

# Policy and Sustainability Committee

10am, Tuesday 22 August 2023

## Interim Chief Officer Update – Edinburgh Integration Joint Board/Edinburgh Health and Social Care Partnership

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that the Policy and Sustainability Committee:
  - 1.1.1 Note and comment on the content and structure of this new update report.
  - 1.1.2 Agree that this format of report will be used for future updates to the Policy and Sustainability Committee.
  - 1.1.3 Agree that this report will encompass any system pressures reporting rather than receive a separate report on these issues.
  - 1.1.4 Agree to a detailed 6 monthly update report on the improvement plan within one cycle.

#### **Mike Massaro-Mallinson**

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# Report

## Chief Officer Update

### 2. Executive Summary

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- 2.1 This is the first of a proposed new standard report that will be submitted routinely to the Policy and Sustainability Committee. It will provide an update for information on the work of the Edinburgh Integration Joint Board (IJB) and progress made within the Edinburgh Health and Social Care Partnership (EHSCP).
- 2.2 The report is designed to strengthen the relationship and governance arrangements between the Council and the Integration Joint Board. Given the wide range of services, it will not be possible to provide an update on all activities. Rather, the report will focus on areas of priority/significance as well as any issues for escalation. As such the subjects covered may vary over time and the proposed report will feature:
- topics which are going to be presented to the IJB in upcoming reporting cycles;
  - updates on key EHSCP activities, including but not limited to, progress with the bed-based review, and workforce planning; and
  - summary of EHSCP performance, including benchmarks against other partnerships in Scotland;
  - any relevant escalations, including those relating to delegated social care services being provided by the Council.

### 3. Background

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- 3.1 Events and discussions in recent months have highlighted the requirement to strengthen the governance arrangements between the Council and the work of the EHSCP as directed by the IJB. In particular, progress or lack there-of, with key initiatives not being reported routinely. This new report has been developed to improve the Council's understanding of what work is being directed by the Integration Joint Board as well as update on progress with key areas of activity which are the responsibility for the Council.

## 4. Main report

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4.1 Under existing governance arrangements, the Policy and Sustainability is responsible for scrutinising social care services provided by the Council. It is acknowledged that, whilst regular Chief Officer updates were presented to the committee, these did not always provide the level and format of information required to fulfil that role. Accordingly, the Interim Chief Officer has reviewed the reporting and the initial report in this new format is included as an appendix.

4.2 The initial report in this new format covers:

### PART 1 – EDINBURGH INTEGRATION JOINT BOARD

Strategic plan  
Bed Based Review  
One Edinburgh – Home Based Care  
Early Intervention and Community Mobilisation

### PART 2 – EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

Current Performance  
Improvement Activity  
Any specific areas of escalation

4.3 Previously, the committee received reports on system pressures every second meeting. It is proposed that this report replaces the system pressures report, including with any challenges or pressures needing escalated.

4.4 At the Edinburgh Integration Joint Board on 13 June 2023, the EIJB approved the improvement plan in response to the inspection of Social Work and Social Care in Edinburgh. The report subsequently came to the City of Edinburgh Council on 22 June 2023 and is attached [here](#) for information. It was agreed that Policy and Sustainability Committee receive a 6 monthly update to allow them to monitor the implementation of the statutory and service improvement aspects of the plan. It is proposed that the detailed 6 monthly update come to next committee on 24 October 2023. Further, a formal annual review will be built into the process.

## 5. Next Steps

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5.1 Within the improvement plan, key priorities were established, bringing together improvement and efficiencies. Implementation of these priorities is occurring at pace as is securing the correct leadership to drive forward its implementation.

5.2 Future reports, including structure and content will be based on feedback from Policy and Sustainability Committee.

## **6. Financial impact**

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6.1 There are no direct financial implications arising from this report. As this report, is updating on activity, any financial implications arising from the workstreams included within this report, will be included within any specific committee report..

