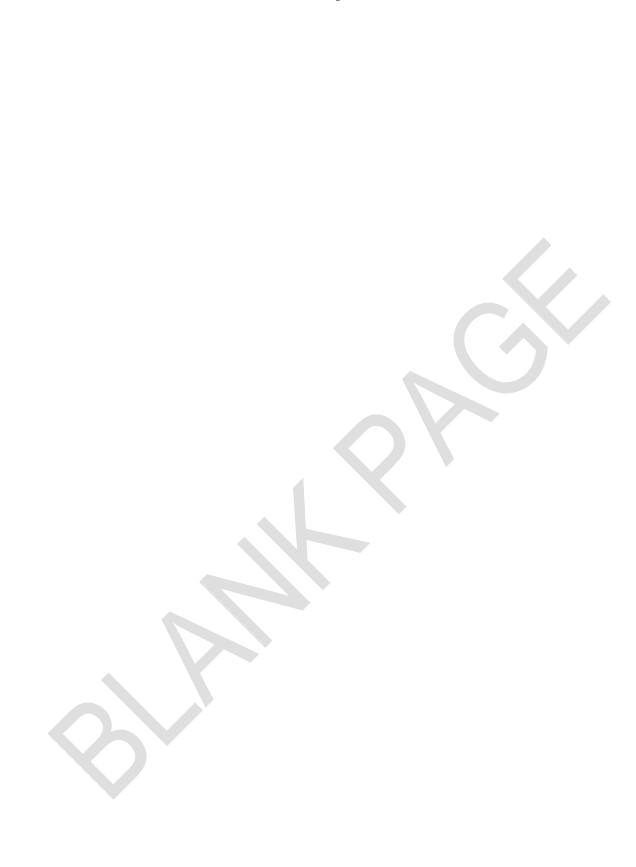




Meeting of East Renfrewshire Health and Social Care Partnership	Integration Joint Board				
Held on					
Agenda Item	6				
Title	Strategic Plan and Implementation Plan				
Summary The purpose of this report is to provide an update on the Strategic Plan approved by the Integration Joint Board in August 2015. This update relates to progress on a number of key strategic priorities and response to legislative and national policy changes. More detailed plans for our priorities are in the attached Implementation Plan for 2016-17.					
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					
Implications checklist – check box if applicable and include detail in report					
Financial Selicy	🛛 Legal 🛛 Equalities				
Efficiency Staffing	Property IT				



EAST RENFREWSHIRE INTEGRATION JOINT BOARD

<u>30 March 2016</u>

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 approved by the Integration Joint Board in August 2015.

RECOMMENDATION

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

BACKGROUND

- 3. The Strategic Planning Group developed and consulted on the Strategic Plan in 2015 following the regulations and guidance issued by the Scottish Government. The Strategic Plan for 2105-18 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. As the Integration Joint Board became live in October 2105, the Strategic Plan contained a commitment to the Single Outcome Agreement, Outcome Development Plan and Local Development Plan activities and targets for 2015-16. During this time the Health and Social Care Partnership has worked in partnership to develop more detailed plans for our priorities, which are reflected in the Strategic Implementation Plan for 2016-17.
- 6. In our strategic planning conversations local people, staff and partners demonstrated a keen interest to working together in shaping health and social care in East Renfrewshire. We consulted widely on how we should develop localities and agreed upon a system which had:-
 - Close alignment of health and care services with GP practices in localities based on GP practice populations.
 - A focus on the different health and wellbeing outcomes in different local areas of East Renfrewshire.
 - Strong links and engagement with different communities within East Renfrewshire.

REPORT

7. The Strategic Plan is a living, dynamic plan, intended to evolve over time. The following report sets out proposed updates to the plan as a result of more detailed planning activity undertaken during 2015/16, coupled with responses to national policy changes and

legislative requirements. The attached Implementation Plan for 2016-17 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.

