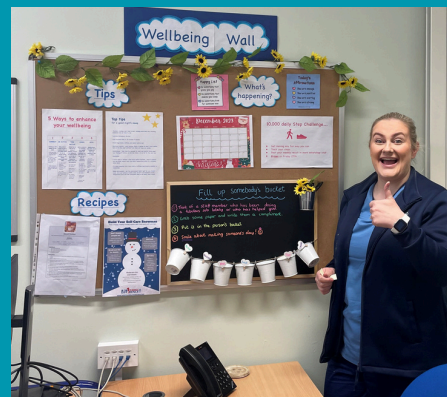


# West Lothian Integration Joint Board



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We are delighted to be introducing West Lothian Integration Joint Board's 7th Annual Performance Report which covers the financial year 2023/24 and is also our first annual performance report for the strategic plan which covers the period of 2023 to 2028.

This year was another one of change, adaptation and innovation for West Lothian Health and Social Care Partnership, none of which would have been possible without the terrific efforts of skilled and dedicated staff working in Health and Social Care. Thank you to all our staff, working across each of our services and sectors: we value and appreciate all you do.

In this Annual Performance Report, you will read about some of the ways our services continued to develop and evolve in response to the challenges presented. The report also describes the progress we made throughout the year in delivering our strategic objectives, and presents key data related to our performance.

We have continued to progress our transformation work and have expanded the 'Home First' programme. This is reflected in the reported data showing a decrease in the rate of emergency admissions for adults, and rate of emergency readmissions to hospital within 28 days of discharge. We have progressed important developments in mental health, such as the introduction of our Distress Brief Intervention service.

We continue to develop our services to support people to look after and improve their own health and wellbeing and ensuring our services are centred on helping people maintain or improve their quality of life.

We recognise that we continue to face a very challenging time ahead with the combination of a growing and ageing population alongside the difficult national and local financial resource situation; and in West Lothian, as across the region, we have to endeavour to recruit and retain health and social care staff in a competitive market. We will take decisions with the aim of continuing to provide safe and good quality health and care services to all the people who need our assistance.

We hope you find the information provided in this annual performance report helpful in giving an overview of the performance of the partnership and of the developments which have taken place over the past year.



Alison White  
Chief Officer



Councillor Tom Conn  
Chair of West Lothian  
Integration Joint Board



## Welcome to the seventh Annual Performance Report from West Lothian Integration Joint Board.

The West Lothian Integration Joint Board (IJB) has responsibility for planning for most of the health and social care services for adults in West Lothian.

The IJB is required to publish an annual performance report setting out an assessment of progress toward its vision of **'Working in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian'**.

The annual performance report for 2023/24 has been prepared to give an overview of the following aspects of planning and service delivery as required by The Public Bodies (Joint Working) (Scotland) Act 2014.

### What's Included





## The Role of the Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act 2014 established a legal framework for the integration of health and social care services in Scotland.

On 1st April 2016, an Integration Joint Board (IJB) was established in West Lothian and has responsibility for planning most of the integrated health and social care services for adults in the area.

The Integration Joint Board's role is to set the strategic direction for functions delegated to it and to deliver the priorities set out in its Strategic Plan. It receives payments from West Lothian Council and NHS Lothian to enable delivery of local priorities for health and social care for adults. The Board gives directions to the council and health board as to how they must carry out their business to secure delivery of the Strategic Plan.

## Review of the West Lothian Integration Scheme

West Lothian Council and NHS Lothian agreed the original integration scheme for health and social care services in May 2015. It was approved by Scottish Ministers on 16 June 2015.

New integration functions were created by the Carers (Scotland) Act 2016. As a result, West Lothian Council and NHS Lothian followed a review process and agreed a second integration scheme which was approved by Scottish Ministers on 19 September 2019.

The Public Bodies (Joint Working) Scotland Act 2014 requires a review to be carried out before the expiry of five years from the date of approval of the original integration scheme. An initial review process was agreed in January 2020 which would have ensured legal compliance. The review was interrupted by the coronavirus pandemic and the diversion of resources.

The revised Lothian Integration Schemes were approved by Scottish Ministers on Monday 15 May 2023 and can be accessed [here](#).

## Membership of the IJB

The West Lothian IJB is made up of representatives from West Lothian Council, NHS Lothian, Third Sector, service users, and carers. The current chair of the Board is Councillor Tom Conn, a Councillor for West Lothian Council. A list of all the members of the board can be found [here](#).

## Role of the IJB Chief Officer

The legislation requires the IJB to appoint a Chief Officer who has responsibilities to the Board for strategic planning as well as the management and operational delivery of delegated functions. The Chief Officer in West Lothian is Alison White who was appointed in July 2021.



## Integrated Services in West Lothian

The health board and local authority are legally required to delegate some of their functions to the Integration Joint Board. The following table provides an overview of the services which are delegated in West Lothian by the local authority and the health board in the integration scheme. In addition, West Lothian's IJB has responsibility for podiatry services.

### Delegated Functions

- Primary Care
- Adult Social Care
- Mental Health Services
- Learning Disability Services
- Physical Disability Services
- Community Health Services
- Community Pharmacy Services
- Health Improvement
- Unscheduled Care for Adults
- Housing Support/Aids and Adaptations

### Lothian-Wide Services

- Podiatry Services



image: Linlithgow, West Lothian



## West Lothian Integration Joint Board Strategic Plan 2023-28



### Strategic Plan

The new Strategic Plan for 2023–2028 was approved by West Lothian Integration Joint Board on 21st March 2023. This Strategic Plan, builds on the achievements of the Strategic Plan 2019 to 2023 and sets out the Board’s ambition for the continued development and improvement of health and social care services in West Lothian for the period 2023 to 2028.

The plan also outlines how we will deliver the nine national health and wellbeing outcomes through the delivery of our strategic priorities and transformational change programmes against the background of demographic, and financial challenges.

A Strategic Needs Assessment was undertaken to inform the development of the new plan and to provide a clear understanding of the needs and priorities of our population. Through the needs assessment analysis was undertaken of local and national data to identify current and future trends to support the planning and development of future services.

The population projections for West Lothian during the lifespan of the plan show that older adults will form a greater proportion of the population over time. The number of people in West Lothian aged 65 to 74 is expected to increase by 19% by 2028 with those aged over 75 increasing by 39%. This is compared to the Scottish average growth of 14.4% in the 65 to 74 population and 25.4% increase in those aged over 75 during the same time period.

Alongside data analysis, a comprehensive engagement exercise was undertaken to ensure that the views of partners, staff, unpaid carers and people who use our services were captured to identify what is currently working well, what we still need to do and where any gaps exist. Work was also undertaken with the IJB Strategic Planning Group to review the previous IJB Strategic Plan and identify potential priorities for the new plan.



# Strategic Planning

## Our Vision

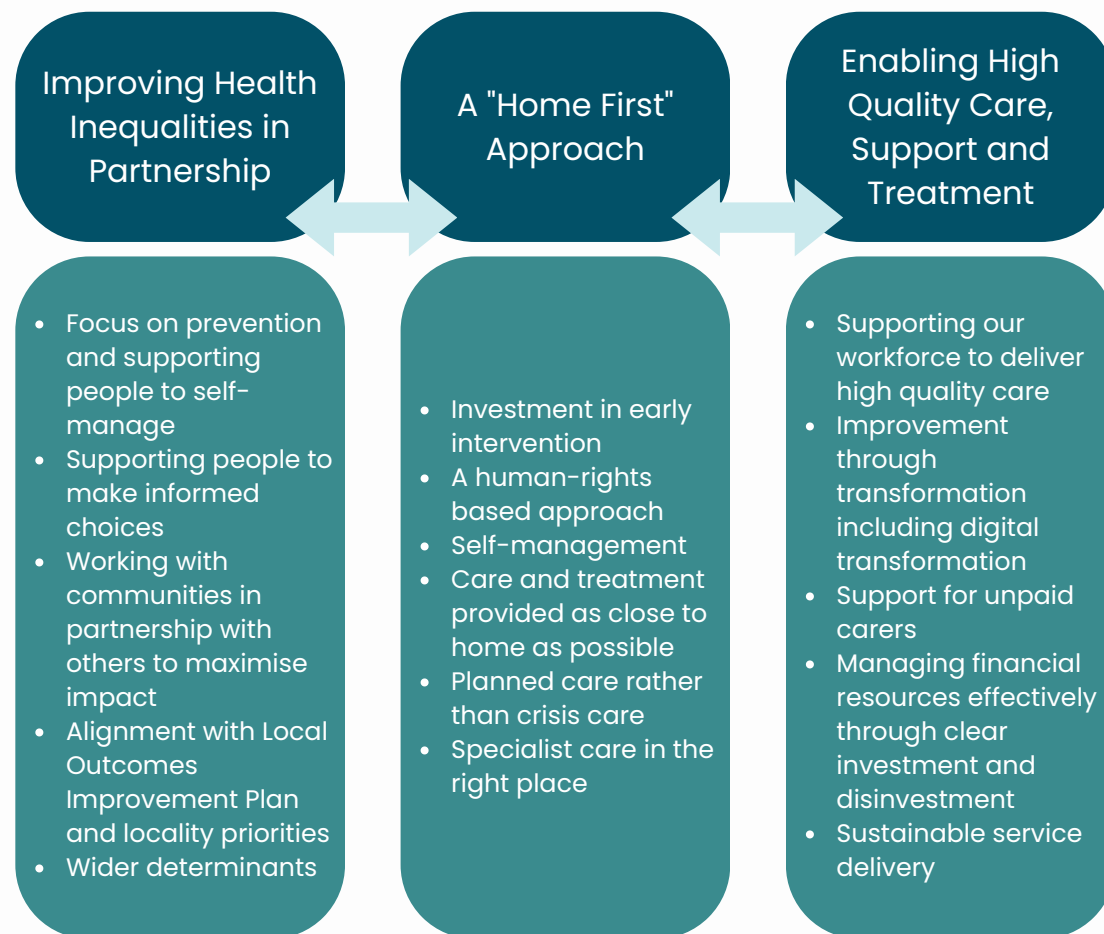
The plan sets out the IJB's vision of:

**"Working in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian"**

The seven strategic aims of the Strategic Plan 2023-2028 are to:

- **Take a 'Home First' approach with coordinated care, support and treatment as close to home as it can be**
- **Deliver planned care whenever possible**
- **Enable access to timely information, advice and support enabling people to make decisions about their own wellbeing**
- **Take a rights based approach which places people at the centre**
- **Involve citizens, communities, staff, carers and other stakeholders as experts**
- **Improve outcomes for people through more seamless partnership working**
- **Drive improvement in service delivery through transformation**

To achieve this, the IJB has set the following strategic priorities for the duration of this Plan:







The Strategic Plan and delivery plans have been designed to deliver the nine National Health and Wellbeing Outcomes for integration.

## National Health and Wellbeing outcomes

The National Health and Wellbeing Outcomes provide the foundation for the West Lothian Strategic Plan. The outcomes are high level statements by the Scottish Government setting out what health and social care partners are attempting to achieve through integration.





# Strategic Planning

## Strategic Delivery Plans

The Strategic Plan is underpinned by three delivery plans, which inform our strategic commissioning and focus on ensuring that the IJB fulfils its statutory duty to achieve best value, while delivering, developing, and commissioning services that are person centred, take a human rights-based approach and are outcome focused.

A delivery plan has been developed to take forward each strategic priority and will cover all adult care groups. Each delivery plan contains a series of actions and sets out how services will be developed to support the IJB's planning priorities.



## Strategic Priorities

### Improving Health Inequalities in Partnership

It is recognised that health inequalities are systematic, unfair differences in the health of the population that occur across social classes or population groups. In West Lothian there are still significant inequalities in health between people who are socially and economically well off, and those who are socially disadvantaged.

There is an 8-year difference in life expectancy depending on where people live. People living in the most deprived communities can also have poorer physical and mental health throughout their lives with almost every health indicator showing progressively poorer health as indicators of deprivation increase. Research highlights the importance of addressing fundamental determinants of health inequalities such as poverty, income, employment, wealth, and housing to effect change.

The causes of inequalities in health are complex and therefore can only be improved by working in partnership.

To progress the strategic priority of 'Improving Health Inequalities in Partnership', partners are working together:

- To focus on prevention and supporting people to self-manage
- To support people to make informed choices
- With communities in partnership with others to maximise impact
- To align with Local Outcomes Improvement Plan and locality priorities
- To consider the wider determinants





## Strategic Priorities

### Home First

A Home First Approach is one of three strategic priorities within the Integration Joint Board's Strategic Plan for 2023-2028. The Home First Delivery Board has been established to provide governance, direction and oversee progress towards actions in the plan.

The Home First Programme is the Partnership's vehicle to deliver the actions set out in the delivery plan. The programme focuses on developing new ways of working and models of care to support people within the community, with admission to an acute hospital only where there is clinical need for this to happen.

Where hospital admission is necessary for clinical reasons, we are working to ensure that responsive support is available to enable discharge from hospital and allow people to return to community settings without delay. This is the right thing to do as we know that staying in hospital longer than is necessary can result in poorer outcomes for some people, especially those who are frail.

The Home First Programme comprises of four workstreams covering whole-system transformation from community, primary care and care at home initiatives to acute and community beds and unscheduled care.

Working groups within each of the four workstreams are currently active and working towards the delivery plan actions. These working groups have membership and input from a range of colleagues from community and acute health teams and social policy teams.

It is essential that a whole-system, integrated approach is taken to transformation to ensure that the Home First ethos is reflected and promoted in all areas of the Health and Social Care Partnership.

### Home First Principles

Care in your own home wherever possible is our aim

Care and support to enable people to return home wherever possible

Specialist provision where necessary with community focus



# Strategic Planning

## **Strategic Priorities - Enabling High Quality Care, Support and Treatment**

To deliver on the IJB's priorities of Improving Health Inequalities in Partnership and A Home First Approach it is essential we create an environment that enables the development and delivery of good care and treatment. To ensure our plan will deliver on this it is essential we are working to:

- Support and develop the Health and Social Care Workforce
- Progress our technology and work around Digital Transformation
- Support our unpaid carers
- Manage our financial resources effectively
- Develop and deliver sustainable service delivery





## Workforce Planning Update

West Lothian Health and Social Care Partnership published the HSCP Workforce Plan 2022-2025 in October 2022 after receiving feedback from Scottish Government.

The West Lothian HSCP Workforce Plan is designed around the Five Pillars of Workforce Planning which are outlined in the Scottish Government's National Workforce Strategy for Health and Care:



In April 2023, the action plan associated with the Workforce Plan was refreshed to ensure that the actions were clear and deliverable, and to ensure that they were allocated to the most appropriate sub-group.

It was reported to the IJB in September 2023, that a further review of the action plan and governance structure will be commenced from September 2023.

The next update will be presented to the IJB in September 2024.



## Communication and Engagement Plan Update

The West Lothian IJB Communication and Engagement Strategy 2023-2026 was approved by the Board in September 2023.

The purpose of the strategy is to:

- Support the delivery of our strategic priorities and objectives
- Provide a framework for communication and engagement activities
- Set out roles, responsibilities and protocols
- Identify key audiences and their needs in relation to communication and engagement

The aim of the strategy is to support the Health and Social Care Partnership to deliver the IJB's Strategic Priorities for 2023-28 by:

- Increasing awareness in all stakeholder groups of the IJB's priorities and the work of the Health and Social Care Partnership
- Providing consistent, accessible information through a range of channels, taking account of different needs and ability to access information online
- Developing robust two-way communication channels that gives everyone the opportunity to engage in decisions that affect them

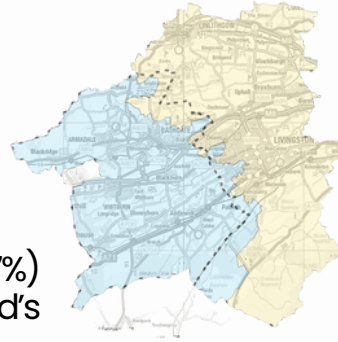
# West Lothian Population

West Lothian has a population of

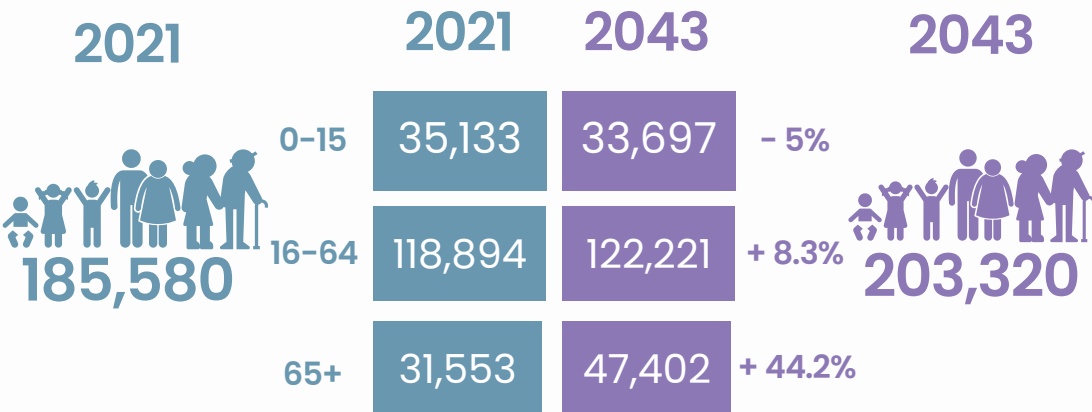
# 185,580

(National Records of Scotland, 2021)

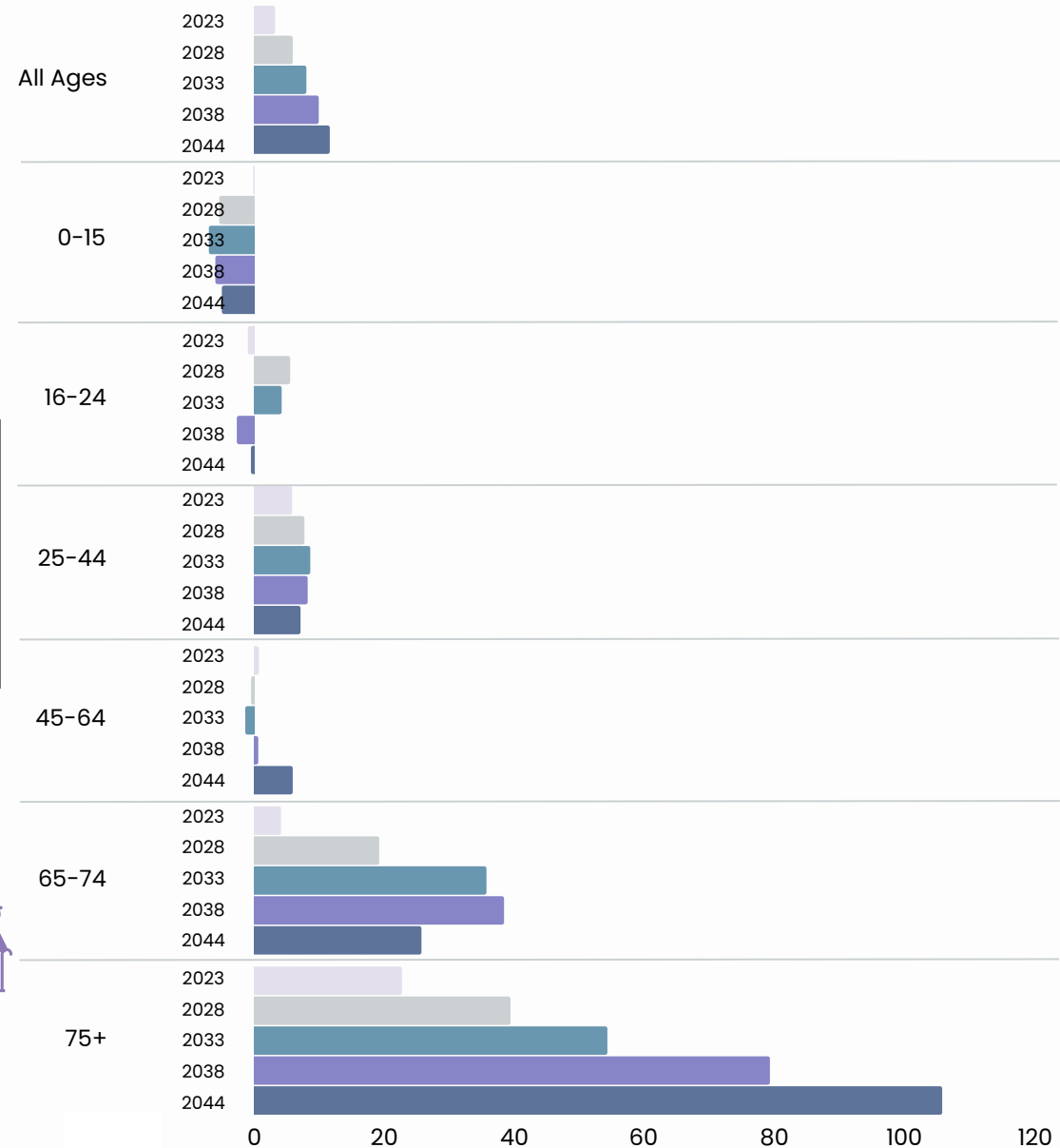
This is an increase of 26,550 people (16.7%) since 2001. Over the same period, Scotland's population rose by 8.2%.



