



**Midlothian  
Health & Social Care**

# **Midlothian Integration Joint Board Strategic Plan 2022-2025**



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# Who we are

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The Integration Joint Board (IJB) plan and direct health and social care services for the people of Midlothian. It is a planning and decision-making body that was created by Midlothian Council and NHS Lothian in 2015 and is responsible for the integrated budget (received from Midlothian Council and NHS Lothian). It allocates this in line with the objectives set out in this Strategic Plan. The IJB has a range of responsibilities and legal duties as outlined in the Public Bodies (Joint Working) (Scotland) Act (2014).

The IJB meets regularly and includes members from NHS Lothian and Midlothian Council, the Third Sector, staff and people who represent the interests of people and communities, patients, service users and carers.

The IJB is supported to develop and monitor the delivery of this Strategic Plan by the Strategic Planning Group – with representatives from Midlothian Council, NHS Lothian and the Third Sector.

You can find the full list of services the IJB is responsible for at [www.midlothian.gov.uk/mid-hscp](http://www.midlothian.gov.uk/mid-hscp) in the Scheme of Integration. We have listed some of the services below:



Care in Hospitals which isn't planned (unscheduled care) including Accident and Emergency, Minor Injuries, Acute wards.

Midlothian Community Hospital

Community based health care (Primary care) including GPs, District Nurses, Dentists, Pharmacists, Mental Health services, Substance Use Services, Community Respiratory team

The following Health services for children and young people under 18: Health Visiting, School Nurses, Vaccinations of children.

Allied Health Professionals –including physiotherapists, dietitians, podiatrists

Palliative and End of Life Care



Social Work support for adults including adults with dementia, learning disabilities, older people

Day services for older adults and people with learning disabilities

Care at Home services

Health services for people who are homeless  
Extra Care Housing for people who need housing with extra support

Services to support unpaid carers and breaks from caring

Care Homes

Services to address health and care needs of people in the justice system

# Integration Joint Board Development

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Integration Joint Boards are public bodies. Collectively, Board members have a responsibility to act in the interests of the Board and to plan strategically for, and have operational oversight of, the range of integrated health and social care functions and services set out within the Midlothian Integration Scheme. Board members also have a responsibility to act in accordance with relevant legislation as well as have regard to any guidance issued by Scottish Ministers.

Board members have a complex role. They bring a variety of different experiences, skills, knowledge and understanding of particular issues. They need to work constructively and collaboratively with each other, with the Board's Officers and with other planning and delivery organisations that contribute to health and social care. They need to understand the complexities of finance and the implications of risk, provide leadership and challenge, to make decisions and to scrutinise performance.

There will be a particular focus on Board Development during the period of this Strategic Plan to continue to strengthen, develop and improve Board member contribution. This will include Board self-evaluation, resulting in a Board Development Plan to pull together themes and areas for action. This Development Plan will aim to ensure an on-going development programme that is tailored to the individual and collective needs of both new and current Board members.

# What we are trying to achieve

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We plan and direct health and social care services and manage the allocation of the budget. We aim to:

- **Improve the quality of health and social care services** and achieve the 9 national health and wellbeing outcomes;
- **Change how health and social care is delivered** to better understand and meet the needs of the increasing number of people with long term health conditions, with complex needs and those who need support, working with people as partners in their health and social care.
- **Provide more support, treatment, and care for people in their homes, communities, or a homely setting** rather than in hospitals

## Our Vision and Values

**Vision:** People in Midlothian are enabled to lead longer and healthier lives.

**Values:** We will provide the right support at the right time in the right place.

## Our Strategic Aims

1. Increase people's support and opportunities to stay well, prevent ill or worsening health, and plan ahead.
2. Enable more people to get support, treatment and care in community and home-based settings.
3. Increase people's choice and control over their support and services.
4. Support more people with rehabilitation and recovery.
5. Improve our ability to promote and protect people's human rights, including social and economic rights and meet our duties under human rights law, through our services and support.
6. Expand our joint working, integration of services, and partnership work with primary care, third sector organisations, providers, unpaid carers, and communities to better meet people's needs.

# Challenges we face

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People expect to receive high quality health and care services when they need them, whether as a result of age, disability, sex, gender or long term health conditions. Yet there are a number of pressures on our services.

## **COVID-19**

COVID-19 has had a huge impact on the services we plan and direct, our staff, and the people we support. As the COVID-19 pandemic continues it continues to influence how we deliver services and what we are able to deliver. COVID-19 impacts staff absence and also deployment as staff may be required to move to different roles to support our response. COVID-19 will continue to require additional resource, for example to deliver vaccination clinics, deliver services in line with guidance, coordinate staff COVID-19 testing, and manage PPE provision locally.

## **A growing and ageing population**

Midlothian is the second smallest Local Authority in mainland Scotland but the fastest growing. This brings challenges for health and social care services and changes communities. As people live longer many more people will be living at home with frailty, dementia or multiple health conditions. An increasing number of people live on their own, and this may bring a risk of isolation.

## **Workforce pressures**

There is reduced availability of staff with appropriate qualifications or skills, including General Practitioners, Social Care Workers and Staff Nurses. The COVID-19 pandemic will continue to influence the health and care workforce and programmes such as mass vaccination have increased pressure on already stretched resources.

## **Financial pressures**

We need to do things differently: the traditional approach to delivering health and care services is no longer financially sustainable. However shifting resources from hospital and care home provision to community based services, and placing more emphasis on prevention, can be challenging especially with the financial constraints facing health and social work.

## **Independent Review of Adult Social Care (Feb 2021)**

The Review looked at outcomes for people who use services, their carers and families and the experience of those working in the sector. There are likely to be significant changes to care services as a result.

