

REPORT

Annual review of Directions

Edinburgh Integration Joint Board

15 December 2020

Executive Summary	<ol style="list-style-type: none"> 1. The purpose of this report is to inform the Edinburgh Integration Joint Board (EIJB) of the annual review of Directions. 2. In line with the provisions set out in the approved EIJB Directions Policy, the Performance and Delivery (P&D) Committee has conducted an annual review of Directions covering the period 1 October 2019 to 31 March 2020. 3. The P&D Committee considered this Report initially in September and once adjusted considered it again on 16 November 2020. 4. The report is referred to the EIJB for approval.
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Recommendations	<p>It is recommended that the EIJB:</p> <ol style="list-style-type: none"> 1. Acknowledges that the P&D Committee has considered the annual review of Directions report which covers the period October 2019 – March 2020. 2. Approves the new and varied Directions provided at Appendix 2 to the P&D report from 16 November 2020.
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Directions

Direction to City of Edinburgh Council, NHS		✓
	No direction required	
	Issue a direction to City of Edinburgh Council	

Lothian or both organisations	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	✓

Report Circulation

1. The 'Annual Review of Directions - update report' has been considered by the P&D Committee prior to referral to the EIJB.

Main Report

2. The EIJB approved a new Directions Policy at its meeting held on 20 August 2019. The approved Directions Policy makes provision for all directions to be reviewed annually through the work of the P&D Committee with recommendations about whether directions should be retained, revoked, varied or superseded being brought to the EIJB at the start of each financial year.
3. A review of all directions approved during financial year 2019-2020 was carried out in the early part of 2020 with the outcomes from this work and proposals originally scheduled to be considered by the P&D Committee in April 2020. The impact of the COVID-19 pandemic meant it was not possible for P&D Committee to consider the report until September 2020.
4. At their September meeting, the P&D Committee requested additional informational and clarification on a number of issues to aid with their decision-making. Specifically, Committee requested:
 - Clarification on the reasons why timescales for delivery for two directions relating to disability services had not been met and were proposed for variance (EIJB-22/10/2019-3 and EIJB-22/10/2019-4).
 - Further information/data to provide assurance that the directions proposed for closure have been achieved.
 - Enhanced KPIs for the two proposed new mental health directions which are intended to supersede existing direction EIJB-22/10/2019-5.
5. An update report (attached as Appendix 1) was presented to the P&D meeting on 16 November 2020. During discussion, it was noted that the EIJB had agreed in June 2021 that the Edinburgh Health and Social Care Partnership should join the Royal College of Psychiatrists (RCoP) Accreditation Scheme for adult inpatient and community mental health teams although no formal direction had been approved. Committee also requested a briefing note around the timelines for the disability services directions for assurance purposes.
6. The 'Annual Review of Directions - update report' is now referred to the EIJB for formal consideration. In summary, out of a total 13 directions, 7 are recommended to be retained, 3 varied, 2 closed and 1 to be superseded by two new directions.

7. Three directions are recommended for variance:
 - Direction EIJB-22/10/2019-3 is proposed for variance as there has been a change in timescale for delivery arising from delays in the processing of necessary assessments/court orders and also within the court system itself.
 - There is a requirement to vary direction EIJB-22/10/2019-4 in order to clarify the overall timescale for completion (2023) for all accommodation options. There has also been slippage in the delivery of the nine flats from Lifeways because of the pandemic.
 - Direction EIJB-22/10/2019-7 is to be varied to reflect a minor change in financial allocation across the partner organisations.
8. Two directions are recommended for closure:
 - Direction EIJB-22/10/2019-10 is proposed for closure as the Care at Home contact has been extended and performance measures achieved.
 - Direction EIJB-22/10/2019-11 which corresponds to the Home First service is proposed for closure as the direction has been delivered. Ward 71 in the Royal Victoria Building has closed, Home First Navigators have been recruited and the balance of funding has been transferred to the EIJB.
9. In the interests of clarity, it is recommended the current mental health direction (EIJB-22/10/2019-5) is superseded by two separate directions: one relating to the implementation of the national mental health strategic commitment to support the employment of additional mental health staff and the second relating to the specific commitment to employ staff to deliver psychological therapies.
10. For those directions recommended for variance or to be superseded, new draft directions have been formulated. These can be found at Appendix 2 of the P&D update report.

Implications for Edinburgh Integration Joint Board

Financial

11. There are no direct financial implications arising from this report.

Legal / risk implications

12. Failure to comply with the legislative requirement in respect of directions would place the EIJB in breach of its statutory duties.

Equality and integrated impact assessment

13. There are no direct equality implications arising from this report.

Environment and sustainability impacts

14. There are no direct environmental and sustainability impacts arising from this report.

Quality of care

15. Directions are intended to impact positively on quality of care by setting out service delivery requirements and associated performance measures alongside budget allocation.

