



IJB Strategic Governance Map

Midlothian Health and Social Care Partnership



Contents

1. IJB Strategic Governance: Column 3
2. IJB Strategic Governance: Column 5
3. IJB Strategic Governance: Sources and success criteria
4. Our evidence standards

IJB Strategic Commissioning - pathway progress




What we do	Who with	How they feel	What they learn and gain	What they do differently (Strategic aims)	What difference does this make?	
<p>Develop, agree and oversee implementation of a three year strategic commissioning plan</p> <p>Progress: Great Confidence: Some</p>	<p>People living in Midlothian and who use our services and their unpaid carers</p> <p>Progress: Some Confidence: High</p>	<p>IJB feel supported, informed and confident in their role</p> <p>Progress: Some Confidence: High</p>	<p>Assurance that our services are safe, effective, aligned to our strategic priorities and continually improving</p> <p>Progress: Great Confidence: Some</p>	<p>People gain more support and opportunities to stay well, prevent ill or worsening health and plan ahead (SA1)</p> <p>Progress: Great Confidence: Some</p>	<p>Health and Wellbeing: People are able to look after and improve their health and wellbeing and live in good health for longer</p> <p>Progress: Some Confidence: High</p>	
<p>Agree and provide clear Directions and associated resource allocation to our LA and NHS partners that are operationally overseen by Midlothian HSCP</p> <p>Progress: Great Confidence: High</p>	<p>HSCP officers, partners and providers</p> <p>Progress: Great Confidence: High</p>		<p>People get support treatment and care in the community and home based settings (SA2)</p> <p>Progress: Great Confidence: High</p>	<p>Living in the Community: People are able to live, as much as possible, independently and at home or in a homely setting in their community</p> <p>Progress: Some Confidence: High</p>		
<p>Establish and maintain robust governance arrangements</p> <p>Progress: Great Confidence: High</p>	<p>IJB</p> <p>Progress: Great Confidence: High</p>		<p>People have increased choice and control over their support and services (SA3)</p> <p>Progress: Great Confidence: Some</p>	<p>Positive Experiences and Dignity: People who use health & social care services have positive experiences of services, and have their dignity respected</p> <p>Progress: Some Confidence: High</p>		
			<p>People get support with rehabilitation and recovery (SA4)</p> <p>Progress: Great Confidence: Some</p>	<p>Quality of Life: Health & social care services help to maintain or improve the quality of life of people who use them</p> <p>Progress: Some Confidence: High</p>		
			<p>We are able to promote and protect people's human rights, including social, economic rights and meet our duties under human rights law (SA5)</p> <p>Progress: Great Confidence: High</p>	<p>Health inequalities: Health & social care services contribute to reducing health inequalities</p> <p>Progress: Some Confidence: High</p>		
			<p>Expanded joint working, integration of services and partnership work with all partners across all sectors (SA6)</p> <p>Progress: Some Confidence: Some</p>	<p>Support for Carers: People who provide unpaid care are supported to look after their health and wellbeing</p> <p>Progress: Some Confidence: High</p>	<p>Safe from Harm: People using health & social care services are safe from harm</p> <p>Progress: Some Confidence: High</p>	
					<p>Workforce: Staff are engaged with their work and are supported to continuously improve the information, support, care, and treatment they provide</p> <p>Progress: Great Confidence: High</p>	<p>Resources are used effectively and efficiently</p> <p>Progress: Some Confidence: High</p>

IJB Strategic Governance

Column 3: How they feel

IJB feel supported, informed and confident in their role.

 Progress: Some
Confidence: High

We have put a number of initiatives in place to ensure that Midlothian IJB members feel supported and confident in their role.

The membership of the IJB is made up of voting and non-voting members with the formal arrangements for voting members are set out in the Midlothian Integration Scheme. Voting members are nominated in equal numbers and are Local Councillors from the Local Authority and Non-Executive Directors from the Health Board. In Midlothian there are 8 voting members with 4 from Midlothian Council and 4 from NHS Lothian. Their role is to bring the perspectives of the two organisations to the Integration Joint Board and help shape the strategic direction of the Integration Joint Board to improve outcomes for their communities. There 4 male and 4 female voting members from a range of backgrounds.

The culture of Midlothian IJB is one of co-operation and collaboration. We recognise that we bring together a variety of cultures, including the corporate cultures of the Midlothian Council and NHS Lothian. Midlothian IJB has worked hard to bring the best from the culture of both organisations and the views of the wider system as we plan, and commission integrated services.

Board Membership Induction

In Q1 of 2024/25, NHS Lothian Board agreed 2 new appointments to Midlothian IJB to take up these roles at the Midlothian IJB meeting on 22nd August 2024.

