



MINUTES OF THE MEETING OF THE EAST LOTHIAN INTEGRATION JOINT BOARD

THURSDAY 21 SEPTEMBER 2023
VIA DIGITAL MEETINGS SYSTEM

Voting Members Present:

Councillor S Akhtar (Chair)
Ms E Gordon
Ms F Ireland
Councillor C McFarlane
Councillor G McGuire* (*substitute*)
Mr P Murray

Non-voting Members Present:

Ms M Allan	Mr D Aston
Mr D Binnie	Ms L Byrne
Ms C Flanagan	Dr J Hardman
Dr C Mackintosh	Ms M McNeill
Mr T Miller	Ms F Wilson

Present from NHS Lothian/East Lothian Council:

Ms L Berry	Mr P Currie
Ms C Goodwin	Ms J Jarvis
Ms G Neil	Ms L Rowlinson

Clerk:

Ms F Currie

Apologies:

Councillor L Bruce*
Mr A Cogan
Councillor L Jardine**
Dr P Conaglen

Declarations of Interest:

None

[**The substitute appointed by Councillor Jardine was unable to attend the meeting due to technical difficulties.]

1. MINUTES OF THE MEETING OF THE EAST LoTHIAN IJB ON 22 JUNE 2023 (FOR APPROVAL)

The minutes of the IJB meeting on 22nd June were approved.

2. MATTERS ARISING FROM THE MINUTES OF THE MEETING ON 22 JUNE

The following matters arising were discussed:

Item 7 (2022/23 Draft Unaudited Annual Accounts) – The Chair noted discussion around ELC and Audit Scotland and expressed concern that the minutes did not accurately reflect what had taken place. Fiona Ireland confirmed that the question and the answer given at the meeting was that had been accurately reflected in the minutes.

The Chair wanted to highlight that the media coverage was factually inaccurate and she would like this reflected in the minutes.

Peter Murray suggested that the Chair's concerns could be recorded in the 'Matters Arising' from the minutes of this meeting and any further discussion could take place out with the meeting. The Clerk confirmed that the Chair's view could be recorded within 'Matters Arising' in the minutes of this meeting (21 September). Ms Ireland concurred with this suggestion.

Claire Flanagan stated that the main point from the last meeting had been whether the IJB should be concerned, or have the issue reflected in their accounts. She had clearly stated at that time that there was no need for concern. She had received letters of assurance from the partners, she was working through the audit process with Audit Scotland and there was no risk to IJB.

3. CHAIR'S REPORT

The Chair reported on a meeting of IJB Chairs/Vice Chairs which had included a helpful presentations, discussion and debate on the National Care Service (NCS), SSSC and funding for a national agency for social work. The meeting had also provided the opportunity to speak to the team dealing with governance and structures within the NCS and to feedback to them on the challenges from an East Lothian perspective.

Mr Murray indicated that a composite of presentations from the meeting had now been circulated to attendees and he said he would send to the Clerk for distribution to IJB members.

The Chair also informed members that further events were planned on the NCS, including in Edinburgh. This was an area which the IJB would need to keep in view, to ensure that the new body would offer the least level of bureaucracy and would strengthen and support the positive work already done by IJBs across the country.

The Chair also informed members of the following events:

A Dementia-friendly East Lothian event in Haddington which brought together groups from across county to reflect on the establishment of the new centre in Musselburgh and to provide the opportunity for them to contribute to the new dementia strategy for East Lothian.

The publication of the Census information which had highlighted that between 2011 and 2022 East Lothian saw a population increase of 12.6%; the second highest in Scotland.

A recent development session for IJB members on primary care and prescribing and the challenges facing both areas.

A very useful adult mental health wellbeing network event which had brought together groups from across East Lothian.

Meetings with Keep the Heid, a local mental health charity.

A Care and Repair Board meeting this morning to support people coming out of hospital.

The Chair invited members to contact her if they would like further information of any of the events/issues raised in her report.

4. QUARTER 1 FINANCIAL FORECAST FOR 2023/24

A report was submitted by the Chief Finance Officer laying out the results of the partner's (East Lothian Council and NHS Lothian) quarter one financial reviews and considering how these impact on the projected financial position of the IJB for 2023/24. It also reports on the quarter 1 monitoring of the IJB financial recovery plans and the current reserves position.