Consultation

16. This report has been referred to the EIJB following consideration by the P&D Committee.

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Background Reports

- 1 [EIJB Directions Policy](#)
- 2 [Directions linked to the Strategic Plan](#)

Appendices

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| Appendix 1 | Annual Review of Directions – update report
Performance and Delivery Committee
16 November 2020 |
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REPORT

Annual Review of Directions – update report

Performance and Delivery Committee

16 November 2020

Executive Summary	The purpose of this report is to present updated information in respect of the annual review of directions report previously considered by the Performance and Delivery Committee. This report provides further detail on the rationale behind the proposals to vary, close or replace existing directions.
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Recommendations	<p>It is recommended that the Performance and Delivery Committee:</p> <ol style="list-style-type: none"> 1. Considers the review of directions approved during the period October 2019 – March 2020 and the updated information on directions proposed for variation or closure. 2. Considers the recommendations for retaining, varying, closing, or superseding existing directions prior to onward referral to the Edinburgh Integration Joint Board (EIJB) provided at Appendix 1. 3. Considers revised draft directions provided at Appendix 2 prior to onward referral to the EIJB.
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		✓
	No direction required	
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	✓

Appendix 1 provides an update on progress of directions and proposals for whether these directions should be retained, varied, closed or superseded

Appendix 2 provides draft varied or new draft directions.

Appendix 3 provides the Home First closure assessment report presented to the Savings Governance Board.

Report Circulation

1. The Performance and Delivery Committee considered an earlier report 'Annual review of directions' in September 2020. The Committee requested an update on some key issues before considering the recommendations for varying, closing or superseding directions.
2. This update report, providing additional information, is being considered by the Performance and Delivery Committee before referral to the Edinburgh Integration Joint Board (EIJB).

Main Report

Background and context

3. The EIJB approved a new Directions Policy and Strategic Plan 2019-22 at its meeting held on 20 August 2019. The directions policy was developed as a response to the identification of the non-delivery of directions by NHS Lothian and the City of Edinburgh as a significant risk for the EIJB. The EIJB Directions Policy complies with Scottish Government best practice statutory guidance.
4. An initial set of nine directions linked to the Strategic Plan were developed and approved by the EIJB in October 2019. In addition, further directions have been developed and approved by the EIJB in-year in response to service change and redesign. There has also been the requirement to vary one direction relating to drugs and alcohol services to reflect a change in financial allocations.
5. The approved Directions Policy makes provision for all directions to be reviewed annually through the work of the Performance and Delivery

Committee with recommendations about whether directions should be retained, revoked, varied or superseded being brought to the EIJB at the start of each financial year.

6. Internal Audit carried out a review of the directions setting process in Autumn 2019 and this focused on the controls applied by the EIJB to identify, create, approve and communicate new and revised directions. The outcome of the review provided significant assurance on the three of the four control objectives namely:
 - A policy is in place to define how directions are set and what information is included
 - The policy ensures directions will clearly align to the Strategic Plan and follow best practice.
 - A process is in place to ensure directions are subsequently revised during the year in response to developments and there is a robust process in place to revoke / supersede previous versions.
7. Moderate assurance was provided in relation to the final control objective: to ensure that directions set are achievable, properly communicated to NHS Lothian and the City of Edinburgh Council and setting expectations for their completion. This was identified as an area for improvement, with further work being required to refine the performance measures and how the Performance and Delivery Committee will be able to monitor and review the directions as per the policy.

Review of directions

8. A review of directions approved during the period October 2019 – March 2020 was conducted during February-March 2020. The review of directions involved liaising with relevant strategic leads within the Edinburgh Health and Social Care Partnership and finance colleagues from NHS Lothian and the City of Edinburgh Council to:

- provide progress updates;
 - establish if the direction remains relevant;
 - determine if timescales are deliverable; and
 - establish if any amendments are required to the financial allocations or performance measures.
9. The report on the 'Annual review of directions' was originally scheduled to be considered at the Performance and Delivery Committee on 1 April 2020 but was deferred because of the impact of the COVID-19 pandemic. The report was considered by Performance and Delivery Committee at the earliest opportunity in September 2020.
10. The summary of the outcomes of the review presented to Performance and Delivery Committee in September is attached as Appendix 1. Out of a total 13 directions, the recommendations were for 7 to be retained, 3 varied, 2 closed and 1 to be superseded by two new directions
11. At their September Meeting, the Performance and Delivery Committee requested additional informational and clarification on a number of issues to aid with their decision-making. Specifically, Committee requested:
- Clarification on the reasons why timescales for delivery for two directions relating to disability services had not been met and were proposed for variance (EIJB-22/10/2019-3 and EIJB-22/10/2019-4).
 - Further information/data to provide assurance that the directions proposed for closure have been achieved together.
 - Enhanced KPIs for the two proposed new mental health directions which are intended to supersede existing direction EIJB-22/10/2019-5.

The recommendations in the report were therefore not agreed, pending further update.

