

# West Lothian Integration Joint Board Audit Risk and Governance Committee

Date: 9 September 2020

Agenda Item: 7

## **IMPACT OF COVID 19 PANDEMIC ON THE IJB RISKS**

### **REPORT BY CHIEF OFFICER**

#### **A PURPOSE OF REPORT**

- A1** The purpose of this report is to consider the impact of the COVID 19 pandemic on the IJB Risks and associated Risk Actions and to make recommendations in relation to these.

#### **B RECOMMENDATION**

- B1** To note the impact of the pandemic on the risks of the IJB and associated actions

To note that the Strategic Inspection Report is expected to make recommendations in relation to Strategic Planning and Locality Planning and agree that the existing risk action is retired and that a new risk action is defined once the report is published and can be considered by the IJB

To note the delays incurred on the strategic planning function with staff deployed to support operational delivery and to acknowledge that there may be further waves of pandemic to come.

To agree that a new risk is added to the risk register to reflect the impact of pandemic response on the strategic planning function and to outline the mitigating actions.

#### **C SUMMARY OF IMPLICATIONS**

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|-----------|--|--|
| <b>C1</b> | <b>Directions to NHS Lothian and/or West Lothian Council</b> | A direction(s) is not required.  |
| <b>C2</b> | <b>Resource/ Finance</b>                                     | Mobilisation plan was developed in response to the pandemic with funding sought from the Scottish Government to support circa £6.67m |
| <b>C3</b> | <b>Policy/Legal</b>  | Standing Orders and Scheme of Delegation   |

<b>C4</b>	<b>Risk</b>	<p>The risks are captured in the risk register and will be monitored.</p> <p>A new risk is required to be added to the risk register in relation to pandemic response and impact on the strategic plan.</p>
<b>C5</b>	<b>Equality/Health</b>	The report has been assessed as having little or no relevance with regard to equality or the Public Sector Equality Duty. As a result, an equality impact assessment has not been conducted. The relevance assessment can be viewed via the background references to this report.
<b>C6</b>	<b>Environment and Sustainability</b>	None
<b>C7</b>	<b>National Health and Wellbeing Outcomes</b>	All outcomes apply
<b>C8</b>	<b>Strategic Plan Outcomes</b>	All outcomes in Strategic Plan apply
<b>C9</b>	<b>Local Outcomes Improvement Plan</b>	All outcomes related to delivery of health and social care apply
<b>C10</b>	<b>Impact on other Lothian IJBs</b>	Some dependencies for mutual aid and joint working

## **D TERMS OF REPORT**

- D1** COVID-19 is a new strain of Coronavirus which was first identified in Wuhan, China. Clinical presentation may range from mild to moderate illness to pneumonia or severe acute respiratory infection. COVID-19 was declared a pandemic by the World Health Organisation on 12 March 2020. Communities across the United Kingdom have experienced spread of COVID-19 and extensive measures were implemented to slow the transmission. In Scotland the recommendations for everyone to stay at home as much as possible and severely restrict their interactions with others outside the household have helped to reduce the spread of the virus.
- D2** Throughout the pandemic the partnership has responded to the guidance issued by Health Protection Scotland and the Scottish Government to develop services and respond appropriately to this rapidly evolving situation. This has had a direct impact on the planned work of the IJB. The following table provides a summary of the impact of the pandemic in relation to the IJB risks and associated risk actions.

**D3**

	Code	Title	Impact	Risk Score
Risk	IJB001	Governance Failure	Leadership accountability and scrutiny arrangements remain in place and have continued throughout the pandemic response with augmentation of arrangements for Care Homes	6 ↔
Risk	IJB002	Failure to effectively implement the Strategic Plan	The pandemic response has delayed progress with implementation of the strategic plan by around 6 months, there is a risk to full implementation within the timescales and the risk has been scored to reflect this.	9 ↑
Linked Risk Actions	IJB19010 IJB19011 IJB19012 IJB19013	SCP- Mental Health (30%) SCP- Older People (10%) SCP – Physical Disability (20%) SCP-Learning Disability (30%)	There have been delays to progress due to staff being diverted to respond to pandemic. Progress updates on Implementation of Commissioning Plans will be reported to IJB in September	
	IJB19014	Strategic Plan Progress Reporting	This was suspended due to COVID and will be reinstated from 22 September with report to IJB	
	IJB19015	Strategic Planning and Locality Planning	This action will need to be reviewed in light of the Strategic Inspection Report which is likely to make recommendations about Locality Planning and relationship to Strategic Planning. It may not be possible to report as originally planned and recommend that this is retired and new action described once report is published.	

