

Appendix 1 - Update on delivery of IJB Directions



IJB Directions at 30 October 2024

32 active Directions

IJB Directions progressing as planned	10
IJB Directions complete – consider closure	12
IJB Directions at risk of slippage	2
IJB Directions complete - subject to forensic analysis	2

6 new Directions agreed and in the process of being issued within last 3 months – progress to be included in next report.

Reference Number and Title of Direction
IJBD2402: Future model of maternity care in Wigtownshire following consultation output
IJBDXXXX: Short Breaks Service model – to be issued
IJBD2404: Implementation of the approved option for the future use of Newton Stewart hospital. That is to establish Community Health and Social Hub.
IJBD2405: Implementation of the approved option for the future use of Kirkcudbright Hospital. That is to establish a Community Health and Social Hub.
IJBD2406: Implementation of the approved option for the future use of Thornhill hospital. That is to establish Community Health and Social Hub.
IJBD2407: Implementation of the approved option for the future use of Moffat hospital. That is to establish Community Health and Social Hub.

1. IJB Directions to be considered for closure:

	<i>Delivery Partner</i>		
IJBD0417: Regional Planning	NHS DG	DGC	Both
Origin of Direction: This item was tabled at an IJB on 30 November 2017	X		
Direction Aim: Ensure that appropriate links to regional planning arrangements/structures are established and maintained for those areas of service and functions delegated to the Integration Joint Board that are or could be impacted by regional plans.			
Delivery Status (Delivered / Partially Delivered / Not Delivered)	Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved): Outcome - Dumfries and Galloway participates in the shaping of regional planning arrangements.	Achieved		
Latest Update			
Next Steps / Recommendation: Agreement to close this Direction via Finance, Quality and Performance Committee as this is managed via NHS Scotland structures.			
We are part of the West of Scotland NHS Board Network which explores challenges, fosters closer working and collaboration. We have regional arrangements in place for Oral Max Fax, Golden Jubilee, Cardiology, , Vascular, General Surgery with other areas identified such as Sleep Studies, Endoscopy, Lab Services and Transport.			

		<i>Delivery Partner</i>		
IJBD2006: Drug and Alcohol Strategy 2020/21		NHS DG	DGC	Both
Origin of Direction: On 23 rd September 2020, ADP Strategy 2020/2021 was tabled at IJB for approval and a Direction to be issued to implement the work outlined in ADP Strategy.				X
Direction Aim: To deliver the work outlined in the Drug and Alcohol Strategy 2020/21				
Delivery Status (Delivered / Partially Delivered / Not Delivered)		Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved): Outcome - This strategy will allow for wider engagement with service users, staff and for the delivery of future services and recovery communities.		Achieved		
Latest Update				
Next Steps / Recommendation: October 2024 - There was no timeframe for delivery however, on 14 th October 2021 progress reported to Scottish Government and report was delivered on – also a local workplan was produced and completed. (link to report) Agreement to close this Direction via Finance, Quality and Performance Committee.				

		<i>Delivery Partner</i>		
IJBD2104: National Flexible Framework (NFF) for Care and Support at Home		NHS DG	DGC	Both
Origin of Direction: This Direction was derived from a decision to join a new National Flexible Framework, managed and monitored by Scotland Excel, for the procurement of care and support services within Dumfries and Galloway based on the outcome of a review of the current contract in place locally.			X	
Direction Aim: To adopt and implement the NFF for the delivery of Care and Support at Home from 1st April 2021.				
Delivery Status (Delivered / Partially Delivered / Not Delivered)		Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved): Outcome - The NFF has been in place in D&G since April 2021		Achieved		
Latest Update				
A new National Flexible Framework was approved 24 September 2024 for the rest of the financial year and 25/26.				
Next Steps / Recommendation: Agreement to close this Direction via Finance, Quality and Performance Committee as new Direction was agreed by virtual approval by IJB Members and final approval on 24 th September 2024 - Therefore, this is superseded by the new Direction.				

		Delivery Partner		
IJBD2108: Orthopaedic Pathways		NHS DG	DGC	Both
Origin of Direction: SAM Programme was in place, where paper was tabled at the IJB on 18 th March 2021.		X		
Direction Aim: To redesign orthopaedic pathways to maximise the opportunities to promote self management, develop primary care based pathways, offer direct referral to x-ray and embed enhanced vetting of new referrals to ensure those who need seen most can access services.				
Delivery Status (Delivered / Partially Delivered / Not Delivered)		Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved):		Achieved		
Outcome - To reduce unnecessary patient travel, to reduce unnecessary footfall in hospital settings. Latest Update				
Next Steps / Recommendation: Agree to close this Direction as action complete and moved to business as usual with regular performance monitoring arrangements in place via Planned Care Steering Group.				
A process is in place for General Practice referral direct to x-ray therefore mitigating the need for a secondary care referral stepped process.				
Active Clinical Triage is embedded within current practice together with the options for virtual consultations and patient initiated returns.				