Disability directions requiring a variation

12. The direction EIJB-22/10/2019-3 relates to providing more support in the community by decommissioning Glenlomond ward in the Royal Edinburgh Campus and commissioning six tenancies for adults with forensic support needs. This links to the work of the learning disability collaborative, which was established to redesign the inpatient services in the Royal Edinburgh, commission community placements as part of that redesign, and agree the purpose of any inpatient beds.
13. Although refinement of this model has continued for many years, some key decisions were made in respect of Royal Edinburgh Associated Services (REAS). In 2018, a cohort of six people living in the Glenlomond ward were identified as potentially people who could live in the community. All six have lived there for considerable periods of time and all have forensic needs. In January 2019 a meeting was convened to discuss the discharge pathway and timescales for delivery. At this point it was shared that none of the necessary discharge work had commenced. As all six individuals have restrictions placed on them a series of assessments and court orders would be required, falling into three main areas; guardianship, risk assessments and capability assessment. The multi-disciplinary team indicated that the overall time to process all of these would be 12 months. It should be noted that the multi-disciplinary team is not a delegated function and remains with REAS responsibility.
14. By March 2020, one person from Glenlomond had moved to a care home. Of the remaining individuals one person has been deemed unfit to discharge and will remain within REAS, the other four will be supported by Support Works in Glenlomond as a temporary measure. Support Works are the Partnership's internal housing provider for people with a learning disability and forensic needs. Support works will work with the four people to move them from hospital to a community placement. The timeframe for this change is between November 2020 and January 2021, with advanced planning in place to have all

moves completed by June 2021. There has also been delays within the courts due to the pandemic, which has added more overall delay to the timeframe for delivery of this direction. It is therefore recommended that the direction is varied to reflect the new timescale.

15. Direction EIJB-22/10/2019-4 involves commissioning sixteen tenancies for adults with complex support needs, Specifically, commissioning 9 flats from Lifeways, plus other new accommodation options. As noted earlier as part of the redesign and move to close beds in the REH, there was an acknowledgement that the community did not have enough property to match the level of need required.
16. A procurement exercise was carried out to commission nine complex care flats. This commission was ambitious in that the contract award would be for the purchase of land in central Edinburgh, build at least nine flats for people with complex needs and then provide the staffing for those tenancies. The contract was awarded in December 2015 to Lifeways, and the project progressed as follows: land acquired from the seller in February 2017; planning permission was awarded in Autumn 2018 after 16 months; and construction started in spring 2019 with an anticipated completion date of October 2020. The pandemic has pushed this back until March 2021 and is currently on schedule for this timeframe. Seven people are expected to move in Spring 2021, again refurbishment works have been impacted by the pandemic.
17. It will take up until 2023 to commission additional accommodation options and secure the remaining tenancies – hence the proposed variation to the direction.

Directions recommended for closure

18. Two directions are recommended for closure. The Performance and Delivery Committee requested further assurance that these directions had been delivered in the form of supporting documentation or additional information. It was further noted that the current Directions Policy does not state the

requirements that have to met to close directions. The Directions Policy will therefore be updated to ensure that this is addressed.

19. Direction EIJB-22/10/2019-10 is proposed for closure as the Care at Home contact has been extended and performance measures achieved. The rate of £17.73 was applied and has now been superseded following the City of Edinburgh Council's decision in September 2020 to award a 3.3% uplift to providers from April 2020 increasing the rate to £18.32. Care at home capacity in the city has been sustained during 2019 and 2020. As of 27 September 2020, the number of hours commissioned weekly through the Sustainable Community Support Programme (SCSP) was 24,240 – 4,212 hours above the baseline, despite the impact of the COVID-19 pandemic. This compares to 24,332 hours as at 29/09/2019 which was also above the baseline.
20. Direction EIJB-22/10/2019-11 which corresponds to the Home First service is proposed for closure as the direction has been delivered. Ward 71 in the Royal Victoria Building has closed, Home First Navigators have been recruited and the balance of funding has been transferred to the EIJB. The assessment report recommending closure presented to the Savings Governance is attached at Appendix 3.

Mental health directions

21. In the interests of clarity, it is recommended the current mental health direction (EIJB-22/10/2019-5) is superseded by two separate directions: one relating to the implementation of the national mental health strategic commitment to support the employment of additional mental health staff and the second relating to the specific commitment to employ staff to deliver psychological therapies.
22. The KPIs for the psychological therapies direction have been determined and are included within the draft direction at Appendix 2: the performance measures for the other direction are in the process of being refined.

Next steps

23. For those directions recommended for variance or to be superseded, revised or new draft directions have been formulated. These can be found at Appendix 2. The Performance and Delivery Committee is asked to review these draft directions before onward referral to the EIJB for formal approval.

Implications for Edinburgh Integration Joint Board

Financial

24. There are no direct financial implications arising from this report. All extant directions have been subject to EIJB reporting and approval and consideration of the financial implications has been part of this governance process.

