

Midlothian Integration Joint Board



Thursday 16th March 2017 at 2.00 pm

IJB Directions 2017-18

Item number: 4.3

Executive summary

This report introduces a draft version of the 2017-18 Directions to be issued by the IJB to Midlothian Council and NHS Lothian. These Directions are intended to provide greater clarity about the key changes which need to be made during 2017-18 in the delivery of health and care services in Midlothian. These Directions should be considered alongside the Strategic Plan 2016-19 and the 2017-18 Delivery Plan.

Board members are asked to:

1. Approve the content of the Directions.
 2. Agree that a summary paper be provided to ensure there is no dubiety about the key changes which need to be made
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IJB Directions 2017-18

1. Purpose

This report introduces the proposed Directions to be issued to NHS Lothian and Midlothian Council for action in 2017-18.

2. Recommendations

Agree the content of the Directions and remit to the Joint Director to finalise the detail in terms of financial information and performance data related to each Direction..

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 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 e.g. to reduce reliance on Acute Hospitals and Care Homes through strengthening Primary Care and Care at Home services. In light of new challenges and opportunities the Strategic Plan has been updated in the form of a Delivery Plan for 2017-18 (See separate item on the agenda)

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.

3.4 **A Partnership Approach:** The clarity to be achieved through the issuing of Directions is important in ensuring there is no dubiety about how delegated health and care services are to be provided including major service redesign objectives. The IJB has previously noted that the success of the new Integration arrangements is wholly dependent upon effective joint working between the IJB, Midlothian Council and NHS Lothian. Thus whilst Directions must be issued by the IJB to NHS Lothian and Midlothian Council, these should be considered and enacted in a genuine spirit of partnership.

3.5 **Directions 2016-17** Following consideration at previous meetings of the IJB, formal Directions were issued on 31st March 2016 to NHS Lothian and Midlothian Council. Direction 5 relating to community services for older people was subsequently amended to require the Council to undertake a full review of Care at Home following consideration of report taken in private on 18th August. A progress report on Directions was considered by the IJB on 27 October 2016.

3.6 **Key Issues to be addressed through 2017-18 Directions**

Principles: In developing Directions for 2017-18 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 services
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 only being provided in hospitals where these can only safely be provided in hospital settings

Key areas for consideration include: The Directions are attached at Appendix 1. The main areas for consideration include:

Primary Care Continuation of developments to increase capacity and reduce demands upon Primary care Services

Diabetes The development of a more community based approach

Substance Misuse A continued emphasis on a recovery-based approach despite the significant service reductions required following the 23% cut in Scottish Government resources.

Learning Disability A full redesign of services is required to ensure their financial sustainability

Health Inequalities Despite the financial pressures it is vital that the Council and NHS Lothian continue to give this issue the highest priority.

Acute Hospital An acceleration of redesign is needed to reduce reliance upon acute hospitals in relation to both delayed discharge and preventable admissions.

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 Direction 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 2017-18 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 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 There are a range of risks associated with the establishment of the IJB and these are considered in a separate report on the agenda. The risk attached to the Directions issued by Midlothian IJB, are that they are not yet specific enough to ensure delivery. This risk will be managed through the Strategic Planning Core Group which will monitor closely the progress being made in these care areas of service redesign.

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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