



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

**MEETING DATE:** 30 March 2017

**BY:** Chief Officer

**SUBJECT:** Proposed Directions for 2017-18

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## **1 PURPOSE**

- 1.1 To present to the East Lothian Integration Joint Board a proposed set of Directions to be issued to NHS Lothian and East Lothian Council in March 2017.
- 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 end of year progress against the 2016-17 Directions and the decision taken to either end, continue, or replace each of these individual Directions.
- 2.2 The IJB is asked to agree the proposed 2017-18 Directions which require NHS Lothian and East Lothian Council to take action with partners across a range of priority services.
- 2.3 The IJB is asked to note that each partner responsible for delivering a Direction is required to report on progress with these quarterly, or as frequently as required by the IJB for the purposes of monitoring achievement.

## **3 BACKGROUND**

- 3.1 The Public Bodies (Joint Working)(Scotland) Act 2014 sets out the process by which an Integration Joint Board delivers its Strategic Plan by issuing 'directions' to the Local Authority and the Health Board as appropriate. The IJB's policy states that Directions will be issued for each delegated function and for the allocation of the associated financial resource to support delivery of directions.

- 3.2 At its meeting of 31st March 2016 East Lothian IJB agreed its 2016-17 directions, aligned to the Strategic Plan. The Chief Officer issued these Directions on behalf of the IJB to East Lothian Council and NHS Lothian in March 2016 for the financial year 2016/17.
- 3.3 Progress against these Directions was reported at the 21 December IJB meeting as set out in table 1 below. Attainment against the 2016-17 Directions is unchanged since the December report.

**Table 1 – Directions for 2016/17 and outcomes at March 2017**

<b>2016/17 Direction</b>	<b>Actions</b>	<b>Outcome</b>
NHS Lothian Community Services	D01a to D01g	Achieved - 4 In Process - 2 Not Yet Achieved - 1
East Lothian Council Delegated Functions	D02a to D02h	Achieved - 2 In Process - 5 Not Yet Achieved - 1
NHS Lothian Set Aside	D03a and D03b	In Process - 2
NHS Lothian Hosted Services	D04a and D04b	Achieved - 2 In Process - 5
Resource Transfer	D05	Achieved
Integrated Care Fund	D06	Achieved
Delayed Discharge Fund	D07 -	Achieved
Integration Fund	D08	Achieved
Strategic Programmes	D09	Not Yet Achieved

- 3.4 Following discussion in the Strategic Planning Group, Strategic Plan Programme Board and IJB and taking into consideration the outcomes and targets applying to the IJB and the requirements of the Strategic Plan, a final list of Directions are proposed below in section 3.7.
- 3.5 In order to make it clearer for the partners, the following 2016-17 Directions will be ended or replaced by alternatives: D01c, D01e, D01f, D02a, D02b, D02c, D02e, D06 and D07.
- 3.6 Those Directions which continue from 2016-17 into 2017-18 are: D01a, D01b, D01d, D01g, D02d, D03a, D03b, D04a, D04b, D05, D08, D09.
- 3.7 The proposed 2017-18 Directions are summarised below. These focus on a smaller number of areas compared to the preceding year and focus on 'headline' Directions which are supported by a range of more specific Directions:

## **10 - Directions to NHS Lothian on Primary Care**

D10a - Preparations for the new GMS arrangements (supersedes Directions D01e and D01f, aligned with Directions D01g, D04a, D04b)

D10b - support to Clusters (new Direction)

D10c - Primary Care Strategy (new Direction).

## **11 - Directions to NHS Lothian and East Lothian Council on reducing use of acute services and increasing community provision**

D11a - Emergency Assessment Services and Emergency Admissions (new direction)

D11b - Occupied Bed Days (new Direction)

D11c - Delayed Discharges (supersedes Direction D07)

D11d - End of Life Care (new Direction)

D11e - Transfer of AHP resource from Secondary Care (new Direction)

D11g – Contracts for Care at Home (new Direction)

## **12 - Directions to NHS Lothian and East Lothian Council on shifting the balance of care for care groups**

D12a - Contracts for Care at Home (supersedes Directions D02a and D02b)

D12b - Extra care housing (new Direction)

D12c - Day services for older people (supersedes Direction D02e)

D12d - reprovision of Eskgreen and Abbey care homes and Edington and Belhaven hospitals (supersedes Direction D01c and D02c)

D12e - Integrated Care Fund Review (supersedes Direction D06).

## **13 - Directions to NHS Lothian to support delivery of Modern Outpatients recommendations**

D13a - Redesign of diabetes services and further development of care of Type 2 diabetes in primary care (new Direction)

## **14 - Direction to NHS Lothian and ELC on support to carers**

D14a - Finalisation and implementation of the East Lothian Carers' Strategy and preparation for the Carers' Act (aligned with Direction D02d)

## **15 - Directions to NHS Lothian on drug and alcohol services and mental health**

D15a - Allocation to ELHSCP of the full 12% of Drug and Alcohol funding (new Direction)

D15b - Redesign of MELDAP (new Direction)

D15c - Provision of adult mental health services (new Direction)

D15d - Provision of Older adult mental health services (new Direction)

## **16 - Direction to NHS Lothian and East Lothian Council on Community Justice**

D16a - Work with the Reducing Reoffending Board (new Direction)

3.8 Further detail on the 2017-18 Directions is given in Appendix 1.

### **4 POLICY IMPLICATIONS**

4.1 There are no new policy implications arising from this paper. Existing policy with regards to the production of Directions and the obligations these place on NHS Lothian and East Lothian Council remains extant.

### **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 the economy

### **6 RESOURCE IMPLICATIONS**

#### **6.1 Financial - Directions for 2017/18**

6.1.1 The IJB's policy on directions lays out that each direction – per the appropriate regulations that support the Public Bodies (Joint Working) (Scotland) Act 2014 – will show the financial resources (the budget) to be used to achieve that direction. A format for this resource analysis has been agreed with the partners and this was used to populate the individual directions issued in March 2016 and also to prepare a summary position. For 17/18 rather than having the financial values embedded in individual directions, these financial elements will be held in a summary table but with a clear connection to the individual direction. This will allow a relatively simple update of the financial position should this be required.