## **Unpaid carers pressures**

Unpaid carers fulfil significant, valuable and wide-ranging roles, helping to keep people with care and support needs within our communities. During the pandemic many people became carers for the first time, or saw changes to their caring role, resulting in them providing significantly more

care for their elderly, sick or disabled family, friends and neighbours. Through this period services supporting carers continued to offer support, including digitally, and by telephone, though services supporting the person they provide support to may have been reduced, e.g. respite and day services, impacting on carers. Further work is required to reduce the significant pressure and impact of caring that carers reported, by continuing to explore innovative options to enable support to be given to both carers and the cared-for, and for there to be opportunities for breaks from caring.

### **Acute hospitals**

Acute hospitals are under huge pressure due to unsustainable demand and financial, workforce and infrastructure challenges. Investing in community-based services and work with carers is required to minimise avoidable and inappropriate admissions and facilitate earlier discharge. By treating people closer to home, or in their own home we can help to prevent people needing to be admitted to hospital and improve people's outcomes.

# Planning our workforce

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The health and social care workforce is our greatest asset. We must continue to invest in developing a skilled, flexible and adaptable workforce to support people and communities achieve the outcomes that are most meaningful to them. How we deliver on the strategic objectives will require a clear and ambitious workforce plan. To do this, workforce planning must recognise both the local and national workforce challenges alongside the ambition to redesign and transform integrated service offers and supports.

Even in challenging circumstances, health and social care staff continue to demonstrate an incredible commitment to the health, care, wellness and wellbeing of people and communities. Of course, the impact of the COVID-19 pandemic remains far reaching for us all. It is important not to miss the opportunity to also embed staff wellbeing and wellness as a core element of our culture. Now, more than ever, our commitment to develop new and meaningful ways to support the wellness and wellbeing of staff, teams and services must remain a long-term priority.

The 2022-2025 workforce plan will support this Strategic Plan and reflect the way we deliver services based on a shared responsibility to improve outcomes. It is vital to build a realistic and representative picture of the workforce required to realise those ambitions.

## **Our focus for workforce planning:**

- Deliver the 2022-2025 Workforce Plan
- Attract staff to fill vacancies including hard to fill posts
- Reduce vacancies, retain, support and upskill staff
- Reduce workforce Inequalities
- Increase support with digital access



# How Digital Technology can help us

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We live in a digital world and it is changing the way we work and provide services for you. We have to change the way plan and deliver services. Digital transformation is a key focus of the Scottish Government. A changing nation: how Scotland will thrive in a digital world\*, and Scotland's Digital Health & Care Strategy\*\* provide guidance from the Scottish Government about how we can best use digital technology to provide the right services for you, at the right time, at the right place.

Good health and social care relies on strong human relationships. Digital technology cannot replace those but can enhance them by transforming how we connect and keep in touch with services or monitor our own health. It can also help us capture and bring together information about people who use our services in a way that can help us plan and deliver them more effectively.

Our Digital Programme and Oversight Board will make best use of digital technology across the organisation and consider issues such as: privacy; inclusion; choice; access; and control.

## **Our focus for digital development:**

### **1. Supporting People**

We will support our staff and people who use our services so everyone is comfortable and confident with these changes.

### **2. Equipment and Technology**

We will support our staff and people who use our services to access new and existing digital technology

### **3. Improving Access to Person-Centred Care**

We will support our network of partners to change our thinking and planning processes to explore alternative ways to deliver our services

\*[www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world](http://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world)

\*\*[www.gov.scot/publications/scotlands-digital-health-care-strategy](http://www.gov.scot/publications/scotlands-digital-health-care-strategy)

# How we plan services

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We write this Strategic Commissioning Plan (we call it a Strategic Plan) to set out how we will plan and deliver health and social care services over the next 3 years to improve and support the health and wellbeing of the people of Midlothian. It tells people:

- What we want to achieve - through our vision and strategic aims
- The way we will do things - through our values
- What we will do, including what we will do differently to achieve our aims
- How we will use our budget and resources to do this
- How we will measure how well we are doing

Through this plan we must make big changes to how we plan and fund services to make sure that we can continue to meet the needs of our growing and ageing population, and that the challenges we laid out above can be addressed. This involves redesigning services, and a redistribution of resources, including financial resources. We must put more focus on prevention and early intervention and move resources from hospitals to community-based services. To support this each area of the plan has been split into 3 sections - prevention and early intervention, support and treatment, and crisis and emergency. This helps us to demonstrate how we are increasing the balance of our work across all services towards prevention and early intervention.

## Human rights

We are committed to developing a human-rights based approach. This means taking practical steps to put human rights principles and standards at the centre of our policies and day-to-day practices. This not just about protecting people's rights and preventing harm, it means improving and demonstrating how we fulfil rights including social, cultural and economic rights.

The approach provides a practical framework that supports decision-making at all levels, including day-to-day operational decisions. It will enable us to balance competing priorities and to demonstrate the basis for decisions in difficult circumstances.

Applying the approach complements our commitment to equality and reduction of health inequality as it prioritises people who face the biggest barriers to realising their rights. Applying this approach will mean that:

- People will know more about their rights, how to claim them and how to hold people to account
- Practitioners will be more aware about their role in promoting and upholding rights
- People will have greater opportunity to participate in decisions that affect their rights
- As an organisation we will be better able to demonstrate how we are fulfilling our human rights obligations
- We will be more accountable for our actions and decisions

## Understanding needs

To help us develop our plan we research and produce a **Joint Needs Assessment**. The Joint Needs Assessment uses different data to build up a picture of the key health and social care issues affecting people in Midlothian. It helps us ensure we plan and design services to meet the current and future health and social care needs of the population in Midlothian.