## **7. Stakeholder/Community Impact**

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7.1 In response to a request from Cllr Miller at the Edinburgh Integration Joint Board on 13 June 2023 and Cllr Mumford at City of Edinburgh Council on 22 June 2023, an Integrated Impact Assessment of the Social Work and Social Care Improvement Plan has been initiated. A meeting of stakeholders met on 12 July 2023 and began the progress, however, due to the level of interest and discussion, a follow up meeting is being arranged to progress this further.

## **8. Background reading/external references**

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8.1 Joint Inspection of Adult Support and Protection, City of Edinburgh can be found [here](#).

8.2 Inspection of Adult Social Work and Social Care Services in Edinburgh can be found [here](#).

## **9. Appendices**

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Edinburgh Health and Social Care Partnership - Interim Chief Officer Update

## EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP - INTERIM CHIEF OFFICER UPDATE

### PART 1 – EDINBURGH INTEGRATION JOINT BOARD (IJB)

#### Strategic Plan

The IJB Strategic Planning Group (SPG) has overseen the development of the refreshed IJB Strategic Plan over the past two years. Objectives and priorities have been redefined with a greater emphasis placed on outcomes and an attempt to better align activities, performance evaluation and benefits realisation.

Final approval of the refreshed EIJB Strategic Plan has been delayed allowing consideration to be made of the:

- a) Budget Savings proposals for the current financial year.
- b) Impact of the medium-term financial strategy (MTFS) over the next three years.
- c) Improvement Plan responding to the recent Adult Support and Protection and Social Work & Adult Social Care inspections.

Version 7 of the draft Strategic Plan will be presented to the SPG for consideration on 16 August 2023. Once further amended, the intent is to present it to the IJB in either October or December 2023. A consultation period will then be actioned.

The refreshed IJB Strategic Plan aligns to the City of Edinburgh Council Business Plan and NHS Lothian's Lothian Strategic Development Framework (LSDF). More detail regarding the transition to a National Care Service (NCS) is awaited and will inform future reviews of the IJB's strategic plan.

#### Bed Based Review

In June 2023, the IJB, Finances and Resources Committee and the Council considered a refreshed approach to the bed based review. This included IJB agreement to proceed with a strategic commissioning exercise, which will look to establish the full bed requirements across acute and community settings. It will be underpinned by a full system pathway review to fully assess the bed configuration required, both now and in the future. The full report can be found [here](#). It was acknowledged that the deadline of December 2023 would be challenging.

Following further discussion at the Council's Finance and Resources Committee and the Council, a paper was presented to the Governance, Risk and Best Value Committee (GRBV) on 1 August noting the decisions of the Council and the IJB Joint Board in respect of the Bed Base Review. This paper can be found [here](#). The GRBV committee requested that the cost incurred to date to develop the bed based review be publicly disclosed. It can

be confirmed that the additional costs incurred to date are limited to the engagement of professional advisors to support the consultation and is £2,995. With this exception, all of the work to develop the bed based review has been progressed by officers.

Work is underway, taking a collaborative approach with colleagues in NHS Lothian to develop a critical path for the move of health services from the Liberton site. An operational lead has been identified to drive the work forward and we are in the process of reprioritising workloads to create capacity to support this.

In the meantime, an initial specification has been agreed for the procurement of a pan Lothian bed model. This is being led by NHS Lothian and is currently at the procurement stage.

### **One Edinburgh – Home Based Care**

This programme encompasses 3 workstreams: redesign of internal services (reablement); the implementation of scheduling software (Totalmobile); and the procurement of an external commissioning framework.

The ambition is to implement a ‘One Edinburgh’ approach for all homebased support services, ensuring equity of access to quality support across the city for people and their carers. This includes providing improved integrated support options for adults living at home which are sustainable, well-coordinated, accessible, and appropriate at point of need, supporting improved outcomes and maximising independence. Linked to this is the intention to shift from competitive, shorter term commissioning models to long term collaboration and partnership arrangements. The commissioning of these services will define a modern Edinburgh Offer between health and social care providers, support organisations and our citizens.

