



**REPORT TO:** East Lothian Integration Joint Board

**MEETING DATE:** 14 December 2023

**BY:** Chief Officer

**SUBJECT:** Transfer of Hosted Services to East Lothian HSCP

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## **1 PURPOSE**

- 1.1 To inform the IJB of the transfer of hosted services to East Lothian HSCP from Edinburgh HSCP.

## **2 RECOMMENDATIONS**

The IJB is asked to:

- 2.1 Note the pressures facing Edinburgh HSCP and NHS Lothian's intention to reduce these pressures and to improve Edinburgh's performance through a whole-system response from the other Lothian HSCPs.
- 2.2 Note the transfer of responsibility from Edinburgh HSCP to East Lothian HSCP for the management and performance management of four hosted<sup>1</sup> services based in Edinburgh:
- Inpatient and outpatient specialist rehabilitation services in the Astley Ainslie Hospital, for amputee and neuro-rehabilitation injury.
  - The Cardiac Rehabilitation Service in the AAH.
  - The inpatient and outpatient specialist acquired brain injury rehabilitation service at the Robert Fergusson Unit, in the Royal Edinburgh Hospital.
  - The specialist sexual health service in the Chalmers Centre.
- 2.3 Note that line management for senior staff in the listed services will also transfer to East Lothian HSCP.
- 2.4 Note that it is intended to complete full transfer of services to East Lothian HSCP by March 2024, with transitional management arrangements in place in the run-up to this date.

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<sup>1</sup> Hosted services are operationally managed by an HSCP or business unit within the NHS Lothian area on behalf of two or more of the Lothian IJBs. For example, the dietetics single system team is managed within Midlothian HSCP on behalf of all four Lothian IJBs.

### **3 BACKGROUND**

- 3.1 There are high and growing demands on Edinburgh HSCP services, resulting from delays in vacating the Liberton Hospital site, challenges in recruiting and retaining nursing staff, financial pressures and performance challenges.
- 3.2 The NHS Lothian Executive team and Edinburgh HSCP management team have explored options to increase the partnership's capacity to respond to these pressures.
- 3.3 To assist Edinburgh HSCP in concentrating on core services, NHS Lothian explored the transfer of management responsibility for the Edinburgh 'hosted' services to one or more of the other 3 Lothian partnerships.
- 3.4 Edinburgh HSCP, as the largest of the Lothian partnerships, has managed most Lothian area hosted services since the inception of HSCPs. Currently, East Lothian does not host any services (although it has recently opened Ward 5 as an orthopaedic rehabilitation facility serving all HSCPs to support NHS Lothian acute services).
- 3.5 Midlothian and West Lothian HSCPs already manage hosted services.
- 3.6 The Edinburgh-based hosted services which will transfer, with accompanying changes to senior staff reporting/supervision lines and service performance oversight arrangements, are:
  - Inpatient and outpatient specialist rehabilitation services in the Astley Ainslie Hospital, for amputee and neuro-rehabilitation injury.
  - The Cardiac Rehabilitation Service in the AAH.
  - The inpatient and outpatient specialist acquired brain injury rehabilitation service at the Robert Fergusson Unit, in the Royal Edinburgh Hospital.
  - The specialist sexual health service in the Chalmers Centre.
- 3.7 The NHS Lothian Executive team has not identified any current performance issues for these hosted services.
- 3.8 In view of East Lothian's high performing and integrated rehabilitation services, NHS Lothian asked it to host all the services listed above.
- 3.9 The hosted services for transfer have established management teams. Within these teams, the Clinical Services Managers will report to the Head of Operations for East Lothian HSCP, the other posts will be brought into the HSCP structure under the General Manager, East Lothian Rehabilitation Services. Table 1 below shows the posts involved. Work is needed to fully assess any gaps in service management, to fully understand current performance and improvement opportunities and to identify resources needed for any necessary reconfiguration.
- 3.10 Performance reporting on these services, in the transitional period and once transfer is complete, will be to East Lothian HSCP, NHS Lothian Core

Management Team (CMT) and the other Lothian HSCPs. To support this, East Lothian HSCP will draw up a robust performance management and reporting framework.

#### **4 ENGAGEMENT**

- 4.1 Edinburgh HSCP was fully involved in the development of the hosted service transfer options. Following agreement on these, the other 3 Lothian HSCP management teams participated in discussions to agree distribution of responsibility for the services. East Lothian was identified as the preferred host HSCP.
- 4.2 Consultation is underway with all staff members in the affected hosted services regarding the proposed transfer. No implications for staff are foreseen, apart from a change in line management for some senior members of the respective teams.
- 4.3 As the hosted service changes affect management oversight only, with no detrimental changes in patient experience anticipated, patient engagement is not planned.

#### **5 POLICY IMPLICATIONS**

- 5.1 There are no policy implications associated with the transfer of the hosted services.

#### **6 INTEGRATED IMPACT ASSESSMENT**

- 6.1 The subject of this report has not had an impact assessment, as service delivery to patients should be unaffected by the change in management and oversight responsibilities.

#### **7 DIRECTIONS**

- 7.1 An assessment will be needed after service transfer on whether a Direction is required to reflect the expansion of responsibilities and new partnerships for service delivery and performance reporting.

#### **8 RESOURCE IMPLICATIONS**

- 8.1 Responsibility for management of the current personnel and financial resources for the hosted services listed above will transfer to East Lothian HSCP.
- 8.2 To reflect the increased management responsibilities for the East Lothian HSCP management team, and to deliver service improvements, new posts are required. The funding model is currently being worked through in collaboration with Edinburgh HSCP. The required posts are outlined in table 1 below:

**Table 1 - Management and Administration Resourcing Requirements**

Post	Remit	Requirement (WTE)
Band 8a Occupational Therapist (OT)	Clinical OT Lead for inpatients and development of outpatient services across Lothian	1
Band 8a Physiotherapist (PT)	Clinical PT Lead for inpatients and development of outpatient services across Lothian	1
Band 7 Admin - Flow Team	Support DWD, Moving ON, Flow discussions	2
Band 4 Admin - Flow Team	Support Flow admin	2
Band 8b Clinical Service Manager	Lead and support services on site and management of site	1
Band 8b Clinical Service Manager	Lead and support services. Currently no management structure apart from professional line	1
<b>Total</b>		<b>8</b>

## 9 BACKGROUND PAPERS

9.1 None.

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