Before presenting her report Claire Flanagan informed members that the IJB's annual accounts for 2022/23 and the annual external audit report had been delayed. This was caused by resource issues within Audit Scotland's audit team and their desire to conclude testing within East Lothian Council before finalising the IJB's audit. John Boyd, audit director, had attended the recent Audit & Risk Committee meeting to inform members of the delay and the reasons for this.

Ms Flanagan then turned to her Quarter 1 financial report. She informed members that the IJB's forecast overspend for the year-end was currently £8.5M. The main drivers of which related to the prescribing and set aside budgets within health, and commissioned services within social care. She advised that some data had still to be fed into these forecasts and it was likely that these figures would be revised down, once this information was available. The figures would be further improved by the IJB receiving a share of additional Scottish Government funding to support sustainability and new medicines funding, and if East Lothian Council approved the passporting to the IJB of any additional Scottish Government funding to support the local authority pay settlement.

Ms Flanagan also drew attention to the financial recovery plans set out in the report and the general reserves position.

Ms Flanagan responded to questions from Mr Murray. She advised that the HSCP were looking at putting in place additional controls and escalation processes to address issues around care home beds and learning disability placements and bring these back within affordability levels. Regarding the set aside budget, she advised that while this was not managed by the HSCP, colleagues from NHS Lothian were routinely invited to present to the Board on the issues around the set aside budget.

Mr Murray acknowledged that that there continued to be significant pressure on care home beds and it would be interesting to see what impact these actions would have. On set aside budgets, he agreed that additional insight would be helpful and may help the IJB to understand what opportunities it might have to influence things going forward.

Ms Flanagan agreed to request that a presentation be given to IJB members.

In response to a question from David Aston, Ms Flanagan confirmed that the delay in finalising the accounts and annual audit was a result of resource issue within Audit Scotland and that no issues had been raised following a review of the first draft of the accounts.

Replying to questions from the Chair, Ms Flanagan advised that a lot of work had been done by CFOs to feedback to the Scottish Government on the financial challenges facing IJBs. A joint report had been prepared at budget time which had been shared with CoSLA, Directors of Finance and Scottish Government, and there was a shared ambition to produce a further iteration of this report. In addition, IJBs continued to submit quarterly returns to the Scottish Government.

On the issue of recovery plans, Ms Flanagan stated that these plans had been assessed and consideration had been given to whether impact assessments were required. At present, recovery plans focused mainly on operational changes but going forward it was likely that these plans would include strategic and policy changes which would require integrated impact assessments.

The Chair thanks Ms Flanagan for her report. She noted the importance of monitoring financial processes and of highlighting the challenges facing IJBs. She referred to the recent visit to east Lothian by the Deputy First Minister which had provided an opportunity to highlight the challenges faced by significant population growth within the county.

Decision

The IJB agreed to:

- i. Note the quarter one financial review undertaken by partners;
- ii. Note the update on financial recovery plans; and
- iii. Note the IJBs general reserve position.

5. INTERIM APPOINTMENT OF CHIEF FINANCE OFFICER

A report was submitted by the Chief Officer informing the IJB of the intention to temporarily appoint a Chief Finance Officer/Section 95 Officer (CFO) to cover the vacancy created by the departure of the current postholder, until such time as the substantive post is filled.

Paul Currie presented the report. He outlined the process for the temporary appointment of new CFO, while arrangements were put in place to appoint substantively to the vacancy created by Ms Flanagan's departure. The report also set out the regulations and requirements and highlighted that the CFO role was a joint appointment with Midlothian IJB. The recruitment process would be undertaken in conjunction with Midlothian IJB, as well as East Lothian Council and NHS Lothian.

The Chair thanked Ms Flanagan for her contributions as CFO over the past few years and wished her well in her new role.

The Chair then moved to the vote on the recommendations, which was taken by roll call and approved unanimously.

Decision

The IJB:

- i. Agreed to the proposal to recruit, as an interim arrangement, cover for the Chief Finance Officer/Section 95 Officer vacancy, resulting from the departure of the previous postholder;
- ii. Delegated authority to the Chief Officer and Chair of the IJB to approve the interim appointment on the IJB's behalf after the recruitment process; and
- iii. Noted that an update on the outcome of this process will be provided at a future IJB meeting.

6. CHANGES TO THE IJB MEMBERSHIP

A report was submitted by the Chief Officer informing and seeking approval from the IJB regarding changes to its non-voting membership.