6.1.2 The directions use two sets of financial information:

- The social care element was based on the formal offer from East Lothian Council based on the Council's budget as set on 22 February 2017. This offer included the IJB's share of the Social Care Fund and the IJB agreed with the Council as to how that fund was to be used.
- The health service element was based on indicative financial planning values. NHS Lothian will set its 2017/18 budget at its meeting on 5 April 2017. It is not expected that the final position will be materially different from the indicative values.

6.1.2 It is recognised that budgets in the Directions have to be both meaningful and also reconcilable to the overall resources available to the IJB. As discussed above, an appropriate process is being developed to manage this and will be brought back to the IJB for discussion.

## 6.2 Personnel

6.2.1 A mechanism needs to be identified within the Planning and Performance function in the Health and Social Care Partnership to support regular monitoring of progress in delivering the Directions.

## 7 BACKGROUND PAPERS

7.1 Appendix 1 provides more detail on the 2017-18 Directions.

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<b>DATE</b>	20 March 2017

**East Lothian Integration Joint Board - Budget Settlement at March 2017**

	£000's	Direction	Function	
			Integrated	Set Aside
<b>Social Care Services</b>				
Adult Wellbeing	42,563	D02, D11, D12,D15, D16	Core	Set Aside
HRA	1,094	D02	Core	
	<u>43,657</u>			
<b>Health Services</b>				
<b>Core</b>				
Community AHPS	1,027	D01	Core	
Community Hospitals	8,827	D12	Core	
District Nursing	2,230	D01	Core	
GMS	12,247	D10	Core	
Health Visiting	1,327	D01	Core	
Mental Health	2,381	D15	Core	
Other	5,350	D12	Core	
Prescribing	21,227	D01	Core	
Resource Transfer	3,227	D05	Core	
	<u>57,843</u>			
<b>Hosted</b>				
Public Health	164	D04	Core	
Strategic Programmes	283	D09	Core	
AHP Dietetics	315	D04	Core	
AHP Other	84	D04	Core	
AHP Podiatry	387	D04	Core	
AHP Rehabilitation	549	D04	Core	
Complex Care	377	D04	Core	
Geriatric Medicine	40	D04	Core	
GMS	1,102	D10	Core	
Learning Disabilities	1,852	D04	Core	
Lothian Unsched. Care Serv.	1,131	D04	Core	
Mental Health	1,662	D15	Core	
Mental Health & Wellbeing	243	D15	Core	
Oral Health Services	1,223	D04	Core	
Other	(158)	D04	Core	
Psychology Service	690	D04	Core	
Rehabilitation Medicine	601	D04	Core	
Sexual Health	581	D04	Core	
Substance Misuse	666	D15	Core	
UNPAC	794	D04, D15	Core	
	<u>12,586</u>			
<b>Acute Set Aside</b>				
A & E (outpatients)	1,585	D11		Set Aside
Cardiology	3,598	D03		Set Aside
Diabetes	266	D13		Set Aside
Endocrinology	78	D03		Set Aside
Gastroenterology	897	D03		Set Aside
General Medicine	6,627	D11		Set Aside
Geriatric Medicine	3,364	D11		Set Aside
Infectious Disease	1,701	D03		Set Aside
Management	307	D03		Set Aside
Rehabilitation Medicine	429	D03		Set Aside
Respiratory Medicine	103	D03		Set Aside
Therapies	1,263	D11		Set Aside
Wgh Surgery	64	D03		Set Aside
	<u>20,282</u>			
<b>Social Care Fund</b>	6,240	D08	Core	
<b>Total</b>	<b>140,608</b>			

Directions which have no specific budget  
D 14 - Carers Strategy

## **Appendix 1 – Proposed 2017/18 Directions**

# East Lothian Health & Social Care Partnership



## East Lothian Integration Joint Board 2017-18 Directions

### 1. Policy Context

**National Guidance** - 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. East Lothian Integration Joint Board (IJB) requires a mechanism to action the Strategic Plan; this mechanism takes the form of binding directions from the Chief Officer as outlined below from the Integration Joint Board to one or both of NHS Lothian and East Lothian Council. All directions issued are pursuant to Sections 26 to 28 of the Public Bodies (Joint Working) Act 2014 and the appropriate element of East Lothian IJB's Integration Scheme.

**East Lothian IJB's Approach to Directions 2017-18** - For Directions to successfully deliver their expected outcomes, they need to be considered and enacted in a genuine spirit of partnership working between the IJB, East Lothian Council and NHS Lothian. There is a clear commitment by the IJB not to create financial turbulence and instability in the delivery of direct services. During 2016-17 the Partnership sought to work in close collaboration with both NHS Lothian and Midlothian Council to ensure delivery of the Directions without unintended consequences for other parts of the system. As the IJB moves into its second year of operation it must adopt decisive leadership in reshaping health and social care services to continue to move towards local management and local delivery of these services, while delivering efficiencies. The 2017-18 Directions below set out the ambitions of the IJB.

The [East Lothian Strategic Plan 2016-19](#) outlines the direction of travel for the development of health and social care services in the county. In many areas the Plan remains at a high level to allow further work to be undertaken with key partners about how to achieve the



desired changes outlined in the Plan i.e. to reduce reliance on Acute Hospitals and Care Homes through strengthening Primary Care and Care at Home services. NHS Lothian and East Lothian Council are asked to develop and implement action plans which will enable the direction of travel outlined in the Strategic Plan to be realised with a particular emphasis on all services seeking to address Health Inequalities. The Council and NHS Lothian are also asked to fully engage in the development of approaches to realise the ambition of much stronger locality working, initially with a focus on services to older people.

East Lothian Integration Joint Board (IJB) must ensure that mechanisms are in place to action the Strategic Plan through its binding Directions to one or both of NHS Lothian and Midlothian Council and through action arising from the Directions.

**Addressing inequalities** - There are significant pockets of poverty across East Lothian. Although there is more deprivation in the west of the county, 50% of people experiencing poor health do not live in the most deprived areas<sup>1</sup>. Also, there is evidence that being part of a specific group, including those with 'protected characteristics' under equalities legislation, for example people with disabilities, minority ethnic groups and the LGBT community can increase the likelihood of poor life chances.