Our Approach to Localities, Local Areas and Communities

- 8. During 2015-16 we have worked with locality lead GPs to discuss local priorities for primary care and appropriate ways for engagement. They have indicated that they wish to engage with secondary care consultants, see progress on the clinical services review and shift of balance of care and resources. In addition they wish to discuss the potential significant changes to the GP contract and their impact for practices and the Health and Social Care Partnership. This will be a major focus of locality development in 2016-17.
- 9. To ensure that services are planned and led locally in a way that is engaged with the community, the Health and Social Care Partnership has volunteered to be one of the first three partnerships to test the Community Led Conversations programme, which seeks to change the culture and practice of health and social work delivery so that it becomes more clearly values driven, community focused in achieving outcomes, empowering of staff and a true partnership with local people. We will launch this new approach in May 2016.

Children and Young People

- 10. The Children and Young People (Scotland) Act 2014 sets out a number of new duties on public authorities in Scotland and a series of statutory guidance documents have been recently issued. The Act is central to the Scottish Government's aim of making Scotland the best place in the world to grow up by putting children and young people and their wellbeing at the heart of the planning and delivery of services and ensuring their rights are taken into account across the public sector.
- 11. During 2016 we will work with our partners to develop a new Children's Services Plan 2017-20 and continue to implement the Named Person and the Child's Plan, with a focus on the Wellbeing indicators. The new Corporate Parent duties for all agencies are substantial and significant preparatory work will need to be undertaken with all of the new Corporate Parents within the Community Planning Partnership. Staff and partners will work closely with looked after children and young people to put the mechanisms in place to ensure the duty is fulfilled to its potential.
- 12. Our redesign of services for children and their families will be fully implemented and operational during 2016/17 enabling us to better support Getting it Right for Every Child.

Housing Contribution

- 13. National guidance states that there should be a Housing Contribution Statement in support of each Integration Joint Board Strategic Plan. Work is being undertaken locally between Housing and HSCP staff to develop our Housing Contribution Statement. This will set out the established joint working arrangements between the housing sector and Health and Social Care Partnership, and the potential for strengthening this through Locality Planning.
- 14. In developing the Housing Contribution Statement alongside refreshing the Local Housing Strategy, we have reviewed need and demand for housing and related services. This includes the increasing numbers of older people wishing to live independently at home and people with learning disabilities seeking greater housing choices. We recognise that a focus on 'prevention' will require us to increasingly work in partnership to strengthen support and advice relating to health, social care and housing.

Safe and Supported

- 15. Planning for delayed discharge and unscheduled care was identified as a priority area by the Strategic Planning Group. When we were made aware of the new funding earlier in 2016, we took the opportunity to review how we were currently managing discharges from hospital. We decided to take a broader view of discharge, looking at it as a process, beginning when people were still at home, rather than a single discharge event. We have called this area of work Safe and Supported rather than delayed discharge to emphasise this wider approach.
- 16. We set up four 'Safe and Supported' work groups to develop proposals for tests of change using improvement methodology.
 - a) Prevention and Anticipatory Care
 - b) Point of Possible Admission
 - c) During Admission
 - d) Discharge from Hospital
- 17. These task and finish groups which included third sector, independent sector, carers, health and social care staff and managers, GPs and acute clinicians have identified a range of additional improvement opportunities for us to test.

<u>Carers</u>

18. The Carers (Scotland) Bill was introduced to the Scottish Parliament on March 9, 2015. The Bill is intended to ensure better and more consistent support for carers and young carers so that they can continue to care, if they so wish, in better health and to have a life alongside caring. The Implementation Plan includes the actions and further planning activity that the Health and Social Care Partnership will need to undertake once the Bill becomes an Act. This will replace the current actions in the Strategic Plan which related to previous policy and legislation.

FINANCE AND EFFICIENCY

19. A separate financial strategy document will accompany the Strategic Plan. This document will also detail the planned efficiencies for 2016/17. All actions in the strategic implementation plan are dependent on resources being available. An implementation plan for the ninth national outcome, '*Resources are used effectively and efficiently in the provision of health and social care services.*', will be developed alongside the financial strategy document.