## Localities

The law requires that we designate at least two 'localities' for planning purposes. We have 'west' and 'east' localities. However, as the smallest mainland authority operating as a Partnership, we cannot plan, organise and commission services in two separate localities which do not reflect any recognisable sense of belonging. Instead we focus on developing stronger links with our natural communities, including those identified by the Community Planning Partnership for 'area targeting'. Data will be produced annually for each locality and published in the Annual Report.

## Engagement with people and partner organisations

We support representatives from the third sector, carers and people with lived experience to be part of our formal planning groups including the IJB, the Strategic Planning group and Service Area planning groups. Our Engagement Statement on [www.midlothian.gov.uk/mid-hscp](http://www.midlothian.gov.uk/mid-hscp) explains how we engage with people. To be successful and achieve our aims our plans need to be continually informed by engagement with people who use our services and their families and carers. We will continue to work with a wide range of people who live and work in Midlothian and stakeholders including third sector organisations, service providers, and staff.

## Advocacy

Advocacy plays an important role in making sure people's views are heard and taken into account so that people are fully involved in decisions that impact their lives. It can help people understand their care and support processes, talk about how they feel about their care, and challenge decisions about their care and support. Independent Advocacy will support our human-rights based approach. It is a crucial tool in supporting people's understanding of their human rights and exercising the ability to access those.

## Health inequalities

Health inequalities are unfair and avoidable differences in people's health across population groups. They disadvantage people and limit their chance to live longer, healthier lives. For example people in the most affluent areas of Scotland, experience over 20 more years of good health compared to people in most deprived areas. The life expectancy of people with learning disabilities is substantially shorter than the average life expectancy in the UK. COVID-19 has widened inequalities. The effects of contracting the illness, as well as the lockdown measures, are significant and unequal. Groups that were already experiencing health, economic and other inequalities, such as those in the most-deprived areas and people from ethnic minority backgrounds have been most affected. We have a duty to address inequalities, and to do this we must distribute resources and plan our services according to need.

## **Equality in Midlothian**

We believe that everyone should have equal opportunities. No one should have worse life chances because of their sex or gender, what they believe, or whether they have a disability. Equality does not mean that everybody should be treated in the same way; sometimes services should be provided in a different way to meet the different needs of people. We are committed to working to reduce inequalities in Midlothian. Our Equalities Outcomes on [www.midlothian.gov.uk/mid-hscp](http://www.midlothian.gov.uk/mid-hscp) set out the key equalities areas we have identified and how we will work on these over the next 4 years.

## **Palliative and End of Life Care**

We work together with health, social care and the third sector to improve the services offers and supports available for people of any age whose illness is not curable.

Our ambition for palliative and end of life care is to ensure that

- people are always at the centre of the care they receive
- service offers and supports are accessible, adaptable, and flexible
- people experience care in a way that is most meaningful to them

We will ensure that staff have the knowledge, skills and support to deliver excellent care for people at the end of their life. We will improve anticipatory care planning by enabling staff in all sectors to access appropriate learning opportunities, and improving the support available for people approaching the end of their lives, their families and the staff involved in their care. A continuing focus is to access information and inform plans around workforce and capacity in the community to provide high-quality palliative and end of life care as close to home as possible.

## The Midway

We are committed to our work on focussing on what matters to someone and looking for what is strong, not what is wrong. We call this approach “The Midway”. We will support our staff, and colleagues in the Council, Primary Care and Third Sector to help them develop how they work, and how they design their services using “The Midway” so that people are equal partners in care and treatment.

The Midway focuses on:

- **Beliefs and Values:** Our staff are facilitators not fixers. They recognise the person is an expert in their own life.
- **Good Conversations:** Our staff shift power to the person. They support self-management, building on coping, and hopes.
- **Understanding Trauma:** Our staff understand trauma. They recognise and respond to the impact of trauma.
- **Addressing Inequality:** Our staff recognise inequality. They address unfair disadvantaged people face.

## Clinical Care & Governance

We need to make sure that we provide high quality, safe and person centred services, continually improve our services, and that everyone working in the organisations understands their responsibility for this. Clinical and care governance is the process by which we do this. It ensures accountability for the quality, safety, effectiveness and person centeredness of Midlothian HSCP Services is monitored and assured.

## Best Value

We need to ensure we meet the duty of Best Value as outlined in the Local Government in Scotland Act 2003. This means ensuring there is good governance, good management of our resources, and ongoing improvement, so we deliver the best possible outcomes for the public with the money and resources we have available. To help us to do this the IJB must make sure there are arrangements in place for looking at performance, progress towards achieving objectives, and holding partners to account.

# How we measure performance

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We measure our performance to see what is working well, what can be improved and how well we are meeting the key aims of integration, our strategic aims and progressing our strategic plan.

We look at:

- Our annual performance report
- Quarterly reports across a range of services
- A performance framework with quantitative measures (in development).
- Quarterly reports to the Scottish Government Ministerial Strategic Group (MSG) Indicators
- Reports on progress against directions

# How we put our plan into action

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To put our plan into action we send written instructions to NHS Lothian and Midlothian Council. These instructions are called **Directions**.

The Directions tell NHS Lothian and Midlothian Council what services they need to deliver, and the budget they have been allocated to do this from the IJB budget. A Direction must be given for every function that has been delegated to the IJB.

We need to issue directions and look at how well they are being delivered.

Directions are sent at the start of each year but can be updated on an ongoing basis throughout the year as IJBs can make decisions which will mean changes to services or new investments during the year and they will need to provide Directions on these.

