



Midlothian Integration Joint Board

Date	Time	Venue
Thursday 3 rd May 2018	2.00pm	Conference Room, Melville Housing, The Corn Exchange, 200 High Street, Dalkeith, EH22 1AZ.

Present (voting members):

Angus McCann (Chair)	Cllr Jim Muirhead
Tracey Gilles	Cllr Catherine Johnstone
Alex Joyce	Cllr Pauline Winchester
Alison McCallum	Cllr Margot Russell (substitute for Cllr Derek Milligan)

Present (non voting members):

Allister Short (Chief Officer)	Alison White (Chief Social Work Officer)
David King (Chief Finance Officer)	Caroline Myles (Chief Nurse)
Fiona Huffer (Head of Dietetics)	Wanda Fairgrieve (Staff side representative)
Pam Russell (User/Carer)	Marlene Gill (User/Carer)
Ewan Aitken (Third Sector)	

In attendance:

Morag Barrow (Head of Primary Care and Older Peoples Services)	Jamie Megaw (Strategic Programme Manager)
Chris Lawson (Risk Manager)	Tom Welsh (Integration Manager)
Claire Flanagan (NHS Lothian)	Karen Ozden (NHS Lothian)
Dr Cat Harley (Scottish Clinical Leadership Fellow)	Mike Broadway (Clerk)

Apologies:

Cllr Derek Milligan	Aileen Currie (Staff side representative)
Hamish Reid (GP/Clinical Director)	Keith Chapman (User/Carer)

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1. Welcome and introductions

The Chief Officer, Allister Short, welcomed everyone to this Meeting of the Midlothian Integration Joint Board and introduced Angus McCann who had been nominated by NHS Lothian as a voting Board member and Chair of the Midlothian Integration Joint Board.

The Board endorsed NHS Lothian's nomination, following which Angus assumed the Chair for the remainder of the meeting, and there was around of introductions.

2. Order of Business

The order of business was confirmed as outlined in the agenda that had been previously circulated.

3. Declarations of interest

No declarations of interest were received.

4. Minutes of Previous Meetings

- 4.1 The Minutes of Meeting of the Midlothian Integration Joint Board held on 29 March 2018 were submitted and approved as a correct record.
- 4.2 The Minutes of Meeting of the MIJB Audit and Risk Committee held on 14 December 2017 were submitted and noted.

5. Public Reports

Report No.	Report Title	Presented by:
5.1	Royal Edinburgh Hospital	Claire Flanagan/Karen Ozden

Executive Summary of Report

The purpose of this report was to seek the support of the Midlothian Integration Joint Board (MIJB) for the bed numbers and financial assumptions for Phase 2 of the Royal Edinburgh Hospital (REH) re-provision thereby allowing the Outline Business Case (OBC) to progress.

The report explained that Phase 2 of the REH re-provision programme was to provide facilities for patients with Learning Disabilities and who required low secure mental health care and complex longer term psychiatric rehabilitation. It also included the re-provision of the Ritson Clinic which provided inpatient detoxification for patients with substance misuse and the new Facilities Management building for the REH campus. Potential benefits included:-

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- Provision of services locally without the need for patients, relatives or staff to travel to other parts of the UK for many years.
- Provision of inpatient services that are fit for purpose in modern facilities in Morningside, a community with many assets.
- An expansion of provision in the community.
- Significantly better use of available resources.
- Provision of facilities management and infrastructure improvements that both futures proof the site for utilities and enable Phase 3 to proceed without disruption to clinical services.

Summary of discussion

The Board, having heard from the Claire Flanagan/Karen Ozden, who responded to Members questions, considered the proposals at length, of particular interest was the discussions regarding proportionality of bed numbers and arising therefrom the need for transparency in the event that there was to be a move away from the use of historic financial models. It was acknowledged that for this reason, it was important that as the OBC progressed and as the allocation formula for hosted services was reviewed during 2018/19, that each IJB had the opportunity to review and approve the final models used in the OBC.

