

East Lothian
Integration Joint Board



**MINUTES OF THE MEETING OF THE
EAST LOTHIAN INTEGRATION JOINT BOARD**

**THURSDAY 23 FEBRUARY 2017
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON**

Voting Members Present:

Mr A Ash
Councillor S Akhtar
Councillor J Gillies (*substitute)
Councillor D Grant
Ms F Ireland
Mr A Joyce
Mr P Murray

Non-voting Members Present:

Dr R Fairclough
Dr A Flapan
Mr D Harvie
Mr D King
Mrs M McKay
Ms M McNeill
Ms S Saunders (Items 4 – 8)
Mr D Small
Mr A Wilson

ELC/NHS Officers Present:

Mr B Davies
Mr P Currie

Clerk:

Ms F Currie

Apologies:

Councillor S Currie
Councillor Goodfellow
Ms F Duncan
Ms A MacDonald
Mr T Miller

Declarations of Interest:

None

1. MINUTES OF THE MEETING OF THE EAST Lothian INTEGRATION JOINT BOARD OF 26 JANUARY 2017

The minutes of the East Lothian Integration Joint Board meeting of 26 January 2017 were approved.

2. MATTERS ARISING FROM THE MINUTES OF THE MEETING ON 26 JANUARY 2017

The following matters arising from the minutes of the meeting held on 26 January were discussed:

Delayed Discharges – David Small updated members on the census figures for February 2017 which had exceeded the target for that month. He confirmed that good progress continued to be made and he was hopeful of meeting the target set for March 2017.

3. CHAIR'S REPORT

The Chair reported that East Lothian Council had agreed their budget on 21 February 2017 and that further details of the Adult Wellbeing element would be discussed under agenda item 7.

He also advised members that Mike Ash had been appointed to the Edinburgh IJB and that he would be standing down as a member of the East Lothian IJB with effect from 31 March 2017.

4. NHS HEALTHCARE GOVERNANCE COMMITTEE

Fiona Ireland reported that although the NHS Healthcare Governance Committee had not met since the last IJB, she had attended a meeting of the Acute Hospitals Committee (AHC) earlier that week. She advised that there had been an extensive presentation from the outpatient board (Joan Donnelly). The outpatient modernisation was particularly pertinent to IJB Strategic Planning Groups and the paper referred to the governance being through the Acute SMT and each of the IJB Strategic Planning Groups. Ms Ireland suggested that this may be a topic for a presentation to future meetings of the Strategic Planning Group and the East Lothian IJB to help facilitate the IJB's involvement in shaping the future of outpatient services for the community. In the meantime, if members agreed, she would circulate a copy of the paper presented to the Committee.

Dr Andrew Flapan provided additional background to the outpatient modernisation programme which, he said, centred on a shift from acute to outpatient care through greater use of primary care services and community-based care. He said that this programme offered the IJB the opportunity to influence how these services would look in the future.

Members discussed the risks associated with such a shift in care and the implications for GP services and home-based care packages. They agreed that the IJB should be closely involved in developments.

Ms Ireland advised that the AHC had also considered a report on the Edinburgh IJB Flow Programme. This had included the “Whole System Flow Dashboard” which was being developed not just for Edinburgh but for all Lothian IJBs and this single collection of data would allow the IJB to consider the impact of actions in one part of the system on the other parts, and where efforts needed to be focussed to make a difference.

Mr Small said that this was more of an operational management tool rather than a strategic tool but he acknowledged the value of keeping the IJB informed of its development. He advised that there was no proposal for the IJB to become involved in the Flow Board and day-to-day issues would continue to be managed from the Hub at Roodlands.

5. EAST LOTHIAN COUNCIL POLICY & PERFORMANCE REVIEW COMMITTEE AND AUDIT & GOVERNANCE COMMITTEE

The Chair advised members that there had been no meetings of the Policy & Performance Review Committee and the Audit & Governance Committee in February.

Mr Small advised that both Committees would be meeting in March and that Councillor Goodfellow would provide an update at the next IJB on 30 March.

David King indicated that the issue of information sharing between NHS Lothian and IJB audit committees had been discussed at the Audit & Risk Committee meeting on 21 February and a dialogue was ongoing. Mr Small added that a revised proposal on information sharing between the Council’s Internal Audit team and the IJB Audit & Risk Committee would be presented to a future meeting of the Council’s Audit & Governance Committee. However, the timing of this had yet to be confirmed.