# How we will use our budget

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Each year both partners (Midlothian Council and NHS Lothian) agree the contribution they will allocate to the IJB for the health and social care services that the IJB is responsible for. This is the IJB Budget. The budget is limited by the resources available to the partners. The IJB may receive additional Scottish Government funding through the year.

The IJB's financial plan explains in financial terms, how the IJB will deliver this 3-year strategic plan. A separate detailed medium term financial plan is being developed covering the period of this new Strategic Plan.

## Financial Risks and Challenges

**Pressures from pay awards** and improved terms and conditions (the move towards 'fair work' practices in commissioned services). It is not clear if the partners will be fully funded for these investments in staff and therefore if there will be a financial pressure on the IJB

**Covid 19 Pandemic.** From March 2020 to March 2022 a range of additional funds were made available to support the large costs of delivering health and social care services during the COVID-19 pandemic. It's currently unclear how much, if any of these funds will be available in 2022/23 and beyond whilst it is clear that a range of costs due to the COVID-19 pandemic will continue.

**Drug cost pressures-** as new drugs and new drug treatment regimes become available these cost pressures have historically been greater than any resource increases. Part of this challenge will be the increased costs of vaccinations arising from both a new model of delivery and the impact of the COVID-19 pandemic.

**Inflation** – health and social care inflation runs higher than general inflation, inflation is projected to increase over (at least) 2022/23.

**Demographic – growing older population and growing demand generated by an increasing overall population.** The financial model that changes resource allocations to Councils and Health Boards as their populations numbers change has a considerable lag and population increase creates a significant demand and cost pressure. The challenge of caring and supporting an ageing population is an underpinning theme for the IJB.

**Operational Pressures** – The challenges outlined above will be greater than any additional financial resources to meet them. This will mean that the IJB need to make big changes to how health and social care is delivered in order to deliver the services, care and support needed with the money that is available.

## Annual Budget – Assumptions

As the budget for the IJB is set on an annual basis in March/April each year we have to estimate the budget for the 3 years of the plan:

- **NHS Lothian** – in 2022/23 we anticipate a possible 2.0% uplift on all budgets and an element to cover the increase in employers National Insurance costs per the UK government's latest plan.
- **Midlothian Council** - Additional funds are being made available to invest in social care and to allow the social care providers to lift the base pay rates for their employees to £10.50 per hour and these funds will be made available to the IJB. However, the settlement for the Council's suggest that no uplift from the Scottish Government will be available to fund pay awards or further demand.

**Our estimated annual budget for 2022/23 has not yet been finalised but the values based on the 21/22 budget as an illustration are £144.2m**

**1. Social Care (from Midlothian Council). £47.7m**

These are adult social care services in Midlothian.

**2. Health – Core Services (from NHS Lothian). £65.1m**

These are local health services which are managed by the HSCP. These include primary care services (GPs, pharmacists etc), district nursing, community mental health teams, community learning disability teams, and Midlothian Community Hospital.

**3. Health - Hosted Services (from NHS Lothian) £13.6m**

These are services are managed on a pan-Lothian basis. The IJB has a share of the total budget for these services based on its population. These services include the mental health and learning disability in-patient services in the Royal Edinburgh Hospital, the rehabilitation in-patient services at the Astley Ainslie Hospital and the sexual health services at Lauriston.

**4. Health - Set Aside budgets (from NHS Lothian). £17.8m**

The IJB has functions delegated to it, referred to as unscheduled care services (Accident and Emergency and unplanned admissions) which are managed by NHS Lothian's Acute Hospital system. The IJB's budget includes a share of these services, again based broadly on population. The budget is 'set aside' by NHS Lothian on the IJB's behalf.

The IJB's budget is for the direct costs of the services that it is responsible for. This means its budgets do not include any resources for the running costs of property (e.g. cleaning, utility costs, rent, maintenance) and do not include any administrative overhead costs (e.g. finance, HR, IT, estates and other services). The IJB does have a capital budget or own any property or assets.



# Our plans

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# Older People

(Community Services)

**Planning group:** Older People's Planning Group

**Planning Lead:** Catherine Evans

## Prevention & Early Intervention

- Improve accessible information so that people know what is going on in their community and what services can help them
- Create opportunities for older people to connect to others and contribute to their community
- Provide support that promotes being active, independent, confident and financially secure
- Support people to make plans for their future health and wellbeing
- Build stronger collaboration with older people, the voluntary sector and other partners to improve outcomes for older people

## Support & Treatment

- Provide services that are accessible, available, appropriate and of high quality across Midlothian.
- Improve awareness and fulfilment of human rights for older citizens.
- Provide services that connect well with each other and work holistically to support people.
- Develop appropriate day support for all older people to reduce isolation and increase social connection
- Design services and systems so that people have more control over decisions that affect them.
- Support more people with rehabilitation and recovery at home or close to home
- Improve physical, digital and personnel infrastructure

## Crisis & Emergency

- Increase likelihood that emergency care is person-centred through increased use of emergency plans and supported decision making



# Frailty

**Planning group:** TBC

**Planning Lead:** Amanda Fox

## Prevention & Early Intervention

- Identify people who are living with frailty
- Improve anticipatory care planning support for people living with frailty
- Make it easier for people with frailty to access support from third sector organisations

## Support & Treatment

- Improve coordination of care in the community for people living with frailty
- Support services to identify people living with frailty to improve treatment plans
- Improve the support offered to people with frailty by Primary Care

## Crisis & Emergency

- Develop approaches to reduce avoidable unscheduled activity





# Physical Disability & Sensory Impairment

**Planning group:** Physical Disability & Sensory Impairment

**Planning Lead:** Tom Welsh

## Prevention & Early Intervention

- Increase the availability of suitable housing.
- Improve access to wider public services
- Reshape services in light of improved understanding of needs and barriers faced by Disabled People in relation to health and social care