East Lothian Health and Social Care Partnership will consider the impact of its policies and services on health inequalities and wider social inequalities by:

- Providing universal services which are proportionate to needs and complement these with flexible, targeted specialised services as required (e.g. for those who are most vulnerable and/or have the highest needs)
- Improving accessibility of services
- Taking a person-centred, needs-driven approach to planning, delivery and evaluation of services
- Developing policies and approaches which consider the impacts upon wider determinants of health and wellbeing (income, employment, housing, transport, community resources, natural and built environments etc)
- Avoiding price barriers to accessing services wherever possible and minimise price barriers where they are unavoidable
- Increase preventative and community-based resources.

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<sup>1</sup> As defined by the Scottish Index of Multiple Deprivation

## **2. Financial Context**

The financial resource allocated to each delegated function in a direction is a matter for the Integration Joint Board to determine. East Lothian IJB is constituted under Local Government regulations and as such, under the Local Government in Scotland Act 2003, has a duty to make arrangements to secure best value. It is expected that NHS Lothian and East Lothian Council will deliver the functions as directed in the spirit of this obligation.

The financial values ('budgets') within this direction are based on the offers made to East Lothian IJB by NHS Lothian and East Lothian Council in March 2017. It is understood that the finalisation of the 2017/18 financial plans by both partners continues and that the totality of these budgets includes efficiency schemes under development. Notwithstanding the indicative nature of these budgets East Lothian IJB will not sanction expenditure in excess of these amounts without further discussion and agreement. It is recognised that financial plans for 2018/19 and 2019/20 are not yet available.

The financial position for 2017-18 is challenging, with both NHS Lothian and East Lothian Council facing major financial pressures. It is recognised that the initial proposals on allocation of the Set Aside and Hosted Services budgets will require more detailed work to ensure parity but also to take account of significant differences in need and in the availability of local resources. A key direction of travel will be to disinvest in institutional care including bed-based hospital care and care homes for older people.

The IJB is required both to deliver financial balance in each and every year and to financially plan to deliver recurrent balance. Achieving a firm financial footing is critical to the success of the IJB and its Strategic Plan and to its ability to drive system-wide reforms such that it can deliver against its financial duties whilst improving outcomes for the East Lothian population. Central to this is the need to ensure that the IJB creates financial headroom to ensure it can maintain financial resilience. NHS Lothian and East Lothian Council are therefore required to share information on financial performance of delegated services to allow the IJB to gain assurance that said services are currently being delivered sustainably within approved resources and that the anticipated initial payments will be sufficient for the IJB to carry out its integration functions.

### **3. Growth in demand**

The IJB has examined a number of factors to estimate anticipated growth including population and non-demographic growth, estimated looking at historical trends and extrapolated. Our plans acknowledge rising year-on-year activity and growth demand. In monitoring directions, the IJB will continue to undertake further analysis of the assumptions applied as they develop including:

- Whether the total budget and activity aligned to each programme is realistic and achievable
- Whether the split of budget and activity assumed for individual programmes is sensible
- Further examination of thresholds and any assumed increases or reductions.

As a fundamental principle there should be neither disinvestment nor further investment in delegated services without being subject to full discussion and agreement with East Lothian IJB.

### **4. Compliance and Performance Monitoring**

In order to ensure East Lothian IJB fulfils its key strategic planning and scrutiny functions, and further develops and coordinates the implementation of its Strategic Plan, monitoring our own and our partners' performance is imperative. The primary responsibility for performance management in respect of delivery of the delegated functions will rest with the IJB and NHS Lothian and East Lothian Council will provide performance information for relevant services so that the IJB can develop a comprehensive performance management system.

In addition to the specific commitments set out in East Lothian IJB's Integration Scheme and the obligations regarding provision of information under the Act, NHS Lothian will provide the Integration Joint Board with any information which the Integration Joint Board may require from time to time to support its responsibilities regarding strategic planning, performance management, and public accountability.

For each service which the IJB issues Directions for, NHS Lothian and East Lothian Council will as appropriate through its officers, provide an annual report in the final quarter of financial year 2017-18 on how it:

- assesses the quality of services it provides on behalf of the IJB
- ensures the regular evaluation of those services as part of an integrated cycle of service improvement.

NHS Lothian is expected to provide performance monitoring data in line with the Lothian Integration Dataset

In addition, for each service which the IJB issues Directions for, NHS Lothian and East Lothian Council will as appropriate, through its officers, provide financial analysis, budgetary control and monitoring reports as and when requested by the IJB. The reports will set out the financial position and outturn forecast against the payments by the Integration Joint Board to NHS Lothian in respect of the carrying out of integration functions. These reports will present the actual and forecast positions of expenditure compared to Operational Budgets for delegated functions and highlight any financial risks and areas where further action is required to manage budget pressures.

The IJB also directs NHS Lothian to provide costed activity analysis for all delegated functions as they pertain to the East Lothian population.

## **5. NHS Lothian Acute Hospitals Plan**

The key objective of integration, to shift the balance of care from hospital and care home provision to community provision requires careful planning with the acute sector in collaboration with the other three IJBs in Lothian. As plans are developed the IJB will require a better understanding of East Lothian's current and expected use of all set-aside resources (beds and outpatient facilities). Following this, new or updated Directions may be issued in-year to initiate necessary changes. This approach will aim to maintain the stability of service delivery as NHS Lothian, the acute hospital service and partners work together on the finalisation and implementation of the Hospital Plan.

## **6. NHS Hosted Services**

Progress has been made in identifying opportunities for integrated management arrangements to locally deliver some services such as substance misuse. For those services which, because of economies of scale, such an approach is not considered viable, arrangements will be developed which strengthen a whole system approach within East Lothian. As arrangements develop, further Directions will be issued as appropriate. In the meantime, NHS Lothian Hosted Services are asked to take account of the general direction of travel described in the Strategic Plan.

## **7. Impact of Directions on other Lothian IJBs**

East Lothian IJB's Strategic Plan and aligned financial plan acknowledge the need to plan collaboratively on a prudent and realistic basis; this recognises the importance of maintaining current joint planning and risk sharing strategies across Lothian.

## **8. 2017-18 Directions**

The Directions below, which are described in more detail in the following pages, set out the changes which need to take place in the design and delivery of services for the residents of East Lothian. As further service development and delivery plans are developed during the year and as funding allows, new or revised Directions will be issued. For those services which are not covered by a specific Direction the expectation is that NHS Lothian and East Lothian Council will continue to provide these services to a high quality within current budgets, endeavouring to meet national and local targets and following the strategic objectives laid out in the Strategic Plan.

