

Midlothian Integration Joint Board



17th June 2021, 2.00pm

IJB Directions Annual Update

Item number: 5.5

Agenda number

Executive summary

Midlothian IJB Directions were reviewed in October 2020 and reissued to the Chief Executives of Midlothian Council and NHS Lothian. An update on progress towards each Direction was provided to Midlothian IJB in December 2020.

IJBs, Health Boards and Local Authorities have a legal obligation to both issue and monitor the effectiveness of Directions as described in the Public Bodies (Joint Working) (Scotland) Act 2014.

In January 2020 The Scottish Government published new guidance to support IJBs in effective issuing and implementation of Directions (Statutory Guidance: Directions from integration authorities to health boards and local authorities)

This report provides the full year updates on Directions.

This report also provides proposed new or update Directions for 2021/2022.

This report asks the IJB to consider the approach to performance management of the Directions overall.

Board members are asked to:

Review the full year update on progress on Directions

Review the proposed draft Directions for 2021/2022

Consider the approach to performance management of the Directions

Midlothian Integration Joint Board

IJB Directions Annual Update

1 Purpose

- 1.1 This report provides the full year updates on Directions.
This report also provides proposed new or updated Directions for 2021/2022.
This report asks the IJB to consider the approach to performance management of the Directions overall.

2 Recommendations

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

Review the full year update on progress on Directions

Review the proposed new/updated Directions for 2021/2022

Consider the approach to performance management of the Directions

3 Background and main report

- 3.1 IJBs, Health Boards and Local Authorities have a legal obligation to both issue and monitor the effectiveness of Directions as described in the Public Bodies (Joint Working) (Scotland) Act 2014
- 3.2 Directions are the mechanism by which Integration Authorities action their strategic commissioning plans and are the legal basis on which the Health Board and the Local Authority deliver services that are under the control of the IJB. A Direction must be given in respect of every function that has been delegated to the IJB. Directions are also the means by which a record is maintained of which body decided what and with what advice, which body is responsible for what, and which body should be audited for what, whether in financial or decision-making terms.
- 3.3 In January 2020 The Scottish Government published new guidance to support IJBs in effective issuing and implementation of Directions (Statutory Guidance: Directions from integration authorities to health boards and local authorities). This recognised the need to issue Directions on a rolling basis throughout the year, as IJBs can make decisions about service change, service redesign, and investment and disinvestment throughout the year and would need to provide Directions accordingly.
- 3.4 An update on progress towards each Direction was provided to Midlothian IJB in December 2020. Following feedback from the IJB all responsible leads were asked to develop and provide relevant measures and targets to support the monitoring of Directions and use these to support further updates. The full year update on Directions is outlined in the attached **Appendix 1 Directions Annual Update**

2020/2021. To support the Board in reviewing progress, as well as providing an annual update, each Direction has been categorised by progress. In addition, areas which may be of particular relevance to the board or may require board discussion have been highlighted.

- 3.7 All Directions have been updated and proposed Directions for 2021/2022 are attached in **Appendix 2 Draft Directions 2021/2022**. All changes from the previous Directions, including changes to dates, have been highlighted in this document. The table below outlines the key changes to Directions from the previous 2020/2021 document.

Direction	Action	Key Change Proposed
1 In-patient Care	ii	This action should be removed as the transfer of patients to East Lothian is complete
1 In-patient Care	iv	This action should be updated to clarify that the intention is to ensure that the majority of Midlothian people are admitted to the Royal Infirmary rather than the Western General for unscheduled episodes of care.
1 In-patient Care	v	This wording of this action should be updated to “Evaluate the impact of the Home First Model by March 2022”
1 In-patient Care	vii	This action should be removed as there is no plan to arrange council transport to hospitals
1 In-patient Care	viii	The wording of this action should be changed from “increase” to “maintain”
1 In-patient Care	New	Proposed new action “Review Midlothian Hospital at Home Service in line with wider Lothian review”
1 In-patient Care	New	Proposed new action “Maintain the number of people who are delayed in hospital while awaiting community based support to 13 or below each day by July 2021”
2 Accident and Emergency	ALL	Actions and measures have been reviewed and replaced to more accurately describe the intended action, to identify clear targets, and to enable better evaluation of the impact and success of each action.
2 Accident and Emergency	ii	The action on Community Treatment and Care Services should be moved to Direction 5 Primary Medical Services
3 Midlothian Community Hospital	i	This action has been updated to remove “implementation of an Audiology Clinic”
3 Midlothian	ii	This action has been reviewed and updated to focus on increasing bed capacity and recruitment of staff