## Support & Treatment

- Improve access to health and social care services.
- Develop Self Directed Support in line with Social Work Scotland's new standards
- Increase access to community-based rehabilitation
- Strengthen local services for people with a Visual Impairment
- Strengthen local services for people with a Hearing Impairment
- Deliver local services for Adults with Complex and Exceptional Needs (ACENS)

## Crisis & Emergency

- Improve support to Disabled People and their Carers to plan ahead and reduce stress and uncertainty at times of crises



# Mental Health

**Planning group:** Adult Mental Health

**Planning Lead:** Karen Darroch



## Prevention & Early Intervention

- Improve access to Community Mental Health Supports
- Suicide Prevention
- Improve physical health
- Improve access to information about self-management

## Support & Treatment

- Improve holistic support
- Reduce waiting times for Psychological Therapy
- Reduce waiting times for Occupational Therapy
- Improve the provision of appropriate housing

## Crisis & Emergency

- Improve same day access for people with Mental Health and crisis/distress
- Improve support for people who attend A&E frequently
- Improve access to Mental Health and wellbeing services through the Redesign of Urgent Care



# Learning Disability & Autism

**Planning group:** Learning Disability & Autism

**Planning Lead:** Duncan McIntyre

## Prevention & Early Intervention

- Empower people with learning disabilities and Autism to recognise and realise their human rights and to participate in community life free from fear, harassment and abuse.
- Support the wellbeing of people with Learning Disabilities and Autism throughout their life.
- Improve the Experience of Transition from School to Adult Life and Create appropriate developmental opportunities in Adult Life.

## Support & Treatment

- Develop a greater range of Housing Options
- Increase the availability of Flexible and Person Centred Day Opportunities to support greater choice including the development of appropriate community opportunities and services for people with complex needs.
- Review Transport to ensure more flexible and tailored provision.
- Develop Robust Community Services incorporating Positive Behavioural Support to support People with Complex Needs in crisis.
- Develop a Broader Range of Respite and Breaks Support
- Improve information on Advice, Support and Services

## Crisis & Emergency

- Support disabled people to participate in community life, free from fear of harassment and abuse.
- Support People with Complex Care Needs in Crisis



# Long Term Conditions

**Planning group:** TBC

**Planning Lead:** Hannah Cairns

## Prevention & Early Intervention

- Increase the number of people who are supported to be more physically active
- Increase the number of people who are supported to eat well.
- Improve screening & early detection e.g. cancer & type II diabetes
- Increase the number of people who are supported to address money worries.
- Increase the number of people who are supported to stop smoking

## Support & Treatment

- Embed the Midway - Support self-management, understanding trauma & addressing inequalities.
- Improve how we support people to plan for the future
- Improve community-based support for people with Heart Disease.
- Increase number of people managing COPD at home.
- Provide local support and treatment for people with Cancer
- Establish appropriate support pathways for people with Long Covid
- Improve access to rehabilitation and rehabilitation outcomes for people post Stroke
- Improve support to manage Type 2 Diabetes and increase remission
- Improve support and outcomes for people with neurological conditions.

## Crisis & Emergency

- Reduce hospital discharge delays resulting from housing needs





# Falls & Fracture Prevention

**Planning group:** Strategic Falls Group

**Planning Lead:** Gillian Chapman

## Prevention & Early Intervention

- Reduce number of falls during winter
- Improve knowledge of ways to reduce risk of falls
- Improve identification of people at risk of falls
- Increase physical activity programmes and falls prevention activities
- Improve knowledge of and access to home safety measures

## Support & Treatment

- Train staff to promote strategies and community resources
- Build an integrated approach to falls and fracture prevention

## Crisis & Emergency

- Provide timely, specialist, personalised care and support when someone has fallen.
- Improve outcomes after a fall



# Under 18

**Planning group:** GIRFEC, Children and Young People Wellbeing Board, EMPPC

**Planning Lead:** Fiona Stratton



This plan describes the services for children and young people which are the responsibility of the Midlothian IJB.

A wide range of other services for children and young people are planned and managed from other parts of the NHS Lothian system, by Midlothian Council and the third sector. The Midlothian GIRFEC Board has oversight of the development and delivery of the Integrated Children's Services Plan which covers the full range of health and social care services for children and young people.

## **Prevention & Early Intervention**

- Monitor health of children and young people.
- Reduce inequality.
- Support Parents
- Prevent avoidable illness

## **Support & Treatment**

- Improve children and young people's physical & mental health
- Improve capacity for strategic planning of services

## **Crisis & Emergency**



# Public Protection & Community Justice

## **Public Protection:**

**Planning group:** East Lothian and Midlothian Public Protection

**Planning Lead:** Kirsty MacDiarmid

## **Community Justice:**

**Planning group:** Community Justice

**Planning Lead:** Fiona Kennedy

## Prevention & Early Intervention

### Public Protection:

- Improve risk management of Adult Support and Protection practice in care homes
- Improve staff knowledge about Adult Support and Protection and improve transfer of learning into practice
- Support staff to manage cases that do not meet Adult Support and Protection criteria
- Improve staff knowledge about Violence Against Women and Girls and improve transfer of learning into practice
- Strengthen Midlothian's commitment to embed the Equally Safe priorities to prevent and tackle violence against women and girls

### Community Justice:

- Improve understanding of Community Justice.
- Plan and deliver services in a strategic and collaborative way
- Prevent and reduce the risk of further offending.

