**2019-2020 Annual Operational Plan -**

References in the AOP to new plans/proposals/ redesign of services to assess where integrated impact assessments have been undertaken as reassurance to Board members.

Link below integrated impact assessments:-

<https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/Pages/ImpactAssessment.aspx>

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Service Redesign /Plan /Proposal/Issue** | **AOP Page** | **Integrated Impact Assessments Date completed** | **Reason Integrated Impact Assessments Not completed** |
| **Introduction** | | | | |
| 1. | NHS Lothian’s Strategic Plan, **Our Health Our Care Our Future 2014 – 24** | 4 |  |  |
| 2. | **NHS Lothian** **Hospitals Plan** | 4 | **REH Phase IIA done(2014)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Reprovisioning%20of%20the%20Royal%20Edinburgh%20Hospital%201st%20phase.pdf>  **PAEP IIA (2016) Section 5** |  |
| 3. | **NHS Lothian’s 2019-20 Annual Operational Plan** | 4 | Responsible Directors to ensure IIAs undertake within services | |
| **Scheduled– Waiting Time Improvement - Cancer** | | | | |
| 4. | Delivery of **National Cancer Screening Programmes**;-  Colorectal, breast, cervical  Risks   * Changing clinical pathways & supra-regional services * Sub-speciality queue pressures * Workforce availability & timescales for recruitment * Limitations on internal capacity/infrastructure (theatres, diagnostics) * Availability of sterilisation | 8 & 9 |  |  |
| 5. | **Major Business Cases** :-   * Short Stay Elective Treatment Centre * Eye Pavilion * Endoscopy   Waiting Time Improvement Plan | 9, | **PAEP IIA done (2016)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Redesign%20of%20Adult%20Eye%20Services%20and%20Re-provision%20of%20PAEP.pdf> |  |
| 6. | **NHS Lothian’s Cancer Waiting Times Operational Policy**, Effective Cancer Access Performance Management: Summary Report of Good Practice.  (Including 2019 review of cancer SOP). | 9 |  |  |
| 7. | NHS Lothian clinical Risk matrix and **CMT colorectal, dermatology and urology cancer recovery plans**. | 10 |  |  |
| 8. | ‘Keeping in Touch process’ embedded in **Endoscopy services** when confirming new patients and their position on waiting list.  Cancer recovery plan. | 12 |  |  |
| 9. | **Waiting Times Improvement Plan (WTIP**)- identify activity and trajectories to comply TTG including workforce assessment to provide additional capacity.- plans reviewed WTIP Workforce Group | 53 | **External Provider IIA done (2013)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Elective%20Capacity%20Plans%20RIA%20Aug%2013.pdf> |  |
|  | **Unscheduled Care– Waiting Time Improvement** | | | |
| 10. | Scottish Academy of Medical Royal Colleges and Faculties, published in June 2018-**4EAS standard. Programme Delivery Group**. | 13 |  |  |
| 11. | Programme Board assembled to take forward the **RIE front door redesign** Strategic Case. **Part of 4EAS** | 13 |  |  |
| 12. | **RIE Triage** Quality Improvement (QI) programme | 14 |  |  |
| 13. | **Minor injuries modular build** to reduce crowding in ED | 14 |  |  |
| 14. | **Front Door Redesign of St John’s Hospital (SJH)**. (phase1end 2019) | 14 |  |  |
| 15. | Clinical pathways for Primary Assessment Area and the **Medical Admission Unit (MAU) Redesign** (phase 2 later) | 14 | **Additional Beds AMU IIA done (2016)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/IIA%20Additional%20AMU%20Beds%20251116.pdf> |  |
| 16. | A review of **Ambulatory Care at SJH** | 14 |  |  |
| 17. | Review of **pts. redirected** from the RIE by Scottish Ambulance Service (SAS) to the Western General Hospital (WGH) at the weekend | 14 |  |  |
| 18. | Potential **expansion of Minor Injuries Clinic** | 14 |  |  |
| 19. | Each site has **Unscheduled Care Improvement Plan** aligned to 6 Essential Actions | 15 |  |  |
| **Mental Health (Delegated to IJBs)** | | | | |
| 20. | Innovations-**Computerised Cognitive Behaviour Therapy Service** | 15 |  |  |
| 21. | **Mental Health Access Improvement Support Team** (MHAIST).  Programme -48 point diagnostic framework / to co produce an operational improvement plan. | 15 | **CAMHS Wait List Recovery IIA done (2016)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Waiting%20List%20Recovery%20Plan.pdf> |  |
| 22. | **Adult Mental Health General Services improvement plans**-Quality Improvement Methodologies-Psychological Therapies act as one team | 21 |  |  |
