

Strategic Plan

Summary

2019-2022

**East Lothian
Integration Joint Board**

East Lothian
Health & Social Care Partnership



Welcome to the East Lothian IJB Strategic Plan 2019-2022

About the East Lothian Integration Joint Board (IJB)

The East Lothian Integration Joint Board is made up of representatives from NHS Lothian, East Lothian Council, the Third and Independent Sectors and those who use health and social care services. It was set up as part of the Public Bodies (Joint Working) (Scotland) Act 2014., which aims to integrate health and social care at a local level. IJBs are legally separate both from their local health board and local authority.

What is the East Lothian IJB responsible for?

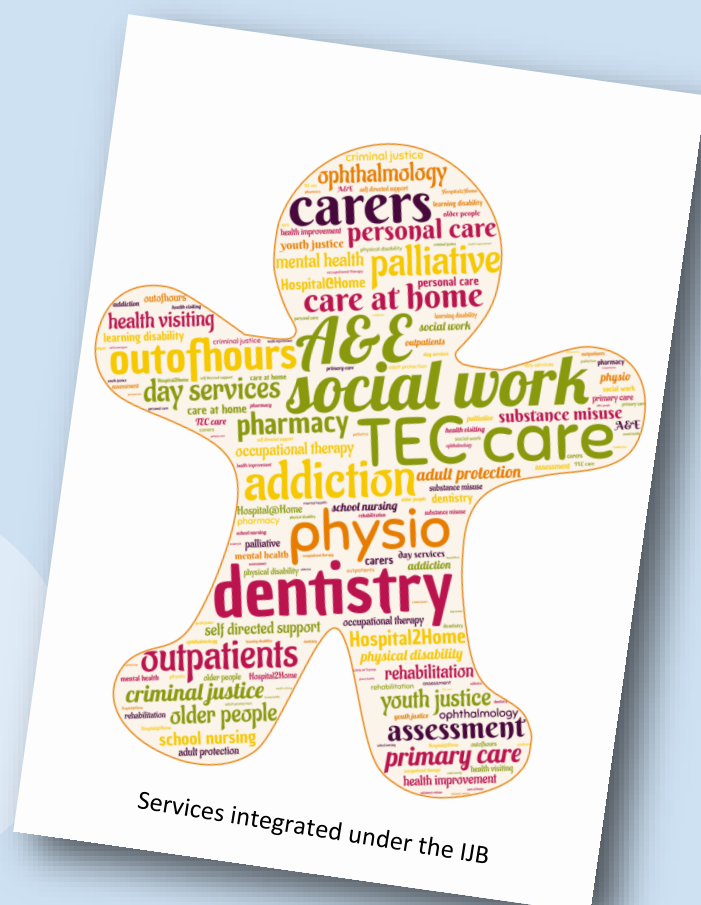
East Lothian IJB is responsible for the planning, resourcing and operational oversight of health and social care services.

What is East Lothian Health and Social Care Partnership (ELHSCP)?

East Lothian Health and Social Care Partnership unites Adult and Criminal Justice social work and care staff and NHS Lothian health and health care staff. They work to deliver the priorities of the IJB.

What services are East Lothian IJB and ELHSCP responsible for?

They are responsible for a wide range of services (see diagram), including some hospital services, for example, Accident and Emergency.



Scottish Government integration planning and delivery principles

We must comply with Scottish Government integration planning and delivery principles. This means that all the services we are responsible for:

- are integrated from the point of view of our service-users
- take account of the particular needs and circumstances of our service-users
- respect the rights of our service-users
- take account of the dignity of our service-users
- protect and improve the safety of our service-users
- improve the quality of our services
- are planned and led locally in a way which is engaged with our communities
- anticipate needs and prevent them arising
- make the best use of the available facilities, people and other resources.

IJB Strategic Plan 2019-22

This IJB Strategic Plan follows on from our first Strategic Plan that was published in 2016. The new Strategic Plan has seven priorities.