**D4**

	Code	Title	Impact	Risk Score
Risk	IJB003	Inadequate performance management	Delays in publication of performance indicators by ISD and the Health and Care Experience Survey due to the pandemic have affected the quality and robustness of the performance reports to the IJB and the Annual Performance Report	6 ↔
Risk	IJB004	Inadequate funding to deliver the Strategic Plan	The pandemic response has incurred additional costs reflected in the mobilisation plan. If funding from the Scottish Government does not cover all costs incurred this will have a detrimental impact on the funding available for the IJB to deliver on its strategic plan	16 ↔
Risk	IJB005	Community Planning Failure	Community Planning activity has been suspended during the pandemic.	3 ↔
Risk  Linked Risk Actions	IJB006  IJB19016 IJB19017 IJB19018 IJB19019	Workforce Planning  Workforce planning action plan (25%) Staff governance reporting (60%) Aligning Workforce Plans (20%) Employee Communication and Engagement Plan (15%)	Workforce Planning has been delayed by 6 months due to key staff being diverted to the pandemic response. The Workforce Group will be reconvened and development timelines will be revised for delivery of the key actions	12 ↔
Risk  Linked Risk Actions	IJB007  IJB18011	Sustainability of Primary Care  Implementation of Primary Care Improvement Plan (65%)	Primary Care is at the forefront of the Pandemic response. In recovery phase priorities will be reviewed taking account of learning and new ways of working adopted. Overall sustainability and stability has improved and risk scored to reflect that. PCIF will report in October.	8 ↓

**D5**

	Code	Title	Impact	Risk Score
Risk	IJB008	Delayed Discharge	Reconfiguration of services and rapid implementation of improvement plan has resulted in significant reduction of delayed discharges as part of COVID-19 response. The learning from the new ways of working will inform the future discharge planning arrangements and seek to sustain this position	8 ↓
Linked Risk Actions	IJB18014	Intermediate Care (75%)	A test of change will be undertaken to provide bed based intermediate care within community hospitals over the winter 2020/21 period	
	IJB19007	Care Home Placements (60%)	Care homes have been significantly impacted throughout the pandemic. Service changes implemented in response to pandemic will be reviewed in recovery phase to inform future delivery plan	
	IJB19008	Adults with Incapacity (80%)	Mental Health Officer has been working with the Integrated Discharge Hub to support decision making and streamline processes for improvement	
	IJB19009	Systems and processes (75%)	Changes have been made to the systems and processes but these need to be embedded to ensure effective delivery of outcomes	

**D6**

The response to the pandemic has resulted in delays in progressing implementation of the Strategic Plan and subsequent Strategic Commissioning Plans. The risk score has been increased to medium as there is a risk to full implementation. Progress reports will be brought to the September meeting of the IJB. It is recommended that the linked risk action in relation to Strategic Planning and Locality Planning is retired and that a new risk action is defined once the final Strategic Inspection Report is published and can be considered by the IJB.

**D7**

Performance reporting has been adversely impacted but it is anticipated that this will be recovered when full data is made available.

- D8** There is an expectation that the Scottish Government will provide funding for the pandemic mobilisation plans however if this is not received in full there will be a risk to the overall funding for the IJB.
- D9** The overall workforce planning work stream has been delayed by 6 months whilst staff have been redeployed to support the pandemic response. The new ways of working, physical distancing, use of technology and home working will all have an impact on the shape of the workforce and skills required in the short to medium term and will need to be considered within the refreshed plans
- D10** Primary Care has embraced new ways of working and use of technology to ensure safety of staff and patients. Learning from the pandemic response will influence the shape of Primary Care in the future. The overall stability and sustainability of practices has been steadily improving and the risk level has been reduced to medium to reflect this.
- D11** At the outset of the pandemic a concerted effort was made to rapidly implement planned changes to the delayed discharge processes to ensure people were discharged as timeously as possible from hospital. The successful reduction in number of people delayed has been sustained over the summer months and the subsequent risk level reduced to medium to reflect this. Work is progressing on the risk actions and a test of change planned over the winter months to assess the potential of intermediate care beds and inform the longer term plan.
- D12 Conclusion**  
The pandemic has had a significant impact on service delivery and required new ways of working to be rapidly adopted. Whilst this has increased some risks for the IJB in relation to strategic planning and funding, the changes required have also had a positive impact on some of the highest risks within primary care and on delayed discharges. The focus is now shifting to recovery and the phased return of staff to their substantive roles supporting the strategic ambitions of the IJB. However there is still a significant risk of further waves of pandemic illness which could potentially be detrimental to the overall strategic function and it is therefore recommended that a new risk is added to the risk register to reflect the impact of this and to outline the mitigating actions.

**E CONSULTATION**

*None*

**F REFERENCES/BACKGROUND**

*None*

**G APPENDICES**

*None*

**H CONTACT**

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