| 23. | ***Edinburgh Wellbeing Public Social Partnership*** - created locality/ city wide programmes to support people’s mental health and wellbeing- lessons learnt for the Living Well Lambeth programme | 21 |  |  |
| 24. | Thrives Centres and the Open Access Model (building on the lessons learned and shared from Rivers PSP to senior SG colleagues in March 2019) | 22 |  |  |
| 25 | Development of the group psychological therapies programme -focus on more severe and enduring complex mental health difficulties (ie chronic depression) | 22 |  |  |
| 26. | Development of alternative treatment pathways (formulation-led case management, phase-based treatment) so not all on list for individual therapy. | 22 | **Midlothian Wellbeing Access Point IIA done (2016)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Midlothian%20Wellbeing%20Access%20Point%20Service%20IIA%20Aug%2016.pdf>  **Commencement of Nae Worries Group –Health Opportunities Team (HOT) IIA done (2019)**  [**https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/**RapidImpactAssessments**/Commencement%20of%20Nae%20Worries%20Group%20-%20Health%20Opportunities%20Team%20IIA%20160519.pdf**](https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Commencement%20of%20Nae%20Worries%20Group%20-%20Health%20Opportunities%20Team%20IIA%20160519.pdf) |  |
| 27. | Review of pathways and transitions across services (e.g. transitions to Adult services). | 22 |  |  |
| 28. | Prospect Model - matched care model for the provision of the evidence-based ‘Interpersonal Psychotherapy’- improves interpersonal functioning /help-seeking. Supports policy developments in Scotland: “A Connected Scotland: Tackling social isolation and loneliness and building stronger social connections” (January, 2017); The Scottish Government’s Mental Health Strategy 2017 -27; ‘A blue print for Scottish General Practice: A strategy for a safe, secure and strong general practice in Scotland’ (2015). | 22 |  |  |
| 29. | Introduction of Prospect Model in primary care may have the potential to transform the primary care workforce | 23 |  |  |
| 30. | **West Lothian** General AMH, there has been a reorganisation of Mental health Services to include a CMHT which will have Psychology posts embedded within it and there is a development of Primary care **“Wellbeing Hubs”** for those with moderate mental health difficulties. | 23 |  |  |
| 31. | Specialist AMH services improvement plans include:-  Rivers PSP implementing the revised service model building on lessons learnt from the test of concept.  V1P Lothian - data continuing to be collected to demonstrate impact & improved outcomes & cost benefits for veterans.  **Substance Misuse Psychology:** Redistributing capacity (where possible) to match demand.  Quality Improvement (QI) work improving efficiency and effectiveness of services. (includes work on improving access reducing CNA/DNA rates etc)  Develop wider substance misuse treatment system’s capacity to deliver psychological interventions to people at lower levels of complexity-preventing referral. | 24 |  |  |
| 32. | Lothian Perinatal Mental Health Steering Group established to inform development of services to ensure women, infants and families have their needs met. | 31 |  |  |
| 33 | Suicide Prevention Through Interpersonal Psychotherapy Acute Crisis (IPT-AC)-matched care model intervention –pilot study ED RIE acute distressed patients. 3 nurses funded. | 31 |  |  |
| 34. | GameChanger is a Public Social Partnership project led by NHS Lothian, Hibernian Football Club and Hibernian Community Foundation. Makes use of Hibernian’s physical, cultural and professional assets, to deliver a better, healthier future for the most vulnerable in our communities. | 32 |  |  |
| **Integration Authorities (IJB Responsibility)** | | | | |
| 35. | IJB Strategic plans 2019-2020/23   * Edinburgh * Midlothian * West Lothian * East Lothian   and associated change programmes to deliver MSG indicators (Frailty programme, mental health, primary care etc.). | 34,35 |  |  |
| **Primary Care Services (majority delegated to IJBs)** | | | | |
| 36. | Vision Future of Primary Care Services | 38 | Due July 2019 |  |
| 37. | NHS Board must respond to IJB directions and these directions include implementation of the Primary Care Improvement Plans (PCIP). | 38 | **East Lothian PCIP IIA done (2018)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/IIA%20East%20Lothian%20Primary%20Care%20Improvement%20Plan%20June%202018.pdf> |  |