## Support & Treatment

### Public Protection:

- Support the HSCP to fulfil their statutory duties to report concerns about harm and co-operate with Adult Support and Protection investigations
- Improve supports for survivors and interventions for perpetrators of gender based violence

### Community Justice:

- Improve relationships and opportunities to enable participation in education, employment and leisure.
- Improve resilience and capacity for change and self-management.
- Improve life chances through addressing needs, including; health; financial inclusion; housing and safety.

## Crisis & Emergency

### Community Justice:

- Improve access to the services people require, including welfare, health and wellbeing, housing and employability



# Substance Use

**Planning Group:** MELDAP

**Planning Lead:** Martin Bonnar

## Prevention & Early Intervention

- Preventing Future Harm Caused By The Misuse Of Alcohol And Drugs
- Protecting and Safeguarding Children, Young People and Communities

## Support & Treatment

- Reducing Harm and Promoting Recovery.
- Commissioning and Assuring High Quality, Cost Effective Outcomes Focused Services

## Crisis & Emergency

- Reducing Harm and Promoting Recovery.

# RESOURCES





# Unpaid Carers

**Planning group:** Carers Strategic Planning Group

**Planning Lead:** Shelagh Swithenbank

## Prevention & Early Intervention

- Identify more carers
- Increase numbers of carers with future plans.
- Improve carer involvement in service design and delivery.

## Support & Treatment

- Improve access to Support, Information and Advice.
- Improve Carer Health & Wellbeing including Breaks from Caring
- Improve Carer's Financial Support and Economic Wellbeing

## Crisis & Emergency

- Planning Ahead: Support carers to have discussions and make plans to support the health and wellbeing of themselves and the people they care for in the event of a crisis or emergency.





# Respite

**Planning group:** Respite & Short Breaks

**Planning Lead:** Gillian Chapman

## Prevention & Early Intervention

- Improve Overnight Respite
- Improve equality of access to respite across Midlothian
- Plan respite for future need – efficient & effective use of resources.

## Support & Treatment

- Improve quality of respite
- Improve Procedures for Planning and Accessing Respite.
- Improve Information on Respite

## Crisis & Emergency

- Reduce potentially preventable hospital admissions



# Primary Care

**Planning group:** TBC

**Planning Lead:** Grace Cowan

## Prevention & Early Intervention

- Develop the Community Treatment and Care services to support all practices.
- Develop Pharmacotherapy services in General Practice to improving medicines management and access to medicines.
- Develop the MSK APP service to enable more people to access timely assessment and intervention for their MSK condition and reduce the requirement for GP involvement, ED attendance or onward referral.

## Support & Treatment

- Provide a comprehensive vaccination programme including Seasonal Flu and COVID Booster vaccinations
- Develop Primary Care premises to meet service requirements and respond to population growth
- Improve communication about primary care to improve sign-posting to the right support
- Support uptake and optimisation of technology across primary care
- Increase the adoption of data-led collaboration between General Practices and the HSCP to improve health outcomes for people.

## Crisis & Emergency

- Review admission to hospital via Primary Care services in evenings, at night and weekends through the Lothian Unscheduled Care Service to facilitate provision of care close to home.





# Acute Services

**Planning group:** Acute Services Planning Group

**Planning Lead:** Grace Cowan

To ensure appropriate use of acute services and unscheduled care we are working in collaboration with NHS Lothian and neighbouring IJBs to identify opportunities for transformation. This process is based on shared decision making and shared responsibility for the delivery of outcomes in this area.

New agreements, collaborative plans and reporting are currently being agreed in partnership and this plan will be updated accordingly.

## Prevention & Early Intervention

- Reduce potentially preventable admissions by improving access
- Establish and improve community-based early intervention support for people to reduce the need for acute care

## Support & Treatment

- Maintain delayed discharge occupied bed days though planned date of discharge approach
- Maintain the number of people living in and receiving care in the community

## Crisis & Emergency

- Maintain attendances to A&E
- Reduce unscheduled admissions
- Reduce unscheduled occupied bed days



# Midlothian Community Hospital

**Planning group:** TBC

**Planning Lead:** Kirsty Jack

## Prevention & Early Intervention

- Improve accessible information about Midlothian Community Hospital and the services it provides
- Support more older people to be financially secure
- Build stronger collaboration with older people, the voluntary sector and other partners to improve outcomes for older people

## Support & Treatment

- Improve processes to ensure services at Midlothian Community Hospital are operating effectively and efficiently.
- Improve quality of care for older people with mental illness
- Improve quality of care for people with dementia
- Increase the provision of holistic care
- Improve access to and quality of care and treatment for out-patients.
- Improve people's choice and control over their care and treatment and participation in decision making.
- Improve awareness and fulfilment of human rights for older citizens, including people who live in care or treatment facilities
- Support more people with rehabilitation and recovery.

## Crisis & Emergency

- Increase likelihood that emergency care is person-centred through increased use of emergency plans and supported decision making





# Sport & Leisure

**Planning group:** Attend - Falls, Long term Conditions, Older People

**Planning Lead:** Allan Blair

## Prevention & Early Intervention

- Improve equity of access to all physical activity opportunities.
- Increase the number of people having a positive experience at a Sport & Leisure venue or activity.

## Support & Treatment

- Increase community based support opportunities.

## Crisis & Emergency

- Increase support for communities in crisis or emergency.



# Housing & Homelessness

**Planning group:** Health and Homelessness & Extra Care Housing

**Planning Leads:** Gillian Chapman

## Prevention & Early Intervention

- Improve advice & support to people at risk of homelessness.
- Offer increased housing choice and options.
- Reduce unmet specialist housing demand.
- Increase awareness of Extra Care Housing to public & professionals
- Enable individuals & their families to make decisions regarding their long term care and support.