By 2043 West Lothian's population is expected to increase to 203,320 (11.6%)



Projected percentage change in population by age group until 2043





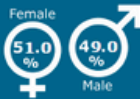
The locality profile below set out an overview of each of the West Lothian localities: East and West.

We know that there are differences in key outcomes between the localities and we have placed more focus on this in our new strategic plan.

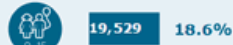
## West Lothian - East Locality Profile

**105,086**

people live in the **East locality**



NRS: Mid-2021 Population Estimates



NRS: Mid-2021 Population Estimates

**Life expectancy at birth**



ScotPHO: 2017-21

**12.3%** of the East locality population reside within the **20% most deprived** areas in Scotland



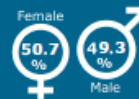
**54.3%** of home care clients receive a **telecare and/or community alarm** service



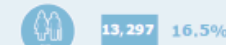
## West Lothian - West Locality Profile

**80,494**

people live in the **West locality**



NRS: Mid-2021 Population Estimates



NRS: Mid-2021 Population Estimates

**Life expectancy at birth**

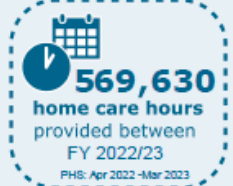


ScotPHO: 2017-21

**18.6%** of the West locality population reside within the **20% most deprived** areas in Scotland



**49.4%** of home care clients receive a **telecare and/or community alarm** service





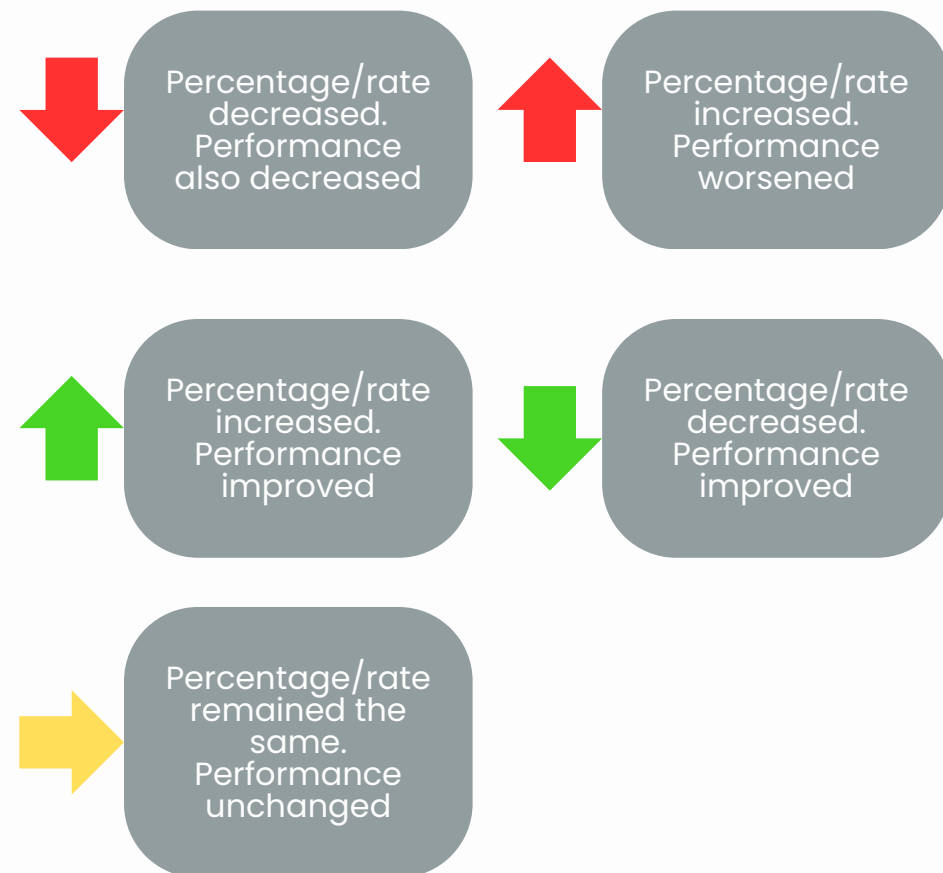
## Performance Review

West Lothian IJB has developed a range of performance indicators to allow progress against health and wellbeing outcomes and integration indicators to be measured.

Underneath the nine National Health and Wellbeing Outcomes sits a Core Suite of Integration Indicators which all Health and Social Care Partnerships use to report their performance against. Performance indicators are scrutinised regularly by the Integration Joint Board to monitor progress against objectives and identify areas for improvement.

The annual performance report outlines how West Lothian is performing against the main indicators using the latest published data.

## Performance Key



## Summary of Core Suite of Integration Indicators

### Indicators 1 to 9

Indicators NI1 to NI9 are reported in the Health and Care Experience Survey commissioned by the Scottish Government. This survey is sent randomly to around 5% of the Scottish population every two years.

National Indicator (NI)		2021/22		2023/24	
		West Lothian	Scotland	West Lothian	Scotland
NI-1	Percentage of adults able to look after their health very well or quite well	89.5%	90.9%	89.5%	90.7%
NI-2	Percentage of adults supported at home who agree that they are supported to live as independently as possible	70.4%	78.8%	69.7%	72.4%
NI-3	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	80.6%	70.6%	53.5%	59.6%
NI-4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	71.7%	66.4%	58.2%	61.4%
NI-5	Total percentage of adults receiving any care or support who rated it as excellent or good	80.5%	75.3%	62.1%	70.0%
NI-6	Percentage of people with a positive experience of the care provided by their GP practice	62.2%	66.5%	65.7%	68.5%
NI-7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	79.0%	78.1%	64.9%	69.8%
NI-8	Total combined % carers who feel supported to continue in their caring role	25.2%	29.7%	25.8%	31.2%
NI-9	Percentage of adults supported at home who agreed they felt safe	79.8%	79.7%	67.6%	72.7%

## Summary of Core Suite of Integration Indicators

### Indicators 11 to 19

Indicator		2020/21		2021/22		2022/23		Change and Performance Against Previous Year	
		West Lothian	Scotland	West Lothian	Scotland	West Lothian	Scotland	West Lothian	Scotland
NI - 11	Premature mortality rate per 100,000 persons (calendar year)	463 (2021)	463 (2021)	441 (2022)	441 (2022)	429 (2023)	442 (2023)	↓	↑
NI - 12	Rate of emergency admissions for adults (per 100,000 population)	11,742	10,963	12,123	11,639	11,153	11,276	↓	↓
NI - 13	Rate of emergency bed days for adults (per 100,000 population)	88,103	102,772	94,086	115,135	95,797	119,806	↑	↑
NI - 14	Emergency readmissions to hospital within 28 days of discharge (per 1,000 discharges)	123	120	107	107	95	102	↓	↓
NI - 15	Proportion of last 6 months of life spent at home or in a community setting	91%	90%	90%	90%	90%	89%	→	↓
NI - 16	Falls rate per 1,000 population aged 65+	19.2	21.7	20.0	22.6	19.8	22.6	↓	→
NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	84%	83%	81%	76%	76% (2022/23)	75% (2022/23)	↓	↓
NI - 18	Percentage of adults with intensive care needs receiving care at home (Calendar Year)	64% (2020)	63% (2020)	67% (2021)	65% (2021)	63% (2022)	65% (2022)	↓	→
NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	360	484	426	748	657 (2022/23)	919 (2022/23)	↑	↑
NI - 20*	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

\* NHS Boards were not able to provide detailed cost information for 2020/21 due to changes in service delivery during the pandemic. As a result, PHS have not provided information for indicator 20 beyond 2019/20. PHS previously published information to calendar year 2020 using costs from 2019/20 as a proxy but, given the impact of the COVID-19 pandemic on activity and expenditure, PHS no longer consider this appropriate



# Outcome 1 Performance and What We Have Done

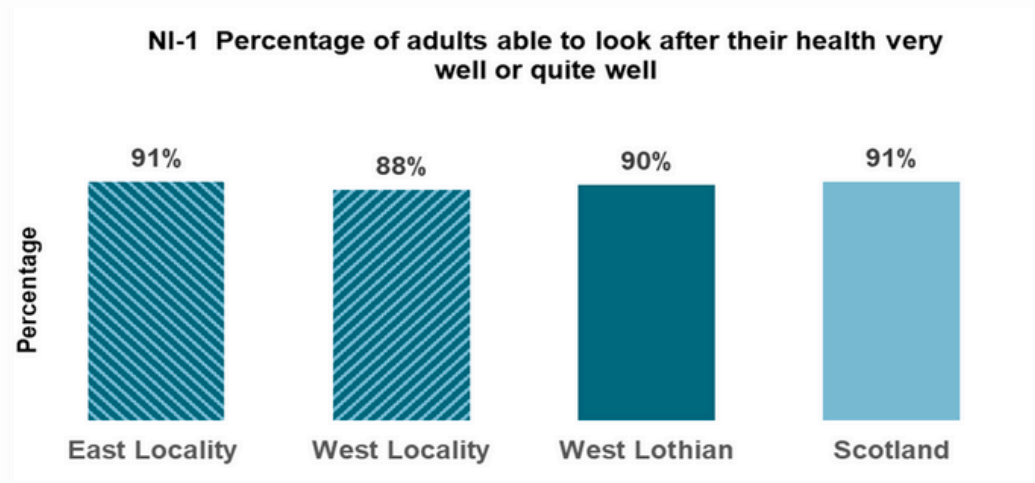
## Outcome 1

✿ **People are able to look after and improve their own health and wellbeing and live in good health for longer**

### Our Performance

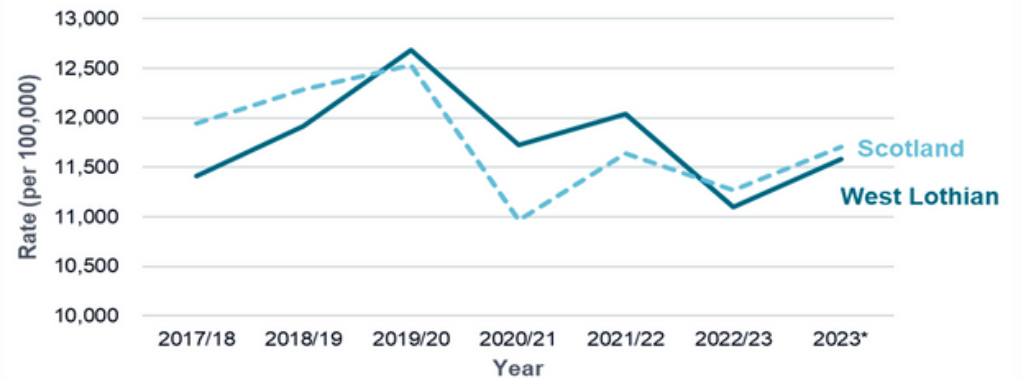
**NI-1** Percentage of adults able to look after their health very well or quite well

	East Locality	West Locality	West Lothian	Scotland
2023/24	91%	88%	90%	91%

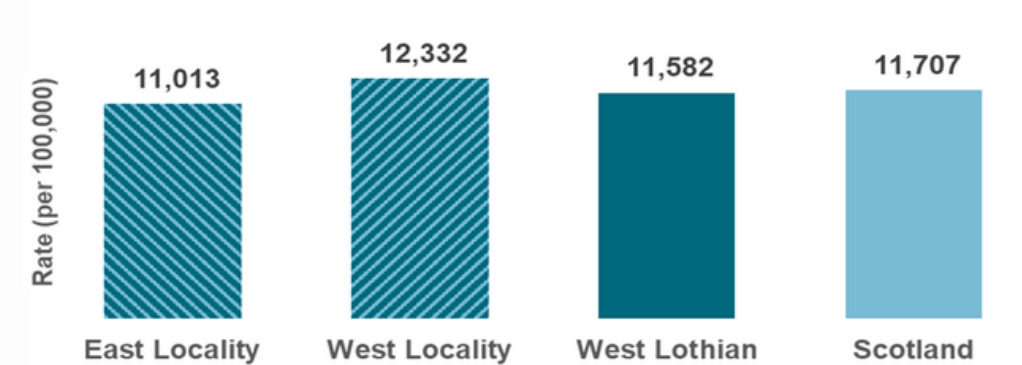


In 2023/24, the percentage of people in West Lothian who thought that they could look after their health very well or quite well was 90%. This is the same percentage rate as 2021/22, and currently one percentage point lower than Scotland.

## NI-12 Rate of emergency admissions for adults (per 100,000)



NI-12 Rate of emergency admissions for adults (per 100,000), 2023\*



The rate of emergency admissions in adults per 100,000 increased from 11,412 emergency admissions in 2017/18, to 12,687 admissions in 2019/20. There was then a reduction in 2020/21, likely due to the national lockdown in 2020 due to COVID-19. However, the latest rate for 2023 has seen an increase in admissions to 11,582 per 100,000. This trend is also reflected in the Scottish rate.



## Outcome 1 Performance and What We Have Done

### What We Have Done

#### Ageing Well

Ageing Well aims to improve, maintain and promote the physical and mental health and wellbeing of older people and improve their quality of life through a peer support programme of activities and services. It has been established since 2001 and is delivered by West Lothian Leisure.

Ageing Well provides an extensive range of physical activity and wider wellbeing opportunities which can help reduce loneliness and social isolation. These activities include buddy swimming, walking groups, seated exercise, line dancing, knit and natter, gentle exercise, badminton, tai chi and social events. The programme delivers a Place Based Approach by providing activities within local communities such as Partnership Centres, Community Hubs and Xcite facilities.

The project works in partnership with organisations including OPAL (Older People Active Lives), Good Neighbour Networks, Paths for All, Care Homes/ Day Care Centres, MacMillan, SMILE Adventure with Dementia and West Lothian 50+ Network.

Ageing Well uses a peer led model with 42 volunteer, who are all older adults themselves who support activities such as health walks and exercise classes. Volunteers are provided with training to support them in their role.

"I have been attending the singing for health group at Whitburn since it started and always have a great time. I have always loved singing, it lifts my spirits.

I live alone and in my 80's and have mobility issues so don't get out the house very often. This session is the highlight of my week as I get to socialise with people and I have met some wonderful friends.

The music is great and varied. I also love taking part in the talent show and look forward to it returning as it was always great."



## Outcome 1 Performance and What We Have Done

### What We Have Done

#### Technology Supporting Choice

A key objective of Home Safety Service is to ensure that people are given choice in how their care and support is delivered and are empowered to self-manage their own conditions where possible. One of the ways that the service does this is through the promotion of a TEC First Approach.

During 2023-24 the team trialled a range of new approaches with the aim of supporting people to remain living at home. This included the use of the 'world's simplest computer', known as KOMP and an Automatic Medication Dispenser (AMD) to manage medication adherence.

The person using KOMP requires no digital skill, bridging a gap with its simplicity and large screen. The user is supported by family/friends or involved professionals who send content to the screen securely. This can include photos, messages, reminders and video calls which promotes interaction with their support network, reduces isolation and maintains routine around specific daily functions. This can include medication reminders, prompts to eat and adds structure to the day through a daily planner.

Many individuals expressed a desire to manage their own medication but needed some support to do this, their choice was to use technology rather than in person care. The AMD was trialled with the support of family members to fill the dispenser with medication, the user is then reminded to take their medication through audible and visual prompts on the device at the agreed scheduled time.

"The pill dispenser is a great help, giving us peace of mind that double doses can't be taken. Plus, the medication isn't misplaced with it being in the dispenser."



"As a result of a Just Checking assessment, it was suggested that we trial KOMP, which is proving to be a great success whilst providing us with peace of mind, support and re-assurance when we cannot be there."



# Outcome 1 Performance and What We Have Done

## What We Have Done

### Xcite West Lothian Leisure Health & Wellbeing Programme

West Lothian Leisure is commissioning by the West Lothian Health and Social Care Partnership to delivery a Health and Wellbeing programme. The programme is designed to support people living with long term conditions to use physical activity as a self-management tool. The program aims to support over 2000 people across West Lothian who are living with conditions such as heart disease, COPD or requiring support with their mental health to get active.

The programme provides a person centred approach by creating a range of options to suit individual needs, abilities and physical function. Activities include 1:1 gym sessions, Easyline group classes (designed to support those with limited mobility) and group circuit classes. The group classes provide an opportunity for social connectedness and friendships to be formed. Each participant referred to the program receives 12 weeks of funded access to all Xcite venues across West Lothian to encourage an increase in physical activity levels.

