

# Midlothian Integration Joint Board



**Thursday 15<sup>th</sup> December 2022, 14.00-16.00**

## **Chief Officer Report**

**Item number: 5.2**

### **Executive summary**

---

The paper sets out the key strategic updates for Midlothian IJB Board meeting December 2022.

**Board members are asked to:**

- *Note the content of the report*

## Chief Officer Report

### 1 Purpose

---

- 1.1 The paper sets out the key strategic updates for Midlothian IJB Board meeting December 2022.

### 2 Recommendations

---

- 2.1 As a result of this report Members are asked to:
- Note the content of the report

### 3 Background and main report

---

#### 3.1 Chief Officer

##### **System pressure**

There continues to be a sustained and significant pressure on the Health and Social Care system, which is becoming increasingly challenging as we progress through the winter months. Despite this, the HSCP teams continue to be responsive and innovative to find solutions to improve patient flow.

A Midlothian HSCP systems pressures group has been established to provide oversight and assurance, ensuring that Home First principles and recommendations from the Scottish Governments Discharge Without Delay programme are at the core of the improvement work underway. This group is also a channel for driving forward a comprehensive action plan to improve capacity and flow.

##### **Chief Internal Auditor**

Progress has been made to develop a shared Audit service between Midlothian and East Lothian Council. It is anticipated that the relevant governance will be complete at the end of this month, and the IJB will be supported by a new Chief Internal Auditor in January 2023.

##### **Resignation from IJB Board**

It is with great regret that Jock Encombe has announced his resignation from NHS Lothian Board as a Non-Executive Director, and subsequently as a Midlothian IJB Board member. Jock leaves us to progress with a career as an author, and we wish him every success in this new chapter. Jock will be missed on the Board, and I would like to thank him for his commitment and support over the last few years.

## Midlothian IJB Scheme of Integration

This has now been amended following feedback from Scottish Government, and resubmitted to the Scottish Government for approval, along with Edinburgh, East, and West Lothian schemes.

Morag Barrow, Chief Officer - [morag.barrow@nhslothian.scot.nhs.uk](mailto:morag.barrow@nhslothian.scot.nhs.uk)

### 3.2 Head of Adult Services

#### Midlothian Medicated Assisted Treatment (MAT) Implementation Plan

The MAT standards aim is to improve access, choice and care for people affected by problematic substance use across Scotland. Midlothian's implementation plan is intended to ensure that services in the Integration Authority area are delivering and meeting the standards incorporating the respective criteria for each standard as set out in the Drug Deaths Taskforce report. This Plan has been developed by a range of partners and has taken account of the voices of lived and living experience.

On 18 October 2022, Midlothian's plan had final approval from the HSCP and IJB to progress with the implementation of the plan to ensure safe, effective, acceptable, accessible and person-centred care. As part of the implementation plan there was a new annual investment. This funding package (total £303,876) will assist with the delivery of Midlothian's MAT Standard Implementation Plan through expanding the capacity of the workforce within the services. Recruitment of HSCP/Third Sector staff is underway, to date the HSCP have successfully recruited to:

#### Expanding capacity:

B7 Clinical Nurse Leads NMP x 2	Recruited
Band 6 RMN	Recruited
Band 6 RMN 0.8	Recruited
Recover practitioners MELD x 2	In progress

Progress has already begun to deliver on the MAT Standard Implementation plan, and this will be monitored by Midlothian HSCP and MELDAP through co-ordinated monthly meetings of a new MAT implementation Group, membership of which will include all partners with responsibility for delivery of actions. This group will review progress against the agreed actions and will ratify a quarterly progress report.

#### Inspection preparation

The Care Inspectorate and Healthcare Improvement Scotland share a common aim that the people of Scotland should experience the best quality health and social care. They work together to deliver programmes of scrutiny and assurance activity that look at the quality of integrated health and social care services and how well those services are delivered. They provide assurance that gives people confidence in services and where they find that improvement is needed, they support services to make positive changes. In preparation for a Midlothian adult inspection, benching marking work against the jointly produced quality improvement framework is underway. The teams currently participating in a self-evaluation programme are the Learning Disability Team, the Adult Support and Protection Team, the Physical Disability Team and the Hospital In-Reach Team. This work will allow services to consider their performance against the 10 key indicators as outlined in the Quality Improvement Framework.

## **Annual HSCP Staff Awards Ceremony**

The HSCP Learning and Development, team along with Children and Families' services were delighted to host their bi-annual award ceremony. This ceremony has not taken place for three years due to Covid however the ceremony was held face to face in St Johns Kings Park Church on Dalkeith on 23<sup>rd</sup> November.