Two development sessions have been held to brief IJB members and share information on the overall programme. The associated business case will be presented to the IJB in September 2023. Recognising that any subsequent procurement will have to be undertaken by the Council, a report outlining the programme of work will come to the next Policy and Sustainability Committee.

### **Early Intervention and Prevention Strategy**

Work is underway, building on the Edinburgh Wellbeing Pact (the pact) and community mobilisation programme, to develop an early intervention and prevention strategy.

The pact is a key plank of the strategic plan which 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. It focuses on providing services that fit around people, allowing them to live as well as possible and have “more good days”. Community Mobilisation (developing and building community resilience and partnership working) is part of enacting the pact, working alongside community partners. Further information on the Edinburgh Pact can be found [here](#).

The emerging strategy will build on the Edinburgh pact and community mobilisation initiatives and set out a framework to ensure that the IJB's resources are directed in a way which maximises impact. It will also ensure alignment with the improvements identified within the improvement plan which focus on early intervention and prevention. For example the redesign of the 'front door' access to social care services (Social Care Direct).

## PART 2 – EDINBURGH HEALTH AND SOCIAL CARE PARTNERSHIP

### Current Performance

An annual performance report was submitted to the Edinburgh Integration Joint Board on 8 August 2023 and can be accessed [here](#).

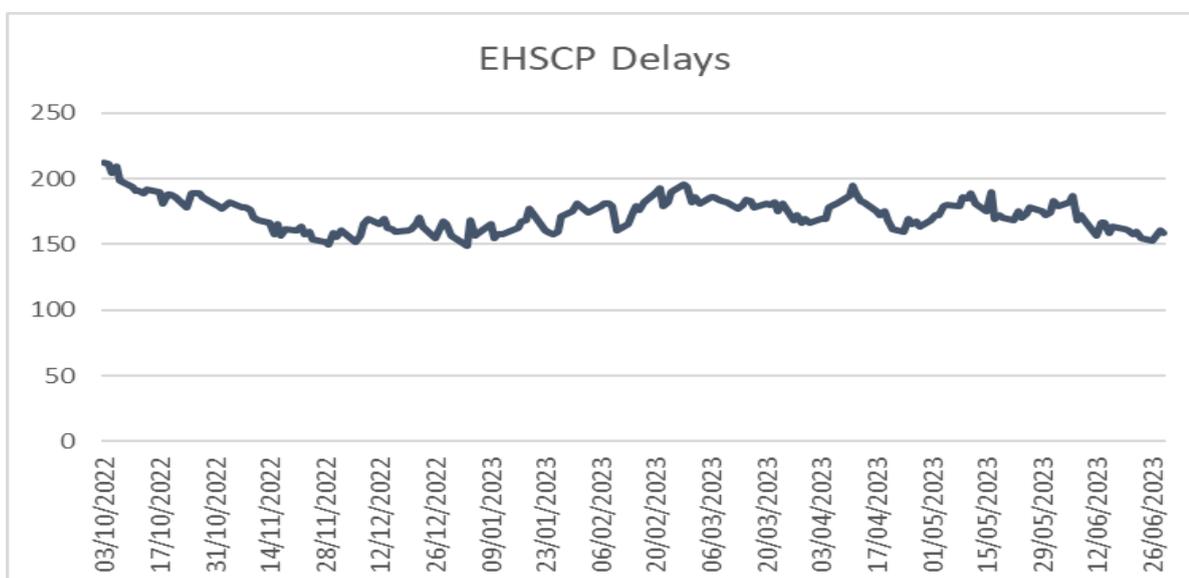
For the purposes of Policy and Sustainability Committee, we will focus on 4 key areas of performance, namely:

- a) The number of people delayed in their discharge from hospital;
- b) The number of people waiting for a package of care, including people waiting in hospital and those waiting in the community;
- c) The number of people waiting for a social care assessment;
- d) The number of outstanding social care reviews.

