

# Item 4.1 Minutes

## Edinburgh Integration Joint Board

9.30 am, Friday 11 March 2016

Waverley Gate, Edinburgh

### Present:

**Board Members:** George Walker (Chair), Councillor Elaine Aitken, Shulah Allan, Carl Bickler, Kay Blair, Andrew Coull, Christine Farquhar, Councillor Ricky Henderson, Kirsten Hey, Alex Joyce, Angus McCann, Rob McCulloch-Graham, Michelle Miller, Moira Pringle, Gordon Scott, Ella Simpson, Richard Williams and Councillor Norman Work.

**Officers:** Kris Aitken, Lynne Barclay, Colin Briggs, Nikki Conway, Wendy Dale, Margaret Gray, Marna Green, Linda Irvine, Margaret-Ann Love, Ian McKay, Gavin King and David Whyte.

### 1. Deputation – Edinburgh Health Forum

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The Joint Board agreed to hear a deputation from Heather Goodare and Helen Ogg on behalf of the Edinburgh Health Forum. The deputation highlighted public health issues in relation to obesity and depression and requested that the Joint Board undertook early intervention within its remit as this would be cost-effective in the longer term.

#### Decision

To ask the Chief Officer to meet with the deputation to discuss future options.

### 2. Minutes

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#### Decision

To approve the minute of the meeting of the Edinburgh Integration Joint Board of 15 January 2016.

### 3. Appointment of Standards Officer

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The Joint Board was required by the Ethical Standards in Public Life (Scotland) Act 2000 (Register of Interests) Regulations 2003 to appoint a Standards Officer with responsibility for advising and guiding members of the Board on issues of conduct and propriety. The Standards Officer would also act as the

Liaison Officer between the Joint Board and the Standards Commission. The Standards Commission would also be required to endorse any appointment and guidance was awaited on the mechanism to do so.

### **Decision**

To appoint Gavin King, Committee Services Manager, the City of Edinburgh Council as the Standards Officer for the Edinburgh Integration Joint Board.

(Reference – report by the IJB Chief Officer, submitted.)

## **4. Financial Regulations**

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The Joint Board was required by Section 95 of the Local Government (Scotland) Act 1973 to have adequate systems and controls in place to ensure the 'proper administration of their financial affairs', including the appointment of an officer with full responsibility for their governance. Financial regulations that detailed the responsibilities of the Chief Financial Officer, who had been appointed 'Proper Officer', along with the responsibilities of the Chief Officer and Joint Board members were submitted.

### **Decision**

- 1) To adopt the financial regulations as laid out in appendix one to the report by the Chief Officer.
- 2) To delegate the responsibility for preparing the directives and instruction (to support the regulations) to the Interim Chief Finance Officer.

(Reference – report by the IJB Chief Officer, submitted.)

## **5. Financial Assurance**

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Details on the indicative budget propositions received from both the Council and NHS Lothian and the implications for the Joint Board 2016/17 budget were provided. Based on available information, the draft budget was expected to be £574.4m, with a savings target of £32.4m.

### **Decision**

- 1) To note the report.
- 2) To agree to proceed based on the draft budget outlined in the report.
- 3) To receive the full due diligence report following receipt of final budget settlements from the Council and NHS Lothian.

- 4) To note that the report would be used to inform a detailed financial plan, aligned to the strategic plan, to the next formal meeting of the Joint Board.

(References – minute of the Integration Joint Board 25 September 2015 (item 11); report by the IJB Chief Officer, submitted.)

## **6. Partnership Tripartite Agreement and Interface Group**

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A proposed approach for the parties who comprised the Edinburgh Health and Social Care Partnership (Edinburgh Integration Joint Board, NHS Lothian, City of Edinburgh Council) to work together to deliver operationally on the statutory requirements of integration was outlined. This included key principles for joint working and proposals for the formation of an Interface Group for the three parties to come together informally to discuss relevant financial, operational and risk matters.

### **Decision**

- 1) To agree the proposed Tripartite Agreement as a statement of principle and intention for joint working.
- 2) To agree to the purpose, remit and membership of the Interface Group
- 3) To agree that the Interface Group would be reviewed after one year.
- 4) To note that formal Council approval would be sought by report to the Corporate, Policy and Strategy Committee.
- 5) To include an Interface Group update under Joint Board standing reporting items.

(Reference – report by the IJB Chief Officer, submitted.)