IJBD2117 – Future Priorities	Delivery Partner		
	NHS DG	DGC	Both
Origin of Direction: SAM Programme was in place, where paper was tabled at the IJB on 18 th March 2021, to plan future priorities – Hospital Flow, Modernising Out-patients and Care and Support at Home			X
Direction Aim: Hospital Flow - To develop a planned and targeted approach to improving hospital flow by improving systems and processes within the Hospital and by developing joint working with Home Teams Modernising Out-patients – to prioritise and deliver the nationally defined patient pathways for modernising out-patients Care and Support at Home - Deliver a Strategy for Care and Support at Home and an associated action plan for delivery through the operational team			
Delivery Status – Delivered / Partially Delivered / Not Delivered Partial delivery due to the new Direction and associated plan for Care and Support at Home: Older People	Partially Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved):	Not Achieved		
Latest Update			
Next Steps / Recommendation: Agreement to close this Direction via Finance, Quality and Performance Committee as new Directions were not sent.			

Space intentionally left blank

IJB2304 – Maternity Consultation	Delivery Partner		
	NHS DG	DGC	Both
Origin of Direction: Direction issued by IJB at its meeting on 7 December 2023 following the outcome of an independent review into Maternity services in the West of the Region.	X		
Direction Aim: To carry out a consultation on the two options for birthing services involving key stakeholders to ensure users, staff and relevant groups are consulted with on the two options.			
Delivery Status – Delivered / Partially Delivered / Not Delivered Option appraisal report considered by IJB on 24 th September 2024	Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved): Development of a sustainable model for maternity services in Wigtownshire that: <ol style="list-style-type: none"> 1. Reflects national and local strategy and policy 2. has fully involved stakeholders and members of the local communities in line with the national standards for communication, engagement and consultation 3. is subject to a robust Equality Impact Assessment 4. is subject to a Fairer Scotland Assessment 	Achieved		
Latest Update			
Next Steps / Recommendation: Options for maternity services in the West of the region were considered by IJB on 24 th September 2024 where a new Direction has been issued to NHS D&G to implement the option 1.			

IJB2307 – RCRP Options appraisal	Delivery Partner		
	NHS DG	DGC	Both
Origin of Direction: Direction issued by IJB at its meeting on 5 March 2023 as part of an update on Right Care, Right Place.	X		
Direction Aim: 1. Undertake options appraisals in regard to four cottage hospitals with suspended in-patient services, including full public consultation.			
Delivery Status – Delivered / Partially Delivered / Not Delivered Option appraisal report considered by IJB on 29 October 2024.	Delivered		
Anticipated Outcome Status (Achieved / Partially Achieved / Not Achieved): To consider a range of options for four cottage hospitals, with suspended in-patient services, following a programme of engagement and consultation with the public.	Achieved		
Latest Update			
Next Steps / Recommendation: A range of options for the four cottage hospitals were considered by IJB on 29 October 2024. Four new Directions have been issued to NHS D&G on preferred options.			

2. General Updates on open Directions

Reference Number and Title of Direction	Delivery Partner			
	NHS DG	DGC	Both	
<p>IJBD0117: Dumfries and Galloway Strategy for Mental Health 2017/27</p> <p>To note the key messages within the Scottish Government Mental Health Strategy 2017-2027 and commit to a local, multi agency response that works in partnership with service users, families and carers to develop a meaningful local response.</p> <p>To support the development of a mental health multi agency strategy group to coordinate the local response to the national Mental Health Strategy and define clear ownership and leadership on the actions set out in the strategy.</p> <p>To support the development of efficient and effective governance arrangements for ongoing monitoring and review of local performance against the strategy actions, that will reduce the potential for duplication of effort.</p> <p>To approve an approach in Dumfries and Galloway, which embeds the combined ethos of public mental health service delivery within a local response to the national strategy.</p> <p>To nominate the Mental Health General Manager to take lead responsibility for overseeing the delivery of all elements of the Dumfries and Galloway Mental Health Strategy.</p>			X	
Latest Update	Status – progressing as planned			
<p>Next Steps / Recommendation: Require taking the new Mental Health and Wellbeing Strategy through the IJB Strategic Planning, Delivery and Commissioning Committee (scheduled in 2025) and onto the IJB to issue a Direction which will supersede this Direction and develop an impact assessment whether to develop an implementation plan but also undertake gap analysis based on information which will be tabled at the next scheduled Committee See new strategy below:</p> <p>https://www.gov.scot/isbn/9781835215098</p>				
Measures of success	Latest position	Period	Target	RAG
To be agreed once gap analysis undertaken from previous strategy to new strategy				

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD0317: Implement Carers (Scotland) Act 2016 The following requirements of the Carers (Scotland) Act 2016 are to be implemented: <ul style="list-style-type: none"> • Preparation of Adult Carer Support Plans • Support to Carers • Short Breaks Service Statement • Development of a local Carers Strategy • Carer Involvement in planning services • Carer involvement in hospital discharge 			X
Latest Update	Status – progressing as planned		
A discussion took place at the Finance, Quality and Performance Committee and the Health and Social Care Leadership Team where it was agreed that we require mapping the Draft Carers Strategy and associated action plan to the Act 2016. The draft Strategy is scheduled to be tabled at the IJB of the 17 th December 2024 which will illustrate whether we are meeting the elements outlined in the Act which will determine / redefine the status.			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2004 Implement the D&G IJB Plan for Palliative Care			X
Latest Update	Status – In progress but slippage due to new strategy release		
Scottish Government has issued a new Strategy: Palliative Care Matters to all 2025 – 2030. A Palliative Care Steering Group has been established to take forward the development of where we are locally against the Strategy and develop an associated plan which will therefore supersede this Direction. This will be scheduled to be discussed at a HSC Leadership Team and then into Strategic Planning Committee.			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
<p>IJBD2102: Investment in Care and Support Services (CASS)Day Services</p> <p>To provide financial assistance to Care and Support Services to create capacity in the service to ensure safe timely discharge from a hospital setting.</p> <p>Phase 1 - January 2020, introduce an additional 515 hours of care and reduce the waiting list for CaH in Annandale and Eskdale. Phase 2 - From January 2021, introduce an additional 440 hours of direct contact care and support per week in the DG1 and DG2 postcode area and reduce the level of assessed but unmet care needs from 525 hours to 85 hours per week.</p>		X	
Latest Update	Status – Complete: subject to forensic analysis		
Subject to forensic analysis as requested by IJB at its meeting on 24 September 2024.			
Next Steps / Recommendation: Report produced to illustrate activity where this requires to be joined up with the financial spend which is being progressed.			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
<p>IJBD2103: Short Term Assessment and Reablement Service</p> <p>To provide financial assistance to increase capacity of the Short Term Assessment and Reablement Service (STARS).</p> <p>To increase capacity within STARS to deliver an additional 294 hours of care each week and increase requests for assistance by 25%.</p>		X	
Latest Update	Status – Complete: subject to forensic analysis		
Subject to forensic analysis as requested by IJB at its meeting on 24 September 2024.			
Next Steps / Recommendation: Report produced to illustrate activity where this requires to be joined up with the financial spend which is being progressed.			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2105: Flow Navigation Centre			
To establish a flow navigation centre to receive and schedule calls by NHS24 for people who currently self present to the ED	X		
Latest Update	Status – Progressing as planned		
The FNCs was a directive from Scottish Government which has been put in place and is maintaining scheduling calls from NHS24 to ED.			
Next Steps / Recommendation: A discussion took place at the Finance, Quality and Performance Committee and the Health and Social Care Leadership Team where it was agreed that we should not close this Direction at this time as there is work at a national level to review the models across Boards.			

Reference Number and Title of Direction	Delivery Partner			
	NHS DG	DGC	Both	
IJBD2106: GP Out of Hours				
To establish a multi-disciplinary model of service delivery that ensures practitioners with the right skill mix, knowledge and experience are available to meet the needs of people who access the GP OOH service.	X			
Latest Update	Complete – need to close with evidence			
The OOH model is continually being reviewed following OOH review by Sir Lewis Ritchie where all Boards were asked to implement a MDT model. We are in the process of this review.				
Next Steps / Recommendation: Present a paper (already produced) to the next scheduled IJB where the MDT model is described where a recommendation will be to close this Direction.				
Measures of success	Latest position	Period	Target	RAG
Percentage of OOH Rotas covered through a MDT approach within the department	100%	Sep 2024	100%	Green

Reference Number and Title of Direction		Delivery Partner			
		NHS DG	DGC	Both	
IJBD2107: Ophthalmology – Shared Care Pilot		X			
To deliver the pilot scheme to ensure that those with deterioration in their condition are escalated to an urgent review for the hospital eye dept to prioritise sooner and also assist in the reduction of those patients who are overdue their appt on the glaucoma review waiting list ensuring that patients are seen in a safe and timely manner minimising the clinical risk to the patient.					
Latest Update		Complete – need to close with evidence			
Next Steps / Recommendation: Present a paper (already produced) to the next scheduled IJB where the MDT model is described with a recommendation to close this Direction.					
Measures of success		Latest position	Period	Target	RAG
Number of people receiving a glaucoma review by Community Optometrists		143	Jul - Sep 2024	94	Green

Reference Number and Title of Direction		Delivery Partner		
		NHS DG	DGC	Both
IJBD2109: Dementia Care		X		
To build on the ongoing improvement programme currently underway within MH, extending the scope of this work to attend to the needs of this group across the whole system, and for the duration of their condition.				
Latest Update		Status – progressing as planned		
Previously this was linked to reporting into Annual Delivery Plan on Whole System change of Dementia Care Pathways – this included the work on PDD where we have a system in place working with Third Sector.				
In March 2024, a paper was presented into Health and Social Care Leadership Team with an overview of Dementia Care in Dumfries and Galloway (D&G), and specifically updates on progress to date since the Integration Joint Board (IJB) issued the Dementia Care Direction (IJBD2109) in March 2021:				
To build on the on-going improvement programme currently underway in Mental Health (MH), extending the scope of this work to attend to the needs of this group (People Living With Dementia (PLWD)) across the whole system, and for the duration of their condition.				
The paper also described the preparations underway to plan for, and support implementation of, D&G response to Scotland's new national Dementia Strategy - Dementia in Scotland: "Everyone's Story". It was agreed that further work across all long term conditions be developed to ensure a key focus on priorities is defined.				

Reference Number and Title of Direction	Delivery Partner			
	NHS DG	DGC	Both	
<p>IJBD2110: Virtual Consultations</p> <p>To develop routine reporting systems and processes that illustrates increased efficiencies in service activity, particularly in relation to use of Near Me as an alternative to face to face consultations.</p> <p>To agree associated KPIs for areas of performance and service activity in relation to mode of delivery as described.</p>	X			
<p>Latest Update</p> <p>We report on virtual consultations and telephone appointments routinely via NHS Qlikview application.</p> <p>This is monitored via the value based health and care steering group – together with Active Clinical Triage and Patient Initiated Returns.</p> <p>Next Steps / Recommendation: A report will be brought forward to March 2025 IJB.</p>	Complete – need to close with evidence			
Measures of success	Latest position	Period	Target	RAG
Number of outpatient appointments conducted virtually (video or telephone)	10,897	Jul - Sep 2024	N/A	N/A

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
<p>IJBD2112: My PreOp</p> <p>To safely implement the use of MyPreOp for remote preoperative assessment within Dumfries and Galloway and to agree a method of collecting and collating feedback from both staff ad patients on the MyPreOp system</p>	X		
<p>Latest Update</p> <p>My PreOp implemented and new approach adopted as business as usual.</p> <p>Next Steps / Recommendation: A report will be brought forward to March 2025 IJB.</p>	Complete – need to close with evidence		

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2114 Establish Home Teams To establish 8 Home Teams across Dumfries and Galloway by August 2021			X
Latest Update	Status – need to close with evidence		
<p>All 8 Home Teams were established in September 2022 with the full complement of workforce transitioned as of May 2023.</p> <p>Home teams continue to deliver effective community services across the region. There are a number of key functions Home teams are delivering; In reach support into acute and community hospitals is increasing with good communication and engagement between acute and community services. Home teams deliver where possible rapid responses to individuals in the community to wrap round with interim support to try preventing hospital admissions, support discharge and are currently also supporting with both short and long term care packages while care providers are sourced. Prevention and early intervention are also a key priority with all home team staffing to develop community projects and resilience for the future.</p> <p>Next Steps / Recommendation: Agree at IJB to close this Direction given 8 Home Teams have been established and requirement to illustrate the impact of the implementation of Home Teams by way of issuing a further Direction..</p>			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2204: Implement the Dumfries and Galloway Integration Joint Boards Housing with Care and Support Strategy 2020 - 2025			X
Latest Update	Status: Progressing as planned		
<p>An implementation plan for the Housing with Care and Support Strategy was developed pre- covid-19 pandemic. The IJB have extended the period of relevance for two years to 2025. Specific focus so far has been on people with complex needs, specifically returning people out of area, the complex needs plan is now complete and includes actions for Supported Housing for people with Complex needs. The Partnership is also contributing to the development of the council Housing Demand Needs Assessment highlighting the growing need for specialist housing.</p>			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2205: Third Sector Contracts Transition all third sector commissioned services to three year contracts by the end of December 2024.	(s)		X
Latest Update	Status – Ongoing (slippage)		
An initial focus on establishing contracts that are compliant with procurement rules has provided a foundation to move to three year contracts. There is an agreed procurement timeline which will look to have three year contracts by the end of 2025 where appropriate for Third Sector Commissioned Service.			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2302 Right Care Right Place: Bed Based Intermediate Care <ul style="list-style-type: none"> Deliver year 1 proposals for flexible bed based intermediate care as outlined in the attached commissioning plan with the aim of ensuring that care is delivered as close to home as possible and connected to communities. Given the development of an alternative model for the delivery of bed based intermediate care that reflects what people have told us, NHS Dumfries and Galloway should not re-open the currently suspended in-patient services in cottage hospitals at this time. This should be reviewed following work with communities on the future role of cottage hospital sites. Giving appropriate consideration to the level of engagement and consultation required, work with communities to develop a way forward for the use of cottage hospitals. This could include a potential role as health and social care hubs. That could include a range of out-patient and day treatment services such as intravenous therapies, blood transfusions, pre-operative assessments, primary care services, AHP services and supported virtual consultations to reduce the need for unnecessary patient travel – Action superseded by Direction IJBD2307. Deliver the Medium Term Commissioning Plan for Longer Term Care. Giving appropriate consideration to the level of engagement and consultation required, work with communities to apply the national framework for community rehabilitation ensuring the right care in the right place, by making best use of existing resources including the role and function of cottage hospital sites. Giving appropriate consideration to the level of engagement and consultation required, work with communities to design and plan medium and long term plans for flexible bed based intermediate care. Giving appropriate consideration to the level of engagement and consultation required, the local authority should explore the future balance of the care home market locally to support sustainability and resilience. That may lead to a mixed model of independent and statutory sector owned and run homes. Design and establish an approach to community participation in the design and delivery of services delegated to the IJB. This should be linked to the IJB Strategy and based in best practice, that promotes consistency, culture change and true collaboration while encouraging creativity and innovation. Review a range of enablers that will support flexible bed based intermediate care and wider care and support including: Integrated Community; Equipment Services (ICES); adaptations; and digital supports 			X
Latest Update	Status – Progressing as planned		

Direction issued by the IJB in September 2023 and is on schedule for delivery in the timescales agreed at their meeting in November 2023.

Reference Number and Title of Direction	Delivery Partner			
	NHS DG	DGC	Both	
IJBD2303: Refinement and development of the Dumfries and Galloway's Complex Needs Plan				
The delivery of a partnership complex needs plan and implementation plan which will include working with people who use service, families, carers & service providers to analyse existing services and provide opportunities to co-produce future services across Dumfries and Galloway. This work will be linked to national policy for those with complex needs.			X	
Latest Update	Status: Progressing as planned			
A Complex Needs Plan 2023-2026 for Dumfries and Galloway was approved by the Integration Joint Board in September 2023. Following a previous request from the Leadership Group and as part of the implementation of the Complex Needs Plan an evaluation framework has been developed for the Complex Needs Service. As part of this a project team has been put in place to agree Key Performance Indicators (KPIs) and to monitor the success of the model of care.				
Measures of success	Latest position	Period	Target	RAG
Local measures currently in development – update will be provided in next report				

Reference Number and Title of Direction	Delivery Partner			
	NHS DG	DGC	Both	
IJBD2305: Non Registered Third Sector Contracts				
		X		
Latest Update	Status: Progressing as planned			
Measures of success	Latest position	Period	Target	RAG
Not applicable				

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2306: Care and Support at Home Older People		X	
Latest Update	Status: Progressing as Planned		
A report is to be scheduled into Finance, Quality and Performance Committee			

Reference Number and Title of Direction	Delivery Partner		
	NHS DG	DGC	Both
IJBD2401: Direction to Constituent Parties to deliver Health and Social Care Services within the IJB Financial Plan and Budget for 2024 / 2025			X
Latest Update	Status: Progressing as Planned		
Financial Updates are provided on a regular basis to Finance, Performance and Quality Committee and the IJB.			