

Midlothian Integration Joint Board



Thursday 7th June 2018

Development of IJB Strategic Plan 2019-22

Item number: 4.5

Executive summary

This report explains the proposed process for developing the next IJB Strategic Plan. The Strategic Plan should explain how the IJB intends to use its resources to improve the health and wellbeing of the people of Midlothian. The redesign of health and social care should be based on a good understanding of the needs of the local population. In addition, the success of the Plan requires the support and active contribution of all stakeholders including staff, voluntary organisations, unpaid carers, patients, service users and the public. In order to achieve this there is a need to begin the process of developing the 2019-22 Strategic Plan now. This report lays out a proposed timetable for its development

Board members are asked to:

- 1. Note and approve the timetable for the development of the next strategic plan.*
- 2. Agree the role and contribution of IJB members to the development of the plan.*

Development of IJB Strategic Plan 2019-22

1. Purpose

- 1.1 This report explains the proposals to develop Midlothian IJB's second Strategic Plan to cover the period 2019-22

2. Recommendations

- 2.1 To note the key steps and proposed timetable for the production of the 2019-22 Strategic Plan.
- 2.2 To consider and agree how members of the IJB can contribute to and help lead this process.

3. Background and main report

3.1 Development of 2016-19 Plan

- 3.1.1 Stakeholder Engagement: During 2014 an extensive programme of consultation and engagement was undertaken with the public; NHS Lothian and Midlothian Council staff; the voluntary sector; and independent providers of health and social care. This programme sought to gather opinions about the quality and design of local services. There was a high level of interest and engagement particularly from user groups and members of the public.
- 3.1.2 Assessment of Need: A Joint Strategic Needs Assessment was developed using a variety of expert opinion, available data and comparison with other areas, to build up a picture of the health issues affecting the Midlothian population. The Needs Assessment helped to ensure our health and social care services are designed to meet the current and future needs of the population.
- 3.1.3 Strategic Planning Group: The Public Bodies Act regulations prescribe the need for the IJB to establish such a group with wide representation. The Midlothian Group has overseen the development of the 2016-19 Plan; the production of the Annual Delivery Plans for 2017-18 and 2018-19; and has an ongoing role in monitoring the implementation of these plans.

3.2 Development of 2019-22 Plan

- 3.2.1 There were a number of lessons arising from the development of the first Strategic Plan:
1. Establishing a sense of ownership is enhanced through involvement at an early stage rather than simply commenting upon a well-developed plan.
 2. Creating face-to-face opportunities rather than relying upon written comments or surveys leads to a richer contribution.

3. Reaching the wider population as well as existing interest groups is challenging.
 4. Providing material in a clear, easy to read and interesting format makes it much more likely people that people will read and understand written documents.
- 3.2.2 The Strategic Planning Group is well established with a much stronger sense of purpose and is well placed to lead the development of the next Strategic Plan.
- 3.2.3 The Joint Needs Assessment, compiled in 2015, is comprehensive and informative but needs to be updated.
- 3.2.4 A programme of engagement should be planned as soon as possible to allow forward notice and maximum participation.

3.2 Key Documents

- 3.3.1 The development of the Strategic Plan will entail the compilation of the following documents:
- Updated Joint Needs Assessment: Outlining the health and care needs of the Midlothian population.
 - Engagement Strategy: National guidance requires the development of an engagement strategy for the purposes of compiling the Strategic Plan.
 - Summary of Feedback from Users and Unpaid Carers: Following extensive consultation, a summary report will be compiled outlining the main concerns and ideas from the public.
 - Locality Plans: The regulations require that each IJB area designate a minimum of two localities. The rationale for this was to ensure that services become more locally sensitive and that greater emphasis is placed upon capacity building and coproduction. The IJB previously agreed that, given Midlothian's relatively small size, the IJB would designate two localities – East and West Midlothian- whilst recognising that many services will be provided across Midlothian.
 - Housing Contribution Statement: In recognition of the key role of housing in the delivery of more effective health and care services, the regulations require the compilation of a Housing Contribution Statement.
 - Draft Versions of the Strategic Plan: The regulations require that first and second drafts of the plan must be produced to allow for a period of formal consultation.
 - Equality Impact Assessment: This will identify any risks to equality groups arising from the draft plan.
 - Easy Read Version of the Strategic Plan: An accessible summary for dissemination to staff, voluntary organisations and independent providers. This is recognition of the need to ensure that we are able to develop a shared vision and approach to the delivery of health and care in Midlothian.

The timetable for the development of these documents is outlined in appendix 1.

4. Policy Implications

- 4.1** The Public Bodies (Joint Working) Act requires the IJB to prepare a Strategic Plan laying out how it plans to deliver the key health and care outcomes for the Midlothian population.

5. Equalities Implications

- 5.1** One of the key sections and main objectives of the Plan is to address, more effectively, the Health Inequalities experienced by people in Midlothian. A rapid impact assessment will be undertaken in December 2019 to consider how best to ensure that there are no unintended adverse implications for equality groups arising as a result of the Plan and its proposed implementation.

6. Resource Implications

- 6.1** The delivery of the Strategic Plan is not dependent on new resources but rather a redistribution of the total resources available to the partnership-approximately £127m per annum. However, it must be acknowledged that shifting resources from hospital and care home provision to community based services, and placing more emphasis on prevention will be very challenging in light of the continuing financial constraints facing health and social work. Nevertheless, the IJB has been given the responsibility of bringing about a transformation of services to ensure that, in the longer term, the needs of the growing and ageing population can be met.

7 Risks

- 7.1** There is a risk that, as a result of the financial pressures facing both NHS Lothian and Midlothian Council, the capacity to support and enhance preventative services will be jeopardised. Similarly, the continuing pressures on the acute hospital services will make it very challenging to shift resources from there to strengthen community-based services.

8 Involving People

- 8.1** The development of the Plan will be informed by extensive consultation and engagement with staff, the public and other key partner organisations.

9 Background Papers

Appendix 1 Preparation of IJB Strategic Plan 2019-22

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