

Policy and Sustainability Committee

10am, Tuesday 3 August 2021

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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Report

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 As part of the governance arrangements in place, the Chief Officer to the EIJB provides 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 EIJB was set up under the Public Bodies (Joint Working)(Scotland) Act of 2014 and brings together services delegated to it, under the Integration Scheme, by City of Edinburgh Council and NHS Lothian. The Integration Scheme is a requirement under the Act, and this is the partnership agreement between Local Authorities and the NHS which sets out which functions and resources are delegated to the Integration Joint Board (IJB) and how the partners will operate together to deliver the requirement of the Act.

4. Main report

- 4.1 This report will cover the period from January 2021 – June 2021.

Covid19

- 4.2 The emergency of Covid19 and the subsequent restrictions continue to have 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 The EIJB and its Committees resumed in August 2020 and continue to meet virtually to consider EIJB business. The Partnership also continues to provide regular briefings to the EIJB and Elected Members on a range of service redesign and improvement projects.
- 4.4 While we are seeing many restrictions lifting, the Partnership continues to adapt to ensure services can recommence safely and in response to new and emerging need arising from the past 16 months.

Items of strategy

- 4.5 The EIJB conducts a review of its strategy annually and develops strategic direction through its Strategic Planning Group (SPG). Work and consultation on a higher-level strategic directive and the next three-year strategic plan is ongoing. The EIJB Strategic Plan 2019-2022 can be found [here](#) and the annual review of the Strategy which went to EIJB on 27th October 2020 can be found [here](#)

Strategic Plan

- 4.6 The intention is to publish the next EIJB strategic plan (covering 2022 – 2025) in March 2022. The next strategic plan will be an evolution of the previous plan, with the emphasis on continuity of priorities and the transition of the transformation programme to a core strategic programme. It will also continue with the roll out of Thrive Edinburgh, the central EIJB mental health strategy and the next stage of the Primary Care Improvement Plan (PCIP). It will also better align activity to priorities and national outcomes. The following principles will apply:
- 4.6.1 **Continuity** - building confidence through consistency of approach building on the current strategic programme
- **Alignment** - identify gaps, avoid duplication, and seek efficiencies
 - **Collaboration** - look at partnership, co-production and avoidance of silos
 - **Credibility** - set out what we can achieve in the three-year timeframe
 - **Affordable** - consider the financials including “spend to save”
 - **Prioritisation** - set realistic targets and sequence
 - **Translation** - explanation, communication, and engagement
- 4.7 The next strategic plan will take account of the feedback gained from a range of consultation activity, including from the Edinburgh Wellbeing Pact and Care at Home projects and the central strategy consultation programme. Consideration will be given to recent national guidance including the Digital Strategy, the Poverty Commission Report 2019 and the Independent Review of Adult Social Care.
- 4.8 Development of the next strategic plan will be done cognisant of the City of Edinburgh Council Business Plan 2030 and the emerging NHS Lothian Strategic Framework. Further information can be found [here](#)

Status of Transformation Programme

- 4.9 The EIJB transformation programme was delayed between March – July 2020 due to COVID-19 as staff were deployed to support the pandemic. A revised transformation programme, with a two-phased approach to delivery, was agreed by the EIJB in July 2020 and four programmes of work are underway:
- 4.9.1 **Conversation 1 (Listen and Connect)** – focussed on improving the quality of our interactions with individuals and their families
- 4.9.2 **Conversation 2 (Working intensively with people in crisis)** – focusing on helping to support people more effectively at points of crisis in their lives

4.9.3 **Conversation 2 (Build in a Good Life)** – improving the quality and sustainability of services for individuals who may require longer term support

4.9.4 **Conversation 4 (Cross Cutting Enablers)** – providing cross cutting enabling change, such as workforce, housing, and technology.

4.10 Several projects are due to bring reports to the EIJB in the coming months, including the redesign of medical day hospital services, the EIJB inaugural workforce strategy, “*Working Together*” and the next phase of the Bed Based Strategy.

