

MINUTE of MEETING of the WEST LOTHIAN INTEGRATION JOINT BOARD held within BLACKBURN PARTNERSHIP CENTRE, ASHGROVE, BLACKBURN, EH47 7LL , on 23 APRIL 2019.

Present

Voting Members – Martin Hill (Chair), Harry Cartmill, Alex Joyce, Dom McGuire, Bill McQueen, George Paul and Damian Timson

Non-Voting Members – Jim Forrest, David Huddlestone, Mairead Hughes, Caroline McDowall, Martin Murray and Patrick Welsh

In attendance – Carol Bebbington (General Manager Primary Care & Community), Gillian Cunningham (General Manager for Operations), Marjolein Don (Strategic Programme Manager), Lorna Kemp (Project Officer), Yvonne Lawton (Head of Strategic Planning & Performance) and Carol Mitchell (Business Partner)

Apologies – Martin Connor, Elaine Duncan, Jo Macpherson and Rohana Wright

1        ORDER OF BUSINESS

The Chair ruled that agenda item 11 (St. John's Hospital Emergency Department Redesign Standard Business Case) would be considered following agenda item 6 (Membership and Meeting Arrangements).

2        DECLARATIONS OF INTEREST

There were no declarations of interest made.

3        MINUTES

The Board approved the minute of its meeting held on Tuesday 12 March 2019 as a correct record. The minute was thereafter signed by the Chair.

4        MINUTES FOR NOTING

The Board noted the minutes of the meetings of the Strategic Planning Group held on 21 February 2019 and the Audit, Risk and Governance Committee held on 6 March 2019.

5        MEMBERSHIP AND MEETING ARRANGEMENTS

The Clerk informed the Board of changes which were required to be made to its membership.

At its meeting on 19 March 2019, West Lothian Council had appointed Councillor Dom McGuire as a voting member of the Board to replace Councillor Dave King. West Lothian Council had also appointed Jo

Macpherson as its Chief Social Work Officer and the Board were asked to note that she would therefore replace Pamela Main as a non-voting member.

The Board were asked to appoint Caroline McDowall as the Staff Representative for NHS Lothian (non-voting member) of the Board and the Audit, Risk and Governance Committee.

#### Decision

- 1) To note that Councillor Dom McGuire was appointed as a voting member of the Board by West Lothian Council to replace Councillor Dave King.
- 2) To note the appointment of Jo MacPherson as West Lothian Council's Chief Social Work Officer and therefore had replaced Pamela Main as a non-voting member of the Board.
- 3) To appoint Caroline McDowall to the Board and Audit, Risk and Governance Committee as the Staff Representative for NHS Lothian (non-voting).

## 6 ST. JOHN'S HOSPITAL EMERGENCY DEPARTMENT REDESIGN STANDARD BUSINESS CASE

The Board considered a report (copies of which had been circulated) by St. John's Hospital General Manager Unscheduled Care on the St John's Hospital (SJH) Emergency Department (ED) Redesign.

The SJH ED Redesign had been prioritised by the relevant governance groups and had been identified as a priority for NHS Lothian and for St John's Hospital. A Standard Business Case (SBC) had been developed following approval of the Initial Agreement (IA). The SBC was submitted for approval by the Board to deliver the project.

The redesign project aimed to address the challenges being faced by NHS Lothian in relation to the SJH ED by improving performance against the 4 hour standard, and ensuring patients had access in a timely manner to services which were equitable and consistent across the Lothian area. The report outlined the key patient safety and experience drivers for the need for change.

A clinical model which would underpin the redesign project had been developed to optimise clinical flow within the department. Seven dedicated pathways were identified in the report which would be used to streamline patients appropriately following triage. The report went on to provide information on the capital and revenue costs and the risks involved. The timeline set out the ambitious timescale with construction planned to commence in May/June 2019 if the SBC was approved by the Board and the NHS Lothian Finance and Resources Committee.

The SBC was attached to the report at Appendix 1. The Deputy Chief Executive of NHS Lothian had written to the IJB Director setting out the

pressures driving the need for change and advising of the proposed timeline for the project. This was attached at Appendix 2. A draft direction which would be required to be issued to NHS Lothian to deliver the proposal and to allocate funding to meet the increased revenue spend for the delegated function was set out in Appendix 3 to the report.

Following the presentation of the report members recalled the discussion which took place at the Board's meeting in January 2019 regarding the accuracy of the projection that no bank or agency staff would be required under the new model. At that meeting, the SJH Site Director undertook to review these figures prior to submission of the SBC but these were unchanged. It was explained that the new model was intended to eliminate the need for bank and agency staff as the department would become a more attractive place to work and a number of initiatives to improve recruitment were planned. The Board was advised that current overspending on staff could not be taken forward in the projections for the new model.

