

**West Lothian Self-evaluation for the review of progress with Integration
Action Plan 2019-20**

<u>Summary of Recommendation</u>	Not yet established	Partly Established	Established	Exemplary	<u>IJB Action Proposed</u>	<u>Lead Officer(s)</u>	<u>Timescale</u>	<u>Update</u>
Theme: Collaborative leadership & building relationships								
1.1 All leadership development will be focused on shared and collaborative practice			✓		<p>Formalise Induction for new members as part of membership review.</p> <p>Plan a timetable of development sessions for 2020, considering Board Members' self-identified development needs</p> <p>Make use of annual self-assessment survey to identify gaps.</p>	<p>Lorna Kemp</p> <p>Lorna Kemp</p> <p>Lorna Kemp</p>	<p>21 January 2020</p> <p>21 January 2020</p> <p>Issue after January meeting annually</p>	<p>Membership review to IJB meeting of 10 March 2020. Induction and member support will be considered at meeting of 21 April 2020.</p> <p>Development session dates proposed at IJB meeting of 10 March 2020.</p> <p>Survey last issued in May 2019 – question set to be approved at meeting of 21 April 2020 and results reported at meeting of June 2020.</p>
1.2 Relationships and collaborative working between partners must improve			✓		A revised strategic planning structure has been agreed by the IJB to develop this area further. This will include Planning and Commissioning Boards for each care group with direct links to the	Yvonne Lawton	From 23 April 2019 and for ongoing development	Planning and Commissioning Boards are established and Commissioning Plans for Mental Health, Older People, Physical Disability and Learning Disability Services were approved by the IJB

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					<p>Strategic Planning Group and on to the Board. Development of strategic commissioning plans for all care groups will involve engagement with partners and stakeholders.</p> <p>Ensure papers are issued in a timely manner for meetings that are not covered by the Standing Orders of committees/boards.</p>	ALL	Ongoing	<p>at its meeting of 21 January 2020. The Strategic Planning Group are considering how performance against the Plans will be monitored. The Plans were developed with extensive consultation with a range of stakeholders in August – October 2019 before further scrutiny by the Strategic Planning Group in December 2019. There is wide representation from partners on each of the Planning and Commissioning Boards.</p> <p>Papers are issued 5 days before meetings in keeping with the Standing Orders for the IJB.</p>
1.3 Relationships and partnership working with the third and independent sectors must improve			✓		<p>A formal evaluation of current arrangements to be undertaken, including reviewing the Participation and Engagement Strategy, to provide assurance that partnership working in this area is as effective as possible.</p> <p>The newly developed Market Facilitation Plan will provide a basis for developing relationships further.</p>	<p>Lorna Kemp</p> <p>Yvonne Lawton</p>	<p>26 November 2019</p> <p>Complete</p>	New Communication & Engagement Strategy approved by the IJB on 21 January 2020. An engagement survey has been issued to all third-sector and independent providers.

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					Locality Plans will include opportunities to work jointly or closer together with the third and independent sectors.	Lorna Kemp	26 November 2019	Locality plans have been published and the Strategic Planning Group has been reviewed to include the remit of Locality Planning and an expanded membership, now including economic development, community planning, social and independent housing, West Lothian Leisure and four openings for service user representation.
Theme: Integrated finances and financial planning								
2.1 Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration			✓		Continue to work collaboratively with partner bodies on financial management and planning for IJB delegated resources. Lothian CFO group comprising NHS Lothian Director of Finance, LA S95 officers and IJB CFOs is progressing joint financial planning themes to help ensure there is a joint understanding of budgeting assumptions.	Patrick Welsh	Ongoing	Series of meetings held of Lothian CFO Group. Most recent meeting on 2 March 2020 considered respective body 2019/20 budget positions, the 2020/21 budget settlement and 2020/21 financial planning processes
2.2 Delegated budgets for IJBs must be agreed timeously		✓ NHS	✓ WLC		Continue to work closely with partner bodies to ensure IJB and partners can report annual budgets in advance of 1 April each year. Further progress requires to be made to align budget setting	Patrick Welsh	Annually by 31 March	Report on currently proposed 2020/21 delegated budgets will be reported to the IJB on 10 March 2020 to allow annual budget contributions and directions to be