Decision

The Board:

- **Agreed to the proposed Midlothian bed numbers in Phase 2.**
- **Agreed in principle to a bed risk share model with other IJBs in order to progress the business case and ensure Midlothian patients have continued access to specialist services.**
- **Agreed that the financial model would be revisited as part of the work towards the new IJB NRAC financial allocation model and that the final financial model for the OBC should be presented to the IJB.**

Action

Chief Officer

Report No.	Report Title	Presented by:
5.2	Risk Management and Risk Appetite	David King

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Executive Summary of Report

With reference to paragraph 5.1 of the Minutes of MIJB Audit and Risk Committee held on 29 March 2018, there was submitted a report presenting for the Board's consideration and approval an approach to the recognition of risks to support the successful operation of the MIJB,. The approach was supported by the Audit and Risk Committee.

The report advised Members that as the MIJB was not an operational delivery unit it was not in a position to manage operational risks. The delivery of the functions delegated to the MIJB were carried out under the auspices of one or other of the partners (NHS Lothian and Midlothian Council) and each of these partners had its own governance process, statutory responsibilities for service delivery, audit and risk committees and risk registers. The MIJB's risk register (and risk management process) required to focus on recognising the risks to the MIJB's own business, which was principally the preparation and delivery of the Strategic Plan. The MIJB should only consider 'operational' risks, being the risks managed by the partners, in instances where these risks were so significant that they would impact on the MIJB's Strategic Plan.

Summary of discussion

The Committee, having heard from the Chief Finance Officer, who responded to Members question and comments, welcomed the proposed approach to the recognition of risk, and acknowledged that it made sense for the MIJB to focus on recognising the risks to its own business.

Decision

- **To approve the proposed approach to risk management and risk appetite detailed in the report; and**
- **To, otherwise, note the report.**

Action

Chief Finance Officer/Risk Manager

Report No.	Report Title	Presented by:
5.3	Risk Register	Chris Lawson

Executive Summary of Report

With reference to paragraph 5.1 of the Minutes of MIJB Audit and Risk Committee held on 29 March 2018, there was submitted a report setting out the current version of the MIJB's risk register and highlighting risks of major concern.

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Summary of discussion

The Committee, having heard from the Risk Manager, discussed the Risk Register; a copy of which was appended to the report. It was felt that the inclusion of a key to explain the symbols and notations used in the register would be a welcome addition. With regards the contents of the register itself, it was felt they were a good reflection of the risks/opportunities currently facing the MIJB.

Decision

- **To confirm that the risks contained in the report reflected the current risks/opportunities facing the MIJB; and**
- **To, otherwise, note the report.**

Action

Risk Manager

Report No.	Report Title	Presented by:
5.4	Delayed Discharge	Morag Barrow

Executive Summary of Report

With reference to paragraph 5.7 of the Minutes of the MIJB held on 29 March 2018, there was submitted a further report highlighting the continuing challenges within Midlothian in addressing delayed discharge, setting out the actions that were being taken to ensure patients were discharged at the earliest opportunity in their care pathway and ongoing work on admission avoidance.

The report advised that the Midlothian Partnership had consistently been a good performer in addressing delayed discharge and ensuring that patients were discharged in a timely manner to an appropriate setting. Over the previous 12 months, this performance had deteriorated as a result of a number of factors, details of which had previously been presented to the MIJB. The report also set out a range of actions that were either now in place or being implemented to improve performance in relation to timely support for patients being discharged from hospital.

Summary of discussion

The Board, having heard from the Head of Primary Care and Older Peoples Services, discussed the series of actions that had been progressed to support discharge, the ongoing work on admission avoidance and the challenges that had impacted on this work. Consideration was also given to possible ways this work could be further improved with better interagency dialogue being suggested as one possible way of improving outcomes.

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Decision

After further discussion, the Board, having acknowledged the complexities involved:

- **Noted the current admission profile and corresponding delayed discharge performance in Midlothian; and**
- **Noted and expressed support for the detailed actions in place to address and reduce the number of patients who were delayed in hospital.**

Action

Chief Officer

Report No.	Report Title	Presented by:
5.5	2018-19 Delivery Plan for Health and Social Care	Tom Welsh

Executive Summary of Report

This report introduced and sought approval of the 2018-19 Delivery Plan for Health and Social Care. The Plan was based upon the Strategic Plan 2016-19 providing an update on progress in 2017-18 and the key actions planned for 2018-19. It was a wide-ranging document that covered all the main aspects of the delivery of health and social care in Midlothian. It also highlighted the need to focus upon those areas in particular need of transformation either for budgetary reasons or to address current areas of service pressure, namely:-

