



SBAR – East Lothian IJB Directions 2020-21

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Area: Planning and Performance

Situation	Each year, East Lothian IJB is asked to approve a suite of Directions in respect of delegated, hosted and set-aside services. Directions are also reviewed in-year if indicated by changes in priorities. Circumstances arising from COVID-19 has delayed consideration of this year's Directions
Background	<p>The Public Bodies (Joint Working) (Scotland) Act 2014 requires IJBs to develop a Strategic Plan for all functions and budgets under their control. To deliver the strategic priorities binding Directions (and associated budgets) must be issued to the Health Board and Local Authority partners.</p> <p>Guidance (most recently in Jan of 2020¹) emphasises that Directions should:</p> <ul style="list-style-type: none"> • not be issued unnecessarily and should be proportionate • always be prompted by a decision made by the IJB • be “...<i>thoughtfully constructed and capable of being monitored effectively with delivery timescales, milestones and outcomes.</i>” • be developed and delivered through a Directions policy, based on the guidance. <p>HSCP Officers, through the Change Boards, work in collaboration with NHS Lothian and East Lothian Council to develop and deliver Directions to improve services, to increase efficiencies and to deliver the ambitions of the 2019-22 Strategic Plan.</p> <p>At its development session of 27th August, East Lothian IJB considered proposals from Change Board chairs/representatives for the 2020-21 Directions. This discussion is reflected in the current list of proposed Directions (appendix 1)</p>
Assessment	Following review with the Change Boards of the 42 active Directions (and taking account of the input of the IJB members) it is proposed that 22 Directions remain unchanged, 15 Directions are revised and 5 are retired.
Recommendation	<p>East Lothian IJB is asked to:</p> <ul style="list-style-type: none"> • Approve the continuation, revision or retirement of Directions as set out in appendix 1, noting that on finalisation and communication with partners these will have clear progress measures attached • Agree that Change Boards should continue to engage with partners on further development of the existing and any new Directions as required. • Note that the planned review of Change Boards, the issues arising from COVID-19 and other internal and external factors are likely to require further changes to Directions during the current year.
Further Information	See Appendix 1 - East Lothian IJB Directions 2020-21

¹ www.gov.scot/publications/statutory-guidance-directions-integration-authorities-health-boards-local-authorities

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Following discussion with Change Board Chairs and discussion at the IJB Development Session on the 27th August the suite of Directions that operated from 2019-20 have been reviewed. Further work will be required to finalise the progress measures for each Direction and to ensure that meet with the latest statutory guidance¹.

The following table shows which Directions will continue unchanged through 2020-21, which have been revised and which are being retired.

Continuing Direction	22
Revised Directions	15
Retired Direction	5

Direction to NHS Lothian on Delegated Community Health Services Budget: £32,725K			
No.	Title	Direction	Status
D01h	East Lothian Community Hospital	NHS Lothian to continue to develop secondary care services available from East Lothian Community Hospital (ELCH), including the range of outpatient and treatment services, taking the opportunity to build on the successful delivery of remote access to services and the provision of patient monitoring services from ELCH during Covid. In terms of patient monitoring services, opportunities to expand the range of monitoring services available at ELCH should be explored. (Revised September 2020)	Revised

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Directions to East Lothian Council on Delegated Adult Social Care Services Budget: £34,732K			
No.	Title	Direction	Status
D02f	Health and Housing and Social Care Group	East Lothian Council to better meet people's housing and social care needs through facilitation of the housing and health and social care planning interface group. The group will deliver the key actions and priorities from the 2019-22 Strategic Plan's Housing Contribution Statement, needs assessment and reprovision plans. (Revised 2019-20)	Continuing
D02i	Young Adults with Complex Needs	NHS Lothian and East Lothian Council to transform community supports for younger adults with complex needs, including a comprehensive evidence-based needs assessment and completing the review of all remaining commissioned third sector community provided services. (Continuing Direction)	Retired
D02j	Transitions for Young People into Adult Services	East Lothian Council to support joint working with East Lothian Health and Social Care Partnership and other relevant partners to improve outcomes for young people with additional support needs transitioning into Adult Health and Social Care services, including establishment of robust planning, policy and protocol. East Lothian Council to ensure ELHSCP has the opportunity to contribute to any relevant needs assessment or review of services for young people with complex needs transitioning into adult services. (New direction 2020-21)	Continuing
D02k	Mental Health Officer	East Lothian Council to ensure delivery of a rights based approach for patients subject to the Mental Health Act 2003 through timely access to a Mental Health Officer to help safeguard patients rights' and fulfil statutory duties, including assessment, providing information and advising on individual's rights and choices. (New direction 2020-21)	Continuing