There have been around 165 people who have achieved qualifications in the last 3 years. The qualifications gained ranged from Foundation and Modern Apprenticeships in Social Services, Children and young people and Social Services Health Care, where the HSCP have seen an increased uptake of young people interested in pursuing a career in health and social care. Many frontline care staff completed the SVQ 2 in Care award, as well as others achieving the HNC and SVQ 3 in Social Services. In addition, there are a number of staff in team leader/supervisory roles completing an SVQ 4 as well as completing a PDA in supervision. As Midlothian continues to host a Social Worker traineeship, the HSCP are delighted to have 3 staff completing their degree in Social Work in the last three years and many staff members across the HSCP and children's services currently undertaking the traineeship to achieve their degree in Social Work over the next couple of years. Other qualifications gained include PG certificate in Child Protection, Adult support and Protection, Management and Leadership, Practice Education and Mental Health Officer award.

We are looking to develop this award ceremony to encompass a broader range of awards and capture other qualifications gained through National Education Services within NHS Lothian.

## **New Escalating Concerns Procedures for Adults at Risk of Harm**

East Lothian and Midlothian Public Protection Committee has approved a new Escalating Concerns Procedure. The procedure provides guidance on managing cases relating to adults where existing frameworks are not appropriate or able to reduce levels of risk and where a multi-agency approach may be beneficial. It provides an operational risk management framework for adults (over the age of 16) who have been formally assessed as not meeting the three-point test (which is the criteria for formal, legislative risk management under Adult Support and Protection), but where the agency involved is still concerned that that the adult is at risk of harm.

The Procedure recognises that professionals are often dealing with long-term, entrenched behaviours and complex circumstances of adults, and therefore the framework aims to provide an effective, co-ordinated and multi-agency response to these 'critical few' cases. It also can be used when risk is unmanageable using existing ASP procedures, with the process being triggered by the Chair of an ASP Case Conference. It promotes multi-disciplinary responsibility for risk management, thereby removing responsibility from a single professional or agency.

Nominated Service Managers in East Lothian and Midlothian will assess the referral under the procedure and if an Escalating Concerns Meeting is needed this would take place within 28 days.

A series of briefings to raise awareness of the new Procedure between September 2022 and January 2023, alongside a presentation to Midlothian SMT on 21<sup>st</sup> November 2022. For more information, contact Alan Laughland, Adult Protection Lead Officer.

Nick Clater, Head of Adult Services - [Nick.clater@midlothian.gov.uk](mailto:Nick.clater@midlothian.gov.uk)

### 3.3 HSCP Performance

#### **Planning, Performance, and Programme**

To effectively support and develop both the contribution of strategic planning and transformation within the HSCP and ensure the professional development of these teams, the HSCP SMT has approved a Planning, Performance and Programme business unit to be established under the line management of the Integration Manager.

Creating an operational connection between planning, performance and programme will strengthen each of the other processes by allowing for better integrated delivery of information management and support services, provide professional accountability and assurance across these functions, and more effectively support operational services.

#### **Equality and Human Rights Commission**

The Planning, Performance and Programme Team has been working alongside the Equality and Human Rights Commission (EHRC) to ensure the IJB is compliant with its duties under the Public Sector Equality Duty. The EHRC initially led 2 national workshops for all IJBs, which highlighted opportunities to improve EHRCs knowledge of integrated authorities. Midlothian has proactively led on this work and supported EHRC to better understand the role and function of IJBs, and the available mechanisms to influence change. This outcome of this work will be reflected in the IJB Mainstreaming Equalities Action Plan Update that will come to the Board for approval in early 2023.

#### **HSCP Workforce Plan**

Following the receipt of positive feedback from Scottish Government on the HSCP Workforce Plan, work has been undertaken to address four areas where additional information was requested to augment the plan. The final plan was published on the HSCP webpages on the 5 December and resubmitted to Scottish Government.

#### **Human Rights Base Approach**

The Anticipatory Care Planning Project with the Frailty Programme has been coordinating work with the British Institute of Human Rights to strengthen our knowledge of people's human rights in care home settings. Using this knowledge, the HSCP are developing an approach to improve anticipatory care planning, aligned to the [Scottish Government's 'Healthcare framework for adults living in care homes'](#). During November 55 Midlothian health and social care practitioners and care home staff were trained with a plan to support the Care Academy to develop a Lothian wide approach.

#### **Third Sector Summits**

Following the introduction of the Third Sector Summits, a scoping exercise is underway to review and evaluate this key piece of partnership working. A listening exercise is underway that will result in an options appraisal and recommendation on how to progress this work in a way that ensures the needs of all partners are met and help services, organisations and groups better work together to serve our communities.

