



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 31 October 2019

BY: Chief Officer

SUBJECT: IJB Directions and Delivery Plan 2019-20

1 PURPOSE

- 1.1 To update the Integration Joint Board (IJB) on progress against the 2018-19 Directions
- 1.2 To update the IJB on the proposed suite of 2019-20 Directions and the associated Delivery Plan.

2 RECOMMENDATIONS

- 2.1 The IJB is asked to:
 - i. Note progress against all the Directions operating through 2018-19 (Table 1).
 - ii. Accept the proposed Directions for 2019-20 (Appendix 1) which the Strategic Planning Group approved on 16th October 2019.
 - iii. Accept the associated Delivery Plan (Appendix 2) produced in collaboration with the Change Boards and their Reference Groups.
 - i. Agree that each partner responsible for delivering a Direction should be obliged to report to the IJB on progress for the purposes of monitoring achievement.
 - ii. Agree the IJB should, during its future business sessions, take the opportunity to review the requirement for changes to or retirement of existing Directions or development of new Directions.
 - iii. Note that the Directions intended to operate in 2019-20 reflect either the IJB priority areas as outlined in the IJB Strategic Plan or operational priorities.

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. East Lothian IJB policy states that Directions will be issued for each delegated function including the allocation of the associated financial resource.
- 3.2 At its meeting of 24th May 2018 East Lothian IJB agreed its 2018-19 Directions. The Chief Officer subsequently issued these Directions on behalf of the IJB to East Lothian Council and NHS Lothian for the financial year 2018-19.
- 3.3 As with the preceding year, once agreed by the IJB, the Directions for 2019-20 will be issued by the Chief Officer to partners and will clearly ask for updates on progress.
- 3.4 End of year progress for the 2018-19 Directions is summarised in Table 1 below. Not all of these Directions are intended to deliver in one financial year.

Table 1 – Outcomes for all Directions operating in 2018-19

2018-19 Directions	Outcomes
NHS Lothian Community Services:	D01h – In Process D01i – No longer relevant
East Lothian Council Delegated Functions:	D02f – In Process (updated) D02i – In Process (updated)
NHS Lothian Transfer of IJB Resources:	D03c – Achieved
NHS Lothian Hosted Services:	D04a – Retired D04b – In Process (revised)
Resource Transfer:	D05a - Retire – Business as usual D05b - Retire – Business as usual
Primary Care:	D10b – In Process (updated) D10d – In Process (updated) D10i – Replaced with related Direction D10j
Acute Services/Increasing Community Provision:	D11a – In Process D11b – In Process D11c – In Process D11d – In Process D11e – In Process
Shifting the Balance of Care:	D12a – In Process D12b – Achieved D12c – In Process D12d – Achieved (updated) D12f – Achieved D12g – In Process (updated)

Delivery of Modern Outpatients:	D13b – In Process (updated)
NHS Lothian and East Lothian Support:	D14a – In Process (updated)
Drug and Alcohol Services and Mental Health:	D15b – Achieved D15c – In Process (updated) D15d – Achieved D15e – Achieved D15f – Achieved D15g – In Process (updated)
Community Justice:	D16a – In Process (updated)
Strategic Plan:	D17a – Achieved

3.5 The ‘*Health and Social Care Integration: Progress Review*’ published in February 2019¹ from the Ministerial Strategic Group for Health and Community Care included recommendations to ensure effective governance and accountability arrangements. The report noted:

*“(iv) **Clear directions must be provided by IJBs to Health Boards and Local Authorities.** Revised statutory guidance will be developed on the use of directions in relation to strategic commissioning, emphasising that directions are issued at the end of a process of decision making that has involved partners. Directions must be recognised as a key means of clarifying responsibilities and accountabilities between statutory partners, and for ensuring delivery in line with decisions.”*

3.6 A review of Directions was carried out in recent months to ensure clear accountability and engagement with partners. Change Boards were asked to reflect on progress against the 2018-19 Directions and to provide feedback on how the Directions could be improved to ensure they were in line with the IJB;s current strategic and operational priorities.

3.7 Proposed Directions were developed in collaboration with the Change Boards and through the Reference Groups. The final suite of Directions for 2019-20 includes continuing Directions and as well as proposed new Directions to reflect current priorities and the new three year IJB Strategic Plan.

4 ENGAGEMENT

4.1 Engagement was carried out with NHS Lothian and East Lothian Council and with Health and Social Care Partnership officers.

¹ www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/

- 4.2 Each Change Board was asked to provide feedback regarding the relevance of current Directions and the need for future Directions.
- 4.3 Face-to-face meetings with Change Board Chairs were also offered to facilitate further discussion to develop Directions that would be relevant for each priority area.
- 4.4 Feedback from the Strategic Planning Group and an IJB Development Session was taken into account in refining the final set of proposed Directions and the Delivery Plan.
- 4.5 A Delivery Plan was also developed in partnership with Change Boards and Reference Groups. This plan will be reviewed each year.
- 4.6 In response to feedback gathered during the review, the final Directions list was designed in a summarised and more 'user-friendly' format than previous years. It will be communicated with NHS Lothian and East Lothian Council and widely across the Health and Social Care Partnership to ensure awareness of the Directions, and the work they are intended to deliver, is high.

5 POLICY IMPLICATIONS

- 5.1 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.

6 INTEGRATED IMPACT ASSESSMENT

- 6.1 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.
- 6.2 Individual Directions, which result in service change, will be appraised by the partner/s introducing the change, with action taken accordingly.

7 DIRECTIONS

- 7.1 The paper, its recommendations and accompanying documents are supportive of planned and future work to further establish Directions as drivers for service development and delivery of strategic and operational priorities.

8 RESOURCE IMPLICATIONS

- 7.1 Financial – The IJB's policy on Directions lays out that each, in line with the regulations associated with the Public Bodies (Joint Working) (Scotland) Act 2014, will show the financial resources to be used to

achieve that Direction. For 2019-20 financial elements are included in a summary table but with a clear connection to the individual Direction.

8.2 Personnel – There are no personnel implications directly associated with the recommendations contained in this paper.

8.3 Other – None

9 BACKGROUND PAPERS

9.1 Appendix 1. 2019-20 Directions

9.2 Appendix 2. 2019-20 Delivery Plan

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DATE	21 st October 2019



East Lothian Integration Joint Board 2019/20 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 2019/20 - 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.

To reflect the evolving nature of IJB priority areas and delegated functions, there may be a need for new or revised Directions throughout the financial year. Implications for Directions will be reviewed regularly during IJB business sessions.

During 2019/20, as in the year before, the Partnership will seek to work in close collaboration with both NHS Lothian and East Lothian Council to ensure delivery of the Directions without unintended consequences for other parts of the system. As the IJB moves into its fourth year of operation it must maintain 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 Directions, which operate in 2019/20, set out the ambitions of the IJB.

The East Lothian Strategic Plan 2019-21 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 desired changes, such as reducing reliance on Acute Hospitals and Care Homes by strengthening community, primary care and care at home services. NHS Lothian and East Lothian Council are asked to develop and implement action plans which will

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enable the direction of travel outlined in the Strategic Plan to be realised with a particular emphasis on all services taking action to address Health Inequalities in all its manifestations. East Lothian Council and NHS Lothian are also asked to fully engage in the development of approaches to realise the ambition of much stronger locality working, maintaining a focus on services to older people.

The 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 East Lothian Council and through action arising from the Directions. For 2019/20, the Directions have been amended to include clear information for partners regarding oversight of IJB Directions. A central component will be reports and updated progress against the associated IJB Delivery Plan which maps Directions against the existing Change Board structure. Actions and progress against the IJB Delivery Plan requires support and action by East Lothian Council and NHS Lothian as partners.

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 areas¹. 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 IJB will consider the impact of its policies and services on health inequalities and wider social inequalities by continuing to:

- Provide 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)
- Improve accessibility of services
- Take a person-centred, needs-driven approach to planning, delivery and evaluation of services
- Develop 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)
- Avoid price barriers to accessing services wherever possible and minimise price barriers where they are unavoidable
- Increase preventative and community-based resources.

¹ As defined by the Scottish Index of Multiple Deprivation

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User Involvement - All partners are required to fully involve service users, carers and other stakeholders in the development and delivery of services in support of all relevant Directions. The IJB remains fully committed to the principle (and practice) of user involvement in both the on-going delivery of services and as a key part of the transformational process and planning for service change.

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 remains the expectation of the IJB that NHS Lothian and East Lothian Council will deliver the functions as directed in the spirit of this obligation.

