

MINUTE of MEETING of the WEST LOTHIAN INTEGRATION JOINT BOARD held within BLACKBURN PARTNERSHIP CENTRE, ASHGROVE, BLACKBURN, EH47 7LL , on 26 NOVEMBER 2019.

Present

Voting Members – Bill McQueen (Chair), Martin Connor, Alex Joyce, Dom McGuire, Peter Murray (substituting for Martin Hill) and George Paul

Non-Voting Members – Allister Short, Stephen Dunn (substituting for Martin Murray), David Huddlestone, Mairead Hughes, Caroline McDowall, Ann Pike and Patrick Welsh

Apologies – Harry Cartmill, Elaine Duncan, Martin Hill, Jo MacPherson, Alan McCloskey, Martin Murray, Damian Timson and Rohana Wright

In attendance – Carol Bebbington (Interim Head of Health), Nick Clater (General Manager for Mental Health and Addictions), Lorna Kemp (Project Officer), Yvonne Lawton (Head of Strategic Planning and Performance), Pamela Main (Senior Manager, Assessment and Prevention), James Millar (Standards Officer) and Kenneth Ribbons (Audit, Risk and Counter Fraud Manager)

1 OPENING REMARKS

It was noted that as Harry Cartmill had submitted apologies, the meeting would be chaired by Bill McQueen.

The Chair welcomed Allister Short, the new Director, and introductions were made by all.

2 ORDER OF BUSINESS

The Chair ruled that agenda item 9 would be considered after agenda item 12.

3 DECLARATIONS OF INTEREST

There were no declarations of interest made.

4 MINUTE

The Board approved the minute of its meeting held on 10 September 2019 as a correct record, subject to marking Caroline McDowall as 'present'. The minute was thereafter signed by the Chair.

5 MINUTES FOR NOTING

The Board noted the minutes of the following meetings:

- IJB Strategic Planning Group held on 6 June 2019; and
- Integrated Care Forum Minute 1 August 2019.

6 MEMBERSHIP & MEETING ARRANGEMENTS

The Clerk advised the Board that Allister Short had been appointed as a non-voting member of the Board.

Decision

To note appointment of Allister Short as non-voting member of the Board.

7 REVIEW OF STRATEGIC PLANNING GROUP AND LOCALITY PLANNING

The Board considered a report (copies of which had been circulated) by the Chief Officer providing an update on recent discussions at the Strategic Planning Group (SPG) and the locality planning groups; inviting members to consider the role of the SPG in locality planning; seeking approval for a revised Terms of Reference for the SPG; and seeking approval to publish the East and West Locality Plans.

It was noted that a different approach was being sought regarding the SPG and locality planning to strengthen links between locality planning and strategic planning while avoiding duplication of work. The Locality Planning Groups felt that resources could be better used in developing more cohesive and comprehensive community plans; to this end, the Community Planning Partnerships Health and Wellbeing Partnership was established, whose terms of reference could be seen in Appendix 1. The East and West Locality Plans, which the Board was asked to approve for publication, were attached as Appendices 2 and 3 respectively.

The report advised that the SPG remit and membership were due to be reviewed in line with the new strategic planning structure approved by the Board in April 2019. It was also noted that the SPG was not a committee of the IJB but a representative and consultative body with its own statutory role in the integration and service planning process. The original terms of reference for SPG and Locality Groups were attached to the report as Appendices 4 and 5 respectively, while a draft revised set of Terms of Reference was attached as Appendix 6.

Membership and Chair arrangements for the SPG were then discussed; suggestions included the SPG meetings being held in private; membership to include a service user representative; and a member of the Board to hold the SPG Chair.

It was recommended that the Board:

1. Note the need to review the Strategic Planning Group following the introduction of the new strategic planning structure;
2. Note the challenges experienced in locality planning;
3. Approve the East and West Locality Plans for publication;
4. Agree to revise the approach to Locality Planning by contributing to existing Regeneration Plans; and
5. Approve the revised Terms of Reference for the Strategic Planning Group.

Decision

1. To approve the terms of the report.
2. To note the Board's support for:
 - SPG meetings being held in private;
 - Inclusion of a Service User Representative in the SPG membership; and
 - The SPG Chair being held by a Board member.

8 NATIONAL MEMORANDUM OF UNDERSTANDING BETWEEN IJBS AND HOSPICES

The Board considered a report (copies of which had been circulated) by the Chief Officer presenting the National Memorandum of Understanding (MoU) between IJBs and Scottish Hospices for consideration by the Integration Joint Board.