- Deliver the Primary Care Strategy/new GP Contract Implementation Plan. This looks at how to improve access to primary care services and relieve pressures on GP time.
- Develop and deliver the Financial Plan for 2018-19 and beyond. We need to make sure that the IJB is able to take the decisions required to operate within the resources available.
- Begin work on how to provide the services currently provided by The Abbey and Eskgreen care homes and Edington and Belhaven hospitals in environments that meet modern standards. This will include looking at a range of options. We will involve setting up projects with local representation to take forward business cases.
- Review Community Services for adults with complex needs to develop a transformation programme. We are looking at:
 - ⇒ day services
 - ⇒ housing
 - ⇒ bringing people who are currently cared for outside East Lothian back into services in East Lothian
 - ⇒ night-time support and use of Technology Enabled Care (TEC)
 - ⇒ alternatives to statutory services
 - ⇒ employment and social opportunities

⇒ and Royal Edinburgh Hospital bed numbers

- review services for adults with mental health and substance misuse issue, through the implementation of an action plan for East Lothian, developed by the Mental Health and Substance Misuse Reference Group
- implement the Carers Strategy, in conjunction with all relevant partners
- review our work on reducing delayed discharges/emergency admissions/A&E improvements, including:

⇒ delayed discharge trends

⇒ impact of Hospital at Home 24/7 on A&E and admissions

⇒ proposed use of empty beds at East Lothian Community Hospital to support capacity

⇒ a review of the impact on set-aside budgets.

Set aside budgets relate to money retained by NHS Lothian to cover the amount of use by East Lothian patients of some hospital services including A&E. By providing a range of new services locally, we are reducing the use of services covered by set aside. Therefore, we would like reduce our set-aside payment and re-invest it in services in East Lothian.

How will we deliver our strategic priorities?

We have set up six Change Boards to deliver our strategic priorities.

- Primary Care
- Adults with Complex Needs
- Mental Health and Substance Misuse
- Shifting the Balance of Care
- Reprovision programmes
- Carers.

Each Change Board is chaired by a senior HSCP Officer, co-chaired by an IJB member and has membership reflecting the work it focuses on. The Change Boards have a remit to:

- deliver programmes, projects and workstreams in a structured and accountable way
- ensure a culture of involvement, engagement and appropriate consultation in all work programmes, using a range of approaches including the reference groups and independent advocacy
- ensure that priorities set out in the IJB Directions support delivery of the priorities set out in the Strategic Plan
- lead the way for partnership working
- Support the delivery of all relevant national and local targets and performance

