



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 30 June 2016

BY: Chief Officer

SUBJECT: Strategic Plan Implementation Programme

1 PURPOSE

- 1.1 This report provides an update on the work being progressed in East Lothian to support the practical implementation of the Integration Joint Board's Strategic Plan for adult services.
- 1.2 Any member wishing additional information should contact the author of the report in advance of the meeting.

2 RECOMMENDATIONS

- 2.1 The IJB is asked to note that the planning priorities and implementation workplan for the Strategic Plan have been considered and supported by both the Strategic Planning Programme Board and the Strategic Planning Group.
- 2.2 The IJB is asked to agree adoption of the workplan as the blueprint for transformational change in the delivery of health and social care services in East Lothian.

3 BACKGROUND

- 3.1 The Public Bodies (Joint Working) (Scotland) Act places a duty on the IJB to develop a Strategic Plan which sets out the arrangements for carrying out integration functions in East Lothian. The IJB's Strategic Plan was approved in February 2016.
- 3.2 In accordance with Scottish Government guidance, work was undertaken locally to develop and agree a strategic framework which provides the Health and Social Care Partnership with an overall planning structure to support delivery of the Strategic Plan but which equally recognises the Partnership's role in relation to the NHS Lothian local delivery plan, community planning and specific East Lothian

Council strategies as they relate to housing and criminal justice. A report detailing this work was agreed by the IJB in [September 2015](#).

3.3 The principles under which the Strategic Plan and its implementation have been prepared include:

- One strategy: the Strategic Plan brings together all extant and future strategies and plans for the transformation of health and social care.
- One change programme: the strategic change programmes and delivery plans are brought together under a single programme management process
- Focus and priorities: There will be an agreed number of top priority change projects with agreed timeframes and clear lines of accountability for delivery spread across the period of the Plan.

3.4 This report outlines the identified programme of work to be prioritised over the coming 18 months which will focus on implementation of the Strategic Plan. The priorities have been identified based on the Strategic Plan's needs assessment, subsequent gap analysis, and prioritisation framework and lines of accountability have been agreed with the Chief Officer. The priorities are presented in Appendix 1 of this report.

3.5 The high level workplan required to ensure implementation of the Strategic Plan has been considered by both the Strategic Planning Programme Board and the Strategic Planning Group to allow for input and further development. The workplan presented in Appendix 1, therefore, has taken cognisance of comments and input from these sources.

3.6 All individual workstreams will be required to implement a robust programme management approach to delivery, including escalation of risk, with immediate governance through the Strategic Planning Programme Board (SPPB) which will report to the Strategic Planning Group and ultimately to the IJB.

4 POLICY IMPLICATIONS

4.1 The recommendations contained within this report will ensure the IJB embeds effective links with East Lothian community planning and NHS Lothian planning structures and ensure appropriate levels of scrutiny and accountability are maintained.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

5.2 However, as each element of the implementation workplan is delivered it will be assessed in relation to its impact on equalities and other matters.

6 RESOURCE IMPLICATIONS

6.1 Financial – There are no direct financial implications associated with this report.

6.2 Personnel – The personnel required to deliver the workplan associated with this report will be met within current resources.

6.3 Other – N/A.

7 BACKGROUND PAPERS

7.1 East Lothian IJB Strategic Plan 2016-2019

7.2 Strategic Planning framework

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DATE	9 June 2016

Appendix 1

Planning priority	Focus / area	Strategic alignment	Timescale	Additional comments	Lead Role
1.	EL Dementia action plan (NEW activity)	Proposal for Scotland's National Dementia Strategy IJB Strategic Plan	By April 2017		AMacD/ SS
2.	EL Carers Strategy (NEW activity)	Carers (Scotland) Act IJB Strategic Plan	By April 2017	Draft project initiation document (PID) developed	AMacD
3.	EL Respite action plan (NEW activity)	IJB Strategic Plan Carers (Scotland) Act	By April 2017	Key enabler to 1 and 2 and could/should be developed in tandem. Incorporated as Phase 3 of Carers Strategy PID	AMacD
4.	EL Primary Care action plan, incorporating out of hours care (NEW activity)	Scottish GMS contract National review of out of hours care	By April 2017	Key local enabler and innovation accelerator to Scottish GMS contract and new ways of working	AMacD / JT
5.	Unscheduled care analysis (NEW activity)	Public Bodies (Joint Working) (Scotland) Act IJB Strategic Plan Shifting the Balance of Care	By January 2017	Essential work to drive significant shift in Directions and aligned financial resources in 2017/18	CL