The MoU, which was appended to the report, provided a strategic and financial framework for Integration Authorities and independent hospices to work in partnership to deliver high quality, responsive and personalised palliative and end of life care. It set out the policy context and respective responsibilities of the parties. It would be reviewed by the Scottish Hospice leadership Group and the IJB Chief Officers before 31 March 2021.

During discussion, it was noted that the number of West Lothian residents currently in hospices was not specifically tracked. As there was no local hospice provision, arrangements were being considered as to how best to use beds in the area for palliative care. The current collaborative approach with other areas as well as other arrangements such as home care would also continue. Further updates on palliative care and use of resources would come to the Board in due time.

It was recommended that the Board:

1. Note the contents of the report;
2. Consider the National Memorandum of Understanding between IJBs and Independent Hospices;
3. Agree to adopt the MoU and remit this to the Palliative Care Commissioning Board to take forward the development of SLAs, contracts or commissioning plans for palliative care provision; and
4. Note the requirements for collaborative working with other IJBs in Lothian in commissioning of Independent Hospice provisions and agree that this be remitted to the Lothian Chief Officers Group to support facilitation of joint commissioning of the two Lothian Hospices.

Decision

1. To approve the terms of the report.
2. To agree that a further update on palliative care provision would be brought to a future meeting of the IJB.

9 PUBLIC SECTOR CLIMATE CHANGE DUTIES

The Board considered a report (copies of which had been circulated) by the Chief Officer advising members of the Board's statutory duties under the Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 and asking members to agree the contents of the draft submission.

The draft report was attached to the covering report as Appendix 1. A consultation by the Scottish Government on the proposals to the role of public sector bodies in tackling climate change was attached as Appendix 2.

The Scottish Government had proposed removing Integration Authorities from the list of Public Sector Bodies required to annually report their emissions; during discussion, Board members indicated that they supported this proposal.

It was recommended that the Board:

1. Note the Board's statutory requirement to report on climate change on an annual basis and no later than 30 November each year;
2. Agree the contents of the draft 2018/19 submission to the Scottish Government;
3. Note the Scottish Government consultation on climate change duties for public bodies; and
4. Agree to submit a response supporting removing Integration

Authorities from the list of public bodies required to report.

Decision

To approve the terms of the report.

10 CHIEF OFFICER REPORT

The Board considered a report (copies of which had been circulated) by the Chief Officer providing an overview of the key developments and emerging issues relating to West Lothian IJB.

The report provided an update on NHS Lothian Escalation, recalling that NHS Lothian had been placed at Level 3 on the NHS Board Performance Escalation Framework. The need for an integrated solution across community and secondary care had led to a whole-system approach being taken across Lothian particularly in relation to unscheduled care, delayed discharge and mental health. A Director of Improvement had been appointed by NHS Lothian to support this work, while fortnightly meetings were taking place with Scottish Government to review performance, with good progress made.

A statement of intent had been developed by the Chief Officer Group of Health and Social Care Scotland, which sought to reaffirm the commitment between the Partnerships to develop and deliver integrated health and social care services.

The Chief Officer had been visiting services and noted that he had been very impressed with the commitment of staff and the quality of services delivered. He also suggested that some of the reports coming to the Board could be incorporated into the Chief Officer's report going forward, which members of the Board welcomed.

It was recommended that the Board:

1. Note and support the whole-system collaborative approach involving NHS Lothian and the four Integration Joint Boards, with support from the Council areas, to develop and implement an improvement plan.
2. Agree to receive future updates on progress being made on the delivery of the recovery plans.

Decision

1. To approve the terms of the report.
2. To note members' support for incorporating in the Chief Officer's report some of the issues currently covered in separate reports.

11 PRIMARY CARE IMPROVEMENT PLAN

The Board considered a report (copies of which had been circulated) by

the Chief Officer providing an update on the implementation of the Primary Care Improvement Plan (PCIP) and the progress of each work stream and discussing the PCIP tracker return which was approved by the LMC and submitted to the Scottish Government at end of October 2019.

The revised West Lothian Primary Care Implementation and Improvement Plan 2018–2021, attached to the report as Appendix 1, covered aspects of the new contract development that fell within the remit of West Lothian HSCP, progress with ongoing programmes of support and development new initiatives identified. The Plan outlined actions aimed at supporting General Practice to provide sustainable patient care through a consistent and collaborative approach.

A local implementation tracker, attached as Appendix 2, showed the updated workforce and expenditure projections.

It was noted that the year referenced under D8 should read 2019/20 instead of 2020/2021.

