



ESTABLISHMENT OF COMMUNITY HOSPITAL AND CARE HOMES PROVISION CHANGE BOARD

<p>Date: 24 June 2021</p> <p>Completed by: Bruce Dickie - Project Lead</p> <p>Area: Establishment of Community Hospital and Care Homes Provision Change Board</p>	
<p>Situation</p>	<p>A Change Board has been established to revisit and oversee the IJB Direction 12d on the reprovision of Belhaven and Edington Community Hospital's and Eskgreen and Abbey Care Homes. The Change Board is chaired by Peter Murray (IJB Chair) with Alison MacDonald (IJB Chief Officer) as vice Chair.</p>
<p>Background</p>	<p>The Change Board set out terms of reference:</p> <ul style="list-style-type: none"> • Revisit and oversee Integration Joint Board (IJB) Direction 12d in relation to the <i>Reprovision of Belhaven and Edington Community Hospitals and Eskgreen and Abbey Care Homes</i> with a particular focus on the outputs and recommendations presented to the IJB on 13th December 2018. • Further consider the Community Hospital and Care Home provision throughout East Lothian and refocus the project taking in to account current circumstances, including but not limited to the current IJB Strategic Plan, COVID-19, capital funding, East Lothian Local Housing Strategy 2018-2023 and the Independent Review of Adult Social Care. • Present an updated set of outputs and recommendations to the East Lothian IJB in due course in relation to direction 12d.
<p>Assessment</p>	<p>The Community Hospital and Care Home Provision Change Board will provide regular updates and briefings to the IJB Strategic Planning Group, receiving comments, challenge and support. Thereafter, reports and briefings will be taken to the IJB for consideration, discussion and ultimately decision making and sign off from recommendations proposed by the Change Board.</p> <ol style="list-style-type: none"> 1. An initial Change Board meeting took place on Monday 31st May 2021. Draft Terms of reference and membership were reviewed and agreed. 6 x weekly meetings have been set out for the rest of this financial year. 2. Integrated Impact Assessment (IIA) to be considered with a preparatory IIA meeting on 14th June 2021. 3. Short life working groups have been established to progress specific work streams: <ol style="list-style-type: none"> a. Finance and Capital Group – chaired by Chief Financial Officer, IJB / Finance Business Partner, ELHSCP b. Capacity and Planning Group – chaired by Head of Operations, ELHSCP c. Communication and Engagement Group – chaired by Interim General Manager (Business), ELHSCP
<p>Recommendations</p>	<p>To note for information:</p> <ul style="list-style-type: none"> • The establishment of the Change Board and the Chair and Vice Chair. • Formation of Change Board approved at meeting of IJB Strategic Planning Group on 05/05/21. • Terms of reference (attached) and membership agreed at the initial meeting on the 31/05/21. • The IJB request regular updates on progress and project plan development.

East Lothian Community Hospital and Care Home Provision Change Board

Terms of Reference

1. Remit

The East Lothian Community Hospital and Care Home Provision Change Board and Reference Group will have oversight and accountability for the delivery of the following key work streams:

- To revisit and oversee Integration Joint Board (IJB) Direction 12d in relation to the *Reprovision of Belhaven and Edington Community Hospitals and Eskgreen and Abbey Care Homes* with a particular focus on the outputs and recommendations presented to the IJB on 13th December 2018¹.
- Further consider the Community Hospital and Care Home provision throughout East Lothian and re-focus the project taking in to account current circumstances, including but not limited to the current IJB Strategic Plan, COVID-19, capital funding, East Lothian Local Housing Strategy 2018-23 and the Independent Review of Adult Social Care².
- Present an updated set of outputs and recommendations to the East Lothian IJB in due course in relation to direction 12d.

2. Chairperson

Change Board

The Change Board will be chaired by a member of the Integration Joint Board with the support of the Director of East Lothian Health and Social Care Partnership as vice-chair.

Short life working groups

Short life working groups will be formed as required by the Change Board. The chair will be identified by the Change Board and will ideally be identified from the core membership of the Board.