## Support & Treatment

- Increase the number of people accessing support in temporary accommodation.
- Increase choice and control for recovery from substance use.
- Improve support for people who are homeless with complex and multiple needs
- Reduce avoidable hospital admissions / delayed discharges.
- Enable people to live independently.

## Crisis & Emergency

- Reduce drug related deaths and non-fatal overdoses in supported temporary accommodation
- Make best use of available housing resources



# Housing Contribution Statement

## Introduction

Affordable, good quality, suitable housing in safe and connected neighbourhoods is vital for good health and wellbeing.

This Housing Contribution Statement describes the contribution that housing and related services play in delivering good health and social care.

Supporting people to live independently in their own home for as long as possible while managing complex needs in the community requires joint working. This statement sets out how housing and related services will work in partnership with the Integration Joint Board to achieve the outcomes in this Strategic Plan.

The main issues that affect housing and housing related support include:

- **An increase in demand for services** as people are living longer and have more complex long-term conditions
- **A shortage of suitable housing** for people who:
  - have a learning disability,
  - mental health issues
  - substance misuse problems
  - have bariatric conditions
  - use a wheelchair
  - are leaving hospital
- Design and provision of housing for people with dementia
- **Budget pressures** in relation to adaptations and differences in funding relating to tenure
- **Health implications for people who experience homelessness**
- **Pressures on temporary accommodation for homeless households**
- **Challenges faced by Care Experience Young People**

While Housing and Homelessness is not a delegated function to the Integration Joint Board housing is represented on the Strategic Planning Group and Integration and Housing sub-group and service specific strategic groups. The Health and Social Care Partnership, housing providers and 3rd sector organisations are represented at the Local Housing Strategy Strategic Working Groups and there are close links at an operational level.

## Links to other Strategies

This statement links to a number of local strategies:

### Local Housing Strategy (2021-2026)

[www.midlothian.gov.uk/downloads/file/4206/midlothian\\_local\\_housing\\_strategy\\_2021-2026](http://www.midlothian.gov.uk/downloads/file/4206/midlothian_local_housing_strategy_2021-2026)

This outlines Midlothian Council's vision that **"All households in Midlothian will be able to access housing that is affordable and of good quality in sustainable communities."**

It aims to do this within 5 years by:

- Increasing access to housing and the supply of new housing across all tenures
- Improving Place Making
- Homeless households and those threatened with homelessness are able to access support and advice services and all unintentionally homeless households will be able to access settled accommodation.
- The needs of households will be addressed and all households will have equal access to housing and housing services.
- Housing in all tenures will be more energy efficient and fewer households will live in, or be at risk of, fuel poverty.
- Improving the condition of housing across all tenures.
- Improving Integration of Housing, Health and Social Care

### Strategic Housing Investment Plan (annual)

[www.midlothian.gov.uk/downloads/file/4107/strategic\\_housing\\_investment\\_plan\\_202122\\_to\\_202526](http://www.midlothian.gov.uk/downloads/file/4107/strategic_housing_investment_plan_202122_to_202526)

This sets out social housing building projects planned for the next five years by Midlothian Council and Registered Social Landlords (Housing Associations). The Scottish Government provide funding through the Affordable Housing Supply Programme to support this.

The plan also includes information on housing provision for wheelchair users – including plans to build 484 'specialist homes' that includes wheelchair housing, amenity housing, bariatric housing and extra care housing.

### Rapid Rehousing Transition Plan

[www.midlothian.gov.uk/downloads/file/4108/rapid\\_rehousing\\_transition\\_plan\\_202021-202324](http://www.midlothian.gov.uk/downloads/file/4108/rapid_rehousing_transition_plan_202021-202324)

This plan explains how Midlothian will use the Rapid Rehousing model for homeless applicants to ensure:

- People have a settled, mainstream housing outcome as quickly as possible
- Time spent in any form of temporary accommodation is reduced to a minimum, with the fewer transitions the better
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a local community.



## Shared Outcomes:

The Midlothian Integration Joint Board Strategic Plan aims for 2022-2025 are:

- Increase people's support and opportunities to stay well, prevent ill or worsening health, and plan ahead
- Enable more people to get support, treatment and care in community and home-based settings.
- Increase people's choice and control over their support and services.
- Support more people with rehabilitation and recovery.
- Improve our ability to promote and protect people's human rights, including social and economic rights and meet our duties under human rights law, through our services and support.
- Expand our joint working, integration of services, and partnership work with primary care, third sector organisations, providers, unpaid carers, and communities to better meet people's needs.

Housing can contribute to these aims by:

### **AIM PREVENTION EARLY INTERVENTION**

<b>2,6</b>	Deliver further Housing Solutions training sessions to Health and Social Care staff and other partner organisations.
<b>5,6</b>	Occupational Therapist/Community Health Specialist input for all new build general housing
<b>3,5,6</b>	Partnership working with Children's Services to develop a homeless prevention pathway for care experienced and looked after young people.
<b>1,6</b>	Investigate the implications of significant projected numbers of older households for specialist and general housing
<b>1,2</b>	Ensure new build general needs accommodation is future proofed to accommodate wheelchair users & capable of being adapted to suit a range of needs including the elderly and those with dementia
<b>1,6</b>	Target energy efficiency advice at households most at risk of fuel poverty
<b>3,5,6</b>	Ensure staff are able to deliver a full range of Housing Options advice regardless of tenure. Provided access to training the Housing Options Training Toolkit.
<b>3,5,6</b>	Ensure a person centred approach is taken to the delivery of all housing options, homelessness and tenancy management functions by having a trauma informed workforce.