## **7. Rolling Actions Log**

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The Rolling Actions Log for 11 March 2016 was presented.

### **Decision**

- 1) To note the Rolling Actions Log and to approve the closure of items 8(1) and (2), 11, 12 and 16.
- 2) To circulate a programme of visits, including key dates, to the next formal meeting of the Joint Board.
- 3) To note that the Chair, Vice-Chair and Chief Officer would regularly review progress with outstanding actions.

(Reference – Rolling Actions Log – 11 March 2016, submitted.)

## **8. Strategic Plan – Final Draft**

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The final draft of the Strategic Plan for Health and Social Care, as required by the Public Bodies (Joint Working)(Scotland) Act 2014 to set out delegated powers from the Council and NHS Lothian, was submitted. Approval was sought for the publishing of the plan and to allow services to be delegated from 1 April 2016.

### **Decision**

- 1) To approve the final draft of the strategic plan, attached as Appendix A to the report by the Chief Officer, for publication as the Strategic Plan for Health and Social Care in Edinburgh 2016-19.
- 2) To note that further information would be provided on special needs housing.
- 3) To thank officers who had worked on drafting the strategic plan and also the engagement of consultees and stakeholders.

(References – minute of the Edinburgh Integration Joint Board 15 January 2016 (item 6); report by the IJB Chief Officer, submitted.)

### **Declaration of Interests**

Kay Blair declared a non-financial interest in relation to housing provision elements of the above item as Chair of the Scottish Housing Regulator.

## **9. Workforce Strategy - Update**

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An update was provided on the development of a workforce strategy. Work was ongoing to ensure that organisational structures to deliver integration and change were managed well and that relevant opportunities and engagement with staff and leadership was in place. There was also a focus on ensuring that systems and processes were as integrated as possible and that strong partnerships were in place, in particular with the trade unions.

### **Decision**

- 1) To note the areas of workforce activity to ensure that health and social care integration was delivered in Edinburgh and the next steps in the development of a comprehensive Workforce Strategy aligned to the Joint Board Strategic Plan.

- 2) To give further consideration to information on workforce matters that would provide re-assurance around the workforce agenda going forward.
- 3) That regular updates on specific workforce changes (e.g. capacity, recruitment retention and care roles) be submitted to the Joint Board.

(Reference – report by the IJB Chief Officer, submitted.)

## 10. Hub Test of Change

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An update was provided on the approach and actions with regard to the implementation of the Locality Hub model for older people, agreed on a whole system basis as part of Lothian's Winter Plan 2015-16. The model was designed to progress improvements on the whole system pathway and hospital discharges.

### Decision

- 1) To note and support the whole system approach that the Edinburgh Partnership was taking to improve the whole system pathway and discharge from hospital.
- 2) To request a further update on the roll out of the locality hub model.

(References – minute of the Integration Joint Board 15 January 2016 (item 2); report by the IJB Chief Officer, submitted.)

## 11. Delayed Discharge Update

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The latest Delayed Discharge Information Services Division (ISD) Census figures and the actions in place to support an increased number of discharges from hospital were outlined. Additional funding, made available from the Scottish Government to enable specific actions associated with increasing the number of discharges supported, was also detailed.

### Decision

- 1) To note the position and the actions associated with improving this performance.
- 2) To note the ongoing discussions with the court service with regard to guardianship issues.

(References – minute of the Edinburgh Integration Joint Board 15 January 2016 (item 11); report by the IJB Chief Officer, submitted.)

## 12. GameChanger Project Update

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### Decision

To note that the report would be considered at a future meeting of the Joint Board.

### 13. Hospitals Plan - presentation

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Colin Briggs (Site Director, Western General Hospital) provided a presentation on the development of the NHS Lothian Hospitals Plan. The following was highlighted:

- It was important to have a Lothian Hospitals Plan; to set out how specialist hospital services would respond to a range of changes, challenges and improvement agendas; to abide with legislation; as good practice and to fit with changes to the Scottish Capital Investment Manual.
- Principles that had informed the Plan were agreed by the Strategic Planning Group on 10 December 2016.
- The scope of the Hospitals Plan included NHS Lothian hospital services (including specialist and tertiary acute) and functions delegated to Joint Boards.
- Outcomes would include; proposed plans for individual sites (including capital, revenue and workforce), acute and specialist services; clarity with regard to how the balance of care would be shifted; and a clear response to Joint Board Strategic Plans.
- It was hoped that formal consultation on the draft Plan would take place from January to March 2017.
- The move to implementation of projects identified in the plan had begun and this would continue to be progressed.
- Although the plan impacted chiefly upon retained NHS services, there was interdependency between the functions of the NHS Lothian and those of the Joint Board.