The financial values ('budgets') associated with the Directions are based on the East Lothian IJB budget offers by NHS Lothian and East Lothian Council for the 2019/20 year. The current budget estimates are set out in table 1 below. East Lothian IJB will not sanction expenditure in excess of these amounts without further discussion and agreement.

The financial position for 2019/20 will be challenging, with both NHS Lothian and East Lothian Council continuing to face major financial pressures. It is recognised that the initial proposals on allocation of the Set Aside and Hosted Services budgets for 2019/20 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 remains to disinvest in institutional care, including bed-based hospital care and care homes for older people.

The IJB is required 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. 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 functions to allow the IJB to gain assurance that said functions are currently being delivered sustainably within approved resources and that the anticipated budgets will be sufficient for the IJB to carry out its integration functions.

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Table 1

East Lothian IJB budget for Directions 2019/20

£k

156,537

19-20

Direction

Core	Community AHPS	3,769	D01
	Community Hospitals	10,638	D01, (D01h), D12, D13, D15
	Complex Care	178	D01
	District Nursing	2,398	D01
	GMS	15,282	D10
	Health Visiting	1,750	D01
	Mental Health	5,378	D15
	Other	5,533	D01 , D10
	Prescribing	20,470	D01
Resource Transfer	3,226	D02	
Social Care	Learning Disability	15,508	D17
	Mental Health	1,592	D15
	Older People	25,535	D02 (D02f), D12
	Physical Disability	4,274	D18
	Performance & Planning	2,794	D02
	Other	3,574	D02, D14, D16, D18
	Statutory Protection	203	D16
Hosted	AHPs	1,446	D04

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	Complex Care Nursing	147	D04
	Hospices	498	D04, D11d
	Learning Disabilities	1,644	D04, D18
	Lothian Unsched. Care Serv.	1,426	D04
	Mental Health	2,230	D15
	Oral Health Services	2,039	D04
	Other	950	D04
	Psychology Service	800	D04
	Rehabilitation Medicine	557	D04
	Sexual Health	752	D04
	Substance Misuse	502	D15
	UNPAC	788	D04
Set Aside	A & E (outpatients)	2,145	D11
	Cardiology	1,000	D11
	Diabetes	418	D11, D13b
	Gastroenterology	671	D11
	General Medicine	6,138	D11
	Geriatric Medicine	2,998	D11
	Infectious Disease	470	D11
	Junior Medical	2,979	D11
	Management	599	D11
	Outpatients	62	D13b
	Rehabilitation Medicine	483	D11
	Respiratory Medicine	1,172	D11
	Therapies	1,524	D11e
Total Budget		156,537	

3. Growth in demand

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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 functions without being subject to full discussion and agreement with East Lothian IJB.

4. Compliance and Performance Monitoring

To ensure the East Lothian IJB fulfils its key strategic planning and scrutiny functions, and delivers on the priority areas of its Strategic Plan, monitoring of 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. The 2019/20 Directions clarify responsibility and accountability for each Direction to ensure delivery is in line with decision-making.

Directions have been mapped against IJB delegated functions (Appendix 1) and included in the associated IJB Delivery Plan which has been developed in collaboration with Change boards to ensure ongoing progress. Progress against Directions and the associated IJB Delivery Plan will be reported annually to the IJB.

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An IJB Performance Framework is also in development to reflect ongoing performance management, monitoring and assurance processes that are in place. NHS Lothian and East Lothian Council will continue to provide performance information for relevant services on a regular basis through the year.

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 regular report on a six-monthly basis throughout the financial year 2019/20 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 Ministerial Strategic Group (MSG) and Core Integration Dataset, Local Delivery Plan (LDP) Standards and other relevant indicators.

East Lothian Council is expected to provide performance monitoring data in line with Local Government Benchmarking Framework and other relevant indicators.

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.

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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. Fully Collaborative Working

East Lothian Integration Joint Board'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. During 2019-20, East Lothian IJB will seek to increase collaborative working with all partners (including the other Lothian IJBs) to deliver Directions, to increase efficiency and to improve performance. It should be noted that the IJB is also keen to work collaboratively with all partners (not just the statutory partners) locally, regionally and across Scotland as and when the opportunity arises.



8. IJB Directions 2019-20

The 2019-20 Directions have been developed with input from a variety of stakeholders including engagement across Change Boards and Reference Groups, and are informed by the Directions Review undertaken with partners to ensure Directions are relevant and accurately reflect IJB priorities.

Continuing New

Directions					Budget (Total: £156,537K)
Directions to NHS Lothian on Delegated Community Health Services					Budget: 32,725K
No.	Title	Direction	Related Function	Link	Oversight
D01h	New Hospital	NHS Lothian to improve the range of locally, easily accessible secondary care services including a relevant range of outpatient and treatment services by finalising delivery of the new East Lothian Community Hospital. (revised)	Inpatient hospital services		Upon completion of the hospital a final report will be submitted to the SPG.
Direction to East Lothian Council on Delegated Adult Social Care Services					Budget: 34,732K
No.	Title	Direction	Related Function	Link	Oversight
D02f	Health and Housing and Social Care Group	East Lothian Council to better meet people's housing and social care needs through facilitation of the housing and health and social care planning interface group. The group will deliver the key actions and priorities from the 2019-22 Strategic Plan's Housing Contribution Statement, needs assessment and re-provision plans. (revised)	Services and support for adults with Physical disabilities and learning disabilities Social work services for adults and older people Aspects of housing support, including aids and adaptations		The Housing and Social Care Group will report yearly progress against the Housing Contribution statement to the SPG.

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No.	Title	Direction	Related Function	Link	Oversight
D02i	Young Adults with Complex Needs	NHS Lothian and East Lothian Council to transform community supports for younger adults with complex needs, including a comprehensive evidence based needs assessment and completing the review of all remaining commissioned third sector community provided services.	Social work services for adults and older people Services and support for adults with physical disabilities and learning disabilities		Progress will be monitored through the Adults with Complex Needs Change Board. A final review will be presented to the IJB with recommendations.
D02j	Transitions for Young People into Adult Services	East Lothian Council to support joint working with East Lothian Health and Social Care Partnership and other relevant partners to improve outcomes for young people with additional support needs transitioning into Adult Health and Social Care services, including establishment of robust planning, policy and protocol. East Lothian Council to ensure ELHSCP has the opportunity to contribute to any relevant needs assessment or review of services for young people with complex needs transitioning into adult services. (NEW Direction)	Social work services for adults and older people Services and support for adults with physical disabilities and learning disabilities		Progress will be monitored through the Adults with Complex Needs Change Board. Policies and protocols will be agreed by the IJB. A report of young person and carer's experience regarding the transition progress will be submitted. The number of young people receiving multi-agency transition planning will be monitored and reported against the end-of-year Delivery Plan.
D02k	Mental Health Officer	East Lothian Council to ensure delivery of a rights based approach for patients subject to the Mental Health Act 2003 through timely access to a Mental Health Officer to help safeguard patients rights' and fulfil statutory duties, including assessment, providing information and advising on individual's rights and choices. (NEW Direction)	Mental health services		Delivery of a sustainable MHO model will be monitored locally through the Mental Health and Substance Misuse Change Board. Improvements will be measured against existing MHO targets reported to SPG

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Direction to NHS Lothian on Hosted Services					Budget: 9,284K
No.	Title	Direction	Related Function	Link	Oversight
D04b	Phase 2 Royal Edinburgh	NHS Lothian to improve in-patient experience for East Lothian residents and ensure East Lothian HSCP has appropriate influence in development, decision-making and approval of a business case for phase 2 of the Royal Edinburgh Hospital Campus. The redevelopment should be based on the East Lothian bed numbers agreed by the IJB in April 2018. NHS Lothian to bring the business case to the IJB for agreement on bed numbers and financial model. (revised)	Mental health services provided in a hospital		A business case will be taken to the IJB for approval by December 2020, with regular progress provided to IJB through the End-of-year report against the Delivery Plan.
D04c	Guide Communicator Service	NHS Lothian to ensure people in East Lothian with dual sensory impairment have appropriate access to the guide communicator service to improve their access to health services, and improve awareness of the service across third sector and health providers. (NEW Direction)	Services and support for adults with Physical disabilities and learning disabilities Community learning disability services		No. of people supported by the guide communicator will be reported annually in IJB Delivery Plan progress report.
D04d	Phase 3 Royal Edinburgh	NHS Lothian to ensure better care for physical health needs of East Lothian in-patients at the Royal Edinburgh Hospital campus by proceeding with the development of the business case for Phase 3 and the planning and delivery of integrated rehabilitation services. NHS Lothian to ensure East Lothian HSCP is involved in development, decision-making and approval of the business case. (NEW Direction)	Mental health services provided in a hospital		Final completion of Phase 3 by 2020, with regular progress provided to IJB through the End-of-year reports against the IJB Delivery Plan.