| 38. | Strategies for primary care functions not delegated to IJBs e.g. contracting, premises, information technology | 38 |  |  |
| 39. | NHS Board and HSCPs will refresh the premises programme during 2019-20 | 39 |  |  |
| 40. | A single Lothian workforce plan for the GMS contract will be developed in 2019- built up from HSCP workforce plans. | 40 | 2019 Organisational Change Redesign of District Nursing / Community Service IIA done (2019)  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Organisational%20Change%20Redesign%20District%20Nursing%20IIA%20130519.pdf> . |  |
| 41. | HSCPs and the NHS Board have worked together to develop a three year programme to introduce pharmacotherapy support to practices under the new contract. | 40 | NHS Lothian Medicine Policy V3.0 IIA done (2019)  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/NHS%20Lothian%20Medicines%20Policy%20V3%20IIA%20Report%20170119.pdf>  .  **General Practice Intervention Project IIA done (2018)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/IIA%20General%20Practice%20Intervention%20Project%20April%202018.pdf>  **Pharmaceutical Care Services Delivered via Community Pharmacy IIA done (2017)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/IIA%20Pharmaceutical%20Care%20Services%20Delivered%20via%20Community%20Pharmacy.pdf>  **Medicines Governance Strategy 2016-20 IIA done (2015)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/160427%20%20Integrated%20Impact%20Assessment%20_Signed.pdf> |  |
| 42. | E Health - four primary care development priorities for the whole system have been agreed for 2019-20:some depend on national solutions | 40 |  |  |
| 43. | Community Treatment and Care Services (CTACS)- minimum specification of service across Lothian that HSCPs can add to in order to meet local needs. | 40 |  |  |
| 44. | Out of Hours programme of change through Urgent Care Resource Hub Board (partly in response to the Ritchie Report[[1]](#footnote-1)) to broaden out supports available out of hours implement new models of service | 41 |  |  |
| 45. | Four Lothian HSCPs developed Primary Care Improvement Plans 2018-21 - approved by respective IJBs, GP Sub-committee - submitted SG July 2018. To be updated in April 2019. HSCPs to produce updated monitoring information by June 2019 | 41 | **East Lothian PCIP IIA done (2018)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/IIA%20East%20Lothian%20Primary%20Care%20Improvement%20Plan%20June%202018.pdf> |  |
| 46. | Capital projects in East Lothian include East Lothian Community Hospital & Cockenzie Health Centre estimated for completion 2019-2020. | 42 |  |  |
| 47. | Primary Care Redesign- Musselburgh Model’ has been piloted to offer greater access for patients seeking same day access to primary care. | 43 |  |  |
| 48. | Community Treatment and Care Services (CTACs) -ensure a more equitable service for patients, agreed treatment protocols and improved clinical outcomes. Premises for first implementation of new CTACS services identified in the East Lothian Community Hospital pilot in August 2019. | 43 |  |  |
| 49. | ELHSCP to begin re-provision of Abbey and Eskgreen Care Homes and Edington and Belhaven hospitals and provision of alternative housing with care models. | 43 |  |  |
| 50. | WLHSCP- report on implementation of the PCIP was submitted to the IJB April 2019. PCIP tracker to SG 6 monthly. | 44 |  |  |
| 51. | EHSCP-assessment made for increased capacity primary care premises /population. Worked closely with the City planners to understand population growth developing healthcare actions to support delivery of the Local Development Plan (LDP). | 45 |  |  |
| 52. | Edinburgh IJB reviewed implementation PCIP progress May 2019 - working groups have made progress with development of pharmacotherapy,  mental health & linkworking, alongside ‘tests of change’ to  inject capacity into the system. Impact to be assessed 2019. | 45 |  |  |
| 53. | Edinburgh Primary Care Redesign-70 practices involved testing parts of new multi-disciplinary team- Addressing inequality has been focus | 45, 46 |  |  |
| 54. | 2018-21 Midlothian PCIP sets out strategic change to General Practice- incorporating the strategic programme for primary care agreed by IJB 2017. | 46, |  |  |
| 55. | Midlothian HSCP is midway through implementing its strategic plan for premises in response to house building in Midlothian. | 46 |  |  |