#### Decision

- 1) To note the presentation.
- 2) To include an item on hospital plans in the schedule of Joint Board development sessions.
- 3) To include links to reports on [realistic medicine](#) and [national clinical strategy](#) in the published minutes.

### 14. Inclusive Edinburgh: Complex Care Homelessness Service Review Update

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The 'Inclusive Edinburgh' review had been set up to tackle some of the problems faced by people with complex needs; who struggled with homelessness, unemployment, drug and alcohol problems, mental or physical ill-health, who were sometimes involved in crime, and who were often the

victims of violence. The combined services delivered by the Council, statutory partners and voluntary organisations to this group of vulnerable people were examined. The recommendations coming out of the review were detailed.

## **Decision**

- 1) To note the progress made to develop an innovative, evidence-based 'Getting it Right for Everyone' approach to delivering services for homeless people with complex needs.
- 2) To approve in principle the proposal to:
  - 2.1) Appoint a single manager to integrate and coordinate service delivery.
  - 2.2) Establish a single location for the delivery of an inclusive homelessness service.
- 3) To note that a full business case for the funding, location, management and integration of a Complex Care Homelessness service would be brought back for approval once proposals for a City Centre location were agreed by NHS Lothian's Finance and Revenue Group in May 2016, and then the Council's Property Board.
- 4) That the Professional Advisory Group be consulted on the proposals.

(Reference – report by the Chief Social Work Officer, submitted.)

## **15. Health and Social Care Population and Premises - Presentation**

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David Whyte (Locality Manager, South West) provided an update on population and premises across the Edinburgh Health and Social Care Partnership. The following was highlighted:

- Edinburgh's population was expected to increase by 5000 per year until 2030. This equated to equivalent demand for one new medium-sized General Practitioner (GP) Surgery each year.
- Previous population increases between 1999 and 2013 had been mostly absorbed into existing primary health infrastructure.
- In 2013 the problem was analysed and a number of proposed solutions to increase capacity were implemented.
- Citywide mapping had taken place to establish GP surgeries that were experiencing pressures and where new capacity was expected be required in future years.
- Measures designed to meet capacity needs were ongoing, however, more would be needed in order to meet increasing requirements. An estimated £30-40m would be needed to meet increasing demand over the following five years.

- The consequences of not meeting capacity demands would include, approximately 70% of new citizens being unable to register with a GP Surgery, practice instability/safety concerns, patients travelling considerable distances and a loss of public confidence.

During discussion the following points were raised:

- House developers made a contribution towards local services through section 75 of the Planning etc (Scotland) Act. This was, however, minimal and still left a significant funding gap.
- The integration of health and social care services would provide new flexible opportunities to help solve problems.
- It would be necessary to engage with NHS Lothian and the Council regarding their existing, and the development of, estates to ensure that opportunities were not missed.

## **Decision**

- 1) To note the presentation.
- 2) To note that the Chief Officer would report to a future Joint Board meeting on the scope for utilising the existing NHS Lothian/Council estate.

## **16. Sub-group updates – verbal updates**

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### **15.1 Audit and Risk Committee**

Angus McCann advised that work was underway to appoint a Chief Internal Auditor and that a to-do list, including the writing of key documents, had been formulated. Committee membership had been confirmed and training sessions were underway. Meeting dates would be circulated to Committee members early the following week.

### **15.2 Professional Advisory Group**

Carl Bickler advised that an initial meeting had taken place, however, a number of business support and confidentiality requirement issues were still required to be resolved. This would be discussed with the Chief Officer.

### **15.3 Performance Sub Group**

Shulah Allan advised that a remit, membership and date for the first meeting (21 April 2016) had been confirmed. The remit had been drawn from two half day working groups and the membership was wide ranging.

### **15.4 Strategic Planning Group**

Councillor Henderson provided an update on the work of the Strategic Planning Group. Following the submission of the Strategic Plan, a refreshed remit for the group would be considered in May 2016.

**Decision**

- 1) To note the updates
- 2) That Committee and Sub-Group minutes be circulated to the Joint Board as available.