Legal / risk implications

25. Failure to comply with the legislative requirement in respect of directions would place the EIJB in breach of its statutory duties.
26. Failure to provide sufficiently detailed directions to partner organisations (NHS Lothian and the City of Edinburgh Council) may impact on the ability to deliver of key areas of the Health and Social Care Partnership's work.

Equality and integrated impact assessment

27. There are no direct equality implications arising from this report. All directions have been subject to EIJB reporting which includes comment on equalities implications.

Environment and sustainability impacts

28. There are no direct environmental and sustainability impacts arising from this report.

Quality of care

29. Directions are intended to impact positively on quality of care by setting out service delivery requirements and associated performance measures alongside budget allocation.

Consultation

30. Existing directions are based on strategic priorities which have been subject to prior co-production and consultation, and agreement with partner organisations (NHS Lothian and The City of Edinburgh Council).
31. Health and Social Care Partnership Strategic Managers and key finance staff from NHS Lothian and the City of Edinburgh Council have been involved in reviewing current directions as part of the annual review process.
32. Performance and Delivery Committee first considered recommendations for variance and/or closure of existing directions in September 2020 and requested additional information.

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Background Reports

1. [EIJB Directions Policy](#)
2. [Directions linked to the Strategic Plan](#)

Appendices

Appendix 1	Update on existing directions and recommendations
Appendix 2	Draft new and varied directions
Appendix 3	Savings Governance Board report on Home First

Review of directions - March 2020 - progress updates and recommendations

Reference	Services covered	Direction	Relevant report	Budget allocation			Performance measures	Review date	Progress review	Recommendation
EIJB-22/10/2019-1	All	For those services that are not covered by a specific direction, the City of Edinburgh Council and NHS Lothian will continue to provide services within current budgets, and in accordance with statutory and regulatory obligations, policies and procedures, endeavouring to meet national and local targets and the strategic objectives laid out in the Strategic Plan.	EIJB Strategic Plan 2019-22, EIJB 20 August 2019	The Financial Schedule sets out financial allocations for all delegated services.			Relevant national and local targets, reported on through annual performance report	Apr-20	Financial Schedule for 2019/20 completed.	Retain direction and review April 2021
EIJB-22/10/2019-2	All	Set up and implement the outputs from the transformation programme as approved by the EIJB on 8 February 2019 and set out in the Strategic Plan 2019-22.	<ul style="list-style-type: none"> EIJB Strategic Plan 2019-22, EIJB 20 August 2019 Transformation and Service Redesign, EIJB 8 February 2019 	19/20	NHSL	CEC	Contained in the report to the EIJB and to be further developed by the EHSCP	Apr-20	Transformation team recruited, workstreams scoped and programme officially launched 6 Feb 2020.	Retain direction and review April 2021
			20/21	£0	£0	£2.788m				
			21/22	£0	£0	£0				
EIJB-22/10/2019-3	Disabilities	Provide more support in the community by decommissioning Glenlomond wards in the Royal Edinburgh Campus and commissioning eight tenancies for adults with forensic support needs	<ul style="list-style-type: none"> Royal Edinburgh Campus, EIJB 18 May 2018 EIJB Strategic Plan 2019-22, EIJB 20 August 2019 	19/20	NHSL	CEC	6 people move from hospital to live in the community by April 2020	Apr-20	Legal options being explored by multi-disciplinary team within in-patient services. Work on the legal framework to support delivery is taking longer than anticipated.	Variation required - timescale for delivery to be amended to June 2021 as work on on the legal framework to support the delivery of this direction is taking longer than anticipated.
			20/21	£0.7m	£0	£1m				
			21/22	£0	£1m	£1m				
EIJB-22/10/2019-4	Disabilities	Increase support options in the community by decommissioning wards in the Royal Edinburgh Campus and commissioning sixteen tenancies for adults with complex support needs, Specifically, commission 9 flats from Lifeways, plus other new accommodation options.	<ul style="list-style-type: none"> Royal Edinburgh Campus IJB report 18 May 2018 EIJB Strategic Plan 2019-22, 20 August 2019 	19/20	NHSL	CEC	16 people are living in the community by December 2020	Apr-20	Work has commenced to commission properties for tenancies. A contract has been awarded to Lifeways to build 9 complex care flats; construction started in spring 2019 with an anticipated completion date of October 2020. The pandemic has pushed this back until March 2021 and is currently on schedule for this timeframe. The remaining tenancies will take until 2023 to secure.	Variation required to clarify timescale for delivery. Work to provide 16 tenancies in the community will be completed by Dec 2023.
			20/21	£2.1m	£0	£1.7m				
			21/22	£0.4m	£1.7m	£2.1m				
EIJB-22/10/2019-5	Mental healh	Implement the Scottish Government's National Mental Health Strategy to improve the response to distress in A&E, police, primary care, custody and prison settings by employing 12 WTE staff.	<ul style="list-style-type: none"> Action 15 funding, EIJB 21 June 2019 Psychological Therapies Additional Investment, EIJB 20 August 2019 	19/20	NHSL	CEC	Additional staffing as detailed in the report to the EIJB in June 2019. Reduction in waiting list / waiting times. Establishment of the Thrive open access centres. Each development will have its own outcomes and KPIs.	Apr-20	Action 15 Funding : 11.7 WTE new staff in post from total of 15.00 WTE Project plan in place for waiting list initiative. Prototyping of Thrive Open Access Model commenced in the North West Locality in Jan 2020. Require update fro LIF	Superseded by two new directions. In the interests of clarity, separate directions on mental health action 15 staffing and psychological therapies are required.
			20/21	£2.1m	£0	£0				
			21/22	£3.2m	£0	£0				
EIJB-22/10/2019-6	Alcohol & Drugs Services	Implement the 'Seek, Keep and Treat' Plan for people with substance misuse problems	Scottish Government - Seek, Keep and Treat Funding, EIJB 21 June 2019	19/20	NHSL	CEC	In line with Scottish Government national outcomes and targets	Apr-20	This direction has been varied - decision of EIJB meeting 10.12.2019. Please refer to direction EIJB - 10/12/2019-1 instead.	No longer applicable. This direction has been varied
			20/21	£1.1m	£0.3m	£0.3m				
			21/22	£1.1m	£0.3m	£0.3m				

