



**REPORT TO:** East Lothian Integration Joint Board

**MEETING DATE:** 27 August 2015

**BY:** Chief Officer

**SUBJECT:** IJB Strategic Plan update

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## **1 PURPOSE**

- 1.1 This report provides an update on the development of East Lothian Integration Joint Board's Strategic Plan for adult services. It identifies key issues addressed in preparation of the plan, the process of consultation and next steps.
- 1.2 Any member wishing additional information should contact the author of the report in advance of the meeting.

## **2 RECOMMENDATIONS**

- 2.1 To note the latest version of the Strategic Plan.
- 2.2 To consider and agree the framework, content and priorities.
- 2.3 To agree the proposed next steps.
- 2.4 To note that a final draft of the Strategic Plan will also reflect the recommendations of the Joint Older People's Inspection process in East Lothian.

## **3 BACKGROUND**

- 3.1 The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) places a duty on Integration Authorities to develop a Strategic Plan for integrated functions and budgets under their control.
- 3.2 By developing a strategic plan for all adults, Integration Authorities should design and commission services in new ways in collaboration with their partners. Strategic plans should explicitly incorporate the important role of informal community capacity building to deliver more effective preventative and anticipatory interventions in order to optimise wellbeing

and the potential to reduce unnecessary demand at the ‘front door’ of the formal health and social care system

- 3.3 The first strategic plan of an Integration Authority must be prepared before the integration start date, which is the date on which the Health Board and the Local Authority delegate functions to the Integration Authority. The strategic plan must be prepared before this date so that the Integration Authority can function immediately. In East Lothian the start date is agreed as 1 April 2016.
- 3.4 The process of needs assessments, strategic planning, engagement and consultation began in East Lothian during 2014 and will be completed within a challenging timescale.
- 3.5 The Partnership is committed to engaging widely with the public and partners to ensure we commission health and social care services that are in the best interests of the local population and patients. The first draft of the East Lothian strategic plan had an initial period of comprehensive consultation between 17 December 2014 and 17 February 2015.
- 3.6 As required by legislation, a second draft of the strategic plan is being finalised following this consultation process, with a further engagement and consultative period required. The working draft of this iteration is attached separately.
- 3.7 The second draft of the strategic plan articulates a case for change within a context of health inequalities, poor outcomes in terms of unscheduled admissions and delayed discharges and increasing demand within a challenging financial climate.
- 3.8 The draft plan articulates the findings of the strategic needs assessment and highlights through a gap analysis the key priority programmes of work to be addressed over the lifespan of the plan if a shift in the balance of care is to be realised.
- 3.9 The key priority areas identified are:
  - Delivering more care closer to home - actively tackling the rise in unplanned or avoidable hospital admissions, and significantly reducing delayed discharges from hospitals to home or a homely setting.
  - Addressing the variation in the use and delivery of health and social care services across the county and tackling inequality.
  - Developing a strong focus on prevention and “low level” support.
  - Ensuring best value for the public purse through more effective partnership working.
- 3.10 In order to meet these priorities and in order to meet the national health and wellbeing outcomes and our own strategic objectives as a

Partnership a number of key, specific service or planning gaps now need to be addressed through the Strategic Plan. These Include:

- Development of East Lothian Community Hospital
- Primary Care development
- Dementia care
- Respite care
- Reablement development
- Care at Home provision
- Development of a Housing Contribution Statement and strategic links to housing
- Estates and bed use

3.11 In respect of proposed work on estates and bed use, the draft strategic plan recognises that the ongoing development of plans for a new East Lothian Community Hospital requires an understanding of bed capacity across the totality of health and social care which is reflective of local needs across the county and ensures allocation of resources in the right place. In addition there are a number of facilities where the physical environment is not fit for purpose. It is proposed that bed bases and models of care in the new East Lothian Community Hospital, Edington Hospital, Belhaven Hospital and nursing home, Abbey Residential Home and Eskgreen Residential Home as well as future need and provision of independent sector nursing home bed bases be reviewed. It should be noted that these issues were specifically agreed in the 2011 Joint Older People's Strategy and the follow up work on the strategy.

3.12 Any review of estates and bed use should ensure best use of health and social care resources and consider:

- The utilisation of existing bed provision and future need
- The appropriateness of different types of provision by locality
- The economic feasibility of new or different models of care delivery and options for re-provision
- Existing estates, including ongoing costs, any investment required or disinvestment/reinvestment potential.

3.13 The draft strategic plan outlines a range of specific, measurable actions within a framework of strategic change programmes. This framework highlights work at locality and Partnership levels with specific timelines.

3.14 A pivotal section of the draft plan which remains to be populated is the indicative revenue budget which will support delivery of the Strategic Plan and identify the totality of the financial resources that have been delegated to do this. The financial resources available to the IJB will need to be identified to achieve the ambitions of the Plan. This will include planned disinvestment in acute services and other institutional services and investment in community services. Detailed work on the

indicative revenue budget over the lifespan of the Strategic Plan is ongoing and will be embedded in the final consultation draft.

3.15 The draft principles under which the Strategic Plan has been prepared are:

- One strategy: The Strategic Plan should bring together all our strategies and plans for transformation of health and adult social care
- One change programme: The strategic change programmes and delivery plans should be brought together under a single programme management process which reports to the Strategic Planning Group and to the Integration Joint Board
- Focus and priorities: There will be an agreed number of top priority change projects with identified delivery timeframes spread across the next three years.
- Enablers: Critical cross sector enabling projects will be identified and resourced.
- Ownership: All strategic change programmes will have a clearly identified senior responsible officer
- Decision making: Ultimate approval of strategic change programmes and projects and commitment of funding sits with the Integration Joint Board.

3.16 The second draft will be presented to the Strategic Planning Group on 10 September 2015. Following this it is envisaged that the draft will be circulated to the list of consultees as determined by Regulations for comment.

3.17 The Care Inspectorate and Healthcare Improvement Scotland are carrying out a joint inspection of older people's services in East Lothian Health and Social Care Partnership between August and October 2015. In order to learn from this process and to incorporate key findings and recommendations into the Strategic Plan it is proposed that a final draft will be developed after the inspection. This final draft will be ready for consultation in December 2015 and should be adopted by the IJB in advance of 1 April 2016 as required by legislation.

#### **4 POLICY IMPLICATIONS**

4.1 The implementation of recommendations made in this report will ensure that the IJB complies with legal requirements.

#### **5 EQUALITIES IMPLICATIONS**

5.1 There are no equalities issues arising from any decisions made on this report.

## **6 RESOURCE IMPLICATIONS**

- 6.1 There are no financial implications arising from consideration of this report.

## **7. BACKGROUND PAPERS**

- 7.1 East Lothian Strategic Plan: Second consultation working draft.

<b>AUTHOR'S NAME</b>	Carol Lumsden
<b>DESIGNATION</b>	Transformation and Integration Manager
<b>CONTACT INFO</b>	Carol.lumsden@nhslothian.scot.nhs.uk
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