Through engaging in the programme, participants experience a positive impact on their quality of life, manage their condition better, maintain independence for longer and reduce their reliance on health and social care services.

In January 2023, the programme launched a Test of Change to review and compare two different delivery models to identify the best approach to uptake, retention and completion. Napier University is supporting the programme in evaluating the data.



“The referral and exercising had helped myself confidence and more positive mindset”

“This programme has changed my life for the better in leaps and bounds with raising my self esteem. I have gained so much strength and confidence I never had before. It has been a life changing experience”

“Exercise helps me function better and it really lifts my mood. I no longer need medication to manage my anxiety”

“I have noticed vast improvement in my mental health and was even able to find employment for the first time in a year”



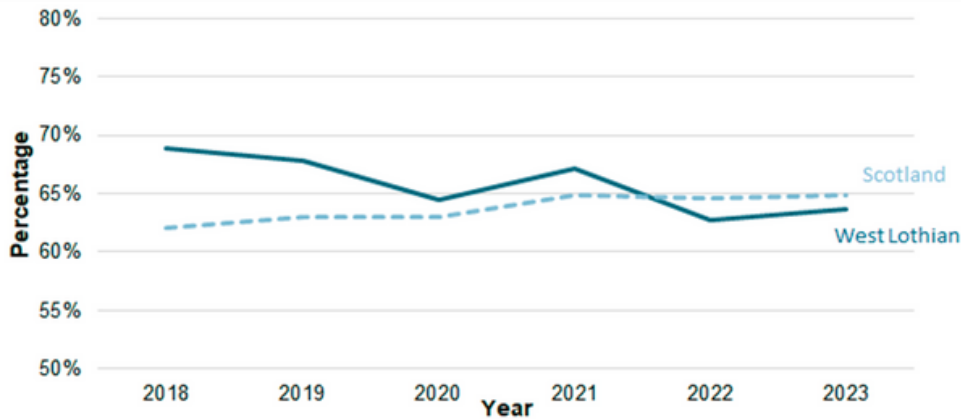
# Outcome 2 Performance and What We Have Done

## Outcome 2

✳ **People as far as possible including those with disabilities or long-term conditions, or who are frail, are able to live as far as reasonably practicable, independently and at home or in a homely setting in their community**

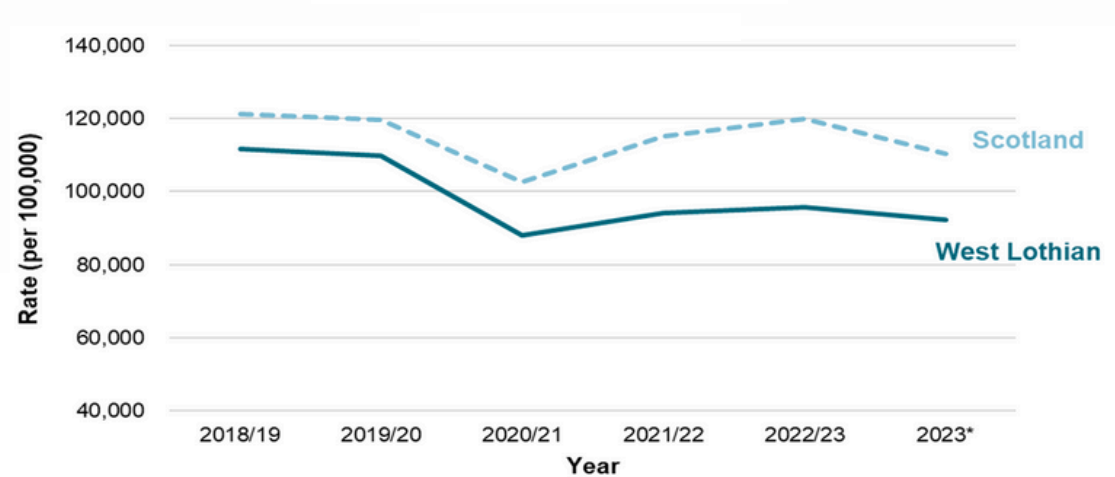
### Our Performance

**NI-18** Percentage of adults with intensive care needs receiving care at home (Calendar Year)



The latest data we have for this indicator is calendar year 2022, where 64% of adults with intensive care needs are receiving care at home. The trend has remained consistent, fluctuating between 64% and 69%. The trend for the Scottish average had remained below the West Lothian rate since 2017 however West Lothian has dipped below Scotland in 2022.

**NI-13** Rate of emergency bed days for adults (per 100,000 population)



The emergency bed day rate of adults, per 100,000 population, was 94,086 for West Lothian in 2023. This was an increase of 1.8% of bed days compared to the previous year. The Scotland rate in 2023 is 119,806 which is 4% increase in comparison to the previous year.



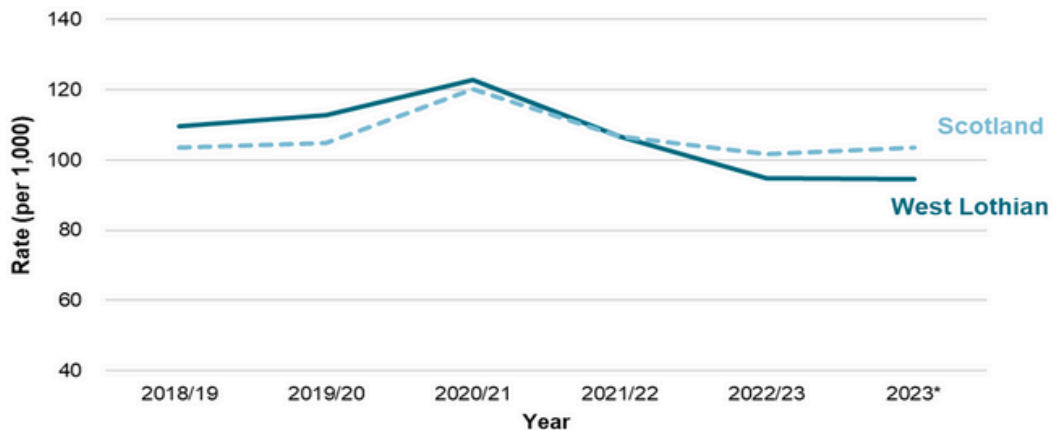


# Outcome 2 Performance and What We Have Done

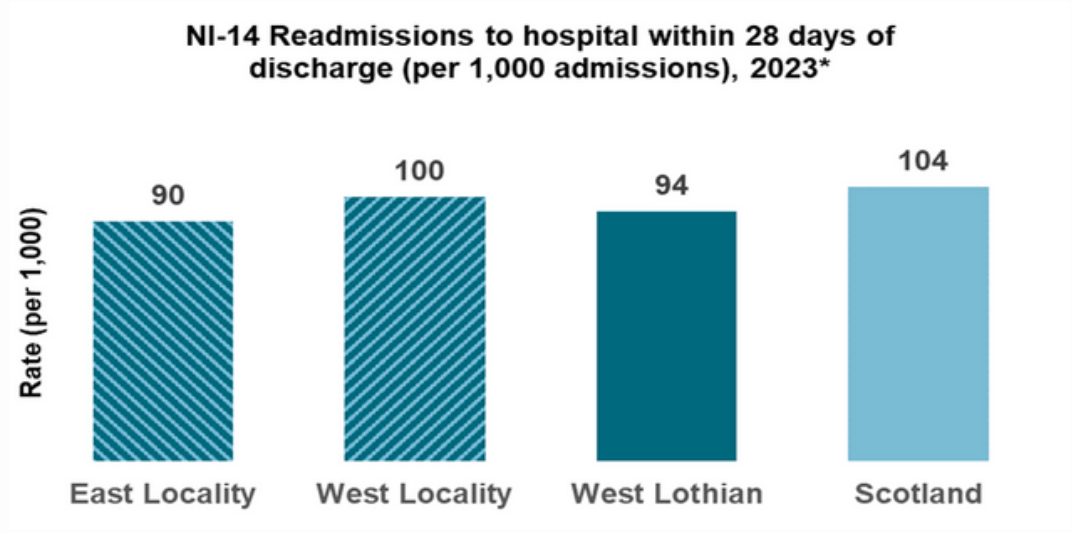
## Outcome 2

### Our Performance

**NI-14** Emergency readmissions to hospital within 28 days of discharge (per 1,000 discharges)



The re-admission rate to hospital for adults within 28 days in 2023 was 94 per 1,000 admissions. The trend has been fluctuating since 2017/18, with the highest rate of 123 in 2020/21, and a previous low of 104 in 2017/18. The Scotland rate has followed a very similar trend.





## Outcome 2 Performance and What We Have Done

### What We Have Done

#### Whole System Approach to Improving Care at Home

Care at Home (CAH) services provide vital personalised care to enable people to continue to live in their own home for as long as possible. The purpose of the service is to ensure a high quality of life for the people, while enabling them to retain their independence.

In West Lothian, CAH was historically the most fragile part of the social care market where gaps in service supply contributed to hospital delays and significant unmet care needs in the community. In January 2023, 152 people were awaiting care equating to 1026 hours per week being unmet.

The West Lothian Health and Social Care Partnership has implemented a range of innovations and improvements to intensify care at home oversight and assurance arrangements and better understand data. This has included:

- Investing in the development of a dedicated Assessment and Review team
- Benchmarking, designing and implementing new commissioned services to tackle geographical issues and supply shortages
- Utilise Technology Enabled Care to support care needs

- Establishing collaborative groups with key stakeholders, commissioned providers, Scottish Care and Third Sector partners
- Recruiting additional staff to efficiently match care, support quality assurance and contract monitoring

**The investment and improvement activity has resulted in a significant reduction in unmet need by 70% and no hospital delays resulting from availability of care at home services in March 2024.**



## Outcome 2 Performance and What We Have Done

### What We Have Done

#### Cawburn Road – Complex Care Provision

The Cawburn Road – Complex Care development offers 16 single tenancies for people who require intensive support to meet their needs on a 24hr basis. Tenancies will be offered to those who are currently living within a hospital environment, are placed in a residential setting out with West Lothian or to young people in transition.

Despite a number of issues delaying the build of the properties, the site was completed and transferred to Social Policy in June 2023.

The tender exercise to commission an organisation to deliver the care and support was undertaken in Spring 2023. The contract was awarded to Mears with a commencement date of 1st July 2023.

A phased approach will be taken to individuals moving to Cawburn Road, in order to support the current challenges with recruitment within the social care sector and ensure focused, person centred transitions are facilitated with each person.

Currently, there are 3 people living within their own tenancy at Cawburn Road, with a further 4 individuals currently transitioning with expected move in dates before end of August 2024.

The remaining individuals will commence their transitions to Cawburn Road in Autumn 2024, and are expected to move by the end of December 2025.





### What We Have Done

#### Home First Project 3b-4 – Housing with Care

In March 2023, the West Lothian IJB agreed that a review of Housing with Care should be undertaken to deliver savings of £482,000. In addition to this, further savings of £100,000 were required to address a recurring financial pressure. It is expected that the the savings will be achieved by 31st March 2025.

A Review Board was established to monitor and co-ordinate tasks/actions and progress of the review. As part of the review a range of engagement events were undertaken with the tenants of the different sites across West Lothian to understand their needs and inform the review.

Hearing the views of tenants, their families and staff was essential to the service review. A series of seven engagement sessions were held across all Housing with Care developments in West Lothian. A summary of feedback from participants is detailed below:

Tenants and their families identified sleepover provision as the most essential element of their housing with care provision. This was closely followed by retaining the staff who currently provide their service as they are knowledgeable about their needs. Tenants noted having a staff presence within the building outwith their direct support times was also important as a reassurance for their emotional wellbeing.

#### Advanced Practice District Nurses – Supporting Frailty in the Community

The Advanced Practice District Nurses have actively targeted District Nursing (DN) patients who present at hospital and offering them a Comprehensive Geriatric Assessment and Frailty Assessment at home to facilitate discharge from hospital.

Following assessment, the DN ANPs facilitate a Multi-Disciplinary Team discussions and ongoing care planning linking with Medicine of the Elderly (MoE) and GP colleagues. Following this a thorough future plan discussion is documented with the aim of supporting realistic medicine and reducing further presentation to hospital where avoidable.



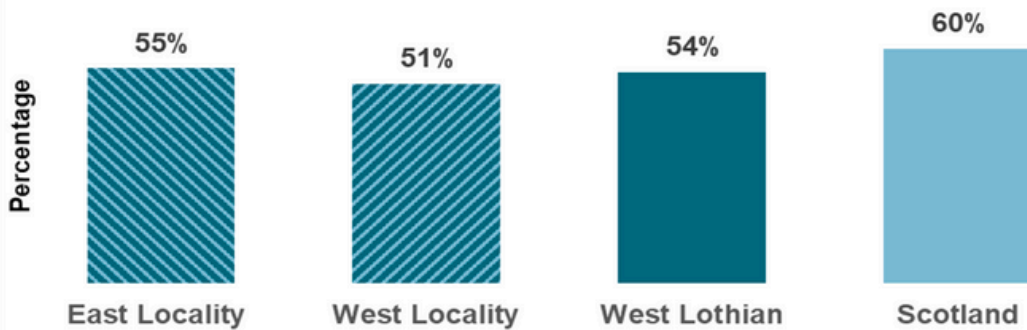
# Outcome 3 Performance and What We Have Done

## Outcome 3

✳️ **People who use health and social care services have positive experiences of those services, and have their dignity respected**

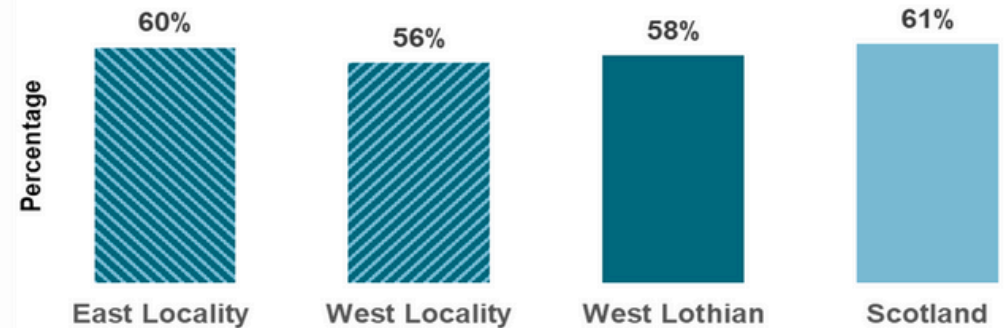
### Our Performance

**NI-3** Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided



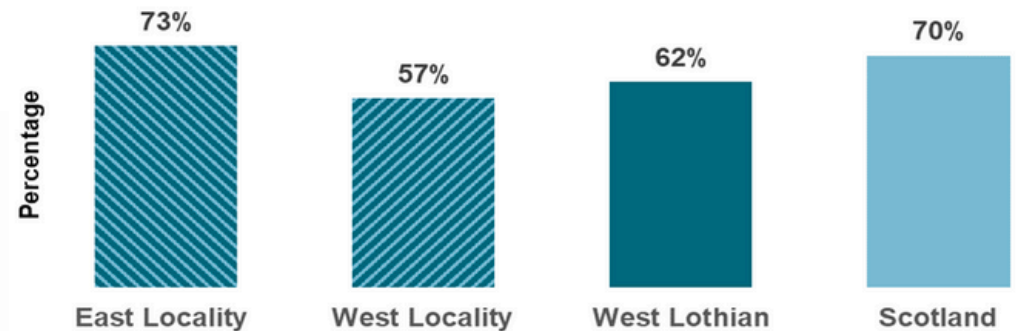
In West Lothian, 54% of people surveyed in 2023/24 agreed that they had a say in how their help, care or support was provided. This is 27 percentage points lower than the 2021/22 figure and 6 points lower than the 2023/24 Scotland average.

**NI-4** Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated



In financial year 2023/24, 58% of adults supported at home, agreed that their health and social care services seemed to be well coordinated. This is 14 percentage points lower than in 2021/22. The response for West Lothian sits below the Scottish average of 61%.

**NI-5** Total percentage of adults receiving any care or support who rated it as excellent or good



The percentage of adults receiving any care or support, who rated it as excellent or good was 62% in 2023/24, this has decreased when figure was 81%. The response for West Lothian sits below the Scottish average of 70% in 2023/24.

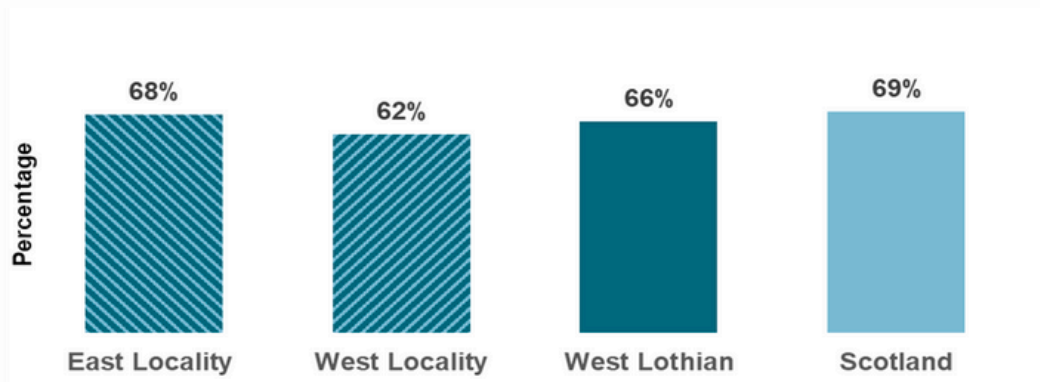


## Outcome 3 Performance and What We Have Done

### Outcome 3

#### Our Performance

**NI-6** Percentage of people with a positive experience of the care provided by their GP practice



In 2023/24, the percentage of adults who had a positive experience of the care provided by their GP practice was 66%, this is an improvement on the previous reported results when the figure was 63%. The Scotland average was 3 percentage points higher for the same year.



## Outcome 3 Performance and What We Have Done

### What We Have Done

#### Review of Care Homes - Closure of Craigmair Interim Care Facility

West Lothian Integration Joint Board agreed budget saving measure SJ5c Review of Internal Care Homes on 27 June 2023. The agreed budget saving measure was delivered through the removal of operating costs associated with Craigmair Interim Care Facility.

Craigmair closed to new admissions on 1st September 2023, at total capacity of 30 residents. Following significant activity to support resident transfer to alternative care home provision, the last resident was discharged mid-February 2024.

The staff remaining in post have now transferred to the remaining internal care homes. This has had a positive impact on staffing by bringing stability to the staff teams through consolidation and permanent appointments.

The closure of Craigmair Interim Care Facility has now concluded, delivering the agreed budget saving of £577,000.

