

Midlothian IJB Directions 2022-23

Part Year Update and Exception Reporting

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Midlothian IJB Direction No.1 Unscheduled Care (Acute Hospitals)

Title of Direction	Unscheduled Care (Acute Hospitals)	
HSCP Sponsor	Grace Cowan	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵	
Overall Direction Status	40 60	
Exception Report	MIJB-1.3 Evaluate the impact of new approaches to In Reach (including identifying patients suitable for Reablement in Medicine of the Elderly wards) by 30th September 2022	There continues to be a significant and sustained focus on flow, maximizing opportunities for admission prevention and for facilitating earlier appropriate discharge wherever possible. Significant progress has been made in the embedding of the home first philosophy, defining roles and responsibilities, clarifying lines of escalation, understanding pathways, breaking down barriers and facilitating collaboration between teams. A snapshot of the first 6 weeks of April and May 2022 indicated that there was a 42% increase in demand on

	our teams in comparison to the previous year, at a time when we were challenged with reduced staffing, care home closures and ward closures. This led to a surge of delayed discharges across the system, peaking in early June. It is important to recognise that this surge in delayed discharges is not isolated to Midlothian – this is a national challenge.
MIJB-1.6	From our 2021 data we can see that average Barthel
Evaluate the impact of the enhanced 'Discharge to Assess'	scores are higher on discharge from D2A than they were
Service to determine the case for continued investment by	on admission to D2A.
30th September 2022	
MIJB-1.14	
Ensure the MIJB remains sighted on action and progress in	
relation to those aspects of the Unscheduled Care Board	
workstreams relevant to Midlothian as well as locally	
determined work such as Midlothian Community Hospital,	
Home First Services, Primary Care and Potentially Preventable	
Admissions (PPAs). A quarterly report should be provided by	
the Head of Primary Care and Older People's Services	
MIJB-1.15	
NHS Lothian should continue to provide monthly financial	
reporting of the set aside areas. Additionally, Acute Services	
should provide quarterly financial information on the set-aside	
budget that should now also include intelligence and narrative	
to detail the nature of financial variance and support the IJBs	
understanding of areas of mutual concern	

Midlothian IJB Direction No.2 Accident and Emergency (A&E)

Title of Direction	Accident and Emergency (A&E)	
HSCP Sponsor	Grace Cowan, Head of Primary Care and Older People's Services	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵	
Overall Direction Status	83	
Exception Report	MIJB-2.3 Agree Midlothian response to national redesign of urgent care programme to improve access to urgent care pathways so people receive the right care, in the right place, at the right time by 30th September 2022	Redesign of urgent care has been identified as one of the 3 high impact improvements for NHS Lothian. This will be a professional-to-professional pathway focused on NHS Lothian flow hub to schedule care with an aim to reduce overall ED attendance across NHS Lothian by 10% March 2023. Midlothian cannot agree a response to this until we know what the pathway is – but we are actively involved in design of pathway.
	MIJB-2.6	This Direction is captured in MJB-1.6 and MIJB-1.13. It
	Continue to reshape pathways to ensure people access community-based services wherever viable.	is recommended that the Board consider closing this Direction.
	MIJB-2.11	The Service requests that this direction is reconsidered
	Take an active role in pan-Lothian decisions around A&E front-door redesign (Midlothian IJB set-aside budget)	or removed

and ensure engagement of acute services staff in	
Midlothian Acute Services Planning Groups	
MIJB-2.13	A formal evaluation of the SPOA has been delayed due
Evaluate and continue to monitor the impact of the	to service pressures
Single Point of Access on ensuring people access	
community-based services and reducing demand on A	
and E and unscheduled admissions.	