Edinburgh Wellbeing Pact

4.11 Work continues to develop the Edinburgh Wellbeing Pact and a comprehensive research and engagement workstream has started with several stakeholder and planning events held between January and March 2021 and further neighbourhood conversations organised between May and August 2021. In April 2021, the EIJB approved the Community Mobilisation 3-year plan, as the first step in enacting the ethos of our Edinburgh Wellbeing Pact. We are now working in collaboration with community groups and third sector partners to develop key practical arrangements such as the establishment of anchor organisations and networks. Over time, the Community Mobilisation project will introduce more locally focused and collaborative ways of funding vital community activity, replacing the traditional grants programme. Further information can be found [here](#).

Three Conversations

4.12 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. There are currently 13 innovation sites running with a further 6 in the pipeline. Evaluation to date shows a significant improvement in our responsiveness, with the average wait to see a worker in innovation sites now less than 1 day, compared with a baseline, pre-innovation average of 40 days. We are also seeing a reduction in the percentage of people requiring formal, paid-for services as a result of more innovative, person-centred solutions which connect people to their own strengths and community assets. Prior to the roll-out of 3 Conversations, approximately 24% of new people approaching us went on to receive a long-term, paid-for package of support. Within innovation sites, this has reduced to approximately 15% of people. A dedicated practice lead has been recruited to build expertise and capacity to roll out the three conversation models more widely across the Partnership. We are on target to have 100% of assessment and care management staff practising in a 3 Conversations way by March 2022.

Home First Approach

4.13 The Home First approach is critical to the Partnership’s ability to reduce delayed discharges and in supporting our ambitions to support people at home, or in a homely setting for as long as possible. 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. Significant work has been done across

the Partnership in collaboration with NHS Lothian to develop and enhance urgent care pathways and improve referrals into urgent community and secondary care services. Over the past year, the project team has undertaken a redesign of pathways from acute sites to intermediate care, supporting a significant number of people to return directly home rather than be admitted to an intermediate care bed. Between March and December 2020, 605 intermediate care referrals were screened by the dedicated Home First team. 281 of these people were admitted to intermediate care, and the team was able to support 58% of the remaining people to instead return to their own home.

Climate Change Charter

4.14 The EIJB agreed its Climate Change Charter which sets out its commitments, pledges of support and changes to business practices to help Edinburgh reach its 2030 net zero carbon emission target. Further work on this is being developed with our Partners, City of Edinburgh Council and NHS Lothian, with updates scheduled for the SPG in the second half of the year. Further information can be found [here](#)

Carers Strategy Spending Plan

4.15 The EIJB approved its Joint Carers' Strategy 2019-22 and associated spending plan for £35.4m over five years. The spending plan has been developed in collaboration with carers and dialogue with key strategic partners. The funding (£35.4m) have been allocated across six carer strategic priorities. Further information can be found [here](#).

Older People Improvement Programme

4.16 Over recent months we have been engaging with the Joint Inspection Team (Care Inspectorate and Health Improvement Scotland) about our progress with improvement activity relating to the Joint Inspection of Older People's Services in 2016 and the findings of the Progress Review undertaken in 2018. Due to the restrictions associated with the pandemic, a more collaborative and informal approach has been taken, and a series of meetings have been held online with inspectors to provide details of key improvement activity, including the work underway as part of our transformation programme. A full report and extensive set of supporting documentation has now been submitted to the Joint Inspection Team summarising the significant progress made in recent years. The Joint Inspection Team is currently reviewing and assessing this and expects to provide formal feedback by early September 2021.

EIJB Governance

4.17 The EIJB continues to develop its governance arrangements and structure in conjunction following the earlier review work, completed with the support of the Good Governance Institute. Appointments have been made to both the vacant Carer and Citizen representatives to the EIJB demonstrating ongoing engagement and commitment with key stakeholders.