In addition to the closure of Craigmair, the IJB instructed a review of internal care homes to develop an ongoing, affordable and sustainable future delivery model to meet the needs of older people. This review commenced with an analysis of need, identifying 3 priorities to be considered:

- Respite Care
- Specialist Dementia Care
- Complex Mental Health Care

Discussion and exploration of these priorities remain at a conception stage and require greater evaluation and consideration prior to formal proposals being developed. All proposals will align with the Home First principles, ensuring individuals are supported at home or in a homely setting for as long as possible.

All internal care homes are currently operating at capacity, providing essential care and support to vulnerable older people. In order to diversify from the existing service provision, an incremental and phased approach will be needed.



## Outcome 3 Performance and What We Have Done

### What We Have Done

#### Home First Project 2a – Integrated Front Door (Enhanced ROTAS Test of Change)

In late Summer 2023, a working group was established to consider how existing services could work differently to provide a more robust community intervention within the front door areas of St. John's Hospital (SJH). Following a period of engagement and development, the Enhanced ROTAS Test of Change commenced on 4 December 2023 for a period of 4 months.

The model for this Test of Change involved an “enhancement” to the current Rapid Occupational Therapy Assessment Service (ROTAS) team whereby members of the Single Point of Contact (SPOC), Discharge to Assess and the wider Integrated Discharge Hub have integrated with ROTAS, with the inpatient physiotherapy team also providing priority bleep cover to help support where appropriate.

The new “enhanced” multidisciplinary team worked in-situ within A&E and EMA in SJH to support with collaborative and timely decision making on a patient's most optimum onward pathway and provided more efficient access to urgent unscheduled community support to prevent unnecessary hospital admissions.

An evaluation is currently underway to measure the success of the Test of Change against pre-defined performance indicators/outcomes.

The proposed test of change model aims to:

- support **joint decision making** (pulling on community experience and promoting a “Home First” approach);
- provide **rapid access** to community support as alternatives to hospital admission; and
- identify people at the front door who may require community support to facilitate discharge following their acute admission episode, notifying the Integrated Discharge Hub at the earliest point and **improving bed flow.**





### What We Have Done

#### West Lothian Intermediate Care Model Workstream 1b-5

The Health and Social Care Partnership is focused on strengthening our Home First (HF) approach, to help people to remain independent and safe at home, while maintaining community connections for as long as possible

A key project to meet this priority has been developing an integrated intermediate care model within West Lothian with the aim of supporting people to remain independent at home for as long as possible, and potentially reduce the need for longer term care.

Intermediate care is the provision of short term support to:

- Avoid unnecessary presentation or admission to hospital
- Promote independence following a hospital stay or illness
- Address difficulties associated with reduced Activities of Daily Living (ADLs)
- Enable or re-enable independence for as long as possible

This initiative brings together health and social care teams that are currently providing short term rehabilitation and support for people to achieve their personal ADLs, such as personal care, preparing meals and the ability to access the community. The aim is to improve a person's health and well being, and support them to remain at home and 'stay well'.

The first phase of this project has been focusing on care elements of intermediate care to understand our current demand, capacity and activity. This will form the baseline on which to transform our pathways, processes and support network to meet the needs and wishes of the people of West Lothian.

This project aims to strengthen existing teams by developing an integrated West Lothian intermediate care delivery model to support people at home in a time of crisis and avoid unnecessary hospital presentation or admission and promote recovery following an acute illness.

The model places a person at the centre of decisions, with an emphasis on the least invasive intervention, increased use of technology to promote independence, self-care and short-term support.

#### Key Outcomes

- Rapid access to short term support to reduce crisis needs
- Improved access and reduced variability of pathways and processes
- Increase in number of people remaining independent at home following support/intervention.



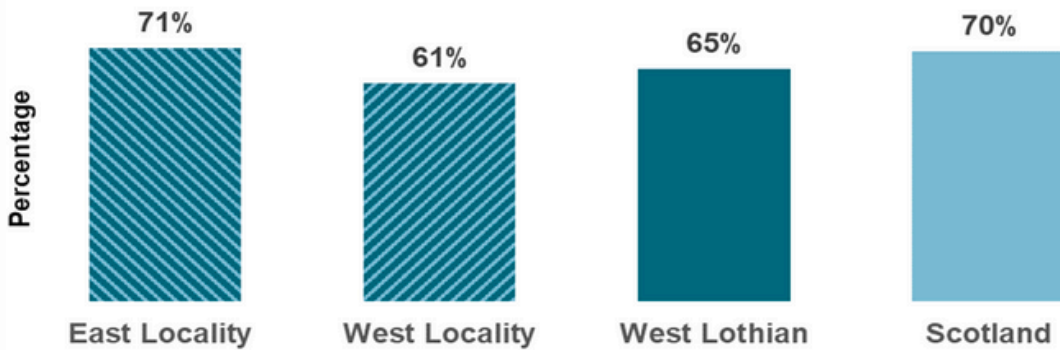
# Outcome 4 Performance and What We Have Done

## Outcome 4

✳ **Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services**

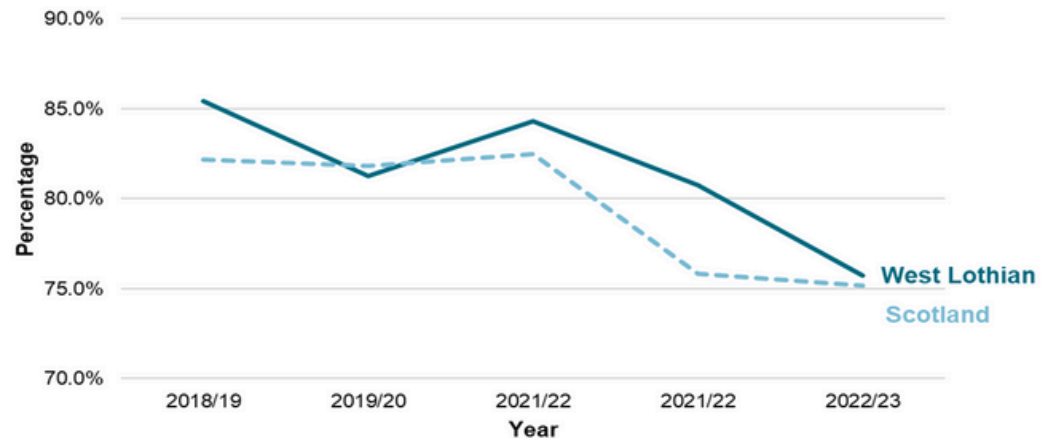
### Our Performance

**NI-7** Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life



The percentage of adults supported at home who agreed that their services and support had an impact on improving or maintaining their quality of life was 65% in 2023/24, this is 14 percentage points lower than in 2021/22. The Scotland response rate was slightly higher at 70% in 2023/24.

**NI-17** Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections



The overall quality of care as good (4) or better in Care Inspectorate inspections was 76% in 2022/23, which is 1 percentage point higher than the Scottish average of 75%. Not all services are inspected each year and inspections in 2020 were different than in previous years due to the COVID-19 pandemic.



## Outcome 4 Performance and What We Have Done

### What We Have Done

#### Just Checking – Supported Evidence in Assessment

The 'Just Checking' technology has continued to be utilised within assessment and review of care and support planning. The small discreet sensors are placed throughout the individual's home over a two week period to build up a picture of their daily living habits and patterns.

The data gathered gives supported evidence which promotes a strength based, outcome focused discussion with the individual and their loved ones to make informed decision around appropriate and proportional supports which may be required.

The use of Just Checking has highlighted the abilities of many individuals with the data gathered acting as their voice and in many cases avoided or reduced the need for formal care interventions. In addition, the technology has shown where individuals can live independently and remove or delay the need for a Care Home placement.

In 2023-24 a total of 91 individuals benefited from an assessment which utilised the Just Checking technology which resulted in the reduction and avoidance of Care at Home provision and Care Home placements.



“After considering long term care for our mum, having Just Checking installed has reassured that she is managing at home, with care”

“The Just Checking system allowed family and health professionals to have a better understanding of the patient's overnight activity as patient was very fatigued, struggled to engage in rehabilitation. It gave more information for medical professionals to adjust interventions based on level of activity noted overnight. Was a very useful tool to fully understand the patient over a 24-hour period.”



### What We Have Done

#### Launch of West Lothian Distress Brief Intervention (DBI) Service

The West Lothian Distress Brief Intervention (DBI) Service was launched on 31st March 2024 in line with the Scottish Government commitment to embed DBI in all local authority areas by the end of March 2024.

DBI is a non-clinical intervention, providing support to people who are experiencing distress but do not require admission to an inpatient mental health ward.

Trained front-line staff such as health, police, ambulance and primary care staff help ease the person's distress, provide a compassionate response and where appropriate, offer a seamless referral to a DBI level 2 service.

The West Lothian DBI level 2 service is provided by commissioned and trained third sector staff from the Lanarkshire Association for Mental Health (LAMH), who contact the person within 24-hours of referral and provide community-based problem solving, support, wellness and distress management planning, supported connections and signposting for a period of 14 days.

The service operates 7 days a week from the Livingston Community Wellbeing Hub with support delivered via a mix of face-to-face and telephone. Support and signposting is entirely based on individual needs and focusses on the underlying reasons for the individual's distress.

The initial referral pathway to the DBI service is via Acute Care and Support Team (ACAST) at St John's Hospital. Training is now being rolled out to other front line staff groups such as Practice Mental Health Nurses, GPs, Emergency Department, Police Scotland and Scottish Ambulance Service.

National data indicates that DBIs are effective in reducing individuals' distress and builds resilience in managing future episodes of distress. This may help reduce repeat presentations to front-line services such as ACAST and GP practices thereby reducing pressure on other services.



## What We Have Done

### Access to Psychological Therapy: Reduction in Wait Times

West Lothian Psychological Therapies team continue to make progress in reducing their wait times for access to psychological therapies. This has come about through a combination of good leadership within the team, strong team working in a dedicated staff group and initiatives such as developing and adapting the group programme and working with referrers to accurately identify suitability of referrals.

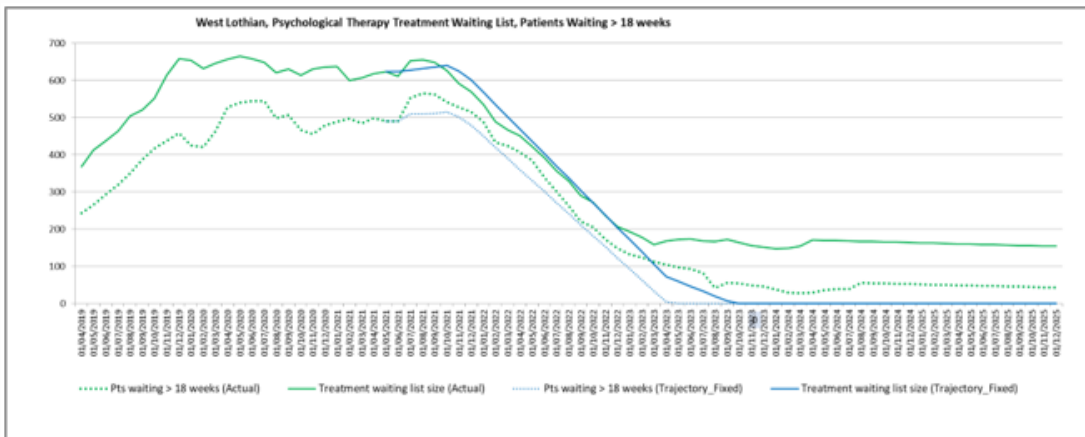
The graph below demonstrates the continued progress since April 2023. In April 2023 there were 104 individuals waiting over 18 weeks to start psychological therapy. In March 2024 this has reduced to 28 individuals.

Whilst in recent months there has been an increase in demand within the service, the team is continuing to progress towards the National 18-week referral to treatment target.

With a view to sustaining and developing these gains, the team is now focusing on improving working relationships with referrers and fellow mental health services. Early outputs from that project have included a video for fellow professionals describing the role of therapy and who it is most suitable for. Currently under development by a multi-service short life working group is a user-friendly guide to referral pathways for all mental health services in West Lothian.

As noted below, the next period will be one of challenge as financial pressures are anticipated to impact service capacity.

Sustainability of this improvement will be dependent on demand remaining at a steady state and capacity remaining stable. This relies on staff retention and limiting the impact of potential financial restrictions on future recruitment.





# Outcome 5 Performance and What We Have Done

## Outcome 5

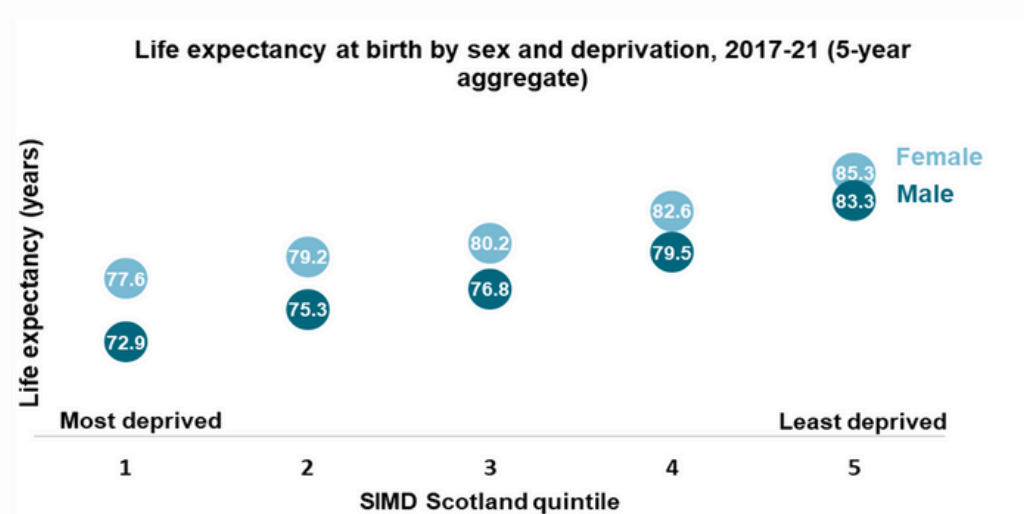
✳ **Health and social care services contribute to reducing health inequalities**

### Our Performance

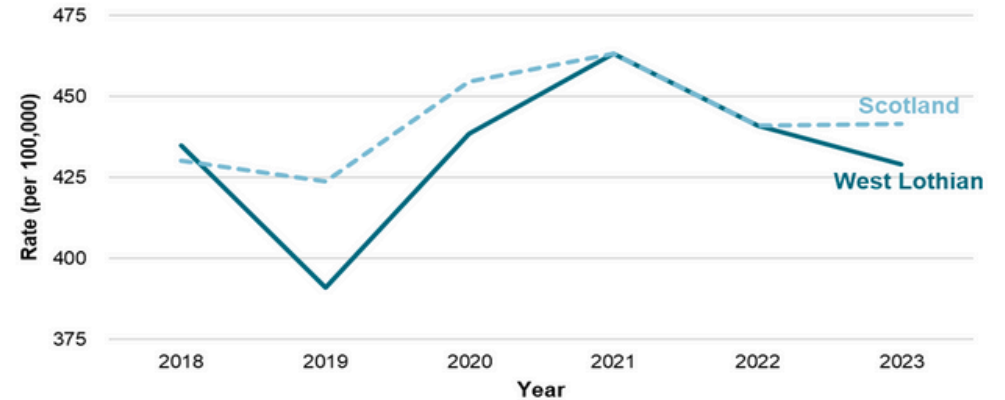
		2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22
West Lothian	Male	78.3	78.1	77.8	77.9	77.5	77.2	77.1
	Female	80.8	81.0	80.8	81.0	80.5	80.6	80.7
Scotland	Male	77.1	77.0	77.1	77.2	76.8	76.6	76.5
	Female	81.1	81.1	81.1	81.1	81.0	80.81	80.7

Source: NRS

Female life expectancy is better than for males which is consistent with the national picture. Life expectancy in West Lothian is consistent with the Scottish position. Life expectancy is higher in least deprived areas of West Lothian and Scotland.



NI-11 Premature mortality rate per 100,000 persons (calendar year)



The premature mortality rate, which is the number of people dying before the age of 75, for West Lothian was 429 deaths per 100,000 in 2023. West Lothian's premature mortality rate has routinely outperformed the Scotland average in 2019 2020, although has been much closer in recent years. Scotland's premature mortality rate was 442 deaths per 100,000 in 2023.



## Outcome 5 Performance and What We Have Done

### What We Have Done

#### Vaccination Delivery

West Lothian Health and Social Care Partnership is currently sitting around the Scottish average for vaccination uptake. In the last 12 months a Clinical Nurse Manager (CNM) has been recruited and the service is currently undergoing a restructure under organisational change which identified financial savings, created a pathway for career progression and has increased resilience within the teams.

The Partnership has moved away from mass clinics sites and our new model focuses on delivering local clinics within GP practices which are geographically spread out across West Lothian. We also work in partnership with GP practices to offer additional walk-in clinics in areas with lower uptake. A good example of additional pop-up clinics is within Craigshill Health Centre where the practice manager will reach out to eligible patients to notify them of the drop-in clinics. There has been a good uptake of vaccination using this approach in areas where there has been lower uptake. We also have some support from the Scottish Ambulance Service who will provide a bus as a space to vaccinate.

As part of our inclusivity work we have also offered additional vaccination clinics to minority ethnic communities by attending church groups, other group meetings and also foodbanks.

The team has also successfully completed health screening and vaccination offers to the residents within the Carin Hotel. The health screening has identified health issues which has allowed patients to receive treatments.

#### Primary Care

A number of initiatives have been implemented within Primary Care services to reduce inequalities by focussing on improving access to services, maximising use of resources and building resilience within the workforce.

Specifically, the Pharmacotherapy Hub has been expanded and now serves 13 of 20 GP practices with plans in place to incorporate more practices this year. Service redesign of the Community Treatment and Care (CTAC) Nursing team and Treatment Room Nursing team has added efficiency and resilience to both services.

Joint working with Mental Health colleagues has allowed the implementation of a Distress Brief Interventions (DBI) service which expands and complements the existing mental health services for the people of West Lothian.

Further information can be found in Appendix 2.



## Outcome 5 Performance and What We Have Done

### What We Have Done

#### Home First Project Ib.1 - Locality Test of Change

An extensive engagement exercise was undertaken in summer 2023 as part of the review and redesign of Adult and Older People's Practice Teams. This results of the engagement indicated that there was a desire for better partnership and multi-disciplinary working and this began to shape what a new way of working could look like, leading to the development of a "locality" model to be tested.

Later in 2023, it was agreed that a Test of Change would take place within a small geographic locality to allow the Partnership to test out a local, multi-disciplinary team approach to the delivery of community-based health and social care support.