Midlothian IJB Direction No.3 Midlothian Community Hospital

Title of Direction	Midlothian Community Hospital	
HSCP Sponsor	Grace Cowan	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🛛	
Overall Direction Status	43	
Exception Report	MIJB-3.4 Review progress in the development of Glenlee Ward at Midlothian Community Hospital as a step-up from community and day treatment facility by 30 September 2022	It is recommended that to change the ward identified in this Direction due to ward configuration changes <i>"Review progress in the development of Loanesk Ward</i> <i>at Midlothian Community Hospital as a step-up from</i> <i>community and day treatment facility by 30 September</i> 2022"Progress has been limited by the challenges introduced by covid. The team are now looking at models across the country to establish a sustainable model for the future. Step up is currently offered on a case-by-case basis in discussion with clinical and medical teams are required.
	MIJB-3.6	Progress has been limited by the challenges
	The option appraisal regarding the most appropriate	introduced by covid and further negotiation with acute

outpatient clinics and day treatment to be provided in	colleagues to progress this Directions. Outpatient
Midlothian Community Hospital should be completed by	services has operated a centralised model to support
30 September 2022. This should include an examination	the recovery agenda, and this has not yet included
of the viability of chemotherapy; and consideration of the	discussion to improve opportunities to provide the
potential role of remote technology in providing	right care in the right place at the right time that
consultations with specialist medical and nursing staff	includes MCH.
MIJB-3.7	Better information provision across the partnership is
Improve accessible information about the services	an area for improvement and noted as an area of
provided through MCH by September 2022	focus for 2023-24. This will be dependent on the
	identification of resource to support design,
	production, publications, web support and
	communications.
MIJB-3.9	The Generic Recruitment continues to cause concern
Improve recruitment processes through stronger	around effectiveness, and this is being raised via Chief
advertising, the provision of ongoing training and the	Nurse. Ops Business manager is also working on
development of increased specialist opportunities by	improving information on the Partnership to be
January 2023	included in recruitment adverts.
	This is a known risk across all Health & Social Care
	Partnership who are experiencing similar recruitment
	challenges impacting on targeted recruitment.
	Specific action taken in Midlothian:
	Input from Organisational Development
	Recruitment for local people currently in
	receipt of benefits
	New promotional materials developed for use at
	recruitment events

Midlothian IJB Direction No.4 Palliative Care

Title of Direction	Palliative Care
HSCP Sponsor	Fiona Stratton
Date from which Direction takes effect	01 July 2022
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵
Overall Direction Status	20 80
Exception Report	N/A

Midlothian IJB Direction No.5 Primary Medical Services

Title of Direction	Primary Medical Services	
HSCP Sponsor	Rebecca Green	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗆	
Overall Direction Status	23 46 31	
Exception Report	MIJB-5.8 Progress Capital Development programme in Primary Care developing plans for new health centres in Shawfair and in South Bonnyrigg addressing the current demand on healthcare facilities and predicted population growth in both these areas. (PCIP priority)	
	MIJB-5.9 Review admissions to hospital from care homes at nights and weekends to identify opportunities for earlier intervention and care closer to home	It is recommended that the Board consider closing this Direction as this action sits within the operational work plan of the Potentially Preventable Admissions working group
	MIJB-5.11 Develop a joint digital plan for the optimisation of new technologies across primary care	Work is planned to understand the current landscape and test some assumptions to determine the most effective digital plan
	MIJB-5.13 Primary Care services should consider and plan for the additional health and care services required in relation to	It is recommended that this Direction is included in the work required to complete 5.8

additional housing developments to ensure that the special needs of the Midlothian population are being taken into account fully. MIJB-5.15 Improve quality and options for people with frailty in primary care by 30th September 2022 through proactive in-reach to Edinburgh Royal Infirmary when someone with frailty is admitted and virtual medical teams involving the frailty GPs and key hospital consultants	Due to operational pressures, this work was paused for 3 months. A move to letter contact was initiated in June 2022, due to the time-consuming nature of telephone contact Quality and options for people with frailty have been improved and in-reach is delivered by the flow hub and taking a multidisciplinary approach It is recommended that the Board review this Direction along with others to consolidate and redefine all Directions relating to Frailty for 2023-24
MIJB-5.16 Evaluate the feasibility of improving continuity of care by	
General Practice and community services	