| 56. | NHS Lothian, Health and Social Care Partnerships (HSCP) and the GP Sub-Committee working together to ensure a Lothian wide programme of implementation/change developed through the Oversight Group to support implementation of the individual HSCP plans and deliver common Lothian programmes where action should be taken once for Lothian. | 46 |  |  |
| **Healthcare Associated Infection** | | | | |
| 57. | A Lothian wide HAI Improvement Plan is being progressed for insertion and management of peripheral vascular devices | 47 |  |  |
| 58. | Multi-Drug Resistant Organism Screening Programme - transitioning to Excellence Care Programme April 2019 -which will assist teams in developing local improvements | 48 |  |  |
| **Quality improvement and Collaborative Work** | | | | |
| 59. | Safety Improvement Priorities;-  -Improving the Management of Deteriorating Patients  - Acute Services SPSP national target - reduce cardiac arrests by 50%  - Paediatric Services  -Neonatal Services  - Reducing Falls with Harm  - SPSP National target is to reduce Falls with Harm of 20%  - Pressure Ulcers  - Violence & Aggression in Mental Health  - Primary Care  - Hospital Standard Mortality Ratio | 49 |  |  |
| **Workforce Planning Priorities** | | | | |
| 60. | HSCP have developed a local workforce plan to bring together an assessment of the combined workforces and sets out areas of focus for workforce planning. –SG workforce planning guidance awaited. | 55, 56 |  |  |
| 61. | Safe staffing (Scotland ) Bill –May 2019 applicable April 2020 –implications and impact | 56 |  |  |
| 62. | Workforce planning priorities within professional groups  -Medical-regional planning  -Nursing-workforce group  -AHP-workforce plan being developed  -Pharmacotherapy-workforce plan completed  -Healthcare Sciences- Delivery Plan | 57 | **Learning and Development Plan 2016-20 IIA done(2016)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Integrated%20Impact%20Assessment_Strategy_Final%20Version_Signed%20off.pdf>  **Organisational Change Redesign of District Nursing / Community Service IIA done(2019)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Organisational%20Change%20Redesign%20District%20Nursing%20IIA%20130519.pdf>  **AHP 7 Day Working IIA done (2015)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/AHP%207%20day%20Working%20Acute%20Services%20-%20Phase%201.pdf> |  |
| 63. | Staff Retention –Staff Engagement and Experience Development Framework which was launched in September 2018 and will be a key are of focus in 2019-20 | 59, 60 | **Staff Engagement and Experience Development Plan and Delivery Framework 2018-20 IIA done (2018)**  <https://www.nhslothian.scot.nhs.uk/YourRights/EqualityDiversity/RapidImpactAssessments/Staff%20Engagement%20and%20Experience%20Development%20Plan%20and%20Delivery%20Framework%202018-2020%20IIA%20130918.pdf> |  |
| 64. | Brexit Plans:-   * Workforce concerns | 9 |  |  |
| **Regional Plans –SEAT Responsibility** | | | | |
| 65. | Deliver an integrated laboratory medicine service for the east region. | 61 |  |  |
| 66. | Developing through the East Region Ophthalmology Network Board - sustainable ophthalmology model, outpatient optimisation, theatre productivity which will mitigate workforce risks utilising community based services to shift the balance of care from acute to community. | 61 |  |  |
| 67. | Regional Trauma Network-SG commitment to deliver a trauma network for Scotland-directing patients to most appropriate level of care for their injury. (point of injury to rehabilitation)  Working towards MTC at RIE in 2021/22. | 61 |  |  |
| 68. | East Region Partnership Plans for multi-agency approach to tackling Type 2 Diabetes in the region-weight management services implementation approach to reversing and preventing Type 2 Diabetes through evidence based community delivered programmes. | 61. |  |  |
| 69. | East Region Radiology Services –demand issues requiring regional approach to interventional radiology services and future national radiology programmes deliverables. | 62 |  |  |
| 70. | East Region building a coordinated regional approach to innovation. New technologies - focus on managing demand , patient expectation and workforce | 62 |  |  |
| 71. | Cancer Services- Develop regional approach to addressing access and workforce challenges using established regional cancer network arrangements and development of new regional cancer centre. | 62 |  |  |
| **Financial Plan 2019-22** | | | | |
| 72. | Financial Plan 2019-22 | 62 |  |  |

1. <https://www.gov.scot/publications/main-report-national-review-primary-care-out-hours-services/> [↑](#footnote-ref-1)