The agreed high-level scope of the Test of Change was as follows:

- Adults 18+
- Broxburn area
- Planned and Unplanned Care and Support

Following a period of planning and preparation, as well as further staff and public engagement, the Test of Change commenced on 29 January 2024 and lasted for a period of 14 weeks

The Test of Change model focussed on:

- supporting people to stay well and independent for longer- using a strength-based approach that prioritises prevention, self-management and early intervention,
- providing multidisciplinary, person-centred care and support across organisational boundaries to meet the urgent and routine needs of a local adult population
- tackling inequalities in outcomes, experience, and access
- getting the best from collective resources to ensure "Getting It Right For Everyone" (GIRFE) and with value for money

"Service received compared to 4yrs ago, is absolutely wonderful, everyone has been very kind, helpful and caring towards me and my situation."

Service User Feedback obtained via anonymous online survey





## Outcome 5 Performance and What We Have Done

### What We Have Done

#### Community Wellbeing Hubs

The West Lothian Community Wellbeing Hubs are designed to provide support to people with mild to moderate mental health symptoms who require some additional emotional or practical support to improve their wellbeing.

Originally the service was focused on supporting adults aged between 18 and 64 years inclusive, however during 2022/23 this was extended to include people over 65 years of age.

Interventions are delivered through a range of different engagement methods including face to face, telephone, and digital consultation.

The Hubs are staffed by a skilled multi-disciplinary team who work in partnership with Lanarkshire Association for Mental Health (LAMH).

Adopting a holistic approach, the service focuses on prevention, early intervention, and self-management by developing people's confidence, coping skills and helping them to set goals and priorities.

There is no Psychiatry involvement in the Hubs therefore those people with severe and enduring mental illness will continue to be referred to appropriate secondary care Mental Health services.

The Community Wellbeing Hubs Service is split across two main sites in West Lothian – Boghall (in Bathgate) and Livingston (in the grounds of St John's Hospital). Some work is also carried out across the West Lothian community and within local GP practices.

The Community Wellbeing Hubs Service offers people a variety of interventions including:

- 1:1 Assessment and Therapy
- Tools for stress relief and Wellbeing sessions
- Individual and Group Work
- Planning for the future.



**West Lothian  
Community  
Wellbeing Hubs**



## Outcome 5 Performance and What We Have Done

### What We Have Done

#### Suicide Prevention – Action Plan 2024–2025

The Suicide Prevention Action Plan 2024–2025 has been developed to help reduce the amount of attempted and completed suicides in West Lothian, tackle the inequalities which contribute to suicide and improve the overall wellbeing of people in West Lothian.

While our long-term action plan is being developed a short term 1 year action plan has been put in place focused on delivering the following 4 key areas for Suicide Prevention in West Lothian:

- Workforce Development and Community Building – Training and Learning
- Support for people affected or bereaved by Suicide.
- Prevention and Postvention Response
- Maintaining links with national and local developments

#### Suicide Prevention – Data Sharing Agreement

Data and intelligence information on probable suicides that have occurred in West Lothian plays a critical role. This information provides insight which ensures that the prevention and postvention work we implement is informed and allows us to support people affected or bereaved by suicide as quickly and in the most effective way we can.

West Lothian historically has had no Data Sharing Agreement in place which has been a barrier to support Suicide Prevention work in a targeted and efficient way.

Through collaboration with Police Scotland colleagues, we explored the opportunity of a Local Data Sharing agreement, and this was successfully established in January 2024.

This has allowed us to monitor data for trends and information of concern, assisting us to deliver support using a coordinated and targeted approach.



# Outcome 5 Performance and What We Have Done

## What We Have Done

### Alcohol and Drug Partnership

Challenging times continue for West Lothian’s Alcohol and Drug Partnership (ADP). In 2023, the Scottish Government published the figures for Drug Related and Alcohol Specific Deaths in West Lothian for 2022. For the third year running Drug Related Deaths were at an all-time high of 32, whilst Alcohol Specific Deaths dropped from 45 to 28.

To address drug related deaths in particular, the Scottish Government has required ADP areas to work towards achieving ‘Green’ status against the Medication Assisted Treatment (MAT) Standards. These standards for people who are receiving treatment for (predominantly) drug addiction ensure that people can get rapid access to treatment, with the ability to choose the type of treatment, help to stay in treatment and to receive harm reduction support.

The biggest improvement was in MAT 3 which ensures that all people at most risk from substance use are assertively offered help within 24 – 72 hours. The standards also require services to be psychologically and trauma informed, to offer advocacy and welfare and housing advice as well as ensuring that mental health and addiction services work together, and that people can, when stable enough, receive their treatment from Primary Care.

In 2022–23 West Lothian achieved three Provisional Green benchmarks with the rest at amber. By March 2024, the benchmarks were all Green or Provisional Green, the maximum obtainable.

MAT Standards Benchmarking by Reporting Year

Reporting Year	West Lothian										
	MAT 1	MAT 2	MAT 3	MAT 4	MAT 5	MAT 6	MAT 6 & 10	MAT 7	MAT 8	MAT 9	MAT 10
2022	Amber	Amber	Amber	Amber	Amber	N/A	N/A	N/A	N/A	N/A	N/A
2023	Provisional Green	Provisional Green	Amber	Provisional Green	Amber	Amber	N/A	Amber	Amber	Provisional Green	Amber
2024	Green	Green	Green	Green	Green	N/A	Provisional Green	Provisional Green	Provisional Green	Provisional Green	N/A

RAGS colour legend  
 Provisional Amber  
 Amber  
 Provisional Green  
 Green

2022 – MAT 6 to MAT 10 were not assessed  
 2023 – MAT 6 and MAT 10 were assessed separately  
 2024 – MAT 6 and MAT 10 were assessed jointly



# Outcome 5 Performance and What We Have Done

## What We Have Done

### Alcohol and Drug Partnership

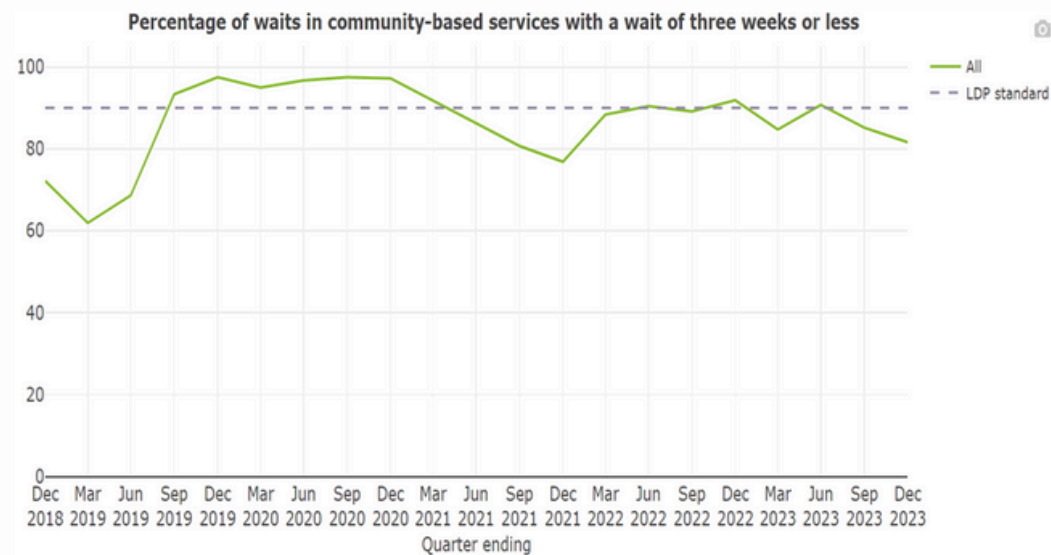
Another key action to reduce drug deaths is through the distribution of and training in the use of Naloxone, a drug, which if administered when someone has taken an overdose of opiate medication can temporarily reverse that and keep them alive.

Through the action of a range of agencies who distribute the kits and supported by a Naloxone Champion which provides those agencies with the kits and with training, the distribution of Naloxone has increased in 2023-24.

Against the other key performance indicator, the All standard, which requires people to have treatment across all areas, not just 'Medication Assisted Treatment' started within 21 days of referral, the ADP has struggled to achieve compliance in 2023-24. This is understood to be, in part, a legacy of Covid with ongoing increased dependent use of alcohol meaning more referrals and more entrenched patterns of drinking, alongside increased use of other drugs such as stimulant or Benzodiazepine use, which are not amenable to Medication Assisted Treatment. The ADP is working with providers to try to improve the overall performance.

Number of Naloxone Kits Distributed

Period	Q1	Q2	Q3	Q4	Total
2021/22	141	136	156	64	497
2022/23	79	79	196	145	499
2023/24	184	173	169	119	645





# Outcome 5 Performance and What We Have Done

## What We Have Done

### West Lothian Sensory Services, See Here Event

West Lothian Health and Social Care Partnership worked with partners Visibility Scotland, Sight Scotland and Deaf Action to host an event on sensory services in West Lothian.

The Sensory Services See Hear Event took place on 01 November 2023. This event was a chance for health and social care professionals to hear about the work of sensory services in West Lothian.

The event was held at Livingston North Partnership Centre and was well attended. There were four separate sessions, two for professionals including a Key Note Speech from Sarah Stevenson Hunter who is the University of Oxford's Staff Disability Advisor. Training sessions were held on Accessible Communication, Human Rights, Assistive Technology, Rehabilitation and Habilitation.

There were also two sessions for Sight and Hearing loss participants with presentations from service providers – Visibility Scotland, Deaf Action and Sense Scotland





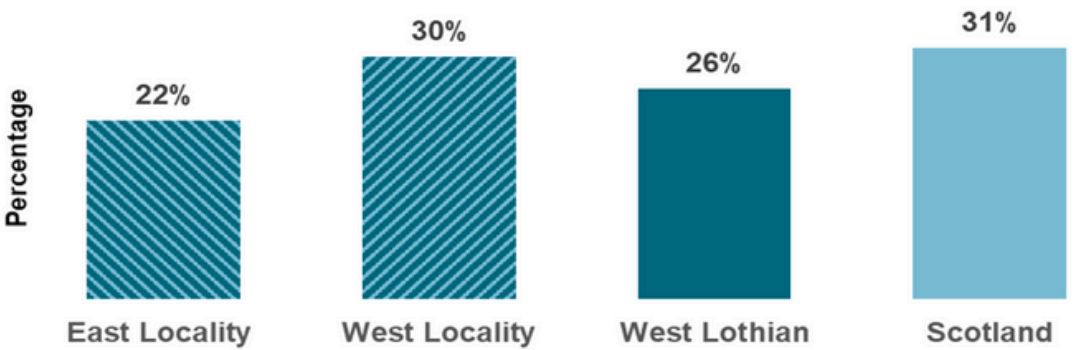
# Outcome 6 Performance and What We Have Done

## Outcome 6

✳ **People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing**

### Our Performance

**NI-8** Total combined % carers who feel supported to continue in their caring role



In 2023/24, 26% of unpaid carers who responded to the survey reported that they felt supported to continue in their caring role. This is a slight increase of 1% when compared to the previous period. This is similar to the national trend.



Supporting **people** who care for others



image: West Lothian



# Outcome 6 Performance and What We Have Done

## What We Have Done

### West Lothian Carers Strategy 2023–2026 Implementation

Under the Carers (Scotland) Act 2016 there is a duty to offer anyone undertaking an unpaid caring role an Adult Carer Support Plan (ACSP) or Young Carers Statement (YCS) (if under 18 years old). The ACSP and YCS provides a framework for identification of personal outcomes and individual needs to support those undertaking an unpaid caring role.

The introduction of an Assessment and Review Team in January 2023 to support a higher level of people awaiting care at home services included four dedicated posts across statutory social work services. These dedicated roles ensure that people who are undertaking an unpaid caring role have the opportunity to consider their own wellbeing and identify outcomes outwith their cared for person’s needs. The dedicated workers allow trusting and safe relationships to be built with carers to ensure that unpaid carers’ needs are identified in a timely and robust manner.

Since April 2023 126 unpaid adult carers have been allocated to the Assessment and Review Team and an assessment of need and identified outcomes completed. Of these 51 people have received an SDS budget.

All carers can have an ACSP completed that will help them identify their health and well-being outcomes. In the occasions where the assessed needs meet the eligibility criteria then they may receive a budget that can assist achieve their outcomes. This can come in the form of a short break or other means to support their needs.



My Xcite membership has been really great. I've been going down a few times a week. And it has given me time to myself to (prioritise) my own physical and mental health.

It's given me a welcome break from my caring role. I know my daughter is safe so I am enjoying it more due to the fact I can relax. I'm going to add another day of swimming and start taking her. All in all it's been good to have a bit of 'me' time."



## Outcome 6 Performance and What We Have Done

### What We Have Done

#### Launch of West Lothian Carers Strategy 2023–2026

The revised Carers Strategy 2023–2026 was launched during Carers Week 2023 which ran from 6th June to 11th June 2023.

There was an event in the Civic Centre reception area on Monday 6th June, followed by further public events throughout the week.

Staff from the HSCP and Carers of West Lothian (CoWL) held information stands throughout West Lothian, promoting the support available to unpaid carers.







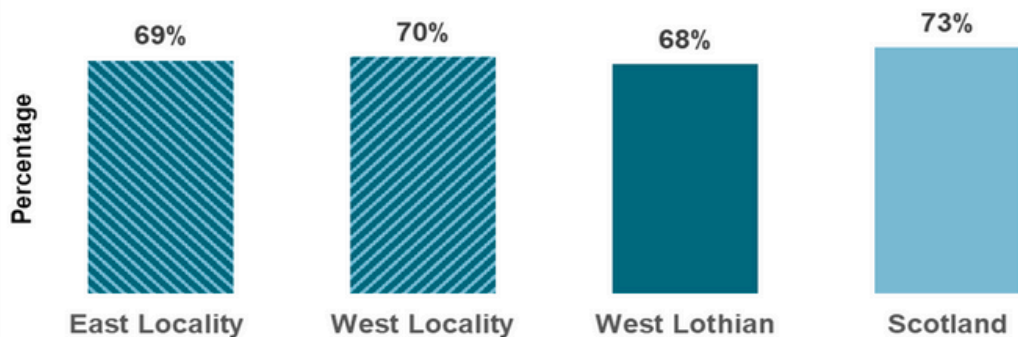
# Outcome 7 Performance and What We Have Done

## Outcome 7

✳ **People who use health and social care services are safe from harm**

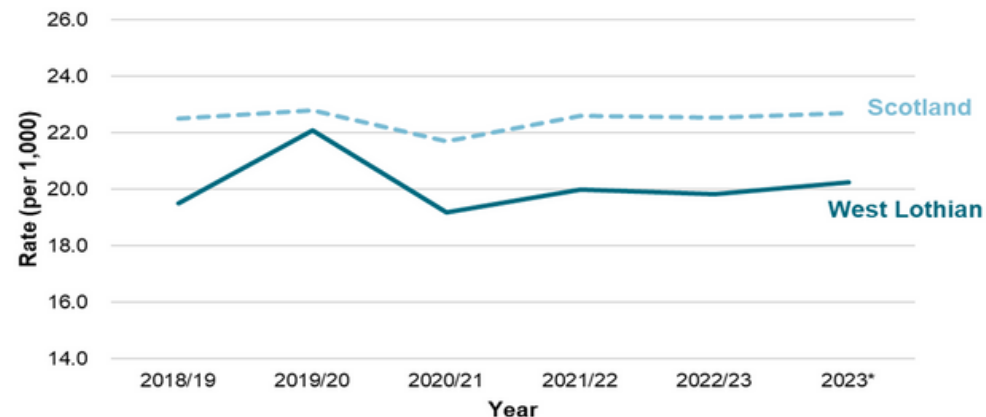
### Our Performance

**NI-9** Percentage of adults supported at home who agreed they felt safe



The percentage of adults in West Lothian who responded to the survey and agreed that they felt safe was 68% in 2023/24. This is lower than the Scottish average which is 73%.

**NI-16** Falls rate per 1,000 population aged 65+



The falls rate for adults aged 65 years and older has been fluctuating since 2017/18, with the highest level of 22 in 2019/20. West Lothian's falls rate per 1,000 of the population in 2023 was 20. The West Lothian rate has remained lower than that Scottish average.



## Outcome 7 Performance and What We Have Done

### What We Have Done

#### National Adult Support and Protection Awareness Day

National Adult Support and Protection Awareness Day took place on 20th February 2024. Two training sessions were developed and delivered on the day to raise general awareness about Adult Support and Protection but also to highlight the theme of this year's awareness day which was 'Sextortion'.

Police Scotland colleagues supported with the development and delivery of the training to highlight 'Sextortion' and provide advice on how to respond when someone is affected by it.

Both the morning and afternoon sessions were well attended with representatives from the Third Sector, Housing, Education, Social Policy and NHS Lothian.

Feedback from the training suggested that it was very well received and comments indicated that people would welcome similar sessions in the future.





# Outcome 7 Performance and What We Have Done

## What We Have Done

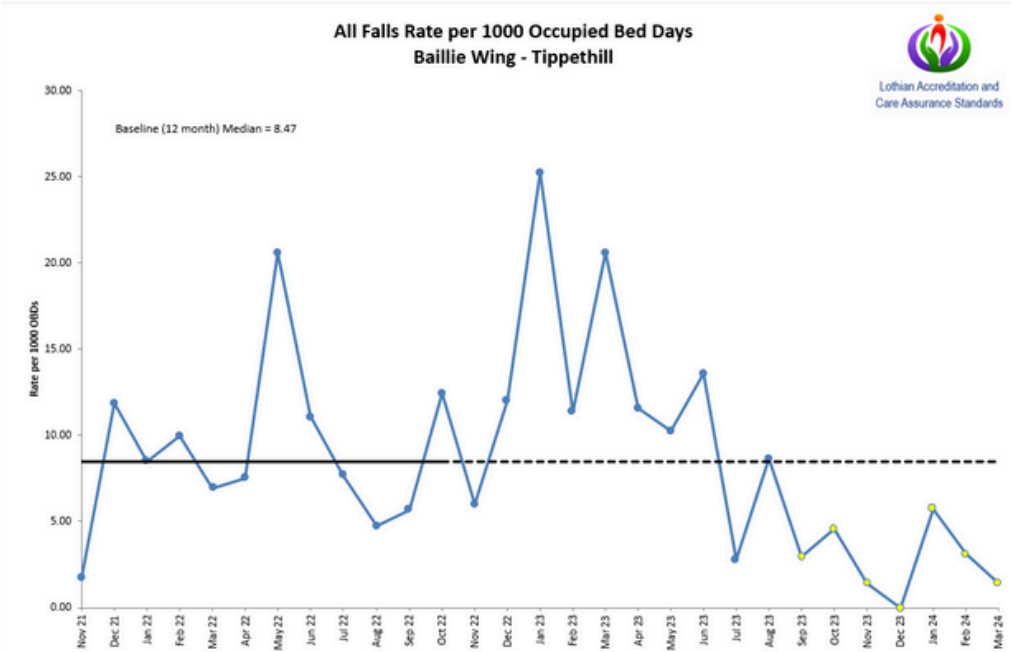
### Reducing Incidence of Falls – Baillie Ward, Tippethill Hospital

Baillie Ward at Tippethill Hospital embarked on a quality improvement project to reduce the total number of falls in August 2023.