Midlothian IJB Direction No.6 Community Health Services

Title of Direction	Community Health Services	
HSCP Sponsor	Hannah Cairns	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗆	
Overall Direction Status		
Exception Report	MIJB-6.4 Work to ensure our frailty services are accessible to people under 65 years by December 2021	It is recommended that the Board review this Direction along with others to consolidate and redefine all Directions relating to Frailty for 2023-24. Please also see MIJB-8.1
	MIJB-6.9 Implement a falls prevention programme with cross sector support that includes targeted training and increased options for physical activity	This Directions is dependent on the success of MIJB- 6.8 This Direction asks for a Falls Prevention Programme to be established. This work is currently progressing via a Falls Pathway. It is recommended to review this direction again the progress delivered by the falls pathway and consider whether the Direction requires review.

 MIJB-6.12 Develop an improvement programme to identify people who are frail, provide holistic assessment and strengthen coordination of care MIJB-6.14 Develop a dedicated system for data analysis / reporting of falls data to identify clear priorities and inform future direction of falls work by 30th September 2022 	It is recommended that the Board review this Direction along with others to consolidate and redefine all Directions relating to Frailty for 2023-24 The challenges around IG across health, social care and third sector data that sits on the NHS Lothian server is limiting the ability to progress this work. The capabilities to create a dashboard exist but the IG is not in place
MIJB-6.15 Work with Primary Care providers to develop a standard identification process, signposting / self-referral system for all patients at risk of falls linked into the integrated Falls Pathway by 30th September 2022	It is recommended that the Board review this Direction along with others to related to falls and consider this Direction closed due to duplication (see MIJB-6.8). primary care will be included in a system wide Falls Pathway.
MIJB-6.17 Review podiatry provision in Midlothian, in particular for people with Type 2 Diabetes by January 2023	This Direction relates to a hosted service within West Lothian. Midlothian disaggregated data for hosted services is not currently reported. Work is ongoing within the CO group to establish effective and consistent reporting mechanisms for hosted services.
MIJB-6.18 Undertake a detailed review to establish the extent and nature of pressures on District Nursing and present proposals for transformation	The service will remain under continual review and report back to the HSPC

Midlothian IJB Direction No.7 Dental, Ophthalmology & Audiology

Title of Direction	Dental, Audiology & Ophthalmology Services		
HSCP Sponsor	Rebecca Green		
Date from which Direction takes effect	01 July 2022		
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗆		
Overall Direction Status	17 83		
Exception Report	MIJB-7.2 Use data from NHS Lothian Public Health to determine the impact of NHS general dental services on the oral and general health of Midlothian population and use this information to identify further actions if required by 30th September 2022	The response to the pandemic has resulted in significant restrictions in access to the GDS in the time period. IPC measures have now reverted to near "normal" and dentists are working to respond to the backlog of care as a result of nearly 18-months of restrictions. Some practices are withdrawing from NHS dental care altogether but to date none in Midlothian have taken this step	
	MIJB-7.5 The role of Optometry services in pathways of care for patients in a range of services such as general medical practice, ophthalmology, diabetes and A&E, providing both ongoing and urgent care for patients closer to home to be clarified by 30th September 2022	No data available as pathway has not gone live; hopeful that it will be in place later this year.	
	MIJB-7.6 Evaluate the impact of community glaucoma specialist	No data available as pathway has not gone live; hopeful that it will be in place later this year.	

optometrists by 30th September 2022	
MIJB-7.7	Initial links with Dental, Optometry & Community
Quarterly meetings should be established between the	Pharmacy colleagues made, with view to setting up
Partnership and these three hosted services. They should	meetings schedule in due course.
agree local plans and monitor progress	
MIJB-7.8	Contact made with Head of Audiology services to
Work with Audiology Services to determine the feasibility	progress planning
of establishing an audiology clinic(s) in Midlothian	