A more detailed performance framework is in the process of being finalised, with fortnightly reporting of KPIs to the Chief Executives of the Council and NHS Lothian and a more detailed report quarterly.

#### Delayed Discharges:

Delays have fluctuated throughout the period October 2022-June 2023 in line with seasonal pressures. They have remained relatively steady throughout April to June 2023 with an average of 172 delays, and are currently at a lower rate than those seen during the same period last year. Throughout June we have seen improving performance in delays, as at 26th June 2023 there were 153 delays, a 20% decrease on the figure seen at the same time last year and a 25% decrease on the figure seen at the start of October 2022.



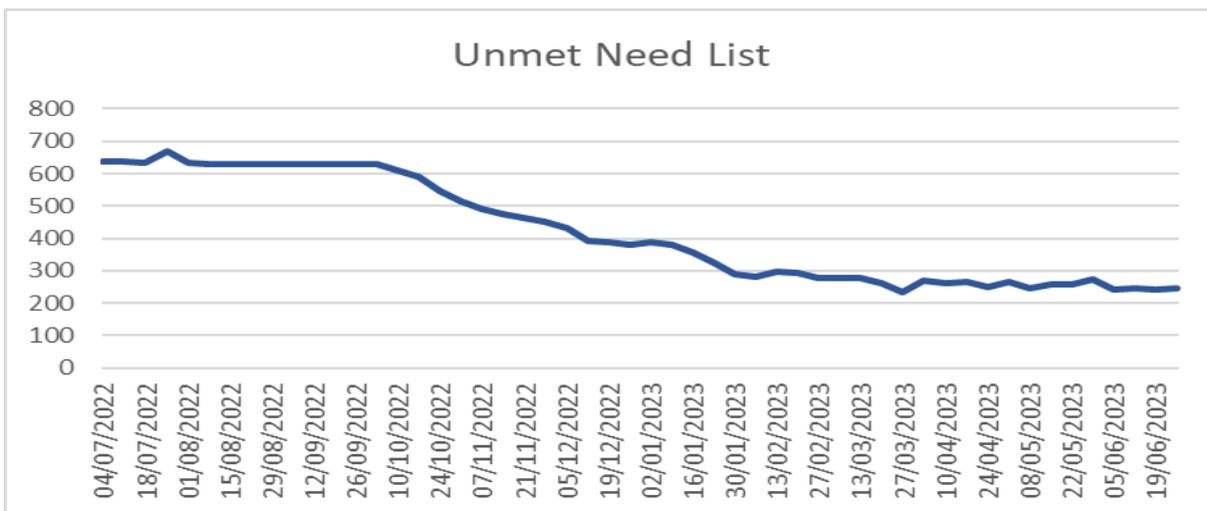
We are currently below our main trajectory for delays, and on track to end 2023/24 below 145 delays which would see us move into the top 50% of partnerships for delayed discharge performance.

The latest benchmarking data from Public Health Scotland (PHS) (May 2023) indicates that City of Edinburgh (CoE) continues to see steady rates of delays. In May 2023, CoE ranked 19 out of 32 local authorities, improving from 21<sup>st</sup> position in April 2023 with a rate of 40.6 per 100,000 18+ population, just above the Scottish average of 39.2 per 100, 000. The CoE rate is in therefore in line with many other areas.

Edinburgh continues to face more pressure with delays for elderly people, however has seen some recent improvement in performance with delays for those aged 75+, CoE ranked 23<sup>rd</sup> out of 32 local authorities in May 2023, moving up one from 24<sup>th</sup> in April 2023 with a rate of 2.9 people delayed per 1,000.

