

Edinburgh H&SC Partnership/IJB
Notes from meeting held 22nd September 2017

1. Welcome and Apologies

1.1 Including the order of business and any additional items of business notified to the Chair in advance.

2. Declaration of Interests

2.1. Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

3.1. None.

4. Minutes and Updates

4.1. Previous Minutes – 11 August 2017 (circulated) – submitted for approval as a correct record.

Minutes agreed.

Interim management arrangements:

Discussed the interim arrangements. Noted the chief officer recruitment will be recruited first but there will be a tight timeline to recruit other key staff. Crucial have discussion which clearly details the implications of any changes to role and responsibilities. Agreed that appointment of recruitment panel and discussion re process will come back to scheduled development session.

Recommendations: agreed

4.2. Sub-Group Updates

4.2.1 Audit and Risk Committee – noted

4.2.2 Professional Advisory Group

(a) Note of Meeting of 1 August 2017 – noted

4.2.3 Performance and Quality Sub Group

(a) Note of Meeting of 28 June 2017 – noted

4.2.4 Strategic Planning Group

(a) Note of Meeting of 7 July 2017 – noted

(b) Note of Meeting of 28 July 2017 – noted

5. Reports

5.1. Rolling Actions Log – September – noted

5.2. EIJB Annual Accounts 2016-17 – report by the IJB Interim Chief Officer (to follow)

2nd set of annual accounts. Surplus of £3.4m has been agreed as carry forward as part of integrated care fund. Has been through risk and audit committee. Report raises issues of work force plan – work force strategy is also noted in joint inspection report. Recovery plan focuses on performance and quality and workforce will be central to that. Longer term need to what the needs are to deliver across all sectors (x ref to market shaping, Scottish government workforce planning) Andrew Kerr sits on Scottish Government workforce planning group work should report January 2018. Recommendations approved.

The Integration Joint Board is asked to:

- a) approve and adopt the annual accounts for 2016/17
- b) approve that the Interim Chief Finance Officer resolve and amend any minor textual issues in the annual report up to the date of sign off with Audit Scotland
- c) authorise the designated signatories (Chair, Interim Chief Officer and Interim Chief Finance Officer) to sign the annual report & accounts on behalf of the Board, where indicated in the document; and
- d) authorise the Interim Chief Finance Officer to sign the representation letter to the auditors, on behalf of the Board.

5.3. Financial Update – report by the IJB Interim Chief Officer

Financial position is of major concern significant deficit forecast. Question re the population growth and the impact of this – does this impact on funding formula from Scot Gov? NHS funding does that some account of this but worry is that underlying population trends are significant.

Release of social care fund – appropriate use of funds? Absolutely

Financial challenges should be explored in much more detail in a development session to ensure absolute clarity to help decision making – difficult decisions. Finance will be on October

£1m to support localities? Funds set aside to support new structure. Proposal is some of this will be non-recurring basis. Localities are “work in progress” – potential for efficiencies? Delicate balance as localities are first point of contact for people if anything need to accelerate the development

Being transformative and delivering strategic plan in “different way” within financial challenges exceptionally difficult. There will be hard conversations about the service and quantity of levels. Strategic plan is the what not the how

Michelle Miller highlighted that we cannot assume we will continue to deliver services in the way we always have.

ES – third sector more than willing to participate in this programme and bring expertise and knowledge to table.

Christine Farquhar – this is still top down approach and there seems to be focus on management structures and not hearing the voices of community and people. Michelle Miller: actually stripping out management layers to give power as close to community as possible. Third Sector has not been as invited to table as much as should have want to improve these relationships. What can't get away from is money is beyond tight but we have to listen to what people are saying. Rhetoric has been there but reality hasn't followed quickly enough and this is now a key plank of recovery. Shulah Allan: that's fine but in reality most of us get the majority of our support from and within our community and the Third Sector list carefully and develop all sorts of services without any involvement from statutory sector – we should welcome this and recognise the investment. Melanie Main – wholly endorse need to hear community voice. Carolyn Hirst – we all have different levels of information so the ensure this Partnership is able to make difficult decisions we need to have robust information.

Christine Farquhar – take example of SDS where peoples voices got lost. Wendy Dale – workshop early November considering information and how we can share efficiently.