The team undertook quality planning to understand the day and time of falls, location of falls on the ward, completion of falls risk assessments and the use of top to toe reviews post fall.

Using the data gathered the team introduced decaffeinated tea and coffee for all patients, implemented structured activity during periods of high ward activity, identified highest risk patients using a visual room door marker and adjusted staffing to increase staff numbers at the time periods of highest risk.

This has resulted in a sustained reduced number of falls per occupied bed days with 7 months below the median line, and 5 months of zero falls with harm.





## Outcome 8 Performance and What We Have Done

### Outcome 8

- ✿ **People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care, and treatment they provide**

### What We Have Done

#### Developing skills and knowledge in Social Work Practice

The Health and Social Care Partnership is committed to supporting staff to develop their skills and knowledge in Social Work Practice.

We currently offer a number of postgraduate learning and development opportunities with the University of Stirling, the University of Edinburgh, and Napier University.

These include sponsoring two social workers yearly to undertake the Mental Health Officer qualification at Edinburgh, which helps us increase the number of staff who can support people in our community with significant mental ill health or impaired capacity.

Annual opportunities for post-graduate certificates in Child Welfare and Protection, Adult Services, Support and Protection and Practice Education, which the University of Stirling provide through pathways in their MSc Professional Studies programme. In addition, Napier University is now offering a postgraduate certificate in Practice Education and recently has offered a refresher course for Practice Educators who wish to get back into practice supervising and assessing student social workers.

#### Modern Apprentice Programme

The Modern Apprenticeship programme was launched in partnership with Forth Valley College. Three candidates,

from the Support at Home Service and internal Care Homes, have completed their SVQ 3 in Social Service and Health Care under the Modern Apprenticeship. Currently, five people are undertaking this award.

#### Relaunch of SVQ Centre

The Customer and Community team relaunched their SVQ Centre in May 2023. Following a recent moderator visit, staff received glowing reports from the SQA. Two Business Support staff have achieved their Workplace Assessor Award, and five candidates from Housing with Care and the internal Care Homes have recently completed their SVQ 2 in Social Services and Healthcare.

#### Successful Candidates - 2023

- Andrea Fowlie and Chloe Copeland - PG Adult Services, Support and Protection course
- Ian Ross, Hannah Sheldon Brown - PG Practice Education Course
- Sian Furness - PG Child Welfare & Protection Course
- Two Social Workers from Justice and Older People services - Mental Health Officer Award

Two internal staff members, Paul Smith and Fiona Quinn, have completed a postgraduate Social Work degree through the Open University Grow Your Own Social Worker scheme. Fiona recently successfully applied for a social worker role in the Adults Mental Health Team.

A group of candidates enrolled in the SVQ 2 in Social Services and Healthcare program with West Lothian College have recently completed their qualifications.



## Outcome 8 Performance and What We Have Done

### What We Have Done

#### West Lothian Pharmacist – Pharmacist of the Year

One of the pharmacists working in primary care in the West Lothian Health and Social Care Partnership, Stewart McNair, has recently been recognised as 'Pharmacist of the Year' at the Scottish Pharmacist Awards.

Stewart was recognised for his frailty work aiming to reduce GP workload longer term, support people to live, safer and longer in their own homes, and better support a vulnerable part of the population. He worked alongside the REACT team to develop a frailty clinic reviewing both housebound and severely frail people able to access the GP practice.

Stewart uses a Brief Comprehensive Geriatric Assessment tool to check patients understanding of their medicine, anything important to them they want to discuss about their medicines, health or wellbeing, then to carry out a person-centred assessment, addressing complex patient needs with the aim of reducing crisis and hospital admissions through forward planning patient needs. This assessment can then prompt further assessments such as falls risk assessment or referrals to other services.

Stewart was also recognised for his work supporting the development of foundation pharmacists, supporting the development and implementation of the Royal Pharmaceutical Society Core Advanced Curriculum and championing Green Health Prescribing.





## Outcome 8 Performance and What We Have Done

### What We Have Done

#### Queen's Nurse Award

Dana Crawford, Health Visiting Team Manager was awarded the prestigious title of Queen's Nurse for leading by example in tackling health inequalities in her role with the Health Visiting Team. . Dana was selected to take part in a nine-month development programme run by the Queen's Nursing Institute Scotland (QNIS).



#### Mental Health Nursing Award

Melissa Rowlands, Dementia ANP, Psychiatry of the Older Adult, St Johns Hospital, NHS Lothian was awarded the Mental Health Nursing Award. This award aims to recognise those who have succeeded in raising standards of care for their patients and clients and have made an outstanding contribution to the care of service users.



#### Quality Management of the Practice Learning Environment (QMPLE) Feedback

NHS Lothian Student Feedback, Whitburn District Nursing: "I had a remarkable experience in this learning environment. Right from my first day, both my mentor and the entire staff were incredibly welcoming. Their warm reception put me at ease, especially considering it was my very first placement in a community setting.

This enabled me to adapt effortlessly to the routines of the new environment. One aspect that I particularly appreciated about this learning experience was the opportunity it provided for independence. Despite being supervised by my mentor, I was given the chance to perform tasks autonomously and with confidence."



### What We Have Done

#### Creating Hope Together National Conference

On Thursday 6 March 2024, our Suicide Prevention Lead Diane Stewart represented West Lothian at Suicide Prevention Scotland's first Creating Hope Together Conference. The conference was attended by over 200 people from across Scotland including people with lived and living experience and partners from public, third and private sectors.

The day before the conference Suicide Prevention Leads came together to highlight the impact of local suicide prevention work and collaborate in discussions on how to address the challenges faced locally.

Both events involved workshops and group discussions providing the opportunity to build a greater understanding of different approaches to suicide prevention across Scotland including approaches to suicide prevention, suicide in the workplace, and the impact of peer support in suicide prevention.

There was also an opportunity to contribute to discussions around our approach to tackling the inequalities that contribute to suicide in areas such as data and intelligence, support required and learning needs.

Through this event the Partnership has been able to increase the visibility of the work that has been undertaken in West Lothian in relation to Suicide Prevention.

The event also provided the opportunity to build connections that encourage working in partnership and consider approaches and new ways of working to reduce probable suicides and support those who feel suicidal and are struggling with their mental health.





# Outcome 8 Performance and What We Have Done

## What We Have Done

### Hospital @ Home Wellbeing Cafe

One of our Nurse Practitioners has established a wellbeing cafe held monthly at the Hospital @ Home Hub. All grades of staff including Consultants and Clinical Support Workers come together for 30 minutes with cake and coffee and Val facilitates team building events. The poster has our micro values based on the core NHS values and developed as a small team.

It has been well received and participation is high.

### District Nursing Wellbeing Wall

One of our Clinical Nurse Practitioners has created a wellbeing wall within one of the District Nursing offices. It is filled with sign posting, team challenges, recipes and the option to share positive feedback with colleagues.

Feedback from a member of the team said "It is such a great 'feel good' at work when you get a note to say how well you are doing."







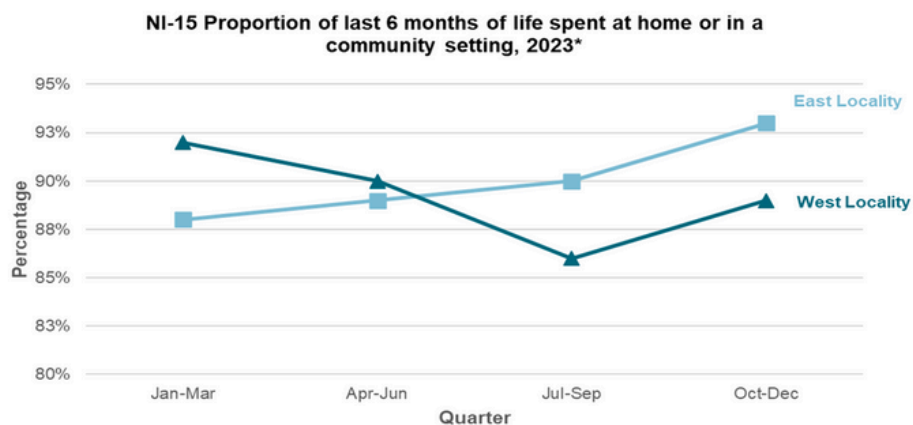
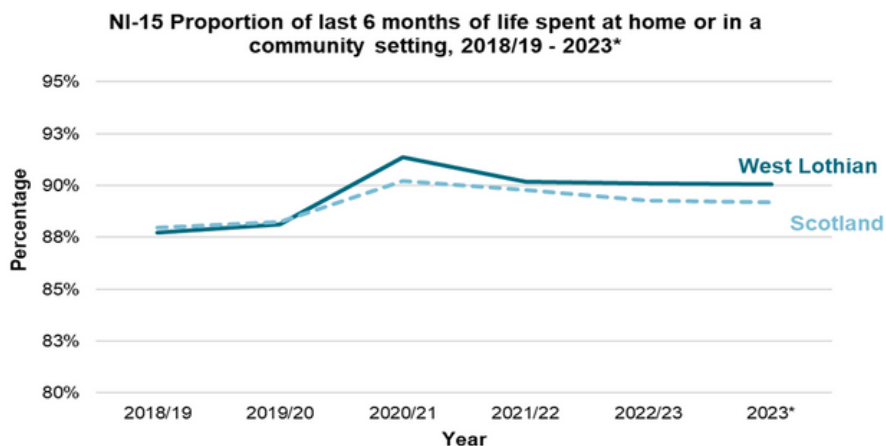
# Outcome 9 Performance and What We Have Done

## Outcome 9

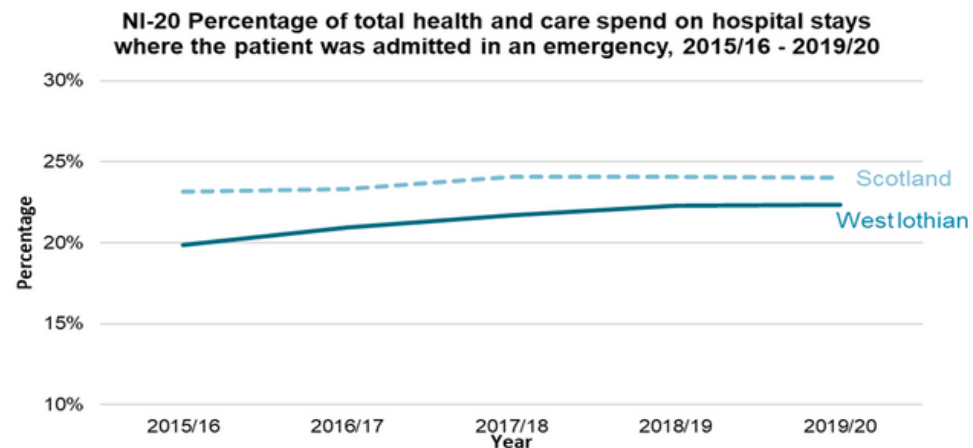
✳ Resources are used effectively in the provision of health and social care services

## Our Performance

**NI-15** Proportion of last 6 months of life spent at home or in a community setting



The percentage of time West Lothian residents have spent at home, or in a community setting, during the last six months of their life, has increased from 89% in 2017/18 to 90% 2023. The trend reflects that of Scotland which has also increased from 88% in 2017/18 to 89% in 2023.





# Outcome 9 Performance and What We Have Done

## What We Have Done

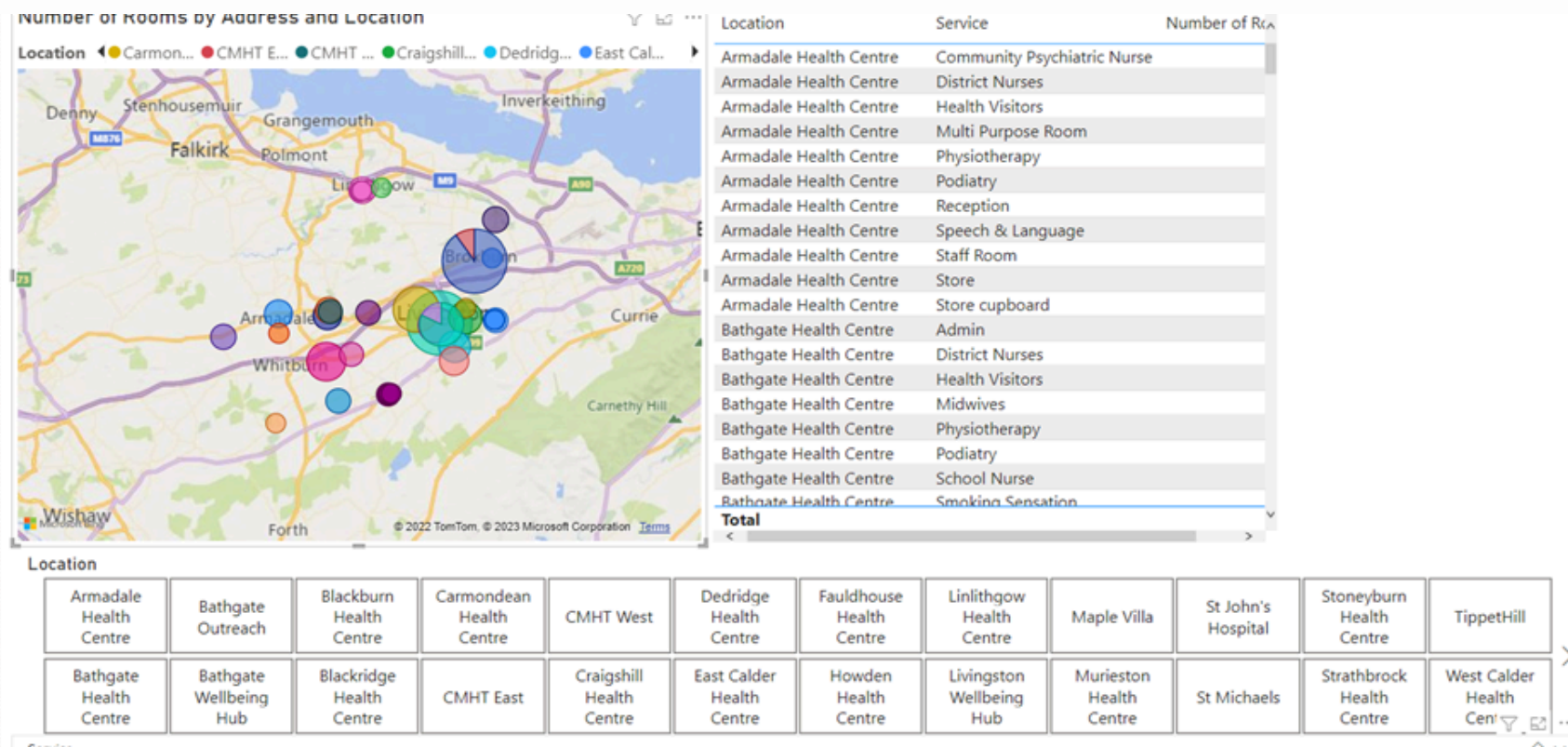
### Master Planning

The development of the Master Plan started as a vision to understand our establishment and usage of premises within West Lothian. A directory was built to ensure that all areas were captured, and rooms were fully understood.

The completion of the directory lead to the development of a visual diagram using Power BI to enable users to quickly identify underutilised areas, better understanding of teams mobilisation, overcrowding and any areas of concern.

The snapshot shows where services are located, the bigger the dot the more services are delivered from that location.

The master plan is now used in any discussions regarding new service delivery, existing services and staffing. It also helps to inform Estates of areas of concern. Work is ongoing to add each staff members location.





## Outcome 9 Performance and What We Have Done

### What We Have Done

#### Developments in Power BI for Enhanced Reporting

There has been significant progress in the use of Power BI to enhance reporting capabilities and upskill managers. This initiative aims to provide managers with the tools and skills needed to effectively cascade performance insights to their teams, driving better outcomes across the organisation.

Power BI has been instrumental for the Locality Test of Change Project, where it has been used to visualise data and identify trends to inform strategic decisions. This project has demonstrated the power of dynamic reporting, allowing stakeholders to drill down into data during presentations, providing unprecedented access to trends and specific performance metrics.

Elsewhere in performance management, substantial progress has been made in using Power BI tools to monitor and report on a variety of areas including Lone Working Device usage, ensuring staff safety and compliance. Additionally, the platform has been used to track ADR completion rates, enhancing accountability and professional development. The integration of Sphera Incident recording and investigating within Power BI has further streamlined the process, enabling managers to delve deeper into data to uncover insights and facilitate timely interventions.

We will continue to develop this area, focusing on further enhancing our reporting capabilities. By expanding our use of Power BI, we aim to provide even more detailed and actionable insights, supporting informed decision-making and driving continuous improvement across all aspects of our services.

Further staff training is essential to maximise the benefits of Power BI, enabling deeper insights and more effective decision-making. However, our progress is currently limited by the lack of access to the fully licensed version of the programme. We are committed to overcoming these challenges to fully utilise Power BI's capabilities.



## Outcome 9 Performance and What We Have Done

60

### What We Have Done

#### Implementation of Social Policy's new social care recording system - Mosaic

Mosaic is Social Policy's chosen social care recording system which will modernise and create more efficient ways of working in the coming years. The system was chosen to meet our recording and reporting needs specifically and will encompass and facilitate a one system information repository and efficient working tool for all areas of Social Policy including finance management and a customer portal.

As our current system was not globally introduced for all work processes, this represented a significant change for most of our current system users.

We are pleased to report that Mosaic went live as planned on 15th April 2024 for all areas of Social Policy. The drop-in centre at Arrochar House commenced on go live day (15/04/24) and ran until the 26th April 2024. This proved to be a major success in supporting staff with over 170 workers visiting in person, and additionally there were around 2000 emails that were also received, actioned and resolved from the Mosaic Support Desk, some of these queries were straightforward where others led to calls being raised with the supplier.

Whilst there are still many tasks ahead, the functionality required for all day to day recording of service activity is in place. The final challenges that remain for this initial phase are namely, data migration for Finance and the configuration of bespoke Migration forms. Development of the customer portal will commence in due course.



image: Howden, West Lothian



## Outcome 9 Performance and What We Have Done

### What We Have Done

#### Occupational Therapy / Physiotherapy Review

The Chief AHP has led a review in relation to the Occupational Therapy/Physiotherapy (OT/PT) service in West Lothian. The review explored and considered performance across the various OT/PT teams, current processes and ways of working, management of finance and workforce and through open dialogue and extensive engagement with OT/PT teams, considered opportunities to improve the service and governance arrangements to create more sustainable models of care for the future.

The review process commenced in June 2023 and following analysis and consideration of all information produced from the review, seven recommendations for change were agreed by the Senior Management Team.

An Implementation Group has now been established to deliver on the review recommendations.