- The appointment of Kirsty MacDonald as a Voting Member of the Midlothian Integration Joint Board
- The appointment of Dr Amjad Khan as a Voting Member of the Midlothian Integration Joint Board

In Q3 of 2024/25, Midlothian Council appointed a new Chief Social Work Officer (CSWO) and they were nominated, recommended and agreed as an IJB member at the Midlothian IJB meeting on 24th October 2024.

- The appointment of Nick Clater as a Non-Voting Member of the Midlothian Integration Joint Board and professional advisor

The Midlothian IJB Induction Handbook has been distributed to new members. This is regularly updated to ensure all new members have a up-to-date reference for support. In addition, an induction programme has been arranged for August 2024 after the summer recess. This will include a range of introductory meetings with key personnel across Midlothian Council, NHS Lothian and Midlothian HSCP, presentations from the officers of Midlothian HSCP, and a number of site visits. Additionally, the Midlothian HSCP Integration Manager provides a bespoke support session for any new members who require further support at any time during their time on Midlothian IJB.

Midlothian IJB Development

Midlothian IJB is proactively engaged in ensuring members participate in programme of development and improvement activities.

Development sessions

Midlothian IJB holds schedules 5 development sessions each year. These sessions are planned to support the learning needs and improvement goals set by the Board. In quarter one of 2024/25 Midlothian IJB have had one planned development session, held in May.

May 2023: Strategic Plan review and Development

Led by the Planning and Performance teams of Midlothian HSCP, the Board participated in a session regarding the ongoing development of the strategic plan for 2025/35. In this session board members reviewed the

- planning, development and consultation activities to date
- recommendations of the Place and Wellbeing Assessment on the first draft of the plan developed by the Strategic Planning Group

- draft Strategic Plan and considered amendments and additions for further review.

September 2024:

Led by the Chief Officer and the Chief Finance Officer this session provided a detailed account of the IJBs current financial position and set out the impact of ongoing financial uncertainty. At this session the board discussed a range of options for moving forward and requested that proposals detailing the recommended Financial Recovery Actions required for 2025/26 be presented at the November Development session. This is to ensure that IJB members have all the information they need to make an informed decision regarding the necessary decisions relating to funding and the impact on progress towards the Strategic Plan.

November 2024:

Led by the Chief Officer and the Officers of the HSCP, this session set out a number of proposed options for the Financial Recovery Action required to bring 2024/25 into financial balance and to prepare for the 2025/26 budget. This session described the proposed action, the impact, risks and mitigations to ensure that IJB members were in receipt of detailed plans to support the informed decision required at the Midlothian IJB meeting on 21st December 2024.

January 2025:

This session is planned to have 2 topics for learning and discussion. The first is a session presented by the IJB Third Sector Representative to share the work of the voluntary sector in Midlothian and create opportunities for discussion on how the Midlothian IJB can support this work. The second is a session led by the Chief Internal Auditor to review the progress made towards achieving the ambitions of the Midlothian IJB Self-Development Plan for 2023/24 and agree a plan for 2024/25. Actions will be owned by the Board and identify the support the Board would like from Committees of the Board or from officers of the HSCP.

March 2025:

TBC

May 2025

Led by the Midlothian Head of Primary Care and Older People on work to support more people to receive care at home, avoid unnecessary hospital stays, and ensure when people do have to go to hospital it is for as short a time as possible. This session will include the Board's consideration of new ways of working and the actions required for 2025/26.

Midlothian IJB Self Improvement Plan 2025/27

The current Midlothian IJB Self Improvement Plan for 2023/25 will be evaluated, updated and refreshed for 2025/27 in the coming months.

Midlothian IJB Self Evaluation and Improvement Plan 2023/25

The purpose of the self-assessment was to focus on the Midlothian IJB in terms of its functioning and effectiveness, reflect upon strengths and identify areas where there may be scope for improvement.

The Public Service Improvement Framework (PSIF) is a self-assessment approach to support improvement in organisations, with a comprehensive review of their own activities and results. It promotes a robust approach to continuous improvement and is mapped to a number of established organisational improvement tools.

The PSIF provides a framework of statements to challenge existing performance through a structured process, which is developed to suit organisational needs and drivers. The standard PSIF statements can be adapted for use at a service, corporate or organisational level to support continuous improvement. The self-assessment process enables organisations to identify their strengths and the areas for improvement which will inform planning and define improvement initiatives.


