

Midlothian Integration Joint Board



Thursday 1st March 2018

IJB Directions 2018-19

Item number: 5.1

Executive summary

This report outlines the proposed approach to Directions to be issued by the IJB to Midlothian Council and NHS Lothian. It goes on to outline the main areas to be addressed in 2018-19. These Directions are intended to provide clarity about the key changes which need to be made in the delivery of health and care services in Midlothian and should be considered alongside the Strategic Plan (2016-19) and the 2018-19 Delivery Plan.

Board members are asked to:

1. Approve a more focussed to approach to issuing Directions
 2. Approve the key areas of priority for 2018-19
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Report

Report title: Directions 2018-19

1 Purpose

- 1.1 This report introduces the proposed Directions to be issued to NHS Lothian and Midlothian Council for action in 2018-19.

2 Recommendations

- 2.1 As result of this report Members are asked to:-
- I. Approve the approach outlined in Section 3.7
 - II. Approve the main Directions outlined in Section 3.9
 - III. Agree that the Chief Officer arrange for these Directions to be issued in the appropriate format to the Chief Executives of NHS Lothian and Midlothian Council no later than 31st March 2018

3 Background and main report

- 3.1 **Midlothian Strategic Plan:** The [Midlothian Strategic Plan 2016-19](#) outlines the direction of travel for the development of health and social care services in Midlothian. In many areas the Plan is described at a high level to allow further work to be undertaken with key partners about how to achieve the desired changes outlined in the Plan e.g. to reduce reliance on Acute Hospitals and Care Homes through strengthening Primary Care and Care at Home services. In order to respond to new challenges and opportunities the Strategic Plan is updated annually in the form of a Delivery Plan. The 2018-19 Delivery Plan will be submitted to a future IJB for information and approval.
- 3.2 **Legislation:** The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integration Authorities to develop a Strategic Plan for integrated functions and also to issue Directions to NHS Lothian and Midlothian Council highlighting specific changes which need to be put in place to implement the Strategic Plan.
- 3.3 **Midlothian Policy:** Midlothian IJB approved its Directions Policy on 10th December 2015. This policy stipulates that Directions will be issued for all the functions that have been delegated to the IJB and that these will show the disposition of all the resources allocated to it.
- 3.5 **Directions 2017-18:** Following consideration at previous meetings of the IJB, formal Directions were issued on 31st March 2017 to NHS Lothian and Midlothian Council. A progress report on these Directions was considered by the IJB on 10th December 2017.

3.6 **Key Principles underpinning the 2018-19 Directions**

In developing Directions for 2018-19 there are a number of emerging principles which should inform the redesign of services. These include:

1. A stronger emphasis on prevention being adopted by all services
2. The development of a shared approach to risk across all parts of the pathway
3. An increased emphasis on people being supported and treated at home
4. A move towards more *Realistic Medicine* and *Realistic Care*
5. A move towards more open access and seeking to reduce waiting lists
6. Diagnosis and treatment being provided in hospitals where these can only safely be provided in hospital settings
7. Improved partnership working across all services

This approach to redesign health and social care will need to be reflected in a shift in resources as explained in the IJB Financial Strategy.

3.7 **A More Focussed Approach**

Legislation and Good Practice Guidance requires that the IJB issue Directions for each delegated function including the available resource and the key actions required. The drawback to this approach is that there are a wide range of functions and the resulting document outlining the Directions is unwieldy giving rise to the very real risk that Midlothian Council and NHS Lothian do not have sufficient understanding or focus upon the **key** areas of redesign being sought by the IJB. It is therefore proposed to focus upon the main priority areas alongside a more general statement about the continued delivery of high quality services in line with the Strategic Plan, the Annual Delivery Plan and those Directions, issued in March 2017, which are not yet fully completed.

3.8 **Addressing the Key Issues which impact upon Health and Wellbeing**

The IJB is only empowered to issue Directions regarding functions delegated to it as outlined in the Integration Scheme. However there is a very clear link between good health and wellbeing and ease of access to services which meet people's basic needs. These include good housing, income, employment and transport. Midlothian Community Planning Partnership has embraced this responsibility through its adoption of "Inequalities" as its key priority for 2016-19. It is proposed that, in writing to the Chief Executives about the Directions, this dependency is highlighted by the IJB with a request for even stronger partnership working on improved access to such services - which will ultimately improve the health and wellbeing of the people of Midlothian.