The seven recommendations for change agreed by SMT are as follows:

- Establish OT/PT Workforce Review Group
- Agree Performance Measures and KPIs for all teams
- Develop a cultural shift in managing finances
- Support hospital based services to provide more care and treatment closer to people's homes
- Improve access to scheduled and unscheduled care with earlier intervention
- Introduce improved governance arrangements, strengthening clinical leadership
- Include OT/PT in HSCP Admin Review contributing to sustainable delivery



# Outcome 9 Performance and What We Have Done

## What We Have Done

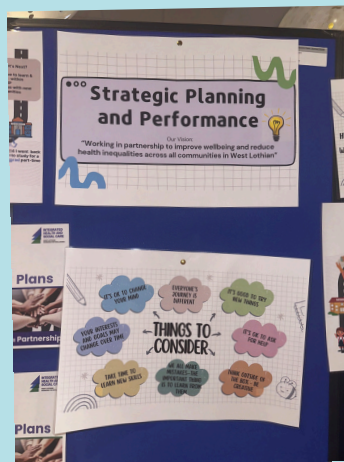
### School Careers Fair

West Lothian Health and Social Care Partnership and Skills Development Scotland hosted a School Careers Fair on Wednesday 31st January 2024 at Howden Park Centre. Twenty teams from across the partnership attended to speak to children about a potential career in health and social care, with a particular focus on career pathways.

Teams in attendance included Social Work, Care Homes, Podiatry and Health Visitors, as well as representation from Carers of West Lothian, NHS Workforce Development, West Lothian College and the Independent Care Sector. The event was attended by circa 700 children from a variety of schools within West Lothian.

Pupils were very engaged and asked lots of questions, some expressing interest in work experience opportunities in the future.

Going forward, the School Careers Fair will be scheduled to take place twice per year to give as many pupils as possible an opportunity to take part.





# Outcome 9 Performance and What We Have Done

## What We Have Done

### Senior People's Forum

West Lothian Senior People's Forum extends an invitation to people aged 60+ living in West Lothian to attend and share their views and experiences of living in West Lothian. The Forum is chaired by Councillor Anne McMillan, Older People's Champion.

The Forum changes venue throughout West Lothian to allow people living in different areas the opportunity to attend and participate.



### Senior People's Fair

On Tuesday 12 September 2023, West Lothian Health and Social Care Partnership hosted a Senior People's Fair in Blackburn Partnership Centre.

The fair had a variety of stands with partner agencies including The University of the Third Age, Cyrenians, Carers of West Lothian, Food Train and West Space. The event was well attended, with approximately 60 people from across West Lothian in attendance.

The event provided a great opportunity for people to network, meet people and learn about different services available in West Lothian. Some feedback received from the event was that it was well organised and a good way to find out about local services available.



**SENIOR PEOPLE'S FAIR**

An opportunity to network, meet people, & learn about services available in West Lothian

- 12 September 2023
- 11AM - 2PM
- Blackburn Partnership Centre

Get advice from...

COMMUNITY CONNECTIONS, U3A, NHS Lothian, west space, OPAL, COFFEE CANINE

West Lothian Health & Social Care Partnership [westlothianhsc.org.uk](http://westlothianhsc.org.uk), NHS Lothian, West Lothian Council





## Outcome 9 Performance and What We Have Done

### What We Have Done

#### AHP Career Event at James Young High School (JYHS)

Allied Health Professionals held a Carer Event at JYHS on 20th June 2023.

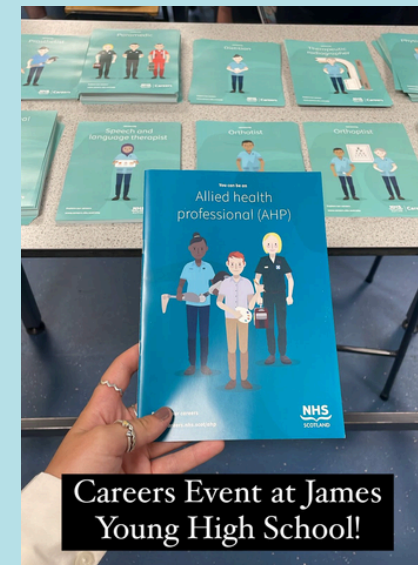
Feedback received from a support worker:

“I just wanted to thank you for allowing me to attend the careers day at James Young High school this morning. It was a great morning and it was good engaging with young adults, the morning flew by. If you get the opportunity to do it again I would love to be involved”.

From the teacher involved:

“I wanted to say a massive thanks for attending and making the event yesterday a wonderful experience for our pupils. I have some pupil feedback I wanted to pass on to show you the impact you have had.

- pupils rated the event **4 out of 5**
- **39%** had considered a pathway in health and social care prior to the event - this moved to 51% in our exit questionnaire
- **91%** agreed they have a greater understanding of the diverse pathways available in health and social care”



Careers Event at James Young High School!





# Financial Planning and Performance

## Financial Planning

The Public Sector (Joint Working) (Scotland) Act 2014 requires each Integration Authority to publish an annual financial statement on the resources that it plans to spend in implementing its strategic plan. For the financial year 2023/24 the IJB reported a deficit of £2m. This compares to a deficit of £19m in 2022/23 which was because of the Scottish Government allocating funding in 2021/22 for use in 2022/23. Most of this funding was for Covid-19 related expenditure. The deficit for 2023/24 shown in the Comprehensive Income and Expenditure Statement is because of the IJB incurring expenditure against its ringfenced reserves. IJB financial performance against the “in year” budget (excluding ringfenced reserves) is shown below:

Budget Outturn 2024/25	Budget	Expenditure	Variance	Note
	£'000	£'000	£'000	
Adult Social Care	88,022	88,607	585	
Core West Lothian Health Services	145,483	143,392	(2,092)	
Share of Pan Lothian Hosted Services	28,900	27,877	(1,023)	1
Non Cash Limited Services	25,896	25,896	0	2
Acute Set Aside Services	45,407	48,840	3,433	3
<b>Sub Total IJB</b>	<b>333,708</b>	<b>334,612</b>	<b>903</b>	
One-off support from NHS Lothian	318	0	(318)	4
One-off support from West Lothian Council	585	0	(585)	5
<b>Total IJB</b>	<b>334,612</b>	<b>334,612</b>	<b>(0)</b>	

The overall IJB “in year” position was break even in 2023/24 once spend against earmarked reserves is excluded. Health budgets were once again overspent, a break-even position was only achieved following an additional one-off allocation of £0.3m from NHS Lothian to support the net set aside position (after deducting underspends in core and hosted).

Adult Social Care budgets were also overspent, a break-even position was only achieved following an additional one-off allocation of £0.6m from West Lothian Council.

## Notes

- Pan Lothian Hosted Services are the budgets for those functions delegated to the IJB which are managed by other business units (excluding Acute Services) within NHS Lothian on behalf of the IJB. These services include Sexual Health, Rehabilitation Medicine, Dietetics, Hospices, Psychology and the Lothian Unscheduled Care Service
- Expenditure to support the delivery of community dentistry, community opticians and community pharmacists is termed as ‘non-cash limited’ (NCL) and is part of the delivery of primary care services (which is delegated to the IJB). There is no budget as such, but any expenditure incurred is funded by the Scottish Government. The NCL values are not part of the budget setting process, there being no budget, but NHS Lothian has matched the NCL expenditure with budget to cover this expenditure
- Set Aside are the budgets for those functions delegated to the IJB which are managed by the Acute Services management teams within NHS Lothian. These services include Accident and Emergency, General Medicine, Respiratory Medicine, Gastroenterology and Geriatric Medicine



# Financial Planning and Performance

4. As in previous years, NHS Lothian was able to break-even in 2023/24 and made an additional payment to the IJB to support the net overspend in acute set aside budgets after the underspends in core and hosted services are accounted for

5. West Lothian Council made an additional payment to the IJB to the value of 50% of the final overspend within Adult Social Care services. The other 50% of the overspend was funded from the 2023/24 IJB budget reserve

## Budget Pressures and Savings Delivery

Whilst the IJB was able to achieve break-even in 2023/24 this was only after receiving additional one-off allocations from West Lothian Council and NHS Lothian to support overspends within Adult Social Care and Acute Set Aside budgets. IJB financial pressures throughout 2023/24 included:

- **GP Prescribing** budgets remains under pressure due to increase in costs and demand because of population growth and the ageing population. The HSCP prescribing budget overspent by £1.2m, this was significantly less than forecast due to a high-cost high-volume medicine coming off patent in the second part of the year
- **Learning Disabilities** budgets within the Adult Social Care were overspent by £1.1m due to an increasing number of high-cost care packages and high cost transitions from children's services. A number of remedial action to reduce this overspend in 2024/25 have been put in place by the HSCP senior management team

- **Internal Care Homes and Housing with Care** are managed within the HSCP and were overspent by £0.5m in the year because of use of sleepover costs, agency staffing and overtime costs to cover vacancies and sickness absence

- **Community Equipment** budgets within the HSCP overspent by £0.3m due to a significant increase in costs of supplies within the community equipment store, particularly around urology and incontinence products. There has also been an increase in overall issues of equipment which reflects the increased demand seen across health and social care services. Savings measures against the equipment store have been agreed as part of the 2024/25 budget plan

- **Set Aside** budgets relate to Acute Services within NHS Lothian and are managed on behalf of the four Lothian IJBs. Ongoing pressures within these areas include:

- General Medicine budgets were £1.2m overspent because of continued high costs associated with bank, agency and locum staff to cover vacancies and staff absence
- Emergency Department and Minor Injuries budgets were £0.9m overspent, again the primary driver was high cost agency and locum staff as well as gaps in the junior medical rota resulting in increased locum payments
- Gastroenterology budgets were £0.6m overspent due to continued increases in hospital drug costs and the impact of new hospital drugs being approved. This pressure would have been greater had new medicines funding received by Scottish Government not been allocated to Gastroenterology



# Financial Planning and Performance

These pressures have been offset largely by a high level of vacancies within HSCP and Hosted services. Recruitment of staff, across all sectors remains a significant challenge. The IJB also delivered 97% of planned savings in 2023/24. The main reason for slight under delivery of savings was due to scheme SJ6a housing benefit review (£0.4m planned savings) being deemed non achievable. Upon completion of detailed scoping, the additional income is already being claimed by providers in support of service user tenancies and running costs. Replacement savings measures for SJ6a have been agreed for 2024/25 as part of the updated two-year budget plan. Savings delivery for the 2024/25 is shown below:

Savings Delivery 2024/25	Planned	Achieved	Under/(Over) Achieved
	£'000	£'000	£'000
Adult Social Care	1,386	995	391
Core West Lothian Health Services	3,768	3,969	(201)
Share of Pan Lothian Hosted Services	454	501	(47)
Acute Set Aside Services	981	913	68
<b>Total IJB</b>	<b>6,589</b>	<b>6,377</b>	<b>212</b>

It is a significant achievement that the IJB was able to break-even against the “in-year” budget for 2023/24, particularly given the high levels of inflation, ongoing difficulty in recruiting to roles and the increasing demographic pressures within West Lothian. Having to rely on one-off funding from both partners to break-even is a concern. Remedial actions to bring Adult Social Care back into balance for 2024/25 have been agreed.

However, the Acute Set Aside budget remains extremely overspent and the ongoing financial sustainability of the IJB is increasingly reliant on being able to deliver underspends in Core and Hosted Health Services.

## Reserves

The IJB reserve balance at the end of 2022/23 is £11.3m, of which £9.3m is earmarked and a general contingency reserve has been maintained at the minimum recommended level of £2m per the IJB reserve policy. The drawdown of earmarked reserves primarily relates to expenditure incurred against funding carried forward in relation to Scottish Government policy commitments such as the community living change fund, unscheduled care and primary care. In addition to this £0.6m was drawn down from the 2023/24 budget reserve to achieve a break-even position within Adult Social Care. The movement in the IJB reserve position is summarised below:

Reserves 2024/25	Opening	Movement	Closing
	£'000	£'000	£'000
Earmarked	9,294	(2,486)	6,808
General	2,000	0	2,000
<b>Total IJB</b>	<b>11,294</b>	<b>(2,486)</b>	<b>8,808</b>

Earmarked reserves are ringfenced for specific projects and the IJB will be encouraging the partners to progress these. More detail on the earmarked reserves is within the notes to the accounts.



# Financial Planning and Performance

## 2024/25 Budget and Four-year Financial Outlook

The IJB approved an updated two-year budget plan and four-year financial outlook in March 2024. The 2024/25 budget offers from NHS Lothian and West Lothian Council were agreed as part of the updated budget plan and Directions were subsequently issued to Partners. The IJB was able to agree a balanced budget position for 2024/25 after agreeing savings of £7.489m for the year ahead. Significant work is also underway towards balancing the budget position for 2025/26 with £3.926m of savings already agreed, leaving £1.160m of savings still to be identified.

The budget contribution from West Lothian Council for 2024/25 includes funding for increased pay costs as well as additional Scottish Government funding for payment of the living wage and free personal and nursing care uplift. NHS Lothian's budget contribution does not include any additional funding for increased pay costs or GMS uplift in 2024/25. Health Boards and IJBs have been instructed to plan on the basis that pay awards for health services will be fully funded. Spend forecasts include costs relating to:

- Assumed pay cost increases for council employed staff
- No costs are included for NHS employed staff. However, the expectation is that any pay increases will be fully funded by Scottish Government
- Increased number of people requiring care due to the increasing elderly population
- Inflationary increases in commissioned services, and supplies and services

- Cost and volume increases in drugs and prescribing
- Increased care demands due to increased acuity and complexity of care

The Accounts Commission believe that all local government bodies should have a long-term financial strategy in place, and that these long-term strategies should be supported by more detailed financial plans. This is also a requirement of the CIPFA Financial Management Code. The updated four-year financial outlook was presented to the IJB in March and shows an estimated gap of £31.0m to the end of 2027/28.

Four Year Financial Outlook	24/25	25/26	Two Year Total	26/27	27/28	Total
	£'m	£'m	£'m	£'m	£'m	£'m
<b>Social Care Services</b>						
Gross Expenditure Increases	9.0	5.0	<b>14.0</b>	5.6	6.0	<b>25.6</b>
Additional Funding & Income	(6.9)	(2.7)	<b>(9.6)</b>	(2.5)	(2.5)	<b>(14.6)</b>
Unachieved 2023/24 Savings	0.4		<b>0.4</b>			<b>0.4</b>
<b>Social Care Budget Gap</b>	<b>2.5</b>	<b>2.3</b>	<b>4.8</b>	<b>3.1</b>	<b>3.5</b>	<b>11.4</b>
<b>Health Services</b>						
Gross Expenditure Increases	7.8	2.8	<b>10.6</b>	4.8	7.0	<b>22.4</b>
Additional Funding	(2.8)		<b>(2.8)</b>			<b>(2.8)</b>
<b>Health Budget Gap</b>	<b>5.0</b>	<b>2.8</b>	<b>7.7</b>	<b>4.8</b>	<b>7.0</b>	<b>19.6</b>
<b>Total IJB Budget Gap</b>	<b>7.5</b>	<b>5.1</b>	<b>12.5</b>	<b>7.9</b>	<b>10.5</b>	<b>31.0</b>



# Financial Planning and Performance

An updated budget plan was approved for the two years 2024/25 to 2025/26. This reflects the need to develop more detailed plans for the medium term and allow sufficient time to implement savings plans. As part of developing the three-year budget plan agreed by the Board in March 2023 the IJB completed a public consultation during October and November 2022. The overarching message was that to ensure the IJB remained financially sustainable whilst being able to meet growing demands then service delivery models may need to change. As such, the IJB sought the views of the people of West Lothian on high level efficiency measures focussed themes:

- **Service Redesign, Efficiency and Modernisation**
- **Community Building Based Supports**
- **Digitalisation and Technology**

A total of 176 responses were received and key feedback was identified which was taken account of in the saving measures that were agreed as part of the 2023/24-2025/26 budget plan. All additional saving measures agreed as part of the updated 2024/25-2025/26 budget plan have also taken account of that key feedback although all additional measures are considered by the HSCP management team to be operational in nature.

Saving Measures	2024/25	2025/26	Two-year Total
	£'000	£'000	£'000
Service Redesign, Efficiency & Modernisation*	4,446	2,120	6,566
Community Building Based Supports	1,310	932	2,242
Digitalisation and Technology	624	580	1,204
<b>Subtotal West Lothian HSCP</b>	<b>6,380</b>	<b>3,632</b>	<b>10,012</b>
Pan Lothian Hosted Services	628	263	891
Acute Set Aside Services	481	31	512
<b>Total Savings</b>	<b>7,489</b>	<b>3,926</b>	<b>11,415</b>
*Includes £0.391m c/f from 2023/24			

Savings totalling £11.4m for the two-year plan compares to a budget gap of £12.5m. The remaining budget gap of £1.160m in 2025/26 relates to health services and work is ongoing to identify additional measures to balance the budget in the final year of the plan. The overall budget position for 2024-2026 is set out below:

Two-year Budget Plan	2024/25	2025/26	Two-year Total
	£'000	£'000	£'000
Social Care Savings*	(2,489)	(2,333)	<b>(4,822)</b>
Social Care Budget Gap	2,489	2,333	<b>4,822</b>
<b>Remaining Social Care Budget Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>
Health Savings	(5,000)	(1,593)	<b>(6,593)</b>
Health Budget Gap	5,000	2,753	<b>7,753</b>
<b>Remaining Health Budget Gap</b>	<b>0</b>	<b>1,160</b>	<b>1,160</b>
<b>Remaining IJB Budget Gap</b>	<b>0</b>	<b>1,160</b>	<b>1,160</b>
*Includes £0.391m c/f from 2023/24			



# Financial Planning and Performance

The IJB set a balanced budget for 2024/25 after factoring in agreed saving measures. There remains a budget gap for 2025/26 on health services and plans to close that gap continue to be refined. In terms of the longer-term outlook to 2027/28, it is challenging to accurately forecast beyond the two-year budget period in the current financial climate. To support financial sustainability in the medium term the HSCP management team continue to identify additional saving measures for 2026/27 and 2027/28. Further consultation with staff, service users and the Wider West Lothian public and stakeholders will be undertaken as required when taking forward new saving measures. There are several financial risks which require close monitoring and reporting to the Board over the period of the two-year budget and in the longer term:

- **Pay awards** - negotiations around pay settlements for 2024/25 are ongoing and there is a risk that the final pay awards agreed will not be fully funded
- **Agenda for change (AfC) modernisation** – the Scottish Government confirmed several changes to the AfC system which came into effect on 1 April 2024 and include: a consistent approach to protected learning time; a review of band 5 nursing roles; and a reduction of 30 minutes in the working week. Health Boards and IJBs are assuming that the financial implications of these changes will be fully funded however there is a risk they may not be
- **Vacancies** – the cost estimates for the year ahead reflect high levels of vacancies (particularly in core health services). Should the vacancy position improve significantly then additional savings may be required. This position is regularly monitored, and posts are subject to a vacancy control process

- **Prescribing** – prescribing costs remain volatile due to economic conditions and demographic pressures within West Lothian
- **Demographic growth** – the population of West Lothian is ageing and there is a risk that the demand and cost increases will be greater than budgeted levels. As the population ages, residents are more likely to experience complex and interrelated health problems
- **Service demand** – there is a risk that as demands increase there will be insufficient capacity in externally commissioned services and internal services. Recruitment to key care roles remains challenging
- **Inflation** – The rate of inflation and the effect this has on the ongoing cost of living, creates unprecedented pressures across all services and in particular in commissioned services
- **Acute Set Aside Services** – comparing the recurring 2023/24 pressures and the 2024/25 budget contribution for these services, there is still a significant shortfall in the level of resources required. Close collaboration with NHS Lothian and the other Lothian IJBs will be needed to manage these pressures
- **Savings** – once again there is a significant savings requirement for the IJB in 2024/25 to ensure spend can be managed within budget and the delivery of savings will need to be closely scrutinised.