CONSULTATION AND PARTNERSHIP WORKING

20. 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.

- 21. We continue to place a great emphasis and priority on meaningful engagement and working with people and partners to plan and design for the future. Areas with significant involvement of people who use services, carers, staff, third sector and other partner include:
 - Safe and Supported planning and developing test of change
 - My Life my Way
 - Day Opportunities Redesign
 - Supported Living Redesign

IMPLICATIONS OF THE PROPOSALS

<u>Staffing</u>

22. East Renfrewshire Council and NHSGCC are developing a workforce plan in support of the Strategic Plan. This will be finalised in partnership with the Health and Social Care Partnership Management Team and Joint Staff Partnership.

<u>Policy</u>

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

Legal

24. 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

25. 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

26. 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 changes. More detailed plans for our priorities are in the attached Implementation Plan for 2016-17.

RECOMMENDATIONS

27. It is recommended that the Integration Joint Board:-

- Approve the updates to the Strategic Plan
- Approve the Implementation Plan

REPORT AUTHOR AND PERSON TO CONTACT

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March 2016

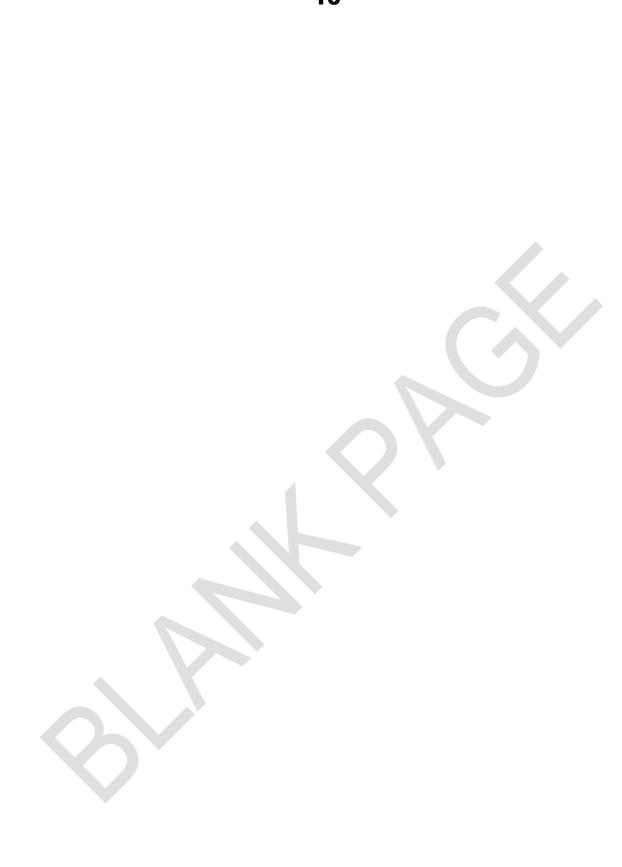
BACKGROUND PAPERS

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

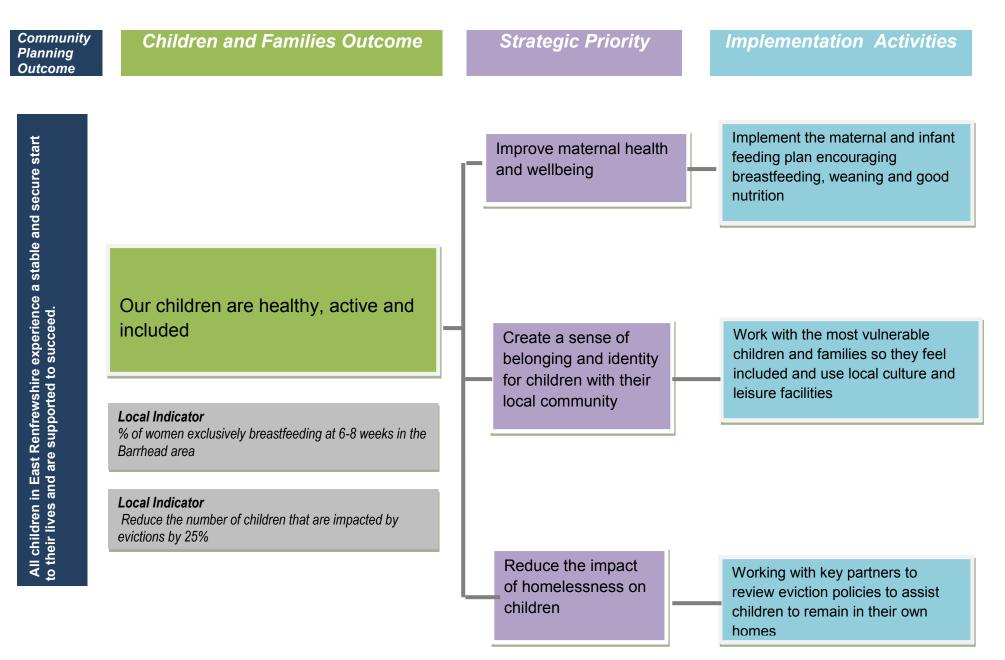
KEY WORDS

Strategic Plan; Localities; Implementation Plan; Health and Social Care;

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Community Planning Outcome	Children and Families Outcome		Strategic Priority		Implementation Activities
All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.	Parents provide a safe, healthy and nurturing environment for their families		Target interventions that increase parental capacity and effectiveness to families most in need of support		Review our parental engagement to ensure we hear the views of those families most in need of support.
					Extend the Family First workers to areas of need, providing advice and support to families reducing parental stressors
					Deliver effective parenting programmes that help families who need support.