Concerns were raised regarding the increased number of staff required under the new model and, given the recruitment challenges currently being faced, whether recruitment to the proposed increased number of positions would be possible and sustainable. Members also questioned whether the increase in staff numbers was justified or necessary to accommodate the expected increase in attendances.

Discussion also took place on the revenue costs, particularly the £1.96m unfunded recurring revenue costs for the 2020/21 financial year. As the IJB's budget for 2020/21 had not yet been agreed, members were concerned that this funding was not guaranteed and that it may require funding to be diverted from other services if the project was to proceed.

Following consideration by the IJB, the SBC would be considered by the NHS Lothian Finance and Resources Committee. The Board agreed to approve the project on a number of conditions and requested to be informed of the Committee's decision.

The Board was recommended to:

1. Note the need for change previously presented through the Initial Agreement to the Board on 29 January 2019 and the proposal to address the need for change contained in the SBC;
2. Note that the SBC had been discussed by the Strategic Planning Group on 2 March 2019;
3. Note the revenue costs and ambitious timescale for implementation;
4. Note that at present NHS Lothian had allocated non-recurrent revenue funding of £864k in the 2019/20 financial plan to meet the expected additional cost of the SJH ED Redesign (based on the IA) until the end of 2019/20 financial year;
5. Note the letter provided by the Deputy Chief Executive of NHS

Lothian to the Chief Officer of the IJB attached at Appendix 2 to the report; and

6. Agree to direct NHS Lothian to deliver the proposal and allocate funding to meet the increased revenue spend for the delegated function as drafted at Appendix 3 to the report.

### Decision

- 1) To note the terms of the report.
- 2) To approve the project on the following conditions:
  - that a further review of the Revenue Staffing Models set out in Appendix 6 of the SBC was completed to demonstrate a clear justification for the proposed model;
  - that a formal commitment was received by the IJB from the Health Board that sufficient revenue funding would be made available to the IJB to allocate to the project without requiring funds to be diverted from other services; and
  - that an assurance plan on resolving the current staffing challenges be developed.
- 3) To request that members received information on the decision of the NHS Lothian Finance and Resources Committee in a timely manner.

## 7 DRAFT STRATEGIC PLAN 2019-23

A report by the Director (copies of which had been circulated) sought the Board's approval of the draft Strategic Plan for 2019 to 2023 which had been developed following a consultation exercise.

A 12-week Phase 1 consultation exercise had been completed on the IJB's Vision, Values and Strategic Priorities and 427 responses had been received which were overwhelmingly supportive. The IJB considered the responses at its meeting on 29 January 2019 and agreed to proceed with Phase 2 consultation. The Phase 2 consultation sought comment on the draft Strategic Plan from a range of stakeholders through Council and NHS Lothian networks.

The report noted that while the comments received on the draft Strategic Plan were very positive, the number of responses was significantly lower than the number received during the phase 1 consultation. The comments received and the responses to these were detailed in the report. It was also proposed to develop strategic commissioning plans to support the delivery of the Strategic Plan and officers were considering new approaches to improve engagement when developing these.

The draft Strategic Plan for 2019-23, attached to the report at Appendix 1, was more concise than the previous version and aimed to be more

readable and easily understood. A suite of directions had also been developed and were proposed to be issued to the Council and NHS Lothian to support the delivery of the Strategic Plan. These were attached to the report at Appendix 2 with a summary of budgets for 2019/20 following at Appendix 3.

In order to support the development of the commissioning plans, a revised strategic planning structure was also presented at Appendix 4. This structure included planning and commissioning boards for each care group and a proposed remit for these boards was set out at Appendix 5.

Discussion took place regarding the proposed structure and the merits of introducing planning and commissioning boards for each care group. The Board noted that a timeline for the development of the commissioning plans had been previously considered by the Strategic Planning Group, following a comment made that the timescales were not stated in the suite of directions. The commissioning plans would set out timescales and action plans for the delivery of actions.

Members raised the poor response rate for the phase 2 consultation and considered the reasons for this. Officers confirmed that they were working on ways to improve the response level for future consultations. In response to a query, the Project Officer undertook to ensure that the up-to-date Integrated Impact Assessment was available from the IJB's website.

The Board also requested that further consideration was given to the environmental and sustainability impact of actions requested in reports in the future.

The Board were recommended to:

1. Note the results and analysis of the phase 2 consultation;
2. Consider the draft Strategic Plan and approve it for publication;
3. Approve the associated Directions for issue to West Lothian Council and Lothian Health Board; and
4. Approve the proposed revised strategic planning structure and remit of Planning and Commissioning Boards.