Fiona Wilson presented the report. She outlined the changes to the non-voting membership, as set out in the report.

The Chair thanked Lorraine Cowan for her contributions to the IJB and the HSCP and wished her well in her new role. She also welcomed John Hardman and David Hood to the IJB.

Dr Hardman apologised for missing the recent development session and said he looked forward to contributing to the work of the IJB going forward.

The Chair moved to the vote on the recommendations, which was taken by roll call and approved unanimously.

Decision

The IJB:

- (i) agreed the appointment of Dr John Hardman as a non-voting member of the IJB for the maximum term of office;
- (ii) agreed the appointment of Sarah Gossner as a non-voting member of the IJB, replacing Lorraine Cowan in the role of Chief Nurse, for the maximum term of office; and
- (iii) noted the appointment of David Hood as a non-voting member of the IJB, replacing Iain Gorman in the role of Head of Operations within East Lothian HSCP.

7. EAST Lothian IJB REVISED JOINT INTEGRATION SCHEME 2023

A report was submitted by the Chief Officer informing the IJB of the approval by Scottish Ministers of a revised Joint Integration Scheme, jointly developed by NHS Lothian and East Lothian Council.

Mr Currie presented the report. He reminded members of the need to review the Integration Scheme and outlined the background to the process which had been taken forward by NHS Lothian, in conjunction with the Council, during March 2023. He noted that although the IJB did not have a formal role in the review process, IJB members had

been invited to offer views as part of a broader consultation exercise. The revised Scheme had now been approved and he commended it to members.

Mr Murray suggested that the IJB consider the aspirations set out in the Scheme, in particular around tackling health inequalities and investing the resources of the health and social care economy wherever it would have the greatest impact in meeting shared objectives; and addressing the significant challenges facing the HSCP.

The Chair echoed the remarks made by Mr Murray and noted some of the main changes to the Integration Scheme.

Decision

The IJB:

- i. Noted the process for the development of the revised Integration Scheme and the external factors causing delays to its completion;
- ii. Noted that although notification of the revised Scheme's approval was only formally received in July 2023, the revisions within have applied to the IJB from 15th May 2023;
- iii. Noted that the next review of the Integration Scheme would be in 2028, unless otherwise directed by Scottish Ministers; and
- iv. Noted that the revised Scheme was presented to the East Lothian Strategic Planning Group on 24 August 2023.

8. EAST LOTHIAN COMMUNITY HOSPITAL (ELCH) WARD 5 ORTHOPAEDIC REHABILITATION

A report was submitted by the Chief Officer informing IJB members of the development of NHS Lothian's use of Ward 5 of East Lothian Community Hospital (ELCH) for the provision of in-patient orthopaedic rehabilitation, as part of its Orthopaedic Recovery Plan. The Ward opened to the first 8 patients week beginning 4 September 2023.

Ms Wilson presented the report. She outlined the background to the development of the orthopaedic rehabilitation provision at ELCH and provided details of the anticipated type and number of procedures the service would be supporting. She noted that the development of this service would also provide the opportunity for the ELCH to become a centre of excellence.

Mr Murray offered his full support for the proposals and recognised the benefits for East Lothian residents.

Elizabeth Gordon echoed these sentiments and asked how many East Lothian residents were likely to use the service. Ms Wilson said it was a Lothian-wide service and allocation would be done on a list basis, involving those patients were ready first, rather than prioritising East Lothian residents. She added that there had already been some very good feedback from patients, and she hoped this could be shared with IJB members.

Replying to a question from Councillor McGuire, Ms Wilson explained that while ELCH was not equipped to carry out surgery it was very well designed to provide rehabilitation services for patients when they no longer needed acute care.

Jennifer Jarvis said she had provided members with links to feedback videos and further information on the service. This information had also been shared with patients and families prior to their use of service.

Dr Hardman said that clinicians were convinced that this was a positive step and a lot of work had been undertaken to ensure it was as safe as possible. He also commended the rehabilitation team for their proactive approach to delivering effective rehabilitation.

Replying to a question from the Chair, Ms Wilson acknowledged that workforce remained a challenge. A great deal of work had been done to produce a plan to recruit non-registered and trained staff to allow the expansion of the service up to the maximum of 24 beds.

The Chair added her support for the work being undertaken and thanked the team for their efforts in supporting this service and in helping patients to get home as soon as possible.