6. HEALTH AND SOCIAL CARE PARTNERSHIP PERFORMANCE REPORT UPDATE

The Chief Officer had submitted a report updating the IJB on performance against an agreed suite of indicators which were last reported on in August 2016 and informing the IJB of the introduction of new performance measures which will need to be incorporated into local performance monitoring processes.

Paul Currie presented the report. He provided a summary and analysis of the data contained in the performance report and how this compared with the results of last year’s report. He also referred to the recent guidance on additional performance indicators issued by the Scottish Government and COSLA.

The Chair advised that Sir Harry Burns was working on a review of health and social care targets and indicators and that the Scottish Government’s Ministerial Strategic Group would take account of these in their development of future performance indicators.

Mr Ash observed that the six indicators on the Scottish Government’s list were not exhaustive but were considered crucial and on which there was data available. The wider development of performance monitoring was a matter for individual IJBs and could include any number of additional indicators.

Danny Harvie raised the question of Care Inspectorate (CI) visits and the measures in place to identify the services which were struggling. He asked about services in East

Lothian and whether the CI had a view on their performance. He also commented that there may be a process issue in that high performing services tended to be inspected less than those who were struggling and that this may impact on overall performance results.

Mr Small said he was not aware of any current issues from the local CI team. He advised that two care homes and two care providers had experienced problems during 2014/15 and 2015/16 but that work had been undertaken to bring them back up to standard.

Peter Murray expressed concern about the frequency of reporting and on the rating for National Performance Indicator No. 8. He asked how it could be rated 'green' when it was only 47.7% and just above the Scottish average. He stated that local priorities were crucial to ensure that performance was measured in a way that was meaningful to the local population of East Lothian.

Margaret McKay agreed with Mr Murray's remarks and questioned how the IJB could take comfort from these results. She added that the time was long overdue for the IJB to develop its understanding of the needs of carers, many of which were already well-documented, and to take a comprehensive look at the current provision for carers in East Lothian with a view to developing a cohesive action plan.

Dr Richard Fairclough stated that while strategy and policy were important there needed to be more work done on the ground. This was of particular urgency given the proposals for the transfer of care to community-based services. He said that the IJB must make sure that the key components were in place to support carers and address their needs.

Bryan Davies responded to these points outlining plans to engage with stakeholders to develop a Carers' Strategy and to look at improvements to current governance arrangements. He acknowledged the importance of action on the ground but emphasised the need to begin with a clear strategy to drive this work forward.

Mr Small suggested that this may be a good topic for a development session for IJB members, possibly in place of the April business meeting. Mrs McKay agreed that this would be very helpful.

In response to a question from Councillor Shamin Akhtar, Mr Davies advised that the work on the Carers' Strategy would begin very soon.

Mr Small advised members that a further report would be presented later in the year and, in the meantime, their comments would be taken into account when drafting the Directions to make them more focussed and measurable.

The Chair thanked members for their input and observed that issues relating to carers were nationwide and not restricted to East Lothian. However, he acknowledged Mrs McKay's point that further work needed to be done.

Decision

The IJB agreed to:

- (i) Note the second Performance Report and to note progress made against the indicators between August 2016 and February 2017;

- (ii) Discuss the implications of the second Performance Report and its consequences for the development of further performance measures and monitoring; and
- (iii) Note the additional measures being developed by the Scottish Government and COSLA.

7. FINANCIAL PLANNING 2017/18

The Chief Finance Officer had submitted a report laying out the Scottish Government's budget settlement for East Lothian Council and NHS Lothian for 2017/18; the Scottish Government's indications for the IJB's budget settlement for 2017/18; the outline offer from NHS Lothian and a reflection of East Lothian Council's budgetary proposals for the IJB; the financial pressures identified by the current position; and the proposed approach to this settlement.

Mr King presented the report. He outlined the key points relating to the settlement from the Scottish Government for 2017/18, including Health Boards, Councils and the Social Care Fund (SCF). He also informed members of the budget offer from East Lothian Council and provided an update on the discussions with NHS Lothian. He confirmed that a formal budget offer would be made to the IJB by NHS Lothian before 31 March 2017.

Mr King also drew members' attention to the potential financial pressures for 2017/18 that had been identified by the Partners, warning that these would be significantly greater than the pressures experienced in 2016/17. Finally, he invited the members to consider the proposed approach to this settlement as set out in the report.