3. Membership

Change Board

Role	Name
Integration Joint Board member (Chair)	Peter Murray
Director of East Lothian Health and Social Care Partnership (Vice-chair)	Alison Macdonald
Project Manager / Consultant	Bruce Dickie
Project Manager / Strategy Officer	Andrew Main
Head of Operations, ELHSCP	Iain Gorman
Deputy Director of Nursing, NHS Lothian / IJB Member	Fiona Ireland
Interim General Manager (Business), ELHSCP	Laura Kerr
Interim General Manager (Strategic Integration), ELHSCP	Paul Currie

¹ [Reprovision of Belhaven and Edington Community Hospitals, Eskgreen and Abbey Care Homes IJB report \(13/12/18\)](#)

² [Independent Review of Adult Social Care - gov.scot \(www.gov.scot\)](#)

Role	Name
Chief Nurse / General Manager (Acute, Ongoing Care and Community Nursing), ELHSCP	Lorraine Cowan
General Manager (Access and Rehabilitation)	Lesley Berry
Primary Care Services Manager, NHS Lothian	Bill Ramsay
General Practitioner	Richard Williams
Chief Financial Officer, East Lothian IJB / Finance Business Partner, ELHSCP / Assistant Finance Manager, ELHSCP	Claire Flanagan / Lynn Allan
Councillor	Sue Kempson
Councillor	Fiona O'Donnell
IJB member / carer representative	David Binnie
IJB member / Stakeholder representative	Marilyn McNeill
UNISON representative	Thomas Miller / David Bourhill
Engagement & Communications Manager, ELHSCP	Jane Ogden-Smith
Hub South East Scotland representative	Martin Hensman

4. Quorum

Meetings will be quorate when there is 50% attendance. Members should identify a suitable representative with delegated responsibility to attend if they are unable to.

5. Frequency of Meetings

The Change Board will meet on a 6 weekly basis.

6. Key responsibilities

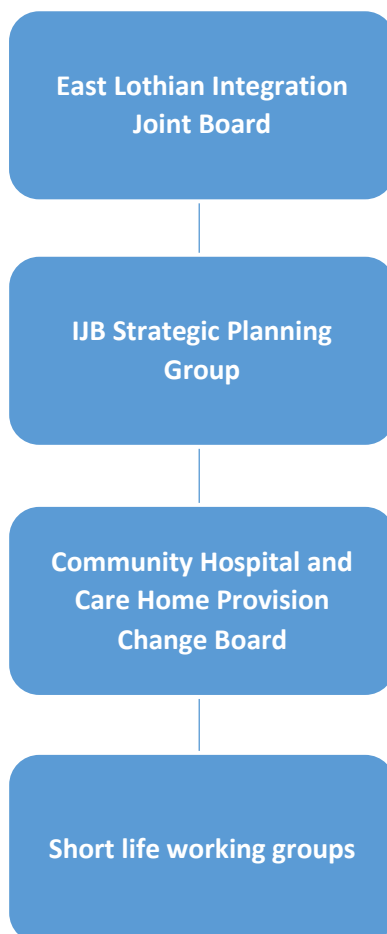
- Provide a structured and accountable approach to delivery of the project and its work streams.
- Ensure a culture of involvement, engagement and appropriate consultation throughout the project and its work streams, using a range of approaches including the reference group and independent advocacy.
- Ensure a clear line of sight to the priorities as set out in the IJB Directions and delivery through the Strategic Plan.
- Report in line with the agreed governance and reporting arrangements.
- Set the tone and direction for partnership working.
- Support the delivery of all relevant national and local targets and performance requirements in respect of health and social care.
- Maintain effective links with other partnerships and Change Boards in areas of joint concern.

Engagement and communication

Effective stakeholder engagement and communication is recognised as a key component of this project and as such a strategy will be developed to support the work of the Change Board. If required a short life working group on Engagement and Communication will be formed.

7. Governance and reporting arrangements

The Community Hospital and Care Home Provision Change Board will provide regular updates and briefings to the IJB Strategic Planning Group, receiving comments, challenge and support. Thereafter reports and briefings will be taken to the IJB for consideration, decision making and sign off from recommendations proposed by the change board. Short life working groups will be tasked with progressing specific work streams.



Document history

Version	Date of issue	Reason for issue
0.1	23/04/21	Initial draft.
0.2	27/04/21	Update to various sections in relation to working groups.
0.3	30/04/21	Membership updated and other minor alterations.
0.4	05/05/21	Key responsibilities updated.
0.5	07/05/21	Chair and additional member added. Update to section 7.
0.6	13/05/21	Update to membership and change to section 7 text.
0.7	21/05/21	Update to membership.
0.8	01/06/21	Update to membership roles and addition of signed off footer.
1.0	3/06/21	Additional members added and draft removed.

Formation of Change Board approved at meeting of IJB Strategic Planning Group on 5/05/21

Terms of Reference signed off at first meeting of Community Hospital and Care Home Provision Change Board on Monday 31st June 2021.