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Directions to NHS Lothian on Hosted Services Budget: £9,284K			
No.	Title	Direction	Status
D04b	Phase 2 Royal Edinburgh	NHS Lothian to improve in-patient experience for East Lothian residents and ensure East Lothian HSCP has appropriate influence in development, decision-making and approval of a business case for phase 2 of the Royal Edinburgh Hospital Campus. The redevelopment should be based on the East Lothian bed numbers agreed by the IJB in April 2018. NHS Lothian to bring the business case to the IJB for agreement on bed numbers and financial model. (Revised in 2019-20)	Continuing
D04c	Guide Communicator Service	NHS Lothian to ensure people in East Lothian with dual sensory impairment have appropriate access to the guide communicator service to improve their access to health services and improve awareness of the service across third sector and health providers. (New direction 2019-20)	Retired
D04d	Phase 3 Royal Edinburgh	NHS Lothian to ensure better care for physical health needs of East Lothian in-patients at the Royal Edinburgh Hospital campus by proceeding with the development of the business case for Phase 3 and the planning and delivery of integrated rehabilitation services. NHS Lothian to ensure East Lothian HSCP is involved in development, decision-making and approval of the business case. (New direction 2019-20)	Continuing

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Directions to NHS Lothian on Primary Care Budget: £17,922K			
No.	Title	Direction	Status
D10b	Cluster Work	NHS Lothian to allocate to East Lothian Health and Social Care Partnership its proportionate share of all funds allocated for the development and support of GP Quality Clusters in order to support further development of Quality Improvement activities, the development of the Cluster Quality Improvement Plan (CQIP) and to meet the Cluster National Guidance, conditional on agreement between NHSL (via PCCO) and the LMC to restart GP Cluster Activity. (Revised September 2020)	Revised
D10d	Primary Care Improvement Plan	NHS Lothian to implement the Primary Care Improvement Plan (PCIP) for East Lothian covering all delivery arrangements for all aspects of the new GMS Contract. (Revised 2019-20)	Continuing
D10j	Primary Care Premises and Infrastructure	NHS Lothian and East Lothian Council to ensure sustainable premises and infrastructure, including timely implementation of eHealth solutions, for Primary Care to support future delivery of the Primary Care Improvement Plan, Covid-19 resilience, and remote access pathways. Support to premises and infrastructure to extend to future proposed developments and joint projects to support population growth in East Lothian (including at Blindwells, Whitecraig, or Wallyford). (Revised September 2020)	Revised
D10k	Transport	East Lothian Council and its Transport Department to work with NHS Lothian, East Lothian HSCP and the 3 rd Sector to design and provide flexible and responsive transport arrangements (based on improved public transport and dedicated patient transport) to enable patients to attend clinics and to receive treatment and care in the East Lothian Community Hospital, in the East Lothian Community Treatment and Care Service (CTACS) and the planned Elective Centre in St John's Hospital in Livingston. (New direction 2019-20)	Retired
D10l	Care Homes	NHS Lothian to work with the Care Inspectorate, East Lothian HSCP, East Lothian Council, relevant GP Practices, LMC, East Lothian Care Home Team and independent care home providers to develop a governance, support and training programme for all East	Revised

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		<p>Lothian Care Homes to maintain the highest levels of anticipatory and ongoing care for residents.</p> <p>NHS Lothian to support the expansion of the Care Home Team to cover a 7 day week and the extension of its remit to include community hospitals, as well as the scope of the education role of the Team to include a wider range of topics to meet the identified needs of the care home workforce.</p> <p>Agreed arrangements must also support care home staff in maintaining their own and residents' safety while observing all COVID-related requirements.</p> <p>NHS Lothian to review and if indicated, increase investment in the Local Enhanced Service arrangements with those GP Practices providing primary care input to care homes and which support the East Lothian Care Home Team. (Revised September 2020)</p>	
D10m	Primary Care Premises	<p>NHS Lothian to instruct its Facilities Directorate to review all Primary Care buildings across East Lothian, investing where necessary in appropriate actions to ensure all COVID-related infection control requirements are observed in the use of waiting, consulting and other rooms and in managing patient movements within the building while maintaining social distance. (New direction 2020-21)</p>	Continuing

