

REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 26 November 2015

BY: Chief Officer

SUBJECT: Strategic Plan

1 PURPOSE

1.1 This report provides a summary of the second consultation draft of East Lothian Integration Joint Board's Strategic Plan for adult services. It supplements the reports of [27th August 2015](#) and [29th October 2015](#) and identifies the process of consultation in line with the Public Bodies (Joint Working) (Scotland) Act.

Any member wishing additional information should contact the author of the report in advance of the meeting.

2 RECOMMENDATIONS

2.1 The Integration Joint Board is recommended to:

- i. Agree the content and key priorities in the second draft Strategic Plan.
- ii. Note that the second draft of the Strategic Plan has been agreed by the Strategic Planning Group.
- iii. Agree the recommendations and timeline for a second period of stakeholder consultation.

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 which is designed in collaboration with their partners.

3.2 Having consulted widely on a first draft of a Strategic Plan for East Lothian a second iteration has been developed through [extensive](#)

[feedback](#) and active involvement from stakeholders including the formally constituted Strategic Planning Group.

- 3.3 The second draft Strategic Plan draws on a wide range of information to form a case for change: it describes why strategic priorities have been selected and includes a review of the financial context in which the IJB's plans and ambitions are set.
- 3.3 The Plan equally articulates a clear ambition in stating the intention to shift resources from institutional or acute care into our communities within a short timeframe, and in doing so delivering better outcomes
- 3.4 By means of summary, the construct of the second draft Strategic Plan (Appendix 1) is:
 - 3.4.1 The case for change: a synopsis of current health and wellbeing inequalities across the county, rising service demands, costs and associated outcomes, and consideration of current and future financial and human resources. The second draft Plan asserts that the case for change is unassailable and that a sustainable strategy is required to address the known challenges.
 - 3.4.2 The principles, values and strategic objectives of the IJBs Strategic Plan including the vision that people in East Lothian will "live the lives they want as well as possible, achieving their potential to live independently and exercising choice over the services they use".
 - 3.4.3 The joint strategic needs assessment and gap analysis: an analysis of the needs of our communities which forms the basis of intelligence led strategic decision making within East Lothian, and consideration of the policy, planning and service gaps to be addressed.
 - 3.4.4 Strategic partnerships: a clear commitment to establishing a range of inclusive, mutually beneficial relationships which improve the closer integration of services, decisions that are better aligned with the needs of the people of East Lothian and improved health and wellbeing as the overarching goal.
 - 3.4.5 Financial context and resources analysis: identification of the aligned resource strategy, a financial framework to support delivery of the Strategic Plan and a recognition that whilst aims and aspirations are extensive, the Strategic Plan will have to be delivered within the resources available.
 - 3.4.6 The resources analysis specifically outlines the intention to carry out a review of all health and social care bed bases across East Lothian (Edington, Belhaven, Eskgreen and Abbey) in order to establish:
 - 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.
- 3.4.7 The financial context section of the Plan highlights that the main focus for 2016/17 is to ensure that the Partnership manages the increasing demands on resources in the most effective way. The overarching aim is to find different ways of delivering and commissioning high quality services cost effectively. As indicative budget information, particularly from NHS Lothian, develops over the next 2 months to be more formalised and becomes embedded in the final version of the Strategic Plan this detail will specifically include and articulate diversion of money away from acute hospitals over the lifetime of the Strategic Plan and moving it into community care and primary care. The Plan equally recognises that to ensure whole system stability, particularly within the NHS acute sector, there will be a need for close working with partner IJBs as this progresses.
- 3.4.8 Key enablers: a summary of supporting frameworks including the IJB performance framework, governance, communication and engagement, organisational development and information management and technology.
- 3.4.9 Strategic change programmes: a broad range of specific, measurable priority actions to be achieved over the 3 year lifetime of the Strategic Plan. The actions are grouped under the key themes of best health (prevention and early intervention), best care (care closer to home) and best value (efficiency and effectiveness), are locality focused and based on the needs assessment and gap analysis.
- 3.4.10 A range of appendices including the draft housing contribution statement and indicative draft directions.
- 3.5 The second draft of the Strategic Plan has been developed with the input and support of the Strategic Planning Group who have given formal agreement that the Plan in its current format should be presented to the IJB and, if agreed, proceed to formal consultation.
- 3.6 [Legislation](#) dictates the required list of consultees for IJBs Strategic Plans and East Lothian's consultation on the first draft extended this list (Appendix 2) to ensure even wider, comprehensive consultation. If the content of the Plan is agreed it is proposed that the second draft should proceed to consultation over the course of 1st December to 26th January. following a similar process to that undertaken for the first iteration. With the support and input of the Strategic Planning Group, feedback from this consultation process will be incorporated into a final version of the Strategic Plan which will be submitted for adoption by the IJB as soon as practicable. This will allow the Chief Officer to issue directions to East

Lothian Council and NHS Lothian in advance of delegation of functions on 1st 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 The Strategic Plan places a strong and explicit emphasis on designing services and approaches which will more effectively address the continuing health inequalities in East Lothian. An extensive equality impact assessment exercise was carried out on 17 November 2015 led by East Lothian Health Improvement Alliance and Public Health. The outcomes of this will be used to inform the final Strategic Plan.

6. RESOURCE IMPLICATIONS

- 6.1 There are no direct resource implications associated with this report.

7. BACKGROUND PAPERS

- 7.1 IJB Strategic Plan report, 27 August 2015.
- 7.2 Appendix 1: East Lothian Strategic Plan: Second consultation draft (to follow).
- 7.3 Appendix 2: Proposed circulation list for consultation on second draft Strategic Plan

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Appendix 2

Proposed circulation list for consultation on second draft Strategic Plan

East Lothian Council Corporate Management Team

East Lothian Council elected members

East Lothian Health and Social Care Partnership IJB

East Lothian Health and Social Care Partnership Strategic Planning Group

NHS Lothian Corporate Management Team

NHS Lothian Strategic Planning Group

NHS Lothian Strategic Programme Managers

All staff list for East Lothian CHP and ELC Adult Wellbeing

East Lothian Partnership forum

East Lothian joint planning groups

TSI (STRIVE) for dissemination to all third sector members

ELIS (via Maureen Allan for dissemination to independent sector and Scottish Care)

East Lothian Council Strategic Housing Department (for dissemination to all lists including RSLs)

All General Practitioners in East Lothian

All Community Pharmacists in East Lothian

All Optometrists in East Lothian

All General Dental Practitioners in East Lothian

Press release and social media via communications departments in NHS Lothian and East Lothian Council

Lothian Medical Committee

East Lothian Community Planning Partnership

MSPs (including all list MSPs)

Local MP

Midlothian, West Lothian, City of Edinburgh, Fife and Borders IJBs (via
Integration Managers network)

Scottish Government Policy Department

Joint Improvement Team