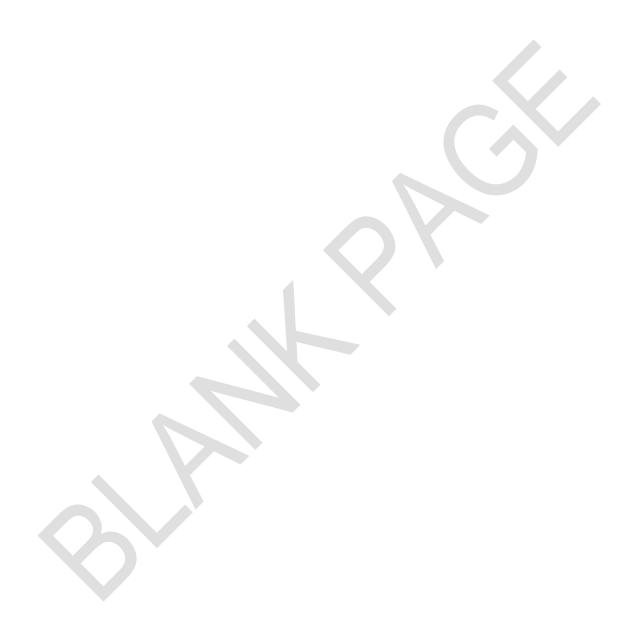






Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board							
Held on	28 June 2017							
Agenda Item	10							
Title	Strategic Plan and Implementation Plan							
Summary The purpose of this report is to provide an update on the Strategic Plan which was first approved by the Integration Joint Board in August 2015, with minor updates approved in								
March 2016. Updates for 2017-18 relate to the new Children's Plan and the Unscheduled Care Commissioning Plan. Further detail of our strategic priorities and key activities are listed in the attached Implementation Plan for 2017-18								
Presented by	Candy Millard, Head of Strategic Services							
Action required It is recommended that the Integration Joint Board Approves the updates to the Strategic Plan Approves the Implementation Plan for 2017-18.								
Implications checklist – check box if applicable and include detail in report								
☐ Financial ☐ Policy	□ Legal □ Equalities							
⊠ Efficiency	☐ Property ☐ IT							



EAST RENFREWSHIRE INTEGRATION JOINT BOARD

28 June 2017

Report by Julie Murray, Chief Officer

STRATEGIC PLAN AND IMPLEMENTATION PLAN

PURPOSE OF REPORT

1. The purpose of this report is to provide an update on the Strategic Plan

RECOMMENDATION

- 2. It is recommended that the Integration Joint Board
 - Approves the updates to the Strategic Plan
 - Approves the Implementation Plan for 2017- 18.

BACKGROUND

- 3. The Health and Social Care Partnership Strategic Plan for 2015-18 was approved by the Integration Joint Board in August 2015.
- 4. The Plan includes the Strategic Priorities for ensuring delivery against National Outcomes sits in line with our Partnership's Vision "Working together with the people of East Renfrewshire to improve lives" by:
 - Valuing what matters to people
 - Building capacity with individuals and communities
 - Focusing on outcomes, not services
- 5. The Strategic Plan is a living, dynamic plan, intended to evolve over time. The Strategic Plan was updated in March 2016 to reflect the new Carers Legislation and development of the Safe and Supported programme.
- 6. The following report sets out proposed updates to the plan as a result of more detailed planning activity undertaken during 2016/17, coupled with responses to national policy and legislative requirements. The attached Implementation Plan for 2017-18 shows how the planned activity relates to the National Health and Wellbeing Outcomes. It also shows how these outcomes relate to our local community planning outcomes.

