

REPORT TO: East Lothian Council

MEETING DATE: 23 February 2016

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Integration Joint Board Strategic Plan

1 PURPOSE

- 1.1 This report provides a synopsis of the East Lothian Integration Joint Board's consultation draft Strategic Plan for adult services. It identifies key priorities, processes and timescales, including the process of consultation in line with the Public Bodies (Joint Working) (Scotland) Act. (The draft Strategic Plan is available in the Members' Library, Ref: 31/16, February 2016 Bulletin.)

2 RECOMMENDATIONS

Council is recommended to:

- 2.1 Agree the detail of the IJB's draft Strategic Plan for adult services in health and social care, its key priorities and timeframe for delivery;
- 2.2 Note that the Strategic Plan encompasses as a key priority a review and refresh of the extant Older People's Strategy;
- 2.3 Note that the Strategic Plan will be delivered within available resources. This recognises the challenges and constraints on the budgets identified by East Lothian Council and by NHS Lothian for all delegated services;
- 2.4 Support the key ambition of the IJB to shift resources from acute services into community care and support within the lifetime of the Strategic Plan; and
- 2.4 Note the process of "directions" from the IJB to both East Lothian Council and NHS Lothian for delegated functions and services.

3. BACKGROUND

- 3.1 The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) places a duty on Integration Joint Boards (IJBs) to develop a Strategic Plan for delegated functions and budgets under their control, developed in collaboration with their partners and revised at least every three years.
- 3.2 The Act requires each IJB to establish a [Strategic Planning Group](#) (SPG) whose role is in developing and finalising the Strategic Plan and in continuing to review progress, measured against the [statutory outcomes for health and wellbeing](#) and associated indicators. The SPG is well established in East Lothian and has been actively involved in the process of the Strategic Plan development.
- 3.3 The first strategic plan of an IJB must be prepared before the integration start date, which is the date on which the Health Board and the Local Authority delegate functions, based on directions aligned to the Strategic Plan. In East Lothian the start date is agreed as 1 April 2016 and the Strategic Plan must be fully prepared in advance of this so that the IJB can function immediately.
- 3.4 The Strategic Plan describes the services and capacity required by our local population along the spectrum of care of all delegated functions. Resources within the scope of the Strategic Plan comprise the payment made to the IJB by the Local Authority for all adult social care services, the payment made to the IJB by the Health Board for delegated primary and community healthcare services and local hospital services, and the amount “set aside” by the Health Board for delegated services provided in large acute hospitals for the population of the IJB.
- 3.5 Lothian Health Board and East Lothian Council will make payments to the IJB in respect of all delegated functions and the IJB, via the mechanism of the Strategic Plan, will give “directions” and make payment where relevant to the Health Board and Local Authority for delivery of those functions and services in line with the Strategic Plan. (The legislation uses the term payment for the transfer of resources. This term does not necessitate cash transactions.). The detail of developing the directions aligned to the final version of East Lothian’s plan has been agreed and finalised with the Chief Officer, Chief Finance Officer and Section 95 Officer.
- 3.7 Directions will be made at least annually, and for year one of integration will comprise a mixture of continuity and change. In 2016-17, for the majority of delegated services the IJB proposes to direct that services should continue as they are. In a small number of cases the IJB intends to direct change either because it is happening anyway, e.g. Carers Strategy support as determined by legislation and/or because it has been identified as an immediate priority through the strategic planning process, e.g. reducing use of unscheduled hospital care.

- 3.8 As required by [legislation](#) two separate consultation processes have been held over the course of 2015-16 to inform the development of the Strategic Plan. The processes have been wide ranging and comprehensive, involving statutory partners, stakeholders, interest groups, area partnerships and wider communities. With the support and input of the Strategic Planning Group, [feedback](#) from the consultations will be incorporated into the final version of the Strategic Plan which will be proposed for adoption by the IJB in advance of 1 April 2016 as required by legislation.
- 3.9 The second draft Strategic Plan draws on a wide range of information to form a case for change over the period 2016–19: it describes why strategic priorities have been selected and includes a review of the financial context in which the IJB’s plans and ambitions are set.
- 3.10 The Plan equally articulates a clear ambition in stating the intention to shift resources from institutional or acute care into our communities within a short timeframe, and in doing so delivering better outcomes.
- 3.11 The Strategic Plan has been developed within the overarching principle that it brings together and will review all extant and future strategies and plans for health and social care in East Lothian under a “One Plan, One Change Programme” framework which reports and is accountable to the IJB.
- 3.12 By means of summary, the construct of the second draft Strategic Plan is:
- 3.12.1 The case for change: a synopsis of current health and wellbeing inequalities across the county, rising service demands, costs and associated outcomes, and consideration of current and future financial and human resources. The second draft Plan asserts that the case for change is unassailable and that a sustainable strategy is required to address the known challenges.
- 3.12.2 The principles, values and strategic objectives of the IJB’s Strategic Plan including the vision that people in East Lothian will “live the lives they want as well as possible, achieving their potential to live independently and exercising choice over the services they use”. The immediate key priorities of the Strategic Plan are to measurably reduce unscheduled care activity and delayed discharges, to work with partners to reduce variation and inequalities, to prioritise a strong focus on prevention and early intervention and to ensure best value for the public pound.
- 3.12.3 The joint strategic needs assessment and gap analysis: an analysis of the needs of our communities which forms the basis of intelligence led strategic decision making within East Lothian and consideration of the policy, planning and service gaps to be addressed as priorities.