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					timescales to ensure this can be achieved.			agreed and issued in advance of 1 April 2020.
2.3 Delegated hospital budgets and set aside requirements must be fully implemented			✓		Further development of set aside activity budget levels and costs to be progressed in parallel with existing reporting and introduced during 2019/20 to aid planning of service delivery and shift in the balance of care from hospital to community.	Patrick Welsh	31 December 2019	Significant work undertaken reviewing set aside budgets, staffing and activity levels as part of NRAC budget and cost allocation model. In addition, work undertaken to review St John's Hospital is being considered further as part of refining IJB budget allocations going forward.
2.4 Each IJB must develop a transparent and prudent reserves policy				✓	Continue to work within current Reserves Policy and account for any future reserves in line with this.	Patrick Welsh	Completed	Updated IJB Reserves Policy agreed by the Board on 21 January 2020.
2.5 Statutory partners must ensure appropriate support is provided to IJB S95 Officers			✓		Continue to work collaboratively with partner body finance teams in respect of financial information required to support the Board. Through Lothian CFO group, IJB CFO will work closely with NHS Lothian Director of Finance and LA S95 officer on provision of financial support to IJB.	Patrick Welsh	Ongoing	Lothian CFO group is developing support arrangements further across partner bodies. Work being progressed on a collaborative basis across Lothian

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					The Integration Scheme provides a structure for the provision of support services, including financial services. The Board has reviewed that provision through its Audit Risk & Governance Committee and Board meetings.			Finance teams to update the Finance section of each Lothian Integration Scheme.
2.6 IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations		✓			<p>Continue to work with partners to further develop pooled budgeting principles across the totality of IJB functions and resources. Proposals related to acute hospital services should be considered by the IJB as part of a whole system approach.</p> <p>The new strategic planning structure and its Planning and Commissioning Boards will contribute to this as will a longer term financial planning approach.</p> <p>Lothian CFO group and Integrated Care Forum will assist in further progressing this objective.</p>	Patrick Welsh	Ongoing	New Health and Social Care Transformation Board has been established with a remit to consider service delivery and overall financial resources available across totality of health and social care resources. This will take account of IJB Strategic plan priorities.
Theme: Effective strategic planning for improvement								
3.1 Statutory partners must		✓			The Chief Officer is supported by partner organisations to make			

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ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB					<p>decisions and has responsibility for the delivery of services from an overall health and social care/IJB perspective.</p> <p>A formal review of support services will be conducted annually. Support services currently provided to the IJB should be formalised to assure Board Members that appropriate support is in place, particularly in relation to fulfilling the Board's statutory obligations.</p>	Lorna Kemp	21 January 2020	Review of support services to be considered at IJB meeting of 21 April 2020. The IJB's Audit Risk and Governance Committee, at its meeting of 11 December 2019, considered that formal Service Level Agreements were not necessary subject to assurance that appropriate alternative arrangements were in place.
3.4 Improved strategic planning and commissioning arrangements must be put in place		✓			A revised strategic planning structure has been agreed by the IJB to develop this area further. New developments include Planning and Commissioning Boards for each care group and development of strategic commissioning plans. The focus of the plans will be on whole system improvement following engagement and consultation with stakeholders.	Yvonne Lawton	30 November 2019	Planning and Commissioning Boards are established for... Commissioning Plans for Mental Health, Older People, Physical Disability and Learning Disability Services were approved by the IJB at its meeting of 21 January 2020. The Strategic Planning Group are considering how performance against the Plans will be monitored. The Plans were developed with extensive consultation with a range of stakeholders in August – October 2019 before further scrutiny by the Strategic Planning Group in

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								December 2019. There is wide representation from partners on each of the Planning and Commissioning Boards.
3.5 Improved capacity for strategic commissioning of delegated hospital services must be in place		✓			<p>The recently agreed revised approach to strategic commissioning will address the need for improved capacity in this area and allow improved planning around hospital capacity requirements. Strategic commissioning plans will focus on whole system improvement including hospital functions.</p> <p>Work is taking place across Lothian to consider future commissioning of unscheduled care services and the WLHSCP is linked in to this work with a view to developing a plan which reflects the needs of West Lothian</p>	Carol Bebbington	30 April 2020	Unscheduled Care has been remitted to the Integrated Care Forum to allow this to be planned on a pan-Lothian basis. Awaiting outcome of discussions to inform commissioning plan.
Theme: Agreed governance & accountability arrangements								
4.1 The understanding of accountabilities and		✓			In the event the Chief Officer is unable to resolve the disagreement on behalf of the IJB, a paper would	James Millar	Ongoing	No action required.