Community Hospital		
3 Midlothian Community Hospital	New	New action to evaluate impact of the development of Glenlee Ward at Midlothian Community Hospital as a step-up from community and day treatment facility by March 2022
4 Palliative care	4	Changed wording from “developing” to “evaluate the impact of” Care Champion Network across Midlothian care homes by March 2021
4 Primary Medical Services	ALL	All actions and measures have been reviewed and replaced to more accurately describe the intended action, to identify clear targets, and to enable better evaluation of the impact and success of each action.
6 Community Health Services	ii	This action should be removed as the review of community nursing services has been complete and a new staffing structure implemented.
7 Dental, Ophthalmic and Audiology	i	This action should be removed as this area of work will not be progressed. It was not approved by Capital Services Group for funding and has not been prioritised
7 Dental Ophthalmic and Audiology	iii	This action should be removed as it is covered by the preceding action ii
7 Dental Ophthalmic and Audiology	v	This action should be removed as this action about clarity of roles and pathways is complete
7 Dental Ophthalmic and Audiology	New	New action to evaluate the impact of community glaucoma specialist optometrists
8 Older People	ii	This action should be removed as it is complete
8 Older People	v	This action should be removed as it is covered by the preceding action iv.
10 Physical Disability	New	New action to develop clear pathways and support for people affected by neurological conditions by March 2022.
10 Learning Disability	ALL	All actions and measures have been reviewed and replaced to more accurately describe the intended action, to identify clear targets, and to enable better evaluation of

		the impact and success of each action.
11 Mental Health	vi	This action should be removed as the redesign and commission of mental health supports is complete.
11 Mental Health	v	This action should be removed as the implementation of a recovery plan to deliver a substantial improvement in waiting times for psychological therapy is complete
11 Mental Health	New	New action to report on pilot to deliver a substantial improvement in waiting times for psychological therapy
11 Mental Health	New	New action to Work with Psychological Therapies to increase the number of people commencing (general adult) treatment within 18 weeks
11 Mental Health	New	New action to Evaluate impact of Wellbeing and Primary Care Mental Health workforce by April 2022.
11 Mental Health	vi	Change this action to “Implement” the updated Suicide Prevention Action Plan
11 Mental Health	New	New action to work with other Lothian IJBs to agree plan for pan-Lothian and hosted services 2022-25.
13 Justice Social Work	ALL	All actions and measures have been reviewed and replaced to more accurately describe the intended action, to identify clear targets, and to enable better evaluation of the impact and success of each action. The new actions identified are part of the Community Justice Outcomes Improvement Plan for Midlothian
14 Unpaid Carers	i	This action has been updated to reflect the need to review the Carer Strategic Statement to reflect the Direction and recommendations of the Independent Review of Social Care
14 Unpaid Carers	ii	This action should be removed as the recommissioning of carer support services is complete
15 Care at Home	i	This action should be updated as the care at home contracts from recommissioning have be awarded. This should be updated to “Implement care at home services, in line with the vision statement and human rights based approach. Establish robust monitoring systems to ensure block contracts are effectively implemented, and to demonstrate the impact of care at home on promoting human rights by September 2021”

15 Care at Home	ii	The wording of this action should be updated as the workforce plan has been developed. The wording should be to “implement a multifaceted workforce plan that includes council and external providers by July 2021”
15 Care at Home	iii	The wording of this action should be changed to “Evaluate impact of new reablement model within Home Care Service to promote optimum level of function by March 2022”
16 Housing	i	This action has been changed to reflect that 106 Extra Care Housing Units will be delivered an increase from 90
17 Intermediate Care	i	Change the wording of this action to “Evaluate impact of developments to Midlothian Intermediate Care Services to meet the changing needs of the Midlothian population and create opportunities to deliver care in people’s local community as opposed to acute hospitals by March 2022”
17 Intermediate Care	New	New action “Commitment to strengthen community rehabilitation pathways by April 2022 across health and social care services in line with the Rehabilitation Framework and the Adult Review of Social Care (2021)”
18 Adult Protection and Domestic Abuse	ii	This action should be removed as this work is completed and all adult protection referrals are processed timeously
18 Adult Protection and Domestic Abuse	iii.	This action should be removed and replaced with the following action which will support this area of work “Complete joint strategic needs assessment for Public Protection to identify gaps in services, including early and effective intervention services for children experiencing the impact of Domestic Abuse and adults experiencing Domestic Abuse by December 2022”
18 Adult Protection and Domestic Abuse	v	This wording of this action should be updated to reflect the development of guidance to support this work .
18 Adult Protection and Domestic Abuse	vi	The wording of this action should be changed from “Monitor” to “Evaluate”
18 Adult Protection and Domestic Abuse	New	New action to “Review and streamline the Referrals Process by December 2022
19 Public Health	i	This action includes the addition of the action xi “trauma