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Directions to NHS Lothian on Primary Care					Budget: 17,922K
No.	Title	Direction	Related Function	Link	Oversight
D10b	Cluster Work	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 in order to support further development of quality improvement activities in general practice and to meet the Cluster National Guidance. (revised)	Primary Medical Services and General Medical Services	https://www.sehd.scot.nhs.uk/pca/PCA2019(M)08.pdf	GP Clusters will report progress into the Primary Care Change Board. Progress against Direction will be included end of year Delivery Plan progress report.
D10d	Primary Care Improvement Plan	NHS Lothian to implement the Primary Care Improvement Plan for East Lothian covering all delivery arrangements for all aspects of the new GMS Contract. (revised)	Primary Medical Services and General Medical Services		Progress against the Primary Care Improvement Plan (PCIP) will be monitored through existing reporting to Scottish Government, with annual updates to be approved by the IJB and GP Subcommittee. Regular progress will be provided to IJB Delivery Plan End-of-year reports.
D10j	Primary Care Premises and Infrastructure	NHS Lothian to ensure sustainable premises and infrastructure, including timely implementation of eHealth solutions, for Primary Care to support future delivery of the Primary Care Improvement Plan (NEW Direction)	Primary Medical Services and General Medical Services		<p>Number of sustainability loans and support for premises will be monitored through existing PCIP reporting to Scottish Government, with annual updates to be approved by the IJB and GP Subcommittee.</p> <p>NHS Lothian to provide a report to IJB regarding results of premises audit. Progress against eHealth requirements will be reported to Primary Care Change Board and included in IJB Delivery Plan End-of-year report.</p>

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No.	Title	Direction	Related Function	Link	Oversight
D10k	Transport	East Lothian Council and its Transport Department to work with NHS Lothian, East Lothian HSCP and the 3 rd Sector to design and provide flexible and responsive transport arrangements (based on improved public transport and dedicated patient transport) to enable patients to attend clinics and to receive treatment and care in the East Lothian Community Hospital, in the East Lothian Community Treatment and Care Service (CTACS) and the planned Elective Centre in St John's Hospital in Livingstone. (New Direction)	Inpatient hospital services Primary Medical Services and General Medical Services	Elective Centres Primary Care Improvement Plan	Ongoing progress will be overseen by Primary Care Change Board and reported in the End-of-year Delivery Plan progress report.

Directions to NHS Lothian and ELC on Reducing Use of Acute Services and Increasing Community Provision					Budget: 20,597K
No.	Title	Direction	Related Function	Link	Oversight
D11a	Emergency Admissions	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. (revised)	Accident and Emergency services provided in a hospital		Progress will be monitored through the Shifting the Balance of Care Change Board and included in IJB Delivery Plan End-of-year report. MSG performance reports highlighting trends in Emergency Admissions against our identified targets will be provided for IJB Business meetings.

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No.	Title	Direction	Related Function	Link	Oversight
D11b	Occupied Bed Days	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 (continuing)	Inpatient hospital services		<p>Progress will be monitored through the Shifting the Balance of Care Change Board and included in IJB Delivery Plan End-of-year report.</p> <p>MSG performance reports highlighting local trends against our identified targets for Occupied Bed Days will be provided for IJB Business meetings.</p>
D11c	Delayed Discharge	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. (continuing)	Inpatient hospital services		<p>Progress will be monitored through the Shifting the Balance of Care Change Board and included in IJB Delivery Plan End-of-year report.</p> <p>MSG performance reports highlighting local trends for Delayed Discharge against our local MSG targets will be provided for IJB Business meetings.</p>
D11d	Palliative Care	NHS Lothian to work with the MCN for Palliative Care, hospital, community and third sector palliative care services to provide specialist assessment of 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. (continuing)	Palliative care services		<p>Progress will be monitored through the Shifting the Balance of Care Change Board and included in IJB Delivery Plan End-of-year report.</p> <p>MSG performance reports will be provided for IJB Business meetings.</p>

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No.	Title	Direction	Related Function	Link	Oversight
D11e	AHP Resource	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 (continuing)	Occupational therapy services		Agreed transfers of AHP resource will commence in early 2020 overseen by East Lothian's Rehabilitation and Access Manager, and progress reported in IJB Delivery Plan End-of-year report.

Direction to NHS Lothian and East Lothian Council on Shifting the Balance of Care for Care Groups					Budget: 8,616K
No.	Title	Direction	Related Function	Link	Oversight
D12a	Hospital to Home and Home Care Services Review	NHS Lothian and East Lothian Council to simplify and speed up the process for assessing and acting on an individual client's needs for care at home by completing a review of Hospital to Home and Home Care Services, including development of more effective protocols for assessment process. (Continuing)	District nursing services Community care assessment teams		Progress will be monitored regularly through the Shifting the Balance of Care Change Board. End-of-year report IJB Delivery Plan target, will include: Reductions in average No. of days client waits for assessment. Reduced No. of days awaiting care following assessment Increased % of clients reviewed every 3 months.
D12c	Day Services Review	East Lothian Council improve access to and quality of day services across the county while delivering service efficiencies through completion and implementation of the strategy for day services for older people. (continuing)	Day services		A completed Review report will be submitted to the IJB by January 2020.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D12d	Transforming Care for Older People	NHS Lothian and East Lothian Council to transform services for older people in East Lothian through working in collaboration with HUB Southeast approach to agree future of Eskgreen and Abbey Care Homes and Edington and Belhaven Hospitals and to deliver on the recommendations of the Housing with Care report. (revised)	Services provided outwith a hospital in relation to geriatric medicine		Project plan finalised and agreed in August 2019. Initial agreement to be presented to IJB via SPG.
D12g	Adults with Complex Needs Review	NHS Lothian and East Lothian Council to support the IJB priority to transform community supports for adults with complex needs through the development of a transformation programme involving full engagement and consultation with appropriate parties. (revised)	Services and support for adults with physical disabilities and learning disabilities Mental health services		Progress will be monitored by the Adults with Complex Needs Review and a full report with recommendations presented to IJB.
D12j	Extra Care Housing Implementation	East Lothian Council Housing and Officers of East Lothian Health & Social Care Partnership to: Maximise independent living <ul style="list-style-type: none"> • Provide specific interventions according to the needs of the service user • Provide a clear care pathway which connects services Contribute to preventing unnecessary hospital admission through implementation of recommendations from the extra care housing review (NEW Direction – replaces D12b)	Aspects of housing support, including aids and adaptations		Progress will be monitored through Planning and Performance, and in the End-of-year IJB Delivery Plan.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D12k	Mental Health Repatriation	NHS Lothian to ensure East Lothian residents receive care closer to home through repatriation of mental health beds from Midlothian community hospital to the East Lothian Community Hospital. (NEW Direction)	Inpatient hospital services		Agreed transfers of AHP resource will commence in early 2020 overseen by East Lothian's Group Services Manager (Mental Health), with progress reported against IJB Delivery Plan including: Increased % of Midlothian beds released.

Direction to NHS Lothian to Support Delivery of Modern Outpatients Recommendations					Budget: 787K
No.	Title	Direction	Related Function	Link	Oversight
D13b	Diabetes Services	NHS Lothian to work with East Lothian HSCP to ensure patients in East Lothian access a high quality Primary Care service closer to home by agreeing a new way of delivering Diabetes services, with a focus on community based services. (revised)	District nursing services		Completion of a fully costed plan will be approved by Primary Care Change Board by January 2020, with implementation monitored through Primary Care Change Board and IJB Delivery Plan End-of-year report.

Direction to NHS Lothian and East Lothian Council on Support to Carers					Budget: 397K
No.	Title	Direction	Related Function	Link	Oversight
D14a	Carer's Strategy Implementation	NHS Lothian and East Lothian Council to ensure Carers in East Lothian are identified, informed and supported to maintain their health and well-being in line with the East Lothian Carers' Strategy, working with East Lothian Health and Social Care Partnership, third sector and other partners. (revised)	Carers support services		Implementation progress monitored through Carers Change board. A baseline for the number of carers known to ELHSCP and other carer organisations will be established by September. 2019. Changes monitored through annual national reporting and IJB Delivery Plan End-of-year report.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D14c	SDS Implementation	NHS Lothian and East Lothian Council to deliver a rights based approach to support people to make choices about their care and finalise the development of an outcomes framework to monitor implementation of SDS, including client satisfaction and taking into account recommendations from SDS Audit. (NEW Direction)	Social work services for adults and older people Community care assessment teams Respite provision		An SDS Outcomes and Development Framework will be completed by March 2020.