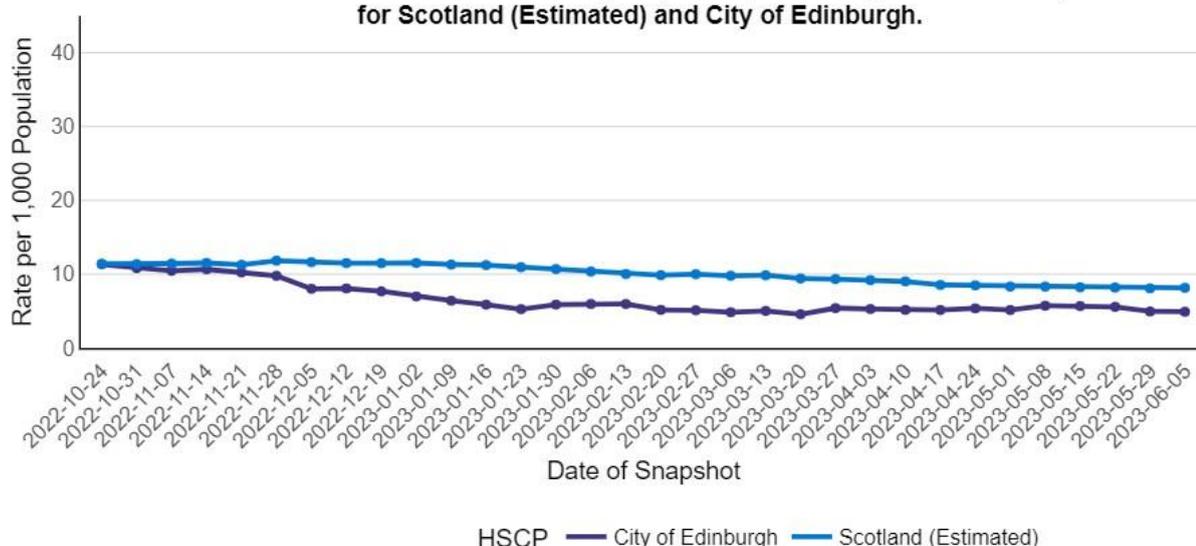
People waiting for a package of care:

Through October-June 2023 we have seen a 25% overall reduction in the Unmet Need waitlist (from 609 to 256), however similar to delays there has been fluctuations across the month of June as services encounter issues with annual leave and unplanned absence. As at 26 June 2023 there were 256 people on the unmet need list, compared to 638 at the same time last year.



The Partnership continue to see improving performance for Number of Hours of Care at Home yet to be provided, and consistently remain below the national figure.

**Number of Hours of Care at Home yet to be provided for Assessed Individuals as a Rate per 1,000 Population aged 18 and over, for Scotland (Estimated) and City of Edinburgh.**



On 27 June 2023 the figure per 1,000 population for adults was 8.15 for Scotland (estimated) and 4.91 for Edinburgh. At present, benchmarking between partnerships using this PHS data is not possible due to data quality issues within the Care at Home Dashboard, which we are aware of and is working closely with PHS to resolve.

People waiting for an assessment of social care:

The assessment waitlist has also seen an overall reduction to 1,497 on 26 June 2023. Due to a data quality exercise and revised process/codes for waitlist data, the Partnership has limited historical data for the social care assessment waitlist to allow analysis, however the waitlist has seen an 8% reduction from March-June 2023. We have no data to compare nationally for the assessment waitlist as we are aware that some partnerships do not include reassessments in data submitted to PHS, which accounts for approximately 50% of the total figure for EHSCP. This remains a particular area of concern for the Partnership.

Outstanding reviews:

We continue to have a significantly high number of reviews to be undertaken, with approximately 7,000 reviews recorded as due in our system. There are 2 issues to note about this, the first that reviews do not relate to individual people as it is review for service rather than review of the person. When we undertake a review of a person’s needs, this may involve reviewing more than one service they receive. Secondly, there are significant quality issues with this data. However, even despite these two caveats, we have a significant challenge. That is why we are commissioning a team of social care staff to work through the backlog of reviews and work with people to ensure that their needs are met.