Decision

The IJB:

- i. Noted the development by NHS Lothian for orthopaedic rehabilitation in-patient provision at ELCH; and
- ii. Noted the positive impact of this development for East Lothian residents and for ELCH, and that funding would be through the Elective Recovery Programme, with no direct financial implications for the East Lothian IJB.

9. EAST Lothian IN-REACH PROJECT AT THE ROYAL INFIRMARY OF EDINBURGH

A report was submitted by the Chief Officer updating the IJB on ongoing development and delivery of the In-reach Programme.

Laura Rowlinson gave a presentation providing a brief overview of the In-Reach programme being run by the rehabilitation service within RIE. She outlined the overall approach, staffing resource, funding and project activity during Phase 1 and Quarter 1 of Phase 2. She advised that data gathered during Phase 1 had helped to refine services in Phase 2 and further support discharge planning, including the design of an early intervention assessment for patients in A&E. She concluded that the project had a data-driven ethos and a flexible approach which had allowed them to adapt and refine services and data would continue to be gathered and analysed to further improve services.

Mr Murray asked about identifying the anticipated savings that might accrue and whether this project could be submitted to the Scottish Government as an example of good practice, should the evaluation deem it to be successful and sustainable.

Ms Wilson said that the work had already been flagged to Scottish Government, and NHS Lothian were also keen to develop the project with a view to gaining a broader impact across Lothian. The project had challenged current roles and responsibilities and the culture of where rehabilitation and assessment could take place. She added that it was important to take things a step further and have conversations about shifting the balance of care, getting better and earlier intervention and scaling up good practice.

Dr Claire Mackintosh commended the project from a 'front door' perspective but said that work was needed by clinicians to improve the consistency of approach for patients from

different areas. She also particularly liked the assertive case finding approach adopted by the team.

Ms Wilson agreed with this comment and the need to influence shifts in roles and responsibilities and better support discharge planning, and good outcomes for patients.

Dr Hardman commended the project but said it was equally important to consider what could be learned from engagement with staff to date and how this could be used to improve service delivery in future.

Ms Rowlinson advised that there had been lots of learning gained and the general response within RIE had been very positive. She said that in East Lothian, staff were very innovative and liked change, however, not everyone had that approach and a significant amount of communication and relationship building had been required. Getting people invested was an ongoing process but improving buy-in would enhance profile of HSCP and improve the success of project going forward.

Maureen Allan said that it was also important to engage with the community and build capacity within community services to help support patients' rehabilitation journeys.

Lesley Berry acknowledged that it would not be possible to deliver this project without the third sector and other partners, and the support of the community in East Lothian. It had been difficult at the 'front door' and on the wards at times. However, her staff had agreed at beginning that they would be totally professional and would keep going despite the challenges. She complimented the team members on their ability to maintain their professionalism and she noted that things had started to improve.

In reply to a question from the Chair, Ms Rowlinson agreed that the case studies were good to read and there were many to choose from. She confirmed that new case studies would be added to the forthcoming six-monthly report.

Mr Murray referred to the comments made by Ms Berry and Dr Mackintosh relating to the challenges associated with the challenges resulting from staff working together on this project and how these can be reconciled going forward; and the need to improve consistency of this work across all 4 Lothian IJB areas. He hoped that the clear potential benefits for patients and staff should be sufficient to allow teams to navigate their way through individual challenges. He also hoped that the project could be promoted as good practice beyond the borders of East Lothian.

Ms Wilson said that, as Unscheduled Care Programme Chair, she was already trying to do this. There were significant cultural issues around bringing people along with the project and finding a pace people were comfortable with. However, the management team within NHS Lothian were very supportive and further development of this service was the shared ambition of all partnerships working across Lothian.

In response to questions from the Chair, Ms Wilson advised that unscheduled care monies had funded the project to date. Evaluation of the project had provided the data to support a wider conversation around set aside and this would be the next stage in the process. She also acknowledged that communication and engagement with communities was key to ensure people were aware of the service.

Ms Jarvis offered to create a press release, based on the information in Ms Rowlinson's report, and circulate widely to promote the positive outcomes from this work.

Decision

The IJB agreed to note the positive evaluation of Phase 1 of the In-reach Project and the agreement to continue delivery until March 2024.

Signed

.....

Councillor Shamin Akhtar
Chair of the East Lothian Integration Joint Board