

East Lothian
Integration Joint Board



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

**THURSDAY 25 JUNE 2020
VIA MS TEAMS**

Voting Members Present:

Councillor F O'Donnell (Chair)
Councillor S Akhtar
Dr P Donald
Councillor N Gilbert
Ms F Ireland
Mr A Joyce
Mr P Murray

Non-voting Members Present:

Mr D Binnie
Ms L Cowan
Ms C Flanagan
Mr I Gorman
Ms A MacDonald
Ms M McNeill
Mr T Miller
Ms J Tait
Mr P White

Officers Present from NHS Lothian/East Lothian Council:

Ms L Berry	Ms C Cockburn
Mr P Currie	Ms C Goodwin
Ms D Gray	Ms L Kerr
Mr J Hetherington	Ms J Holland
Ms J Ogden-Smith	Mr D Stainbank

Visitors Present:

Ms E Scoburgh, Audit Scotland

Clerk:

Ms F Currie

Apologies:

Lesley White

Declarations of Interest:

None

The Chair welcomed members to the meeting which was being conducted via MS Teams.

1. MINUTES OF THE MEETING OF THE EAST LoTHIAN INTEGRATION JOINT BOARD OF 26 MARCH 2020 (FOR APPROVAL)

The minutes of the East Lothian Integration Joint Board (IJB) meeting on 26 March 2020 were approved.

2. MATTERS ARISING FROM THE MINUTES OF 26 MARCH

There were no matters arising.

3. CHAIR'S REPORT

The Chair confirmed that the emergency recess procedures put in place on 27th March had now come to an end, allowing for the resumption of formal business meetings. However, she stressed that the threat from COVID-19 was by no means over and that there may be occasions over the coming weeks and months where it may be necessary to return to emergency governance arrangements. Members would be notified of any change and kept informed of any decisions taken under these arrangements.

Peter Murray reported that a Remobilisation & Recovery Group had recently been set up by the Cabinet Secretary. Mr Murray had been appointed as one of the members and would provide feedback to the IJB on progress.

Marilyn McNeill asked whether there was any data on the number of people who had heeded the message 'not to go to the doctor' and were currently awaiting treatment. The Chair advised that NHS Lothian had recently produced an update on this issue and she would be happy to share the information with Ms McNeill. However, it should be noted that the figures covered the whole of Lothian.

Shamin Akhtar advised that the Council's Education Committee had met that morning to discuss plans for children to return to school in August. She reinforced the importance of ensuring that childcare, particularly for key workers, continued to receive adequate funding.

The Chair thanked her colleague for the reminder that, without appropriate childcare, staff within health and social care could not fulfil their roles.

4. COVID-RELATED HSCP SERVICE CHANGES

The Chief Officer had submitted a report updating the IJB on the temporary changes made across HSCP managed and commissioned services resulting from COVID-19 and those changes that may apply in the longer term.

Paul Currie presented the report outlining the key points and highlighting the tremendous efforts of staff in responding to the health crisis. He advised members that the experience gathered during the past few months had helped to inform the NHS Lothian Remobilisation Plan. He added that guidance and policies were still subject to frequent changes and flexibility would continue to be required in both planning and delivery over the coming months.

The Chair said it was very useful to see the scale of the work and the impact on current and future practice within services.

Mr Murray remarked that this was a very powerful document and huge credit was due to staff for their work in responding to the crisis and in developing new ways of working.

Fiona Ireland agreed with Mr Murray, noting that the document demonstrated very clearly the work that had been done on shifting the balance of care. She said it would be important to understand the impact on services and on staff, and to ensure that this was part of the discussion on the need for revised or new Directions and changes to funding during the current year.

Alison MacDonald acknowledged that there was still a lot of work to be done to fully take account of and learn from the experiences of staff. She advised that a questionnaire would shortly be issued seeking feedback from NHS staff on working arrangements and this would be followed by a wider piece of work across health and social care.

Patricia Donald said the paper was hugely impressive and she welcomed the discussions taking place on how to build on this work to improve services in future. She highlighted the evolution of CTAC; and mental health and rehabilitation services as examples of positive changes which could have long-term benefits.

Ms MacDonald acknowledged the potential of these and other services to improve practice and outcomes and Lesley Berry provided some examples of improvements to services across the county.

Iain Gorman provided some feedback on the changes to mental health services and how the delivery mechanisms had been remodelled to provide a less centralised service. He hoped that this work would be further developed and allow services to reach other clients that may previously have been missed.

Thomas Miller said that the Unions fully supported the plans for a staff survey. He emphasised the importance of learning lessons from this crisis and ensuring that staff felt valued and that their contribution was fully recognised.