Gill Main, Integration Manager - [gill.main3@nhslothian.scot.nhs.uk](mailto:gill.main3@nhslothian.scot.nhs.uk)

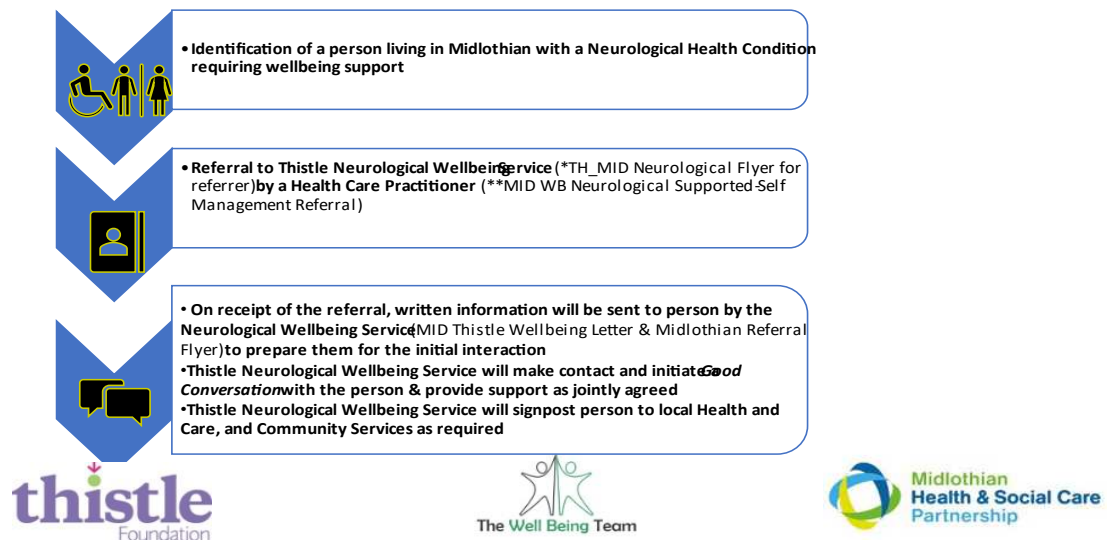
### 3.4 Chief Allied Health Professional

#### **Launch of the Midlothian Neurological Wellbeing Pathway**

The Thistle Wellbeing Service is a well-established service supporting many people across Midlothian to cope with their long-term health conditions. As part of the Neurological

Conditions Project, Midlothian HSCP, has enhanced this service by partnering with Thistle to develop an enhanced pathway (see below) for those living with Neurological conditions. This enhanced pathway will run for 12 months and will support the project aims by;

- Listening to people living with neurological conditions in Midlothian, and work in partnership to support them in navigating the health, social care and local community assets to access practical, emotional and social support to live well.
- Providing a clear easily accessible Wellbeing Pathway and point of contact for people living with neurological conditions and all teams and services supporting them.
- Co-ordinate the collection of data to improve our knowledge and understanding of the needs of people with neurological conditions and how these can be met longer term.
- Provision of a targeted pathway for those living with Cerebral Palsy in partnership with *Cerebral Palsy Scotland*



## Progress of the Digital Transformation Programme

In May 2022, Midlothian HSCP approved a *Digital Implementation and Delivery Plan*, and Matthew Curl was appointed as Digital Programme Manager for the HSCP. At the recent Senior Management Team meeting, Midlothian Council Digital First Board and the Strategic Planning Board, an update was presented on the first quarter of the Digital Programme (see below). The significant progress made in the initial quarter was recognised and commended at all boards and work will continue to progress Digital Transformation in partnership with colleagues and teams in Digital Services in Midlothian Council and NHS Lothian eHealth.

### Summary Of Current Status

Midlothian Health & Social Care Partnership has committed to a programme of Digital Transformation as outlined in the *Digital Implementation and Delivery Plan* approved by the Senior Management Team earlier this year. Digital Transformation is a key focus of the Scottish Government. [A changing nation: how Scotland will thrive in a digital world](#), and [Scotland's Digital Health & Care Strategy \(refreshed 2021\)](#) provide guidance from the Scottish Government about how we can best use digital to provide optimal services. The use of digital is positioned in the Midlothian Integration Joint Board Strategic Plan 2022-2025 as an enabler to deliver on the strategic priorities.

The *Digital Plan* outlines a programme of work under eight priority areas as outlined in the detailed information that follows. A permanent Digital Programme Manager has been appointed and Executive Sponsorship secured through the Chief Allied Health Professional. Work has commenced on the priority areas and an update on each is outlined in the following update.

