

Midlothian Integration Joint Board



Thursday 7th December 2017 at 2.00pm

Directions

Item number: 5.4

Executive summary

This report provides a summary of the progress made by Midlothian Council and NHS Lothian in delivering the Directions set by the IJB for 2017-18. These Directions were intended to provide further clarity about the key changes which need to be made in the delivery of health and care services as laid out in the Strategic Plan 2016-19 and in the subsequent Health and Care Delivery Plan 2017-18.

Board members are asked to:

1. Note the progress made in achieving the Directions outlined in appendix 1 and summarised in paragraph 3.6 of this report
2. Consider whether any follow-up communication is required with Midlothian Council and NHS Lothian

Directions

1. Purpose

- 1.1 This report summarises the progress made in meeting the Directions issued to NHS Lothian and Midlothian Council on 31st March 2017.

2. Recommendations

- 2.1` Note the progress made in achieving the Directions outlined in Appendix 1.
- 2.2 Consider whether any follow-up communication is required with Midlothian Council and NHS Lothian.

3. Background and main report

- 3.1 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 was 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 –for example reducing reliance on acute hospitals and care homes through strengthening primary care and community-based services.
- 3.2 The Strategic Plan was written as a key component of the launch of the IJB. As the Partnership has begun to mature, greater clarity has emerged about the changes required in the delivery of health and care services. In order to reflect this a one year Delivery Plan 2017-18 was compiled and issued. [Delivery Plan 2017-18](#).
- 3.3 The Public Bodies (Joint Working) (Scotland) Act 2014 not only places a duty on Integration Authorities to develop a Strategic Plan for integrated functions and budgets under their control but includes a requirement for IJBs to issue Directions to one or both of the NHS Board NHS Lothian and the Local Authority. These Directions are intended to highlight specific changes which need to be put in place to implement the Strategic Plan.
- 3.4 Midlothian IJB approved a Directions Policy on 1^{0th} December 2015. This policy noted that monitoring systems for the delivery of Directions will be required by the IJB and by NHS Lothian and Midlothian Council. The first set of Directions were issued on 31st March 2016 and progress with these Directions was reported to the IJB in June 2017. This year's Directions (2017-18) were issued on 31st March 2017.

- 3.5 The Strategic Planning Group maintains an overview of progress with the Strategic Plan, Delivery Plan and Directions. In addition a mid-year review was held involving the Chief Executive of the Council, the Deputy Chief Executive of NHS Lothian, the Chief Officer and the Chief Finance Officer.
- 3.6 Progress against the Directions is outlined in appendix 1.

Good progress is being made in relation to

1. Specialist services for older people including the redesign of Newbyres with 24 dementia beds and the move of the rehabilitation service from Liberton Hospital to Midlothian Community hospital.
2. Local services for people with learning disabilities with the opening of Teviot Court complex care unit and the transfer of responsibility of the Health Team to local management arrangements.
3. Initiatives designed to address health inequalities including the Wellbeing Service, the Mental Health Access Point, the Community Health Inequalities Team and local developments to reduce the incidence of diabetes.

Significant Challenges remain in relation to

1. The delivery of sustainable good quality care at home services which not only impact on service users but also have led directly to an increase in delayed discharges from hospital.
2. Moving resources from the centralised and acute-based NHS Lothian services to support the expansion and/or strengthening of local services. This has included the inability to: review unscheduled care budgets; effect a shift of resources in the provision of services for people with diabetes; move centralised resources in learning disabilities and mental health; and shift preventative spend monies to ensure the sustainability of the local Inequalities Team. Clearly the work in moving resources is complex requiring an agreed way forward across the 4 IJBs. It is also very difficult to move resources when the overall financial context is increasingly very challenging. However achieving this shift in resources is the underlying premise of the assumption that *Integration* can address the challenge of securing the long term sustainability of health and care services.

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 are specified within the individual template outlining the details of each Direction.
- 6.2 It is acknowledged that the financial context is a complicated one. The process for decision- making about the allocation of hospital (set-aside) and hosted services to each of the Lothian IJBs is complex and not yet complete. 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.

7 Risks

- 7.1 The risk attached to the Directions issued by Midlothian IJB, is that they are not yet specific enough to ensure delivery. This risk is managed through the Strategic Planning Group which monitors closely the progress being made in key areas of service redesign. Regular meetings involving the Associate Director of Strategic Planning in NHS Lothian ensure good communication and ongoing clarification about the Directions with NHS Lothian.

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'.

9 Background Papers

None

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