Responding to a question from the Chair, Laura Kerr advised that discussions were taking place around community support and the needs of individuals and day centres across this sector. The idea being to build on the increased community spirit and volunteering seen during the past few months.

Councillor Akhtar commended both NHS and social care staff across the county and urged the IJB to give particular consideration to staff from BAME backgrounds who had been disproportionately impacted by COVID-19.

The Chair thanked everyone for their contributions to the debate.

Decision

The IJB agreed to:

- i. Accept the summary of the many actions taken across all HSCP services over the last three months (some arising from centrally delivered service changes and UK and Scottish Government Policy) to respond to restrictions arising from COVID-19;

- ii. Note that guidance and policy has changed regularly. This has required managers to continue to adapt their service delivery offer to patients and clients. Flexibility in planning and delivery of HSCP services is likely to be required for many months yet;
- iii. Note that enforced changes to services have allowed for exploration of different ways of working, including increased utilisation of video and other technologies in patient assessment and care and for service management; and
- iv. Note the development themes below that are common across the service summaries. Further work is needed to review these and to take action where indicated:
 - Continue the rollout of technologies
 - Redesign premises
 - Consolidate new ways of working
 - Extend partnership/joint working
 - Address 'digital exclusion' and vulnerability.

The Members agreed to take Item 6 next.

6. NHS Lothian COVID-19 Remobilisation Plan

The Chief Officer had submitted a report informing the IJB of the plans underway through which NHS Lothian will remobilise services across Lothian, covering those centrally delivered by the Board, those managed by the four HSCPs, hosted services and independent contractor services.

Ms MacDonald and Mr Currie presented the report pointing out that the Plan had been drawn together in a very short timeframe and would be subject to revision. It was a starting point for considering how to move forward, how to influence the shape of services in the future and to best serve the people of East Lothian. The Plan had been submitted to the Scottish Government in April and had been approved in principle. While some uncertainty remained around the flow of monies associated with the Plan, the costs would be reviewed at Quarter 1 and officers would continue to pursue all options for funding to support this work.

Mr Murray emphasised the need for the IJB to act swiftly to influence the shape and direction of travel and to return services to their previous levels of capacity.

The Chair agreed and added that workforce planning would be a key aspect of this work.

Dr Donald raised concerns about the impact of the backlog on GPs and cautioned against plans which placed too great an additional burden on these services.

Ms MacDonald confirmed that discussions had taken place on this issue. She was mindful of the need to consider carefully how and where this work should be allocated and that GP practices should not be overloaded.

Ms Ireland agreed that the timeframe for developing the Plan was unfortunate but added that the IJB had an opportunity to claim back from the centre some of the power to determine how future services could look. It was important that the IJB identified areas where a change in Directions would allow services to be delivered differently, rather than simply returning to business as usual.

Paul White said he would be interested to see the future level of demand for services, noting that demand had been suppressed due to concerns about COVID-19 or through community self-management. He suggested that a focus on the latter might help to solve more challenges at local level, particularly as the availability of funding would likely reduce and the need to redesign services would be greater than ever. One of the positive outcomes from COVID-19 had been that more people seemed to take on board the prevention message; he suggested that this might be extended to other health issues.

The Chair said that community capacity and building on successful and sustainable community connections was an interesting point. She also noted that the IJB needed to work on its engagement strategies to improve communication to and from the public.

Ms MacDonald reminded members that the IJB was part of the Integrated Care Forum, involving all four Lothian IJBs, and that they should be working with their neighbouring IJBs to maximise opportunities for East Lothian.

Mr Murray welcomed Mr White's remarks and suggested that the possibility of an increased reliance on more holistic service provision was something that the IJB should debate in more detail. He also acknowledged the point made by Ms MacDonald, reflecting on his experiences as a member of the Edinburgh IJB.

The Chair suggested the possibility of arranging a development day to discuss these and other issues.

Decision

The IJB agreed to:

- i. Accept the Remobilisation Plan which NHS Lothian Board is receiving for approval on 24th June, and the plans therein to bring suspended health and social care services back into operation in a phased way. The Plan commits to reintroduce those of highest clinical priority first;
- ii. Note the Remobilisation Plan covers: acute service areas not delegated to the IJBs; those areas delegated to the IJBs which require local strategic and operational planning work and some delegated areas in which action is underway (e.g. roll-out of 'Near Me' under the direction of Scottish Government) and which for reasons of expediency, happened without consultation with IJBs. The delivery of future actions concerning areas of IJB responsibility may require Directions and as such will be subject to IJB scrutiny; and
- iii. Note that the Remobilisation Plan will develop further, as there is an expectation that the Scottish Government may ask for extension of the plan to end March 2021. The further version of the Remobilisation Plan will include Winter Plan arrangements for Lothian.