### **10 - Directions to NHS Lothian on Primary Care**

**D10a** - Preparations for the New GMS Arrangements (supersedes D01e and D01f, aligned with D01g, Do4a, D04b)

**D10b** - Support to Primary Care Quality Clusters (New Direction)

**D10c** - Primary Care Strategy (New Direction)

### **11 - Directions to NHS Lothian and ELC on reducing use of acute services and increasing community provision**

**D11a** - Emergency Assessment Services and Emergency Admissions (New Direction)

**D11b** - Occupied Bed Days (new Direction)

**D11c** - Delayed Discharges (supersedes D07)

**D11d** - End of Life Care (new Direction)

**D11e** - Transfer of AHP resource from Secondary Care (new Direction)

**D11f** - Contracts for Care at Home (new Direction)

### **12 - Directions to NHS Lothian and ELC on shifting the balance of care for care groups**

**D12a** - ELC delivered care at home services (supersedes D02a and D02b)

**D12b** - Extra care housing (new Direction)

**D12c** - Day services for older people (supersedes D02e)

**D12d** - Reprovision of Eskgreen and Abbey care homes and Edington and Belhaven hospitals (supersedes D01c and D02c)

**D12e** - Integrated Care Fund Review (supersedes D06)

**13 - Directions to NHS Lothian to support delivery of Modern Outpatients recommendations**

**D13a** - Redesign of diabetes services and further development of care of Type 2 diabetes in primary care (new Direction)

**14 - Direction to NHS Lothian and ELC on support to carers**

**D14a** - Finalisation and implementation of the East Lothian Carers' Strategy and preparation for the Carers' Act (aligned with D02d)

**15 - Directions to NHS Lothian on drug and alcohol services and mental health**

**D15a** - Allocation to ELHSCP of the full 12% of Drug and Alcohol funding (new Direction)

**D15b** - Redesign of MELDAP (new Direction)

**D15c** - Provision of adult mental health services (new Direction)

**D15d** - Provision of older adult mental health services (new Direction)

**16 - Direction to NHS Lothian and ELC on Community Justice**

**D16a** - Work with the Reducing Reoffending Board (new Direction)

These directions will remain in place until varied, revoked or superseded by a later direction in respect of the same function.

## Directions for 2017-18

### 10 - Directions to NHS Lothian on Primary Care (D10a, D10b, D10c)

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D10a-2017</b> (preparations for the new GMS arrangements)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Supersedes D01e and D01f, aligned with D01g, D04a, Do4b
7	Type of function	Integrated



8	Function(s) concerned	<p>All East Lothian independent contractor managed GP services (Sections 17j and 17c) and East Lothian Health and Social Care Partnership directly managed services (Section 2c).</p> <p>Service priorities as set out in the developing East Lothian Primary Care Strategy.</p>
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D10a</b> - NHS Lothian to work with East Lothian Health and Social Care Partnership, GPs and their representatives, Primary Care Contractor Organisation and partners to prepare for the introduction of the elements of the New GP Contract in 2017 while maintaining support to practice teams across the county to meet the primary care needs of patients.</p>
9.a	Target and Measurement of Progress	<p><b>Target -</b> A target or targets will be agreed once information is received from the Scottish Government on the requirements of the new GP contract. This information is expected to be released in stages in April and October 2017.</p> <p><b>Measurement -</b> Approaches will be developed as appropriate to monitor progress against the agreed targets.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D10b-2017</b> (East Lothian GP quality clusters)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	The development of East Lothian's two GP Quality Clusters in the west and the east of the county.

9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D10b</b> - NHS Lothian to allocate to East Lothian Health and Social Care Partnership its proportionate share of all funds allocated for the development and support of GP Quality Clusters and to work with the partnership to develop quality improvement activities in general practice.</p>	
9.a	Target and Measurement of Progress	<p><b>Target -</b></p> <p><b>Measurement -</b></p>	<p>Production of a workplan by East Lothian Quality Clusters setting out planned actions to improve quality in individual practices and across the cluster areas.</p> <p>Monitoring of delivery of quality improvement actions within each area against the workplan and their outcomes.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D10c-2017</b> (East Lothian Primary Care Strategy)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	All East Lothian independent contractor services (General Practice, Pharmacy, Dentistry and Optometry) and East Lothian Health and Social Care Partnership directly managed primary care services.

9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D10c</b> - NHS Lothian to develop with partners a primary care strategy to prioritise actions across all primary care services in East Lothian to stabilise and develop these services, through service redesign and quality improvements, in order to respond to population growth, increasing demand on services and increasing complexity of care.</p>
9.a	Target and Measurement of Progress	<p><b>Target -</b> Completion of an East Lothian primary care strategy by December 2017</p> <p><b>Measurement -</b> Monitoring of delivery of the actions set out in the strategy against the relevant timeframes.</p>

**11 - Directions to NHS Lothian and ELC on reducing use of acute services and increasing community provision (D11a, D11b, D11c, D11d, D11e, D11f)**

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11a-2017</b> (review of emergency assessment services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Set-aside
8	Function(s) concerned	All Emergency Department (accident and emergency) services planned by East Lothian Integration Joint Board and defined as hospital services, as required by the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014 and in East Lothian Integration Joint Board's Final Integration Scheme (February 2015).

		<p>Specifically the services concerned are:</p> <ul style="list-style-type: none"> <li>• Emergency assessment services in Edinburgh</li> <li>• Emergency admissions arising from attendance at the Emergency Departments in the two acute hospitals or the Minor Injuries Unit at the Western General Hospital.</li> </ul>
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p>NHS Lothian to continue to provide Emergency Department services for the population of East Lothian as delivered at the time of issue of this direction.</p> <p>In addition, over the course of the financial year 2017-2018, East Lothian Integration Joint Board direct NHS Lothian to work with the Chief Officer and officers of the IJB to ensure delivery of the following outcomes or outputs to be brought to the IJB for consideration and approval:</p> <p><b>D11a</b> - NHS Lothian and its acute services to work with officers of the East Lothian Health and Social Care Partnership and other HSCPs to review the provision of emergency assessment services in Lothian, with a view to streamlining this provision.</p> <p>NHS Lothian and its acute services to provide data on the pattern of emergency admission of East Lothian residents to secondary care and to work with officers of the East Lothian Health and Social Care Partnership to develop alternatives, where appropriate, to such admissions. Any resource freed up by a reduction in emergency admissions will be used to support alternative, community based services.</p>
9.a	Target and Measurement of Progress	<p><b>Target -</b> 10% reduction in emergency assessment activity and emergency admissions for East Lothian residents</p> <p><b>Measurement -</b> Emergency assessment numbers and emergency admissions arising from A&amp;E presentation</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11b-2017</b> (reduction in occupied bed days)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Set-aside
8	Function(s) concerned	Occupied bed days for East Lothian residents arising from all episodes of unscheduled care.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D11b</b> - NHS Lothian to reduce the length of stay for all patients admitted following unscheduled admission. This is to be achieved by a reduction in delayed discharges, avoidable admission and inappropriately long stays in acute hospital and through the development of locally available community services and facilities.</p>