					Provide support to kinship carers (relatives who are not parents who look after children) to keep children in the community
	Local Indicator 75% of children within kinship care remain within their community		Support families to reduce the impact of financial pressures on their children		Improve signposting to income maximisation service for families to ensure they receive their entitlement to state benefits and tax credits
	Local Indicator Increase the % of parents/ carers offered income maximisation at first point of contact	L	Work with communities to identify and remove barriers to inclusion for parents		
	Local Indicator Increase the number of parents completing a targeted parenting programme				Establishing community networks and assets that support children's play and develop parental skills



Community Planning Outcome	Children and Families Outcome		Strategic Priority		Implementation Activities
u li tast Rentreventire e stable and secure a	Г		Ensure that the community and stakeholders are ready to engage positively with vulnerable children Identify vulnerable children as early as possible and provide permanent destinations	Build on community engagement events that promote child safety and wellbeing so people have the confidence to make enquiries	
		st re		1	Ensure the East Renfrewshire Champion's Board listens to (and acts upon) the views of the most vulnerable young people
				L	Ensure all children and young people are aware of their named person who they can go to for advice and support
	(safe from risk, neglect and harm) Local Indicator 50% of looked after 13 and 14 year olds use universal			1	Ensure all children and young people involved in child protection have a Child's Plan
		р		Γ	Support our staff to make plans for the care of children who require permanent destinations
				$^{+}$	Increase the number of local foster and kinship carers
		-		L	Implement the Corporate Parenting Plan which will improve opportunities for looked after young people
	Increase the % of parents/ carers offered income	ris		Г	Widen the range of group work programmes to ensure that they meet the needs of looked after children
	Local Indicator Increase the number of parents completing a targeted	the		+	Improving educational opportunities for looked after children
		res		_	Support our looked after 13 & 14 year olds into universal services