REPORT

Changes to Locality Planning Arrangements

7. Following the move to Eastwood Health and Care Centre the GPs from the Eastwood Health and Care Campus indicated that they wished to work together as a cluster. This has meant a slight adjustment to our previous GP cluster locality arrangements. The new cluster arrangements are as follows:-

Eastwood 1	Clarkston (Drs Boardman and King)	
	Clarkston (Drs Morrice, Masson and Boyd)	
	Eastwoodmains	
	Elmwood Medical Practice	
	Maclean Medical Practice	
	Williamwood Practice	

Eastwood 2	Sheddens Medical Practice
	Mearns Medical Centre
	Broomburn Medical Centre
	Greenlaw Medical Practice
	Carolside Medical Centre
Levern Valley	Glennifer Medical Group
	Neilston Medical Centre
	The Oaks Medical Centre
	Levern Medical Group

Children and Young People

- 8. During 2016 we worked with our children's planning partners to develop "Getting it right with you" our new Children and Young People's Services Plan for 2017-2020. The new vision for the 2017-2020 plan has been created by a group of local young people and this group included young people who are looked after and in our care. We believe the vision the young people have developed is an inspiring and ambitious one and clearly sets out what they believe to be important to them.
- 9. The new Children's and Young People planning vision is:

 "We will work together with East Renfrewshire's children, young people and their families to ensure that they are valued, nurtured, inspired and empowered to reach their full potential".
- 10. This plan continues and strengthens our East Renfrewshire approach to putting prevention and early help at the forefront of our work. Where possible children and young people's needs should be met by universal service provision in partnership with families and carers. However within the general children's population there is a significant and growing number of children and young people with additional needs who, due to the complexity of these needs, require to access specialist and intensive services. In addition there is a growing population of children who are described as vulnerable due to being looked after and in our care, or on the edges of care, who need targeted interventions to safeguard their wellbeing. The plan also includes a focus on reducing inequalities and the impact of them on children and families especially those residing in our more deprived communities.
- 11. The Strategic Plan will be updated to reflect the new vision for Children and Young People's Planning and will list the Children's Wellbeing Outcomes. New health and social care activities from the Children's and Young People's Plan have been incorporated in the Implementation Plan for 2017-18.

Commissioning for Unscheduled Care - Safe and Supported

- 12. During 2016/17 the HSCP has received further guidance on Scottish Government expectations regarding unscheduled care and cross system work has commenced to develop a commissioning strategy for unscheduled care for 2017/18 and beyond. This work builds on the Safe and Supported work programme established last year to undertake tests of change using improvement methodology in the following areas:
 - Prevention and Anticipatory Care
 - Point of Possible Admission
 - During Admission
 - Discharge from Hospital
- 13. New activities focus on potentially preventable admissions, greater support to care homes and improved coordination of end of life care. Health and Social Care Partnership actions have been incorporated into the Implementation Plan for 2017/18.

FINANCE AND EFFICIENCY

Fit for the Future

14. The ninth national health and wellbeing outcome is 'Resources are used effectively and efficiently in the provision of health and social care services'. The HSCP has established a Fit for the Future Programme which is undertaking end to end service reviews, looking at opportunities to improve processes, make better use of staff time and skills, explore digital opportunities and quality assurance. During 2017/18 the governance for this programme will expand to encompass a number of change programmes across the partnership. It will be underpinned by a financial framework will be developed to support the programme and ensure the inter dependencies and relationships between the elements is clear with no ambiguity or double counting of resources.

CONSULTATION AND PARTNERSHIP WORKING

- 15. Through our Strategic Plan we make a commitment to working together with:-
 - Individuals as partners in planning their own care and support.
 - Carers and families as partners in the support they provide to the people they care for. We will ensure the supports carers and families can sometimes require themselves are recognised.
 - Communities as partners in shaping the care and supports available and in providing opportunities for people to get involved in their communities.
 - Organisations across sectors, including our Community Planning partners and the Third Sector. We will work in partnership to co-commission, forecast, prioritise and take action together.
 - With our staff as partners in developing and delivering our vision, valuing their knowledge, skills and commitment to health and social care.

IMPLICATIONS OF THE PROPOSALS

Staffing

16. East Renfrewshire Council and NHSGCC have developed a workforce plan in support of the Strategic Plan. This will be updated in partnership with the Health and Social Care Partnership Management Team and Joint Staff Forum in accordance with the findings of Fit for the Future.