Issues with laptops in surgeries were highlighted during discussion and it was noted that those had been raised with the supplier. It was also clarified that locality planning groups were to be superseded by adapting the remit of the Strategic Planning Group to incorporate this function and that GP representatives would sit on the Strategic Planning Group.

It was recommended that the Board:

1. Note the contents of the report;
2. Note the progress made with implementation of the Primary Care Improvement Plan at end of October 2019;
3. Consider the PCIP Tracker which was returned to the Scottish Government at end of October 2019; and
4. Consider the updated Primary Care Improvement Plan October 2019.

Decision

To approve the terms of the report.

12 MEMBERS' CODE OF CONDUCT - ANNUAL REPORT 2018/19 AND REVIEW

The Board considered a report (copies of which had been circulated) by the Standards Officer informing members of developments and activity in relation to its Code of Conduct in 2018/19 and asking them to consider how the scheduled review of its Code of Conduct should be carried out.

The report provided details of the procedure for complaints and for case reporting and advised of the appointment of a new Ethical Standards Commissioner in April 2019. It also included highlights from the Standards

Commission for Scotland activity for the year. A summary of ESC and SCS activity was shown in the appendix.

The Standards Officer also noted that an advice note for members of health and social care integration joint boards had been published in November 2019, which seemed to impose higher standards of conduct on Board members than the Code itself regarding collective responsibility.

Finally, members were reminded to keep in mind the most significant duties imposed on them by the Code: Review the register twice a year; update the Register of Interests within one month of a change; act in the Board's best interests when doing Board business; not disclose confidential Board information; and treat Board members, officers and the public with respect.

It was recommended that the Board:

1. Note the summary of the work carried out in 2017/18 by the Commissioner for Ethical Standards in Public Life in Scotland and the Standards Commission for Scotland;
2. Note the terms of the Standards Commission's Advice Note for Members of Health and Social Care Integration Joint Boards issued on 6 November 2019;
3. Agree that a presentation by the Standards Officer concerning the Code of Conduct should be arranged to take place at a Board development day;
4. Note that the Board's Code of Conduct was scheduled for review in this calendar year; and
5. Note that the model Code of Conduct for devolved public bodies would be affected as part of the ongoing review of the Councillors' Code of Conduct and so to agree that the review be postponed until December 2020.

Decision

To approve the terms of the report.

13 ACTION 15 OF THE MENTAL HEALTH STRATEGY UPDATE ON PROGRESS

The Board considered a report (copies of which had been circulated) by the Chief Officer informing and updating members regarding the plans setting out goals for improving capacity in the settings outlined in Action 15 of the Mental Health Strategy and seeking agreement in principle of the draft outline plan for West Lothian.

The Scottish Government had previously written to Integration Authorities asking for outline plans setting out goals for improving capacity in the settings outlined in Action 15 of the Mental Health Strategy. The return to

the Scottish Government for West Lothian was attached as Appendix 1 and was based on discussions with a range of stakeholders.

Funding was being provided via NHS Boards to Integration Authorities as part of the commitment towards an additional 800 mental health workers in Scotland and it was expected that the key settings focussed on included A&E departments, GP practices, prisons and police custody suites. Lothian Chief Officers had written to the Scottish Government to request clarification on funding arrangements for non-delegated functions.

Members commended the successful recruitment in areas traditionally challenging to recruit.

It was recommended that the Board:

1. Note that the Scottish Government is providing funding via NHS Boards to Integration Authorities as part of the commitment towards an additional 800 mental health workers in Scotland; and
2. Note the progress made in West Lothian towards recruiting staff against the priorities set by the Scottish Government in relation to Action 15 of the Mental Health Strategy.

Decision

To approve the terms of the report.

14 RISK MANAGEMENT

The Board considered a report (copies of which had been circulated) by the Chief Executive advising members of the risks in the Integration Joint Board's risk register.

The report recalled that in June 2019, the Board had agreed to review the risk register annually. The IJB currently had ten risks, and Appendix 1 provided details of each risk, while the standard risk methodology was attached as Appendix 2.

It was recommended that the Board consider the risks identified, the control measures in place and the risk actions in progress to mitigate their impact.

Decision

To approve the terms of the report.

15 REVISED INTEGRATION SCHEME

The Board considered a report (copies of which had been circulated) by the Chief Officer informing members of the council and health board's review of the Integration Scheme in line with the Carers (Scotland) Act 2016; the subsequent revision of the Scheme; and approval of the

Scheme by Scottish Ministers.