Mr Murray observed that the current budget information did not seem to reflect the IJB's aspirations around movement of resources from hospital services to community-based services. He wanted to know if this was a timing issue or if it would be reflected in the Directions for 2017/18. He referred to Dr Flapan's earlier point about the power of the IJB to influence change and wanted to know at what point the IJB would begin to address this.

Mr King advised that disinvestment and reinvestment of this kind would take time and would require the closure of some services before the funds could be transferred elsewhere. However, he acknowledged that these were the aspirations of the IJB and would need to be reflected in the Directions.

Dr Fairclough expressed concern that the transfer of services from Acute to Primary Care could happen ahead of the resource transfer. He said that this could cause significant challenges which may result in the IJB not being able to achieve its aims. He emphasised the need to work on remodelling care and community provision as a matter of urgency and to ensure necessary resources were available.

Mr Ash referred to the delay in receiving financial information in 2016/17 and recommended that the IJB be much tougher on its Partners this year. He suggested that addressing the potential financial pressures should be the first priority but also commended the use of the Integrated Care Fund (ICF). He reminded members that the ICF had been set up to support innovative ideas and its use would ensure that, no matter how severe the financial pressures might be, there would always be the opportunity for innovation.

Dr Flapan said that there needed to be clarification on the difference between someone needing complex hospital care and simply needing care. Money currently spent on hospital beds could achieve much in the community but there needed to be a change in mindset.

Mrs McKay observed that the IJB needed to find a way not only to bridge the gap between the old and new system of care but also a way to bridge the funding gap.

Mr Murray gave the example of the Fire & Rescue Service which had required additional money to fund the initial stages of its transformation programme. He acknowledged the need to bridge the gap and that the IJB would have to consider how best to achieve this.

Mr Small referred to the Scottish Government's Transformation Fund which was set up for this purpose. He suggested that the IJB may wish to consider bidding for a share of this money. He also thanked members for providing a clear steer in terms of what they expected to see in the Directions for 2017/18. These would be presented to the IJB at its meeting on 30 March.

Decision

The IJB agreed to:

- (i) Note the report;
- (ii) Note the issues surrounding the 2017/18 budget settlement;
- (iii) Note the magnitude of the financial challenge facing the IJB in 2017/18; and
- (iv) Consider the approach to the 2017/18 financial settlement.

8. POSITION STATEMENT ON SECTION 10 GRANT FUNDED SERVICES – ADULT SERVICES

The Chief Officer had submitted a report informing the IJB of the current position with regard to Section 10 grant awards within Adult Services and the proposed way forward for 2017/18.

Bryan Davies presented the report. He outlined the background to the grant awards, the ongoing review and how these related to the projects on remodelling specialist support and care at home services which would be in place by April 2017. He explained that the review of Section 10 grant funding would consider how existing services could fit into the future framework and whether they may be alternative funding options for services such as independent advocacy and lunch clubs.

At the request of the Chair, Mr Davies provided additional information on the remit and membership of the Health & Social Care Procurement Board.

Responding to further questions from members, Mr Davies advised that most grant awards were historic but that this would be looked at as part of the review. He also said that the recent internal audit had identified the need for more robust arrangements for procurement and review and that these were now in place.

Sharon Saunders stated that a number of the arrangements currently in place, both Service Level Agreements and contractual arrangements, were of several years standing and she was aware from earlier discussions that the IJB was supportive of a

number of these services. The review would help to identify where improvements could be made to procedures for awarding and reviewing the value received from grant funding. She added that, going forward, it would be important to evidence how these grant awards were supporting the IJB's strategic priorities for adult and older people's services.

Decision

The IJB agreed to:

- (i) Approve continuation of current Section 10 Grants for the 12 months from April 2017 to March 2018 noting the commitment to complete the review of all grant funding within that year;
- (ii) Note that a number of reviews have taken place and further reviews on the remaining services will continue beyond April 2017 in order to have a complete picture of community provision in preparation for the development of a new community framework to be in place by April 2018;
- (iii) Note that a proportion of Section 10 funding has been made available and a decision will be made on the use of this funding once the budget position for 2017/18 is confirmed; and
- (iv) Note the progress made against the key recommendations from the internal audit of Section 10 Grant funded services.

Signed

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Councillor Donald Grant
Chair of the East Lothian Integration Joint Board