		informed practice should be adopted across Health and Social Care and Community Planning”
19 Public Health	ii	The wording of this action has been updated to include joint work with Sport and Leisure
19 Public Health	vii	The following wording should be included in this action “Following outcome of the NHS Lothian Public Health Review
19 Public Health	vii	The ICJ action should be updated to “Evaluate the impact of the Improving the Cancer Journey (ICJ) programme by March 2022 to ensure support to people following a cancer diagnosis.”
19 Public Health	New	New action to “Review potential for multi-agency long term condition strategic planning group”
20 Services to people under 18 years	New	School Nursing new action Complete delayed Primary 1 surveillance programme (height and weight) in all schools including initial vision screening by March 2022
20 Services to people under 18 years	i New	0-5 immunisations Change wording from “Develop and implement a new service model” to “Enhance service model for New action <ul style="list-style-type: none"> Centralisation of the telephone and recall system with all appointments managed by CCH by September 2021.
21 Allied Health Professionals	i	Remove this action, initial scoping work suggests that a MCH Minor Injuries Musculoskeletal service would not be viable at this time
21 Allied Health Professionals	New	Proposed new action to “Redesign Musculoskeletal pathway from NHS 24 and Accident and Emergency back to Midlothian Musculoskeletal Advanced Practice Physiotherapy service. (see Direction 2)”
21 Allied Health Professionals	ii	Remove this Direction as now included in Falls Direction
21 Allied Health Professionals	iii	Remove this Direction as no longer appropriate.
21 Allied Health Professionals	vi	Proposed new action to review Midlothian MSK service and NHS Lothian Dietetic Outpatient Services as part of the Allied Health Practitioners Occupational Therapy Redesign.
22 Digital	i	Change this Direction to “Establish a Digital Governance Group to act as a forum in the HSCP to connect with technical business partners

Development		by September 2021”
22 Digital Development	ii	Remove this Direction as tool has been developed separately
22 Digital Development	vi	This action should be removed as the migration of Mosaic is complete.
22 Digital Development	vii.	This action should be removed as Attend Anywhere is now established as business-as-usual function within NHS Lothian due to COVID

- 3.7 Clarification is required from the Board on future reporting and updates to the Directions. In particular clarification on how frequently the board requires reports on progress against Directions, and the required overall presentation of this performance management information to the IJB.

5 Policy Implications

- 4.1 This paper supports the strategic Direction of the IJB and relates to the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#). (section 26 and 26) and the requirement for Directions from Integration Authorities to Health Boards and Local Authorities.
- 4.2 [Statutory Guidance](#) Directions from integration authorities to health boards and local authorities New statutory guidance was produced in 2020 on how to improve practice in the issuing and implementation of Directions issued under the Public Bodies (Joint Working) (Scotland) Act 2014.

6 Directions

- 5.1 This report has implications for all current and any future Directions.

7 Equalities Implications

- 6.1 There are no specific Equalities Implications from this report. Health and Social Care Partnership programmes that relate to Directions and the Strategic Plan are subject to individual Equality Impact Assessments.

8 Resource Implications

- 7.1 All approved Directions have information on the financial resources that are available for carrying out the functions that are the subject of the Directions, including the allocated budget and how that budget (whether this is a payment or a sum set aside and made available) is to be used.

9 Risk

- 8.1 IJBs, Health Boards and Local Authorities have a legal obligation to issue and monitor the effectiveness of Directions as described in the Public Bodies (Joint Working) (Scotland) Act 2014. Not complying will pose legislative risks and it will be more difficult for the IJB to undertake its duties related to accountability and good governance

10 Involving people

- a. The Strategic Planning Group discussed the progress update on Directions and proposals around performance management, at its meeting on 19th May 2021. This group includes community and service user representatives.
- b. Community engagement on the planning and review of services related to Directions will continue.

11 Background Papers

AUTHOR'S NAME	Lois Marshall
DESIGNATION	Assistant Strategic Programme Manager
CONTACT INFO	Lois.marshall@nhsllothian.scot.nhs.uk
DATE	3 rd June 2021

Appendices:

Appendix 1 Directions Annual Update 2020/2021

Appendix 2 Draft Directions 2021/2022