Since the establishment of the Integration Joint Board, the Carers (Scotland) Act 2016 had imposed new statutory duties on the council and health board in relation to carers, which were set out in Appendix 1 of the report. A review of the integration scheme had been undertaken by the council and health board to reflect these duties. The amended scheme, which was approved by Scottish Ministers in September 2019, was attached as Appendix 2. The scheme was due to undergo a full review by June 2020.

It was recommended that the Board:

1. Note the requirement arising from the Carers (Scotland) Act 2016 to review the Integration Scheme for the West Lothian Integration Joint Board;
2. Note the revised Integration Scheme approved by Scottish Ministers; and
3. Note that the council and health board were required to review the Integration Scheme every five years and that the review was due in June 2020.

Decision

To approve the terms of the report.

16

WINTER PLAN

The Board considered a report (copies of which had been circulated) by the Chief Officer providing an overview of the Lothian Health and Social Care system's Winter Plan 2019/20.

The Lothian Unscheduled Care Committee had produced a Winter Plan that demonstrated safe, effective, patient-centred care for patients and best outcomes for relatives and staff. The plan was attached to the report as an appendix. Funding of £1,425 million had been allocated to NHS Lothian by the Scottish Government to deliver winter performance, while the NHS Lothian Board had also committed to invest £2 million into the plan.

During discussion, it was noted that the allocated funding had already been exceeded and NHS Lothian were looking to reallocate further funds from elsewhere to the plan.

It was also noted that the plan would be published on the NHSL website; Board members suggested that key elements of the plan also be published on the Health and Social Care website.

It was recommended that the Board:

1. Note the contents of the report; and

2. Be assured that a whole system plan had been developed to support the additional capacity required to meet the predicted winter demand.

Decision

1. To approve the terms of the report.
2. To upload a shortened version of the plan, which would include the plan's key elements only, on the Health & Social Care Partnership website.

17 PROGRESS REPORT ON IMPLEMENTATION OF THE IJB STRATEGIC WORKFORCE DEVELOPMENT STRATEGY 2018-2023

The Board considered a report (copies of which had been circulated) by the Chief Officer providing members with an update on progress on the implementation of the Workforce Development Strategy 2018–2023.

The Workforce Planning Development Group had been established to progress implementation of the IJB's Workforce Development Strategy 2018 to 2023, shown in Appendix 1. The remit of the group was shown in Appendix 2. Work was progressing to promote the job opportunities available within Health and Social Care Partnership as careers of choice. Particular focus to date had been on developing the young workforce and on promoting careers in social care. Further priorities for local development would be agreed on completion of strategic commissioning plans.

Both NHS Lothian and West Lothian Council had developed workforce plans as shown in appendices 3 and 4, while a mapping exercise, shown in Appendix 5, had been completed to identify work currently being done and to help with the identification of areas where more local efforts could be targeted.

During discussion, it was noted that workforce plans should underpin changes in the social care landscape; the need for collaborative work to deliver robust services to communities was also highlighted and that local delivery should be a priority within a national context.

It was recommended that the Board:

1. Note the establishment of the Workforce Planning Development Group;
2. Note the content of workforce plans for NHS Lothian and West Lothian Council; and
3. Note actions being taken across the Health and Social Care Partnership to support workforce planning.

Decision

To note the terms of the report.

18 JOINT INSPECTION (ADULTS) THE EFFECTIVENESS OF STRATEGIC PLANNING

The Board considered a report (copies of which had been circulated) by the Chief Officer advising members that a Joint Inspection would be undertaken by the Care Inspectorate and Healthcare Improvement Scotland commencing 20 January 2020.

The inspection would use the Evaluating Effectiveness of Strategic Planning: Quality Framework, shown in Appendix 1, and graded evaluations would be produced of all areas inspected, including leadership.

Preparations for the inspection were then discussed. A communication plan would be developed to inform staff and partners of the inspection and expectations of them throughout and meetings would be held and documentation shared with staff involved in the inspection. Draft findings and formal feedback would be communicated to interested parties.

It was recommended that the Board:

1. Note that notice had been received of Joint Inspection (Adults) into the Effectiveness of Strategic Planning within West Lothian Partnership; and
2. Note that evidence in line with the Quality Framework and a partnership position statement would be prepared for submission to the inspection team on 10 December 2019.

Decision

1. To approve the terms of the report.
2. To communicate draft findings and formal feedback from the Care Inspectorate to interested parties through an open invitation.