Midlothian IJB Direction No.8 Older People

Title of Direction	Older People	
HSCP Sponsor	Grace Cowan	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🛛	
Overall Direction Status	25 37.5 37.5	
Exception Report	MIJB-8.1 The e-Frailty Programme should be progressed to improve coordination of care and to provide support at an earlier stage. This includes the use of learning from the e-frailty programme to develop a frailty informed workforce by 30th September 2022 (see also MIJB-5 Directions relating to Frailty)	 This Direction was written at a time when the ambition was to create a Frailty Programme. Due to the changes in service configuration since March 2020 this has not been progressed. As such, the recommendation is to review 1. The wording of this Direction to reflect the frailty pathway work underway Develop and evaluate an e-Frailty Pathway that proactively identifies people who may be at risk of poorer outcomes and effectively signpost to preventative service offers and supports 2. Review, consolidate and redefine all

	Directions relating to Frailty for 2023-24
MIJB-8.11	Directions MIJB-8.3 and MIJB-8.11 are similar.
Review and design a new model of day service provision	
	It is recommended that Directions MIJB-8.3 is closed and a MIJB-8.11 is reworded to reflect ongoing
	ambitions and extended to January 2023
	Suggested wording for MIJB-8.11
	"Undertake a review of day support and design a new
	model of day service provision including alternatives
	to building based support by September 2023"
MIJB-8.13	
Continue to evaluate impact of developments to Midlothian Intermediate Care Services. This would incorporate a detailed plan to design a reshaped model of	Building delays due to Covid & supply chain issues have had a consequential impact on work to inform
care in preparation for the provision of new purpose-built accommodation in 2024	the design of appropriate models of care

Midlothian IJB Direction No.9 Physical Disability, Sensory Impairment & Long Term Conditions

Title of Direction	Physical Disability, Sensory Impairment & Long Term Conditions	
HSCP Sponsor	Hannah Cairns	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵	
Overall Direction Status		
Exception Report	MIJB-9.1 All service providers should adopt an approach which focuses on personal outcomes and encourages self-management and recovery by 30th September 2022	Recognise challenge of measuring personal outcomes systematically Ambition to move to using OutNav to measure contribution- based approach to measuring progress against personal outcomes, plans to test streamlined approach Good Conversations & WMTY being embedded across organisation (including training and monitoring of impact)
	MIJB-9.4 Review role of Midlothian Community Physical Rehabilitation Team (MCPRT) in line with ongoing development of intermediate care to maximise impact on people with a long-term condition or who have experienced an acute event by 30th September 2022	Delayed due to service priorities – established need for Team Lead – job description currently with Midlothian Council for approval

Midlothian IJB Direction No.10 Learning Disability

Title of Direction	Learning Disability
HSCP Sponsor	Nick Clater
Date from which Direction takes effect	01 July 2022
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵
Overall Direction Status	
Exception Report	N/A

Midlothian IJB Direction No.11 Mental Health

Title of Direction	Mental Health	
HSCP Sponsor	Nick Clater	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🛛	
Overall Direction Status	14.5 14.5 71	
Exception Report	MIJB-11.14 Work with other Lothian IJBs to agree plans for pan- Lothian and hosted mental health service provision 2022- 25 by July 2022. This includes Royal Edinburgh Hospital services such as Forensic Psychiatry and Eating Disorders Services and the implementation of the Early Intervention in Psychosis Action Plan	Midlothian have a seat at the core meeting
	MIJB-11.17 Reduce waiting times for occupational therapy through triage, sign posting and pathway efficiency measures	