Directions to East Lothian Council and NHS Lothian on Drug and Alcohol Services and Mental Health					Budget: 9,702K
No.	Title	Direction	Related Function	Link	Oversight
D15c	Mental Health Triage	NHS Lothian and East Lothian Council to improve access to mental health services, including reduction in how long people wait to access services and develop clearer referral pathways to access specialist support. (revised)	Mental health services		Progress monitored through Mental Health and Substance Misuse Change board. Service model in place by April 2020, with an agreed plan for monitoring service performance and service targets in place.
D15g	Primary Care Assertive Outreach	NHS Lothian to evaluate assertive outreach in primary care and ensure access to dedicated mental health and substance misuse professionals in community settings to maximise opportunities for treatment and recovery and improve the service offer across East Lothian. (revised)	Services provided in a hospital in relation to an addiction or dependence on any substance. Mental health services provided in a hospital, except secure forensic mental health services.		Progress monitored through the Mental Health and Substance Misuse Paper. Evaluation report to be submitted to MH/SM Change Board and Primary Care Change Board.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D15h	Mental Health Action Plan Implementation	NHS Lothian and East Lothian Council to improve outcomes in relation to mental and emotional health and well-being for people in East Lothian through establishment and delivery of the East Lothian Mental Health Action Plan, including development of community based preventative and early intervention services, crisis support and longer term recovery in line with the Scottish National Mental Health Strategy. (NEW Direction)	Mental health services		<p>Mental Health Action plan agreed by 2020 at IJB. Continued reporting of National targets will be carried out through NHSL and reported via IJB Delivery Plan End-of-year report.</p> <p>including:</p> <ul style="list-style-type: none"> percentage of people accessing therapy within 18 weeks from point of referral, and Reduced Third Sector waiting times <p>Local oversight provided by Mental Health and Substance Misuse Change Board, including local embedding of quality indicators.</p>
D15i	Mental Health Housing Review	NHS Lothian and East Lothian Council to improve and enable recovery of people experiencing poor mental health through development and delivery of community based housing with access to appropriate support, review of Cameron Cottage and alternative models of service provision. (NEW Direction)	Mental health services		<p>Agreement of service specification and business plan for new service to be commissioned by October 2020 and progress reported via IJB Delivery Plan End-of-year report.</p>

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D15j	Post Diagnostic Dementia Support	<p>NHS Lothian and East Lothian Council to improve care for people with dementia and their families, including:</p> <ul style="list-style-type: none"> • delivery of the 5 pillar model of support to people diagnosed with dementia, and • implementation of the Scottish Government ambition 'Transforming Specialist Dementia Hospital Care' through the transfer of resource to develop local dementia specialist care. <p>(NEW Direction)</p>	Mental health services		<p>Progress will be overseen locally within the Mental Health and Substance Misuse Change Board. Reporting against National LDP Standards will continue at Board Level, and IJB Delivery Plan End-of-year report including:</p> <ul style="list-style-type: none"> • increased percentage of people referred for post-diagnostic support • increased percentage of people who received a minimum of one year's support and delivery of the 5 pillar model
D15k	Centralised Alcohol Services Review	<p>East Lothian Council and NHS Lothian to improve access to alcohol services through supporting East Lothian Health & Social Care Partnership to review and assess alternative local delivery of centralised alcohol services</p> <p>(NEW Direction)</p>	Services provided in a hospital in relation to an addiction or dependence on any substance		Options appraisal to be completed by April 2020 regarding local alternative service models and presented to Mental Health and Substance Misuse Change Board and in turn to the SPG.
D15l	Psychological Services Delegation	<p>NHS Lothian to ensure East Lothian residents can access local provision of psychology services through the delegation of psychology services to East Lothian HSCP.</p> <p>(NEW Direction)</p>	Mental health services		Increased amount of funding or resource delegated to be identified by April 2020 and reported to East Lothian via IJB Delivery Plan progress report.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D15m	Substance Misuse Services	East Lothian Council and NHS Lothian to tackle inequalities through the delivery of the Local Substance Misuse Plan and to improve access to Substance Misuse Services for people in East Lothian. This includes supporting East Lothian HSCP to ensure robust management and oversight of the Local Substance Misuse plan. (NEW Direction)	Drug and alcohol services		Percentage of people accessing substance misuse services within 3 weeks will be monitored through MELDAP and continue to be reported nationally through NHS Lothian. Progress against the Local Delivery Plan will be monitored through the Mental Health/Substance Misuse Change Board and reported through the IJB Delivery Plan End-of-year report.

Direction to NHS Lothian and East Lothian Council on Community Justice					Budget: 203K
No.	Title	Direction	Related Function	Link	Oversight
D16a	Community Justice Partnership	ELHSCP to work with Community Justice Partnership to: <ul style="list-style-type: none"> Improve understanding of community justice Ensure Strategic planning and partnership working Offer equitable access to services Develop Evidence based interventions (revised) 	Criminal Justice Social Work services including youth justice		Ongoing oversight and monitoring of the Local Outcome Improvement Plan will be held by the Community Justice Partnership. ELHSCP will identify a representative for the Community Justice Partnership by November 2020. Progress in the three identified workstreams will be reported through the IJB Delivery Plan End-of-year report.

East Lothian Health & Social Care Partnership



Direction to NHS Lothian and East Lothian Council on Adults with Complex Needs					Budget: 21,573K
No.	Title	Direction	Related Function	Link	Oversight
D18a	Learning Disability Housing Strategy Implementation	East Lothian Council to maximise independent living for people with a Learning Disability and people with physical disability and/or sensory impairment, ensuring more efficient use of night time support to reduce dependency on out of area placements and reducing the exposure to stand alone single tenancies; and more options in relation to housing models with support through developing core and cluster housing and implementation of housing strategy actions. (NEW Direction)	Community learning disability services Aspects of housing support, including aids and adaptations		System for monitoring and relevant polices should be developed by March 2020, with oversight provided by Adults with Complex Needs Change Board and progress reported in IJB Delivery Plan End-of-year report.
D18b	Learning Disability Action Plan	East Lothian Council and NHS Lothian to better understand and meet the needs of the people with Learning Disabilities through: <ul style="list-style-type: none"> establishment and implementation of local Learning Disability action plan in line with 'The Keys to Life', improved access to the Forensic Learning Disability Service so that people with a learning disability in East Lothian with a specific health care need can access relevant services within agreed timescales. forecasting needs of the old age population of people with learning disabilities and increasing access resources as appropriate to meet their needs. (NEW Direction)	Community learning disability services Services and support for adults with physical disabilities and learning disabilities		LD Forensic Service model agreed and implemented by January 2020. LD Action Plan and needs assessment completed and approved by IJB by January 2020, with progress monitored regularly through the Adults with Complex Needs Change board and IJB Delivery Plan End-of-year report.

East Lothian Health & Social Care Partnership



No.	Title	Direction	Related Function	Link	Oversight
D18c	Fairer Scotland Action Plan	East Lothian Council to help tackle poverty, reduce inequality and to contribute to building a fairer and more inclusive Scotland through production and delivery of a local implementation plan for the Fairer Scotland Action Plan. This work must provide greater opportunities to participate in local consultations and ongoing monitoring of hate crimes against people with disabilities. (NEW Direction)	Community learning disability services Services and support for adults with physical disabilities and learning disabilities		Disability hate crimes will be monitored and reported via Public Protection report quarterly from December 2019. ELC consultations will be reviewed for accessibility by December 2019 to ensure they are in line with National Community Engagement Standards. Oversight will be provided by the Adults with Complex Needs Change Board and progress reported through the IJB End-of-year report.
D18d	Shared Lives Service Implementation	East Lothian Council to ensure people eligible for the Shared Lives service will be supported to develop relationships and share family and community life through further development and expansion of the Shared Lives service as an alternative to residential and other forms of care. (NEW Direction)	Community learning disability services Services and support for adults with physical disabilities and learning disabilities Respite provision		Number of people receiving Shared Lives service will be reported through the IJB Delivery Plan End-of-year report and ongoing oversight of development provided by the Adults with Complex Needs Change Board.
D18e	Accessible Social Work assessment	NHS Lothian and East Lothian Council to ensure people in East Lothian with sensory impairment have appropriate access to social work assessment and associated service that accommodates communication and equipment requirements.(NEW Direction)	Social work services for adults and older people		Progress will be monitored through Adults with Complex Needs change board



Appendix 1. The functions listed in Part 1 of Annex 1

1. Accident and Emergency services provided in a hospital.
2. Inpatient hospital services relating to the following branches of medicine—
 - (a) general medicine;
 - (b) geriatric medicine;
 - (c) rehabilitation medicine;
 - (d) respiratory medicine; and
 - (e) psychiatry of learning disability.
3. Palliative care services provided in a hospital.
4. Inpatient hospital services provided by General Medical Practitioners.
5. Services provided in a hospital in relation to an addiction or dependence on any substance.
6. Mental health services provided in a hospital, except secure forensic mental health services.
7. District nursing services.
8. Services provided outwith a hospital in relation to an addiction or dependence on any substance.
9. Services provided by allied health professionals in an outpatient department, clinic, or outwith a hospital.
10. The public dental service.
11. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978().
12. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978().
13. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978().
14. Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978().
15. Services providing primary medical services to patients during the out-of-hours period.
16. Services provided outwith a hospital in relation to geriatric medicine.
17. Palliative care services provided outwith a hospital.
18. Community learning disability services.
19. Mental health services provided outwith a hospital.