9.a	Target and Measurement of Progress	<b>Target -</b> Reduce occupied bed days by 10% for 2018 compared to 2017. <b>Measurement -</b> Occupied Bed Days.
1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11c-2017</b> (delayed discharges)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.  To provide services to all service users and carers within the geographical boundaries of East Lothian which: <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Supersedes D07
7	Type of function	Set-aside
8	Function(s) concerned	All actions intended to reduce delayed discharges (defined as 'a hospital inpatient who is clinically ready for discharge from inpatient hospital care and who continues to occupy a hospital bed beyond the ready for discharge date') of East Lothian residents from acute hospital beds.  Also, through these actions move towards delivering reductions in delayed discharges to

		reliably achieve timely discharge from hospital in order to meet the 2 week standard.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D11c</b> - NHS Lothian to delegate to the IJB the agreed budget for the Delayed Discharge Fund and working with East Lothian Council to continue to make progress towards delivery of delayed discharge targets and a reduction in occupied bed days, through the provision of alternatives to inpatient care.</p>
9.a	Target and Measurement of Progress	<p><b>Target -</b> Deliver zero delays over 2 weeks by the end of 2017-18 while working towards no delays over 72 hours.</p> <p><b>Measurement -</b> Monthly national census reflecting performance by the partnership.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11d-2017</b> (end of life care)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	Palliative care delivered to East Lothian residents by the East Lothian community palliative care teams, hospice-provided specialist palliative care community services and hospital-based specialist palliative care teams.

9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D11d</b> - NHS Lothian to work with the Managed Clinical Network for Palliative Care, hospital, community and third sector palliative care services to provide specialist assessment of East Lothian patients in their own homes, care homes or community hospitals to maximise the delivery of patient-centred end of life care at home or in a homely setting.</p>	
9.a	Target and Measurement of Progress	<p><b>Target -</b></p> <p><b>Measurement -</b></p>	<p>Reduce by 10% the number of occupied bed days in the last six months of life that are spent in acute hospital settings</p> <p>Location of care for people receiving end of life care.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11e-2017</b> (Transfer of AHP Resource from Secondary Care)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Set-aside
8	Function(s) concerned	Acute service based Allied Health Professional (AHP) posts and associated services delivered in acute settings.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D11e</b> - NHS Lothian to provide information on the numbers of AHPs and associated resources in acute settings and to work with East Lothian HSCP to plan for the redeployment of appropriate numbers of these AHPs and associated resources to community settings to avoid admission and to support discharge of East Lothian residents.</p>

9.a	Target and Measurement of Progress	<p><b>Target -</b></p> <p><b>Measurement -</b></p>	<p>East Lothian to receive a proportionate share of the identified AHP resource by the last quarter of 2017/18</p> <p>The increase in whole time equivalent AHP numbers in community settings resulting from staff redeployment.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D11f-2017</b> (commissioned care at home services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Aligned to D02a
7	Type of function	Integrated
8	Function(s) concerned	All East Lothian Council commissioned care at home services.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D11f</b> – East Lothian Council to proceed to procure care at home services on the basis of the new and agreed model of care and associated revised commissioning and tendering process.</p>

9.a	Target and Measurement of Progress	<b>Target -</b>	At the point of contract review all care at home services will be commissioned on the basis of the new model.
		<b>Measurement -</b>	Number of services delivered under the revised arrangements.



## 12 - Directions to NHS Lothian and ELC on shifting balance of care for care groups (Directions 12a, 12b, 12c, 12d, 12e)

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D12a-2017</b> (East Lothian Council delivered care at home services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	supersedes D02a and D02b
7	Type of function	Integrated
8	Function(s) concerned	All care at home services delivered by East Lothian Council



1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D12b-2017</b> (extra care housing)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	All extra care housing for all client groups across East Lothian.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D12b</b> - East Lothian Council to finalise the extra care housing report and to develop a plan with partners to deliver all its recommendations to improve housing provision for people with care needs.</p>

9.a	Target and Measurement of Progress	<b>Target -</b> To finalise by June 2017 the report, associated workplan and delivery timetable. <b>Measurement -</b> Report production and delivery of recommendations within the agreed timeframe.
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1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D12c-2017</b> (day services for older people)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Supersedes D02e
7	Type of function	Integrated
8	Function(s) concerned	East Lothian Council and East Lothian Health and Social Care Partnership delivered day services for older people.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D12c</b> - East Lothian Council to finalise and implement the strategy for day services for older people in order to improve access to and quality of day services across the county while delivering service efficiencies.</p>

9.a	Target and Measurement of Progress	<p><b>Target -</b> Deliver increased capacity across all areas so reducing waiting times for day services.</p> <p><b>Measurement -</b> Percentage of older people assessed as needing day services that are in receipt of a service.</p>
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1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D12d-2017</b> (reprovision of Eskgreen and Abbey care homes and Edington and Belhaven hospitals)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian and East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Supersedes D01c and D02c
7	Type of function	Integrated
8	Function(s) concerned	All services currently delivered through Eskgreen Care Home and Abbey Care Home and Edington Hospital and Belhaven Hospital.