Plannin g priority	Focus / area	Strategic alignment	Timescale	Additional comments	Lead role
6.	Premises / bed base: Edington, Belhaven, Eskgreen, Abbey review and reprovision linked to housing options (see 13) NEW activity	IJB Strategic Plan IJB Directions to East Lothian Council and NHS Lothian	Phase 1 by September 2016 Phase 2 by March 2017	Significant change programme with interdependencies and complexities	DAS
7.	Liberton / Midlothian Community Hospital repatriation (linked to 18, ELCH)	IJB Strategic Plan and aligned Directions NHS Lothian Strategic Plan	November 2016		AMacD
8..	EL Mental Health action plan (NEW action plan) incorporating redesign and integrated team development (linked to 1)	IJB Strategic Plan	December 2017	A Sense of Belonging (Lothian Joint MHS) runs until 2016. Opportunity to develop locally focussed strategy for mental health in tandem with any pan Lothian development.	SS
9..	EL Learning disability strategy (review and update on progress and alignment including specialist bed based planning, integrated team development and housing options linked to 13.).		March 2017		SS

Planning priority	Focus / area	Strategic alignment	Timescale	Additional comments	
10.	EL Physical Disability strategy (review and update on progress, alignment of priorities including long term conditions, neurological conditions and links to NHS Lothian planning)		March 2017	Need to consider data / needs assessment in original development. Opportunity to embed wider long term conditions / self care / self management support into revised planning priorities	SS
11.	EL Falls and Bone Health (NEW pathway development)		December 2016	In development	AMacD
12.	Care at Home procurement (specialist and H2LAH).	IJB Strategic Plan and aligned Directions	Phase 1 September 16 Phase 2 April 2017	Key enabler to supporting IJB strategic objective; Efficiency driver. Links to 13.	DAS
13.	Housing interface / housing contribution statement / housing needs assessment (NEW forum / activity)	IJB Strategic Plan and aligned Directions; ELC Local Housing Statement	Needs assessment by June 2016. Interface established by September 2016	Links to 1,2,3,7, 9, 10, 11 and key enabler	DAS

14.	ELSIE whole systems development including 24/7 service and reablement redesign	IJB Strategic Plan, Audit Scotland report (changing models of health and social care)	ASAP		AMacD
15.	Care Inspectorate / Healthcare Improvement Scotland action plan	CI/HIS Inspection Report	Time limited		AMacD
16.	Day services review	IJB Strategic Plan	March 2017		BD
17.	IJB annual performance plan and report (NEW requirement)	Public Bodies (Joint Working) (Scotland) Act	By June 2017	Legislative requirement to publish an annual report for all IJB functions at locality level. Significant planning and analysis required to disaggregate locality data and information.	CL
18.	East Lothian Community Hospital	IJB Strategic Plan	Ongoing as per agreed timeline with Scottish Government and NHS Lothian		DAS
19.	Technology enabled care (TEC) action plan (NEW activity)	IJB Strategic Plan	March 2017		AMacD
20.	Palliative Care framework / End Of Life action plan (NEW activity)	IJB Strategic Plan	March 2017		AMacD

NOTES:

Accountability and reporting from workstreams to Strategic Planning Programme Board in line with programme management approach where appropriate, with update reports to IJB, Audit and Risk Committee and Strategic Planning Group

Key:

DAS: David Small (Chief Officer)

AMacD: Alison MacDonald (Head of Service)

JT: Jon Turvill (Clinical Director)

SS: Sharon Saunders (Head of Service)

BD: Bryan Davies (Service Manager)

CL: Carol Lumsden (Transformation and Integration Lead)

Appendix 2

Prioritisation Framework

Impact

1. Severity: Does the issue or priority significantly affect well being?
2. Size: What is the number of people directly affected by the issue or proposal?
3. Will action have a positive impact on vulnerable groups?
4. Will action address improvement over multiple outcomes?
5. How significant will that improvement be?
6. Are there some critical gaps to which we need to give more attention?

Evidence and Strategic Fit

1. How strong is the evidence that we can:
 - Address the issue or priority through local action?
 - Lessen the severity of the issue being addressed?
2. Are there national, professional or organisational policies which set out what should be done?

Acceptability of possible changes

1. Does the issue or priority require whole partnership collective action?
2. Are plans and actions already in place? Does more need to be done?
3. Will the target groups or populations accept the need to change or the proposed action?

Feasibility

1. What levels of resources are required to implement the proposal?
2. Does it provide value for the investment required?
3. What are the impacts on other issues or priorities and programmes of action?

Contribution : Will the proposed priority and or actions facilitate the following?

1. Focus on narrowing the outcomes gap between individuals, groups and localities
2. Develop community capacity and resilience
3. Utilise population insight and intelligence to target programmes of action
4. Strengthen the role of early intervention and prevention in mitigating harm
5. Which issues are most important following consultation with our staff and with people who use our services?