EIJB-22/10/2019-7	Carers	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans.	<ul style="list-style-type: none"> EIJB Strategic Plan 2019-22, EIJB 20 August 2019 Edinburgh's Joint Carers Strategy and implementation plans, EIJB 20 August 2019 	19/20 20/21 21/22	NHSL £0.573m £0.573m £0.573m	CEC £2.630m £3.605m £6.049m	6 priority areas will have services provided and commissioned to support improvement across the identified outcomes as per the timeline included with the EIJB report of 20 August 2019.	Apr-20	Commissioning is on track to deliver new contracts by 1 Oct 2020.	Variation required to reflect the change in financial allocations across partner organisations	
EIJB-22/10/2019-8	Primary care / general medical services	Expand the Primary Care Workforce in line with the 6 clinical areas set out in the National 2018 New GMS Contract	<ul style="list-style-type: none"> Edinburgh Primary Care Improvement Plan (PCIP), EIJB 15 June 2018 Primary Care Transformation Programme, EIJB 24 May 2019 	19/20 20/21 21/22	NHSL £5.3m £9.2m £12.9m	CEC £0 £0 £0	Growth of staffing resource to target of c230wte spread across City practices by April 2022	Apr-20	As of Feb 2020, 116 WTE staff recruited (NE 27wte; NW 27wte; SE 18wte; SW 27wte; citywide 17wte).	Retain direction and review April 2021	
EIJB-22/10/2019-9	Primary care / general medical services	Work with EHSCP to produce business cases to support priorities for capital investment beyond the current year taking account of the anticipated population expansion in each locality	<ul style="list-style-type: none"> Primary Care Population and Premises, EIJB, 22 September 2017 	Capital allocation as identified in each business case			Delivery of Primary Care Infrastructure to meet identified need		Primary Care Business Cases development: <ul style="list-style-type: none"> Inclusive Homlessness Service. Site start March 2020; Brunton Medical Practice Re-provision. Standard Business Case in development; South East Edinburgh Initial Agreement to NHS Lothian Capital Investment Group, March 2020; and Edinburgh South GP Provision of GMS Initial Agreement to NHSL Finance and Resources March 2020 	Retain direction and review April 2021	
EIJB-22/10/2019-10	Care at Home for over 65s	Support the continued investment in the Sustainable Community Support Programme (SCSP) by approving the extension of the 'Care at Home Contract' for up to a further 22 months and the associated terms and conditions to ensure current capacity is maintained.	Care at Home, EIJB, 22 October 2019 B Agenda item	19/20 20/21 21/22	NHSL £0 £0 £0	CEC £4.2m £4.2m £4.2m	The Care at Home Contract is extended until 1 Oct 2021, or until a new contract is in place, if this occurs sooner. The new rate of £17.73 is agreed and applied to all new provision. Additional hours required from each SCSP provider in 2019/20 is maintained, with overall capacity recorded at 19%.	Apr-20	Contract extended with all requisite paperwork completed by providers and new rate of £17.73 implemented. With respect to sustaining capacity, in July 2019, total capacity delivered by SCS was 26,448. As of 20 Jan 2020, capacity has increased and the SCS programme delivered 29,078 hours of support.	Close direction - contract has been extended and performance measures achieved.	
EIJB-22/10/2019-11	Home First Acute services	NHS Lothian has a requirement to re-provide Haematology services at the Western General Hospital and as a result it will reduce Medicine of the Elderly beds by 26 beds in ward 71 in the Royal Victoria Building by end October 2019. The resultant reduction in beds and funding release from this set aside service will resource and expand the Edinburgh Health and Social Care Partnership's Home First team. The balance of funding released to be held in the IJB's reserve.	Home First, EIJB, 22 October 2019	19/20 20/21 21/22	NHSL £0.9m £0.6m £0.6m	CEC £0 £0 £0	Ward 71 closed. Acute bed numbers sustained. Hospital at home team recruited. 80-100 discharges per week city wide to support assessment at home.	Apr-20	Ward 71 closed in Oct 2019. As of Feb 2020: 2 out of 3 Home First Navigators recruited; Discharge to Assess (D2A) North is live; and funding has been transferred to the EIJB.	Close direction - achieved objectives.	