A self-evaluation exercise supported by the Improvement Service was undertaken in 2023/24, where the Board identified 3 areas to focus on in a programme of self-improvement. These are:

1. Ensuring the agenda for Board meetings allows for more strategic planning and debate.
2. Reviewing the IJB's current mechanisms for engaging with key stakeholders, service users and the wider public to more effectively seek their views.
3. Considering how the IJB can further align resources to facilitate the desired shift to early intervention and prevention.


Following discussions with the Midlothian IJB Chief Officer to develop a Midlothian IJB Improvement Plan, scoping discussions were held with the Improvement Service to facilitate a self-assessment exercise. A scope for this self-assessment was agreed in February 2023. A self-assessment questionnaire was distributed to all Midlothian IJB members in April 2023 that considered the IJBs Response to COVID-19, Leadership and Relationships, Governance and Accountability, Community Engagement and Participation, Outcomes and Impact, and Performance Management and Use of Evidence. This was followed by a development session held on 11th May 2023, facilitated by the Improvement Service which utilised the collated results from the self-assessment questionnaire to facilitate a further self-assessment process and identify improvement plan actions. A draft Midlothian IJB Improvement Plan presented to the IJB on 24th August 2023 the Board reviewed the information collated by the improvement service and the Chief Internal Auditor led. A follow up development session on 9th November 2023 was held to begin supporting Board members achieve these ambitions.

Column 5: What They Do Differently (Strategic Aims)

People gain more support and opportunities to stay well, prevent ill or worsening health, and plan ahead.

 Progress: Great
Confidence: Some

People get support, treatment and care in the community and home based settings.

 Progress: Great
Confidence: High

People have increased choice and control over their support and services.



Progress: Great

Confidence: Some

People get support with rehabilitation and recovery.



Progress: Great

Confidence: Some

We are able to promote and protect people’s human rights, including social, economic rights and meet our duties under human rights law.



Progress: Great

Confidence: High

Expanded joint working, integration of services and partnership work with all partners across all sectors.







Progress: Some

Confidence: Some


IJB Strategic Commissioning - sources and success criteria

This table lists the sources of evidence and success criteria that we have referred to whilst developing the analysis presented in this report.

How they feel

Stepping Stone	Source
IJB feel supported, informed and confident in their role	 IJB Induction Handbook and Programme  Improvement Service Self Evaluation and MIJB Development Plan
	Success Criteria
	 The Board continually reflect on progress, identify strengths and areas for development
	 There is appropriate Board member induction

What they do differently (Strategic aims)

Stepping Stone	Source
People gain more support and opportunities to stay well, prevent ill or worsening health and plan ahead (SA1)	 Aggregate Data from HSCP Org Map

Success Criteria

No Success Criteria


People get support treatment and care in the community and home based settings (SA2)

 Aggregate Data from HSCP Org Map

Success Criteria

No Success Criteria


People have increased choice and control over their support and services (SA3)

 Aggregate Data from HSCP Org Map

Success Criteria

No Success Criteria


People get support with rehabilitation and recovery (SA4)

 Aggregate Data from HSCP Org Map

Success Criteria

No Success Criteria


We are able to promote and protect people's human rights, including social, economic rights and meet our duties under human rights law (SA5)

 Aggregate Data from HSCP Org Map

Success Criteria

No Success Criteria

Expanded joint working, integration of services and partnership work with all partners across all sectors (SA6)

 Aggregate Data from HSCP Org Map

Success Criteria

Our evidence standards

PROGRESS STATEMENT

CRITERIA

Great progress

- Enough people and groups experience this in the timescale you have defined
- Risks have been mitigated and assumptions achieved

Some progress

- Some people and groups experience this in the timescale you have defined
- Some risks have been mitigated and some assumptions achieved

Low progress

- Not enough people and groups experience this in the timescale you have defined
- Risks have not been mitigated and assumptions found to be unrealistic

CONFIDENCE ASSESSMENT

CRITERIA

High confidence

Most of these criteria apply

- more than one source of evidence with appropriate balance of types
- evidence collected purposefully and for this purpose
- reasonable number of responses
- no disagreement between evidence sources
- backed up by other research
- analysis is clear and purposeful (someone else could replicate and get broadly the same results)

Some confidence

Some of these criteria apply

- more than one source of evidence with appropriate balance of types of evidence
- evidence is collected purposefully and for this purpose
- reasonable number of responses
- no disagreement between evidence sources
- backed up by other research
- analysis is clear and purposeful (someone else could replicate and get broadly the same results)

And / or

- there is some disagreement or lack of clarity of the findings
- the data is mostly gathered opportunistically

Low confidence

Few of the above criteria apply AND / OR

- there is disagreement within the data
- assessments are based solely on an individual's perspectives

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