

Policy and Sustainability Committee

10am, Tuesday 1 November 2022

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.
 - 1.1.2 Notes that the Edinburgh Integration Joint Board continues to receive regular reporting at its Board meetings and undertakes appropriate scrutiny of the items contained within this 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).

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 February 2022 - September 2022.

Performance

- 4.2 Despite the success of the vaccine rollout, high infection rates and ongoing restrictions meant the Covid pandemic continued to affect our work. System pressures arising from staff shortages, increasing demand from residents with increasingly complex needs, and ongoing difficulties in recruitment made for a demanding year, but frontline staff once again delivered exceptional services to our most vulnerable residents.
- 4.3 Trend comparison of performance remains difficult because of the extraordinary impact of the pandemic but the Edinburgh Health and Social Care Partnership (the Partnership) continued to perform well in some areas of the national indicators (NI) and faced challenges in relation to others. Of the 18 national indicators reported,

the Partnership are in line with or compare favourably to the Scottish average in eleven indicators and are closing the gap in a further four.

- 4.4 The main area of difference with the average is for delayed discharges (NI19), which has been affected by the significant issues with social care capacity felt across the country, but particularly acutely in Edinburgh due to the demographics of the city. There was, however, a 12% drop in the rate of emergency readmissions to hospital within 28 days, an area of concern in previous years; and in line with our Home First approach, more adults with intensive care needs received care at home. Read the annual performance report [here](#) (will be published on 31 October 2022).

System Pressures

- 4.5 Since March 2021, there has been an increase in referrals for social care support, and an increasing number of people being assessed as requiring a service. This increase in demand resulted from people being de-conditioned (i.e., frailer, less confident) following periods of lockdown, family/unpaid carers who are exhausted having cared for people during the pandemic returning to work following the end of furlough, and a general build-up of demand emerging as messaging about services being 'open as usual' were released. Coupled with this increasing demand for services, the Partnership are also faced with a decrease in care capacity available to support people, which is compounding an already challenging position.
- 4.6 A paper on systems pressures experienced throughout the Health and Social Care System is on the agenda for P&SC today, therefore this report will not cover system pressures.
- 4.7 Recognising the challenges faced in Edinburgh, the Partnership, NHS Lothian and City of Edinburgh Council have been provided with additional support and capacity by Scottish Government to assist in identifying any areas of current work the Partnership could accelerate, or new actions that could be taken that would have short term impact. The Partnership are currently working very closely with the support team to identify opportunities for managing the immediate extreme pressures and identifying further or alternative medium and longer term sustainable solutions.

Items of strategy

Strategic Plan

- 4.8 Work continues to develop the next iteration of the EIJB strategic plan, with a range of consultation events running until February 2023. Feedback from the consultation events will be used to shape the final version of the strategic plan which will be presented to the March 2023 EIJB for endorsement.
- 4.9 Over the next stage of the strategic planning cycle, EIJB priorities and planned actions will be refined and adjusted where necessary and any identified gaps will be closed. It will also take (where possible) account of the new National Care Service (NCS) which is expected to be established by the end of the current term of Parliament.

Innovation and Sustainability Portfolio

- 4.10 The Innovation and Sustainability Portfolio was established formally in June 2022 and is a key delivery mechanism for the ambitions set out in the strategic plan. The portfolio brings together all major change and innovation work, with a clear focus on driving efficiency and delivering sustainability – not just in relation to finance, but also in terms of future workforce and service/care capacity.
- 4.11 The Innovation and Sustainability Portfolio encompasses some of the key projects which were initiated under the previous transformation programme and is also working to develop a pipeline of new projects and initiatives to address challenges and improve performance. The first of the pipeline proposals, relating to transformation within Learning Disability Services, was approved by the EIJB in September 2022 and work is now underway to develop detailed implementation plans to take forward whole-system improvement and redesign.
- 4.12 Further updates on other areas of work within the Innovation and Sustainability portfolio are provided below.

Workforce Strategy: *Working Together*

- 4.13 The EIJB workforce strategy 'Working Together' was endorsed by the EIJB on 8 February 2022 and describes how the EIJB will create a workforce to deliver a vision of a 'caring, healthier and safer Edinburgh'. Its purpose is three-fold:
- a) Plan to ensure the requirement of a skilled and capable workforce.
 - b) To support the delivery of our strategic priorities; and thus.
 - c) Be able to provide the health and social care needs of the citizens of Edinburgh .
- 4.14 Four key strategic workforce priorities have been identified:
- a) Health & wellbeing.
 - b) Culture & identity.
 - c) Workforce capacity & transformation.
 - d) Leadership and development.
- 4.15 In the short term, implementation of the strategy is primarily focused on the workforce needs of the Partnership. However, it also recognises the possible implications on our wider workforce (third sector, independent sector, carers, volunteers etc).
- 4.16 Delivery groups have been established to progress implementation of the key strategic workforce priorities and commitments set out in the strategy. The workforce strategy can be read [here](#).

Bed Based Care Strategy

- 4.17 In line with the vision of the EIJB to deliver 'a caring, healthier and safer Edinburgh', the ambition of the Bed Based Care Strategy is to create a sustainable bed base

that meets the needs of the citizens of Edinburgh by providing the right care, by the right professionals, at the right time, in the right place.