Community Planning Outcome	Health and Wellbeing Outcome	Strategic Priority	Implementation Activities
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.	National Indicator 2Percentage of people supported at home who agree that they are supported to live as independently as possibleNational Indicator 3Percentage of people supported at home who agree that they had a say in how their help, care or support was providedNational Indicator 21	Working with people early to help them stay independent and avoid reaching a crisis	Improve people's first contact with health and social care by providing the right information, advice and support. Work with people to plan ahead for changes in their long term condition
	Percentage of people admitted to hospital from home during the year who are admitted to a care home People, including those with disabilities or long term conditions or who are frail are able to live, as far	Develop a new way of planning with people who need support so	Reduce our lengthy assessment process releasing time for support planning with people and their families
	as reasonably practicable, independently and at home or in a homely setting in their community	that they have choice and control over their life.	Pilot and report on new way for people to take control over care home support by April 2017
	Local Indicator Self-Directed Support spend on adults as percentage of total social care spend on adults		Increase number of community staff working in hospital to get
Olde are and	Local Indicator Percentage of people reporting 'living where you want to live' needs fully met.	Improve pathways for people going into and coming home from hospital	people home quicker and with the right support
	Local Indicator Percentage of people aged 65+ who live in housing rather than a care home or hospital		Improve access to home care outwith normal working hours

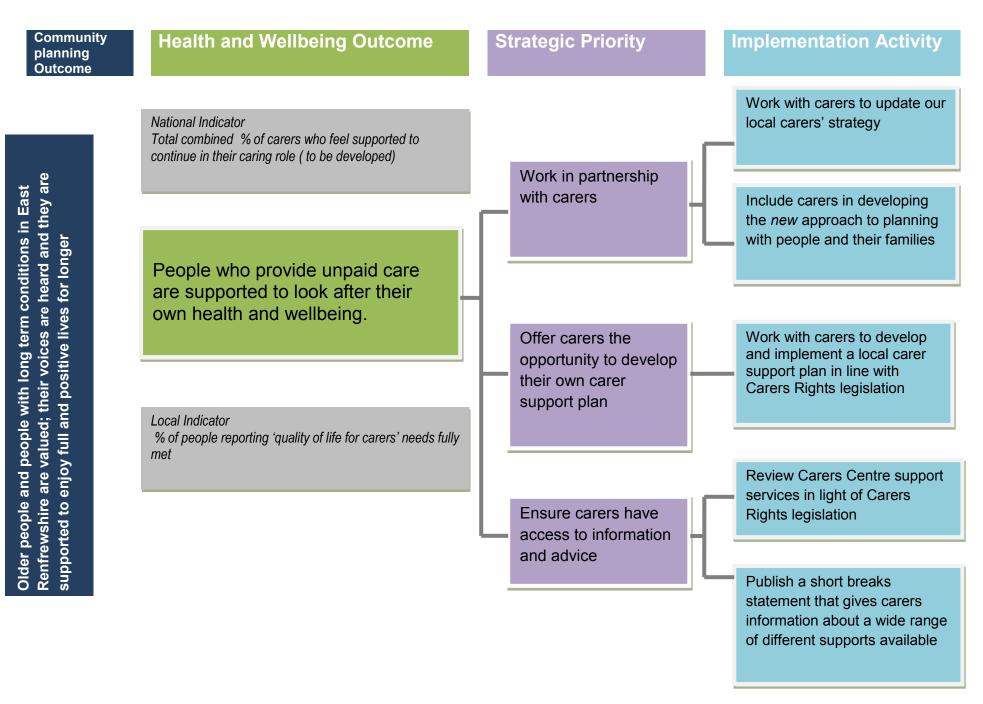
East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2016/17 National Outcome 3