19 COMPLAINTS AND INFORMATION REQUESTS QUARTER 2 OF 2019/20

The Board considered a report (copies of which had been circulated) by the Chief Officer reporting statistics on complaints and information requests made to the Board in quarter 2 of 2019/20.

No complaints had been received by the IJB to date, while one request for information had been received in quarter 2.

The IJB had taken the necessary steps to ensure compliance with the relevant legislation in relation to complaints and requests for information.

It was recommended that the Board:

1. Note that no complaints had been received in Quarter 2 or since the establishment of the IJB;
2. Note that one request for information had been received in Quarter 2; and
3. Note that complaints and requests for information would continue to be reported on a quarterly basis.

Decision

To approve the terms of the report.

21 IJB QUARTER 2 FINANCE UPDATE

The Board considered a report (copies of which had been circulated) by the Chief Finance Officer providing an update on the 2019/20 budget forecast position for the IJB delegated health and social care functions based on the outcome of the Quarter 2 monitoring.

The report set out the overall financial performance of the 2019/20 delegated resources and provided a year-end forecast which took account of relevant issues identified across health and social care services. A summary of key issues in respect of ongoing risks and emerging pressures as well as a summary of approved savings relating to IJB delegated functions were shown. Appendix 1 showed a budget update for the IJB for the year; a finance risk schedule was attached as Appendix 2, while Appendix 3 showed an update on delivery of savings.

It was recommended that the Board:

1. Note the forecast outturn for 2019/20 in respect of IJB Delegated functions taking account of saving assumptions;
2. Note the current position in terms of year end management of partner overspends and underspends, consistent with the approved Integration Scheme, to allow the IJB to achieve a breakeven position in 2019/20; and
3. Note that further updates on management of the 2019/20 budget position would be reported to future Board meetings during the remainder of this financial year.

Decision

To approve the terms of the report.

22 ST JOHN'S HOSPITAL STAFFING PRESSURES

The Board considered a report (copies of which had been circulated) by the Chief Finance Officer updating members on staffing, recruitment and budget pressures associated with St John's Hospital. The report also provided some benchmarking information against other Lothian acute sites and as well as updates on a number of associated issues.

The analysis undertaken in the report provided additional information on staffing challenges and budget pressures faced at St John's Hospital. The report also indicated that despite recruitment difficulties and resulting requirement for agency and bank staff not being any worse than the other two Lothian acute sites, the budget pressures at St John's hospital were disproportionately high and that those pressures were skewed against IJB delegated areas.

It was suggested that the staffing position and costs associated with the Emergency Department redesign at St John's Hospital be closely monitored and full budget provision included in future budget allocations by NHS Lothian in line with previous assurances. A series of proposed next steps were then discussed. The Board would continue to work closely with St John's Hospital as part of a collaborative approach to mitigating staffing pressures.

It was recommended that the Board:

1. Consider the staffing issues highlighted in the report and the resulting financial implications; and
2. Consider and agree the proposed next steps set out in Section D.7 as a basis for progressing actions to help manage and mitigate staffing budget pressures at St John's Hospital.

Decision

To approve the terms of the report.

23

IJB PERFORMANCE

The Board considered a report (copies of which had been circulated) by the Chief Officer presenting to members the most up to date performance against the health and social care integration indicators and the measures within the Balanced Scorecard.

Appendix 1 of the report provided an overview of the core integration indicators as identified by the Scottish Government. The Balanced Scorecard shown in Appendix 2 had been updated with the latest data for monitoring performance, while in Appendix 3 the core suite of indicators had been benchmarked against the Local Government Benchmarking Family for adult care.

During discussion, officers explained about the new telecare charges and measures in place for those who could not afford them. Members also felt that although the indicator for total combined percentage of carers who

feel supported to continue in their caring role (42%) was green, the percentage was still too low; officers indicated that targets would be reviewed after the Biennial Scottish Health and Care Experience Survey results were published in 2020. Clarifications were also provided regarding the definition of readmission, and it was noted that this did not have to relate to the same condition.

It was recommended that the Board:

1. Note the contents of the report;
2. Note the most up-to-date performance against the core health and wellbeing integration indicators and within the balanced scorecard;
3. Consider the current performance against the core suite of indicators benchmarked against Local Government Benchmarking Family for adult care; and
4. Note that performance reports would be updated in accordance with availability of data and brought 6-monthly to the IJB for discussion.

Decision

To approve the terms of the report.

23

WORKPLAN AND LIST OF CYCLICAL REPORTS

A workplan for upcoming meetings and a list of reports that the Board considered on a cyclical basis had been circulated for information.

Decision

To note the workplan and list of cyclical reports.