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responsibilities between statutory partners must improve					<p>be presented to the Board for discussion seeking agreement on the course of action for individual issues.</p> <p>Directions received by the council and health board should be acknowledged and reported internally so that each organisation is assured it is complying.</p> <p>IJB Annual Performance Reports should be reported for information to council and health board.</p>	<p>Lorna Kemp</p> <p>Lorna Kemp</p>	<p>31 October 2019</p> <p>31 October 2019</p>	<p>Directions reported to Council Executive on 21 May 2019 and six-monthly compliance reporting cycle agreed. Compliance with Directions reported to Council Executive on 12 November 2019 and further Directions reported on 25 February 2020.</p> <p>Annual Performance Report reported to Council Executive on 19 September 2019. NHS Lothian have requested that IJBs' annual performance reports be sent to their Corporate Governance Team on publication so that they can be reported to the health board.</p>
4.2 Accountability processes across statutory partners will be streamlined		✓			Further work needs to be undertaken to streamline reporting and decision-making processes relating to IJB functions where possible and raising awareness across all partners of what the IJB/LA/NHS are accountable for.	Yvonne Lawton /Lorna Kemp	26 November 2019	The Strategic Planning Group has been reviewed to include the remit of Locality Planning with the aim of improving engagement at a community level. The Strategic Planning Group are considering how performance against the commissioning plans will be

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					Ensure participation in opportunities for developing this aspect further such as participation in the Integrated Care Forum.			monitored. The outcome of a joint inspection on strategic planning is due in June 2020 and we will take cognisance of recommendations in relation to processes and governance.
4.3 IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis			✓		See 3.1	See 3.1	See 3.1	See 3.1
4.4 Clear directions must be provided by IJBs to Health Boards and Local Authorities			✓		<p>Action on Directions will be monitored and tracked going forward</p> <p>Detailed Directions were issued in April 2019 and will further developed in 2020 to take account of the priorities identified in strategic commissioning plans to be agreed by the Board in late 2019.</p>	<p>Yvonne Lawton</p> <p>Director</p>	<p>Ongoing</p> <p>1 April 2020</p>	<p>Directions Tracker is established and maintained.</p> <p>The IJB issued further Directions to council and health board following approval of the commissioning plans on 21 January 2020.</p>
4.5 Effective, coherent and joined up clinical and care governance		✓			A review of current arrangements is taking place and will take account of the statutory guidance being developed.	Yvonne Lawton	Complete	

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arrangements must be in place					A Health and Care Governance Framework has been approved by the Board along with an action plan for developing this area of work during 2019/20.	Yvonne Lawton	30 June 2020	
Theme: Ability & willingness to share information								
5.1 IJB Annual Performance Reports will be benchmarked by Chief Officers to allow them to better understand their local performance data			✓		Additional benchmarking of annual performance reports will allow for development of good practice. All benchmarking should be captured and visible to all who could benefit from it and for the purposes of transparency and accountability. Feed into networks where benchmarking and sharing of good practice are undertaken	Yvonne Lawton Yvonne Lawton	Ongoing Ongoing	A review of IJB annual performance reports has been submitted to the Chief Officers Group. Specific feedback on West Lothian's was largely positive. Recommendations will be incorporated into the annual performance report. As above.
5.2 Identifying and implementing good practice will be systematically undertaken by all partnerships			✓		The Board must satisfy itself that there are sufficient reporting arrangements in place. The new strategic planning structure will ensure that a wide range of stakeholders are involved in the development and auctioning of the Strategic Commission Plans to	Yvonne Lawton Yvonne Lawton	Ongoing Ongoing	The commissioning plans were developed with extensive consultation with a range of stakeholders in August – October 2019 before further scrutiny by the Strategic Planning Group in