# Financial Planning and Performance

## Best Value

The Local Government (Scotland) Act 2003 places a duty on Local Government bodies to secure Best Value. As a Section 106 body under the 2003 Act, Integration Joint Boards have the same statutory duty to secure best value.

The statutory duties of the 2003 Act are:

- The duty of Best Value, being to make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost); and in making those arrangements and securing the balance, to have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development
- The duty to achieve break-even in trading accounts subject to mandatory disclosure
- The duty to observe proper accounting practices
- The duty to make arrangements for the reporting to the public of the outcome of the performance of functions

The above duties apply to the IJB other than the duty to secure a break-even in trading accounts which is not relevant to the IJB as it does not have trading accounts.

## Best Value Framework and Compliance

An updated Best Value Framework was approved by the Board on 06 March 2024.

Taking account of all the relevant factors including Legislation, Ministerial Guidance and Audit Scotland Guidance, the agreed area relevant in assessing the achievement of best value for the IJB are shown below.

- Vision and Leadership
- Governance and Accountability
- Effective Use of Resources
- Partnership and Collaborative Working
- Working with Communities
- Sustainable Development
- Fairness and Equality

For each of these areas it was agreed that there should be an annual assessment of how the IJB has demonstrated best value in the delivery of delegated functions. This is achieved through an Annual Statement of Compliance produced by the Chief Finance Officer, considered by officers, and reported to the IJB Audit, Risk and Governance Committee for consideration. The Statement of Compliance will be used to inform the Annual Governance Statement within the annual accounts.

The Annual Statement of Compliance is used to inform the Governance Statement within the annual accounts and the Annual Performance Report. The 2023/24 Best Value Annual Statement of Compliance was reported to the IJB Audit, Risk and Governance Committee on 19 June 2024..



# Inspection and Regulation of Services

The annual performance report requires Integration Joint Boards to report on inspections by: Healthcare Improvement Scotland; Social Care and Social Work Improvement Scotland (The Care Inspectorate); Audit Scotland; Accounts Commission and the Scottish Housing Regulator which relate to delegated functions.

## Inspections by the Care Inspectorate

During 2022-2023 the routine inspection regime recommended. More information on the approach to inspections and reports can be found on the [Care Inspectorate website](#).

Throughout 2023-2024 there were a number of Care Inspectorate Inspections in the following areas:

- Care Homes
- Day Care
- Care at Home Support Services



image: Binns Tower, West Lothian





# Significant Decisions and Directions

## Significant Decisions

Significant Decisions is a legal term defined within section 36 of the Public Bodies Joint Working (Scotland) Act 2014. It relates to making a decision that would have a significant effect on a service out with the context of the Strategic Plan.

Decisions made by the Integration Joint Board during the year 2023/24 are set out in the IJB's papers which are hosted on West Lothian Council's website.

The Board issued four overarching Directions during 2023/24 to NHS Lothian and West Lothian Council.

An overview of all of the Directions issued by the IJB during 2023/24 is included as Appendix 3.

## Complaints

Complaints received by the IJB are reported to its meetings on a quarterly basis, in line with recommendations from the Complaints Standards Authority and the IJB's Complaints Handling Procedure.

Complaints to the IJB may relate to dissatisfaction with:

- West Lothian IJB's procedures
- West Lothian IJB's decisions
- The administrative or decision-making processes followed by the IJB in coming to a decision

No complaints were received by the IJB in 2023/24.

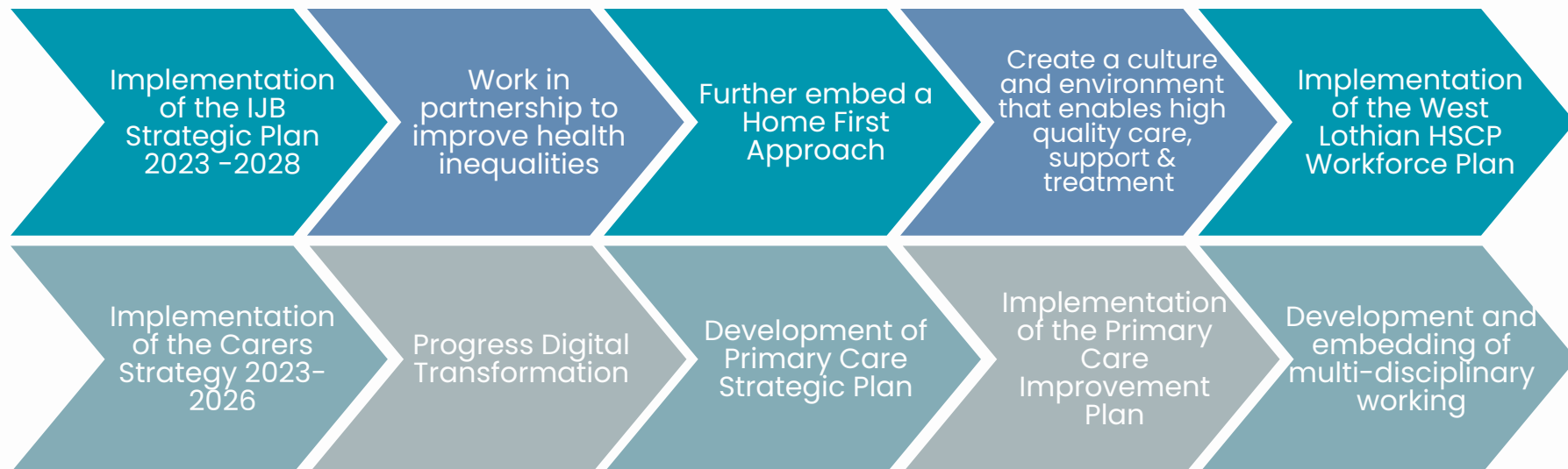


image: Cairnpapple Hill, West Lothian

# Key Priorities for 2024/25

West Lothian Health and Social Care Partnership continue to respond to a difficult financial climate and operational service delivery is shaped by the ongoing need to deliver services in a challenging environment.

We are acutely aware that our communities, service users, their families and our staff have been impacted considerably by the impact to the response of Covid-19. We will focus now on working with our partners on the following key priorities:



# Appendix 1 – Ministerial Strategic Group Integration Indicators

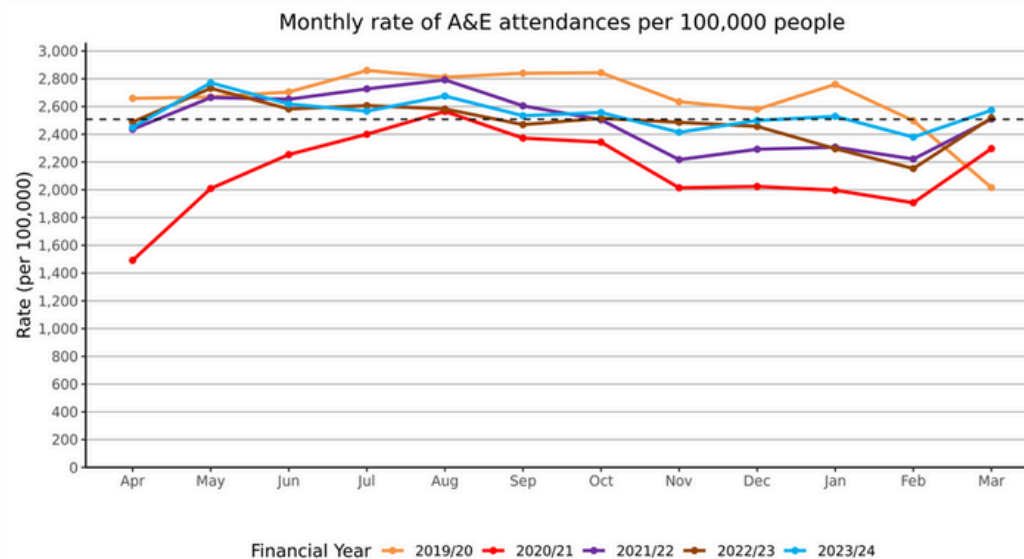
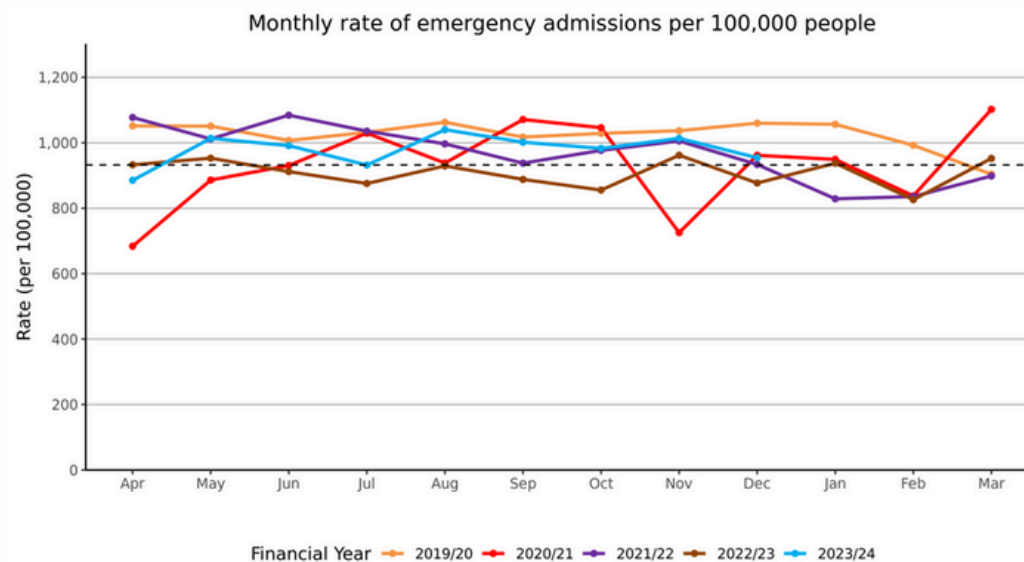
Alongside the Core Suite of Integration Indicators, the Ministerial Strategic Group (MSG) for Health and Community Care defined six key indicators of integration authorities' performance in 2017 which are monitored quarterly. The Ministerial Strategic Group is made up of leaders from health and social care and is tasked with providing leadership and direction on matters relating to health and social care.

The indicators are:

1. Number of emergency admissions
2. Number of unscheduled hospital bed days
3. Number of accident and emergency attendances
4. Number of delayed discharge bed days
5. Percentage of last six months of life in the community
6. Percentage of population residing in non-hospital setting for all people aged 65+

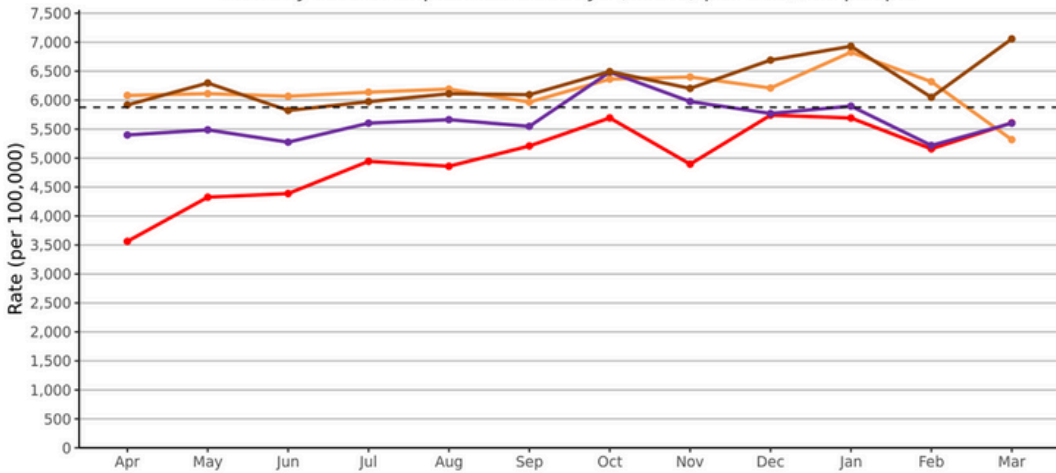
Some of the indicators overlap with the core suite of integration indicators detailed in the section above but some are different.

The following graphs show West Lothian's performance for all six MSG indicators based on the latest data available for individual indicators.



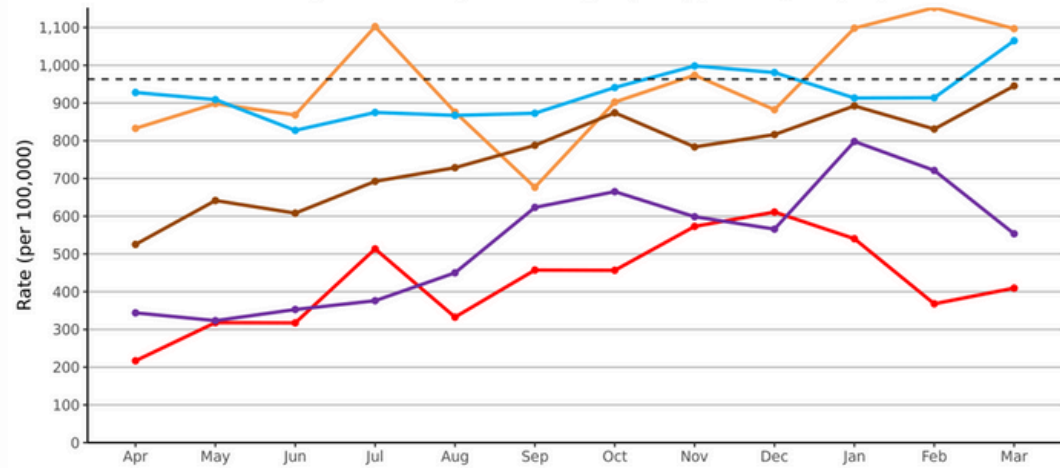
# Appendix 1 - Ministerial Strategic Group Integration Indicators

Monthly rate of unplanned beddays (Acute) per 100,000 people



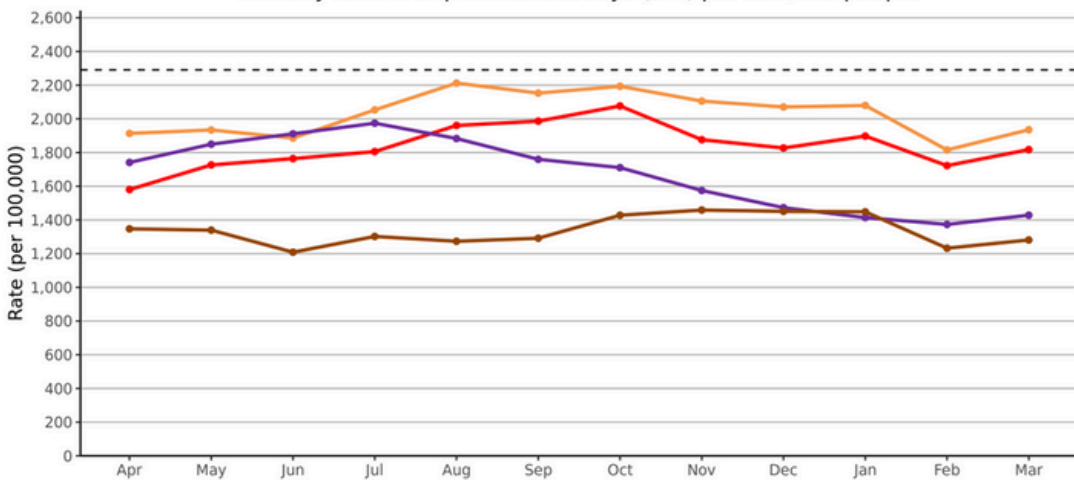
Financial Year — 2019/20 — 2020/21 — 2021/22 — 2022/23

Monthly rate of delayed discharges (OBD) per 100,000 people



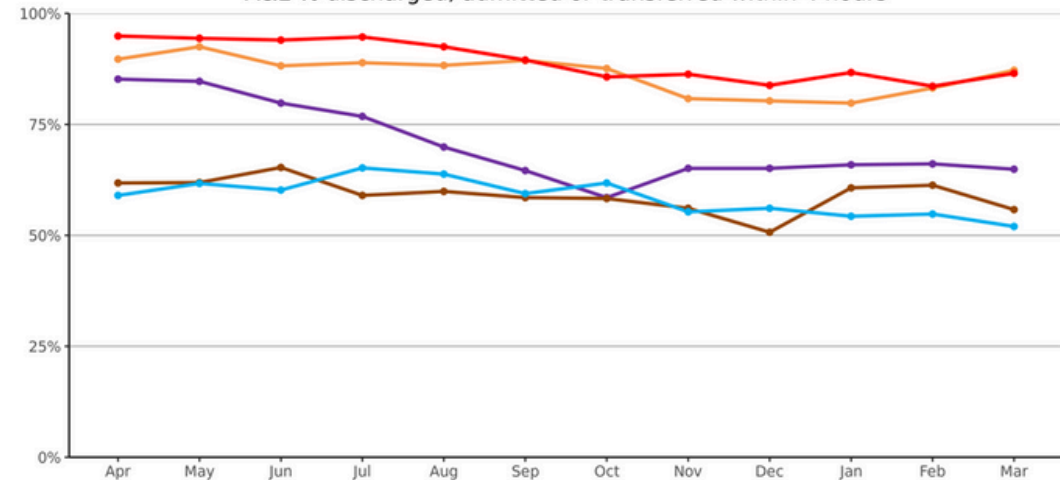
Financial Year — 2019/20 — 2020/21 — 2021/22 — 2022/23 — 2023/24

Monthly rate of unplanned beddays (MH) per 100,000 people



Financial Year — 2019/20 — 2020/21 — 2021/22 — 2022/23

A&E % discharged, admitted or transferred within 4 hours



Financial Year — 2019/20 — 2020/21 — 2021/22 — 2022/23 — 2023/24

# Appendix 1 – Ministerial Strategic Group Integration Indicators

Last 6 months of life: % in the community