Policy

17. The Strategic Plan sets the strategic direction and priorities for the Health and Social Care Partnership.

Legal

18. The Strategic Plan is developed in line with Public Bodies (Joint working) Scotland legislation and guidance. It responds to other legislative requirements such as the Children and Young People (Scotland) Act 2014.

Equalities

19. A full Equalities Impact Assessment was undertaken in developing the Strategic Plan. An Equalities Mainstreaming and Outcomes report has been developed in line with the Integration Joint Board equalities duties as a public body.

CONCLUSIONS

20. Further work has been carried out to update on the Strategic Plan approved by the Integration Joint Board in August 2015. These updates relate to progress on a number of key strategic priorities and response to legislative and national policy requirements. More detailed plans for our priorities are in the attached Implementation Plan for 2017-18.

RECOMMENDATIONS

- 21. It is recommended that the Integration Joint Board
 - Approves the updates to the Strategic Plan
 - Approves the Implementation Plan for 2017-18.

REPORT AUTHOR AND PERSON TO CONTACT

HSCP Chief Officer: Julie Murray

Candy Millard, Head of Strategic Services candy.millard@eastrenfrewshire.gov.uk 0141 451 0749

June 2017

BACKGROUND PAPERS

Public Bodies (Joint Working) (Scotland) Act, 2014

IJB Paper: 19.08.2015 - Strategic Plan

East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2017/18 National Outcome 1

Community Health and Wellbeing Outcome Strategic Priority *Implementation* **Planning** Activities Outcome National Indicator 1 Percentage of adults able to look after their health Deliver targeted public health and very well or quite well residents are fit and active and have the Increase people's wellbeing campaigns that increase awareness and skills awareness National Indicator 11 Premature mortality rate per 100,000 persons to improve their health and well being Continue to maintain Healthy Working Lives Gold award for Council and People are active and optimise Health and Social Care Partnership their health and wellbeing. East Renfrewshire residents arr skills for learning, life and work Local Indicator % of adult population who smoke Develop an integrated approach to health promotion and activities to Local Indicator reduce inequalities Uptake of community and leisure health improvement programmes Work in partnership to Undertake tobacco prevention, protection tackle public health Local Indicator and cessation activity priorities Cervical Cancer screening uptake Train staff in health behaviour change Local Indicator approaches to develop their skills in Bowel cancer screening uptake supporting people to address their individual health issues Local Indicator Breast Cancer screening uptake

East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2017-18 National Outcome 2

East Renfrewshire are valued; their voices are heard and they are supported to enjoy full Older people and people with long term conditions in and positive lives for longer.

Outcome

Community Health and Wellbeing Outcome **Planning**

National Indicator 2

% of people supported at home who agree that they are supported to live as independently as possible

National Indicator 3

% of people supported at home who agree that they had a say in how their help, care or support was provided

National Indicator 12

Emergency admission rate

National Indicator 13

Emergency bed day rate

National Indicator 14

Readmission to hospital within 28

National Indicator 15

Proportion of last 6 months of life spent at home or in a community setting

National Indicator 18

Percentage of adults with intensive care needs receiving care at home National Indicator 19

Number of days people spend in hospital when they are ready to be

discharged (per 1,000 population) (age 75+)

People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community

Local Indicator s

Percentage of people reporting 'living where you want to live' needs fully met.

Self-Directed Support spend on adults as percentage of total social care spend on adults

Percentage of people aged 65+ who live in housing rather than a care home or hospital

Strategic Priority Implementation Activities Improve people's first contact with Working with health and social care by providing people early to the right information, advice and help them stay support. independent and avoid reaching a Work with people to plan ahead for crisis changes in their long term condition Implement new assessment process Develop a new for support planning with people and their families way of planning with people who need support so Implement learning from pilot of My that they have Life My Way new way for people to choice and control take control over care home support over their life. Coordinate range of community staff working in hospital to get people home quicker and with the **Improve** right support pathways for people going into and coming Identify people at risk of rehome from admission and plan better supports hospital Improve access to care outwith normal working hours

East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2017/18 National Outcome 3