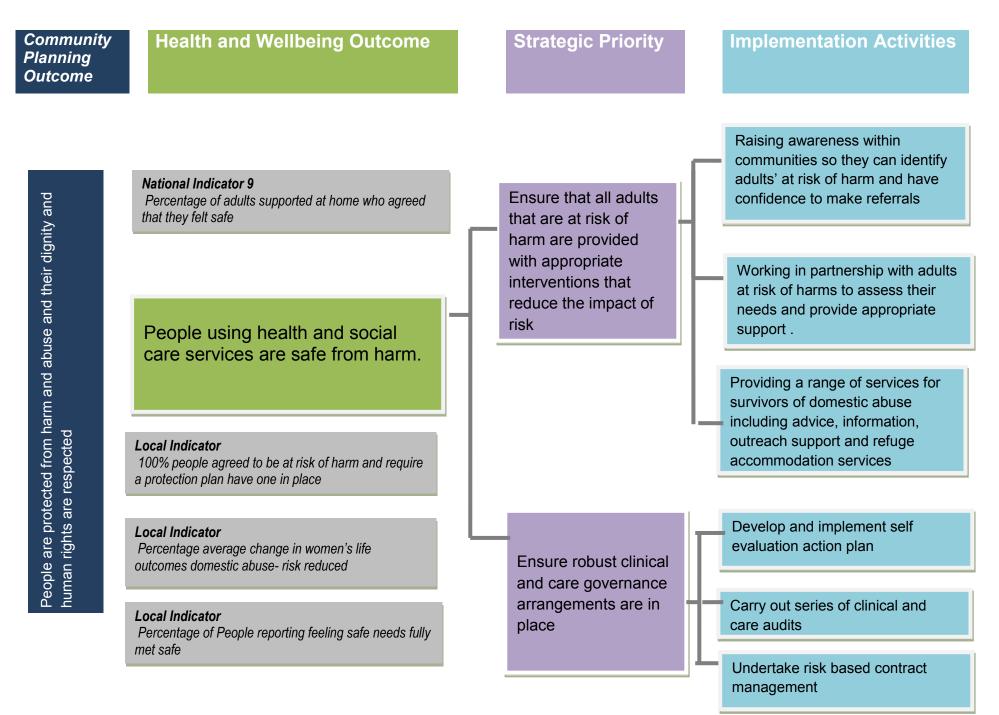
Community Planning Outcome	Strategic Priorities	Implementation Activities
National Indicator 4 Percentage of adults supported at home who agreed that their services seemed to be well coordinated	Ensure people have a positive first contact	Review implementation of single point of contact/request for
National Indicator 5 Percentage of adults receiving any care or support who rated it as excellent as good	with HSCP	assistance team Implement integrated reception services for
National Indicator 6 Percentage of people with positive experience of the care provided in their GP practice		new health and care centre
National Indicator 7 Percentage of adults supported at home who agreed that they had a say in how their help. care of support was provided	Ensure dignity	Encourage all staff to have person centred conversations
National Indicator 17 Proportion of care services graded good or better in Care Inspectorate inspections	through valuing what matters to people	Support person centred practice through learning and
		development plan
People who use health and social care services have positive experiences of those services, and have their dignity respected	Create strong feedback loops and	Promote feedback and comments in centres and reviews
Local Indicator People reporting being respected needs fully met	act on suggestions and complaints	Develop more digital opportunities for feedback
ocal Indicator		

Citizen panel percentage of service users rating health and social care services as very good/good