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					ensure their knowledge and experience is captured.			December 2019. There is wide representation from partners on each of the Planning and Commissioning Boards.
Theme: Meaningful & sustained engagement								
6.1 Effective approaches for community engagement and participation must be put in place for integration			✓		<p>To monitor engagement activity and ensure stakeholder views are reflected in the design and development of services.</p> <p>A formal evaluation of current arrangements to be undertaken to provide assurance that community engagement is as effective as possible. Findings to be reflected in a revised communication and engagement strategy.</p> <p>Development of strategic commissioning plans to include community engagement and participation in the process</p>	<p>Yvonne Lawton /Lorna Kemp</p> <p>Yvonne Lawton /Lorna Kemp</p> <p>Yvonne Lawton</p>	<p>Ongoing</p> <p>26 November 2019</p> <p>30 November 2019</p>	<p>The IJB agreed that the impact of the new Communication and Engagement Strategy would be measured after a period of six months from implementation.</p> <p>The Strategic Planning Group has been reviewed to include the remit of Locality Planning with the aim of improving engagement at a community level. A new Communication & Engagement Strategy was approved by the IJB on 21 January 2020. An engagement survey has been issued to third-sector and independent providers.</p> <p>The Plans were developed with extensive consultation with a range of stakeholders in August – October 2019 before further scrutiny by the Strategic Planning Group in December 2019. There is wide</p>

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					<p>The Locality Planning Groups remit in relation to engagement should be clarified and defined</p> <p>A new website for the partnership is being developed.</p>	<p>Yvonne Lawton /Lorna Kemp</p> <p>Yvonne Lawton /Lorna Kemp</p>	<p>26 November 2019</p> <p>September 2019</p>	<p>representation from partners on each of the Planning and Commissioning Boards.</p> <p>The Strategic Planning Group has been reviewed to include the remit of Locality Planning with the aim of improving engagement at a community level. The published Locality Plans include a commitment to feed into the existing Regeneration Plans and to work in a more joined up way with Community Planning. A new Health and Wellbeing Group has been established through the Community Planning Partnership and involves engagement with a wide range of partners to develop community led approaches to improvement.</p> <p>Complete.</p>
6.2 Improved understanding of effective working relationships with carers, people using services and local			✓		<p>See 6.1</p> <p>Build on existing good practice to ensure those involved in the development of services have a clear understanding of working effectively with carers and that carer</p>	Yvonne Lawton	30 April 2020	Carers were involved in the extensive engagement for the purpose of developing the commissioning plans and are represented on the Strategic

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communities is required					representatives are engaged and involved in decision making. Consider the approach adopted to involving carers in the development of the Integrated Discharge Hub, for example, to inform future practice.			Planning Group and the IJB. The Carer Strategy is currently in development and is being produced in close partnership with Carers of West Lothian who are running focus groups to engage with carers to inform the strategy. Feedback will be incorporated alongside the feedback from the published commissioning plans.
6.3 We will support carers and representatives of people using services better to enable their full involvement in integration			✓		<p>Support provided to representatives of carers and service users to be defined as part of wider membership review.</p> <p>Involve carer and community representatives directly in discussions about improvement at the earliest possible opportunity in the planning process.</p> <p>Ensure that improvement plans consider both the cared for and the carer when assessing impact to achieve better outcomes for all.</p>	<p>Lorna Kemp</p> <p>Yvonne Lawton</p> <p>Yvonne Lawton</p>	<p>21 January 2020</p> <p>30 April 2020</p> <p>30 April 2020</p>	<p>Membership review to IJB meeting of 10 March 2020. Induction and member support will be considered at meeting of 21 April 2020.</p> <p>Carers were involved in the extensive engagement for the purpose of developing the commissioning plans and are represented on the Strategic Planning Group and the IJB. The Carer Strategy is currently in development and is being produced in close partnership with Carers of West Lothian who are running focus groups to engage with carers to inform the strategy. Feedback will be incorporated alongside the feedback from the published commissioning plans.</p>