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Directions to NHS Lothian and ELC on Reducing Use of Acute Services and Increasing Community Provision Budget: £20,597K			
No.	Title	Direction	Status
D11a	Emergency Admissions	NHS Lothian and its acute services to work with officers of the East Lothian Health and Social Care Partnership and other HSCPs to review the provision of emergency assessment services in Lothian, with a view to streamlining this provision and reducing unscheduled hospital attendances. (Revised September 2020)	Revised
D11b	Occupied Bed Days	NHS Lothian to reduce the length of stay for all patients admitted following unscheduled admission. This is to be achieved by a reduction in delayed discharges, avoidable admission and inappropriately long stays in acute hospital and through the development of locally available community services and facilities (Continuing Direction)	Continuing
D11c	Delayed Discharge	NHS Lothian to delegate to the IJB the agreed budget for the Delayed Discharge Fund and working with East Lothian Council to continue to make progress towards delivery of delayed discharge targets and a reduction in occupied bed days, through the provision of alternatives to inpatient care. (Continuing Direction)	Continuing
D11d	Palliative Care	NHS Lothian to work with the MCN for Palliative Care, hospital, community and third sector palliative care services to provide specialist assessment of patients in their own homes, care homes or community hospitals to maximise the delivery of patient-centred end of life care at home or in a homely setting. (Continuing Direction)	Continuing
D11e	AHP Resource	NHS Lothian to provide information on the numbers of AHPs and associated resources in acute settings and to work with East Lothian HSCP to plan for the redeployment of appropriate numbers of these AHPs and associated resources to community settings to avoid admission and to support discharge of East Lothian residents. (Continuing Direction)	Continuing

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Direction to NHS Lothian and East Lothian Council on Shifting the Balance of Care for Care Groups Budget: £8,616K			
No.	Title	Direction	Status
D12a	Hospital to Home and Home Care Services Review	NHS Lothian and East Lothian Council to simplify and speed up the process for assessing and acting on an individual client's needs for care at home by completing a review of Hospital to Home and Home Care Services, including development of more effective protocols for assessment process. (Continuing Direction)	Continuing
D12d	Transforming Care for Older People	NHS Lothian and East Lothian Council to transform services for older people in East Lothian through working in collaboration with HUB Southeast approach to agree future of Eskgreen and Abbey Care Homes and Edington and Belhaven Hospitals and to deliver on the recommendations of the Housing with Care report. (Revised 2019-20)	Continuing
D12j	Extra Care Housing Implementation	East Lothian Council Housing and Officers of East Lothian Health & Social Care Partnership to: <ul style="list-style-type: none"> • Maximise independent living • Provide specific interventions according to the needs of the service user • Provide a clear care pathway which connects services • Contribute to preventing unnecessary hospital admission through implementation of recommendations from the extra care housing review (New direction 2019-20)	Continuing
D12k	Mental Health Repatriation	NHS Lothian to ensure East Lothian residents receive care closer to home through repatriation of mental health beds from Midlothian community hospital to the East Lothian Community Hospital. (New direction 2019-20)	Retired

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Direction to NHS Lothian to Support Delivery of Modern Outpatients Budget: £787K			
No.	Title	Direction	Status
D13b	Long Term Conditions (previously 'Diabetes Services')	NHS Lothian to work with East Lothian HSCP to develop the provision of high quality, local primary and secondary care services to support patients with the management of long term health conditions closer to home, with a focus on community based services. Where appropriate, this work should further build upon the new and innovative approaches to the management of long term conditions developed in response to Covid. (Revised September 2020)	Revised

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Direction to NHS Lothian and East Lothian Council on Support to Carers Budget: £397K			
No.	Title	Direction	
D14a	Carer's Strategy Implementation	NHS Lothian and East Lothian Council to review existing outcomes in the East Lothian Carers Strategy to ensure carers in East Lothian continue to be identified, informed and supported to maintain their own health and wellbeing, taking into account the short and medium term impact of COVID on carers and prioritising actions to mitigate this. (Revised September 2020)	Revised
D14c	SDS Implementation	To ensure that SDS training is mandatory for all ELHSCP leaders, staff across the council, NHS and third sector, who have a role in assessments and support planning, to ensure that values and principles of SDS legislation are embedded in assessment, support planning and service delivery across the partnership, conversations with supported people result in the supported person telling their story once. (Revised September 2020)	Revised

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Directions to East Lothian Council and NHS Lothian on Drug and Alcohol Services and Mental Health Budget: £9,702K			
No.	Title	Direction	Status
D15c	Mental Health Triage	NHS Lothian and ELC to work together to further develop Mental Health services across primary and secondary care. This will include services working together to refine and streamline access to services taking in to account the unscheduled care redesign. We will establish a clear interface between primary, secondary care and the third sector to ensure individual receive the right level of support at the right time. (Revised September 2020)	Revised
D15g	Primary Care Assertive Outreach	NHS Lothian to evaluate assertive outreach in primary care and ensure access to dedicated mental health and substance misuse professionals in community settings to maximise opportunities for treatment and recovery and improve the service offer across East Lothian. (Revised 2019-20)	Continuing
D15h	Mental Health Action Plan Implementation	NHS Lothian and East Lothian Council to improve outcomes in relation to mental and emotional health and well-being for people in East Lothian through establishment and delivery of the East Lothian Mental Health Action Plan, including development of community based preventative and early intervention services, crisis support and longer term recovery in line with the Scottish National Mental Health Strategy. (New direction 2019-20) (Develop new direction to replace)	Retired
D15i	Mental Health Housing Review	NHS Lothian and East Lothian Council to improve and enable recovery of people experiencing poor mental health through development and delivery of community based housing with access to appropriate support, review of Cameron Cottage and alternative models of service provision. (New direction 2019-20)	Continuing
D15j	Post Diagnostic Dementia Support	NHS Lothian and East Lothian Council to improve care for people with dementia and their families, including: <ul style="list-style-type: none"> • delivery of the 5 and 8 pillar model of support to people diagnosed with dementia, and • implementation of the Scottish Government ambition 'Transforming Specialist Dementia Hospital Care' through the transfer of resource to develop local dementia specialist care. 	Revised