20. Continence services provided outwith a hospital.
21. Kidney dialysis services provided outwith a hospital.
22. Services provided by health professionals that aim to promote public health.

Services currently associated with the functions delegated by the Council to the IJB

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Re-ablement services, equipment and telecare
- Criminal Justice Social Work services including youth justice

East Lothian **Integration Joint Board**



Annual Delivery Plan 2019/20

The East Lothian Integration Joint Board approved its 2019-2022 Strategic Plan on the 28th March 2019. This set out the following priority areas:

- deliver the Primary Care Strategy/new GP Contract Implementation Plan
- development and delivery of the Financial Plan for 2018-19 and beyond
- work in collaboration to agree future of Eskgreen and Abbey Care Homes and Edington and Belhaven Hospitals to deliver on the recommendations of the Housing with Care report
- review Community Services for adults with complex needs to develop a transformation programme
- review services for adults with mental health and substance misuse issue
- implement the Carers Strategy

A number of Golden Threads were also identified and must be taken into account as the Change Boards progress their work.

- early intervention and prevention
- carers needs
- Self-Directed Support rights
- equality and diversity, including tackling health inequalities and discrimination
- re-ablement/recovery
- needs of people with dementia
- health promotion
- partnership working
- communication, engagement and involvement
- community justice
- maximising effective use of resources
- use of integrated information technology and technology enabled care; and
- tackling social isolation.

Delivering Our Strategic Priorities

The strategic planning structure includes six Change Boards which will support delivery of the priority areas as identified in the Integration Joint Board (IJB) Strategic Plan 2019-22 as well as performance against the Ministerial Strategic Group (MSG) and other relevant targets.

The Delivery Plan was developed and agreed in partnership with Change Boards. In developing the Delivery Plan it is important to acknowledge that each Change Board is at different stages in agreeing priorities, establishing terms of operation and supporting delivery of key targets.

Key actions for 2019-20 are mapped out according to each Change Board's area of work against relevant IJB Directions as well as local Key Performance Indicators (KPIs). The Delivery Plan provides a framework for commissioning both internally and externally delivered health and social care services.

There are many areas that will cross over a number of Change Boards. For example, Self-Directed Support is of interest across a number of Change Boards, but is overseen by the Carers Change Board. Community Justice continues to be a Golden Thread which will be overseen primarily by the Community Justice Partnership, while still connecting with relevant work carried out by the Mental Health and Substance Misuse Change Board.

The Delivery Plan provides a framework for Change Boards to work collaboratively with partners to ensure ongoing progress against Directions. Directions will continue to be a vehicle for delivering transformational work across the Strategic Priority Areas and will be developed and monitored for attainment in discussion with our East Lothian Council and NHS Lothian partners.

Key Actions and Outcomes by Priority Area

Primary Care Change Board

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Develop collaborative working with Cluster Leads and HSCP.	Cluster workplan agreed with PCCB	January 2020	D10b 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 in order to support further development of quality improvement activities in general practice and to meet the Cluster National Guidance.	People in East Lothian have access to high quality primary care.
Roll out of CTACS pilot	Increased % population accessing Community Treatment and Care Services	January 2020	D10d NHS Lothian to implement the Primary Care Improvement Plan for East Lothian covering all delivery arrangements for all aspects of the new GMS Contract. (Updated)	People in East Lothian have increased access to the right care at the right place and the right time.
Extend multi-disciplinary models of care.	Increased % population with Mental Health / MSK	November 2019		Primary Care provision is delivered equitably across East Lothian, taking into account needs, including inequalities.

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>Extend pharmacotherapy provision to all practices.</p> <p>Develop Link Worker Model for roll out in 2020.</p>	<p>Increased % of practices benefiting from support of pharmacist/ Technician</p> <p>Completed Link Worker Service Specification and Strategy</p>	<p>Apr 2021</p> <p>April 2020</p>	<p>D10d NHS Lothian to implement the Primary Care Improvement Plan for East Lothian covering all delivery arrangements for all aspects of the new GMS Contract. (Updated)</p>	<p>GPs experience reduced workload and receive more multi-disciplinary support</p> <p>Links Workers support available to patients within the 15 East Lothian practices</p>
<p>NHS Lothian to complete strategic assessments and support practices to ensure sustainable premises.</p>	<p>No. Completed strategic assessments</p> <p>Premises audit completed</p> <p>No. of sustainability loans provided.</p> <p>No. of practices supported with refurbishment</p>	<p>December 2019</p> <p>January 2020</p> <p>April 2020</p> <p>April 2020</p>	<p>D10i NHS Lothian to ensure sustainable premises and infrastructure, including timely implementation of eHealth solutions, for Primary Care to support future delivery of the Primary Care Improvement Plan (NEW Direction)</p>	<p>Primary Care has fit for purpose technology to ensure it is more integrated and better coordinated with community and secondary care.</p>

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Develop eHealth and infrastructure to support primary care services.	eHealth infrastructure agreed and in place Process established for IT review	September 2020	D10i NHS Lothian to ensure sustainable premises and infrastructure, including timely implementation of eHealth solutions, for Primary Care to support future delivery of the Primary Care Improvement Plan (NEW Direction)	Primary Care has fit for purpose technology to ensure it is more integrated and better coordinated with community and secondary care.
Hold Transport workshop to inform Integrated Impact Assessments Ensure GP transport support reflects PCIP	Completed Integrated Impact Assessments Updated service specification	November 2019 March 2020 March 2020	D10k East Lothian Council and its Transport Department to work with NHS Lothian, East Lothian HSCP and the 3 rd Sector to design and provide flexible and responsive transport arrangements (based on improved public transport and dedicated patient transport) to enable patients to attend clinics and to receive treatment and care in the East Lothian Community Hospital, CTACs and the planned Elective Centre in St John's Hospital in Livingstone. (New Direction)	Transportation options support delivery of Primary Care services

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Develop diabetes services in primary care	Completion of fully costed service transformation plan	January 2020	D13b - NHS Lothian to work with East Lothian HSCP to ensure patients in East Lothian access a high quality Primary Care service closer to home by agreeing a new way of delivering Diabetes services, with a focus on community based services. (Revised)	Agreed process for the transfer of patients to ensure they receive the highest level of diabetes care in the correct setting for their needs.

Carers Change Board

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Identify carers locally and develop clear referral pathways to carer support services.	Establish baseline for No. of carers known to ELHSCP and carer organisations	Establish a baseline by end of August 2019	D14a NHS Lothian and East Lothian Council to ensure Carers in East Lothian are identified, informed and supported to maintain their health and well-being in line with the East Lothian Carers' Strategy, working with East Lothian Health and Social Care Partnership, third sector and other partners.	Carers in East Lothian are recognised, identified and have greater access to appropriate information and feel supported.
Ensure appropriate information and advice is available from a variety of sources.	Establish No. of Carers receiving support as identified in the Cared for person's support plan (TBC) Increase in No. of individual carer budgets	Baseline established by December 2019 dependent on Mosaic capability Reported six-monthly in line with Census		Adult, Young Adult and Young Carers are identified and can access support.