9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D12d</b> - NHS Lothian and East Lothian Council to set up projects to deliver the reprovision of Eskgreen and Abbey Care Homes and Edington and Belhaven Hospitals and to deliver on the recommendations of the Housing with Care report.</p>	
9.a	Target and Measurement of Progress	<p><b>Target -</b></p> <p><b>Measurement -</b></p>	<p>Complete by January 2018 all reviews of provision across the 4 settings and prepare a plan to develop and coordinate future service provision.</p> <p>Completion of reviews and production of an agreed delivery plan.</p>



1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D12e-2017</b> (Integrated Care Fund review)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Supersedes D06
7	Type of function	Integrated
8	Function(s) concerned	All delegated functions as they pertain to the annual East Lothian Integrated Care Fund Plan.
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board has previously directed NHS Lothian (Direction D06) to delegate the agreed budget for the Integrated Care Fund to the IJB in line with the agreed annual Integrated Care Fund Plan.</p> <p>East Lothian Integration Joint Board now directs:</p>

		<b>D12e</b> - NHS Lothian to delegate the agreed budget for the Integrated Care Fund to the IJB, to review the achievements of the Integrated Care Fund in 2016/17 and based on this, to develop a revised Integrated Care Fund Plan for 2017/18.	
9.a	Target and Measurement of Progress	<b>Target -</b>	Complete by June 2017 a review of the 2016/17 integrated care fund and prepare a revised Integrated Care Fund plan.
		<b>Measurement -</b>	Completion of the review and production of a revised plan.

### 13 - Directions to NHS Lothian to support delivery of the Modern Outpatients recommendations

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D13a-2017</b> (Redesign of diabetes services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Set-aside
8	Function(s) concerned	<p>All adult diabetes health services planned for and delivered to residents of East Lothian, within the geographical boundaries of the East Lothian Health and Social Care Partnership and elsewhere across Lothian. Specifically the services concerned are:</p> <ul style="list-style-type: none"> <li>• Consultant Diabetologist-led outpatient clinics</li> <li>• Diabetes Specialist Nursing support</li> <li>• Diabetic Foot Clinic</li> </ul>

		<ul style="list-style-type: none"> <li>• Dietetics Services for diabetes</li> <li>• Diabetic Retinopathy Screening</li> <li>• Psychology support to people living with diabetes</li> <li>• Structured education for people living with diabetes</li> <li>• Professional education on diabetes care to primary care colleagues</li> <li>• Services provided by health professionals that aim to prevent diabetes.</li> </ul>
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board direct NHS Lothian to continue to provide diabetes specialist and associated services at Roodlands Hospital as delivered for the population of East Lothian at time of issue of this direction.</p> <p>Over the course of the financial year 2017-2018, East Lothian Integration Joint Board direct NHS Lothian to work with the Chief Officer and officers of the IJB to ensure delivery of the following outcomes or outputs to be brought to the IJB for consideration and approval:</p> <p><b>D13a</b> - NHS Lothian and its diabetes specialist services to work with officers of the East Lothian Health and Social Care Partnership to maintain delivery of diabetes outpatient clinics within Roodlands hospital and to develop local primary care delivery of high quality diabetes diagnosis, care, treatment and patient education to improve outcomes for people living with diabetes. In carrying out this work, all opportunities will be taken to redirect diabetes resources from acute hospital services to community services.</p>
9.a	Target and Measurement of Progress	<p><b>Target -</b> By the end of 2017/18, all non-complex Type 2 patients from East Lothian currently receiving diabetes care in acute hospital clinics will receive this care in a primary care setting, with appropriate resource following the patient.</p> <p><b>Measurement -</b> The SCI-DC diabetes register will be used to identify Type 2 patients receiving care in acute settings at the beginning of 2017/18 and to monitor progress in these patients transferring to primary care.</p>

## 14 - Direction to NHS Lothian and ELC on support to carers

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D14a-2017</b> (support to carers)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian and East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	Aligned with D02d
7	Type of function	Integrated function
8	Function(s) concerned	All NHS Lothian, East Lothian Council and East Lothian Health and Social Care Partnership delivered services in support of carers.

9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D14a</b> - NHS Lothian and East Lothian Council to finalise and implement the East Lothian Carers' Strategy, working with East Lothian Health and Social Care Partnership, third sector and other partners to plan delivery of the strategy's priorities.</p> <p>In addition, partners are to work together to assess unpaid carers' needs, to deliver a range of relevant support services in order to help to reduce any negative impact of a caring role on an individual's own health and well-being and to prepare for the Carers' Act in 2018.</p>
9.a	Target and Measurement of Progress	<p><b>Targets -</b></p> <ul style="list-style-type: none"> <li>1 - Produce a Carers' Strategy by the third quarter of 2017-18</li> <li>2 - Deliver a needs assessment of unpaid carers' needs by the third quarter of 2017-18</li> <li>3 - Ensure all unpaid carers receive an assessment of their needs within 4 weeks of referral or self-referral.</li> </ul> <p><b>Measurement -</b> Number of needs assessments each month and outcome of assessments.</p>

## 15 - Directions to NHS Lothian on drug and alcohol services and mental health (Directions 15a, 15b, 15c, 15d)

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D15a-2017</b> (drug and alcohol funding)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	Alcohol and Drug services for residents of East Lothian
9.	Required Actions / Directions	East Lothian Integration Joint Board directs:

		<b>D15a</b> - NHS Lothian to make available to East Lothian IJB, a 12% share of the Scottish Government Drugs and Alcohol Funding for ADPs as well as 12% of the NHS Lothian core budget spent on Alcohol and Drugs.	
9.a	Target and Measurement of Progress	<b>Target -</b>	East Lothian IJB to secure its share of all drug and alcohol monies.
		<b>Measurement -</b>	Amount of budget provided through both routes.



1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D15b-2017</b> (redesign of MELDAP)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	Alcohol and Drug services for residents of East Lothian
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D15b</b> - NHS Lothian to allocate the available share of ADP and NHS Lothian core funding for the development by MELDAP (within the finances available) of redesigned and locally managed and community delivered prevention, recovery and treatment services to meet</p>

		the needs of East Lothian residents who are dependent on any substance.	
9.a	Target and Measurement of Progress	<b>Target -</b>	To maintain service delivery while completing the service redesign exercise by August 2017
		<b>Measurement -</b>	Recording of client numbers and client location following the service redesign in comparison with numbers over the previous year. Ongoing monitoring of service uptake.