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		(Revised September 2020)	
D15k	Centralised Alcohol Services Review	East Lothian Council and NHS Lothian to improve access to alcohol services through supporting East Lothian Health & Social Care Partnership to review and assess alternative local delivery of centralised alcohol services (New direction 2019-20)	Continuing
D15l	Psychological Services Delegation	NHS Lothian to improve access to psychology services within East Lothian by reducing waiting times for East Lothian residents in line with the trajectories for psychological therapies as specified by the Scottish Government. (Revised September 2020)	Revised
D15m	Substance Misuse Services	East Lothian Council and NHS Lothian to tackle inequalities through the delivery of the Midlothian and East Lothian Drug and Alcohol Partnership (MELDAP) Plan, and to improve access to Substance Misuse Services for people in East Lothian. This includes supporting East Lothian HSCP to ensure robust management and oversight of the MELDAP Plan. (Revised September 2020)	Revised

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Direction to NHS Lothian and East Lothian Council on Community Justice Budget: £203K			
No.	Title	Direction	Status
D16a	Community Justice Partnership	ELHSCP to work with Community Justice Partnership to: <ul style="list-style-type: none"> • Improve understanding of community justice • Ensure Strategic planning and partnership working • Offer equitable access to services • Develop Evidence based interventions (Revised in 2019-20)	Continuing
D18c	Fairer Scotland Action Plan	East Lothian Council to help tackle poverty, reduce inequality and to contribute to building a fairer and more inclusive Scotland through production and delivery of a local implementation plan for the Fairer Scotland Action Plan. This work must provide greater opportunities to participate in local consultations and ongoing monitoring of hate crimes against people with disabilities. (New direction 2019-20)	Continuing
D18d	Shared Lives Service Implementation	East Lothian Council to ensure people eligible for the Shared Lives service will be supported to develop relationships and share family and community life through further development and expansion of the Shared Lives service as an alternative to residential and other forms of care. (New direction 2019-20)	Continuing
D18e	Accessible Social Work assessment	NHS Lothian and East Lothian Council to ensure people in East Lothian with sensory impairment have high quality outcome and communication focussed support services with a clear service pathway. (Revised September 2020)	Revised

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Direction to NHS Lothian and East Lothian Council on Adults with Complex Needs Budget: £21,573K			
No.	Title	Direction	Status
D18a	Learning Disability Housing Strategy Implementation	East Lothian Council to maximise independent living for people with a Learning Disability and people with physical disability and/or sensory impairment, ensuring more efficient use of night time support to reduce dependency on out of area placements and reducing the exposure to stand alone single tenancies; and more options in relation to housing models with support through developing core and cluster housing and implementation of housing strategy actions. (New direction 2019-20)	Continuing
D18b	Learning Disability Action Plan	East Lothian Council and NHS Lothian to better understand and meet the needs of the people with Learning Disabilities through: <ul style="list-style-type: none"> • establishment and implementation of local Learning Disability action plan in line with 'The Keys to Life', • improved access to the Forensic Learning Disability Service so that people with a learning disability in East Lothian with a specific health care need can access relevant services within agreed timescales. • forecasting needs of the old age population of people with learning disabilities and increasing access resources as appropriate to meet their needs. (New direction 2019-20)	Continuing
D18f	Review of Community Supports - Day Services	East Lothian Council to develop its approach to day services based on providing high quality, community based services, accessible to residents over 65 across the county. Where appropriate, the new and innovative approaches necessitated by Covid should be continued and further developed. In addition, day service provision should be available in order to fulfil the responsibility to provide breaks from caring. (Revised September 2020)	Revised
D18g	Review of Community Supports - Adults with Complex Needs	NHS Lothian and East Lothian Council to support the IJB priority to transform community supports for adults under 65 with complex needs through the development of a transformation programme involving full engagement and consultation with appropriate parties. (Revised September 2020)	Revised