## **AIM      SUPPORT & TREATMENT**

<b>1,3</b>	Develop 104 extra-care housing flats/bungalows in Midlothian by 2023
<b>2,3</b>	Develop at least 101 new amenity houses in Midlothian by 2022
<b>1,3</b>	Develop 4 bariatric properties in Midlothian by 2023
<b>2,3</b>	Develop 12 units for households with learning disability and or complex care needs by 2023
<b>3,5</b>	Develop an increased number of new homes with adaptations for specialist provision by 2022.
<b>3,5</b>	Set wheelchair supply targets which will ensure a % of new build properties are wheelchair accessible
<b>1,2,6</b>	Undertake feasibility study of delivering Care and Repair Services in Midlothian
<b>3,5</b>	Develop 484 units of specialist housing over a five-year period to 2026 (97 units per annum).
<b>1,2,6</b>	Investigate increasing provision of specialist housing via remodelling existing provision which could be developed by the public or private sector.
<b>3,5</b>	Open Market Purchase Scheme (the purchase of ex local authority properties from the open market) to purchase 10 'specialist homes' per annum
<b>1,2</b>	Complex Care facility to be built in Bonnyrigg
<b>1,6</b>	Carry out a comprehensive review of sheltered and retirement housing to ascertain effectiveness
<b>1,5</b>	Implementing 'Housing First' for those with long-term/repeated instances of homeless.

## **AIM      CRISIS & EMERGENCY SUPPORT**

<b>2,4</b>	Increase the number of intermediate care properties by using 6 Midlothian Council properties for intermediate care.
<b>3</b>	Reduce the time taken for homeless households to secure a permanent Housing outcome.
<b>1,5</b>	Improving the quality of temporary accommodation, particularly that which is provided to households without children

# Adaptations

Adaptations, from grab rails to wet floor showers, enable people to live as independently as possible in their own homes, improve their health and wellbeing and can reduce the need for further Health and Social Care services.

Major adaptations are completed by an Occupational Therapist after consideration by the Occupational Therapy Panel - line with eligibility criteria, property type and the long-term cost effective solutions. Agreement to requests are based on need not the tenure of the property. The Occupational Therapy and Housing Partnership group supports decisions made by the panel and considers the kinds of properties that are adapted to consider the wider need of housing.

## Funding of Adaptations

The funding for adaptations is dependent on the tenure of the property.

- **Council Housing owned by Midlothian Council** - funded by the Housing Revenues Account.
- **Registered Social Housing owned by registered social landlords** - funded directly from the Scottish Government.
- **Private Sector Adaptations owned by private landlords** - funded through a Home Improvement Grant. Applicants for a grant are entitled to 80% of mandatory work and those in receipt of certain benefits qualify for 100%. Some adaptations are considered discretionary - environmental health who support the grant are consulted in these cases and they are not funded to the same value as mandatory grants. The owner of the property is responsible for maintaining and servicing any adaptations after installation.

All staff in the Health and Social Care Partnership, Housing and the Voluntary Sector are offered training in how to have early conversations around housing needs.

There is ongoing work to open up assessment for minor adaptations to agencies including housing. Currently the voluntary sector support assessment for minor adaptations.



# Public Health

**Planning group:** Public Health Reference Group (TBC)

**Planning lead:** TBC

## Prevention & Early Intervention

- Increase the number of people who are supported to be more physically active.
- Increase the number of people who are supported to address money worries.
- Increase the number of people who are supported to stop smoking
- Increase the number of people who are supported to eat well
- Improve screening & early detection e.g. cancer & type II diabetes

## Support & Treatment

- Embed the Midway - Support self-management, understanding trauma & addressing inequalities
- Increase access to health and wellbeing support for people at higher risk of health inequalities.

## Crisis & Emergency

# COMMUNICATING CLEARLY

We are happy to translate on request and provide information and publications in other formats, including Braille, tape or large print.

如有需要我們樂意提供翻譯本，和其他版本的資訊與刊物，包括盲人點字、錄音帶或大字體。

Zapewnimy tłumaczenie na żądanie oraz dostarczymy informacje i publikacje w innych formatach, w tym Braillem, na kasecie magnetofonowej lub dużym drukiem.

ਅਸੀਂ ਮੰਗ ਕਰਨ ਤੇ ਖੁਸ਼ੀ ਨਾਲ ਅਨੁਵਾਦ ਅਤੇ ਜਾਣਕਾਰੀ ਤੇ ਹੋਰ ਰੂਪ ਵਿੱਚ ਪ੍ਰਕਾਸ਼ਨ ਪ੍ਰਦਾਨ ਕਰਾਂਗੇ, ਜਿਨ੍ਹਾਂ ਵਿੱਚ ਬਰੇਲ, ਟੇਪ ਜਾਂ ਵੱਡੀ ਛਪਾਈ ਸ਼ਾਮਲ ਹਨ।

Körler için kabartma yazılar, kaset ve büyük nüshalar da dahil olmak üzere, istenilen bilgileri sağlamak ve tercüme etmekten memnuniyet duyarız.

اگر آپ چاہیں تو ہم خوشی سے آپ کو ترجمہ فراہم کر سکتے ہیں اور معلومات اور دستاویزات دیگر شکلوں میں مثلاً بریل (ناپیدا افراد کے لیے ابھرے ہوئے حروف کی لکھائی) میں، ٹیپ پر یا بڑے حروف کی لکھائی میں فراہم کر سکتے ہیں۔

Contact 0131 270 7500 or email: [enquiries@midlothian.gov.uk](mailto:enquiries@midlothian.gov.uk)