**Update on progress on delivery of improvement plan**

The improvement plan to address the findings of the two Care Inspectorate inspections, one into Adult Support and Protection and one into Adult Social Work and Social Work has

now been agreed. The full report presented to the IJB is [here](#) and progress will be scrutinised on a 6 monthly basis through the IJB Performance and Delivery Committee and the Council's Policy and Sustainability Committee. An initial report to Policy and Sustainability Committee will be included on the agenda for the October meeting.

Progress to date is summarised as follows:

- A new Adult Support and Protection Lead Officer commenced in June and alongside key operational managers is providing additional capacity and expertise to support the delivery of key priorities within our improvement plan.
- A revised process to strengthen the investigation, risk assessment, recording and management oversight of adult protection concerns commenced on 12 June 2023. 6 briefing sessions were delivered to staff and managers, supporting staff to understand and become familiar with the process. Work has also commenced to introduce an audit process to support this; an audit tool has been developed and is currently being tested by managers within the operational teams. Work also commenced in June to audit the number of minute takers and quality of minutes for adult support and protection case conferences. Whilst additional minute takers have been put in place it is recognised that the number is still not sufficient to keep up with demand.
- A new team within Social Care Direct commenced in June to establish the potential benefits to the locality teams of moving more work into a dedicated front door team. This includes the initial stages of adult support and protection work to provide improved consistency of approach. The team is currently supporting one locality and once evaluated the aim is to roll this out across all localities.
- Work commenced in June to agree and implement a single community care assessment tool across all relevant services. An assessment developed through the 3 Conversations work has been agreed and work commenced in July to engage with front line staff and managers to develop an implementation plan. This will include the development of more bespoke guidance, face to face conversation training, video training, and SWIFT/AIS training.
- A recruitment and retention plan is being developed across all social work service areas including adults, children's and justice services. This is being led by the Chief Social Work Officer in conjunction with relevant operational managers. Since February 2023 the number of social worker vacancies within the EHSCP has reduced from 36.75 to 26. 8 of these vacancies have already been filled with new staff due to start in the next 2 months and a further 23 candidates were interviewed in July. A city-wide recruitment campaign is being set up to recruit to any remaining vacancies. A Principal Social Work Officer for the Partnership has been recruited and commenced on 31 July 2023.
- Pertemps recruitment agency has been engaged to provide a fully managed team to drive down the backlog of reviews and ensure people are receiving the right package of support to meet their eligible needs. The team is expected to complete circa 2,800 reviews in a 6-month period and is expected to commence in August.

## **EDINBURGH INTEGRATION JOINT BOARD AND HEALTH AND SOCIAL CARE PARTNERSHIP GOVERNANCE**

As committee members will be aware, there has been instability in leadership within the EIJB and EHSCP. Work is underway to address this through the following:

- Interim Chief Officer was appointed on 13 June 2023
- Permanent Chief Officer post has been advertised and recruitment process is underway
- The Service Director – Strategy retires in August 2023. This post is being advertised with interim arrangements being finalised
- Backfill for the Service Director- Operations while acting into Chief Officer role is being progressed.

As set out in the improvement plan in June 2023, a restructure of the operational senior management team is now underway to strengthen line management, accountability, professional governance and responsibility. This is supported by staff, Trade Unions, NHS Partnership and the Chief Social Work Officer. Council and NHS HR advise this will take up to 5 months for completion.

The Scottish Government has been approached to provide senior social work support to the Partnership. This has been agreed and the Professional Advisor is currently working with the Interim Chief Officer to agree the main areas of practical support.

A review of governance arrangements within the EHSCP is currently underway. While that is being undertaken, the Executive has broadened its membership to include the Chief Social Work Officer, Chief Allied Health Professional, HR from the Council and NHS Lothian, NHS Partnership and Council Trade Unions representatives. This will improve informed decision making and ensure a stronger interface with staff, NHS Lothian and the Council.

### **RISKS AND ESCALATION**

EHSCP risks feed into the Council's risk management arrangements. These culminate in a report to the Governance, Risk and Best Value Committee.

There is nothing additional to escalate at this point.

**Mike Massaro-Mallinson**

Interim Chief Officer

2 August 2023