- Reshape Primary Care
- Develop a coherent approach to Out of Hours services
- Reduce use of Unscheduled Care in Acute Hospitals
- Reduce expenditure on Prescribing
- Reshape Learning Disability services
- Review and redesign Carers' services
- Develop a Care Home strategy
- Implement new approaches to Care at Home
- Shift the balance of care in Mental Health services
- Strengthen prevention and recovery in Criminal Justice
- Implement a new Public Engagement Strategy
- Design and implement a Prevention Strategy

Summary of discussion

Having heard from the Integration Manager, who responded to Members questions and comments, the Board welcomed the development of a Delivery Plan for Health

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and Social Care and acknowledged the importance of the transformation process in changing the way in which services were delivered. The monitoring and evaluation of the implementation of the Plan and the transformation process itself to ensure that change was delivered were viewed as a critical part of this overall process.

Decision

The Board:

- **Approved the 2018-19 Delivery Plan, a copy of which was appended to the report;**
- **Agreed that the Strategic Planning Group should oversee the implementation of the Plan; and**
- **Noted that updates would be reported to the MIJB as required.**

Action

Chief Officer/Integration Manager

Report No.	Report Title	Presented by:
5.6	Measuring Performance Under Integration	Jamie Megaw

Executive Summary of Report

With reference to (i) paragraph 5.5 of the Meeting of 20 April 2017 and (ii) paragraph 5.5 of the Meeting of 29 March 2018, there was submitted a report updating the Board on performance and improvement towards achieving the Local Improvement Goals set by the IJB based on the indicators that the Ministerial Strategic Group for Health and Community Care had agreed in December 2016.

The report also included information on performance as a rate of the population. This information was not routinely available for all the IJB's Local Improvement Goals but had been provided by ISD Scotland from the LIST team for A&E activity, unplanned admissions and unplanned occupied bed days. The data presented was for 'all ages' which was different to the IJB's own Local Improvement Goals.

Summary of discussion

Having heard from the Strategic Programme Manager, who responded to Members' questions and comments, the Board in discussing the usefulness of the data acknowledged that in terms of the improvement goals set by the MIJB these were based on the indicators that the Ministerial Strategic Group for Health and Community Care had agreed, over which the Board had no control. The Board welcomed the addition of the information on performance as a rate of the population.

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Decision

After further discussion, the Board:-

- **Noted the performance across the improvement goals; and**
- **Noted the information on the ranking of Midlothian IJB against other IJBs and the rate against the population which had been included for some indicators.**

Action

Chief Officer

Report No.	Report Title	Presented by:
5.7	Primary Care Improvement Plan	Jamie Megaw

Executive Summary of Report

This report updated the Board on progress in developing the Midlothian Primary Care Improvement Plan (PCIP).

The report explained that the 2018 General Medical Services Contract and associated Memorandum of Understanding required IJBs and HSCPs to develop a Primary Care Improvement Plan to cover a three-year period from April 2018. The key requirements of the Plan being:

- To be developed collaboratively with HSCPs, GPs, NHS Boards and the key stakeholders;
- To detail and plan the implementation of services and functions listed as key priorities under Section G, with reference to agreed milestones over a 3 year time period;
- To give projected timescales and arrangements for delivering the commitments and outcomes in the priority areas under Section G and in particular to include intended timescales for the transfer of existing contractual responsibility for service delivery from GPs.
- To provide detail on available resources and spending plans (including workforce and infrastructure);
- To outline how the MDT will be developed at practice and cluster level to deliver primary care services in the context of the GMS contract.
- Initial agreement for the Primary Care Improvement Plan secured by 1 July 2018.

The current version of the Midlothian Primary Care Improvement Plan was appended to the report. This was not the final version and further consultation with the IJB, General Practices and other key stakeholders would inform the final version, which would be presented to a future meeting of the Board.

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Summary of discussion

The Board, having heard from the Strategic Programme Manager, who responded to Members' questions and comments, welcomed the development of the plan.

Decision

After further discussion, the Board:

- **Noted the progress and emerging content and direction described in the draft Primary Care Improvement Plan;**
- **Agreed that any detailed comments be fed back to the Strategic Programme Manager; and**
- **Noted that a final version of the PCIP would be presented to a Special MIJB in June for approval prior to submission to the Lothian GP Sub-Committee for approval.**

Action

Chief Officer/Strategic Programme Manage

Report No.	Report Title	Presented by:
5.8	Appointment of Chief Finance Officer	Allister Short

Executive Summary of Report

With reference to paragraph 4.4 of the Minutes of 20 August 2015, there was submitted a report which set out the process that would be used to appoint the Chief Finance Officer (Section 95 Officer) for the Midlothian Integration Joint Board.