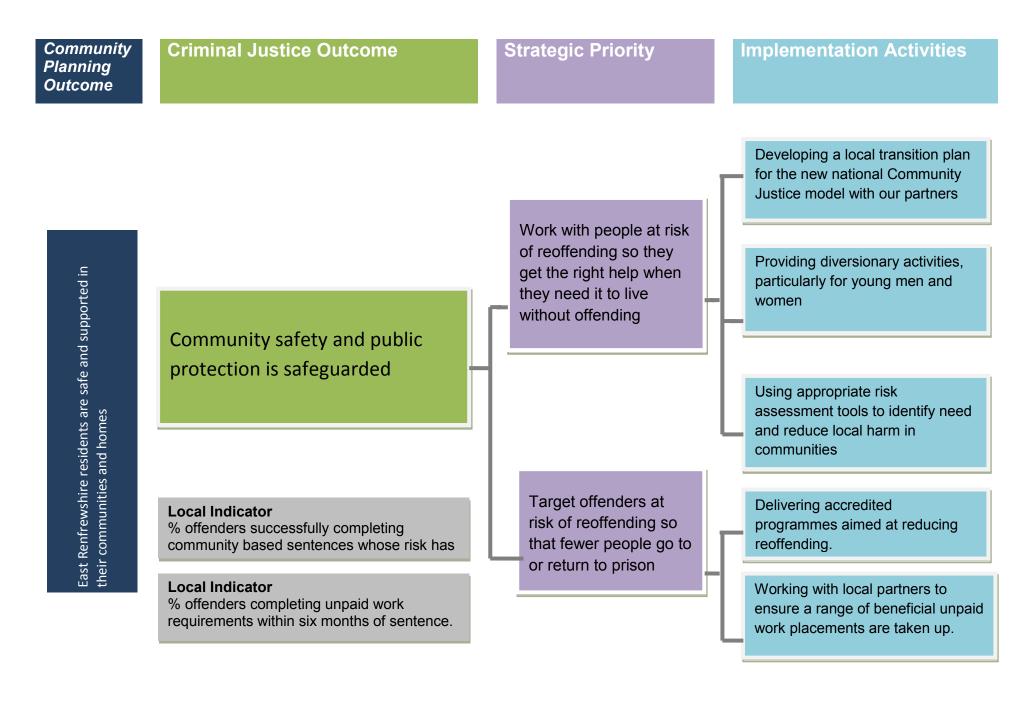
Community Planning Outcome	Health and Wellbeing Outcome	Strategic Priority	Implementation Activity
ast y are	National Indicator 7 Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	Improve access to a	Implement home care redesign including re-ablement Increase the use of technology as part of care and support
ns in E and the ger.	<i>National Indicator 16</i> <i>Falls rate per 100 population aged 65+</i>	comprehensive range of rehabilitation, self	planning
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer .	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those	management and recovery services for older adults and people with long term conditions	Change mental health service delivery to have a a greater focus on supporting people with their recovery and quality of life
	Services.		Implement the new alcohol and drug Recovery Outcome Web Tool which helps people plan for their recovery and charts their progress.
	Local Indicator Rate of emergency inpatient bed-days for people aged 75 and over per 1,000 population Local Indicator	Support people to engage in meaningful activities and make a positive contribution	Develop access to wider range of volunteering work and leisure activities for people with a learning disability
	Percentage of people reporting having things to do' needs fully met	to their communities	Develop access to wider range of social, community and leisure activities for older people and people with long term conditions

Community planning Outcome	Health and Wellbeing Outcome	Strategic Priority	Implementation Activities
	National Indicator 11 Premature mortality rate Health and social care services contribute to reducing health inequalities	Work with communities to tackle health inequalities	Develop detailed community and local area profiles Build community networks, assets and skills in partnership with the third sector and community groups
	Local Indicator 1 Smoking Cessation by SIMD Local Indicator Cervical Cancer screening by SIMD	Mitigate the impact of inequalities by providing targeted	Develop tailored health improvement programmes in communities with greater health inequalities
	Local Indicator Bowel Cancer screening by SIMD	interventions	Target health improvement programmes in the workplace on our lower paid staff and others at particular risk
	Male Life expectancy by SIMD Local Indicator Female Life expectancy by SIMD		Signpost and refer people to interventions and support such as money advice









Population Outcome	Local Health and Wellbeing Outcome	Strategic Priority	Implementation Activities
		Work with communities and partners to widen the	Work with culture and leisure trust to develop additional accessible opportunities
eople and people /shire are valued; ed to enjoy full ar	Older people and people with long term conditions feel included and empowered to make a valuable contribution to their local communities	range and accessibility – of opportunities and services	Work with third sector to increase opportunities in local communities
		Connect people to opportunities in their local communities	Develop web and other digital methods of signposting people to local opportunities
	Critical Indicator Percentage of residents who agree that they live in a community that supports older		Review, develop and test community connector approach to help people access a wider range of community supports
	people Critical Indicator Percentage of people who report 'seeing people' needs fully met	Support people and communities to participate in the planning, development and delivery of health and care services	Hold local events to engage with people about how we shape health and care advice, support and services in their local community