Summary of 2020/21 performance

- 4.18 The EIJB's Annual Performance Report for 2020/21 is in the process of being drafted, with publication planned for September 2021. As in previous years, our Annual Performance Report for 2020/21 will detail our performance against the six strategic priorities in our strategic plan and against the national health and wellbeing outcomes and associated indicators.
- 4.19 Our work over 2020/21 has been shaped by the response to the new coronavirus (covid-19) and resulting global pandemic. The services we deliver were significantly impacted by the restrictions put in place to control the spread of the virus. We also developed new and adapted ways of working to allow quality support to continue to be provided while restrictions were in place.
- 4.20 Our performance against almost all the national indicators has been affected by the covid-19 pandemic. This makes it difficult to compare our performance against previous years. However, the changes seen in Edinburgh figures this year broadly reflect national trends.
- 4.21 The rate of emergency admissions and bed days dropped in Edinburgh in 2020, in line with the national drop in people attending hospital. Readmissions continued at a higher rate than the Scottish average and we are continuing work to better understand our performance in this area. The downward trend in the rate of days people over 75 spend in hospital when they are ready to be discharged continued. Between 2019/20 and 2020/21, this figure decreased by 51% in Edinburgh compared to a 37% decrease in the figure for Scotland. This likely builds on the success of our Home First model, which was accelerated during the pandemic.
- 4.22 The performance reports provided to the City of Edinburgh Council meeting on 24th June also showed improvement over the past year on our key social care indicators and the progress we have been making with our transformation programme to improve the provision of health and social care in Edinburgh. Further information on the City of Edinburgh Council Annual Performance Report 2020/2021 can be found [here](#) and the Coalition Commitments Progress Update report can be found [here](#). Additionally, the Local Government Benchmarking Framework 2019/20 Edinburgh Overview also reported to the City of Edinburgh Council meeting on the 24th June. The report shows positive trends in Adult Social Care indicators in Edinburgh. Further information can be found [here](#).

Items of finance

Savings and Recovery Plan

- 4.23 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.

- 4.24 Following a combined budget offer of £692.2m from the City of Edinburgh Council and NHS Lothian, and the projected costs for delegated services totalling £723.5m, the EIJB had an estimated £31.3m savings requirement going into 2021/22.
- 4.25 A paper was presented to the EIJB on 24 March 2021 which focussed on a Savings and Recovery Budget Programme 2021/22. The EIJB was also presented with the 2021/2022 EIJB financial plan. The papers can be accessed [here](#).
- 4.26 Over the next six months, the EIJB will continue to focus on:
- 4.26.1 Continue to develop its governance structure.
 - 4.26.2 Continue to deliver the transformation programme in conjunction with key stakeholder and citizens.
 - 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 develop the next EIJB Strategic Plan 2022-25 and the annual performance report 2020/21
 - 4.26.5 Consider a draft review of the EIJB Strategic Plan 2022-2025 and the Annual Performance Report 2020/2021.

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 30 November 2021.

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 carefully considered and referred to within the relevant EIJB report.

8. Background reading/external references

- 8.1 None

9. Appendices

- 9.1 Appendix 1 – EIJB Delegated Services

Appendix 1 – EIJB Delegated Services

Delegated services

We are responsible for planning the future direction of, and overseeing the operational delivery of, integrated health and social care services for the citizens of Edinburgh. These services are delegated to the EIJB from our partners, the City of Edinburgh Council and NHS Lothian. They are largely delivered by the Edinburgh Health and Social Care Partnership (the Partnership), although some are managed by NHS Lothian on our behalf. These are referred to as “hosted” or “set aside” services. The full range of delegated services is set out in the table below:

Adult social care	Community health	Hospital-based services
<ul style="list-style-type: none"> • Assessment and care management including occupational therapy • Residential care • Extra-care housing and sheltered housing • Intermediate care • Supported housing – learning disability • Rehabilitation – mental health • Day services • Local area coordination • Care at home services • Reablement • Rapid response • Telecare • Respite services • Quality assurance and contracts • Sensory impairment services • Drugs and alcohol services 	<ul style="list-style-type: none"> • District nursing • Services relating to an addiction • Services provided by allied health professionals (AHPs) • Community dental services • Primary medical services (GP)* • General dental services* • Ophthalmic services* • Pharmaceutical services* • Out-of-hours primary medical services • Community geriatric medicine • Palliative care • Mental health services • Continence services • Kidney dialysis • Prison health care service • Public health services <p>* includes responsibility for those aged under 18</p>	<ul style="list-style-type: none"> • A&E • General medicine • Geriatric medicine • Rehabilitation medicine • Respiratory medicine • Psychiatry of learning disability • Palliative care • Hospital services provided by GPs • Mental health services provided in a hospital with exception of forensic mental health services • Services relating to an addiction or dependence on any substance