EIJB-10/12/2019 - 1	Alcohol & Drugs Services	Implement the Seek, Keep and Treat components of the national strategy 'Rights, Respect and Recovery' to improve health by preventing and reducing alcohol and drug use, harm and related deaths, through the delivery of services outlined in the investment plans. A local delivery and performance plan will measure engagement and outcomes for people and will be informed by the national framework to be issued shortly for Rights, Respect and Recovery.	-Scottish Government - Seek, Keep and Treat Funding, EIJB 21 June 2019 -Edinburgh Alcohol and Drug Partnership - Seek, Keep and Treat Funding 2018/19	19/20 20/21 21/22	<u>NHSL</u> £1.1m £1.1m £1.1m	<u>CEC</u> £0.3m £0.3m £0.3m	In line with Scottish Government national outcomes and targets	Apr-20	As of Feb 2020, implementation of Seek, Keep and Treat plan has included: - Employment of nurses, healthcare assistants, data analysts, and voluntary sector staff to implement assertive outreach and rapid access prescribing for those identified as being at the highest risk of drug-related death; and - Increasing senior clinical staffing to respond to those with the most complex needs.	Retain direction and review April 2021	
				20/21	Plus £1.074m previously unallocated from 2018/19. Further work required to determine allocation across partners						
EIJB-10/12/2019-2	Disability Services	In response to the development of a 'step down' resource for adults with a learning disability that NHS Lothian decommission three beds within the Royal Edinburgh	Learning Disability - Step Down - Royal Edinburgh Hospital, EIJB 10 December 2019	19/20 20/21 21/22	<u>NHSL</u> £0 £0 £0	<u>CEC</u> £0.075m £0.3m £0.3m	The outcomes of this direction will be measured by: - Three people successfully move from hospital to a community step down resource - That three people move from the step down resource into their own tenancies - That community teams continue to provide support to these people to ensure a successful community placement - That the step down resource can offer the same outcomes to more people as people transition to a community placement.	Dec-20	On schedule to commence implementation from April 2020.	Retain direction and review April 2021	
EIJB-10/12/2019-3	Adult Sensory Support Services	Commission and redistribute a revised suite of services for meeting the needs of adults with a sensory impairment on a three-year basis (from October 2020) with an option for 1+1 year extensions to take account of proposals for a pan-Lothian sensory impairment service	Adult Sensory Support	19/20 20/21 21/22	<u>NHSL</u> £0 £0 £0	<u>CEC</u> £0 £0.235m £0.471m	Each commissioned service will have its own KPIs developed as part of the commissioning process. Outcomes for people using the service to be delivered within the locality teams (social work assessment and care management with people with a vision impairment) will be monitored.	Apr-21	Current contract expires 30 Sept 2020. Formal tender notice published early Feb 2020 with return date of mid-March. Procurement on track to deliver new suite of services from Oct 2020.	Retain direction and review April 2021	

Direction From The Edinburgh Integration Joint Board
Financial Schedule 2019/20
Direction Ref: EIJB-22/10/2019-1

CEC Delegated Budget 2019/20	£m
External Services	
Assessment and Care Management	£ 0.519
Care at Home	£ 29.869
Care and Support	£ 54.821
Day Services	£ 12.612
Direct Payments & Individual Service Fund	£ 33.575
Other Services	£ 10.775
Residential Services	£ 69.733
Total External Services	£ 211.903
Internal Services	
Assessment and Care Management	£ 13.093
Care at Home	£ 24.530
Care and Support	£ 7.969
Day Services	£ 10.571
Equipment Services	£ 8.282
Management	£ 3.291
Other Services	£ 6.589
Residential Services	£ 27.149
Strategy / Contract / Support Services	£ 2.836
Therapy Services	£ 3.420
Pension Costs	£ 0.439
Total Internal Services	£ 108.168
Gross Expenditure	£ 320.072
Income and Funding	
Customer and Client Receipts	£ (20.576)
Cost Recovery	£ (20.295)
Funding (SCF / ICF / RT / NHS Recharges)	£ (51.725)
Total Income and Funding	£ (92.596)
Net Delegated Budget - CEC	£ 227.476