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D15c-2017</b> (adult mental health services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian and East Lothian Council
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	Mental health services for residents of East Lothian
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D15c</b> - NHS Lothian and East Lothian Council to develop an integrated Mental Health Team with a single point of referral and triage to ensure mental health service users receive the right support by the right people at the right time, closer to home. This team is</p>

		<p>to:</p> <ul style="list-style-type: none"> <li>• Develop an assertive in-reach model to Hermitage Ward, to support bed closures at the Royal Edinburgh Hospital and to ensure that inpatients from East Lothian have a safe, timely discharge process, with an appropriate social care package determined by their assessed needs.</li> <li>• Develop mental health service input to the Musselburgh Primary Care Centre to improve access to mental health support in primary care, in partnership with primary care teams, community mental health teams, NHS 24 and HSCP and East Lothian Council Strategy Officers.</li> <li>• Work with East Lothian HSCP and Police Scotland to develop mental health 'street triage' as part of responses to the national driver for distress brief interventions.</li> </ul>
9.a	Target and Measurement of Progress	<p><b>Target -</b> To maintain all elements of service delivery while developing the street triage approach by April 2017, the assertive in-reach model by May 2017 and the single point of referral by June 2017.</p> <p><b>Measurement -</b> Progress against all developments will be assessed using quality improvement methodology (test of change) activity levels and location of service delivery.</p>

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D15d-2017</b> (older adult mental health services)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	Older Adults' Mental Health Services for residents of East Lothian
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D15d</b> – NHS Lothian to:</p> <ul style="list-style-type: none"> <li>• Work towards closure of Hopetoun Day Unit and the review and redesign of</li> </ul>

		<p>resources to develop an integrated Mental Health Service which will deliver person centred holistic care to older residents of East Lothian.</p> <ul style="list-style-type: none"> <li>• Redesign the East Lothian and Midlothian Psychiatric Assessment Team (EMPAT) to further develop the provision of education to all nursing and care homes across the two areas, in support of roll-out of the Newcastle model of Stress and Distress</li> <li>• Develop Dementia Diagnosis within Primary Care and the provision of support from Alzheimer link workers, or Community Psychiatric Nurse on the day of diagnosis. The approach should initially be piloted in two GP practices, one <b>in Tranent and one in Ormiston.</b></li> </ul>
9.a	Target and Measurement of Progress	<p><b>Target -</b> To develop the availability of primary care based dementia diagnosis as well as the provision of one year of post diagnostic support.</p> <p>To work towards application of the 5 pillars approach.</p> <p><b>Measurement -</b> The number of dementia diagnoses and the proportion receiving post-diagnostic support.</p>

## 16 - Direction to NHS Lothian and ELC on Community Justice

1	Implementation date	1 <sup>st</sup> April 2017
2	Reference number	<b>EL IJB/NHSL/D16a-2017</b> (community justice)
3	Integration Joint Board Authorisation date	30 <sup>th</sup> March 2017
4	Direction to	NHS Lothian
5	Purpose and strategic intent	<p>In accordance with the IJB's Strategic Plan, to provide effective services to all service users and carers within the geographical boundaries of East Lothian, promoting the highest standards of practice in accordance with statutory obligations, policies and procedures. To provide services to all service users and carers within the geographical boundaries of East Lothian which promote the health, wellbeing and quality of life of an individual.</p> <p>To provide services to all service users and carers within the geographical boundaries of East Lothian which:</p> <ul style="list-style-type: none"> <li>• Maximise independent living</li> <li>• Provide specific interventions according to the needs of the service user</li> <li>• Provide an ongoing service that is regularly reviewed and modified according to need</li> <li>• Provide a clear care pathway which connects services</li> <li>• Contribute to preventing unnecessary hospital admission</li> <li>• Support timely hospital discharge</li> <li>• Prevent unnecessary admission to residential or institutional care</li> <li>• Are personalised and self-directed, putting control in the hands of the service user and their carers</li> </ul>
6	Does this direction supersede or amend or cancel a previous Direction, or is it a new Direction?	New Direction
7	Type of function	Integrated
8	Function(s) concerned	<p>All Health and Social Care Services for people who have committed offences including (but not exclusive to):</p> <ul style="list-style-type: none"> <li>• Criminal Justice Social Work</li> <li>• Alcohol &amp; Drug Services</li> <li>• Mental Health Services</li> </ul>

		<ul style="list-style-type: none"> <li>• GPs</li> <li>• Public Health Services</li> <li>• A&amp;E Services</li> <li>• Prison Health Services.</li> </ul>
9.	Required Actions / Directions	<p>East Lothian Integration Joint Board directs:</p> <p><b>D16a</b> - NHS Lothian and East Lothian Council to work with the Reducing Reoffending Board over the course of the financial year 2017-2018, to ensure delivery of:</p> <ul style="list-style-type: none"> <li>• Improved Community Understanding and Participation in Community Justice</li> <li>• Strategic Planning and Partnership Working</li> <li>• Equitable Access to Services</li> <li>• Evidence Based Interventions.</li> </ul>
9.a	Target and Measurement of Progress	<p><b>Target -</b> Delivery of agreed Community Justice Outcomes</p> <p><b>Measurement-</b> A range of Community Justice Indicators</p>







Priority	Direction																				
C - East Lothian Health and Social Care Partnership Strategic Objectives	10a	10b	10c	11a	11b	11c	11d	11e	11f	12a	12b	12c	12d	12e	13a	14a	15a	15b	15c	15d	16a
A. To make universal services more accessible and proportionate to need and to develop our communities.	✓		✓										✓						✓	✓	
B. To improve prevention and early intervention.	✓		✓												✓			✓	✓		
C. To reduce unscheduled care.	✓		✓		✓	✓				✓			✓	✓	✓						
D. To provide care closer to home.	✓		✓				✓	✓	✓	✓	✓			✓	✓					✓	
E. To deliver services within an integrated care model.	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓
F. To enable people to have more choice and control.	✓		✓				✓		✓							✓				✓	
G. To further optimise efficiency and effectiveness.	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
H. To reduce health inequalities.	✓	✓	✓						✓									✓	✓		
I. To build and support partnership working.	✓	✓	✓	✓					✓		✓	✓	✓								✓