The report advised that, following confirmation from the current Chief Finance Officer of his intention to retire, it was proposed after review, that the existing arrangement on a permanent or secondment basis should form the basis for filling the Chief Financial Officer (Section 95 Officer) post. This would provide an opportunity from one of the three parties (NHS Lothian, Midlothian Council, East Lothian Council) to be Chief Finance Officer (Section 95 Officer) for both IJBs and to have an operational remit in one of the parties.

Summary of discussion

The Board, having heard from the Chief Officer, discussed the proposed arrangements and the success of the current working arrangements.

Decision

The Board:

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- **Noted that the current Chief Finance Officer, David King had confirmed his intention to retire in October 2018; and**
- **Agreed the proposals for the Chief Finance Officer (Section 95 Officer) recruitment.**

Action

Chief Officer

Report No.	Report Title	Presented by:
5.9	Chief Officer's Report	Allister Short

Executive Summary of Report

This report provided a summary of the key issues which had arisen over the past month in health and social care, highlighting in particular key activities, as well as future key developments.

The report also advised that as the next formal IJB meeting was not due to be held until 23 August 2018, it was proposed to hold a formal IJB meeting on 7 June in place of the planned development session. This would enable the Primary Care Implementation Plan which was a key area of work that would require discussion, agreement and formal sign-off by the IJB prior to submission in July to be progressed, amongst other things.

Summary of discussion

Having heard from the Chief Officer, who responded to Members questions, the Board welcomed the update on the planned opening of the new Medical Practice in Newtongrange, again emphasised the importance of learning lessons from the less than favourable inspection report received by Springfield Bank, and acknowledged the importance of the practice boundary review.

Decision

The Board:

- **Noted the issues and updates raised in the report; and**
- **Noted and approved the Development Session scheduled for Thursday 7 June being changed to a Special Meeting of the Midlothian Integrated Joint Board.**

Action

Chief Officer/Clerk

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Report No.	Report Title	Presented by:
5.10	Review of the Standing Orders of the Midlothian Integration Joint Board	Allister Short

Executive Summary of Report

With reference to paragraph 4.1 of the Minutes of 20 August 2015, there was submitted a report seeking approval of proposed changes to the MIJB's Standing Orders; and seeking, in line with what was considered good governance practice, authority to establish a review process for Standing Orders..

The report explained that the proposed changes to the MIJB's Standing Orders took account of:-

- adjustments requested by the MIJB at its' meeting on 20 August 2015
- changes as a result of the Public Bodies (Joint Working) (Integration Joint Boards and Integration Joint Monitoring Committees) (Scotland) Amendment (No. 2) Order 2015;
- provision for the inclusion of the terms of reference for the Audit & Risk Committee;
- amended governance to ensure that substitutes on the MIJB are aware of their duties under the Code of Conduct; and
- provision to allow urgent decisions to be taken.

A copy of the MIJB's Standing Orders showing the proposed adjustments as tracked changes was appended to the report.

Decision

The Board, having heard from both the Chief Officer and the Clerk:

- **Approved the proposed changes to the Standing Orders of the Midlothian Integration Joint Board; and**
- **Approved the proposed review process for Standing Orders.**

Action

Chief Officer/Clerk

Report No.	Report Title	Presented by:
5.11	Delegation of Powers to Officers	Allister Short

Executive Summary of Report

This report invited the Board to consider and approve a list of powers and responsibilities to be delegated by the Board to its officers, as part of the review of the Board's meeting governance arrangements.

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The report explained that the Scheme of Delegation was not intended to replace, duplicate or repeat the role descriptions of each of the officer posts, nor was it designed to be an exhaustive list of things that officers could do on behalf of the Board. The Scheme simply sought to set out the scope and rules for decisions being taken by officers on behalf of the Board as part of the governance framework for efficient, effective and accountable decision-making by the Board, its committees and its officers. A copy of the proposed Scheme was appended to this report

Summary of discussion

Having heard from the Chief Officer, and the Clerk who advised in addition that rather than bring every single minor or administrative change, for example when new legislation was introduced or terminology changed, or the Board made a new delegation or amended an existing delegation, to the Board authority was being sought for the Chief Officer to amend and re-publish the Scheme, which would be checked annually and reviewed every three years.