Community Planning Outcome	Health and Wellbeing Outcome		Strategic Priorities		Implementation Activities	
National Indicator 4 Percentage of adults seemed to be well cod	supported at home who agreed that their services ordinated		Ensure people have a		Review implementation of single point of contact/request for assistance team	
National Indicator 5 Percentage of adults as good	stage of adults receiving any care or support who rated it as excellent		positive first contact with HSCP		Monitor who is engaging with us, identify those that have yet to participate and work to better	
National Indicator 6 Percentage of people GP practice	with positive experience of the care provided in their				include them	
	supported at home who agreed that they had a say in f support was provided	valuing what matte	Ensure dignity through valuing what matters to people		Train health and care staff in the skills of having good conversations	
National Indicator 17 Proportion of care ser inspections	rvices graded good or better in Care Inspectorate				Test new community led support what matters approach in three localities	
have positive e	e health and social care services experiences of those services, and	-	Create engagement and feedback opportunities and act on suggestions and complaints		Train health and care staff in new complaints policy and handling	
have their dign ocal Indicator People reporting being	respected needs fully met	_			Develop and implement a framework for responding to Outcome Participation requests.	
ocal Indicator Citizen panel percentage Pervices as very good/go	e of service users rating health and social care good				Develop new ways of feeding back on what has been said, the changes we are making and the difference people's involvement has made	

Renfrewshire are valued; their voices are heard and they are Older people and people with long term conditions in East for longer. enjoy full and positive lives supported to

Community

Planning Outcome

Health and Wellbeing Outcome

Strategic Priority

Implementation Activity

National Indicator 7

Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life

National Indicator 16

Falls rate per 100 population aged 65+

Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Local Indicator

Percentage of those whose care need has reduced following re-ablement.

Local Indicator

Rate of emergency inpatient bed-days for people aged 75 and over per 1,000 population

Local Indicator

Percentage of people reporting having things to do' needs fully met

Improve access to a comprehensive range of rehabilitation, self management and recovery services for older adults and people with long term conditions

Implement home care redesign including re-ablement

Increase the use of technology as part of care and support planning

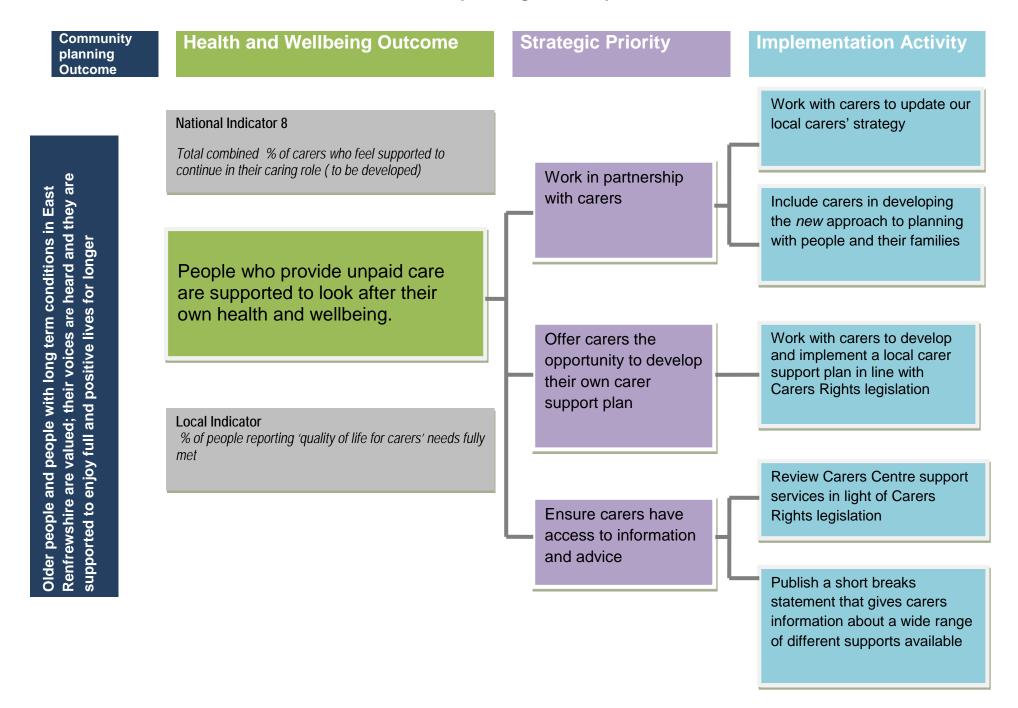
Change mental health service delivery to have a greater focus on supporting people with their recovery and quality of life