Midlothian IJB Direction No.12 Substance Use

Title of Direction	Substance Use	
HSCP Sponsor	Nick Clater	
Date from which Direction takes	01 July 2022	
effect		
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵	
Overall Direction Status	22.22 55.56	
Exception Report	MIJB-12.3 People with lived experience to be members of the MELDAP Strategic Group	This measure has been superseded by new requirements from Scottish Government
	MIJB-12.6 MH&SCP/MELDAP and NHS Lothian should further develop working practices to ensure a seamless provision of services to those people using No11. Maximise the use of the building by recovery-oriented groups in the evenings and at the weekend	Governance regarding Health and Safety policies and guidance may have an impact on space availability – No 11 is used to provide clinical services and needs to be managed safely and appropriately (e.g., lone working policies). Continued impact within ground floor (dedicated clinical space so must be managed within ongoing Covid precautions / mitigations)

Midlothian IJB Direction No.13 Community Justice

Title of Direction	Community Justice	
HSCP Sponsor	Nick Clater	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗵 Both 🗆	
Overall Direction Status	33.33	
Exception Report	N/A	

Midlothian IJB Direction No.14 Unpaid Carers

Title of Direction	Unpaid Carers	
HSCP Sponsor	Gill Main	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🛛	
Overall Direction Status	40 60	
Exception Report	MIJB-14.7 Investigate opportunities to increase residential respite availability options	There are several respite beds available across the system – it is difficult to disaggregate the unpaid carer resource from the whole system. This may be possible in the future using finance / charging data to cross-match.
	MIJB-14.8 Develop an improved understanding of current and future demand for the full range of respite opportunities available to adults in Midlothian	This is a key development required to support broader insight across the system. OutNav is a digital platform that helps us record, analyse and understand how our contribution improves personal outcomes for people and communities.

Midlothian IJB Direction No.15 Care at Home

Title of Direction	Care at Home	
HSCP Sponsor	Grace Cowan	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗵 🛛 Both 🗆	
Overall Direction Status	40	
Exception Report	 MIJB-15.4 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 30th September 2022 MIJB-15.5 Complete a whole system service review of care at home to support transformation and meet increasing service demand 	Commissioning of block contracts using a human rights-based approach to service specification completed May 2021 with implementation of block contract Sept 2021. Monitoring system in place around block contract delivery from Sept 2021 Directions MIJB-15.5 and MIJB-15.7 are similar, and it is recommended that MIJB-15.5 is closed and a MIJB-15.7 is reworded and extended to September 2023 Complete a whole system service review of care at home to support transformation and develop a sustainable model of service delivery by Feb 2023

MIJB-15.7	Directions MIJB-15.5 and MIJB-15.7 are similar. It
Review the Internal Home Care Service and develop a sustainable	is recommended that MIJB-15.5 is closed and a
model of service delivery by December 2022	MIJB-15.7 is reworded and extended to February
	2023
	Complete a whole system service review of care
	at home to support transformation and develop a
	sustainable model of service delivery by
	September 2023

Midlothian IJB Direction No.18 Adult Public Protection

Title of Direction	Adult Public Protection	
HSCP Sponsor	Nick Clater	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵	
Overall Direction Status	25 58 17	
Exception Report	MIJB-18.1 Review the effectiveness of the new combined Public Protection module, covering Child Protection, Violence Against Women and Girls and Adult Support and Protection by 30th September 2022	This Direction has been complete and should be closed. There is a quarterly Public Protection half day training course that is offered to staff working in Midlothian HSCP. This is at 'level one' (awareness and response) and is open to staff who have not completed any PP training or are new in post, and who work across all services in East Lothian and Midlothian. The East Lothian and Midlothian Public Protection Committee Learning and Development Sub-group reviews the evaluation report of each training course. This course is consistently evaluated positively. Evaluation is not broken down by area or organisation.
	MIJB-18.9	Implementation of the Safe Leave Programme is