5. 2020-21 DIRECTIONS

The Chief Officer had submitted a report updating the IJB on the plans to review the suite of Directions to ensure they were relevant to policy and service delivery requirements in the short and longer term arising from the current COVID-19 outbreak.

Mr Currie presented the report outlining the background and purpose and drawing members' attention to the information contained in the summary. The expectation was

that the Change Boards would carry out a formal review of the current Directions and consider whether new Directions were required. It was also possible that some service reviews may need to be revisited.

Ms McNeill asked about reprovision of services and was advised that an update would be provided under Agenda Item 10.

Mr Murray thanked officers for providing such a comprehensive analysis. He advised members that the Cabinet Secretary had recently commented on the importance of IJBs reviewing and revising their strategic direction at this time and using the response to the pandemic as an opportunity to redesign services with a community-first approach. He also referred to the impending review of social care as an opportunity to influence the direction of travel for future services and to bid for increased funding for IJBs. He welcomed the references to staff within the document, the importance of their contribution to service redesign, and he emphasised the need to take a new and more inclusive approach to commissioning of services. He concluded that the previous suggestion of a development day would be a useful first step.

Ms Ireland highlighted the remit and work of the Shifting the Balance of Care Group which had met during the pandemic and were discussing how to increase public and third sector engagement through virtual means.

Ms MacDonald acknowledged the need for Change Boards and other groups to begin this work but cautioned that officers were still incredibly busy dealing with the pandemic and that NHS Lothian remained subject to emergency procedures.

The Chair said it was important to make that point and to be realistic about what could be achieved in the short term. She added that the Change Boards and groups may wish to consider whether other members could take on greater responsibility for driving work forward in the meantime.

Decision

The IJB agreed:

- i. To note the summary of the impact of COVID-19 on Directions;
- ii. That the Change Boards should be asked to formally review all current Directions and to make recommendations for any new Directions to deliver continuing priorities and any new priorities arising from COVID-19 or Government and partner policies;
- iii. To accept that the Scottish Government relaxation of deadlines will delay completion of planned work related to Directions, including the review of the Integration Scheme, the production of the IJB Annual Performance Report for 2019-20 and review of the Primary Care Improvement Plan; and
- iv. To accept that some completed service reviews will need to be revisited in view of changes imposed by COVID-19 action.

7. ANNUAL INTERNAL AUDIT OPINION AND REPORT

The Chief Internal Auditor had submitted a report informing the IJB of the internal audit work undertaken in 2019/20 and providing an opinion on the overall adequacy and effectiveness of the IJB's framework of governance, risk management and control.

Duncan Stainbank presented the report outlining the main points which included a summary of the internal controls, the audit reports prepared during 2019/20 and the work that had been delayed due to COVID-19. He highlighted the evaluation of the IJB's controls and governance and the areas with scope for improvement. He concluded that 'reasonable assurance' could be placed on the overall adequacy and effectiveness of the IJB's framework of governance, risk management and control for the year ended 31 March 2020.

In response to a question from the Chair, he confirmed that the improvement actions had been agreed by Management but that some may take longer to complete due to the current situation. Implementation of all actions would be reviewed as part of the audit team's follow up work and a further update provided.

Decision

The IJB agreed to note that the Internal Audit Opinion and Report 2019/20 was a formal confirmation of Internal Audit's opinion on the overall adequacy and effectiveness of the IJB's framework of governance, risk management and control for the year ended 31 March 2020.

8. 2019/20 DRAFT UNAUDITED ANNUAL ACCOUNTS

The Chief Finance Officer had submitted a report presenting the IJB's draft (unaudited) annual accounts for 2019/20.

Claire Flanagan presented the report outlining the contents of the management commentary, annual governance statement and the financial statements. The accounts required to be published by the end of June and submitted for review by the IJB's external auditors. She advised that IJB had ended the 2019/20 financial year with an underspend of £626,000 and this would be added to the IJB's existing reserves.

In reply to a question from the Chair, Ms MacDonald confirmed that non-voting members were able to claim expenses and that forms and guidance were available from her office.

Ms Flanagan responded to questions on the IJB's reserves policy and the use of both allocated and unallocated reserves. She reminded members that the policy recommended a minimum of 2% reserves and the IJB had yet to reach this figure. She also confirmed that further dialogue would take place with the Scottish Government over the costs of responding to the pandemic and any potential implications for IJB reserves.

Ms McNeill confirmed that she had received expenses but noted that she had been required to seek out the information on how to claim as this had not formed part of her orientation as a new non-voting member.

Esther Scoburgh offered her thanks to Ms Flanagan and Ms MacDonald for preparing the accounts and adhering to the timetable for doing so during such an unprecedented situation.