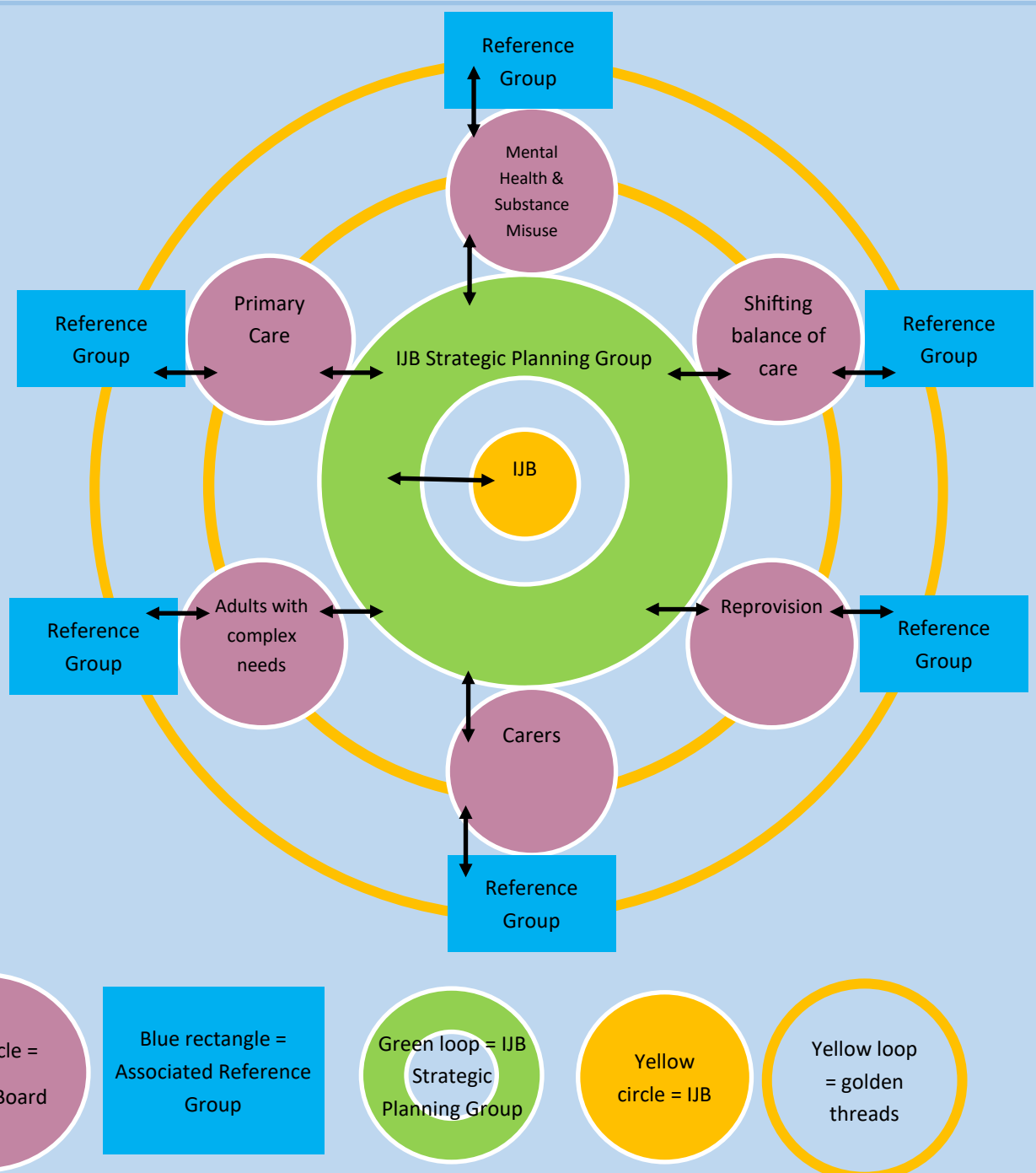
requirements in respect of health and

social care

- maintain effective links with other partnerships and other Change Boards in areas of joint interest.

Directions are instructions from the IJB to East Lothian Council, NHS Lothian and ELHSCP, agreed in partnership with them. Their purpose is ensure that partners undertake the necessary actions to deliver IJB's strategic objectives for local and shared services and to improve service performance and outcomes.