NHSL Delegated Budget 2019/20	£m
Delegated - Core	
Community Equipment	£ 2.323
Community Hospitals	£ 12.542
Complex Care	£ 0.296
Diabetes & Endocrinology	£ 0.060
District Nursing	£ 11.816
Geriatric Medicine	£ 4.158
GMS	£ 82.533
Hospices & Palliative Care	£ 0.249
Learning Disabilities	£ 1.125
Mental Health	£ 10.761

Other	£	0.152
PC Management	£	44.793
PC Services	£	11.065
Pharmacy	£	1.684
Prescribing	£	79.858
Public Health	£	0.194
Resource Transfer	£	23.674
Substance Misuse	£	2.999
Therapy Services	£	10.475
Total Delegated - Core	£	300.757
Delegated - Hosted		
Complex Care	£	1.604
Diabetes & Endocrinology	£	0.034
GMS	£	7.242
Hospices & Palliative Care	£	2.503
Learning Disabilities	£	7.906
LUCS	£	6.850
Mental Health	£	27.479
Oral Health Services	£	9.906
Other	£	0.021
PC Management	£	0.033
PC Services	£	0.437
Pharmacy	£	0.721
Prescribing	£	(2.031)
Psychology Services	£	4.769
Public Health	£	1.082
Rehabilitation Medicine	£	3.529
Sexual Health	£	3.653
Substance Misuse	£	2.706
Therapy Services	£	7.407
UNPAC	£	3.743
Total Delegated - Hosted	£	89.591
Set Aside - Acute		
Acute Management	£	2.843
Cardiology	£	4.757
Diabetes & Endocrinology	£	1.980
ED & Minor Injuries	£	8.735
Gastroenterology	£	3.371
General Medicine	£	26.968
Geriatric Medicine	£	14.347
Infectious Disease	£	2.085
Junior Medical	£	14.774
Outpatients	£	0.293
Rehabilitation Medicine	£	1.977
Respiratory Medicine	£	5.729
Therapy Services	£	7.342
Total Set Aside - Acute	£	95.202
Net Delegated Budget - NHSL	£	485.551

Total Net Delegated Budget (CEC + NHSL)	£ 713.027
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DRAFT DIRECTIONS FROM THE EDINBURGH INTEGRATION JOINT BOARD
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Reference number	EIJB- tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This varies direction EIJB-22/10/2019-3 agreed by the EIJB on 22 October 2019. The timescale for delivery is amended.		
Approval date			
Services / functions covered	Disability services		
Full text of direction	Provide more support in the community by decommissioning Glenlomond wards in the Royal Edinburgh Campus and commissioning eight tenancies for adults with forensic support needs		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	City of Edinburgh Council
	2019/20	£0.7m	£0
	2020/21	£0.5m	£0.2m
	2021/22	£0	£0.8m
Performance measures	6 people move from hospital to live in the community by June 2021		
Date direction will be reviewed	April 2021		

Reference number	EIJB- tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing Direction	Yes This varies direction EIJB-22/10/2019-3 which was agreed by the EIJB on 22 October 2019. The timescale for delivery has been amended.		
Approval date	22/10/2019		
Services / functions covered	Disability services		
Full text of direction	Increase support options in the community by decommissioning wards in the Royal Edinburgh Campus and commissioning sixteen tenancies for adults with complex support needs, Specifically, commission 9 flats from Lifeways, plus other new accommodation options.		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2019/20	£3.2m	£0
	2020/21	£2.6m	£0.6m
	2021/22	£2.0m	£1.2m
Performance measures	16 people are living in the community by December 2023		
Date direction will be reviewed	April 2021		

APPENDIX 2 – P&D Committee 16/11/20

Reference number	EIJB- tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This supersedes direction EIJB-22/10/2019-5 agreed at the EIJB on 22 October 2019.		
Approval date			
Services / functions covered	Mental health services		
Full text of direction	Implement the Scottish Government's National Mental Health Strategic commitment to support the employment of 800 additional mental health workers to improve access in key settings such as Accident and Emergency departments, GP practices, police station custody suites and prisons. For Edinburgh this equates to 8.2% which is equivalent to 66.56 WTE.		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Action 15 funding, EIJB, 21 June 2019		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2019/20	£1.4m	£0
	2020/21	£2.0m	£0
	2021/22	£2.7m	£0
Performance measures	Additional staffing as detailed in the report to the EIJB in June 2019. Reduction in waiting lists / waiting times Establishment of the Thrive open access centres. Each development will have its own outcomes and KPIs		
Date direction will be reviewed	April 2021		