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Roll out Adult Carer Support Plans and Young Carer Support Plans	Increase in No. of Adult Carer Support Plans and Young Carer Support plans completed	Reported six-monthly in line with Census	D14a NHS Lothian and East Lothian Council to ensure Carers in East Lothian are identified, informed and supported to maintain their health and well-being in line with the East Lothian Carers' Strategy, working with East Lothian Health and Social Care Partnership, third sector and other partners.	<p>Carers in East Lothian are supported to maintain their own health and well-being.</p> <p>Carers are supported to maintain their own physical, emotional and mental wellbeing</p> <p>Young carers are identified and supported to have a life outside their caring role.</p>
<p>Work with Carer's organisations to agree a shared Outcomes Framework</p> <p>Support workforce to hold 'good conversations' with clients which support proportionate assessment and identification of personal outcomes and which reduce dependence on statutory services</p>	Development and roll-out of an Outcomes Framework	March 2020	<p>SDS Thematic Audit</p> <p>D14c NHS Lothian and East Lothian Council to deliver a rights based approach to support people to make choices about their care and finalise the development of an outcomes framework to monitor implementation of SDS, including client satisfaction and taking into account recommendations from SDS Audit. (NEW Direction)</p>	Ensure people in East Lothian are supported to make informed choices about their care

Shifting the Balance of Care Change Board

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Complete review of hospital to home services and home care services to move towards an integrated team	<p>Reduced Average No. of days client waits for assessment</p> <p>Reduced No. of days awaiting care following assessment</p> <p>Increased % of clients reviewed every 3 months</p>	April 2020	D12a - NHS Lothian and East Lothian Council to simplify and speed up the process for assessing and acting on an individual client's needs for care at home by completing a review of Hospital to Home and Home Care Services, including development of more effective protocols for assessment process. (Continued)	More effective protocols and assessment process for people who need care at home
Review of Day Services	Completed report to IJB	January 2020	D12c - East Lothian Council improve access to and quality of day services across the county while delivering service efficiencies through completion and implementation of the strategy for day services for older people. (Continued)	Improved access and quality of Day Services

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Support the development of new proposed pain pathway	No. of individuals supported	Align to pain pathway proposal	Shifting the Balance of Care / Care Closer to Home	Improve early access to specialist pain advice
Review of A&E attendances and admissions data	Completed review	March 2020	D11a 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 (revised)	
Actively review patient processes to continue to improve delayed discharge performance	-10% change from Baseline year Delayed Discharge Occupied Bed Days with a target of 72,086	Ongoing	<p>D11b NHS Lothian to reduce the length of stay for all patients admitted following unscheduled admission.</p> <p>D11c NHS Lothian to delegate to the IJB agreed budget for Delayed Discharge Fund and work with East Lothian Council to make progress towards delivery of delayed discharge targets and a reduction in occupied bed days</p>	<p>Reduce the length of stay for all patients admitted following unscheduled admission</p> <p>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 (Revised)</p>

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Liaise with NHS Lothian to agree transfer of AHP resource from Secondary Care	Increase in No. of WTE AHP staff redeployed in community settings	Agreed transfers to commence in early 2020	D11e 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 (Continued)	Increased availability of AHP expertise in the delivery of local services in primary care and community settings
Develop the provision of home-based health and social care for people living with cancer and/or long term conditions who are at the end of life Work with LIST to evaluate impact of palliative care beds	4% increase from baseline year to 90% of last 6 months of life spent in community Establish a baseline for No. of people using palliative care beds	Ongoing Ongoing	D11d - NHS Lothian to work with the MCN for Palliative Care, hospital, community and third sector palliative care services to provide specialist assessment of 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 (Continued)	Improvement in the numbers of people at the end of their life receiving home-based care and improvements in relevant MSG target More effective use of palliative care beds

Transforming Services for Older People

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Complete delivery of hospital on-time	Completion of hospital and wards re-located	September 2019	D01h - NHS Lothian to improve the range of locally, easily accessible secondary care services including a relevant range of outpatient and treatment services by finalising delivery of the new East Lothian Community Hospital. (revised)	Improved range of secondary care services
Ongoing collaboration with housing colleagues	TBD	Ongoing	D02f – East Lothian Council to better meet people’s housing and social care needs through facilitation of the housing and health and social care planning interface group. The group will deliver the key actions and priorities from the 2019-22 Strategic Plan’s Housing Contribution Statement, needs assessment and re-provision plans.	Improved options for meeting East Lothian residents’ housing and social care needs

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Complete financial model based on analysis of current bed usage data	Financial model completed	December 2020	D04b - NHS Lothian to improve in-patient experience for East Lothian residents and ensure East Lothian HSCP has appropriate influence in development, decision-making and approval of a business case for phase 2 of the Royal Edinburgh Hospital Campus.	Improved in-patient experience
East Lothian Health and Social Care officers continue to work with and report on the work of NHS Lothian Royal Edinburgh Hospital Reprovisioning board	Phase 3 REH complete	2022	D04d - NHS Lothian to ensure better care for physical health needs of East Lothian in-patients at the Royal Edinburgh Hospital campus by proceeding with the development of the business case for Phase 3 and the planning and delivery of integrated rehabilitation services. NHS Lothian to ensure East Lothian HSCP is involved in development, decision-making and approval of the business case. (NEW Direction)	East Lothian residents have access to appropriate acute rehabilitation care when needed

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Work with HUB South East to ensure scoping and delivery of an initial agreement using a co-production approach.	Project plan finalised with HUB South East Completion of initial agreement	Project Plan agreed August 2019	D12d - NHS Lothian and East Lothian Council to transform services for older people in East Lothian through working in collaboration with HUB Southeast approach to agree future of Eskgreen and Abbey Care Homes and Edington and Belhaven Hospitals and to deliver on the recommendations of the Housing with Care report. (Updated)	Older people in East Lothian have increased access to quality specialist housing which contributes to positive outcomes. People in East Lothian have opportunities to shape local housing provision.
Repatriate mental health beds from Midlothian community hospital to the East Lothian community hospital	Increased % of Midlothian beds released	2020	D12k NHS Lothian to ensure East Lothian residents receive care closer to home through repatriation of mental health beds from Midlothian community hospital to the East Lothian Community Hospital.	People in East Lothian with mental health needs have access to local provision

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Complete report including recommendations in collaboration with Housing colleagues	Completed report approved by IJB	March 2020	<p>D12j East Lothian Council Housing and Officers of East Lothian Health & Social Care Partnership to:</p> <ul style="list-style-type: none"> • Maximise independent living • Provide specific interventions according to the needs of the service user • Provide a clear care pathway which connects services • Contribute to preventing unnecessary hospital admission through implementation of recommendations from the extra care housing review (NEW Direction – replaces D12b) 	East Lothian residents experience a clear pathway for independent living options according to the needs of the individual

Mental Health and Substance Misuse Change Board

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Agree first year priorities in implementation plan	Publication of local plan	TBD	D15h – NHS Lothian and East Lothian Council to improve outcomes in relation to mental and emotional health and well-being through establishment and delivery of the East Lothian Mental Health Action Plan, including development of community based preventative and early intervention services, crisis support and longer term recovery (NEW Direction)	People experiencing poor mental health have timely and quality support and can access the appropriate level of support
Review of Cameron Cottage service provision Develop service specification for redesigned service	Agreement of service specification and business plan	October 2020 (commission service to be live May 2020)	D15i – NHS Lothian and East Lothian Council to improve and enable recovery of people experiencing poor mental health through development and delivery of community based housing with access to appropriate support, review of Cameron Cottage and alternative models of service provision. (NEW Direction)	People experiencing mental health problems that require rehabilitation experience a high quality service that fits as part of the Wayfinder framework

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Link with workforce planning work to analyse demand on service/ MHO team	<p>Increase in level of statutory duties being met on time</p> <p>Positive service user feedback</p>	April 2020	D02j - East Lothian Council to ensure delivery of a rights based approach for patients subject to the Mental Health Act 2003 through timely access to a Mental Health Officer to help safeguard patients rights' and fulfil statutory duties, including assessment, providing information and advising on individual's rights and choices. (NEW Direction)	Increased capacity of MHO to come closer to national average
<p>Agree workforce plan around operational management and professional lines and implement multi-disciplinary team</p> <p>Analyse current MH teams and carry out tests of change for referral process focusing on open access</p>	Establish baseline for service performance and future improvement targets	April 2020	D15c – NHS Lothian and East Lothian Council to improve access to mental health services, including reduction in how long people wait to access services and develop clearer referral pathways to access specialist support.	<p>People using mental health service receive the right support by the right people at the right time, close to home.</p> <p>Staff feel integrated and share common framework of service delivery</p>

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Evaluate impact of assertive alcohol and substance misuse in-reach to primary care	Evaluation complete	April 2020	D15g – NHS Lothian to evaluate assertive outreach in primary care and ensure access to dedicated mental health and substance misuse professionals in community settings to maximise opportunities for treatment and recovery and improve the service offer across East Lothian. (Continued)	Improved identification of people with substance misuse issues and increased treatment and support
Continue commissioning of Alzheimer Scotland to provide PDS Review the current model's suitability to undertake developments around specialist dementia care	% of patients receiving minimum of 1 year post-diagnostic support following Dementia diagnosis	Ongoing (To continue into next financial year)	D15j - NHS Lothian and East Lothian Council to improve care for people with dementia and their families, including: <ul style="list-style-type: none"> • delivery of the 5 pillar model of support and • implementation of the Scottish Government ambition 'Transforming Specialist Dementia Hospital Care' through the transfer of resource to develop local dementia specialist care. (NEW Direction) 	Older adults who are experiencing the first level of support need for dementia are offered timely high quality local support. Care for those who have specialist care needs due to dementia is available to the best of recent evidence and research.

