additional directions would not add further value.

During discussion, it was noted that the Council and NHS Lothian were currently working to agree a shared set out of outcomes for equalities and it was suggested that updates on this should be provided to the SPG. Members also requested that this included information on the other Lothian IJBs approach to the equalities duties to ensure consistency.

Decision

- 1) To note the process for embedding public sector equalities duties in the work of the EIJB.
- 2) To agree that issuing directions would be of no value in this case.
- 3) To note that work was ongoing between the Council and NHS Lothian with an aim to achieve a set of shared outcomes for equalities.
- 4) To agree to receive updates on this work to a future meeting, including information on the approach taken by other Lothian IJBs.

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

8. Home First Edinburgh Update

The SPG considered an update report on the Home First programme which aimed to reduce delayed discharges in Edinburgh.

The report noted that the number of delayed discharges was reducing but some challenges remained, in particular increasing demand for services after people had left

hospital and the fragility in the care home market. However, the aim was to continue to reduce delayed discharges through the Home First approach which required a whole system change.

Members were also provided with a verbal update on a recently concluded trial which took place over one week at the Royal Infirmary of Edinburgh. The trial aimed to test the radical approach which could be taken to improve discharge times and reduce the time spent in hospital when patients were medically fit to be discharged. The initial results of the trial demonstrated how successful Home First could be, although analysis was still to be completed. Information on the outcomes and learning gained would be shared with the IJB and partners once this analysis had been undertaken.

The importance of ensuring appropriate support was available in the community going forward and the value that could be added by the third sector and other partners were raised.

Decision

- 1) To note progress with Home First Edinburgh.
- 2) To note that ward 71 at the Western General Hospital was closed in the agreed timescales.
- 3) To recommend to the Edinburgh Integration Joint Board to approve a further planned reduction in the set aside bed base with the funding reinvested in Home First Edinburgh as outlined in paragraph 15 of the report.
- 4) To note the update provided on the recent discharge trial at the Royal Infirmary of Edinburgh.

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

9. Market Facilitation Framework

The Strategic Planning Group considered a report providing an overview of the proposed Market Facilitation Framework which would inform the approach taken to developing the Market Facilitation Plan.

The Framework would guide the development of the Plan, with wide collaboration with people and providers to understand the types of services required to ensure services purchased reflected what people needed and wanted now and in the future.

During discussion, members agreed with the proposals presented, including the timeline, governance arrangements and engagement and requested that a draft Plan was presented to the SPG in September 2020. A number of issues were raised in relation to the importance of wide engagement while recognising the limited resources some partners had to dedicate to this; ensuring the Plan was person-centred and that this was reflected in the wording; work that could be done during the development of the plan raise the profile of caring and increase the workforce; and the opportunities to tie the Plan in with the Edinburgh Pact.

It was intended that a draft would be ready in September with the aim to publish the Plan in December 2020 to ensure it was in place prior to the next financial year for 2021/22.

Decision

- 1) To agree the proposed timeline, governance arrangements and strategic engagement for the Market Facilitation Plan.
- 2) To request that a draft Market Facilitation Plan was submitted to the SPG on 15th September 2020.
- 3) To request that the wording of the framework and future plans ensured that people were at the centre of the strategy.
- 4) To agree that the consultation should include as wide a range of partners, providers and citizens as possible, including the third sector.
- 5) To note the importance of raising the profile of caring and request this was taken into consideration when developing the framework.

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

10. NHS Lothian Primary Care Priorities

A report provided information on the primary care priorities that had been set out by NHS Lothian.

Members agreed with the priorities in the report and were satisfied that they reflected the directions the IJB had issued. In particular, it was agreed that the strategic planning process should include more involvement of community dentistry, optometrists and pharmacists.

Decision

- 1) To note the report.
- 2) To agree with the priorities for primary care and that community dentistry, optometrists and pharmacists should be included in strategic planning.
- 3) To agree that there was no requirement for the report to be submitted to the IJB.

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

11. NHS Annual Operational Plan

The Head of Strategic Planning advised the Group that the report had been withdrawn from the agenda.

12. Date of Next Meeting

The next meeting would be held on Tuesday 12 May 2020.