3.9 **Key Areas to be addressed in the Directions**

The proposed key directions are summarised below:

A. Primary Care:

Delivery of the Primary Care Implementation Plan for the new GMS Contract.

B. Acute Hospitals:

Implementation of a shared approach to reduce admissions and improving health in relation to people with diabetes, respiratory conditions and frailty.

Redesigned pathways to facilitate earlier discharge to appropriate settings in Midlothian.

These steps should be accompanied by a transfer of resources to strengthen care and treatment at home services.

C. Learning Disability:

Full delegation of Midlothian's share of NHSL Budgets.

Completion of the Programme of Case Reviews.

Implementation of Day Service Redesign.

These steps should enable more effective use of the overall budget and bring spend closer in line with the available resources.

D. Mental Health and Substance Misuse

Full delegation of Midlothian's share of NHSL Budgets

Develop a coordinated approach to responding to common mental health problems.

E. Care at Home

Delivery of a Public Engagement Programme that recognises and builds on community assets.

Reshape care at home services to ensure efficient operations and a quality workforce.

Implementation of new Models of Care including Extra Care Housing.

This should help achieve Best Value and ensure spend is in line with available resources

F. Prevention

Map current spend and develop a local Prevention Strategy.

Engage Community Planning partners on issues such as a diabetes strategy; physical disability strategy; and safer communities.

Develop a plan to reduce preventable hospital admissions as outlined in the specified list

There should be a demonstrable increase in the proportion of NHS and Midlothian Council spend on prevention rather than failure demand

G. Unpaid Carers

Full implementation of the Carers Act and new Eligibility Criteria

4 Policy Implications

- 4.1 The requirement to issue Directions was considered and agreed by the IJB on the 10th December 2015 when a local policy was agreed.

5 Equalities Implications

- 5.1 The Strategic Plan has, as one of its key objectives, a commitment to address health inequalities. The Strategic Plan itself was subject to an Equality Impact Assessment on the 8th February 2016 and further changes were made to the Strategic Plan as a consequence.

6 Resource Implications

- 6.1 The resource implications of the Directions will be specified within the individual template outlining the details of each Direction
- 6.2 It is acknowledged that the financial context is both complex and challenging. The budgets for 2018-19 are not yet finalised. The process for decision- making about the allocation of hospital (set-aside) and hosted services to each of the Lothian IJBs remains incomplete. More generally the challenges facing both NHS Lothian and Midlothian Council in trying to meet increasing demand with reducing budgets will be equally felt by the IJB in planning how to deliver health and social care services in Midlothian.
- 6.3 A key objective to be achieved through the delivery of the Directions is to address the financial challenges facing the Partnership as outlined in an earlier report, Achieving Financial Balance, considered by the IJB on the 11th January 2018.

7 Risk

- 7.1 There are a range of risks associated with the IJB's ability to achieve its objectives and these are documented in the IJB Risk Register. The risk attached to the Directions issued by Midlothian IJB are that they are not fully delivered given the challenges that exist in quickly achieving real change in the provision of health and care services. This risk will be managed through both the Strategic Planning Group and the Strategic Planning Core Group which will monitor closely the progress being made in these key areas of service redesign, and by regular update reports to the IJB.

8 Involving people

- 8.1 The development of the Strategic Plan was underpinned by an extensive consultation and engagement programme with both staff and the public. The Directions flow from the Strategic Plan and have not been subject to a further process of 'involving people other than the IJB Development Session on 8th February which was dedicated to this issue.
- 8.2 In recognition of the criticality of public understanding and support for the changes in health and care required in coming years a comprehensive and strengthened programme of community engagement is now being designed and delivered.
- 8.3 The delivery of new approaches to health and social care is entirely dependent on a skilled and committed workforce. The *Realistic Care Realistic Expectations Programme* includes a series of actions intended to inform and involve staff on a continuing basis.

9 Background Papers

9.1

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