- 4.18 Phase 1 of the Bed Base Strategy set out proposals in relation to intermediate care, hospital based complex clinical care (HBCCC) and care homes. Modelling of demand and capacity for each of these services identified an imbalance in our bed base, with the incorrect number of beds in settings inappropriate to their function. Analysis demonstrates that the Partnership do not have enough intermediate care beds, and have too many HBCCC beds and our care homes do not provide the specialist and complex care that is required to meet the existing and future needs of our population. Proposals to rebalance these bed types have been developed and progressed through the EIJB.
- 4.19 Work is already underway to change the model of care within our larger care homes to incorporate registered nurses, allowing us to offer affordable specialist and complex care.
- 4.20 Further work is ongoing to develop the approach to a wide ranging public consultation in collaboration with partners, seeking views and input on future care models within the community which will inform the next phase of the Bed Based Strategy.

Three Conversations

- 4.21 The Three Conversations (3C's) approach focuses on what matters to a person and on working collaboratively with them as experts in their own lives, with staff considering a person's strengths and community networks to achieve positive outcomes.
- 4.22 Implementation of the 3 Conversations approach began on a phased basis in July 2019. The Partnership began to establish "innovation sites" across the city, where teams could learn how to work in this different way. To date, there have been 22 innovation sites in a variety of Health and Social Care teams and services and further proposals being developed.
- 4.23 There is evidence that 3C's has enabled us to support people more quickly, with the average waiting time from first contact to a conversation starting being 14 days (as at August 2022), compared by a pre-3C's baseline where people waited on average over 40 days for assessment. Work is ongoing to gather and analyse data which demonstrates wider impacts of 3C's on the response and support provided, satisfaction levels and financial impacts.
- 4.24 Initially the 3 C's project was supported by Partners 4 Change (P4C), a not-for-profit change management organisation. However, in July 2022, the contract with P4C came to an end and the Partnership are now supporting the further roll-out of the approach internally.

Home First

- 4.25 Home First Edinburgh is transforming pathways between hospital and community settings. It includes the development of services to better support people to remain

at home or in a homely setting, preventing admission to hospital and providing alternatives to hospital where it is safe to do so.

- 4.26 Flagship developments which are constantly expanding, evolving and improving include Hospital at Home (H@H), the Community Respiratory Team (CRT), our Single Point of Access for urgent care, including therapy within the Flow Centre, and Discharge to Assess approaches.
- 4.27 Our more recent initiatives of Planned Date of Discharge and the new Discharge without Delay Programme will drive improvements in integrated multidisciplinary team working, to enable us to move closer to ensuring people can leave hospital on the day they are clinically ready for transfer.

Edinburgh Wellbeing Pact

- 4.28 The Edinburgh Wellbeing Pact is one of the key elements of the EIJB strategic plan. Our Pact seeks to work with the people of Edinburgh to better understand what is important in their lives and how they want to manage their own health and wellbeing. The Pact focuses on providing services that fit around individuals, allowing them to live as well as possible and have “more good days”.
- 4.29 Our Community Mobilisation work is a key part of enacting the Pact, working alongside community partners. The Community Mobilisation 3-year plan was approved by the EIJB in April 2021 and since then, the Partnership have been working to develop and build community resilience and partnership working.
- 4.30 Throughout 2022, the Partnership have been developing opportunities for organisations to have Capacity to Collaborate. The Partnership have supported 22 proposals from a range of community and third sector organisations, enabling them to work in partnership in areas such as support for older people, Dementia Friendly Edinburgh, advocacy, community transport and Thrive Edinburgh.
- 4.31 Funding has also been provided as part of the Accelerate and Prevent Programme for a range of projects and initiatives aimed at maximising and increasing capacity within the Health and Social Care System.
- 4.32 Work is underway to develop the “More Good Days” Strategic Public Social Partnership (PSP). The Strategic PSP model can be considered as an example of co-production rooted in the idea of citizen participation in the design and delivery of goods or services. It is a strategic partnering arrangement which involves the Third Sector earlier and more deeply in the design and commissioning of public services.
- 4.33 Further information on the Edinburgh Pact can be found [here](#).

Items of finance

2022/23 Financial Update

- 4.34 In March 2022, the Integration Joint Board (IJB) agreed the 2022/23 financial plan and associated savings and recovery programme. Recognising that the additional measures required to balance the plan would have a significant negative impact on performance gains and, ultimately on outcomes for people, the board made the

difficult decision to support a budget which did not deliver financial balance. At this point the plan had a deficit of £16.9m.

- 4.35 Update were provided to the IJB meetings in August and October 2022 which reported that the budget deficit had been reduced to £10.8m. The October paper presented the first assessment of the in year financial position. At this point, an overall overspend of £8m was being forecast - £10m relating to Council services offset by an underspend of £2m in services provided by NHS Lothian. The mid year review will present an opportunity to refine these figures. Integration Joint Board officers continue tripartite efforts with colleagues in the City of Edinburgh Council and NHS Lothian to address the financial position, both in year and on an ongoing basis.

Savings Programme

- 4.36 In March 2022, the IJB agreed the 2022/23 savings and recovery programme to deliver in year savings of £5.74 million. Delivery of the programme is overseen operationally by the Savings Governance Board (SGB) with progress scrutinised by the Performance and Delivery Committee.
- 4.37 Overall, the programme is moderately behind expected progress and there is a divergence between planned activities and progress across number of projects. However, where risks or issues have been identified as having financial implications for the 2022/23 savings and recovery programme, corrective actions have been agreed and documented through SGB for the purpose of audit and ongoing programme assurance.

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 in August 2023.

6. Financial impact

- 6.1 In terms of 2022/ 23 budget position, an overall overspend of £8m was being forecast. A mid-year review will present an opportunity to refine this position. In terms of the savings programme, the IJB agreed its 2022/23 savings and recovery programme. The programme is behind progress at this time, and corrective actions have been agreed where risks / issues identified have financial implications.

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

None