Priority	Direction																				
	10a	10b	10c	11a	11b	11c	11d	11e	11f	12a	12b	12c	12d	12e	13a	14a	15a	15b	15c	15d	16a
E - Integration Priorities																					
1. Reduce occupied hospital bed days associated with avoidable admissions and delayed discharges.					✓	✓								✓						✓	✓
2. Increase provision of good quality, appropriate palliative and end of life care,							✓						✓								
3. Enhance primary care provision,	✓		✓												✓					✓	✓
4. Reflect delivery of the new Mental Health Strategy	✓		✓									✓	✓							✓	✓
5. Where children's services are integrated, continue to invest in prevention and early intervention																					
6. Support delivery of agreed service levels for Alcohol and Drugs Partnerships' work,																		✓	✓		✓
7. Ensure provision of the living wage to adult care workers										✓	✓	✓	✓								
8. Continue implementation of Self Directed Support.											✓	✓									
9. Prepare for commencement of the Carers (Scotland Act) 2016 on 1 April 2018.	✓		✓									✓				✓					

Priority	Direction																				
	10a	10b	10c	11a	11b	11c	11d	11e	11f	12a	12b	12c	12d	12e	13a	14a	15a	15b	15c	15d	16a
F - Measuring Performance under Integration																					
1. Unplanned admissions.	✓		✓											✓						✓	
2. Occupied bed days for unscheduled care.				✓	✓	✓								✓					✓		
3. A&E performance.			✓	✓																	
4. Delayed discharges.					✓	✓								✓					✓	✓	
5. End of life care.	✓		✓				✓						✓								
6. The balance of spend across institutional and community services.	✓		✓				✓		✓					✓				✓	✓	✓	

## **Appendix 2 - Summary of Performance Indicators**

### **A - National Health and Wellbeing Outcomes for Integration Joint Boards**

By working with individuals and local communities, Integration Authorities will support people to achieve the following outcomes:

- Outcome 1. People are able to look after and improve their own health and wellbeing and live in good health for longer
- Outcome 2. People, 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
- Outcome 3. People who use health and social care services have positive experiences of those services, and have their dignity respected
- 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
- Outcome 5. Health and social care services contribute to reducing health inequalities
- Outcome 6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being
- Outcome 7. People using health and social care services are safe from harm
- 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
- Outcome 9. Resources are used effectively and efficiently in the provision of health and social care services

## **B - Integration Planning and Delivery Principles**

The main purpose of the principles is to improve the wellbeing of service-users and to ensure services are provided in a way which:

1. Are integrated from the point of view of service-users
2. Take account of the particular needs of different service-users
3. Take account of the particular needs of service-users in different parts of the area in which the service is being provided
4. Take account of the particular characteristics and circumstances of different service-users
5. Respects the rights of service-users
6. Take account of the dignity of service-users
7. Take account of the participation by service-users in the community in which service-users live
8. Protects and improves the safety of service-users
9. Improves the quality of the service
10. Are planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care)
11. Best anticipates needs and prevents them arising
12. Makes the best use of the available facilities, people and other resources.



## **C - East Lothian Health and Social Care Partnership Strategic Objectives**

- A. To make universal services more accessible and proportionate to need and to develop our communities.  
We want to improve access to our services, but equally to help people and communities to help and support themselves too.
- B. To improve prevention and early intervention.  
We want to shift and focus services towards the prevention of ill health, to anticipate at an early stage the need for support and to react where possible to prevent crises.
- C. To reduce unscheduled care.  
We want to reduce unnecessary demand for services including hospital care.
- D. To provide care closer to home.  
We want to deliver safe and effective care as close to home as possible, allowing people to remain in their homes and communities for as long as they can.
- E. To deliver services within an integrated care model.  
We recognise the need to make people's journey through all our services smoother and more efficient.
- F. To enable people to have more choice and control.  
We recognise the importance of person centred and outcomes focused care planning.
- G. To further optimise efficiency and effectiveness.  
We want to improve the quality of our services whilst recognising and addressing the challenging financial constraints we face.
- H. To reduce health inequalities.  
We want to reduce inequalities, break the cycle and impact of deprivation and support and protect the vulnerable in our communities.
- I. To build and support partnership working.  
We recognise the importance of developing effective and wide ranging strategic partnerships in delivering our ambition, vision and values.

## **D - Health and Social Care Delivery Plan Actions**

### Health and Social Care Integration

1. Reducing inappropriate use of hospital services.
2. Shifting resources to primary and community care.
3. Supporting the capacity of community care.

### Primary and Community Care

- 4 Building up capacity in primary and community care.
- 5 Supporting development of new models of care.

### Secondary and Acute Care

6. Reducing unscheduled care.
7. Improving scheduled care.
8. Improving outpatients.

### Realistic Medicine

9. Strengthen relationships between professionals and individuals
10. Reduce the unnecessary cost of medical action.

### Public Health Improvement

11. Supporting national priorities
12. Supporting key public health issues
13. Supporting mental health
14. Supporting a more active Scotland

## **E - Integration Priorities**

1. Reduce occupied hospital bed days associated with avoidable admissions and delayed discharges, focussing investment in care alternatives that can help people to continue living independently in their own homes and communities for as long as possible.
2. Increase provision of good quality, appropriate palliative and end of life care, particularly in people's own homes and communities and also, where appropriate, in hospices, so that people who would benefit from such care access it.
3. Enhance Primary care provision, with particular focus on developing and expanding multi-disciplinary teams; sustainability of provision; development of GP clusters; and responsiveness to a new GP contract.
4. Reflect delivery of the new Mental Health Strategy, with particular focus on developing new models of care and support for mental health in primary care settings; improving the physical health of people with mental health problems, and improving mental health outcomes for people with physical health conditions; reducing unwarranted variation in access and assuring timely access; and developing services that focus on the mental health and wellbeing of children, young people and families, including improved access to perinatal mental health services.
5. Where children's services are integrated, continue to invest in prevention and early intervention, particularly in the early years, with the expectation that work will continue to deliver 500 more health visitors by 2018.
6. Support delivery of agreed service levels for Alcohol and Drugs Partnerships' work, in support of which £53.8m is transferring to NHS Board baselines for delegation to Integration Authorities.
7. Ensure provision of the living wage to adult care workers and plan for sustainability of social care provision.
8. Continue implementation of Self Directed Support.
9. Prepare for commencement of the Carers (Scotland Act) 2016 on 1 April 2018.

## **F - Measuring Performance under Integration**

1. Unplanned admissions.
2. Occupied bed days for unscheduled care.
3. A&E performance.
4. Delayed discharges.
5. End of life care.
6. The balance of spend across institutional and community services.