### Completed Actions This Quarter

- Digital Academy Programme— Leading in a Digital World completed by Digital SRO and Programme Manager
- Secured support of Digital Academy Coach and Trainer for leadership development
- Launch and realignment of the Digital Programme Oversight Board
- Q1 and Q2 Testing of the AHP Governance & Assurance Framework
- Support secured for development of Midlothian HSC Governance & Assurance Framework Application and Tableau Dashboard (eHealth)
- Input to the developing HSCP Workforce Plan
- Senior Management decision regarding the alignment of Telecare and Analogue to Digital Transition (A2D)
- Input into a Data Management Strategy
- Various presentations of the Community Respiratory Team (CRT) in relation to the learning and development of LENSUS/Dynamic Scot selfmanagement platform and recognition of the service dashboard as a national exemplar
- Continuing involvement in SelfManagement Platforms and Pathways including CRT LENSUS / Dynamic Scot, LongCovid CHSS Project, MyDesmondTEC Pathfinder
- Input to NHS Corporate Objectives
- Initial involvement in Midlothian Council M365 implementation
- Recruitment of Project Managers for LENSUS and LongCovid Projects (successful)
- Recruitment of A2D Project Manager for Midlothian, East Lothian and Scottish Borders (unsuccessful)

### Planned Actions for Next Quarter

- Executive SMT Development Session on Digital Transformation
- Presentation to the Strategic Planning Group on progress with the Digital Plan and key messages
- Exploration of implementation of ParLothian HSCP Digital Forum
- Management of change of the line management of the Midcare/Telecare operational service to align with A2D
- Further involvement in Midlothian Council M365 implementation
- Recruitment of A2D Project Manager for Midlothian, East Lothian and Scottish Borders
- Onboarding of 2 x Project Managers
- Digital Programme Oversight Board
- Q3 Testing of the AHP Governance & Assurance Framework
- Begin Data Strategy exploration inc. Data Loch Opportunities
- Work with Planning & Performance Lead to develop next service dashboard (building foundation for Trak development business case)
- Discovery on staff digital training opportunities within NHS Lothian and Midlothian Council
- Build prototypes for TEC Pathfinder and extend partnership between DHI and Midlothian HSCP for further 15 months from January 2023.



Hannah Cairns, Chief AHP - [hannah.cairns@nhslothian.scot.nhs.uk](mailto:hannah.cairns@nhslothian.scot.nhs.uk)

## 3.5 Primary Care in Midlothian

### Primary Care Improvement Plan

The HSCP has worked with local GP stakeholders and the Local Medical Committee to agree the latest version of Midlothian's Primary Care Improvement Plan, including development and resource of the multidisciplinary team - pharmacotherapy services, community treatment & assessment clinics (CTAC), vaccination, urgent care and additional health roles (physiotherapy and mental health nurses). These roles are invaluable in practices to provide the right care to patients at the right time by the most appropriate professional, and also allows GPs to focus on patients with the most complex needs.

Rebecca Green, Clinical Director – [rebecca.green@nhslothian.scot.nhs.uk](mailto:rebecca.green@nhslothian.scot.nhs.uk)

## 3.6 Nursing

Midlothian HSCP were well represented at the annual Queen's Nursing Institute of Scotland Awards ceremony on 2<sup>nd</sup> December 2022.

Kenny Barber, Community Mental Health Nurse in the Midlothian Substance Use Service and Lynsey Buchan, Team Manager in Health Visiting and pre-school Immunisations (pictured) were both presented with their awards.

The programme provides a transformational professional and personal development programme for leaders and innovators in their fields. Competition for places is high, and places are only available to around 20 nurses per year.

The programme has the objective of building a social movement for change, and for nursing and nurses to mobilise to address inequality and the social determinants of health.

I know you will join me in congratulating Lynsey and Kenny in this prestigious achievement. More information can be found at <https://www.qnis.org.uk/queens-nurse-programme/>

Fiona Stratton, Chief Nurse – [Fiona.stratton@nhslothian.scot.nhs.uk](mailto:Fiona.stratton@nhslothian.scot.nhs.uk)



## 4 Policy Implications

---

- 4.1 The issues outlined in this report relate to the integration of health and social care services and the delivery of policy objectives within the IJBs Strategic Plan.

## 5 Directions

---

- 5.1 The report reflects the ongoing work in support of the delivery of the current Directions issued by Midlothian IJB.

## 6 Equalities Implications

---

- 6.1 There are no specific equalities issues arising from this update report.

## 7 Resource Implications

---

- 7.1 There are no direct resource implications arising from this report.

## 8 Risk

---

- 8.1 The key risks associated with the delivery of services and programmes of work are articulated and monitored by managers and, where appropriate, reflected in the risk register.

## 9 Involving people

---

- 9.1 There continues to be ongoing engagement and involvement with key stakeholders across the Partnership to support development and delivery of services.

## 10 Background Papers

---

<b>AUTHOR'S NAME</b>	Morag Barrow
<b>DESIGNATION</b>	Chief Officer
<b>CONTACT INFO</b>	0131 271 3402
<b>DATE</b>	December 2022

---

### Appendices: