

West Lothian Integration Joint Board



Annual Performance Report 2024/2025

A message from our Chief Officer and Chair	3	Outcomes – Performance and What We Have Done	20
Introduction	4	Outcome 1	20
The role of the IJB	5	Outcome 2	25
Review of Integration Scheme	5	Outcome 3	29
Membership of IJB	5	Outcome 4	35
Role of the IJB Chief Officer	5	Outcome 5	38
Integrated Services in West Lothian	6	Outcome 6	42
		Outcome 7	45
		Outcome 8	48
		Outcome 9	52
Strategic Planning	7		
Strategic Plan	7	Financial Planning and Performance	59
National Health and Wellbeing Outcomes	9	Financial Planning	59
Strategic Delivery Plans	10	2025/26 Outlook	62
Reducing Health Inequalities	11	Best Value	65
Home First	12	Best Value Framework and Compliance	65
Enabling High Quality Care	13		
Workforce Planning Update	14	Inspection and Regulation of Services	66
Communication and Engagement Update	14		
		Significant Decisions and Directions	67
West Lothian Population	15		
Locality Profiles	16	Key Priorities for 2024/25	68
Performance Reporting	17	Appendices	69
Performance Review & Key	17	Appendix 1 – Ministerial Strategic Group Integration Indicators	
Indicators 1–9	18	Appendix 2–Primary Care	
Indicators 11–20	19	Appendix 3–Directions 2023/24	

A message from our Chief Officer and Chair

We are delighted to present the West Lothian Integration Joint Board's 8th Annual Performance Report which covers the financial year 2024/25 and is also the second annual performance report for the strategic plan which covers the period of 2023 to 2028.

In this Annual Performance Report, you will read about some of the ways in which our services continued to develop and evolve to meet the needs of people across West Lothian. The report also describes the progress that we made throughout the year in delivering the West Lothian Integration Joint Board's strategic objectives, and presents key data related to our performance.

The year 2024/25 was another year of change, adaptation and innovation for Adult Health and Social Care services in West Lothian, none of which would have been possible without the efforts and skills of our dedicated staff. Thank you to all of the staff, working across each of our services and sectors: we value and appreciate all you do.

The West Lothian Integration Joint Board, like many other public bodies across Scotland, continues to operate within a very challenging environment with the combination of a growing and ageing population and ongoing constraints on public finance.

While this means that difficult choices will need to be made the IJB remains committed to continuing to provide safe and high quality health and care services to all the people who need our support.

The report provides an overview of performance against the National Core Suite of Integration Indicators and shows that performance in West Lothian is in line with the overarching Scottish trend, which is a general reduction in performance.

However, despite the financial and demographic challenges faced, we have continued to progress our transformation work this is reflected in the reported data showing that West Lothian is ranked 9th in Scotland in relation to Delayed Discharge Rate per 100,000 population for people age 18+.

There have also been slight improvements in the percentage of carers who report that they feel supported in their caring role and those who report that they have had a positive experience of the care provided by their GP practice. Further work is required in both of these areas which will be progressed through the work of the Carers Strategy Implementation Group and through the development of the West Lothian Primary Care Strategy.

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



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.

Role of the IJB Chief Finance Officer

The Chief Finance Officer (CFO) ensures the lawful and effective management of the IJB's finances. As a non-voting member of the IJB, they contribute expert financial advice to inform decision-making. The Chief Finance Officer in West Lothian is Hamish Hamilton who was appointed in May 2023



Introduction

6

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 West Lothian Integration Joint Board approved its Strategic Plan for 2023–2028 on 21st March 2023. This plan builds on the achievements of the 2019–2023 Strategic Plan and outlines the Board's ongoing commitment to developing and improving health and social care services in West Lothian over the five year period to 2028.

The plan also outlines how the nine national health and wellbeing outcomes will be delivered through the implementation of our strategic priorities and transformational change programmes, set against a backdrop of demographic and financial challenges.

A Strategic Needs Assessment was carried out to inform the development of the new plan and to provide a clear understanding of the needs and priorities of the local population. This assessment involved analysing both local and national data to identify current and future trends, supporting the planning and development of services going forward.

Population projections for West Lothian over the lifespan of the plan indicate that older adults will make up an increasing proportion of the population. The number of people aged 65 to 74 is expected to rise by 19% by 2028, while those aged over 75 are projected to increase by 39%. In comparison, the Scottish average growth for the same age groups is 14.4% and 25.4%, respectively.

In addition to data analysis, a comprehensive engagement exercise was carried out to capture the views of partners, staff, unpaid carers, and people who use our services. This process helped identify what is working well, what still needs to be addressed, and where gaps remain. Further work was undertaken with the IJB Strategic Planning Group to review the previous Strategic Plan and to help identify potential priorities for the new plan.



Our Vision

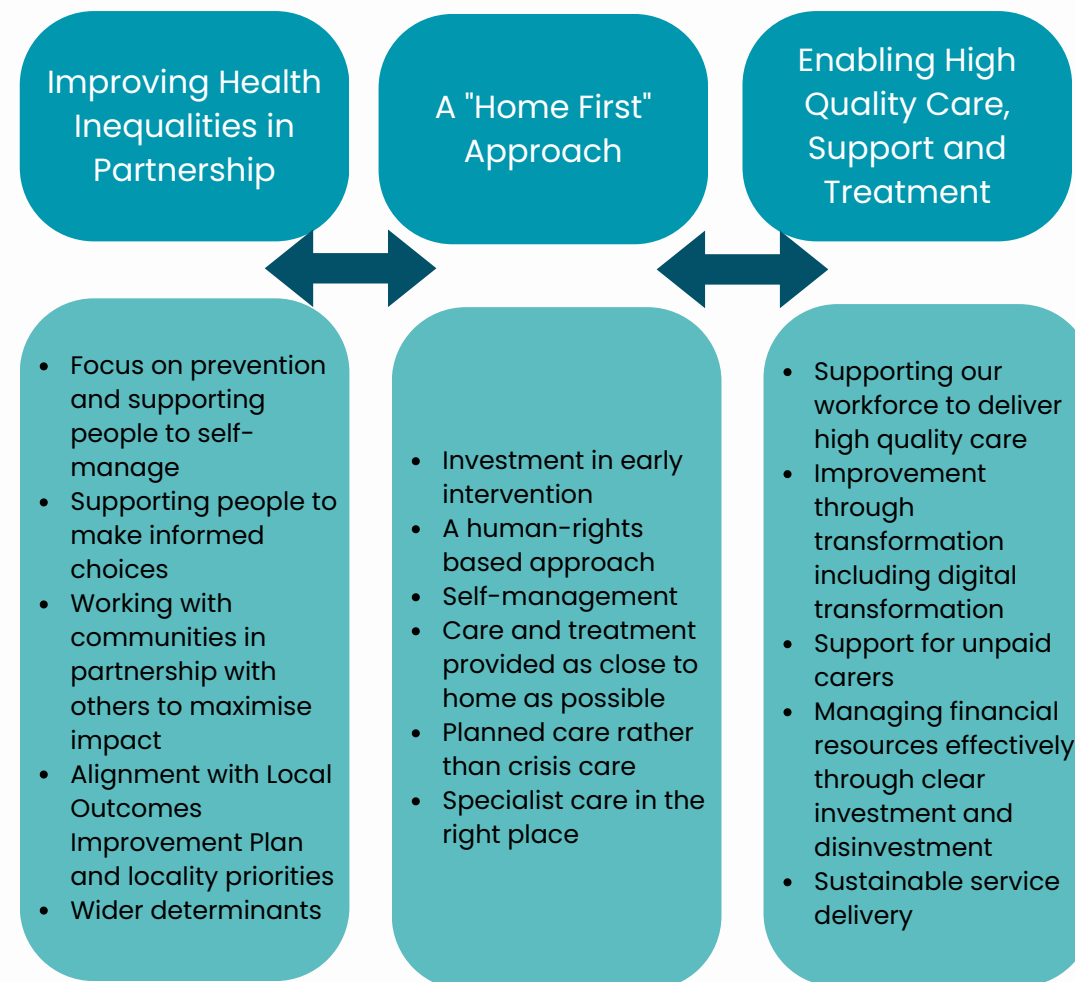
"Working in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian"

The plan sets out the IJB's vision of:

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 thought 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 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.



Performance

Implementation and monitoring of the Strategic Delivery Plans is undertaken via a separate Delivery Board for each Strategic Priority. The performance of the actions found within each Delivery Plan are reported to the aligned Delivery Board approximately 4 times per year with a formal update provided to the IJB every 6 months.

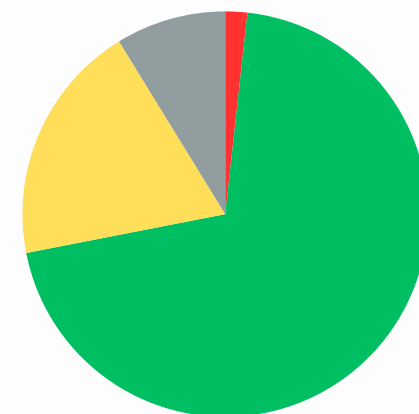
The progress of delivering the priority areas within each plan is reflected via Red Amber Green (RAG) status:

Red: Significant issues requiring escalation or significant remedial action.

Amber: Issues or Delays but project aims remain achievable.

Green: On track to meet project aims and milestones.

As of June 2025 In there are 57 areas being reported across all 3 delivery plans, of these 40 are green (70%), 11 are amber (19%), 1 (2%) is red and 5 have not yet commenced or have been completed (grey) (9%).





Strategic Priorities

Improving Health Inequalities in Partnership

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

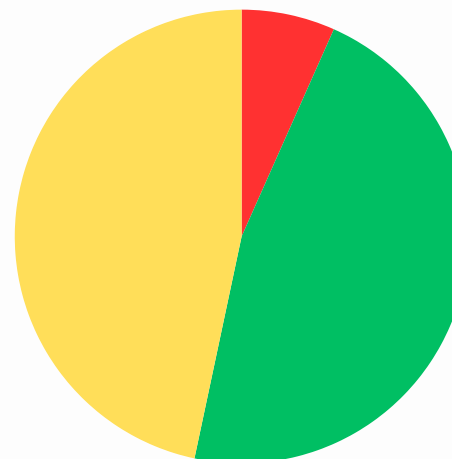
There is an 8-year difference in life expectancy depending on where people live. People living in the most deprived communities can also have poorer physical and mental health throughout their lives with almost every health indicator showing progressively poorer health as indicators of deprivation increase. 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

Performance

To deliver this priority there are 15 areas included within the delivery plan as of June 2025. 7 have a RAG status of green, 7 have RAG status of amber and 1 area is reporting as red.





Strategic Priorities

Home First Approach

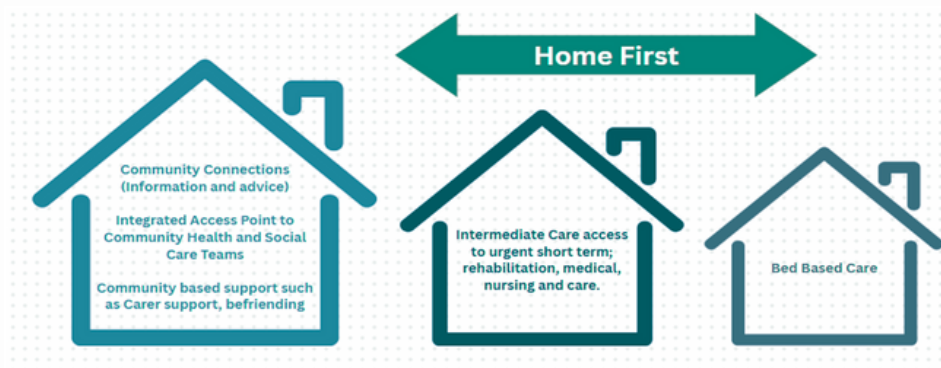
The Home First approach is central to development of an integrated, person-centred health and social care system in West Lothian. It prioritises supporting individuals, families, and carers to remain independent by promoting and supporting self-management and early intervention at home. This vision aligns with the Scottish Government's Getting It Right For Everyone (GIRFE) model, which aims to deliver coordinated support from young adulthood through to end of life.

Key initiatives in progressing the Home First Approach have included

- Establishing a single point of contact for professionals to access urgent support from health and social care,
- Enhancing community navigation at St John's Hospital front door,
- Expanding Hospital at Home, React Rehabilitation, and Respiratory Services.

To sustain these improvements, a long-term integrated health and social care model is needed. To date progress in this area has included:

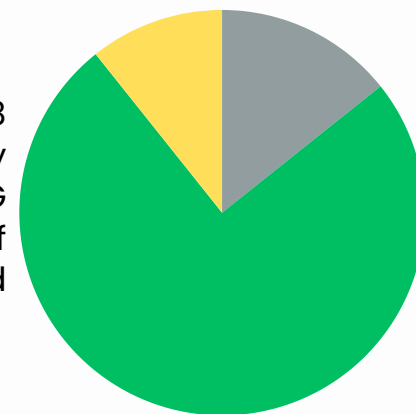
- The development of an integrated discharge hub at St John's
- Collaborative Care Home Team with nurses and social workers proactively supporting people in care homes.
- The integration of mental health and addiction services.
- The development of a single point of contact for access to urgent support and care



By investing in community-based care and simplifying access points, the model aims to enhance efficiency and deliver timely, coordinated care while managing increasing demand and financial pressures

Performance

To deliver this priority there are 28 areas included within the delivery plan as of June 2025. 21 have a RAG status of green, 3 have RAG status of amber and 4 have not commenced or are completed (grey)





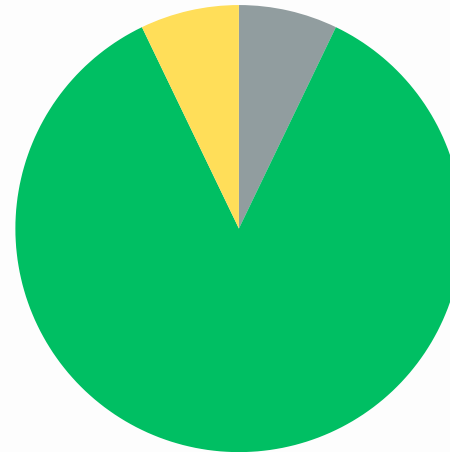
Strategic Priorities – Enabling High Quality Care, Support and Treatment

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 that our plan will deliver on this it is essential we have a focus on:

- Supporting and developing the health and social care workforce
- Advancing technology and driving Digital Transformation
- Providing support for unpaid carers
- Managing our financial resources effectively
- Developing and delivering sustainable services

Performance

To deliver this priority there are 14 areas included within the delivery plan as of June 2025. 12 have a RAG status of green, 1 has a RAG status of amber and 1 has not commenced (grey)





Strategic Planning

Workforce Planning Update

West Lothian Health and Social Care Partnership (HSCP) published the HSCP Workforce Plan 2022-2025 in October 2022 and is required to provide an update on this plan annually.

A refreshed action plan was developed and published in November 2024 as part of the Annual Update for the Workforce Plan 2022-2025. It illustrates how the West Lothian HSCP will support staff in the process of implementing the required transformational change.

The annual update reflected the HSCP's achievements in relation to workforce planning, including:

- the implementation of a supported year for newly qualified social workers (NQSW) from September 2024,
- the introduction of two band 3 pharmacy support worker roles in 2024 to begin to offer non-registered pathways into the pharmacy technician profession,
- the significant progress made in developing a trauma informed workforce, and
- an increasing percentage of staff who receive a timely annual appraisal.

In developing a new Workforce Plan for 2025-2028, we must reflect on the significant financial pressures and the impact on our workforce as we start to implement significant change across teams and services with continuing uncertainty around future resources.

Engagement with staff and partners in developing the new Workforce Plan has commenced and this will be published in September 2025.

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:

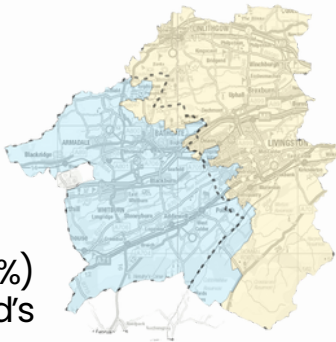
- Increasing awareness in all stakeholder groups of the IJB's priorities and the work of the Health and Social Care Partnership
- Providing consistent, accessible information through a range of channels, taking account of different needs and ability to access information online
- Developing robust two-way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

West Lothian has a population of

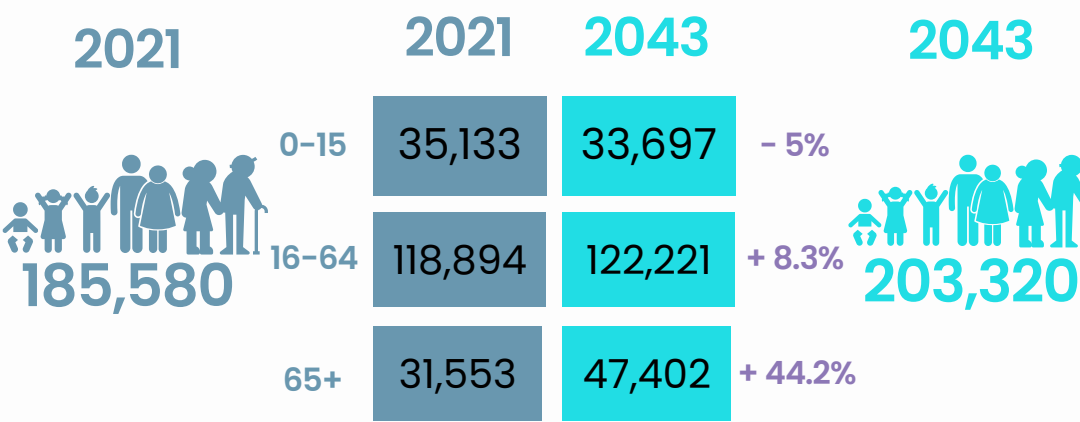
185,580

(National Records of Scotland, 2021)

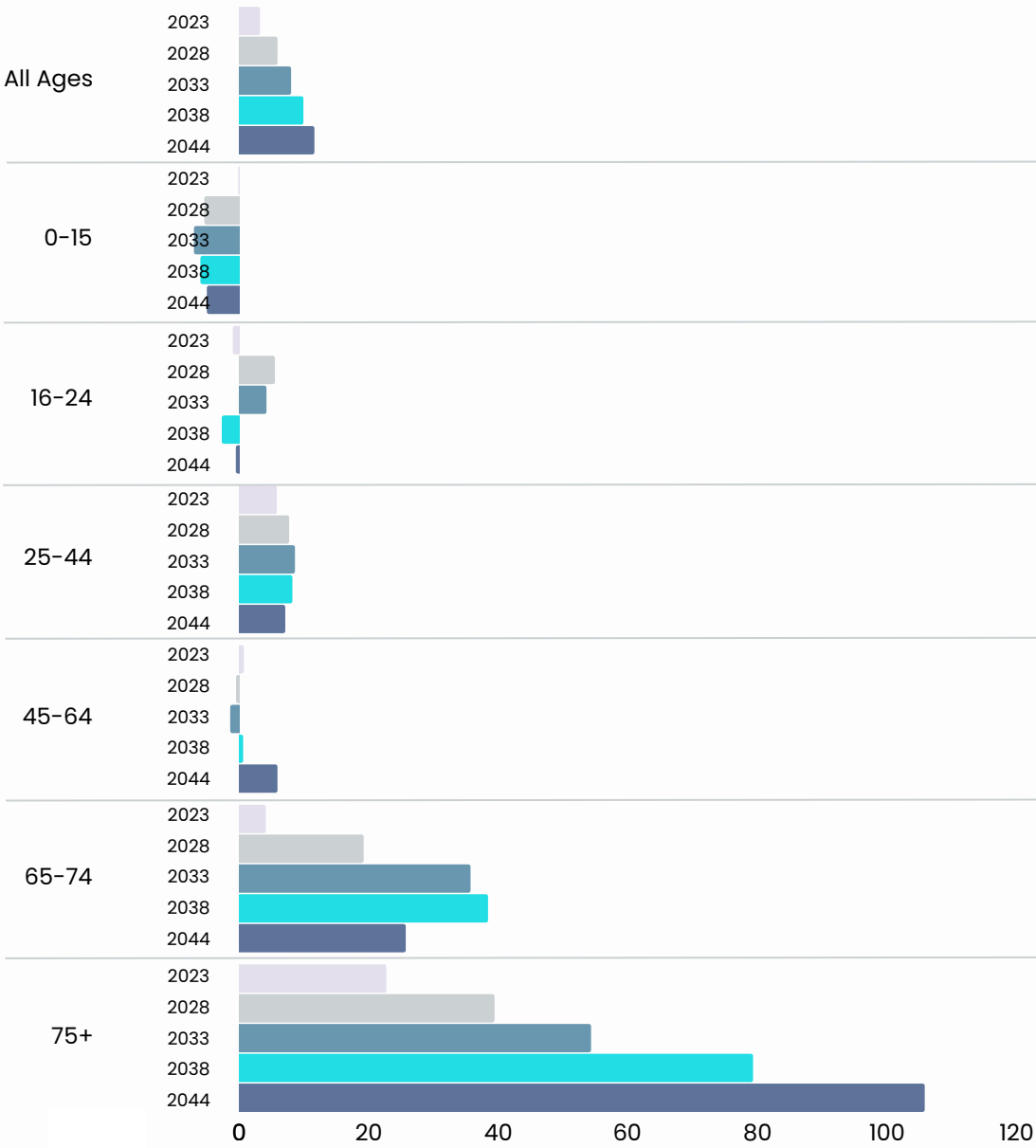
This is an increase of 26,550 people (16.7%) since 2001. Over the same period, Scotland's population rose by 8.2%.



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

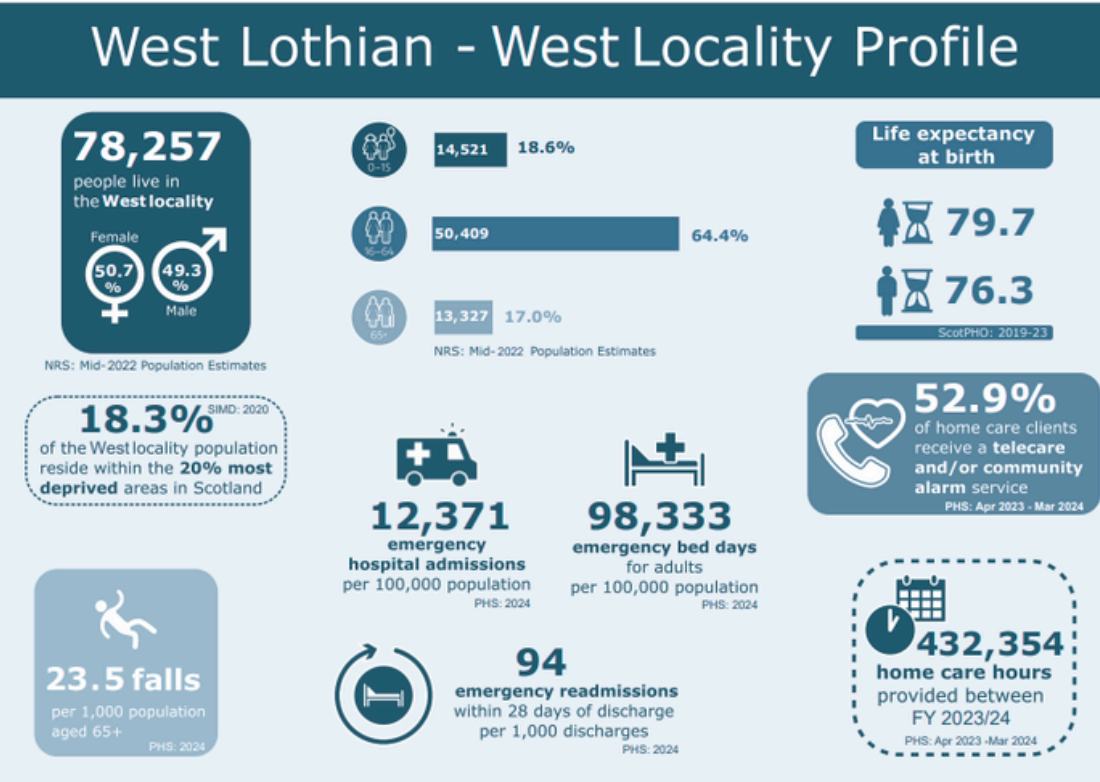
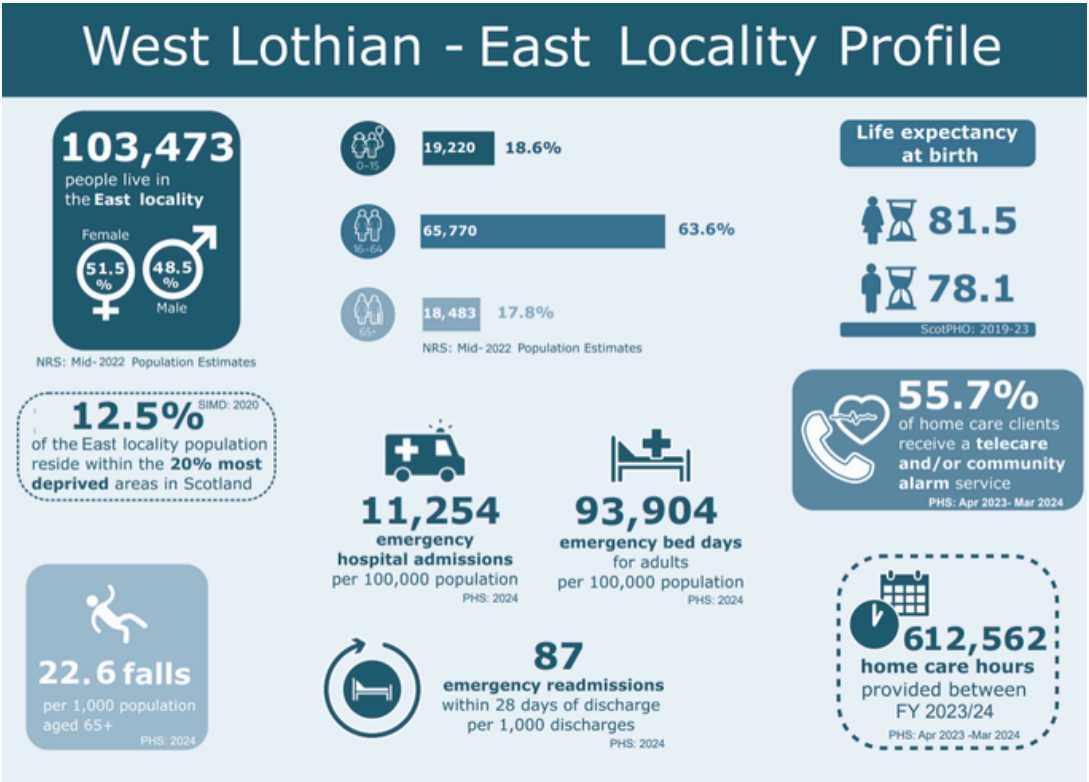


Projected percentage change in population by age group until 2043



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.



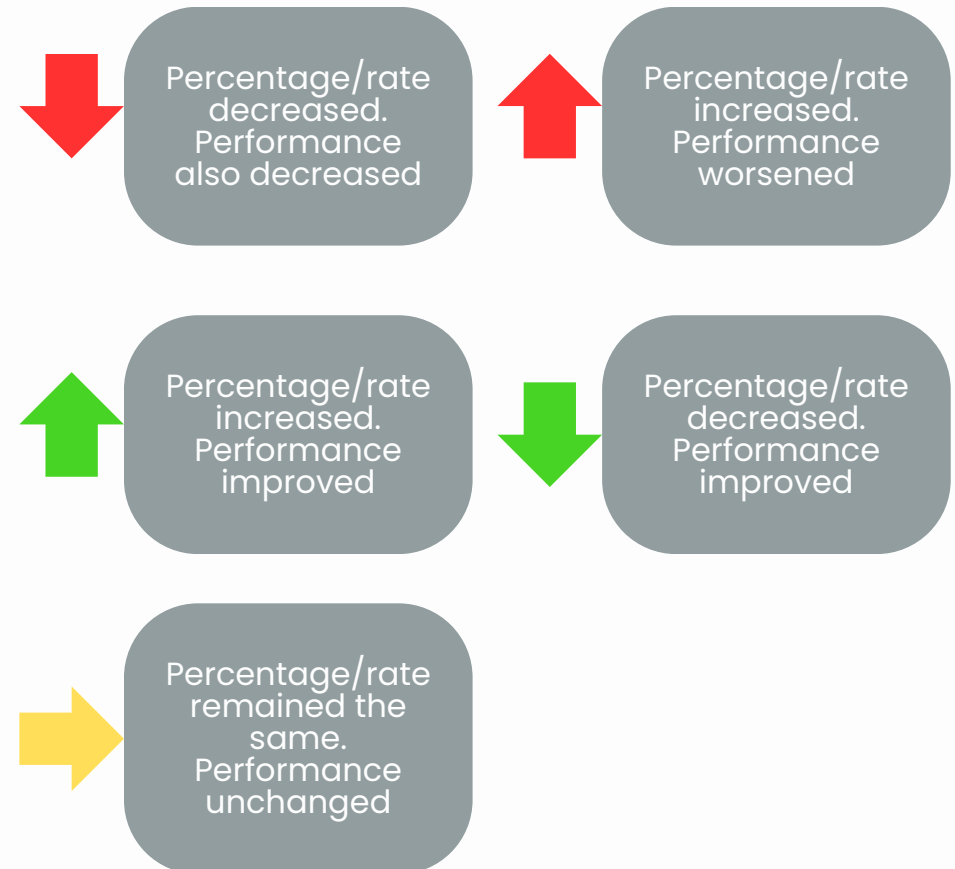
Performance Review

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		2021/22		2022/23		2023/24		Change and performance against previous year	
Number	Description	West Lothian	Scotland	West Lothian	Scotland	West Lothian	Scotland	West Lothian	Scotland
NI - 11	Premature mortality rate per 100,000 persons (calendar year)	463	463	441	441	429	442	↓	↑
NI - 12	Rate of emergency admissions for adults (per 100,000 population)	12,124	11,645	11,341	11,318	11,988	11,859	↑	↑
NI - 13	Rate of emergency bed days for adults (per 100,000 population)	95,486	116,314	99,406	122,909	97,939	120,407	↓	↓
NI - 14	Emergency readmissions to hospital within 28 days of discharge (per 1,000 discharges)	107	107	95	102	94	104	↓	↑
NI - 15	Proportion of last 6 months of life spent at home or in a community setting	90%	90%	90%	89%	90%	89%	→	→
NI - 16	Falls rate per 1,000 population aged 65+	20.1	22.6	19.7	22.1	21.2	22.7	↑	↑
NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	76% (2022/23)	75% (2022/23)	85% (2023/24)	77% (2023/24)	86% (2024/25)	82% (2024/25)	↑	↑
NI - 18	Percentage of adults with intensive care needs receiving care at home (Calendar Year)	63%	65%	64%	65%	65%	65%	↑	→
NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	640 (2022/23)	683 (2022/23)	848 (2023/24)	867 (2023/24)	1045 (2024/25)	952 (2024/25)	↑	↑
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	22.4% (2019/20)	24% (2019/20)	N/A	N/A



Outcome 1 Performance and What We Have Done

20

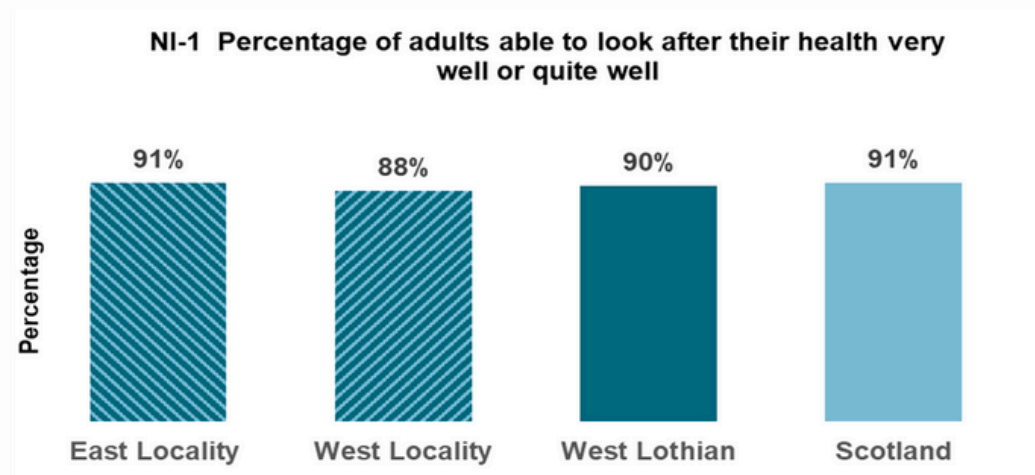
Outcome 1

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

Our Performance

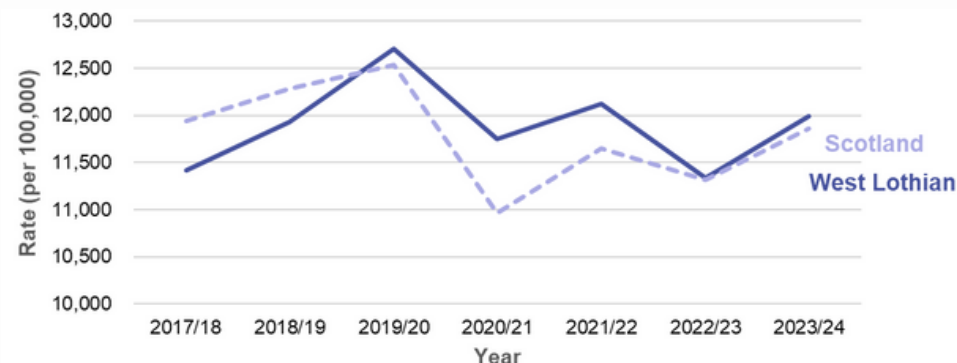
NI-1 Percentage of adults able to look after their health very well or quite well

	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), 2024*



The rate of emergency admissions in adults per 100,000 increased from 11,340 emergency admissions in 2022/23, to 11,988 admissions in 2023/24. This aligns with Scotland which has seen an increase from 11,318 in 2022/23 to 11,859 in 2023/24.



Outcome 1 Performance and What We Have Done

21

What We Have Done

Ageing Well

The Ageing Well programme supports older adults to enhance and maintain their physical and mental health while also improving their overall quality of life. It does this through a peer support volunteer model that offers community based activities and services. The programme 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 walking groups, singing for health, seated exercise, line dancing, knit and natter, tai chi, Walking Football/Netball and Arts & Crafts. Through a combination of a place based approach and Xcite venues, the programme reaches communities to provide accessible and inclusive opportunities to meet their individual needs. 47 classes are delivered each week with 20 people volunteering at weekly activities.

This year Xcite WLL were shortlisted in the Community Leisure UK Awards for the nomination of their Ageing Well volunteer, Eileen who has been volunteering for over 15 years. Eileen, who is 80, delivers seated exercise to over 40 older adults each week, arranges monthly concerts and supports a craft group. This nomination recognised the excellent work that Eileen and the Ageing Well Programme does to support people to live well in West Lothian at a National level.



CANOLYMPICS 2025 – Residents from 10 care homes across West Lothian came together for an afternoon of fun, friendly activities, celebrating with a medal ceremony and entertainment.

The event was proudly featured on STV News.



"If i wasn't going to class i would be sitting at home by myself most days. (The) class is also helping my physical activity."



Outcome 1 Performance and What We Have Done

22

What We Have Done

Xcite West Lothian Leisure Health & Wellbeing Programme

The West Lothian Health and Social Care Partnership commission West Lothian Leisure to deliver a Health and Wellbeing programme designed to support people living with long-term conditions. The programme promotes physical activity as a tool for self-management, incorporating behaviour change interventions that build confidence, increase motivation, and improve overall activity levels.

The programme takes a person-centred approach, offering a range of tailored options to meet individual needs, abilities and levels of physical function. During 2024/25, a total of 2,476 referrals were received, with 80% of those referred engaging in the programme and 54% completing it. The most common referral reasons were mental health, weight management, and musculoskeletal (MKS) conditions.

Engagement with colleagues across Primary and Secondary Care Teams has helped to promote and raise awareness of the programme and is reflected in the high number of referrals.

In 2024-25 a Test of Change was conducted to explore issues related to capacity and participant engagement. The programme demonstrated a significant increase in physical activity levels and a notable reduction in sedentary time among participants.

Xcite West Lothian Leisure (WLL) secured funding through the Parkinson's UK Physical Activity Grant to support symptom management for individuals living with neurological conditions. In partnership with Scottish Gymnastics, they introduced *Love to Move* - a cognitive movement programme shown to be effective for people with dementia, care home residents and older adults. The programme has been delivered in two care homes, benefiting M.I.S.T service users and Alzheimer's Café attendees.



I have noticed a significant improvement in my health and wellbeing. I have sought additional support in addition to the service and have made other life changes, but the service has been an important and consistent part of that journey. I am slimmer, fitter, toned and feel confident and relaxed. I sleep better and my diet has improved.



What We Have Done

Redesign of Adult Services – Evaluation of Supported Accommodation in Learning Disability Day Services

The redesign included a comprehensive review of care settings for people living in supported accommodation, with the aim of transferring support from day services to home care providers where beneficial. This review was completed by December 2024, allowing many individuals—including those living with parents or carers—to transition smoothly into the new levels of support.

Three distinct service models were established:

- **Eliburn:** which is focused on building-based support for individuals with profound and multiple learning and physical disabilities.
- **Pathways:** which offers a structured mix of building-based and community support.
- **Community Inclusion Team:** which provides outreach support that promotes community participation through local centres and venues.

All services operate on personalised outcomes set for each person but share common overarching aims of fostering meaningful community connections, nurturing relationships and promoting independence. The initiative is underpinned by the Keys to Life Framework which supports core themes such life-long learning, practical living (skills and relationships), employment (including volunteering), and overall wellbeing.

The redesigned services have significantly expanded community-based opportunities, including both supported and independent volunteer placements, increased use of community venues (sports centres, sensory facilities and hobby groups), and educational partnerships with West Lothian College, Oatridge SRUC, and Borders College. Notable increases in participation include:

- **Volunteer placements:** from 7.5% to 17% (126% increase)
- **Community venue activities:** from 33% to 79% (140% increase)
- **Non-building activities:** from 25.5% to 52% (104% increase)
- **College placements** (excluding Borders College): from 3.5% to 7% (100% increase)

Continuous feedback mechanisms indicate high levels of satisfaction. Surveys from April 2024 to March 2025 noted that 99% of service users and carers rated the services as good to excellent. Additionally, the Care Inspectorate-aligned 'How We Doing Questionnaire' in February 2025 reflected consistently high performance, with service quality scores ranging from 97% to 100%.

The restructured management team has fostered a more open, goal-driven environment that has encouraged staff motivation, cross-service knowledge sharing, and integration of ideas. This has allowed for a more holistic and individualized approach to service delivery, enhancing both community engagement and overall service effectiveness.



Outcome 1 Performance and What We Have Done

24

What We Have Done

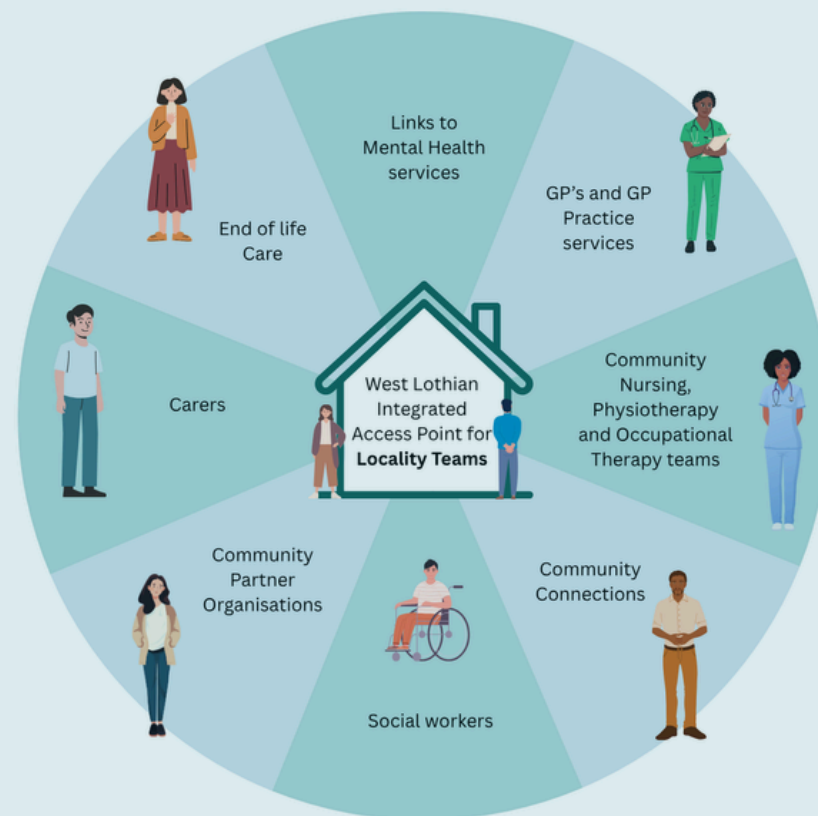
Home First – Locality MDT Model

A Locality Multi-Disciplinary Team (MDT) model is being expanded across West Lothian, building on insights from recent internal service reviews. This development aligns with the goal of delivering person-centred care that helps individuals to stay well at home while improving the systems ability to meet both urgent and routine health and social care needs.

The model includes three key components:

- Integrated Access Point
- Locality Teams in East and West, aligned to IJB geographical areas
- Intermediate Care Team providing short-term support to prevent unnecessary hospital admissions and to assist individuals returning home after acute care

The enhanced MDT model is expected to be implemented pending approval beginning from June 2025.





Outcome 2 Performance and What We Have Done

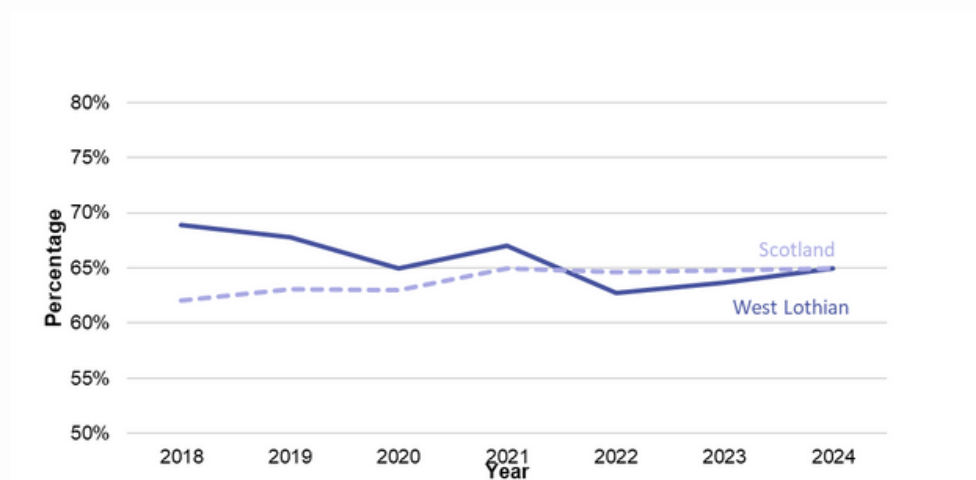
25

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**

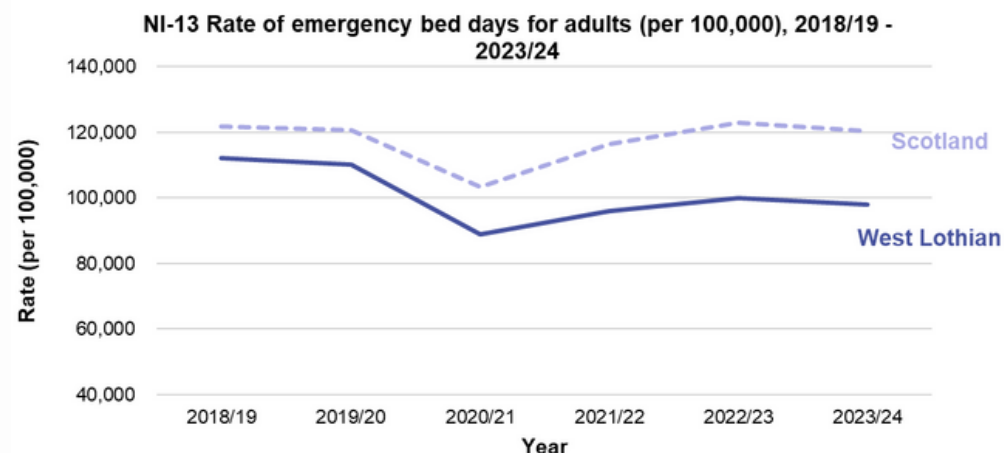
Our Performance

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 2024, where 65% 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 has remained above the West Lothian rate since 2022 however West Lothian and Scotland both report 65% in 2024.

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 97,939 for West Lothian in 2023/24. This was a decrease of 1.98% of bed days compared to the 2022/23. The Scotland rate in 2023/24 is 120,407 which is 2.16% decrease in comparison to 2022/23.



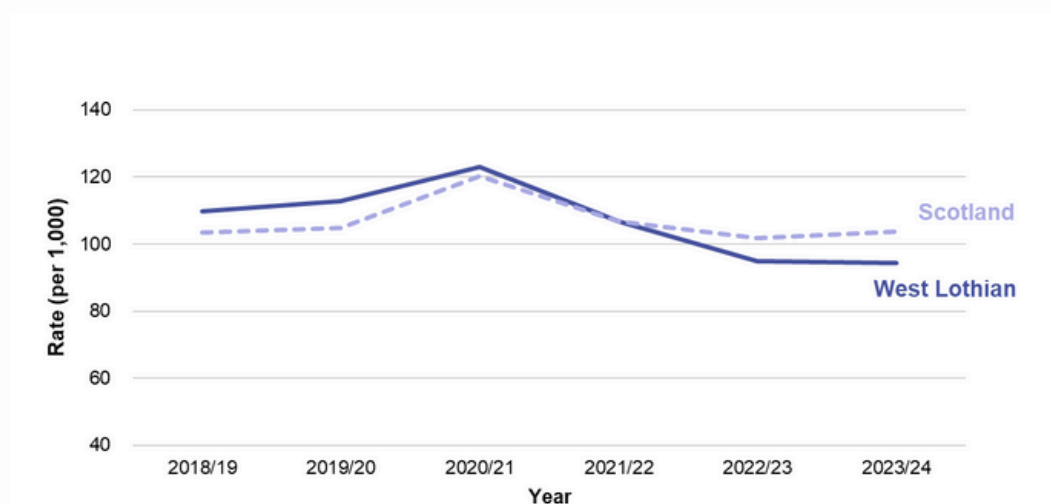
Outcome 2 Performance and What We Have Done

26

Outcome 2

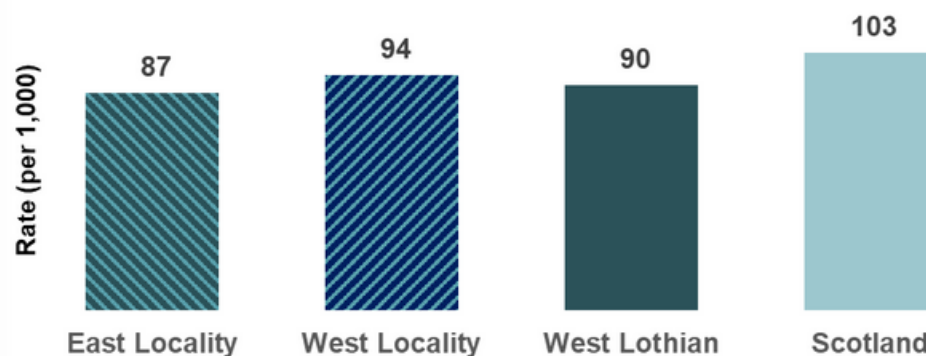
Our Performance

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 2023/24 was 94 per 1,000 admissions. The rate has steadily been decreasing since 2020/21 in which per 100,000 admissions were reported to the most recent figure. The Scotland rate has followed a similar trend until 2023/24 in which there was a slight increase to 104 per 100,000 from 102 per 100,000 in 2022/23.

NI-14 Readmissions to hospital within 28 days of discharge (per 1,000 admissions), 2024*





Outcome 2 Performance and What We Have Done

27

What We Have Done

Whole System Approach to Improving Care at Home

Care at home (CAH) services deliver essential, personalized support, that enables individuals to remain in their own homes for as long as possible, in line with Home First principles and West Lothian's strategic vision. The service focuses on enhancing quality of life and preserving independence, ensuring that people receive the care they need in a familiar environment.

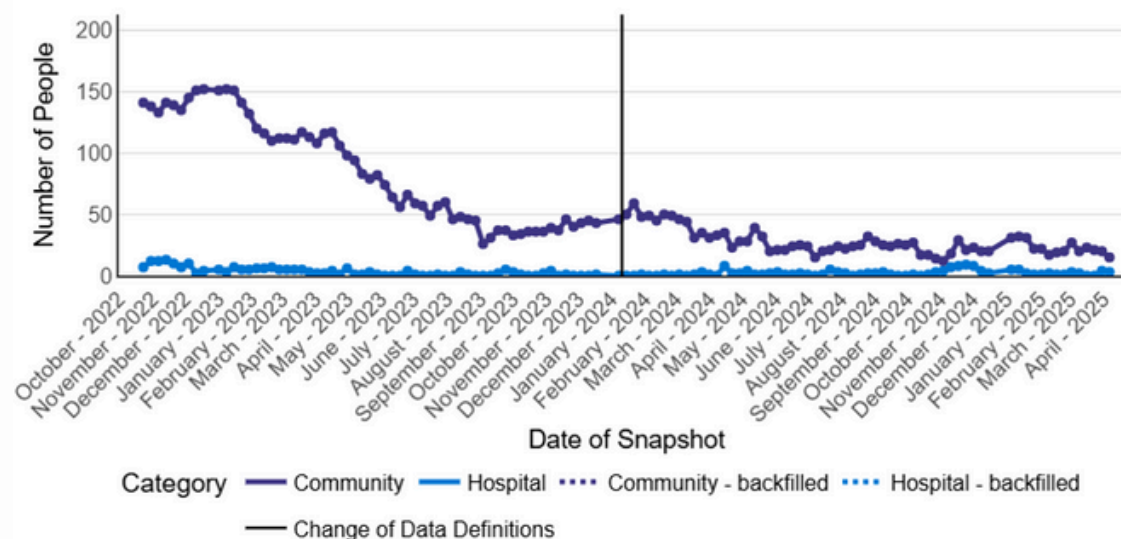
Historically, CAH was the most fragile part of the social care market in West Lothian, where service supply gaps contributed to hospital discharge delays and significant unmet care needs in the community. As of January 2023, 152 people were awaiting care, representing 1,026 hours of unmet support per week.

To address these challenges, a revised Care at Home contract framework was introduced in October 2023. This new framework includes enhanced quality assurance and contract monitoring arrangements to improve service delivery and responsiveness.

Since implementation, West Lothian has continued to achieve positive outcomes, maintaining low levels of unmet need for care at home and consistently low numbers of hospital delays for individuals awaiting a care at home package.

The West Lothian Health and Social Care Partnership has also introduced a range of innovations and service improvements to strengthen oversight, enhance assurance processes, and gain deeper insights through improved use of data.

Number of People Assessed and waiting for a Care at Home Package in West Lothian^P.



Analysis of the period April 2024 to March 2025 provided below evidences that the number of individuals awaiting a care at home package in a hospital or community setting during the reporting year has been maintained at low levels in comparison to previous years.



Outcome 2 Performance and What We Have Done

28

What We Have Done

Self Directed Support

Self-Directed Support (SDS) enables individuals eligible for social care to have greater choice over their support. It ensures that adults, carers, children and families can live their life in ways that are meaningful to them.

Significant work has been undertaken both nationally and locally to embed the principles and values of SDS within social care and social work practice. This includes training for staff aimed at enhancing skills and embedding the core values, principles, and standards of SDS in day-to-day delivery. During 2024–25, a total of seven training sessions were delivered to 82 members of staff.

West Lothian also had the opportunity to work with In Control Scotland as part of a local programme, 'Working Together for Change'. This programme aims to empower people to take control of their support through SDS and brings together professionals and people with lived experience to support a change. The group commenced in September 2024 and will focus on early intervention, through the development of short videos of community groups in West Lothian. This will support and guide people of West Lothian through the path of Social Care. The programme has been viewed a great success and work continues to progress.





Outcome 3 Performance and What We Have Done

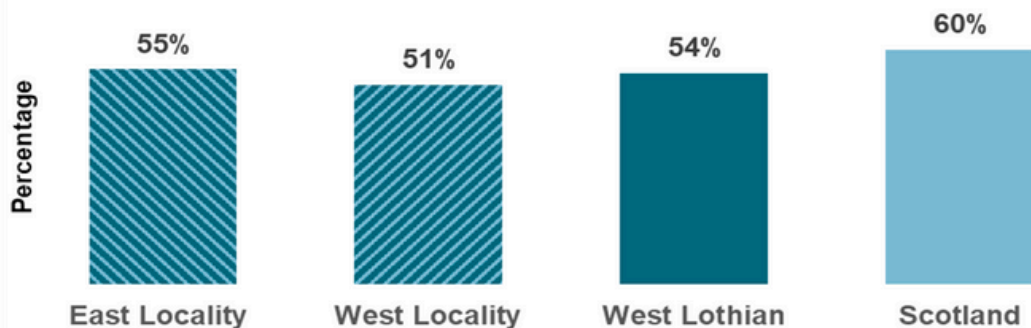
29

Outcome 3

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

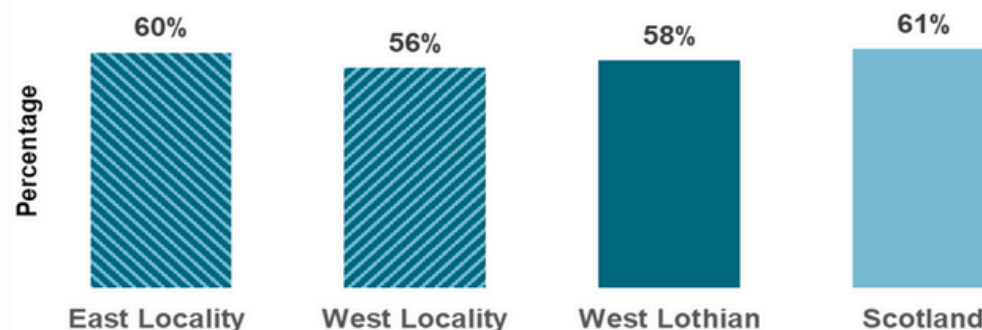
Our Performance

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



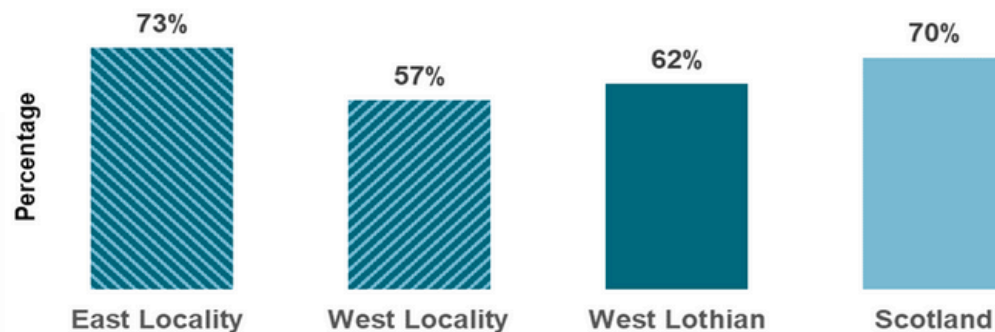
In West Lothian, 54% of people surveyed in 2023/24 agreed that they had a say in how their help, care or support was provided. This is 27 percentage points lower than the 2021/22 figure and 6 points lower than the 2023/24 Scotland average.

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 from 81% . The response for West Lothian sits below the Scottish average of 70% in 2023/24.



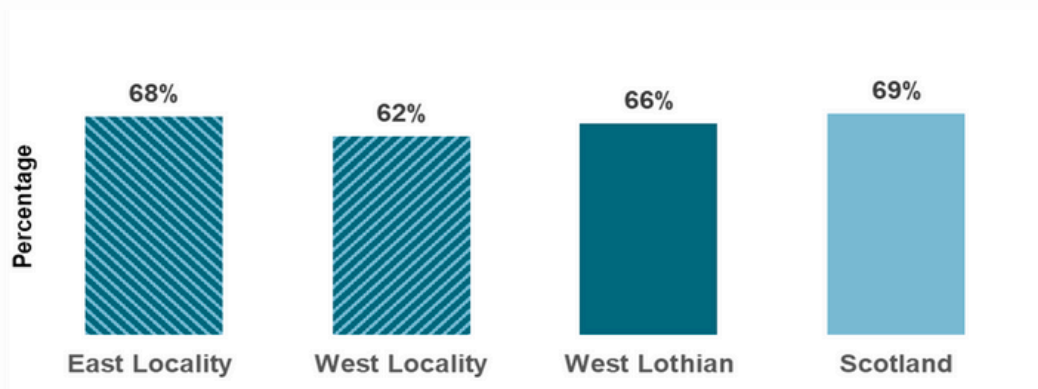
Outcome 3 Performance and What We Have Done

30

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

31

What We Have Done

Community Inclusion Team (Learning Disability Day Services) Partnership with Murieston Football Club

As part of the Learning Disability Day Service re-design, individuals supported by the Community Inclusion Team have been supported to achieve their personal goals and explore supported volunteering opportunities, resulting in a number of notable successes. The most recent initiative is a partnership with Murieston United Football Club.

The club's inclusive "Football for All" approach aligns with the aims of the Learning Disability Day Service by expanding life experiences, promoting health and well-being and providing opportunities in an innovative ways. This collaboration makes sport more accessible for people with disabilities.

Volunteer roles now include tasks such as ground maintenance and supporting the club's charity efforts, including distributing kits and boots both locally and to charities that foster community spirit and promote the benefits of football worldwide. These are meaningful contributions that foster a sense of purpose and belonging.

This partnership has enabled individuals to take on volunteer roles, fostering meaningful community connections. Further developments may focus on enhancing social interactions and increasing independence within these roles.





Outcome 3 Performance and What We Have Done

32

What We Have Done

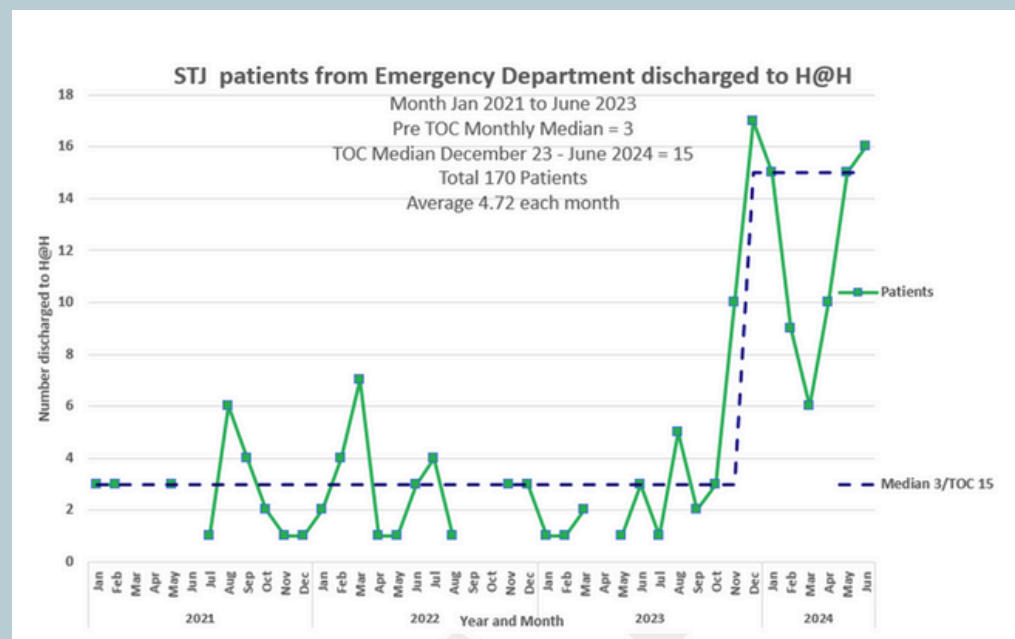
Home First – Rehabilitation Occupational Therapy Assessment service (ROTAS) Test of Change

West Lothian Health and Social Care Partnership (WLHSCP) conducted a Test of Change (ToC) between December 2024 and mid-April 2025 to enhance and strengthen the existing Rehabilitation Occupational Therapy Assessment (ROTAS) service and frailty teams. This enhancement included the addition of community health and social care professionals, such as nurses and social workers.

The aim of the initiative was to establish a presence within the Accident & Emergency (A&E) department and collaborate with the acute hospital team. By sharing community knowledge of individuals, the ToC sought to support timely, joint decision-making and appropriately divert individuals to community pathways—avoiding unnecessary hospital admissions for those not requiring acute care.

Evaluation of the Enhanced ROTAS ToC demonstrated a positive impact. The number of individuals diverted to the Hospital at Home community pathway increased significantly, with the median rising from 3 per week prior to the ToC to 15 per week during the test period, as shown in the graph.

Learning from this ToC will inform the development of an integrated intermediate care function. This will provide short-term rehabilitation both in the community and at the front door of the hospital (A&E), supporting individuals to remain well and independent at home while reducing avoidable hospital admissions.





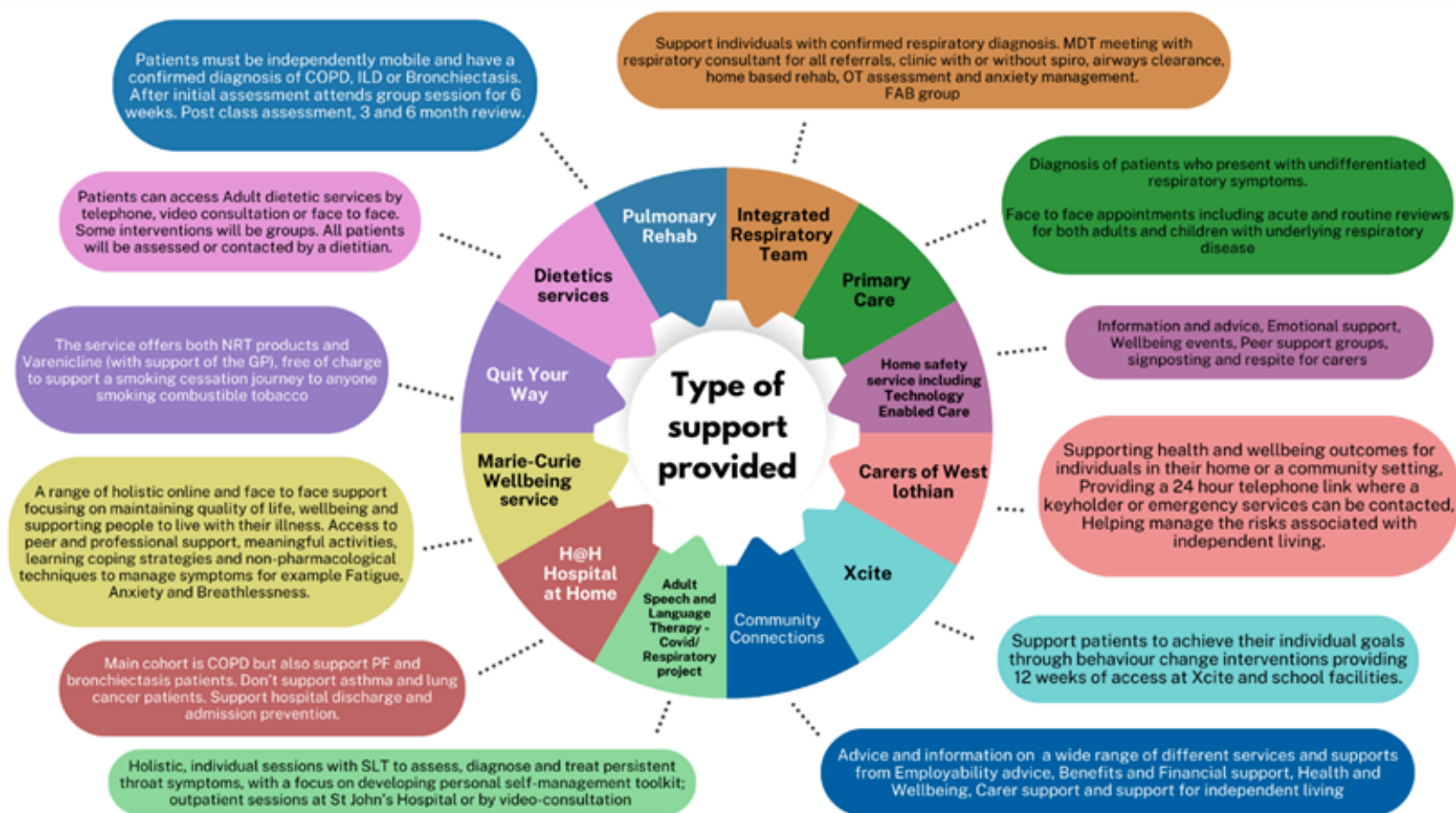
Outcome 3 Performance and What We Have Done

33

What We Have Done

Home First - Community Respiratory Project

Over the past year, the Home First Community Respiratory Project Working Group has focused on mapping and understanding the wide range of services available in West Lothian to support individuals with respiratory conditions. The infographic below highlights the breadth of support offered across the community for those living with respiratory health needs.





What We Have Done

Home First – Dementia Working Group

The Dementia group, comprising of health and social care professionals, key stakeholders and partner organisations, met regularly throughout the year to improve dementia services within West Lothian.

Initial meetings focused on developing a Dementia Pathway Service Mapping document, designed to give all services involved in dementia care a clear overview of:

- What each of the services provide and
- Identifies each of the services available at each stage of the dementia pathway.

This mapping was developed in partnership with people living with dementia and their carers, and was informed by a series of workshops delivered in collaboration with West Lothian's Alzheimer Scotland branch.

Through this engagement, people with lived experience identified key gaps in current provision, most notably:

- A delay between diagnosis and the start of Post-Diagnostic Support (PDS) particularly in relation to alignment across partner organisations.
- A lack of stage-specific and tailored information and support particularly for people with early onset dementia and older adults.

In response, the group agreed to change the referral protocol so that all people are now referred to Alzheimer Scotland at an earlier stage and always at point of diagnosis.

Anecdotally, this change has led to an increase in referrals to Alzheimer's Scotland at an early stage. Referral data is currently being collated to confirm this trend and gather individuals experience on the pathway.





Outcome 4 Performance and What We Have Done

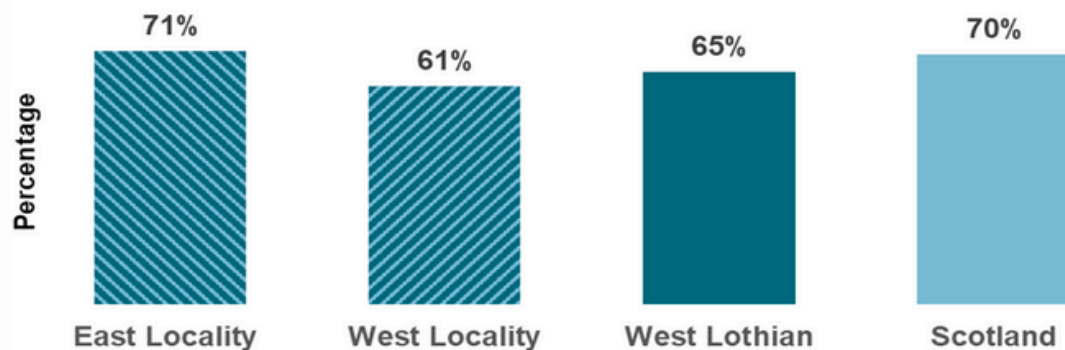
35

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**

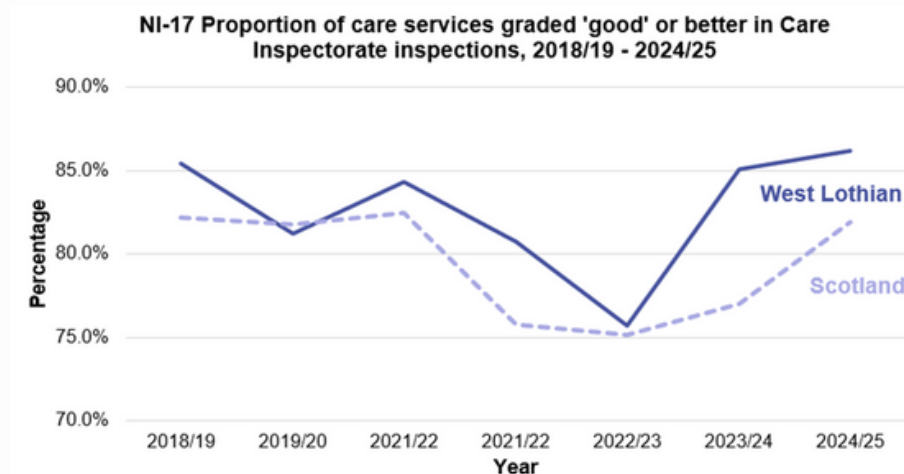
Our Performance

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 86% in 2023/24, which is 4% higher than the Scottish average of 82%.



Outcome 4 Performance and What We Have Done

36

What We Have Done

Phlebotomy Service Expansion

A comprehensive review of the phlebotomy service provision within West Lothian Health and Social Care Partnership (HSCP) identified a significant need to increase capacity in order to meet growing demand across GP practices. At the time of the review, the service was delivering 39 sessions per week, which was insufficient to meet the needs of patients and primary care providers.

In response, the HSCP undertook a service redesign and resource allocation exercise to increase the number of weekly sessions to 65. This expansion included built-in flexibility to cover staff sickness and annual leave, ensuring that service delivery remains consistent and resilient. The introduction of this additional capacity has significantly reduced the risk of clinic cancellations and improved the reliability of the service for both patients and practices.

Feedback from GP practices has been overwhelmingly positive. The enhanced availability of phlebotomy appointments has supported improved patient access, reduced waiting times, and alleviated pressure on primary care teams. Furthermore, the service is now better positioned to respond to fluctuations in demand and staffing.





Outcome 4 Performance and What We Have Done

37

What We Have Done

West Lothian Distress Brief Intervention (DBI) Service

The HSCP launched a new Distress Brief Intervention (DBI) Service on 31 March 2024 as a one-year test of change to meet a gap in provision for people who have acute distress but have no diagnosed mental illness. These individuals would otherwise receive no follow up support after being discharged from a crisis service, often presenting repeatedly to their GP or to unscheduled care services.

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.

DBI Level 1 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 referral to a DBI level 2 service. This service is provided by commissioned and trained third sector staff 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.

In its first full year, the service received 402 referrals having rolled out level 1 training to the Acute Care and Support Team (ACAST) in St John's Hospital, Practice Mental Health Nurses, GPs across West Lothian, and Community Wellbeing Hub CPNs.

People receiving a Distress Brief Intervention self-report reduced distress and an increased perceived ability to manage immediate and future distress.

"Everyone was really thoughtful and they could even point out the fact that I couldn't explain. They understood all my feelings and difficulties which made me feel not alone anymore."

"Great team of workers I felt very supported throughout my time on the service."



"The DBI members were so friendly and patient to listen to me and gave me a lot of useful advice and information."



Outcome 5 Performance and What We Have Done

38

Outcome 5

Health and social care services contribute to reducing health inequalities

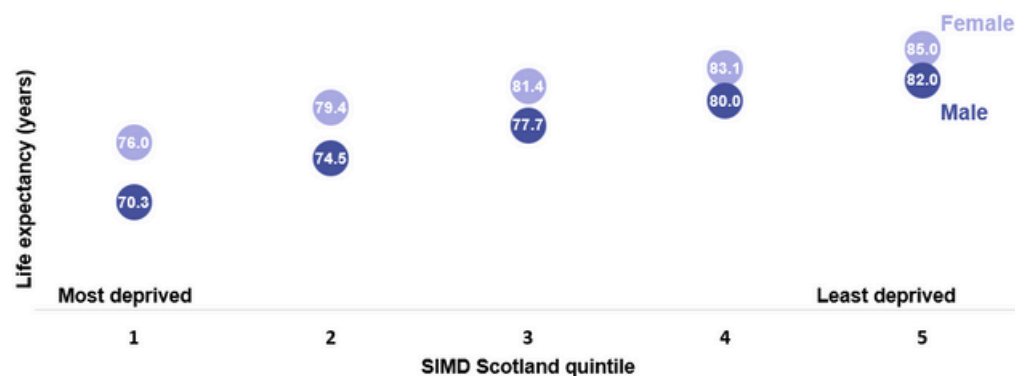
Our Performance

		2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23
West Lothian	Male	78.3	78.1	77.8	77.9	77.5	77.2	77.1	76.8
	Female	80.8	81.0	80.8	81.0	80.5	80.6	80.7	80.8
Scotland	Male	77.1	77.0	77.1	77.2	76.8	76.6	76.5	76.8
	Female	81.1	81.1	81.1	81.1	81.0	80.81	80.7	80.8

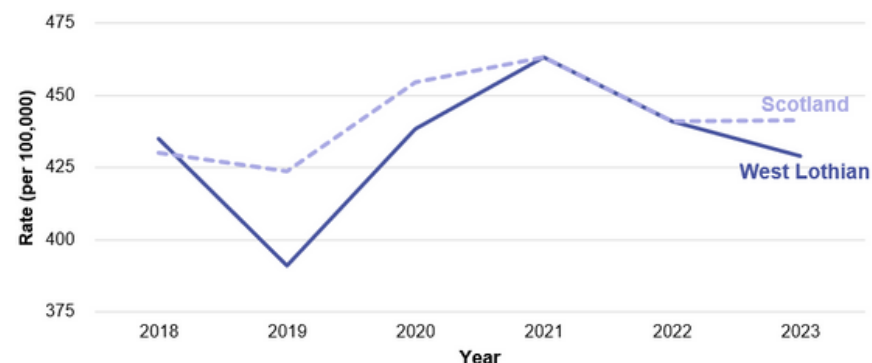
Source: NRS

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.

Life expectancy at birth by sex and deprivation, 2017-21 (5-year aggregate)



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

39

What We Have Done

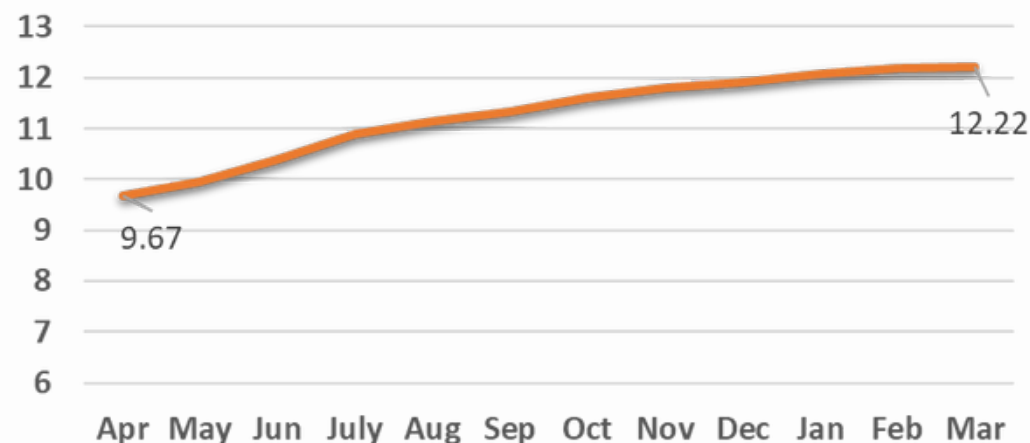
Primary Care

A number of initiatives have been introduced in Primary Care to tackle inequalities by enhancing service accessibility, optimising resource use, and strengthening workforce resilience.

Specifically, there has been extensive work over the last 12 months to review the pharmacotherapy hub service delivery model to enable access to all 20 practices as the of end March 2025.

The pharmacy teams in primary care have continued to engage with practices to further increase use of serial prescribing. The latest local data show this at 12.22% at March 25, an increase from 9.67% at April 2024.

**WL Serial Prescribing Percentage
April 2024 - March 2025**





Outcome 5 Performance and What We Have Done

40

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.

The Hubs have a skilled team of NHS therapists, who work in partnership with a team of Community Link Workers, employed by the Scottish Association for Mental Health (SAMH)

Interventions are offered through various channels—face-to-face, by telephone, and via digital consultations. With a holistic focus, the service supports prevention, early intervention, and self-management by building individuals' confidence, strengthening coping strategies, and assisting them in setting personal goals and priorities.

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.

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 offers and supports people to access a variety of interventions including:

- Support accessing practical services such as money advice, housing, bereavement, and relationship support.
- Emotional support to help individuals identify and work toward personal goals.
- Access to stress-relieving activities like yoga and mindfulness.
- Individual and group therapies addressing issues such as low mood, anxiety, stress, and lack of confidence.
- Guidance on using self-help resources, including digital and online tools.
- Future planning support, connecting people with interests including leisure, social groups, volunteering, or returning to work.



West Lothian
Community
Wellbeing Hubs



Outcome 5 Performance and What We Have Done

41

What We Have Done

Alcohol and Drug Partnership - Medication Assisted Treatment Standards 2024-2025

The Scottish Government has directed Alcohol and Drug Partnerships (ADPs) to work towards achieving 'Green' status for Medication Assisted Treatment (MAT) Standards. These standards aim to ensure that individuals receiving drug addiction treatment have rapid access, the ability to choose their treatment, ongoing support to remain in care, and access to harm reduction services.

West Lothian Drug and Alcohol Partnership must adhere to Public Health Scotland guidance for reporting and enhancing MAT Standards in 2024/25, aligning with the objectives of the 10 MAT Standards.

The standards establish a framework for delivering safe, person-centred, and effective treatment, supporting both services and individuals to reduce drug-related harms and the risk of death.

The end of year report required evidence across all ten standards including numerical data, process measures and experiential evidence from engagement with LLE communities.

In April 2025, Public Health Scotland (PHS) confirmed that West Lothian ADP had successfully achieved full implementation of Standards 1-10, earning a green rating (meeting expectations) for the provision of MAT and opioid substitution therapy.

To support alignment with MAT Standards, Change Grow Live (CGL) hosted two Café Consultations, while the ADP organised workshops attended by 23 people with lived and living experience (LLE). These sessions were facilitated by staff from Community Addictions Services (CAS), Social Work, WLDAS, housing, mental health, and CGL.

"I don't know if what I said will make a difference, but it meant a lot to be in the same space as the staff and feel that I was truly being listened to."

Livingston ADP LLE Café Consultation March 2025



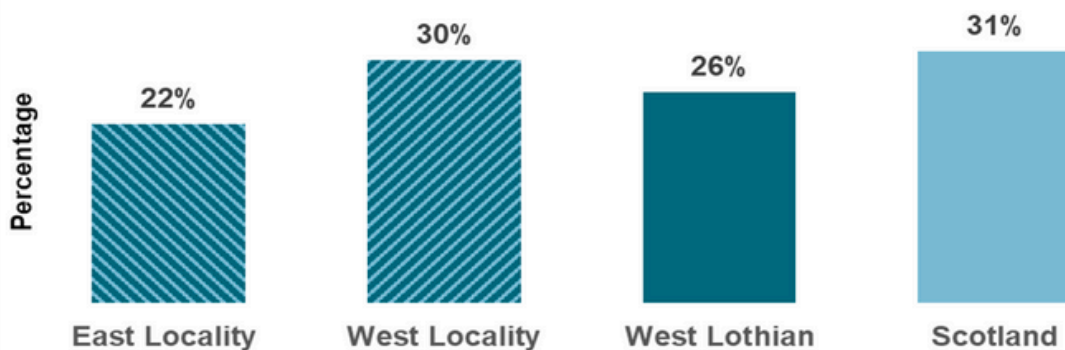
Outcome 6 Performance and What We Have Done

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





Outcome 6 Performance and What We Have Done

43

What We Have Done

Carers Rights Day 2024

Carers Rights Day 2024 took place on 21 November 2024 under the theme 'Recognising Your Rights'. To mark the occasion, the Carer Strategy Implementation Group (CSIG) organised a drop-in event for unpaid carers and the individuals they care for providing access to information and advice that they needed to support their caring role.

A wide range of internal and external partners participated, showcasing the services and support available to unpaid carers and their cared for person(s).

Sixty people attended the event and feedback received from them, stand holders and staff supporting the event, was extremely positive. Many requests were received to hold this as an annual event which the CSIG will consider.

All feedback received for improvement in services will be considered in the Carer Strategy Improvement Plan for 2025/26.

Raising awareness of Carers Rights is a key action in the Carers Strategy Improvement Plan and this has been a key focus in the period. Activities have been aimed to ensure that people who have a caring role are aware of their rights and the information, advice and support available for them.



"This was first event I have attended with face to face chance to discuss problems and possible answers to caring for myself and person I am caring for. This was a plus"



"The variety of information / stalls were good. My mum wasn't too keen to come, however she felt it was very informative too. Thank you"





Outcome 6 Performance and What We Have Done

44

What We Have Done

Progress of West Lothian Carers Strategy 2023–2026

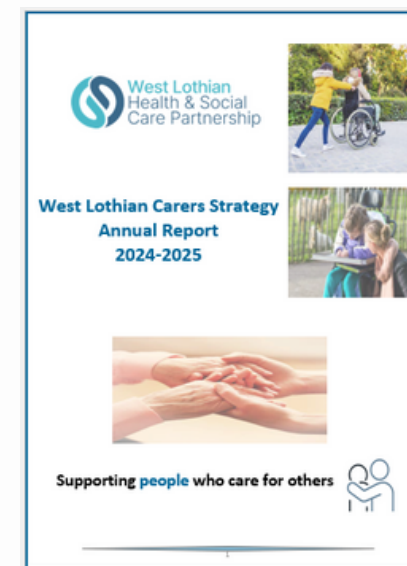
The West Lothian Health and Social Care Partnership Carers Strategy 2023–2026 sets out the vision and aims for supporting unpaid carers and young carers role in West Lothian along with the support that they can expect to receive. The strategy applies to all people who care for others, regardless of whether or not they recognise themselves as carers, and recognises all carers as **Equal, Expert and Valued** in their caring role.

The West Lothian Carers Strategy Annual Report 2024–2025 reflects on the progress made over the last year towards achieving the outcomes set out in the Carers Strategy.

Over the last year the strategy has focused on:

- Ensuring those undertaking an unpaid carer role know how to access support Carers of West Lothian (COWL) has led partnership events to raise awareness of unpaid carers and the support available to them, ensuring they can access the help they need.
- Raising awareness of carers completing an Adult Carers Support Plan (ACSP) or Young Carer Statement (YCS) to identify their needs and outcomes to support them in their caring role
- Supporting access to short breaks remains a priority in the Carers Strategy. Through the Scottish Government Time to Live fund, COWL awarded £73,045 in microgrants, benefiting 418 carers. An additional £10,645 in vouchers helped 211 individuals access local attractions for much-needed respite.

- Increasing awareness of financial support for carers has been a key focus, ensuring they receive their full entitlements. Through the Advice Shop's Carers campaign, an additional £1,560,199 was generated for carers and their families—a 87% increase from the previous year, reflecting the growing number of carers supported
- This year has seen extensive partnership working, with COWL and Education Services, enabling 288 young carers to access support. Young Carer Champions were trained in all secondary schools, while 37% of primary schools introduced support services.





Outcome 7 Performance and What We Have Done

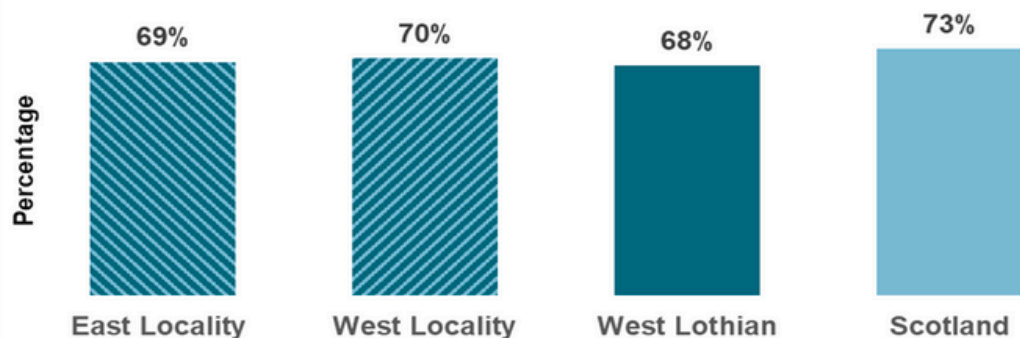
45

Outcome 7

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

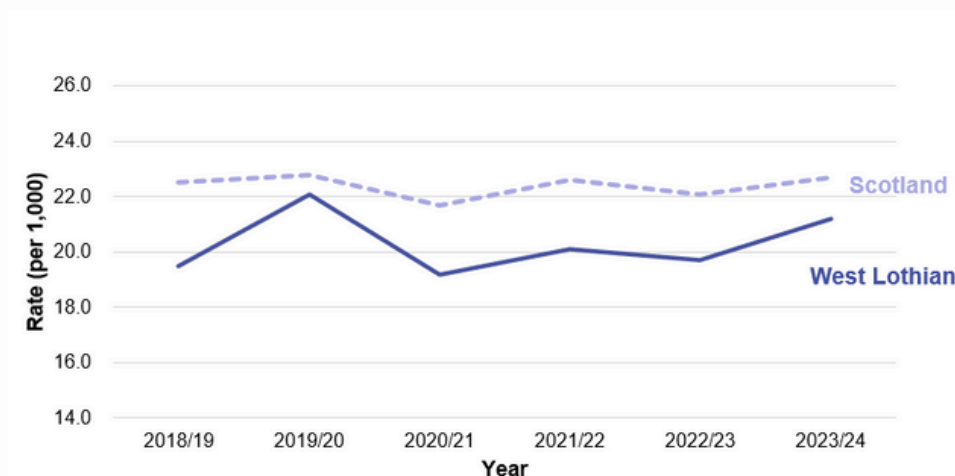
Our Performance

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 2023/24 was 21. The West Lothian rate has remained lower than that Scottish average of 23 for 2023/24.



Outcome 7 Performance and What We Have Done

46

What We Have Done

National Adult Support and Protection Awareness Day

National Adult Support and Protection Awareness Day took place on 20th February 2025. 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 Financial Harm of Older Adults

Police Scotland colleagues contributed to the sessions to highlight the criminal aspects of Financial Harm and the response they can offer. The Office of the Public Guardian (OPG) joined to provide information as to when they can investigate complaints and concerns relating to the property and financial affairs of an adult. The Department for Work and Pensions (DWP) provided information around their Advance Customer Support Service

Both the morning and afternoon sessions were well attended, with a total of 87 practitioners from the local authority, NHS and third sector.

Feedback from the training suggested that it was very well received and enhanced knowledge around financial harm and skills to respond to concerns.

If you are worried an adult you know (or you, yourself) are being financially harmed – make an Adult Support and Protection referral.



Outcome 7 Performance and What We Have Done

47

What We Have Done

Reducing Incidence of Falls – Baillie Ward, Tippethill Hospital

In August 2023, Baillie Ward at Tippethill Hospital launched a quality improvement project aimed at reducing the total number of patient falls. For 2024/25, the ward set a target to reduce falls by 10% by January 2025.

The team began by conducting a detailed quality planning exercise, analysing data on the timing and location of falls, the completion rates of falls risk assessments, and the use of post-fall 'top-to-toe' reviews.

Based on these insights, several targeted interventions were introduced:

- Switch to decaffeinated tea and coffee for all patients to reduce potential restlessness or dehydration-related risks.
- Structured activities were implemented during peak ward hours to reduce periods of inactivity.
- Visual door markers were used to identify patients at higher risk of falling.
- Staffing levels were adjusted to ensure increased support during high-risk periods.
- Upgraded falls monitors were installed to enhance patient safety.
- A Multidisciplinary Team (MDT) approach to mobility and falls prevention was adopted, ensuring that all patients received appropriate therapy interventions.

As a result of these actions, Baillie Ward has achieved a significant reduction in the number of falls per occupied bed day, with zero falls with harm sustained over a prolonged period. The ward's incidence of falls is now below the national average, and a reduced median further indicates ongoing and sustained improvement.



Falls With Harm Rate per 1000 Occupied Bed Days
Baillie Wing - Tippethill





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

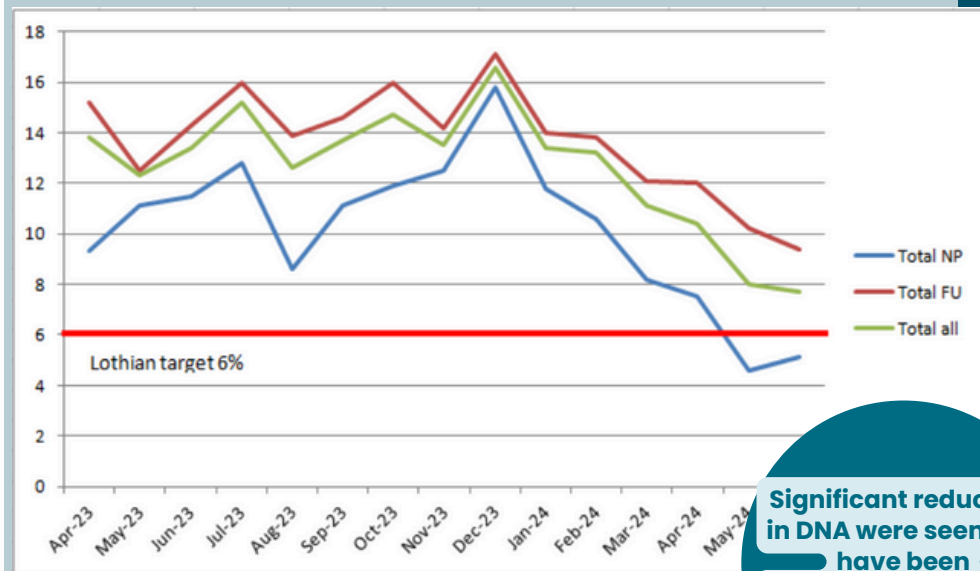
What We Have Done

West Lothian Core Musculoskeletal (MSK) Service - Did Not Attend (DNA) Rates

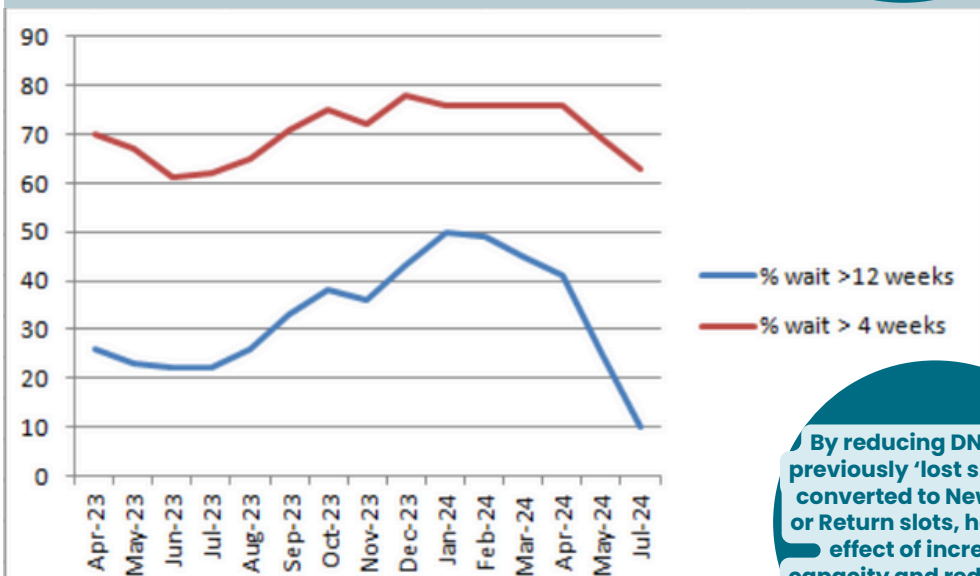
The MSK Physiotherapy service was experiencing consistently challenged DNA rates of 14-16% against a Lothian target of 6%.

Changes were implemented in early 2024 with a view to addressing these challenges and reduce DNA rates:

1. Admin staff actively informed new patients of the DNA policy
2. The department promoted the use of Patient Initiated Follow Up (PIFU)
3. Appointments were not granted more than 2 weeks away
4. Robust application of DNA policy



Significant reduction in DNA were seen and have been maintained as shown in the graph above.



By reducing DNA's, the previously 'lost slots' were converted to New Patient or Return slots, having the effect of increasing capacity and reducing the waiting lists.



Outcome 8 Performance and What We Have Done

49

What We Have Done

Home First – Occupational Therapy (OT)/ Physiotherapy (PT) Review

A review of Occupational Therapy (OT) and Physiotherapy (PT) services was commissioned by the West Lothian HSCP Senior Management Team and led by the Chief Allied Health Professional (AHP). This followed 18 months of workforce and operational challenges, particularly around aligning services with the Home First approach—ensuring support is provided at the right time, in the right place, and making best use of available resources.

The review began with a discovery phase, during which OT and PT teams worked to develop a shared understanding of current service delivery models. This was followed by a cross-sector workshop involving staff from both health and social care. The session focused on identifying overlapping areas of work and mapping these to key service functions.

Two key themes emerged:

- **Intermediate care**—with an emphasis on avoiding unnecessary hospital admissions and facilitating timely discharge.
- **Community rehabilitation**—highlighting the need for a more planned and proactive model of care.

Both service reviews included wide-ranging engagement with staff, key stakeholders, service users, parents, and carers. Several recurring themes emerged from these sessions, including:

- Enhancing opportunities for more integrated partnership working
- Reducing waiting times for social work assessments
- Minimising duplication of tasks and streamlining access routes to teams





Outcome 8 Performance and What We Have Done

50

What We Have Done

Graduate Apprenticeship Programme

NHS Lothian had been actively promoting its Apprenticeship scheme, which is designed to support internal staff in "learning while they earn", providing them with valuable opportunities to advance their careers to the next level.

The scheme offers significant benefits to both employees and the organisation. For staff, it supports career progression, builds confidence and enhances their skillset—equipping them with the knowledge required to take on the need to take on more advanced roles. It also allows them to apply newly learned skills immediately, strengthening their expertise and increasing their contribution to our services.

Two staff members were recently recognised for excelling in their roles. During one-to-one meetings and appraisals, they demonstrated a strong commitment to developing their skills and expressed clear ambition to progress their careers within the NHS.

Upon completing the apprenticeship scheme, one staff member will receive a Diploma in Digital Applications at SCQF Level 6, while the other will achieve a BA (Hons) in Business Management.

Student Placements

Thirteen social work student placements were hosted by West Lothian social work and social care services during 2024/25.

Postgraduate Education

Two Adult Services social workers are pursuing the Mental Health Officer Award at the University of Edinburgh. Social Policy remains committed to workforce development, investing in postgraduate education. In 2024/25, three staff completed courses in Adult Support and Protection, three in Child Welfare and Protection, and three earned the Practice Education Award.

Additionally, an employee started a Postgraduate Diploma in Social Work through the Open University, funded in part by Scottish Government match-funding. They are currently placed with the Duty and Child Protection Team and are reportedly finding the experience rewarding.

Newly Qualified Social Worker Supported Year

Since implementing the mandatory Newly Qualified Social Worker (NQSW) Supported Year in July 2024, six NQSWs have been supported within West Lothian Council. Four have now passed the mid-year review. We also look forward to welcoming newly appointed staff who will commence their own Supported Year. We continue to work closely with the SSSC and other local authorities to improve implementation and delivery of the Supported Year and its associated learning activities.



Outcome 8 Performance and What We Have Done

51

What We Have Done

SVQ

Between April 2024 and March 2025, Social Policy's SQA Centre continued its commitment to workforce development by supporting staff through SVQ qualifications. Three candidates enrolled in SVQ awards during the period, with strong progress made, including one candidate successfully completing the award. We are pleased to be expanding our capacity with a new assessor joining the team, and a further cohort of five candidates commencing in April.

Student Placements (West Lothian College)

We further strengthened our collaboration with West Lothian College by offering high quality work placements for seven Health and Social Care students. These included learners undertaking Foundation Apprenticeships and HNC qualifications. Students gained valuable experience across a range of services including residential care homes, day centres, and support at home services including Reablement and the Home Safety Service.

The partnership with West Lothian College continues to grow, offering sustainable pathways into social care careers. Expanding assessor capacity allows us to support more SVQ candidates, enhancing workforce development.

Ensuring consistent placement availability across varied service areas remains a priority to maintain high quality student experiences.

"Together we have supported students to gain experience working in residential care homes, and more recently, within Reablement and the Home Safety team. These experiences have been invaluable for our students, building their confidence, skills and resilience working in the social care sector. The amazing staff within these services have shared their knowledge, skills and passion for the individuals they support with our students."

West Lothian College



Outcome 9 Performance and What We Have Done

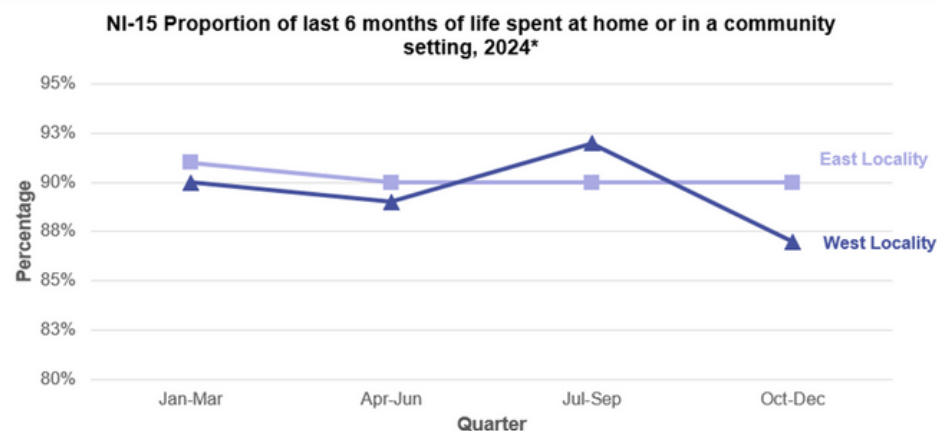
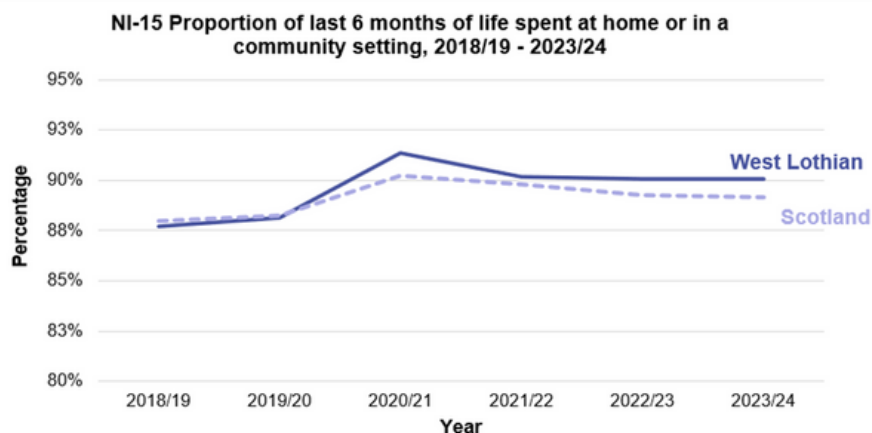
52

Outcome 9

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

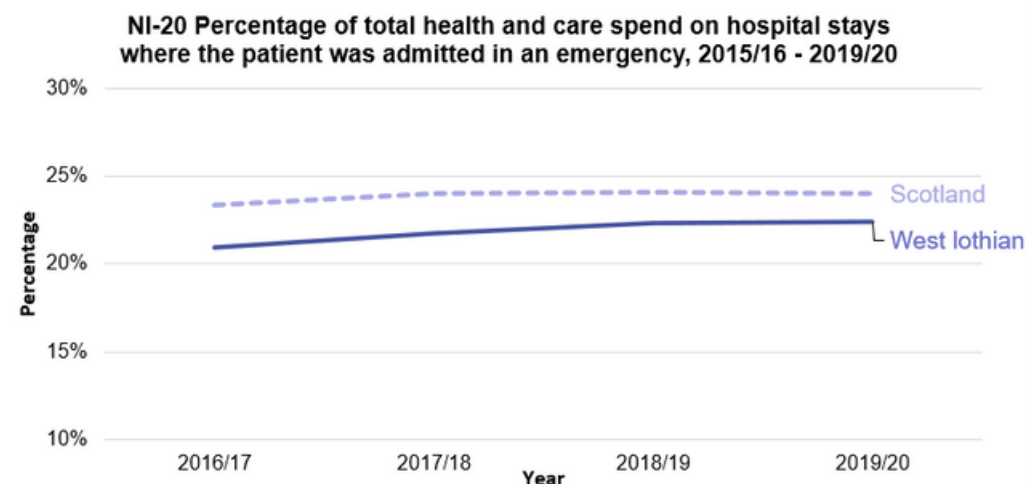
Our Performance

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% 2023/24. The trend reflects that of Scotland which has also increased from 88% in 2018/19 to 89% in 2023/24.

NI-20 Proportion of last 6 months of life spent at home or in a community setting



The percentage of total health and care spend on hospital stays where the patient was admitted in an emergency has remained at 22% from 2017/18 to 2019/20 which is the latest reported figure. This is also reflective of national data for Scotland which has remained at 24% between the same time periods.



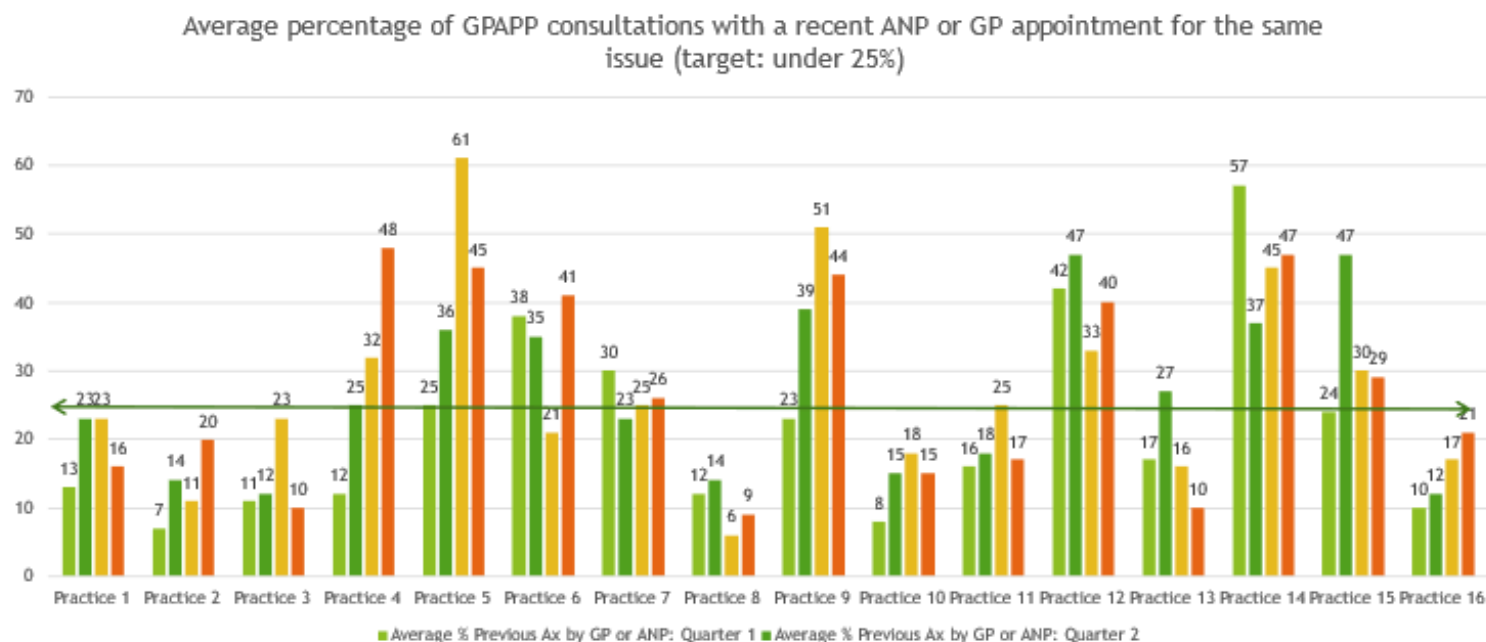
What We Have Done

Care Navigation to GP Advanced Practice Physiotherapy (GPAPP)

Prior to 2024–25, there was no standard reporting to support care navigation to the PCIF GP Advanced Practice Physiotherapy (GPAPP) service. Since the service launched in 2018, GPAPP staff have collected data during every clinic on previous patient contact. This project aims to identify how many GPAPP consultations were preceded by an ANP or GP appointment for the same issue.

The West Lothian GPAPP service is funded to provide 2–3 sessions per week to West Lothian practices. Care navigation processes vary across practices, and balancing demand with capacity can be challenging. In line with GMS aspirations, the service aims to act as an alternative to GP consultations for undifferentiated musculoskeletal presentations, reducing GP workload through direct signposting by administrative teams. Research consistently supports this role as a safe and effective autonomous practitioner function in primary care.

The reporting process has had a positive impact. It has opened conversations with practices and highlighted areas of effective care navigation. It has also supported GPAPP staff in delivering training to help standardise processes. In addition, we produced guidance to help practices understand what constitutes a second contact.





What We Have Done

IDH Tracker Dashboard

A daily tracker monitored key details for patients awaiting hospital discharge—such as identification dates by IDH, planned discharge dates (PDD), PDD modifications, and actions taken to expedite discharge. Previously, this was managed via an Excel sheet that provided SMT with a daily snapshot, but it did not allow for tracking information over time or real-time insight into the impact of changes implemented.

To address the above, a Power BI dashboard was developed with guidance from SMT. This dashboard, which pulls data from the Excel sheets, delivers a comprehensive view of the current situation, offering metrics on patient identification and discharge numbers, average days to identification and discharge, and frequency of PDD adjustments. The data can also be drilled down through a variety of filters to allow further interrogation. Data is provided both as a snapshot and over time to allow easy identification of trends or impact of initiatives implemented.

The key measures from this dashboard are included in the system wide performance dashboard which is presented at HSCP Extended Senior Management meetings and on occasion at our quarterly performance meetings with NHSL Chief Executive Office.

Performance Dashboard

A Power BI dashboard is currently being developed to monitor key performance indicators in West Lothian. Collaboration among the analytics team, senior management, and service leads has enabled us to generate a comprehensive overview of performance across multiple areas.

Currently analytics is provided for emergency admissions SJH, delayed discharges, Scottish Government targets, integrated discharge hub, waiting lists, REACT care, children's services, district nursing, and primary care. Certain areas have been fully developed and integrated into analytics, supporting data-driven decision-making within the HSCP, while others remain in different phases of development and testing.

The dashboard is reviewed quarterly by the Senior Management Team within the HSCP, alongside a presentation of the council's performance dashboard. This provides a more complete picture to support informed decision-making and strategic planning.

Plans are underway to continually develop the dashboard and suite of indicators we are tracking. In future the development will link into other existing dashboards or new builds allowing for a deep dive into specific areas, for example podiatry, mental health etc. The focus sessions will change each quarter.



Outcome 9 Performance and What We Have Done

55

What We Have Done

Power BI

The Performance & Quality team has successfully implemented the use of Power BI to deliver detailed and insightful reports for high-level meetings, including the Senior Management Team (SMT) core and extended sessions. By utilising the same data sets used for management and senior management reporting, the team has developed dashboards tailored for assurance meetings, enhancing the accessibility and clarity of key metrics at an executive level. This has had the added benefit of increased efficiency in reporting and the avoidance duplication.

Following positive feedback, the team was invited to present at a short-life working group with potential representation from all Health and Social Care Partnerships (HSCPs) across Scotland and statisticians from the Scottish Government. During this session, the team showcased its Power BI models, demonstrating their ability to analyse and present complex data effectively.

The models have been identified as examples of best practice and are now being proposed as guidance for the development of national measures to improve reporting on social care in Scotland.

This recognition highlights the contribution of the Performance & Quality team in driving improvements in data reporting standards, ensuring consistency and supporting informed decision-making across the sector. The work undertaken is an important step towards shaping a collaborative and data-driven approach to social care analysis at a national level.



image: Howden, West Lothian



Outcome 9 Performance and What We Have Done

56

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.

Mosaic was implemented and live across the HSCP from April 2024, since this time the areas of focus which have been completed since this time has been:

Data Migration

- Population of data into bespoke migration Mosaic forms
- Reworking and reload of truncated notes

Single Sign On (SSO)

This will help workers and administrators by reducing password management issues, aligning with WLC corporate policy, and enabling multi-factor authentication via the Council app or phone. Testing of the system is complete with SS going live in April 2025.

System Upgrade

In January 2025 testing was also undertaken to enable the upgrade of Mosaic which is essential in introducing new system functions.

Financial Interfaces

- Accounts Payable (AP): Design complete and functioning as expected. Extensive testing by Social Policy underway. Estimated go-live in July 2025, resource-dependent.
- Accounts Receivable (AR): Design complete but on hold until AP implementation and financial assessment progress.





What We Have Done

District Nursing Wound Management Products Provision

The District Nursing (DN) service in West Lothian has transitioned from individual patient prescriptions to stock ordering for wound management products. This shift requires DN teams to manage a core stock list, implement a robust ordering system, ensure effective communication of care plans and required products, and carry necessary supplies for home visits

This change in practice has had multiple benefits which include:

- Immediate access to a broad range of formulary wound management products allows for quicker care plan initiation, removing delays caused by prescription processing. This leads to more effective wound management and improved outcomes for individuals.
- Reducing waste: Individual dressings can be taken from stock as needed, with unused supplies remaining available for future use. In contrast, dressings delivered directly to a person's home cannot be repurposed elsewhere.
- Increased efficiency: DN prescribers spend less time on prescription management, allowing them to focus more on direct clinical care and leading their teams effectively.
- Cost saving: this change in practice has generated a net saving of 36% each month, an average of £18,000 per month.
- Successful implementation: Staff feedback indicates that this change has been widely accepted by DN teams, with the majority of responses expressing positive support for the new approach.





Outcome 9 Performance and What We Have Done

58

What We Have Done

School Careers Fair

West Lothian Health and Social Care Partnership hosted a School Careers Fair on Thursday 6 March 2025 at Howden Park Centre in partnership with Skills Development Scotland and NHS Lothian. Sixteen teams, from across the partnership, attended to speak to children about a potential career in health and social care, with a particular focus on apprenticeships.

Teams in attendance included Adult Social Work, Primary Care Pharmacy Practice Mental Health Nurses and Learning Disability Day Services, as well as representation from West Lothian Leisure, NHS Lothian Workforce Development, West Lothian Council's Developing Young Workforce and Napier School of Health and Social Care.

The event was attended by circa 200 S4-S6 children from the majority of high schools within West Lothian and positive feedback was received about the inclusion of workshops on apprenticeships by NHS Lothian's Workforce Development team.

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

It is intended that future events will focus on particular age groups so that the teams can target the focus of their stalls accordingly.





Financial Planning and Performance

Financial Planning

The Public Bodies (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 2024/25 the IJB reported a deficit of £5m. This compares to a deficit of £2m in 2023/24. The deficit for 2024/25 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:

Table 1 - Budget Outturn 2024/25	Budget £'000	Expenditure £'000	Variance £'000
Adult Social Care	95,240	97,978	2,738
Core West Lothian Health Services	155,901	154,654	(1,247)
Share of Pan Lothian Hosted Services	27,990	26,932	(1,058)
Non Cash Limited Services	28,726	28,726	0
Acute Set Aside Services	38,224	40,529	2,305
Sub Total IJB	346,082	348,820*	2,738
One-off support from West Lothian Council	2,738	0	(2,738)
Total IJB	348,820	348,820	(0)

*Includes drawdown of earmarked reserves

Health budgets were overspent and a break-even position was achieved by drawing down £2.1m from IJB reserves per the recovery plan agreed by the Board. Adult Social Care budgets were also overspent, a break-even position was achieved following an additional one-off allocation of £2.7m from West Lothian Council and drawing down £2.7m from the IJB reserves.

The Board reported an ‘operational’ overspend of £7.6m before drawing down, in total £4.8m from uncommitted reserves, and receiving an additional £2.7m from West Lothian Council to achieve breakeven.

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
- 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 IJB reserves.



Budget Pressures and Savings Delivery

Whilst the IJB was able to achieve break-even in 2024/25 this was only after receiving additional one-off allocations from West Lothian Council and drawing down significant levels of IJB reserves to support overspends within Adult Social Care and Acute Set Aside budgets. IJB financial pressures throughout 2024/25 included:

- **GP Prescribing** budget remains under pressure due to increase in costs and demand because of population growth and the ageing population. The HSCP prescribing budget overspent by £3.4m, cumulative volumes were significantly higher than anticipated. West Lothian also has a higher proportion of people with pre-diabetes and type 2 diabetes than the rest of Lothian.
- **Learning Disabilities** budgets within Adult Social Care were overspent by £3.2m due to a significant increase in care at home costs from an increased number of clients receiving care at home and an increase in complexity across several packages of care. High-cost residential pressures remain and there was a 7-month delay in delivering the approved saving for Deans and Burnside.

- **Internal Care Homes and Housing with Care** are managed within the HSCP and were overspent by £1.2m in the year which represented a significant deterioration on the 2023/24 outturn (£0.5m overspent) because of agency staffing and overtime costs to extremely high levels of sickness absence.
- **Mental Health** budgets within Adult Social Care overspent by £0.8m due to ongoing pressures regarding high-cost residential placements and there has been an increase in the complexity of care at home packages within this client category.
- **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 £1m overspent because of gaps in medical rotas as well as continued use of supplementary staffing to cover vacancies and sickness absence in nursing
 - Diabetes and Endocrinology budgets were £0.5m overspent due to continued increases in the costs of managing diabetes and the increasing numbers of patients with diabetes.

These pressures have been offset largely by a high level of vacancies within HSCP and Hosted services.



Financial Planning and Performance

These pressures have been offset largely by a high level of vacancies within HSCP and Hosted services.

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
Total IJB	6,589	6,377	212

The IJB was £7.6m overspent in 2024/25 against its operational budget and was only able to achieve a breakeven position because of additional one-off funding from West Lothian Council and drawing down from reserves which are also one-off funding. Having to rely on one-off funding from partners and IJB reserves to break-even is a significant concern and the recurring gap has increased significantly from 2023/24. A balanced budget has been agreed for 2025/26. However, the Adult Social Care budget has deteriorated significantly over the past 18 months and the delivery of 4% savings going forward will be extremely challenging to achieve without affecting service provision. The IJB financial position also remains completely reliant on being able to deliver underspends in Core and Hosted Health Services.

Reserves

The IJB reserve balance at the end of 2024/25 is £4.1m, of which £2.1m 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 during the year primarily relates to delivering a breakeven position per the agreed recovery plan, £4.8m was of reserves were utilised to offset expenditure on core service provision. The material movements in the IJB reserve position are summarised below:

	Opening £'000	Movement £'000	Closing £'000
Earmarked Reserves			
Unscheduled Care Fund	44	1,302	1,346
Transformation Fund	1,500	(1,324)	176
Inflation & Risk Fund	2,107	(1,698)	409
Community Living Fund	353	(353)	0
Primary Care Improvement Fund	208	(208)	0
Primary Care Transformation	363	(363)	0
Infrastructure Fund	1,604	(1,604)	0
Other Earmarked Reserves*	629	(425)	204
Uncommitted Reserves			
General Reserve	2,000	0	2,000

Earmarked reserves are in the main ringfenced for specific projects and the IJB will be encouraging the partners to progress these in 2025/26.



2025/26 Budget and Four-year Financial Outlook

The IJB approved an updated budget plan and three-year financial outlook in March 2025. The 2025/26 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 2025/26 after agreeing savings of £8.857m for the year ahead.

The budget contribution from West Lothian Council for 2024/25 includes funding for increased employer 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 includes full pass through of the 3% uplift on baseline budgets for NHS territorial boards. Spend forecasts include costs relating to:

- Assumed pay cost increases for council employed staff.
- Assumed pay cost increases for NHS employed staff.
- 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 three-year financial outlook was presented to the IJB in March and shows an estimated gap of £30.4m to the end of 2027/28.

Three Year Financial Outlook	25/26 £m	26/27 £m	27/28 £m	Total £m
<u>Social Care Services</u>				
Baseline Pressures	7.7	0.0	4.7	12.5
Gross Expenditure Increases	9.6	6.2	6.7	22.5
Additional Funding & Income	(12.6)	(1.5)	(2.9)	(16.9)
Social Care Budget Gap	4.8	4.7	8.6	18.1
<u>Health Services</u>				
Baseline Pressures	2.3	(0.0)	2.7	5.0
Gross Expenditure Increases	6.6	5.4	5.7	17.7
Additional Funding	(4.8)	(2.8)	(2.8)	(10.4)
Health Budget Gap	4.1	2.7	5.5	12.3
Total IJB Budget Gap	8.9	7.4	14.1	30.4



Financial Planning and Performance

The 2025/26 budget plan was approved by the Board on 25 March 2025. 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. 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 and 2024/25 budget plans.

All saving measures that were agreed as part of the updated 2025/26 budget plan have once again taken account of that key feedback from the 2022 public consultation exercise. The Board also agreed in November 2024 that an additional high-level consultation should be conducted in February and March 2025 to inform the budget setting process for 2025/26 and shape the future delivery of health and social care services in West Lothian. Proposals were developed around the following themes:

- Efficiency - Reducing cost of inputs e.g. supplementary staffing, medicines and equipment.
- Transformation - Reducing cost of outputs e.g. care at home, cost per bed day, intermediate care.
- Difficult Choices - Reducing or stopping services.

All saving measures for the 2025/26 have been prepared to try and maintain service delivery capacity where possible. A summary of the saving measures for 2025/26 is shown in the tables below, split IJB by saving themes:

Saving Measures	2025/26 £'000
Efficiency	4,454
Transformation	2,527
Difficult Choices	1,091
Subtotal West Lothian HSCP	8,072
Pan Lothian Hosted Services	358
Acute Set Aside Services	427
Total Savings	8,857

Savings totalling £8.9m compares to a budget gap of £8.9m. The IJB was able to agree a balanced budget for 2025/26 as set out below.

2025/26 Budget Plan	2025/26 £'000
Social Care Savings	(4,793)
Social Care Budget Gap	4,793
Remaining Social Care Budget Gap	0
Health Savings	(4,064)
Health Budget Gap	4,064
Remaining Health Budget Gap	(0)
Remaining IJB Budget Gap	(0)



The IJB set a balanced budget for 2025/26 after factoring in agreed saving measures. Due to the scale of the financial challenge in the medium term the HSCP management team continue to work on additional saving measures for 2026/27 and 2027/28. Discussing emerging savings schemes will be a key theme of Board development sessions throughout 2025/26. 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:

- **Pay awards** – negotiations around pay settlements for 2025/26 are ongoing and there is a risk that the final pay award costs will be higher than the funding provided.
- **Vacancies** – the cost estimates for the year ahead reflect a number 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 global economic conditions and demographic pressures within West Lothian. The budget plan assumes that prescribing expenditure will increase by 4.2% in 2025/26. This excludes any costs for the emerging expanded weight management service which is subject to a business case process and would require approval by the IJB.

- **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. Increasing complexity, particularly within adult social care services, has been a key driver of the 2024/25 budget overspend.
- **Service demand** – as demands increase there will be insufficient capacity across services. Recruitment to key care roles remains challenging.
- **Inflation** – and the effect this has on the ongoing cost of living, creates pressure across all services and particularly within commissioned services.
- **Acute Set Aside Services** – comparing the recurring 2024/25 pressures and the 2025/26 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** – the savings requirement for the IJB in 2025/26 is significant 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..



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 re-commenced. More information on the approach to inspections and reports can be found on the [Care Inspectorate website](#).

Adult Support and Protection – Joint Inspection Progress Review

On 29th July 2024 the Care Inspectorate issued notification under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010, that the Care Inspectorate, His Majesty's Inspectorate of Constabulary in Scotland and Health Care Improvement Scotland would undertake a joint review of adult support and protection within the West Lothian area. This follows the initial inspection which was completed on 6 September 2022.

The progress review by joint inspectors took place over a 17-week period between 29th July and 19th November 2024 and findings from the progress review were published by joint inspectors on 19th November 2024.

Findings from the progress review highlighted significant improvement across all the priority areas including the initial enquiry progress, management of risk for adults at risk of harm, processes for adult protection investigations and strengthened operational management oversight and improved strategic governance of social work adult protection practice. Ensuring lived experiences of adults at risk of harm and their unpaid carers were represented at the adult protection committee also seen evidence of improvement.

Overall, the progress report highlights significant progress in relation to key processes since the Joint Inspection in 2022. The Adult Protection Committee is committed to sustaining the improvements made to date and ensuring that there is a culture of continuous improvement going forward.



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 2024/25 are set out in the IJB's papers which are hosted on West Lothian Council's website.

The Board issued four overarching Directions during 2024/25 to NHS Lothian and West Lothian Council for the delivery of delegated services and four Directions in relation to savings measures..

An overview of all of the Directions issued by the IJB during 2024/25 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

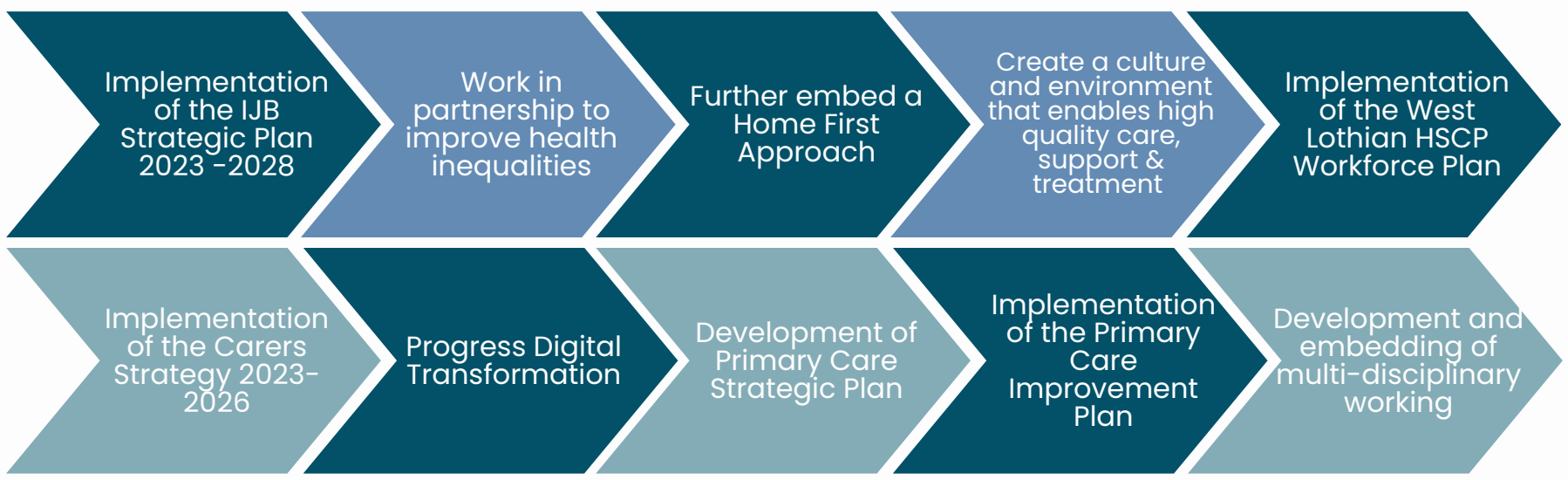
No complaints were received by the IJB in 2024/25.



image: Cairnpapple Hill, West Lothian

West Lothian Health and Social Care Partnership continues 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

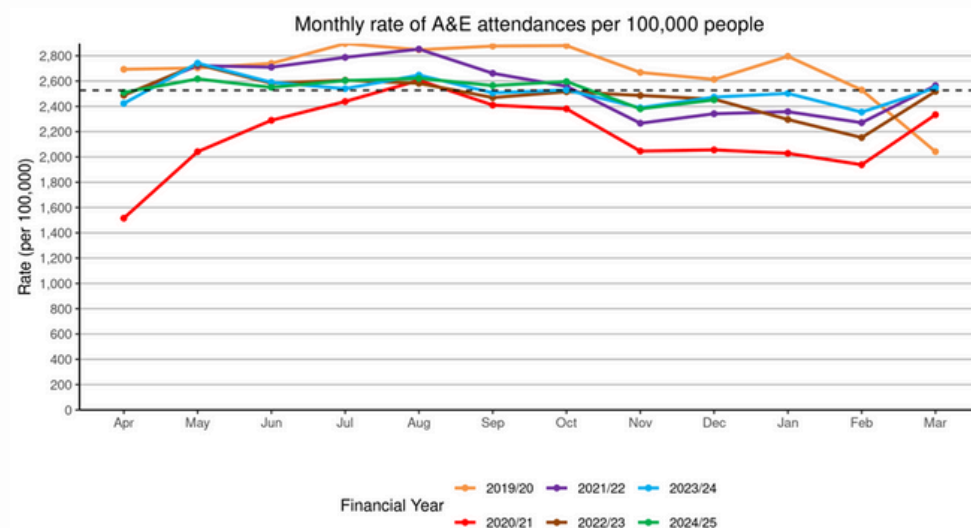
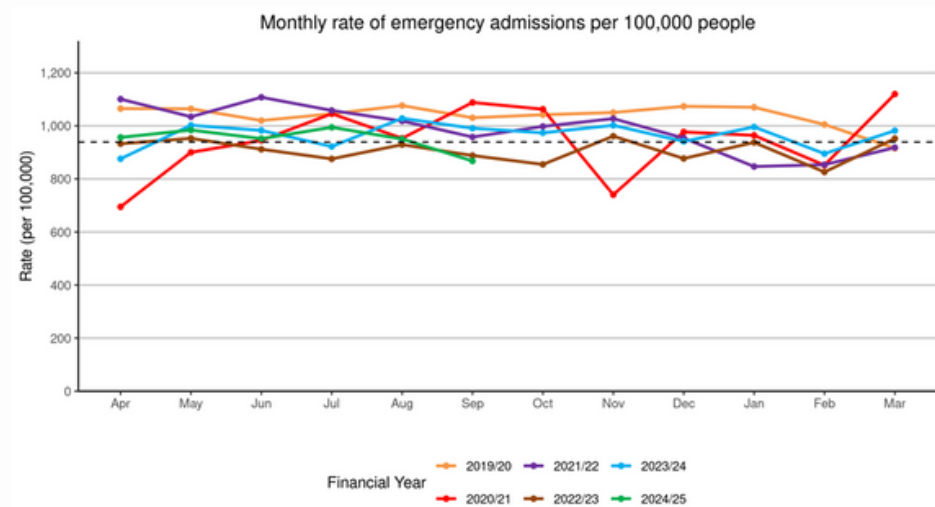
Alongside the Core Suite of Integration Indicators, the Ministerial Strategic Group (MSG) for Health and Community Care defined six key indicators of integration authorities' performance in 2017 which are monitored quarterly. The Ministerial Strategic Group is made up of leaders from health and social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

The indicators are:

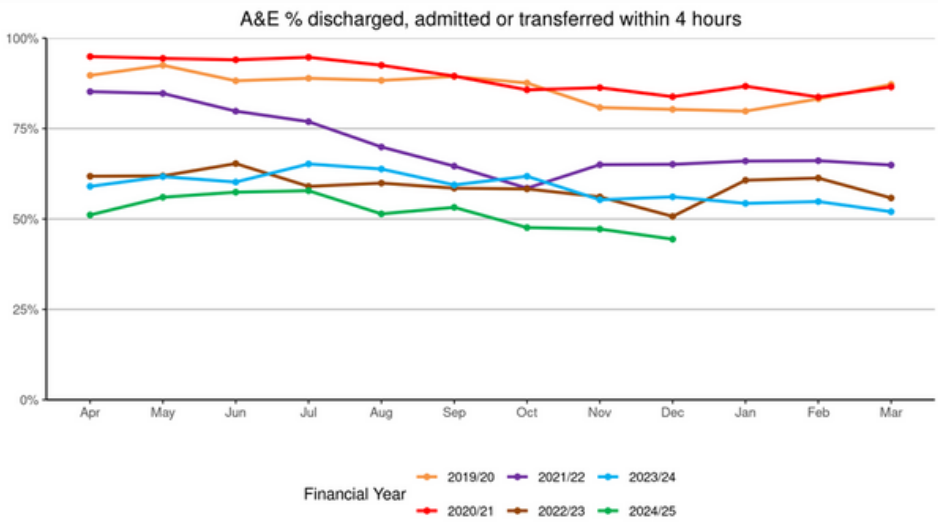
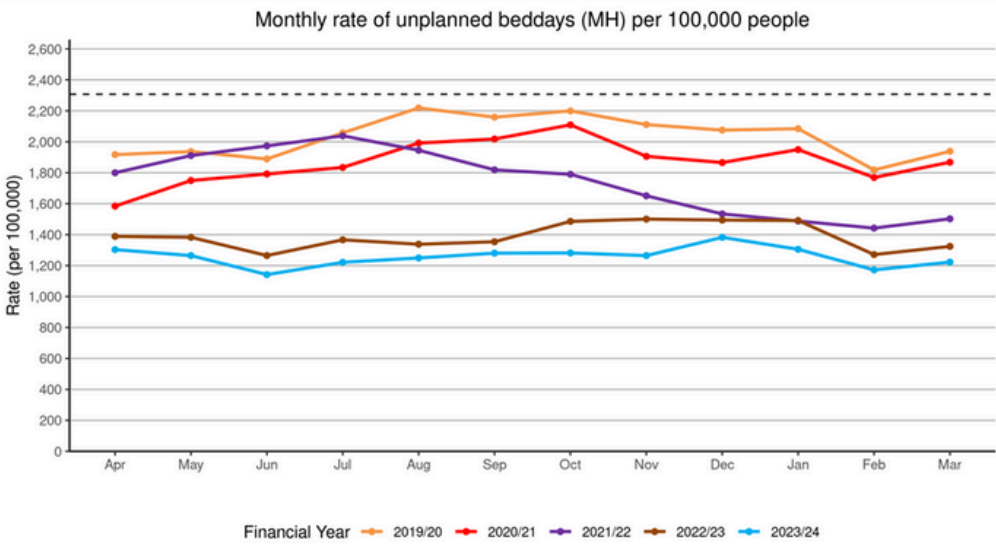
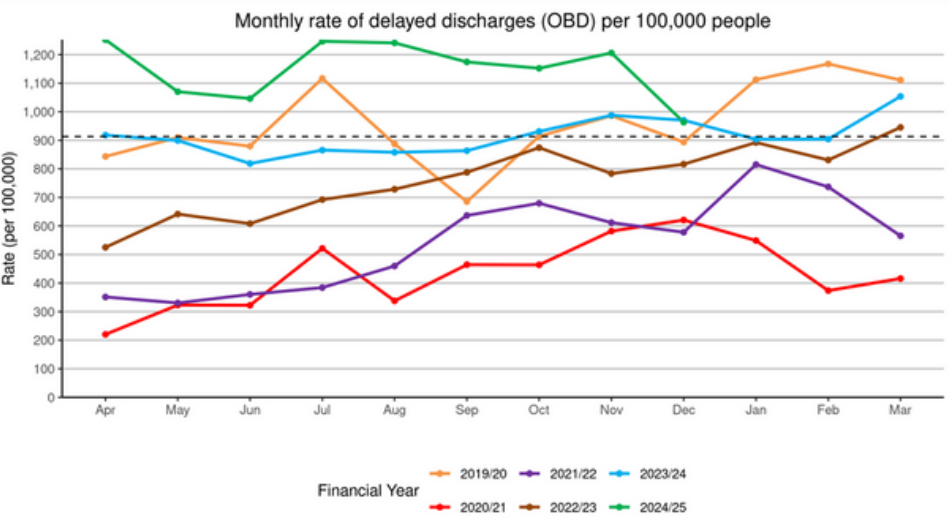
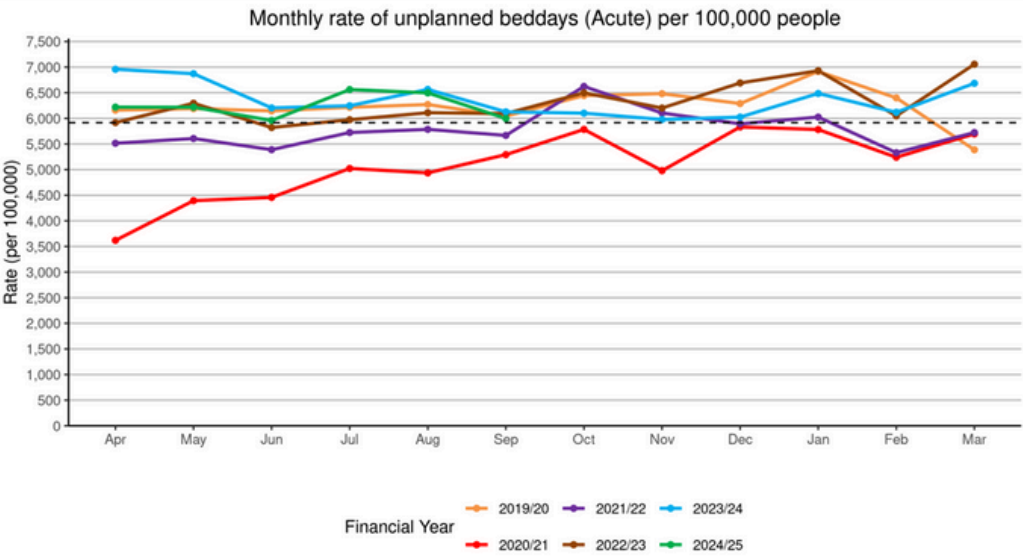
1. Number of emergency admissions
2. Number of unscheduled hospital bed days
3. Number of accident and emergency attendances
4. Number of delayed discharge bed days
5. Percentage of last six months of life in the community
6. Percentage of population residing in non-hospital setting for all people aged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

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

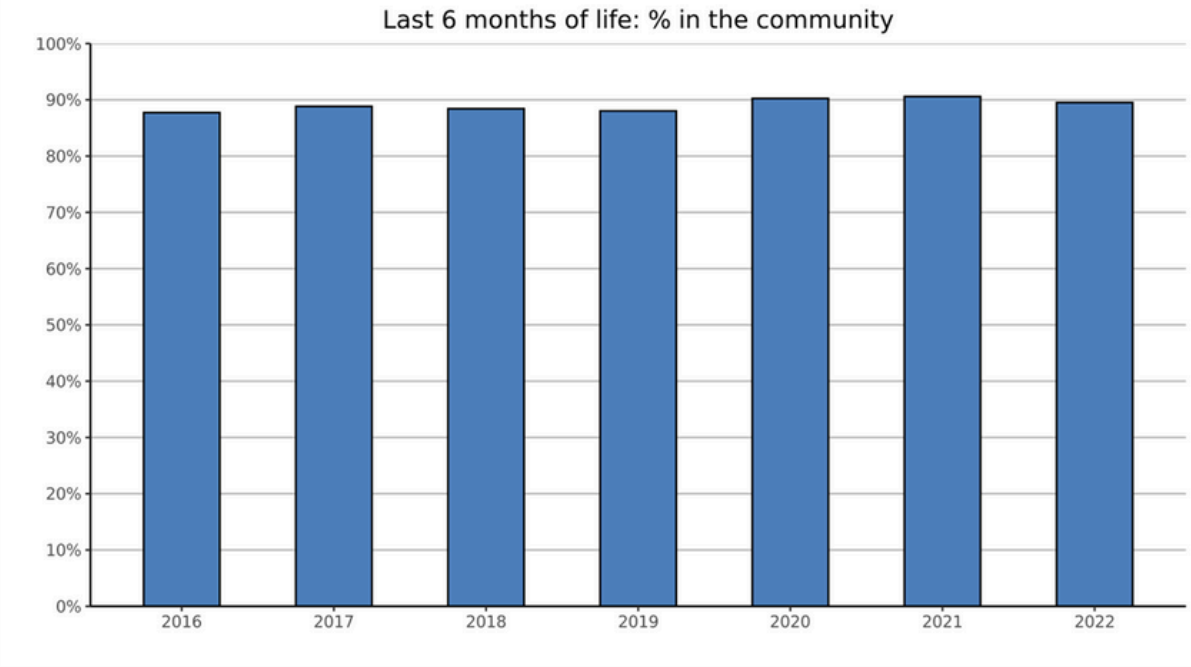
The following graphs show West Lothian's performance for all six MSG indicators based on the latest data available for individual indicators.



Appendix 1 – Ministerial Strategic Group Integration Indicators

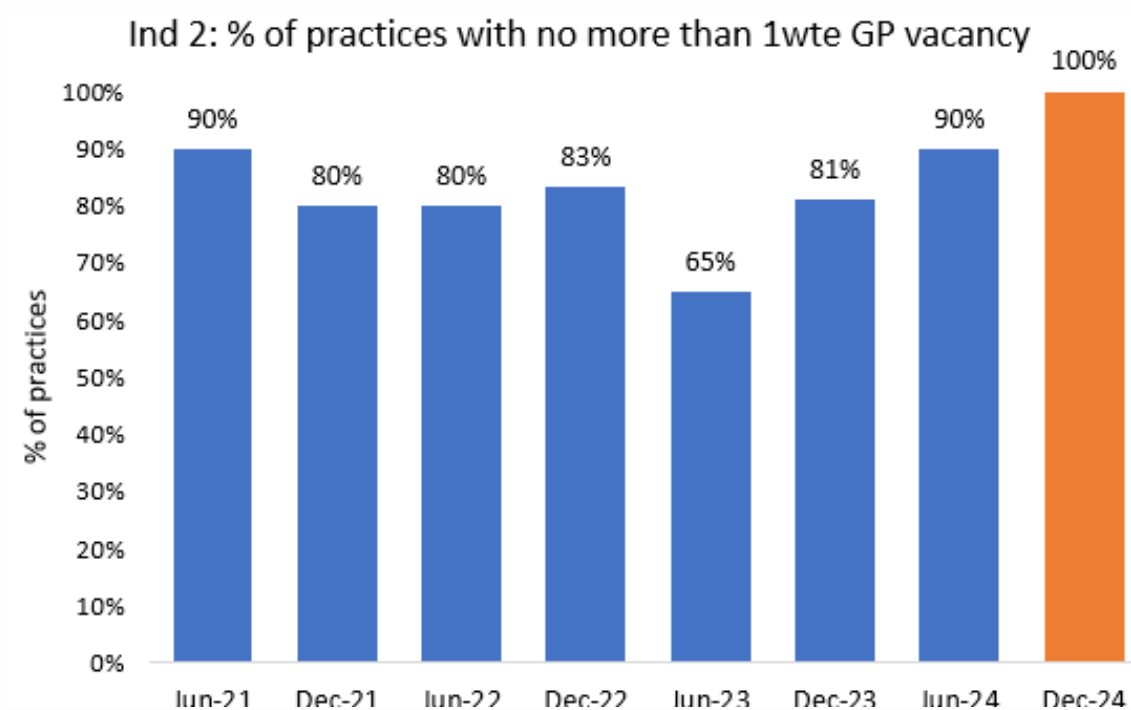
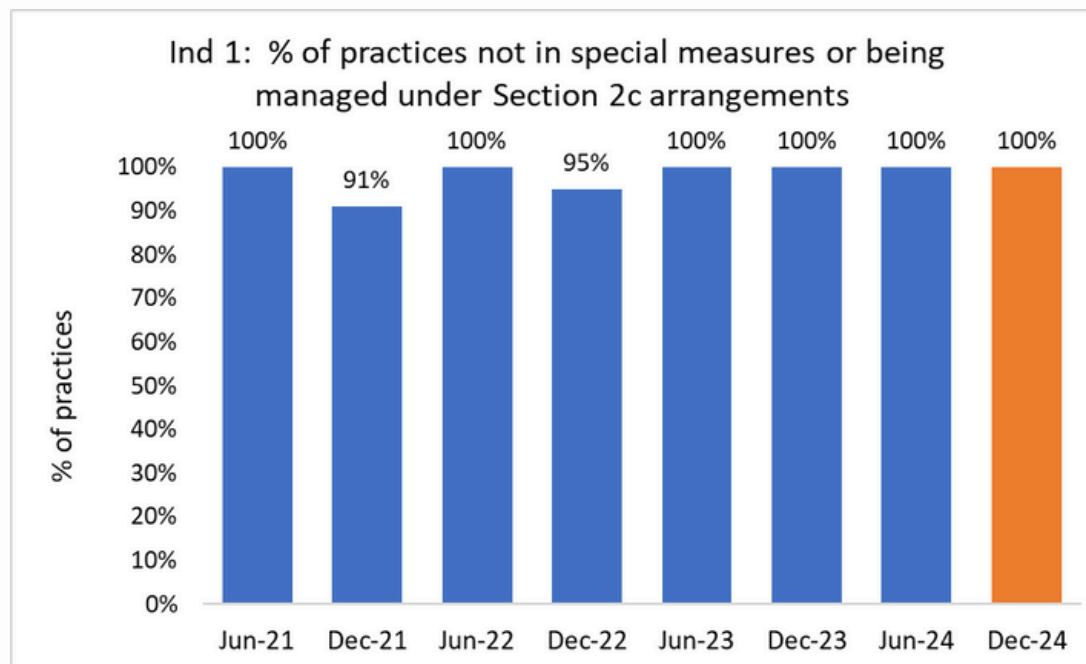


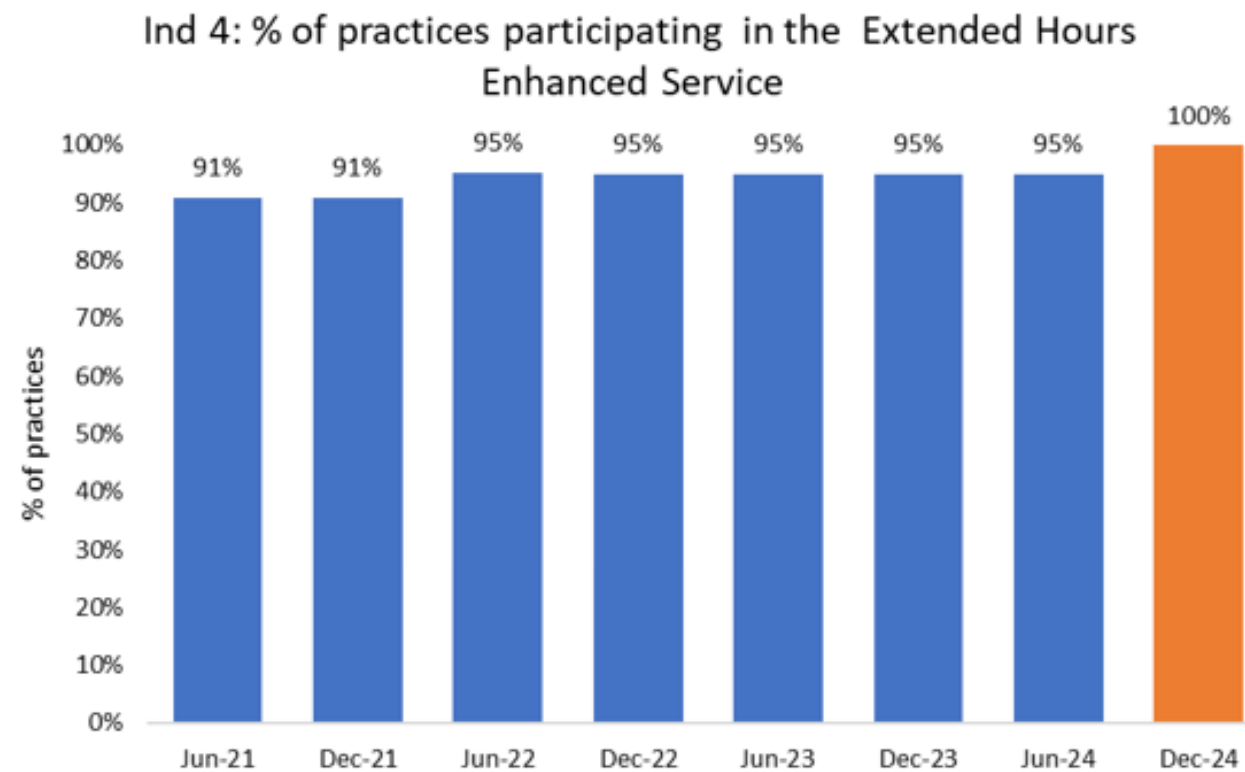
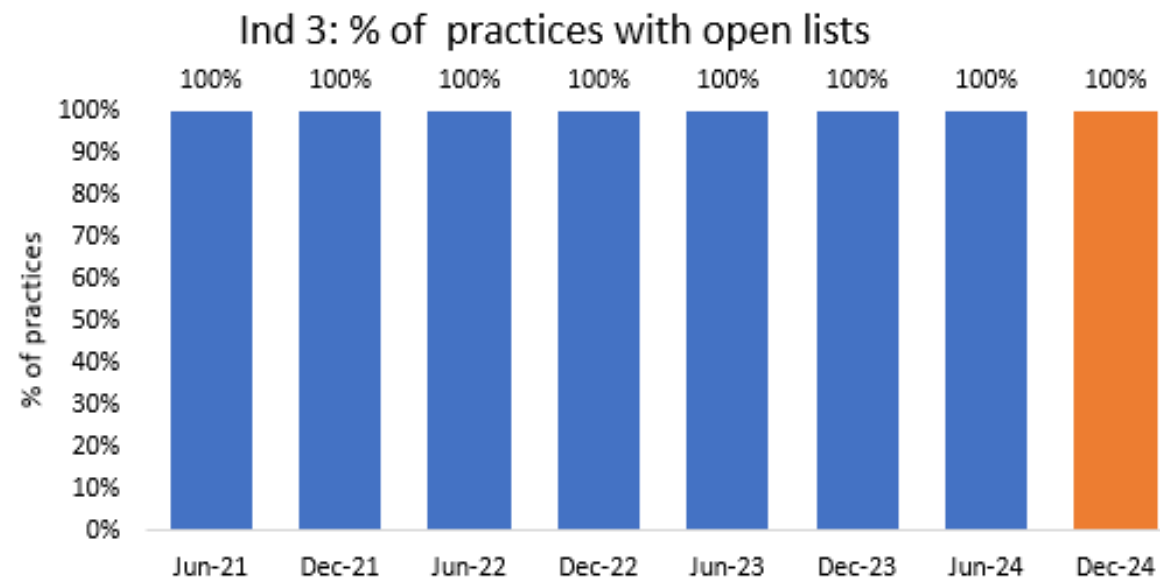
Appendix 1 – Ministerial Strategic Group Integration Indicators



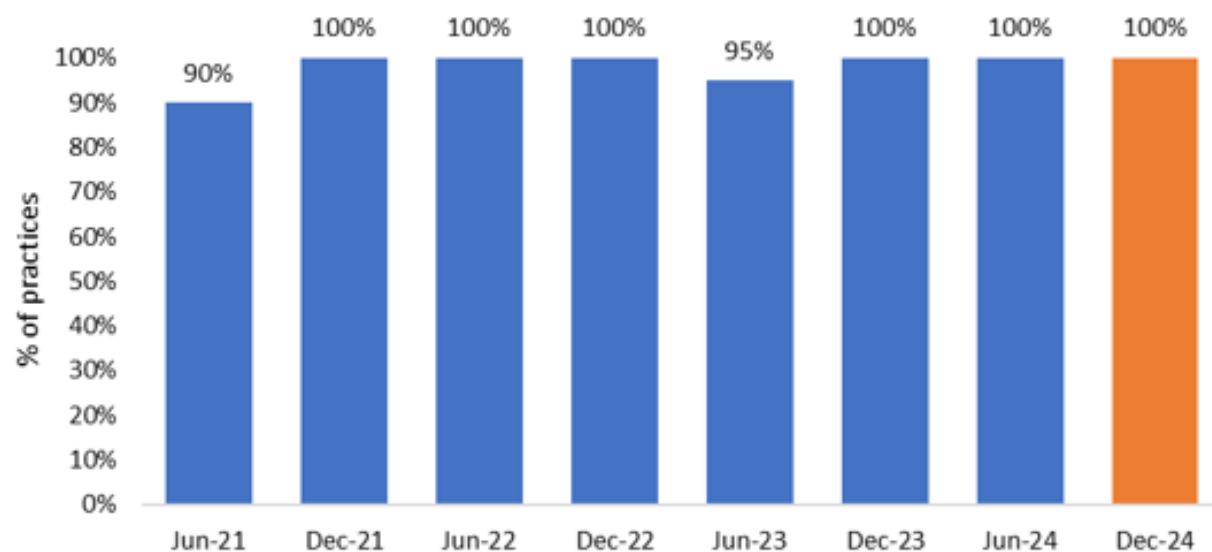
Appendix 2 – West Lothian – Primary Care Indicators

DOMAIN		INDICATORS	Dec 2024
Stability and sustainability	1	% of practices not in special measures or being managed under Section 2c arrangements	100%
	2	% of practices with less than 1wte GP vacancy	100%
Access	3	% of practices with open lists	100%
	4	% of practices participating in the Extended Hours Enhanced Service	100%
Safe	5	% of practices offering same-day assessment (phone/video or F2F) for urgent problems	100%
	6	% of practices carrying out annual medication reviews on 80% of patients on medication	Between 20% and 79% depending on the individual practice
Effective	7	% of practices with referral rates in line with NHSL average	90%
	8	% of practices with Lothian Joint Formulary adherence at or above Lothian average	See chart 8
Patient centred	9	% of practices which run a patient participation group and/or undertake review of patient suggestions and complaints at least annually	93%
	10	% of practices where 90% of patients in a care home or on the palliative care register have a personalised Anticipatory Care Plan	60%
Quality	11	% of practices engaging in current cluster quality project	100%
	12	% of practices undertaking the current Quality SESP	75%

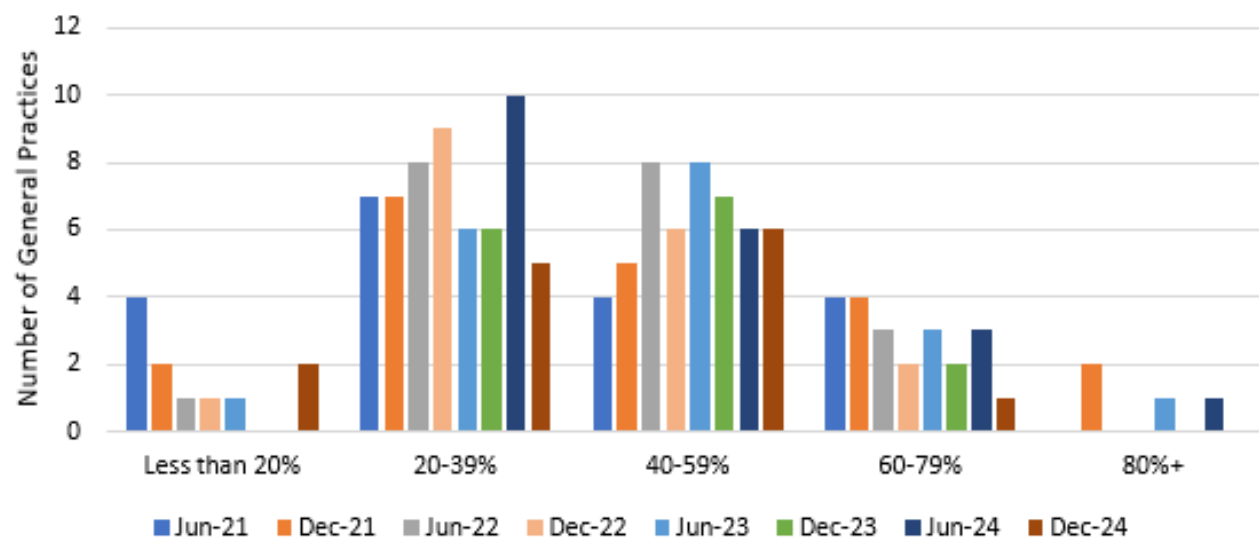




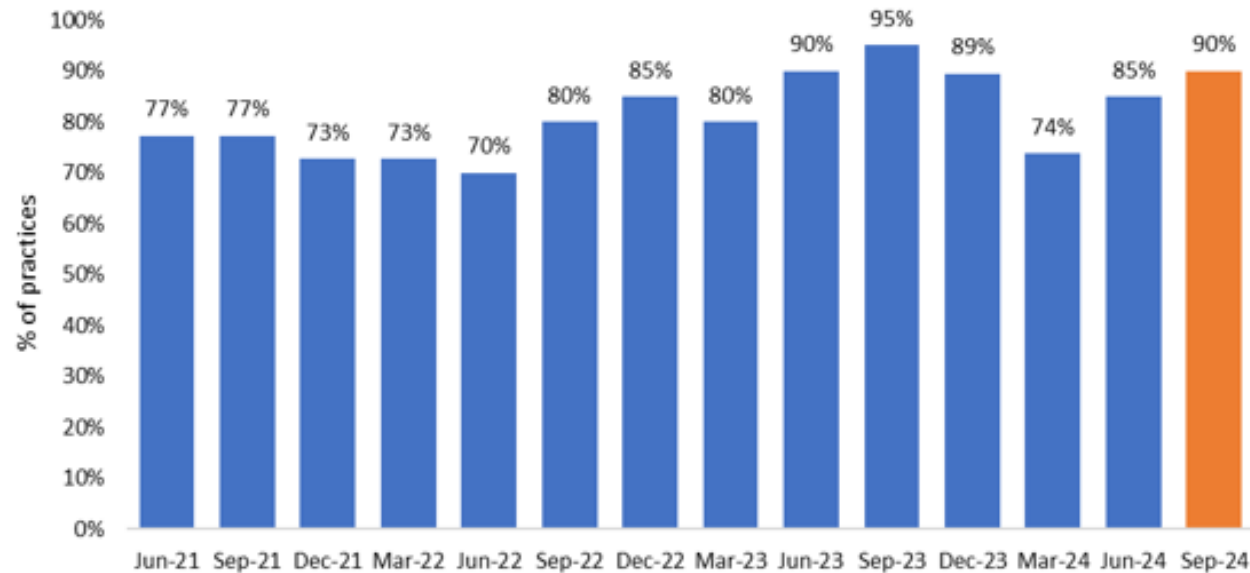
Ind 5: % of practices offering same-day assessment (phone/video or F2F) for urgent problems



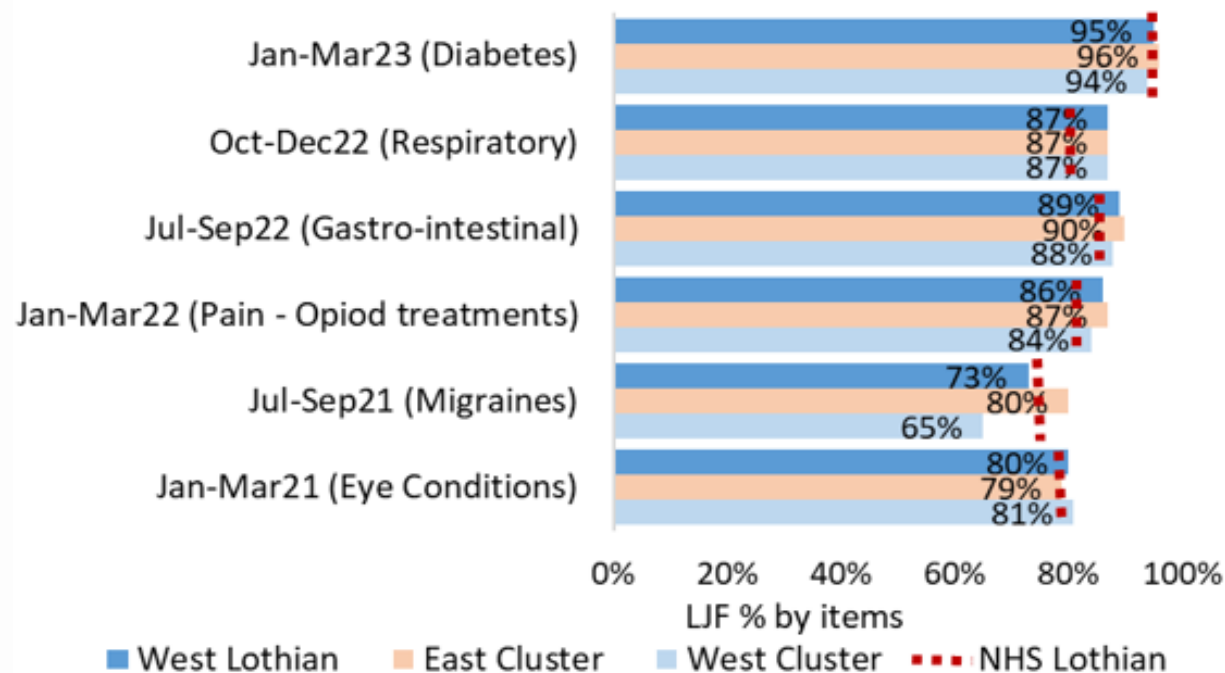
Ind 6: % of patients having a medication review in the last 15 months



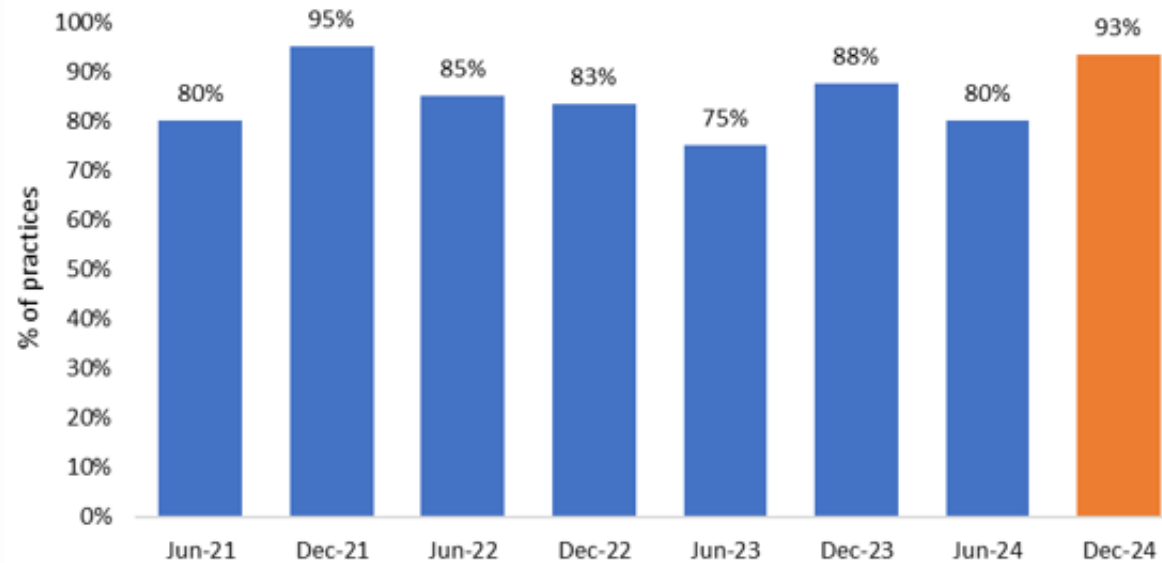
Ind 7: % of practices with referral rates in line with NHS Lothian average



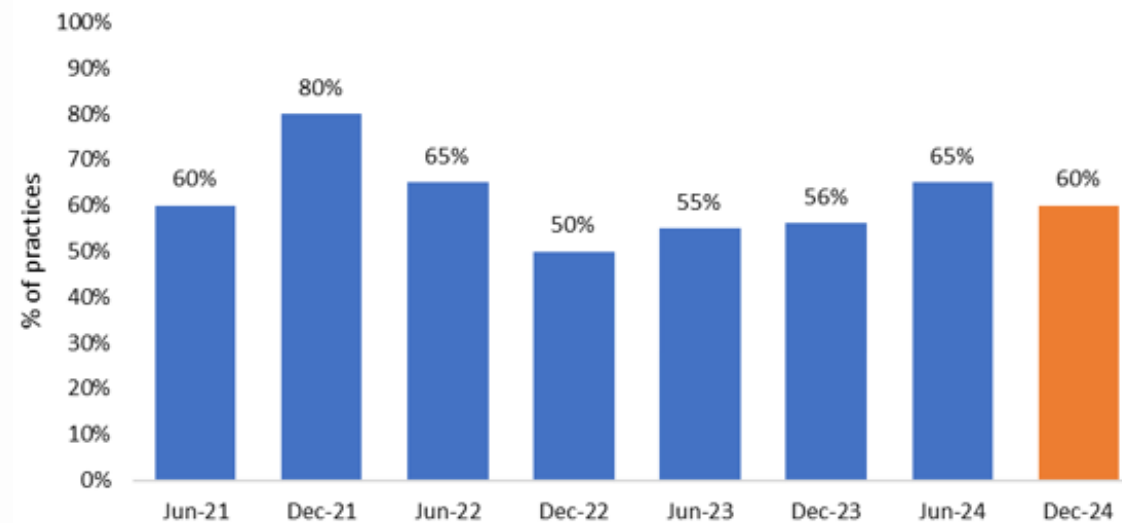
Ind 8: Lothian Joint Formulary adherence



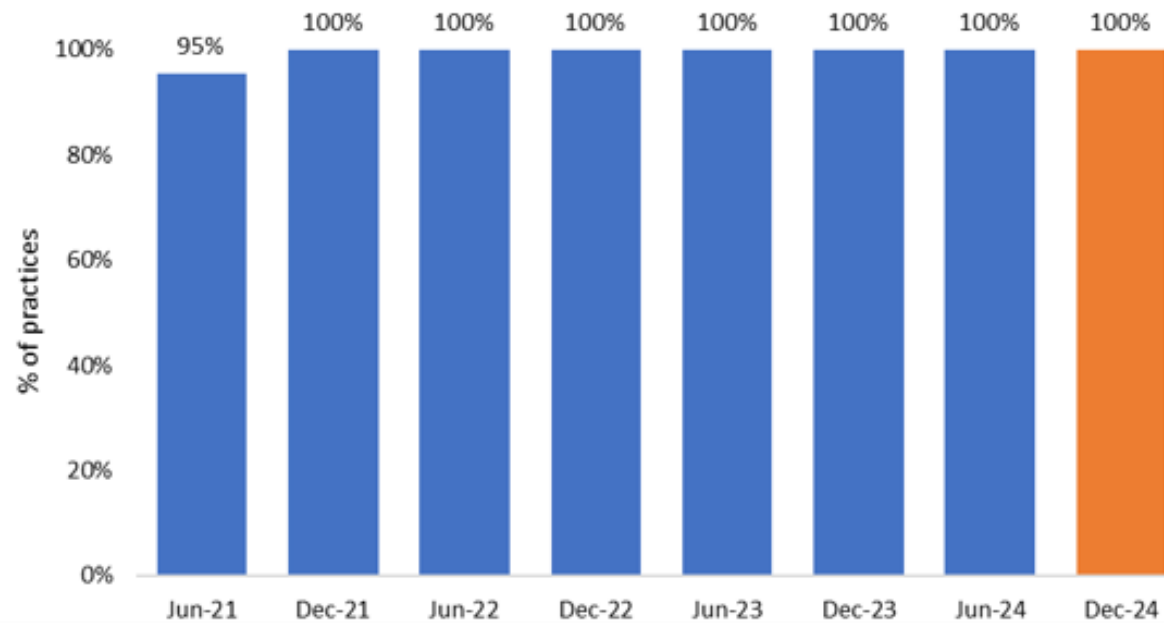
Ind 9: % of practices which run a patient participation group and/or undertake review of patient suggestions and complaints at least annually



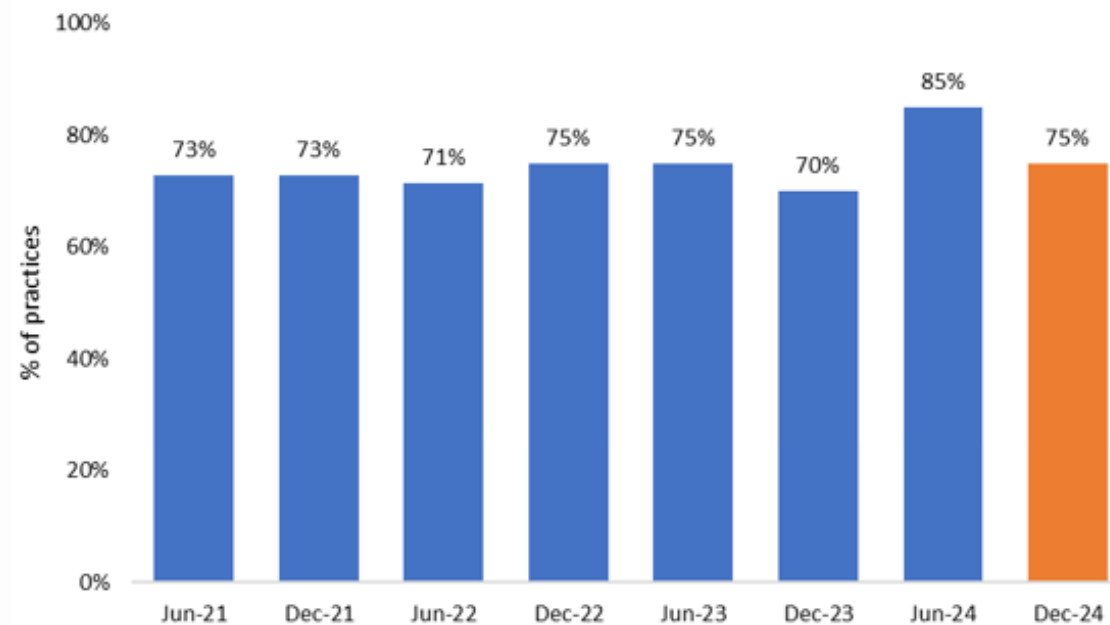
Ind 10: % of practices where 90% of patients in a care home or on the palliative care register have a personalised Anticipatory Care Plan



Ind 11: % of practices engaging in current cluster quality project



Ind 12: % of practices undertaking the current Quality SESP



Reference	Ref No	Title	Direction To	Description	Functions Concerned	With Effect From	Review Date	Link to IJB Committee Paper	Current	Integrated or Set Aside	Supersedes Previous Direction	Previous Direction Ref
WLIJB1	WLIJB/NHS/D01-2024	Overarching Direction - Integrated function (Core West Lothian Health Services)	NHS Lothian	West Lothian IJB directs NHS Lothian Health Board, over the course of the financial year 2023/24, to work with the IJB Chief Officer and officers to support the implementation of the IJB Strategic Plan 2023-2028 and associated Delivery Plans. Transformational change and further integration of Health and social care service delivery will be key to achieving IJB outcomes. This will require a joined up approach to strategic and financial planning to prioritise financial resources while maximising performance against strategic outcomes.	<ul style="list-style-type: none"> •District nursing •Allied Health Professional services: physiotherapy, occupational therapy •Mental health services •General Medical Services •General Dental Services •General Ophthalmic Services •General Pharmaceutical Services •Primary Care Prescribing •Inpatient services provided at St Michael's Hospital, Tippethill Hospital, Maple Villa •Community Learning Disability services •Community Palliative Care services •Continence services provided outwith a hospital •Kidney dialysis services provided outwith a hospital •Services provided by health professionals that aim to promote public health 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes	Integrated	Yes	WLIJB/NHS /D01-2023
WLIJB2	WLIJB/NHS/D02-2024	Overarching Direction - Integrated function (Share of Lothian Hosted Services)	NHS Lothian	West Lothian IJB directs NHS Lothian Health Board, over the course of the financial year 2023/24, to work with the IJB Chief Officer and officers to support the implementation of the IJB Strategic Plan 2023-2028 and associated Delivery Plans. Transformational change and further integration of Health and social care service delivery will be key to achieving IJB outcomes. This will require a joined up approach to strategic and financial planning to prioritise financial resources while maximising performance against strategic outcomes.	<ul style="list-style-type: none"> •Dietetics •Art Therapy •Lothian Unscheduled Care Service •Integrated Sexual and Reproductive Health service •Clinical Psychology Services •Continence Services •Public Dental Service including Edinburgh Dental Institute •Podiatry •Orthoptics •Independent Practitioners via the Primary Care Contracting Organisation •SMART Centre •Royal Edinburgh and Associated Services •Substance Misuse Ritson Inpatient Unit, LEAP and Harm Reduction 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes	Integrated	Yes	WLIJB/NHS /D02-2023
WLIJB3	WLIJB/NHS/L/D03-2024	Overarching Direction - Set aside (Share of Lothian Adult Services)	NHS Lothian	West Lothian IJB directs NHS Lothian Health Board, over the course of the financial year 2023/24, to work with the IJB Chief Officer and officers to support the implementation of the IJB Strategic Plan 2023-2028 and associated Delivery Plans. Transformational change and further integration of Health and social care service delivery will be key to achieving IJB outcomes. This will require a joined up approach to strategic and financial planning to prioritise financial resources while maximising performance against strategic outcomes.	<ul style="list-style-type: none"> •Accident and Emergency services provided in a hospital •Inpatient hospital services relating to the following branches of medicine: <ul style="list-style-type: none"> oGeneral medicine oGeriatric medicine oRehabilitation medicine oRespiratory medicine oPsychiatry of learning disability •Palliative care services provided in a hospital •Services provided in a hospital in relation to an addiction or dependence on any substance •Mental health services provided in a hospital except secure forensic mental health services 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes	Set Aside	Yes	WLIJB/NHS L/D03-2023
WLIJB4	WLIJB/WLC/D04-2024	Overarching Direction - Integrated function (West Lothian Adult Social Care Services)	West Lothian Council	West Lothian IJB directs West Lothian Council, over the course of the financial year 2023/24, to work with the IJB Chief Officer and officers to support the implementation of the IJB Strategic Plan 2023-2028 and associated Delivery Plans. Transformational change and further integration of Health and social care service delivery will be key to achieving IJB outcomes. This will require a joined up approach to strategic and financial planning to prioritise financial resources while maximising performance against strategic outcomes.	All Adult social care services: <ul style="list-style-type: none"> •Learning Disabilities •Physical Disabilities •Mental Health •Older People Assessment & Care •Care Homes & Housing With Care •Occupational Therapy •Support and Other Services 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes	Integrated	Yes	WLIJB/WLC/D04-2023
WLIJB5	WLIJB5	Community Hospitals	NHS Lothian	Provides direction on the delivery of community hospital services	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLIJB6	WLIJB6	Acute Set Aside Services	NHS Lothian	To give direction of provision of acute set aside services	/	23-Apr-19	/	IJB Report 23 April 2019	No	Set aside		/
WLIJB7	WLIJB7	Primary Care	NHS Lothian	Provides direction on the delivery of primary care services	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/

WLJB8	WLJB8	Older People Community Services	NHS Lothian & West Lothian Council	Provides direction on the delivery of all community services for older people including care homes and housing with care	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB9	WLJB9	Prescribing	NHS Lothian	To provide direction on making optimal use of the prescribing budget	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB10	WLJB10	Learning Disability Services	NHS Lothian & West Lothian Council	Redesign and modernisation of LD services is required to deliver high quality, financially sustainable models of care locally where possible for adults with Learning Disability	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB11	WLJB11	Physical Disability Services	NHS Lothian & West Lothian Council	Redesign and modernisation of PD services is required to deliver high quality, financially sustainable models of care locally where possible for adults with physical disability including sensory loss	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB12	WLJB12	Mental Health Services	NHS Lothian & West Lothian Council	To provide direction on strengthening access to treatment and a wide range of supports for people with mental health problems with emphasis on early intervention and prevention.	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB13	WLJB13	Substance Misuse Services	NHS Lothian & West Lothian Council	To provide direction on the deliver of high quality, locally managed services which are focussed on recovery and partnership working across health, social care and the third sector for people with substance misuse problems	Substance Misuse Services directed by the West Lothian Alcohol and Drug Partnership	23-Apr-19	01-May-25	IJB Report 23 April 2019	Yes	Integrated	No	/
WLJB14	WLJB14	Resource Transfer	NHS Lothian & West Lothian Council	to provide direction on utilisation of resource transfer funds across the health and social care system	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB15	WLJB15	Adult Social Care Services	West Lothian Council	West Lothian Council is asked to deliver or commission effective and high quality social care services to all eligible service users with focus on achieving the outcomes outlined in the West Lothian Strategic Plan	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB16	WLJB16	Hosted Health Services and Other Core Health Services	NHS Lothian	to provide effective and high quality health services to people from West Lothian who use services. Services should be delivered in a way which meets the vision and objectives set out in the Strategic Plan.	/	23-Apr-19	/	IJB Report 23 April 2019	No	Integrated		/
WLJB17	WLJB17	St John's Hospital Redesign	NHS Lothian	Improve service capacity with specific expansion of emergency department provision, increasing available clinical space for triage, minor injuries and majors to meet current and forecasted demand and reduce overcrowding in ED		26-Jun-19	01-May-25	IJB Report 26 June 2019	Yes	Set Aside	No	/
WLJB18	WLJB/WL C/D04-2020	Day Care Services	West Lothian Council	West Lothian IJB directs West Lothian Council to implement new contractual arrangements for the delivery of Day Care services for Older People in West Lothian that are within the allocated budget and ensuring best value.		10-Jan-23	25-Mar-25	IJB Report 10 January 2023	Yes	Integrated	No	/
WLJB19	WLJB/NHS/SAV-01	NHS Lothian Health Board – Core West Lothian Functions	NHS Lothian	West Lothian IJB directs NHS Lothian to work with the IJB Chief Officer and officers supporting the IJB to progress, implement and deliver the following budget reduction proposals agreed by the Board.	<input type="checkbox"/> District nursing <input type="checkbox"/> Allied Health Professional services: physiotherapy, occupational therapy <input type="checkbox"/> Mental health services <input type="checkbox"/> General Medical Services <input type="checkbox"/> General Dental Services <input type="checkbox"/> General Ophthalmic Services <input type="checkbox"/> General Pharmaceutical Services <input type="checkbox"/> Primary Care Prescribing <input type="checkbox"/> Inpatient services provided at St Michael's Hospital, Tippethill Hospital, Maple Villa <input type="checkbox"/> Community Learning Disability services <input type="checkbox"/> Community Palliative Care services <input type="checkbox"/> Continence services provided outwith a hospital <input type="checkbox"/> Kidney dialysis services provided outwith a hospital <input type="checkbox"/> Services provided by health professionals that aim to promote public health	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes		Yes	WLJB/NHS /SAV-01

WLIJB20	WLIJB/NHS/SAV-02	NHS Lothian Health Board – Lothian Wide Hosted Functions	NHS Lothian	West Lothian IJB directs NHS Lothian to work with the IJB Chief Officer and officers supporting the IJB to progress, implement and deliver the following budget reduction proposals agreed by the Board.	<p>The services are:</p> <ul style="list-style-type: none"> <input type="checkbox"/>Dietetics <input type="checkbox"/>Art Therapy <input type="checkbox"/>Lothian Unscheduled Care Service <input type="checkbox"/>Integrated Sexual and Reproductive Health service <input type="checkbox"/>Clinical Psychology Services <input type="checkbox"/>Continence Services <input type="checkbox"/>Public Dental Service including Edinburgh Dental Institute <input type="checkbox"/>Podiatry <input type="checkbox"/>Orthoptics <input type="checkbox"/>Independent Practitioners via the Primary Care Contracting Organisation <input type="checkbox"/>SMART Centre <input type="checkbox"/>Royal Edinburgh and Associated Services <input type="checkbox"/>Substance Misuse Ritson Inpatient Unit, LEAP and Harm Reduction 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes		Yes	WLIJB/NHS/SAV-02
WLIJB21	WLIJB/NHS/SAV-03	NHS Lothian Health Board – Lothian Acute Functions	NHS Lothian	West Lothian IJB directs NHS Lothian to work with the IJB Chief Officer and officers supporting the IJB to progress, implement and deliver the following budget reduction proposals agreed by the Board.	<p>All adult acute hospital health services planned by West Lothian IJB and defined as hospital services as required by the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Act 2014 and as defined in West Lothian Integration Joint Board's Integration Scheme.</p> <p>1.Accident and Emergency services provided in a hospital</p> <p>2.Inpatient hospital services relating to the following branches of medicine:</p> <ul style="list-style-type: none"> <input type="checkbox"/>General medicine <input type="checkbox"/>Geriatric medicine <input type="checkbox"/>Rehabilitation medicine <input type="checkbox"/>Respiratory medicine <input type="checkbox"/>Psychiatry of learning disability <p>3.Palliative care services provided in a hospital</p> <p>4.Services provided in a hospital in relation to an addiction or dependence on any substance</p> <p>5.Mental health services provided in a hospital except secure forensic mental health services</p>	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes		Yes	WLIJB/NHS/SAV-03
WLIJB22	WLIJB/WLC/SAV-04	West Lothian Council	West Lothian Council	West Lothian IJB directs NHS Lothian to work with the IJB Chief Officer and officers supporting the IJB to progress, implement and deliver the following budget reduction proposals agreed by the Board.	<p>All Adult social care services:</p> <ul style="list-style-type: none"> <input type="checkbox"/>Learning Disabilities <input type="checkbox"/>Physical Disabilities <input type="checkbox"/>Mental Health <input type="checkbox"/>Older People Assessment & Care <input type="checkbox"/>Care Homes & Housing With Care <input type="checkbox"/>Contracts & Commissioning Support <input type="checkbox"/>Other Adult social care services 	01-Apr-24	25-Mar-25	IJB Report 26 March 2024	Yes		Yes	WLIJB/WLC/SAV-04
WLIJB23	WLIJB/WLC/D05-2023	Care Homes - Integrated function (West Lothian Adult Social Care Services)	West Lothian Council	<p>West Lothian IJB directs West Lothian Council to implement the decision of the IJB on 27th June 2023 relating to council run care home, in particular:</p> <ul style="list-style-type: none"> • To close the Craigmair Interim Care Facility to new admissions and support existing residents to their long-term care home of choice. • To work closely with the IJB to undertake a further review of the three care homes providing longer term care to ensure best value and secure the future sustainability care home provision. 		08-Aug-23	25-Mar-25	IJB Report 08 August 2023	Yes	Integrated	No	/
WLIJB24	WLIJB/NHS/D04-2023	Community Hospitals - Integrated function (Core West Lothian Health Services)	NHS Lothian	<p>West Lothian IJB directs NHS Lothian Health Board to implement the decision of the IJB on 8th August 2023 relating to community hospital provision in West Lothian, in particular:</p> <ul style="list-style-type: none"> • To provide complex dementia care on one site through the co-location of Rosebery Ward with Maple Villa on the Craigshill Care Campus and • To provide frail elderly community hospital provision on the same site as Maple Villa in the Craigmair Interim Care Facility building 		19-Sep-23	25-Mar-25	IJB Report 19 September 2023	Yes	Integrated	No	/