

Midlothian Integration Joint Board



10th February 2022, 2pm.

Lothian Strategic Development Framework

Item number: 5.3

Executive summary

The purpose of this report is to update the Midlothian Integration Joint Board on progress in developing the Lothian Strategic Development Framework (LSDF) and seek the support of the IJB for the approach set out in the appended LSDF summary.

The Lothian Strategic Development Framework intends to identify the approach that the Lothian Health and Care System (LHCS) will take over the next five years to deliver improved outcomes.

This report outlines the proposed format of the LSDF, including detailed sections outlining the actions we intend to take in Scheduled Care; Unscheduled Care; Mental Health, Illness & Wellbeing; Primary Care and services for Children and Young People.

Board members are asked to:

Note progress to date in developing the LSDF

Note the content of the LSDF summary document appended to this report

Support the proposed approach the Lothian Health and Care System (LHCS) will take over the next five years to deliver improved outcomes, as set out in the summary document

Lothian Strategic Development Framework

1 Purpose

- 1.1 The purpose of this report is to update the Midlothian Integration Joint Board on progress in developing the Lothian Strategic Development Framework and seek the support of the IJB for the approach set out in the LSDF summary.

2 Recommendations

- 2.1 As a result of this report what are Members being asked to:-
 - 2.1.1 Note progress to date in developing the LSDF
 - 2.1.2 Note the content of the LSDF summary document appended to this report
 - 2.1.3 Support the proposed approach the Lothian Health and Care System (LHCS) will take over the next five years to deliver improved outcomes, as set out in the summary document

3 Background and main report

- 3.1 The impacts of the COVID-19 pandemic have been well-rehearsed. At one end of the spectrum, there are challenges around inequalities and around the effective provision of healthcare services, and at the other, significant opportunities for redesign. NHS Lothian needs to refresh its strategy to focus on these elements and reflect the changed landscape.
- 3.2 The LSDF includes a focus on areas that cut across the organisational boundaries of NHS Lothian and the 4 Lothian Integration Joint Boards, known collectively as the Lothian Health & Care System.
- 3.3 The Lothian Strategic Development Framework intends to identify the approach that the Lothian Health and Care System (LHCS) will take over the next five years to deliver improved outcomes in:
 - 3.3.1 Population Health – tackling inequalities, maximising prevention of ill-health and increasing the number of years of healthy lives
 - 3.3.2 How we work with people – increasing citizen engagement and understanding of the system, and working to ensure that the way we deliver care is of a standard we would all wish
 - 3.3.3 Performance – working to improve our performance against key national measures

- 3.4 The final LSDF document suite will include:
- 3.4.1 A short, accessible and readable summary of the case for change and the actions we will take;
 - 3.4.2 A series of aligned documents for each “pillar” within the LSDF (Children & Young People; Mental Health, Illness & Wellbeing; Primary Care; Scheduled Care and Unscheduled Care) which cover, in detail, the case for change in each section and the actions we will take. This will therefore be a mix of narrative and bullet points
 - 3.4.3 Cross-cutting sections on our parameters and outlining our commitments around workforce, finance, capital, and environmental measures,
- 3.5 The summary document, appended to this report, builds on the Principles, Assumptions and Fixed Points discussed with the Midlothian IJB Strategic Planning Group in August 2021. It includes a broad outline of the key areas of work we intend to take forward over the next five years to achieve our goals under each of the five pillars.
- 3.6 The more detailed content of the sections aligned to each pillar have been developed via existing Programme Boards, or in partnership with colleagues across the Lothian Health and Care System. Each section sets out the context relevant to the pillar, and details the actions we intend to take. Colleagues within Health & Social Care Partnership operational teams have had the opportunity to review and contribute to these sections, which should where appropriate reflect the strategic plans and directions of the four Lothian Integration Joint Boards. Copies of these sections are available to IJB members and operational teams working within the Lothian Health & Care System on request.
- 3.7 The LSDF summary document was shared with the Midlothian IJB Strategic Planning Group in January 2022, and members of the group supported the submission of the summary document to the IJB.

4 Policy Implications

- 4.1 The LSDF should summarise how the Lothian Health & Care System will contribute to the delivery of the Scottish Government’s National Outcomes

5 Directions

- 5.1 The Lothian Strategic Development Framework includes a focus on areas that cut across the organisational boundaries of NHS Lothian and the 4 Lothian Integration Joint Boards. As such it is relevant to, and should support the fulfilment of, a number of Directions, including:

- Direction 1: Inpatient Hospital Care
- Direction 2: Accident & Emergency
- Direction 3: Midlothian Community Hospital
- Direction 7: Dental, Ophthalmic & Audiology Pathways
- Direction 8: Older People
- Direction 9: Physical Disability & Long-term conditions
- Direction 11: Mental Health
- Direction 19: Public Health
- Direction 22: Digital Development

6 Equalities Implications

- 6.1 No specific impact assessment has been undertaken. It is expected that ongoing engagement will inform an impact assessment in the coming weeks.

7 Resource Implications

- 7.1 Delivery of the LSDF will focus on how resources can best be utilised to deliver improved outcomes for those who live in the Lothians.

8 Risk

- 8.1 The LSDF should provide a tool to manage risks over the next five years.
- 8.2 The output and result of the consultation regarding the National Care Service may pose a risk, which will need to be considered.

9 Involving people

- 9.1 In October and November 2020, over 100 senior leaders across the Lothian Health & Care System took part in a series of workshops to learn from our experiences during the pandemic. These workshops informed the early development of the draft LSDF, and engagement with staff on the content of the LSDF continues.
- 9.2 There has been significant ongoing press coverage of the pressures experienced by health and social care organisations in recent months, including NHS Lothian and its partners in the Lothian Health & Care System.
- 9.3 In the autumn of 2021, the Royal Society of Arts, Manufactures and Commerce (RSA) was commissioned to run a series of public and stakeholder engagement sessions to help inform the direction of the LSDF, alongside an online survey to gather the views of a broader range of people.
- 9.4 Members of NHS Lothian's Strategic Planning and Communication and Engagement teams are currently working with the Consultation Institute to review engagement undertaken to date, and guide future engagement.

10 Background Papers

- 10.1 N/A

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Appendices:

1 The Lothian Strategic Development Framework (Draft)

Midlothian Integration Joint Board