Decision

The Board:

- **Approved the proposed Scheme of Delegations as detailed in the Appendix to the report;**
- **Delegated to the Chief Officer the powers to make administrative changes to the Scheme as required from time to time, and to amend and re-publish the Scheme as and when required by further delegations authorised by the Board;**
- **Agreed that the Scheme should be comprehensively reviewed every three years; and**
- **Noted that the approved Scheme would be published alongside the Board's Standing Orders in order to provide an open and transparent set of decision-making rules and procedures.**

Action

Chief Officer/Chief Finance Officer

Report No.	Report Title	Presented by:
5.12	Proposed Midlothian IJB Meeting Schedule and Development Workshop Dates for 2018/19	Allister Short

Executive Summary of Report

The purpose of this report was to set the dates for the Board and Development Workshops for the Midlothian Integration Joint Board and for the meetings of the Audit & Risk Committee, for 2018/19 as prescribed by Midlothian Integration Joint Board Standing Orders 5.2.

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Summary of discussion

Having heard from the Chief Officer, the Board considered the proposed dates for 2018/19 it being noted that some fine tuning may be required, particularly with regards the timings of the Special Board and Audit and Risk Committee meetings scheduled for 7 June 2018.

Decision

The Board agreed, that subject to resolution of the above, to:

- **Approved the schedule of meetings of the Midlothian Integration Joint Board;**
- **Approved the schedule of meetings of the Midlothian Integration Joint Board Audit and Risk Committee;**
- **Approved the schedule of Development Workshops for the Midlothian Integration Joint Board;**
- **Approved the schedule of Joint Special Midlothian Integration Joint Board/Development Workshops all as outlined in the report; and**
- **Noted the approach for service visits for the Midlothian Integration Joint Board.**

Action

All Members to Note

6. Private Reports

No private business to be discussed at this meeting.

7. Any other business

No additional business had been notified to the Chair in advance

8. Date of next meeting

The next meetings of the Midlothian Integration Joint Board would be held on:

- | | | |
|--|-----|--|
| • Thursday 6 th June 2018 * | 2pm | Special Midlothian Integration Joint Board |
| • Thursday 23 rd August 2018 | 2pm | Midlothian Integration Joint Board |
| • Thursday 13 th September 2018 | 2pm | Joint Special Midlothian Integration Joint Board/Development Session |

* Please note carefully that this date will now be a formal Board meeting.

The meeting terminated at 3.50 pm.

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Appendix

(relative to paragraph 5.12)

Midlothian Integration Joint Board Meeting Schedule and Development Workshops Dates 2018-19

Board Meetings

- Thursday 23rd August 2018, 2 pm
- Thursday 11th October 2018, 2pm
- Thursday 13th December 2018, 2pm
- Thursday 14th February 2019, 2pm
- Thursday 11th April 2019, 2pm
- Thursday 13th June 2019, 2pm
- Thursday 22nd August 2019, 2 pm
- Thursday 10th October 2019, 2pm
- Thursday 12th December 2019, 2pm

Development Workshops

- *Thursday 7th June 2018, 2pm (already approved)
- Thursday 15th November 2018, 2pm
- Thursday 17th January 2019, 2pm
- Thursday 16th May 2019, 2pm
- Thursday 14th November 2019, 2pm

Joint Special Board Meeting/Development Workshops

- Thursday 13th September 2018, 2pm – Annual Accounts
- Thursday 14th March 2019, 2pm – Budget/Directions
- Thursday 12th September 2019, 2pm – Annual Accounts

Service Visits

- Further service visits will be scheduled as required or at the request of members of the Midlothian Integration Joint Board.

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Midlothian Integration Joint Board Audit and Risk Committee Meeting Schedule 2018-19

Meetings

- Thursday 7th June 2018, 2pm
- Thursday 6th September 2018, 2pm
- Thursday 6th December 2018, 2pm
- Thursday 7th March 2019, 2pm
- Thursday 6th June 2019, 2pm
- Thursday 5th September 2019, 2pm
- Thursday 5th December 2019, 2pm