Mike Ash – reminded partnership there will still be some difficult decision to be made.

Agreed recommendations:

It is recommended that the board:

- a) Notes that delegated services are reporting an overspend of £6.0m for the first four months of 2017/18, which is projected to rise to £17.2m by the end of the financial year without any further action;
- b) agrees the release of the £2.2m provision included in the social care fund for demography and £1.0m to support the implementation of the locality structure; and
- c) agrees to receive a detailed action plan from the Interim Chief Officer at a future date.

5.4. Whole System Delays – Recent Trends – report by the IJB Interim Chief Officer (to follow)

Michelle Miller: Consistently challenging. Care at home contract regularly under performing at 5000 hours per week which would equate to £4m per year (this is if outsourced in house would be double that). The only way to improve performance would be to increase costs (remember finance discussion previously!) or find new ways to address issues within financial envelope. Delays in crisis assessment now all sitting within the performance time bands.

Melanie Main – concern re winter pressures which haven't started yet. MM – need to think conceptualise prevention differently. Melanie Main – so will upward trend continue? MM – difficult to predict if curve will flat line never mind drop but want to assure partnership not complacent. Susan Webber – are we benchmarking and learning from out with Edinburgh. MM – yes we are reviewing practice and learning – details will be in performance, quality and improvement report.

Andrew Coull – holistic review of services? MM – private sector struggle to recruit and retain but must be noted hourly rate if 50% of in house costs. Note level of employment in Edinburgh therefore competition for entry level employment is fierce. Other solutions need to be considered such as flat rate for care at home adopted by highlands.

Christine – need to review procurement practices and involvement of community based organisations. ES – noted current work with CEC procurement team and consideration being given to different procurement methodologies.

Melanie Main – need to consider this report in terms of financial risks and need to quantify financial implications.

Agreed recommendations:

The Integration Joint Board (IJB) is asked to note:

- i. current performance in respect of people delayed in hospital;
- ii. the delays and pressures in the community;
- iii. the actions being taken to address the identified challenges; and
- iv. the significant ongoing challenge of bringing about improvement.

5.5. Older People's Inspection update – report by the IJB Interim Chief Officer (circulated)

MM – has reviewed action plan and felt not as focused as needed to make progress. Care inspectorate expect report on progress but feels this should be part of our overall improvement report. Need to construct improvement plan from a wider base and care inspectorate happy with this approach.

Mike Ash – this report gives limited assurance of progress and need to have a purpose for reports coming to partnership – we have responsibility for decision making and monitoring progress. MM – will undertake to ensure that partnership makes decision based on robust evidence. Shulah Allan – role of quality and assurance sub group is to scrutinise the data and information and provide assurance/highlight issues.

Melanie Main – we need to know if we are progressing by the agreed timetable. MM – future reports will highlight progress.

Recommendations – agreed.

The EIJB is recommended to:

- a. note actions taken to date in responding to the inspection's recommendations, as set out in Appendix 1; and

b. note the Partnership's intention to review the associated action plan and report back on priorities and timescales.

5.6. Proposals for Investment Referred from the Strategic Planning Group: Learning Disability Services; Expansion of the Telecare Service – referrals from the Edinburgh Integration Joint Board Strategic Planning Group (to follow)

Wendy Dale: £2.7m shift balance of care moving people from hospital to community. £600K – telecare. Invest to save proposals so will be closely tracked to ensure savings are being realised. Provision for both these investments included in financial planning.

Shulah Allan – telecare has had considerable investment over many years and would like more detail on how the savings will be realised. Moira Pringle – para 22 sets out investments already made savings are calculated on a reduction of packages of care (appendix 2).

Mike Ash – why does strategic planning group have locus on making recommendations for individual recommendations/bids. Moira Pringle – decision making process agreed is that scrutiny will take place through the strategic planning group. These funds are from original SCF and therefore the partnerships budget/funds to make direct decision on rather than CEC/NHS. Mike Ash – agree this but directions are our governance route. Carl Bicker – are these old or new priorities?

Melanie Main – where are mechanisms that will track savings and progress? MM – connecting all the improvement plans to provide holistic picture which will be monitored carefully. Report will be brought to partnership. Carolyn Hirst – assurance that strategic planning group scrutinised in great detail. Christine Farquhar – report hasn't been updated to reflect the discussion at strategic planning group.