Evaluate Midlothian Council Safe Leave Programme - for those employees who are experiencing gender-based violence and need additional time off work to deal with resulting matters by 30th September 2022	complete. Midlothian is working towards Silver Accreditation but this has been limited by HR capacity to progress Support from Midlothian Council Quality Improvement Team is required to progress this evaluation. The Midlothian Council Gender Based Violence Policy (which includes the Safe leave) will be reviewed later in 2022 as part of the work towards achieving Silver Accreditation for Equally Safe at Work
 MIJB-18.10 Review and streamline the Adult Support and Protection referrals process by December 2022 MIJB-18.12 Embed the Equally Safe priorities to prevent/tackle violence women and girls 	This Direction pre-dates 2020 and work is now required to understand the current situation to understand the most effective action to see change This requires an Equally Safe strategy for Midlothian, the development of which has been approved in principle. The timescale for
MIJB-18.14	commencing development of this is November 2022. Consideration is being given to convening a group to
 Improve staff skills in managing cases which do not meet the ASP criteria	develop a procedure to review those who are not meeting criteria but are likely vulnerable
MIJB-18.15 Improve knowledge and skills of Council Officers in their work in ASP	This Direction links to the workforce needs assessment and links to MIJB-18.1
MIJB-18.16 Improve risk management in care homes in Adult Support and Protection practice	The Adult Support and Protection Lead Officer has developed a report on learning from large scale investigations and is engaging on a multi-agency basis to draw out the key themes and learning to develop an action plan.

Midlothian IJB Direction No.19 Public Health

Title of Direction	Public Health	
HSCP Sponsor	Jim Sherval	
Date from which Direction takes effect	01 July 2022	
Direction to	NHS Lothian 🗵 Midlothian Council 🗆 Both 🗆	
Overall Direction Status	43	
Exception Report	MIJB-19.7 Initiate discussions with the 3 other Integrated Joint Boards about the potential disaggregation of Public Health funding including but not limited to Health Improvement Fund, Hep C and Blood Borne Virus by 30th September 2022.	This is a historic Direction, predating the pandemic. It has not therefore been discussed with the current Public Health Directorate management. It is not clear what the question was that disaggregation might be the answer to. Chief Officer has suggested that CFOs may want to take this forward, and it is requested that Board reconsider this Direction
	MIJB-19.12 Increase trauma-informed practice across Health and Social Care and Community Planning	Implementation of this Direction is hampered by the lack of local trainers. We are awaiting NHS Lothian train the trainer training to be rolled out.
	MIJB-19.13 Deliver an evaluation report detailing the impact of the Improving the	Work on the Integrated Cancer journey (ICJ) will produce an evaluation centrally rather than

Concer lowerow (ICI) are growing by 20th Contembor 2022	through each UCCD
Cancer Journey (ICJ) programme by 30th September 2022	through each HSCP.
	Routine monitoring provides activity data in
	terms of the number of eHNAs completed, care
	plans produced and shared, referral routes into
	the service, onward referrals & service reach into
	SIMD 1 & 2 areas. As the service matures, more
	data will be available that give an outcomes focus
	in terms of the impact on an
	individual's wellbeing, as well as evidence ICJ's
	contribution to the 9 health & Wellbeing
	Outcomes.
	Examples include:
	 Income maximisation- e.g. Macmillan grant, monies written off , benefits secured Number of people who have maintained or been supported back into employment Housing- number receiving adaptations, re-housing, rent arrears managed / avoided, tenancy maintained Case studies/qualitative info of people's journeys.
	Staff feedback - secondary care, as well as other referrers and the services that people are signposted onto.

Midlothian IJB Direction No.20 Services to People Under 18

Title of Direction	Services to People under 18years (H/V)
HSCP Sponsor	Fiona Stratton
Date from which Direction takes effect	01 July 2022
Direction to	NHS Lothian 🛛 Midlothian Council 🗆 Both 🗆
Overall Direction Status	
Exception Report	N/A

Midlothian IJB Direction No.25 Financial

Title of Direction	Financial
HSCP Sponsor	Claire Flanagan
Date from which Direction takes effect	01 July 2022
Direction to	NHS Lothian 🗆 Midlothian Council 🗆 Both 🗵
Overall Direction Status	
Exception Report	N/A