Implement the new alcohol and drug Recovery Outcome Web Tool which helps people plan for their recovery and charts their progress.

Support people to engage in meaningful activities and make a positive contribution to their communities Develop access to wider range of volunteering work and leisure activities for people with a learning disability

Develop access to wider range of social, community and leisure activities for older people and people with long term conditions Community Health and Wellbeing Outcome Strategic Priority Implementation Activities planning Outcome Support communities in Aucheback and Arthurlie, Dunterlie and Dovecothall to lead the Work with development of Locality Plans for their areas communities to tackle health inequalities Build community networks, assets Health and social care services and skills in partnership with the contribute to reducing health third sector and community inequalities groups Develop tailored health Local Indicator 1 improvement programmes in Smoking Cessation by SIMD communities with greater health Mitigate the impact of inequalities inequalities by Local Indicator Cervical Cancer screening by SIMD providing targeted Target health improvement interventions programmes in the workplace on Local Indicator our lower paid staff and others at Bowel Cancer screening by SIMD particular risk Local Indicator Premature mortality/Male Life expectancy by SIMD Signpost and refer people to interventions and support such as **Local Indicator** money advice and employability Premature mortality/Female Life expectancy by SIMD

East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2017/18 National Outcome 6



Community **Health and Wellbeing Outcome Strategic Priority Implementation Activities Planning Outcome** Raising awareness within communities so they can identify adults' at risk of harm and have National Indicator 9 Ensure that all adults abuse and their dignity and confidence to make referrals Percentage of adults supported at home who agreed that they felt safe that are at risk of harm are provided with appropriate Working in partnership with adults interventions that at risk of harms to assess their reduce the impact of needs and provide appropriate risk support People using health and social care services are safe from harm. are protected from harm and Providing a range of services for survivors of domestic abuse including advice, information, human rights are respected outreach support and refuge Local Indicator accommodation services Percentage of people agreed to be at risk of harm and require a protection plan who have one in place Develop and implement self Local Indicator evaluation action plan Percentage average change in women's life Ensure robust clinical People a outcomes domestic abuse- risk reduced and care governance arrangements are in Carry out series of clinical and Local Indicator place care audits Percentage of People reporting feeling safe needs fully met safe. Undertake risk based contract management

Vision and **Health and Wellbeing Outcome** Strategic Priority Implementation Activities values Staff are engaged in services changes and redesign and have the opportunity to influence the **National Indicator 10** outcomes. Staff are well informed Working together With our staff as partners in developing and delivering our vision, valuing their knowledge, skills and commitment to health and social care. % of staff who say they would recommend their workplace as good place to work and involved Ensure iMatter is rolled out within the HSCP during 2017 and managers are encouraged to develop team Staff feel engaged with the action plans based on questionnaire work they do and are supported feedback. to continuously improve the Staff are appropriately All staff joining the HSCP receive an information, support, care and trained orientation awareness to the treatment they provide. organisation and have full access to resources to support the delivery of quality services **Local Indicator** % of staff who report feeling engaged in Ensure managers are supported to staff survey ensure every staff member will have a PRD / KSF review with clear key objectives and a personal Local Indicator % Staff who report "I am development plan clear about my duties and responsibilities" ' in iMatter Staff Survey Ensure lone working policy is place Staff are provided with and staff support protection systems **Local Indicator** a safe working % Staff who report "I am given the time are monitored environment and resources to support my learning growth" in iMatter Staff Survey Provide support to managers to help them ensure employees health and well being and maintain attendance