How the IJB Strategic Planning Structure works



Golden Threads

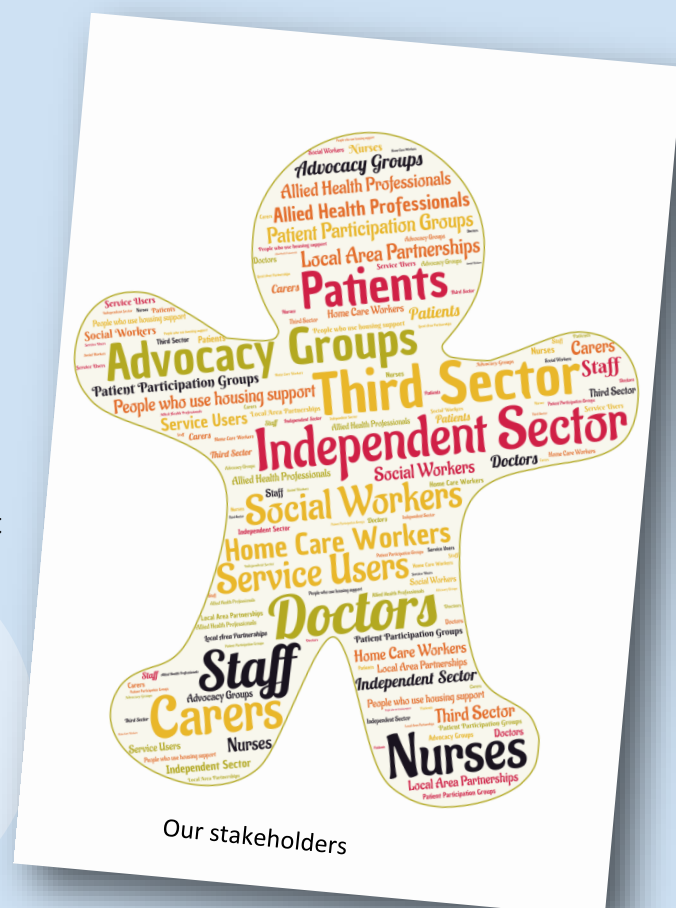
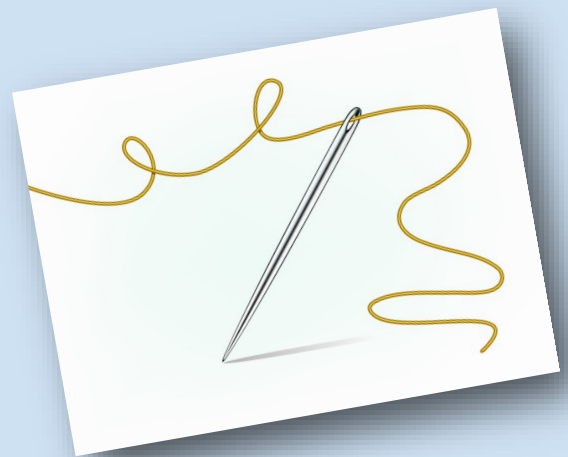
Each Change Board has to take into account in its work key principles or 'Golden Threads'. The Golden Threads are issues that must inform our thinking across all areas of strategic planning. They reflect themes that have a universal impact and have been informed by engagement with stakeholders, current research findings, consultations with partners and national strategy and policy. By embedding them in the remit of all our reference groups, we are ensuring that they are central in all our thinking. The Golden Threads are:

- 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
- advocacy
- community justice
- maximising effective use of resources
- use of integrated information technology and technology enabled care; and
- tackling social isolation.

All projects to must demonstrate how the Golden Thread commitments they have included the Golden Threads.

Stakeholder involvement in the strategic planning process

Every reference group has representation from the relevant stakeholders so, for example, the Carers' Reference Group and Change Board has representation from carers still actively involved in a caring role. There are also representatives from Dementia Friendly East Lothian, Carers of East Lothian, Bridges and East Lothian Young Carers, together with health and social care professionals who work with carers and ELHSCP strategy and commissioning officers.



Engagement on the Strategic Plan

The draft Strategic Plan was informed by feedback from the wide range of consultations that we carried out during the life of 2015—2019 Strategic Plan. We began engaging on the draft Strategic Plan itself in December 2018 and we engaged with staff, stakeholders and partners, local area partnerships and their Health and Wellbeing Sub-Groups and the general public. We used the East Lothian Consultation Hub and social media, including Survey Monkey questionnaires. We also held meetings and focus groups, culminating in a 'Big Conversation' stakeholder event. We publicised the engagement process through a range of internal and external media. The final version of the plan reflects changes made as a result of this process.

What happens next?

Throughout the life of this Strategic Plan, we will produce Annual Delivery Plans. These will set out how we will deliver the priorities listed in the Strategic Plan each year, and how they take account of the Golden Threads. These plans will be available to anyone who would like to see them on the Strategic Plan page, which you can link to via www.eastlothian.gov.uk/elhscp

Directions

The Integration Joint Board will issue Directions (see page 5) to ensure that the Annual Delivery Plans are achieved. These Directions will be issued on a rolling programme throughout the year as they are needed. At the same time, we will evaluate directions currently operating and retire them when they are no longer needed.


How will we know how we are doing?

Each year, we will report back on the impact of the Delivery Plans in our Annual Reports. We will use a wide range of Scottish Government and local indicators to measure our performance. This will help us to identify areas where we are doing well and those where we are not doing so well and enable us to refocus our efforts and Directions to address this.

More information

If you would like more information about anything in this booklet, please get in touch.

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