- 3.12.4 Strategic partnerships: a clear commitment to establishing a range of inclusive, mutually beneficial relationships which improve the closer integration of services, decisions that are better aligned with the needs of the people of East Lothian and improved health and wellbeing as the overarching goal.
- 3.12.5 Financial context and resources analysis: identification of the aligned resource strategy, a financial framework to support delivery of the Strategic Plan and a recognition that whilst aims and aspirations are extensive, the Strategic Plan will have to be delivered within the resources available.
- 3.12.6 The resources analysis specifically outlines the intention to carry out a review of all health and social care bed bases across East Lothian (Edington, Belhaven, Eskgreen and Abbey) in line with the commitment to refresh the extant Older Peoples Strategy and in order to establish
- the utilisation of existing bed provision and future need
 - the appropriateness of different types of provision by locality
 - the economic feasibility of new or different models of care delivery and options for re-provision
 - existing estates, including ongoing costs, any investment required or disinvestment/reinvestment potential.
- 3.12.7 The Plan's gap analysis also explicitly identifies the need to accelerate work on a number of outstanding areas in relation to the refresh of the Older People's Strategy. These include development of a new East Lothian Community Hospital, expansion of respite care, embedding re-ablement services and improved and enhanced care of people with dementia. These will be prioritised as key actions.
- 3.12.7 The financial context section of the Plan highlights that the main focus for 2016/17 is to ensure that the Partnership manages the increasing demands on resources in the most effective way. The overarching aim is to find different ways of delivering and commissioning high quality services cost effectively. East Lothian Council have agreed and finalised their elements of the budget for delegated functions including application of the £4.4m Integration Fund which will flow through the IJB. Currently indicative budget information from NHS Lothian for delegated functions will be formalised over the next 2 months and as this becomes embedded in directions from the Strategic Plan the detail will specifically include and articulate diversion of money away from acute hospitals over the lifetime of the Plan and moving it into community care and primary care. The Plan equally recognises that to ensure whole system stability, particularly within the NHS acute sector, there will be a need for close working with partner IJBs as this progresses.

- 3.12.8 Key enablers: a summary of supporting frameworks including the IJB performance framework, governance, communication and engagement, organisational development and information management and technology.
- 3.12.9 Strategic change programmes: a broad range of specific, measurable priority actions to be achieved over the 3 year lifetime of the Strategic Plan. The actions are grouped under the key themes of best health (prevention and early intervention), best care (care closer to home) and best value (efficiency and effectiveness), are locality focused and based on the needs assessment and gap analysis.
- 3.12.10 A range of appendices including the dedicated [housing contribution statement](#) for health and social care and a suite of locality profiles.
- 3.12.11 The IJB has specific duties in respect of strategic planning and will assume lead responsibility to coordinate and achieve the health and wellbeing outcomes of the East Lothian Partnership. The Strategic Plan therefore relates and aligns directly to the Single Outcome Agreement and other East Lothian Council plans including the Local Housing Strategy and Criminal Justice partnership plans.

4 POLICY IMPLICATIONS

- 4.1 The implementation of actions and recommendations made in this report will ensure that the IJB complies with legal requirements.

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 The Strategic Plan places a strong and explicit emphasis on designing services and approaches which will more effectively address the continuing health inequalities in East Lothian. An equality impact assessment has been completed and incorporated in the consultation draft.

6 RESOURCE IMPLICATIONS

There are no resource implications directly associated with this report.

- 6.1 Financial - none
- 6.2 Personnel - none
- 6.3 Other - none

7 BACKGROUND PAPERS

7.1 East Lothian Strategic Plan: Second consultation working draft
(Members' Library Ref: 31/16, Feb16)

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