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>Analyse use of central services and the impact of creating local alternatives</p> <p>Carry out options appraisal to inform service developments</p>	<p>Options appraisal completed regarding use of local services versus regional</p>	April 2020	D15k- East Lothian Council and NHS Lothian to improve access to alcohol services through supporting East Lothian Health & Social Care Partnership to review and assess alternative local delivery of centralised alcohol services (NEW Direction)	Clarity around best options for ELHSCP to deliver substance misuse services
<p>Develop effective models of: early intervention, crisis support, psychological therapies across primary, secondary and third sector, taking into account health inequalities and barriers to accessing support</p>	<p>% people accessing therapy within 18 weeks from point of referral</p> <p>Reduced Third Sector waiting times</p>	June 2020	D15c NHS Lothian and East Lothian Council to improve access to mental health services, including reduction in how long people wait to access services and develop clearer referral pathways to access specialist support.	People in East Lothian have timely relevant access to support and services where they have concerns about their mental health. Support will have an early intervention focus.
<p>Pan-Lothian discussion and agreement about way forward for psychology services and timescale</p>	<p>Increased amount of resource (either funding or staff) delegated to East Lothian</p>	April 2020	D15l - NHS Lothian to ensure East Lothian residents can access local provision of psychology services through the delegation of psychology services to East Lothian HSCP. (NEW Direction)	EL HSCP has strategic direction for psychology services locally

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>Analyse data on waiting times</p> <p>Initiate tests of change for areas for improvement in terms of timely access</p> <p>Consider other best practice models and test implementation</p>	<p>% people accessing substance misuse services within 3 weeks</p>	<p>June 2020</p>	<p>D15m - East Lothian Council and NHS Lothian to tackle inequalities through the delivery of the Local Substance Misuse Plan and to improve access to Substance Misuse Services for people in East Lothian. This includes supporting East Lothian HSCP to ensure robust management and oversight of the Local Substance Misuse plan. (NEW Direction)</p>	<p>People receive timely support for substance misuse issues. Local plan is managed with outcomes that meet the underlying principles of the HSCP and tackle inequalities</p>
<p>Establish clear links between ELHSCP and Community Justice Partnership</p> <p>Establish framework for monitoring progress against Local Outcome Implementation Plan</p>	<p>Identified link agreed from HSCP</p> <p>Completed Criminal Justice Outcomes Framework</p>	<p>October 2020</p> <p>December 2019</p>	<p>D16a – ELHSCP to work with Community Justice Partnership to:</p> <ul style="list-style-type: none"> • Improve understanding of community justice • Ensure Strategic planning and partnership working • Offer equitable access to services • Develop Evidence based interventions (updated)* 	<p>Improve understanding of community justice</p> <p>Ensure Strategic planning and partnership working</p> <p>Offer equitable access to services</p> <p>Develop Evidence based interventions</p>

Adults with Complex Needs Care Board

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Review completed	Recommendations approved by IJB	January 2020	D02i NHS Lothian and East Lothian Council to transform community supports for younger adults with complex needs, including a comprehensive evidence based needs assessment and completing the review of all remaining commissioned third sector community provided services.. (revised)	Improved outcomes for young adults with complex needs
Establish transition policies and protocols Develop clear information for the public	Increased No. of people receiving multi agency transition planning 14+ Completed report of young person and carers' experience of transition process	April 2020	D02j East Lothian Council to support joint working with East Lothian Health and Social Care Partnership and other relevant partners to improve outcomes for young people with additional support needs transitioning into Adult Health and Social Care services, including establishment of robust planning, policy and protocol.	All young person and carers transfer into Adults feeling supported, well-understood and reporting a good experience of the process

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
Advertise availability of Deaf Blind Scotland guide communicator service to public, staff and primary care	Increased No. of people supported by the guide communicator service to access health appointments.	December 2019	D04c – NHS Lothian to ensure people in East Lothian with dual sensory impairment have appropriate access to the guide communicator service to improve their access to health services, and improve awareness of the service across third sector and health providers. (NEW Direction)	Staff and members of the public have greater awareness of service
<p>Secure IJB approval of recommendation</p> <p>Develop implementation plan to agreed models</p> <p>Delivery Improvement Plan (annual progress to be reported to IJB)</p>	Full project implementation plan to be developed and agreed	<p>October 2019</p> <p>January 2020</p> <p>Annually</p>	D12g - Review of Services for Adults with complex needs to transform community supports for adults with mental health, physical disabilities, learning disabilities and sensory impairment	Adults with complex needs in East Lothian have choice and control to access community supports to meet identified outcomes.

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>ELHSCP work with ELC housing to deliver strategic allocation of housing</p> <p>The HSCP to develop a policy which identifies that commissioned support with housing maximises resources and opportunities for shared support.</p>	<p>Establish system for ongoing monitoring</p> <p>Policy developed</p>	<p>Ongoing</p>	<p>D18a East Lothian Council to maximise independent living for people with a Learning Disability and people with physical disability and/or sensory impairment, ensuring more efficient use of night time support to reduce dependency on out of area placements and reducing the exposure to stand alone single tenancies; and more options in relation to housing models with support through developing core and cluster housing and implementation of housing strategy actions.</p>	<p>More efficient use of night time support, reducing dependency on out of area placements and reducing the exposure to stand alone single tenancies.</p> <p>People in East Lothian with physical disabilities, learning disabilities and/or sensory impairment have more options in relation to housing models with support</p>
<p>Work in partnership with Public Protection Office to capture disability in reporting</p> <p>Ensure HSCP consultations are in line with National Community Engagement Standards regarding accessibility</p>	<p>Disability hate crime included in Public Protection report</p> <p>Consultations reviewed for accessibility</p>	<p>March 2020</p>	<p>D18c East Lothian Council to help tackle poverty, reduce inequality and build a fairer and more inclusive Scotland through local consultations through establishment and delivery a local implementation plan of Fairer Scotland, (NEW Direction)</p>	<p>More robust data in relation to disability hate crimes are monitored</p> <p>People with disabilities have greater opportunity to participate in local consultations</p>

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>Complete implementation plan for IJB approval</p> <p>Work with ELHSCP data group to carry out needs assessment for the growing LD old age population to identify what local resources are required to meet the needs of this group</p> <p>ELHSCP to work with NHS Lothian to ensure access to the specialist LD Forensic Service as required</p>	<p>Implementation plan agreed</p> <p>Completed needs assessment</p> <p>Model agreed and implemented</p>	<p>March 2020</p> <p>January 2020</p>	<p>D18b East Lothian Council and NHS Lothian to better understand and meet the needs of the people with Learning Disabilities through:</p> <ul style="list-style-type: none"> • establishment and implementation of local Learning Disability action plan in line with 'The Keys to Life', • improved access to the Forensic Learning Disability Service so that people with a learning disability in East Lothian with a specific health care need can access relevant services within agreed timescales. • forecasting needs of the old age population of people with learning disabilities and increasing access resources as appropriate to meet their needs. (NEW Direction) 	<p>Ensuring appropriate strategic planning support and up-to-date needs assessment for LD old age population</p> <p>People with a learning disability and a specific health care need can access relevant services within agreed timescales</p>