### Decision

- 1) To approve the terms of the report.
- 2) To note that the timeline for the development of commissioning plans had been considered by the Strategic Planning Group at its meeting on 28 March 2019, and that these plans would set out timelines for the delivery of agreed actions.
- 3) To request that further consideration is given to environment and sustainability in future reports.

## 8 MARKET FACILITATION PLAN

The Board considered a report by the Director (copies of which had been circulated) which sought approval of the draft Market Facilitation Plan for 2019 to 2023.

Market facilitation formed part of the strategic commissioning process and aimed to influence and shape how markets adapted in the delivery of health and care services now and in the future. The Plan provided a basis for collaborative working between the West Lothian Health and Social Care Partnership, service providers, service users, carers and other community stakeholders.

It aimed to ensure choice and control was afforded to people through a sustainable market of different supports offering choice, personalisation, effectiveness and sustainability. The report noted that the market in West Lothian would need to adapt to the challenging environment in which health and social care operated.

The Market Facilitation Plan, attached to the report at Appendix 1, would sit alongside the Board's Strategic Plan 2019-2023 and the supporting commissioning plans. It would also assist stakeholders to understand future intentions to stimulate the adult health and care sectors in West Lothian through structured and planned engagement.

The Board was asked to approve the West Lothian Integration Joint Board Market Facilitation Plan 2019-2023.

### Decision

To approve the terms of the report.

## 9 MEDIUM TERM FINANCIAL PLAN UPDATE

The Board considered an update report by the Chief Finance Officer (copies of which had been circulated) on the medium term financial plan for 2019/20 to 2022/23.

At its meeting on 12 March 2019, the Board considered a report on the 2019/20 budget reflecting the approved council contribution and a planned NHS Lothian contribution to the IJB. Since this report, the NHS Lothian Board had amended its 2019/20 financial plan and therefore the IJB financial position had been updated.

The report noted that the previous NHS Lothian position contained a financial gap of around £26 million and noted limited assurance on the achievement of a balanced position. The updated NHS Lothian contribution to the IJB was set out in the report, however this was still to be formally agreed by the NHS Lothian Director of Finance and discussions were ongoing. The updated figures result in an improved position of a £1.575 million shortfall.

Further discussions were taking place regarding potential further changes which were not included in NHS Lothian 2019/20 budget assumptions and if agreed, would adversely impact the IJB. These discussions aimed to agree a position on the 2019/20 budget which continued to provide a fair share of resources to the IJB. Following confirmation of the budget resource contribution, approval would be sought for the issue of revised directions to the Council and NHS Lothian.

In respect of the Council's contribution to the IJB, a balanced budget position was planned but it was noted that any increases in demands would require close monitoring during the year.

The report also set out the draft five-year financial plan, noting that the move to a medium term financial planning process was more conducive to achieving the aims of integration, planning to meet future demands and prioritising overall health and social care resources to achieve this. While future year funding was unknown, it was important to make assumptions for planning purposes on the level of funding likely, increasing expenditure demands and resulting savings required over the medium term.

A summary of the updated medium term financial plan for IJB functions was provided in the report with the detailed plan attached at Appendix 1. A further table summarised the estimated budget gap over the medium term and measures identified to help control spend within the funding currently estimated. The report went on to detail the key risks and uncertainties involved with the medium term financial plan.

Following the Chief Finance Officer's presentation of the report, members noted the importance of planning for the medium term and expressed that if NHS Lothian also began medium term planning, this would assist with the IJBs budget planning.

The Board was recommended to:

1. Note the updated financial contribution assumptions reported to NHS Lothian Board on 3 April 2019 in respect of 2019/20 IJB delegated functions;
2. Note that further discussions were taking place with NHS Lothian regarding the 2019/20 budget contribution to the IJB and this was still subject to confirmation by the NHS Lothian Director of Finance; and
3. Note and consider the updated medium term financial plan for IJB delegated resources and support the ongoing development of medium term financial planning and associated assumptions.

#### Decision

To approve the terms of the report.

A report by the Director (copies of which had been circulated) on the Primary Care Improvement Plan (PCIP) was presented. It provided an update on the implementation of the PCIP, advised on the progress of each work stream, and highlighted proposed actions for implementation during year 2 of the 3 year plan.

The PCIP for 2018-2021 was approved by the Board in 2018 as a result of the increasing pressure on General Practices due to increasing volume and complexity of workload and challenging workforce availability. The 2018 General Medical Services (GMS) contract was designed to stabilise and develop primary care services and create a sound basis for the future.