The Chair also added her thanks noting that not all IJBs had been able to complete their accounts within the usual timeframe.

Decision

The IJB agreed that the draft annual accounts could be published and presented for audit.

9. INTERNAL AUDIT OF EAST LoTHIAN IJB STRATEGIC CHANGE PRIORITIES AND DELIVERY

The Chief Officer had submitted a report presenting the recommendations of an NHS Lothian Internal Audit report on East Lothian IJB strategic change priorities and their delivery, and the management actions planned in response.

Mr Currie presented the report outlining the background and key findings of the audit work. He advised that all of the recommendations and proposed management actions had been agreed and that the actions would be addressed by the relevant Change Boards. He said the intention was to deliver the proposed actions within the stated timescale but that the continuing response to the pandemic may impact on some completion dates.

The Chair reiterated the point made previously regarding the continuing impact of the pandemic on staff resources and the need to take into account the demands on officer time.

Decision

The IJB agreed:

- i. To accept the attached Internal Audit report on East Lothian IJB Strategic Change Priorities and Delivery;
- ii. To note the report has been agreed with the Chief Internal Auditor for East Lothian Integration Joint Board. It has been considered at the NHS Lothian Audit and Risk Committee, but has still to be presented to the East Lothian Integration Joint Board Audit and Risk Committee; and
- iii. That the East Lothian Change Boards should (with the input of their Reference Groups and the Strategic Planning Group) address the audit recommendations, through the proposed management actions.

10. UPDATE ON SHIFTING THE BALANCE OF CARE IN NORTH BERWICK, DUNBAR AND MUSSELBURGH

Ms MacDonald provided a brief update on the progress in relation to transforming care for older people in North Berwick, Dunbar and Musselburgh. She advised members that, as they might appreciate, no work had taken place during the past 3 months but that there was now a project team in place who were ready to take things forward. Money had been secured from the Scottish Futures Trust to undertake work on identifying those who required care and this information would be used to prepare a report to inform the IJB's strategic decision-making.

In response to questions from Ms McNeill, Ms MacDonald advised that a new Change Board would be formed to take forward this work and that time was required to interrogate the information and formulate possible options. There would be an opportunity for community engagement during this process and particularly around the potential options.

The Chair also noted the likelihood of future changes to national policy and the importance of the IJB remaining in step with this.

Ms McNeill suggested that providing a one page update on progress would be helpful for community groups at this stage. The Chair endorsed this suggestion but cautioned against including a timeline for actions given the continuing impacts of COVID-19 on staff resources.

Ms MacDonald referred to the redesign of services within Ward 2 at Belhaven Hospital as an example of positive change. She pointed out that while the ward had been closed as an in-patient facility it was now working very successfully as a multi-disciplinary community hub.

The Chair invited members to note this verbal update.

11. UPDATE ON THE REVIEW OF THE INTEGRATION SCHEME

Mr Currie presented the SBAR report updating the IJB on the planned review of all four IJB Integration Schemes in Lothian.

He indicated that the SBAR was a new report format (**S**ituation, **B**ackground, **A**ssessment, and **R**ecommendation) which was being trialled and he welcomed feedback from members.

He advised members of the planned review of the integration schemes had been suspended due to COVID-19 and that NHS Lothian were now considering when and how the reviews would be carried out.

Decision

The IJB agreed:

- i. To support the NHS Lothian plan to inform the Scottish Government of its intentions to work with partner Local Authorities on the Integration Scheme Review; and
- ii. That HSCP officers should support NHS Lothian and East Lothian Council in the process of developing the revised Integration Scheme and carrying out a consultation in East Lothian.

12. UPDATE ON THE DELAYED IJB ANNUAL PERFORMANCE REPORT

Mr Currie presented the SBAR report updating the IJB on the delay to the publication of the 2019-20 IJB Annual performance Report.

He informed members that discussions were underway nationally between integration colleagues on delaying publication of the IJB Annual performance Reports for 2019-20 until, at the very latest, end September 2020. He added that as the report covered the previous financial year it would only contain brief references to the impact of the pandemic. He thanked his colleague, Jane Ogden-Smith, for her work on preparing the report.

The Chair also acknowledged the work of Ms Ogden-Smith in providing very helpful and regular public communications during the pandemic. She also commended Ms MacDonald's blog as a very useful source of information.

Decision

The IJB agreed:

- i. To accept that a delay to the 2019-20 Annual Performance Report publication is reasonable given the current disruption to usual business and the focus of the HSCP's energies on maintenance of its key services and on outcomes reporting.
- ii. That work on the 2019-20 Annual Performance Report should be recommenced when feasible, but with a view to producing it by the end of August 2020 at the latest.

Signed

Councillor Fiona O'Donnell
Chair of the East Lothian Integration Joint Board