Key Actions	Key Performance Indicators	Timeframe	Related Directions or other Policy Drivers	Outcomes
<p>Develop and implement an agreed business plan to enhance availability of enhanced respite and breaks from caring services to support PMLD, Autism, utilising Shared lives Service.</p> <p>Secure IJB approval to uplift Shared Lives Carer Fees</p> <p>Develop and implement an agreed business plan to expand the Shared Lives Service to offer long term placements, short breaks and day support</p> <p>Recruitment Campaign</p>	<p>Completed business plan to Procurement Board</p> <p>Increased No. of people receiving shared Lives service</p> <p>Increased No. of new carers recruited</p>	<p>October 2019</p> <p>December 2019</p>	<p>D18d East Lothian Council to ensure people eligible for the Shared Lives service will be supported to develop relationships and share family and community life through further development and expansion of the Shared Lives service for people in East Lothian as an alternative to residential and other forms of care.</p>	<p>Carers will have access to short breaks/breaks from caring via enhances services.</p> <p>Service users in a Shared Lives placements will be supported to develop relationships and share family and community life.</p>
<p>Put in place robust contractual arrangements and trail staff</p> <p>Develop and implement clear Integrated Care Plan for people with physical disability and/or sensory impairment</p>	<p>Increased No. of people supported by Interpretation Service and appropriate equipment</p>	<p>April 2020</p>	<p>D18e NHS Lothian and East Lothian Council to ensure people in East Lothian with sensory impairment have appropriate access to social work assessment and associated services.(NEW Direction).</p>	<p>People with Sensory Impairment and/or Physical Disabilities in East Lothian have improved access to Social Work services</p>

Partnership working and Collaborative Leadership

It is important to maximise collaborative and partnership working to meet agreed priorities. The IJB Self-evaluation (Appendix 1) evidenced that locally there is established leadership in place with the ability to drive collaborative change. Further improvements are planned including providing shared learning opportunities for Senior Management, building closer links with Community Planning Partners and with the Community Justice Partnership, and regular review of the Change Board structure to ensure effective involvement of stakeholders.

Commissioning

Transformation programmes and reviews will continue to identify innovative ways to deliver services and strengthen community capacity. These findings will inform future commissioning and the way we work with third sector and other organisations to deliver services. Change Boards will have a role in creating opportunities for external commissioning. The Procurement Board will provide strategic oversight of Commissioning on behalf of the Health and Social Care Partnership.

Workforce Planning

The East IJB Workforce Plan 2019-22 aims to ensure that East Lothian is equipped with sufficient health and social care staff with the appropriate skills to meet the current and future needs of the East Lothian population. The partnership is committed to ensuring the local workforce is motivated, knowledgeable and skilled and able to respond to service changes we envisage. Ensuring a skilled and effective workforce requires a continuing focus on learning and development to ensure we are able to meet future challenges as well as our legislative and policy requirements.

Monitoring Progress

Change Boards will be asked to report on agreed Key Performance Indicators. In addition, performance will be monitored through quarterly reporting on six agreed Ministerial Strategic Group (MSG) Targets, and the delivery of an Annual Report.

Within the IJB's delegated service areas, there are a range of additional reporting requirements which will be further detailed in the East Lothian IJB Performance Framework. The East Lothian HSCP Data Group will also continue to build capacity across the Partnership and Change Boards to make better use of data and local intelligence to inform future planning, improvements and delivery.

East Lothian's MSG targets for 2019-20 are shown in Tables 1 and 2.

Table 1. MSG 2019-20 Targets for Indicators 1-3.

1. Emergency admissions				2. Unplanned bed days					3. A&E attendances			
<i>Baseline year</i>	<i>Baseline total</i>	<i>% change</i>	<i>Expected 2019/20 total</i>	Acute	<i>Baseline year</i>	<i>Baseline total</i>	<i>% change</i>	<i>Expected 2019/20 total</i>	<i>Baseline year</i>	<i>Baseline total</i>	<i>% change</i>	<i>Expected 2019/20 total</i>
2016/17	7,650	-5%	7,268			2016/17	80,095	-10%	72,086	2016/17	19,532	2.82%
Through coordinated actions of: Primary Care Teams, Community Teams, Hospital at Home Tea, Care Home Team, and the Hospital to Home Team taking a proactive role.				Through coordinated actions of: Primary Care teams, Community Teams, Hospital to Home Team.					Through coordinated actions of: A&E Team Acute Team, and considering local responses to minor injuries and the prevention of falls. Note: In 2016/17 there was a rate of 23,600.5 A&E attendances per 100,000 population based on mid-year 18+ population estimates. The target is to maintain the rate of A&E attendances in comparison to the baseline. Due to local population growth it is expected that the number of A&E attendances will increase slightly in comparison with baseline figures.			

Table 2. MSG 2019-20 Targets for Indicators 4-6

4. Delayed discharge bed days (18+)					5. Percentage of last 6 months of life spent in community (all ages)				6. Proportion of 65+ population living at home (supported and unsupported)			
All reasons	<i>Baseline year</i>	<i>Baseline total</i>	<i>% change</i>	<i>Expected 2019/20 total</i>	<i>Baseline year</i>	<i>Baseline %</i>	<i>% change</i>	<i>Expected 2019/20 %</i>	<i>Baseline year</i>	<i>Baseline %</i>	<i>% change</i>	<i>Expected 2019/20 %</i>
		2016/17	14,762	-50%	7,381	2016/17	85.6%	4%	90.0%	2016/17	96.3%	1.70%
<p>Through coordinated actions of: Primary Care Teams, Community Teams, Hospital at Home Team, Care Home Team maintaining clients in their care home whilst unwell and not admitting to acute, and the District Nursing Team intervening early to support patients.</p>					<p>Through coordinated actions of: Palliative Care Team, Hospital at Home Team, and the Care Home team.</p>				<p>Through coordinated actions of: Care of Elderly Team, Primary Care Teams, Community Teams, Hospital to Home Team, and the Hospital at Home Team.</p>			

Financial Planning

The IJB Strategy 2019-2022 set out the funding that IJB will receive and how it is allocated to meet our priorities. The IJB accepted formal budget offers from NHS Lothian and East Lothian Council on 23 May 2019. Following acceptance of the formal budget offers for 2019/20 from both partners and the indication budget values for future years the IJB's rolling 5 year financial plan for 2019/20 – 2023/24 has been developed in line with the Scottish Government financial framework for Health and Social Care.

The rolling 5 year financial plan was presented to the IJB on 27th June 2019 which highlighted future financial pressures and the need to continue to develop a medium term recovery plan.

Future work will continue to focus on building a better understanding of relative financial positions of each partner in relation to the IJB. There will also be further consideration to set-aside budgets and the levels of resources needed to support Financial Planning within the IJB.

Reserves

The IJB created a reserve in 2018-19 which can be used in later years to support service provision. This comprises funds that are set aside for specific purposes and general funds which are set aside to deal with unexpected events or emergencies. The reserve is broken down as follows into specific purposes and general at 31 March 2019:

	£000's
Primary Care Investments	219
Action 15 - Mental Health	164
MELDAP - Alcohol and Drug	312
General Reserves	1,087
Total	1,782

Appendix 1. Summary of IJB Self-evaluation				
Feature supporting integration	Not yet Established	Partly Established	Established	Exemplary
Collaborative leadership and building relationships				
1.1: All leadership development will be focused on shared and collaborative practice			√	
1.2: Relationships and collaborative working between partners must improve		√		
1.3: Relationships and partnership working with the third and independent sectors must improve		√		
Integrated finances and financial planning				
2.1: Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration		√		
2.2: Delegated budgets for IJBs must be agreed timeously		√		
2.3: Delegated hospital budgets and set aside budget requirements must be fully implemented			√	
2.4: Each IJB must develop a transparent and prudent reserves policy			√	
2.5: Statutory partners must ensure appropriate support is provided to IJB S95 Officers.			√	
2.6: IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.		√		
Effective strategic planning for improvement				
3.1: Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB.			√	
3.4: Improved strategic planning and commissioning arrangements must be put in place.		√		

3.5: Improved capacity for strategic commissioning of delegated hospital services must be in place.		√		
Governance and accountability arrangements				
4.1: The understanding of accountabilities and responsibilities between statutory partners must improve.			√	
4.2: Accountability processes across statutory partners will be streamlined.		√		
4.3: IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis.			√	
4.4: Clear directions must be provided by IJB to Health Boards and Local Authorities.			√	
4.5: Effective, coherent and joined up clinical and care governance arrangements must be in place.			√	
Feature supporting integration	Not yet Established	Partly Established	Established	Exemplary
Ability and willingness to share information				
5.1: IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data		√		
5.2: Identifying and implementing good practice will be systematically undertaken by all partnerships.			√	
Meaningful and sustained engagement				
6.1: Effective approaches for community engagement and participation must be put in place for integration.			√	
6.2: Improved understanding of effective working relationships with carers, people using services and local communities is required.			√	
6.3: We will support carers and representatives of people using services better to enable their full involvement in integration.		√		