The GMS contract was a tripartite agreement between health and social care partnerships, health boards and the GP Subcommittee of Local Medical Committees, bringing together wide ranging expertise. The West Lothian PCIP had been updated and was attached at Appendix 1 to the report. It described the aspects of the GMS contract development which fell within the remit of West Lothian HSCP.

The PCIP also set out the progress made with ongoing programmes of support and development in primary care and the new initiatives identified during discussion. A Primary Care Improvement Fund was allocated by the Scottish Government, the details of which were provided in the report.

A tracker showing the progress made against the agreed actions was attached at Appendix 2 to the report. Each work stream had been rated red, amber or green and an explanation of the current position provided. There were 16 rated 'green', 12 rated 'amber' and 5 rated 'red'. Those with a 'red' status were largely due to the need for national or regional guidance to be agreed.

A proposed direction to NHS Lothian was detailed in Appendix 3, as required to implement the 2018 GMS contract.

During discussion, members raised the ongoing issues with recruitment and workload pressures and sought reassurances that work was being done to improve this. It was advised that efforts were being made to make improvements and new ideas such as joint posts, increasing nursing staff and 15-minute appointments were being implemented to address some of these issues.

It was noted that information on the workforce and funding profile had been omitted from Appendix 2 and that this would be circulated following the meeting.

The Board was recommended to:

1. Note the contents of the report;
2. Note the progress made with implementation of the PCIP at the end of year 1;



3. Consider the PCIP Tracker which was to be returned to the Scottish Government by the end of April 2019;
4. Consider the updated Primary Care Improvement Plan March 2019 and proposed actions for year 2;
5. Approve the updated PCIP and Tracker for submission to the Scottish Government at the end of April 2019; and
6. Approve the Direction to be issued to NHS Lothian.

#### Decision

To approve the terms of the report.

### 11 EQUALITY MAINSTREAMING AND OUTCOMES 2017-2021 - PROGRESS REPORT

The Board considered a progress report by the Director (copies of which had been circulated) on the IJB's Equality Mainstreaming Report and Equality Outcomes 2017-2021.

As a public body, the Board had a statutory requirement to develop and publish an equality mainstreaming report and equality outcomes and to report on progress every two years. The report set out what the IJB was doing and had planned to do to mainstream equality. The Board had published its equality mainstreaming report and set equality outcomes for 2017-21 in April 2017. The progress report against the outcomes was required to be published before 30 April 2019 and was attached at Appendix 1 to the report for approval.

Mainstreaming equality was the approach taken to integrate equality into everything the Board did and therefore to eliminate discrimination, advance equality of opportunity and promote good relations within the Health and Social Care Partnership and the wider workforce. The equality outcomes intended to achieve specific and identifiable improvements in people's life chances.

The progress report set out the progress against each of the equality outcomes and highlighted where further action was required. The outcomes and associated activities and outputs were developed through evidence gathering and engagement as part of the development of the strategic plan and each outcome had been designated to a responsible officer or group.

A final review of progress against the outcomes would be completed in April 2021 and new outcomes would be set for the period 2021-25.

The Board were recommended to note the report and progress against the equality outcomes and approve the report for publication.

#### Decision

To note the report and the progress made against the Equality Outcomes and to approve the report for publication before 30 April 2019.

## 12 DELAYED DISCHARGE

At its meeting on 12 March 2019, the Board considered a report on the progress under integration. This was measured by a set of six Ministerial Strategic Group indicators against which the Board set objectives each year. The Board agreed to set the objective for delayed discharge bed days at a reduction of 15% but requested further information on the context and estimated impact against this objective. A presentation was delivered by the Head of Strategic Planning and Performance which fulfilled this request.

An overview of the population context was provided, including the West Lothian position in comparison to the Scottish average. It was noted that the population of people aged 65 and older was growing quickly and the percentage of people in West Lothian living with a limiting physical or mental health condition was above the average for Lothian. This meant the number and complexity of cases was increasing.

The presentation highlighted the initiatives taking place to address the issues faced by the Health and Social Care Partnership in relation to delayed discharge, including the frailty programme and the integrated discharge hub. A new Care at Home contract was being developed to be in place by September 2019 and a Home First model was currently in the early stages of development. The Board was advised that despite these developments, there were a number of issues still to be addressed such as staffing challenges.

An overview was also provided of the recent performance and the rationale for the objective. Due to the work being done to improve the position of delayed discharge, it was agreed that a 15% reduction was a realistic objective.

### Decision

To note the presentation.

## 13 WORKPLAN AND LIST OF CYCLICAL REPORTS

The workplan for upcoming meetings and a list of reports that the Board considered on a cyclical basis were presented.

### Decision

To note the workplan and list of cyclical reports.