Reference number	EIJB- (tbc)		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This supersedes direction EIJB-22/10/2019-5 agreed at the EIJB on 22 October 2019.		
Approval date			
Services / functions covered	Mental health services		
Full text of direction	NHS Lothian to recruit 17 WTE additional temporary staff to deliver psychological therapies.		
Direction to	NHS Lothian		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Psychological Therapies Additional Investment, EIJB, 20 August 2019		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2019/20	£0	£0
	2020/21	£1.0m	£0
	2021/22	£0.6m	£0
Performance measures	Number of staff in post Increase in number of patients seen who have waited over 18 weeks Decrease in number of patients waiting longer than 18 weeks		
Date direction will be reviewed	April 2021		

APPENDIX 2 – P&D Committee 16/11/20

Reference number	EIJB- (tbc)		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	<p>Yes</p> <p>This varies direction EIJB-22/10/2019-7 agreed by the EIJB in October 2019 to reflect a change in allocation across partner organisations.</p>		
Approval date			
Services / functions covered	Carer Support Services		
Full text of direction	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans.		
Direction to	<p>NHS Lothian</p> <p>The City of Edinburgh Council</p>		
Link to relevant EIJB report / reports	Edinburgh Joint Carers Strategy and Implementation plans – EIJB 20 Aug 2019		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2019/20	£0.703m	£2.178m
	2020/21	£0.651m	£3.198m
	2021/22	£0.499m	£5.789m
Performance measures	6 priority areas will have services provided and commissioned to support improvement across the identified outcomes as per the timeline included with the EIJB report of 20 August 2019.		
Date direction will be reviewed	April 2021		

Programme/ Project Close Request	Project Stage: Close	Edinburgh Health and Social Care Partnership 
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Project Name & Reference No.	Home First Ref No: CLR1	Associated Programme	N/A
Lead Manager	Fiona Wilson	Date of Change request	SGB 16/09/20
Approved By		Date of Approval	

1. Change Request Information	
Change Request Name	Home First - Project Close
Change Control Number	01
Priority/ Urgency	Medium
Requested By	Fiona Wilson
Request Date	16/09/20

2. Change Description
This request for change is to close the above project Home First following the full realisation of the savings target.

3. Assessment of Impact to Programme	
Scope	<p>The Home First model of care is designed to reduce the number of people being delayed leaving hospital and provide opportunity for people to be cared for at home or in a homely setting in their community.</p> <p>The principles of Home First are; No decision about me, without me; Prevention of Admission and never having to make a decision about long term care in a crisis situation.</p> <p>Through the use of the Home First model the reprofiling of Ward 71 at the Western General and Ward 120 in the Edinburgh Royal Infirmary has been enabled.</p>
Benefits	<p>The benefits identified as result of the project are:</p> <p>Citizen Benefit</p> <ul style="list-style-type: none"> • Appropriate level of support when required • Discharge facilitated in a timely manner • Remaining at home enabled • Independence maximised • Person centred and collaborative approach adopted • Improved communication <p>System Benefit</p>

Programme/ Project Close Request	Project Stage: Close	Edinburgh Health and Social Care Partnership 
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	<ul style="list-style-type: none"> • Improved flow • Improved systems and processes • Appropriate use of beds <p>Staff Benefits</p> <ul style="list-style-type: none"> • Staff empowered and supported to make decisions in the best interest of the people being supported • Clearer and fairer processes <p>Financial Benefit</p> <ul style="list-style-type: none"> • Improved overall value • Spend incurred in the most appropriate setting • Reduced spend
Finance	The full savings target of £1m has been realised
Time	Project closed
Risks	N/A
Dependencies	N/A
Lessons learnt	None identified

4. Finance Sign Off Information	
Finance Lead Name	Moira Pringle
Date of sign off	10/09/20

Programme/ Project Close Request	Project Stage: Close	Edinburgh Health and Social Care Partnership 
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Project Name & Reference No.	Home First Ref No: CLR1	Associated Programme	N/A
Lead Manager	Fiona Wilson	Date of Change request	SGB 16/09/20
Approved By		Date of Approval	

1. Change Request Information	
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Benefits	<p>The benefits identified as result of the project are:</p> <p>Citizen Benefit</p> <ul style="list-style-type: none"> • Appropriate level of support when required • Discharge facilitated in a timely manner • Remaining at home enabled • Independence maximised • Person centred and collaborative approach adopted • Improved communication <p>System Benefit</p>

Programme/ Project Close Request	Project Stage: Close	Edinburgh Health and Social Care Partnership 
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	<ul style="list-style-type: none"> • Improved flow • Improved systems and processes • Appropriate use of beds <p>Staff Benefits</p> <ul style="list-style-type: none"> • Staff empowered and supported to make decisions in the best interest of the people being supported • Clearer and fairer processes <p>Financial Benefit</p> <ul style="list-style-type: none"> • Improved overall value • Spend incurred in the most appropriate setting • Reduced spend
Finance	The full savings target of £1m has been realised
Time	Project closed
Risks	N/A
Dependencies	N/A
Lessons learnt	None identified

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Finance Lead Name	Moira Pringle
Date of sign off	10/09/20