Recommendations: approved **with the caveat that outstanding issues raised at strategic planning group are taken into account.**

The Integration Joint Board is asked to:

- i. approve the investment of £2,167,167 to build capacity in services for people with learning disabilities; and
- ii. approve the investment of £588,096 on an invest to save basis as set out in the business case for the expansion of the telecare service.

5.7. Primary Care Population and Premises Report – report by the IJB Interim Chief Officer (circulated)

Colin Briggs: exam question is how do we improve and sustain primary care to the population of Edinburgh. Note –population challenges felt acutely by primary care/GPs; NHS capital funds will not be able to cover needs of all 4 IJBs; 43 of 73 GP practices working on restricted access.

Derek Howie: New house build and impact. Colin B – will take account of house build when considering priorities.

Melanie Main – use existing public spaces better e.g. schools? Need to take long term view of both design and location of buildings. Colin B – all options will be on table.

Recommendations agreed.

The Integration Joint Board is asked to:

5. note the analysis of GP premises and population growth for the period 2016-2026 detailed in Appendix 1 to this report;
6. note the high-level estimate that this growth would equate to approximately £57m of investment over the next ten years;
7. mandate Edinburgh Health and Social Care Partnership to prioritise this list and engage with NHS Lothian (NHSL) on how this can be accommodated within the available envelope; and
8. mandate that a fuller report outlining a comprehensive primary care strategy, covering both revenue and capital requirements, be brought back to the IJB in the first quarter of calendar 2018.

5.8. Review of Grant Programmes – report by the IJB Interim Chief Officer

Wendy Dale: these are grants which have previously been decided on by either Council or NHS. Want to roll forward the 4 programmes for further year to review fully the purpose, scope and process of grant awards. Ricky Henderson – review itself will be within the umbrella of MM priorities

Melanie Main – welcome report would want approval of scope, methodology and timeline comes back to partnership for approval. High impact on communities.

Carl Bicker – need to take account of potential impact of final moves to localities.

Agreed that strategic planning group will bring back worked up proposals for final decision at November meeting.

The Strategic Planning Group is asked to:

- i. agree extending the existing grants programmes detailed in Appendix 1 for a further year to 31 March 2019;
- ii. agree, to delegate the extension of the existing contract with the Edinburgh Voluntary Organisations' Council (EVOC), for third sector interface services to the Interim Chief Officer, subject to compliance with the Council's Standing Orders; and
- iii. agree to delegate the approval of the scope, methodology and timetable for the review of the grant programmes to the Strategic Planning Group.

5.9. Royal Edinburgh Hospital Phase 1 update – verbal update by the IJB Interim Chief Officer

New building now open. Various other community alternatives also being progressed. Contingency accommodation no longer needed so good news for patients.

5.10. Assurance Challenges – report by the IJB Interim Chief Officer (to follow)

MM – not sure if appointing risk officer is best use of funds.

Melanin Main and Mike Ash: need clarity re when risk register will be brought up to date and capacity to do this needs to be carefully considered.

Recommendations agreed with the caveat that Michelle Miller bring back report addressing above issues to November meeting.

It is recommended that the Board:

- a) notes the current assurance challenges and associated risks affecting the Integration Joint Board, and their impact; and
- b) notes that the Interim Chief Officer will develop proposals for approval by the partner organisations.

Any other business

Derek Howie – update on Liberton Hospital closure? And in light of Sue Ryder report how are we addressing issues raised about services for people with long term conditions.

Colin Brigg – full demand/capacity review is currently underway; report will be brought in due course. MM – has to be taken into account in context of capacity across city for a number of options.

For info:

Board Members

Voting

Councillor Ricky Henderson (Chair), Carolyn Hirst (Vice-Chair), Michael Ash, Shulah Allen, Councillor Derek Howie, Alex Joyce, Councillor Melanie Main, Councillor Alasdair Rankin, Councillor Susan Webber and Richard Williams.

Non-Voting

Carl Bickler, Colin Beck, Sandra Blake, Andrew Coull, Wanda Fairgrieve, Christine Farquhar, Kirsten Hey, Beverley Marshall, Angus McCann, Ian McKay, Ella Simpson, Michelle Miller, Moira Pringle, George Walker and Pat Wynne.