



CÙRAM IS SLÀINTE NAN EILEAN SIAR

WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

Meeting: Integration Joint Board
Date: 22.03.18
Item: 6.1
Purpose: Information/Approval

IJB STRATEGIC PLAN REFRESH

Report by Chief Officer, Health and Social Care

PURPOSE OF REPORT

1. To agree the Strategic Plan Refresh.

COMPETENCE

2. The issues raised in the report may have subsequent HR and financial impacts, but these will be addressed as we take forward specific programmes of reform.

SUMMARY

3. The Integration Joint Board has a statutory obligation to have a strategic plan in place, which outlines proposed changes to service. It is situated within a national policy framework which seeks to shift the balance of care and support the transformation of the health and social care system.
4. The existing [Strategic Plan](#) was agreed in March 2016 and covers a three year period from 2016-19. The plan provides the operating context and background to integration, a vision of future service delivery, an assessment of how good services are currently, a focused change plan, and a description of the organisational levers that will deliver that change. While the plan seeks to reflect the priorities of our communities, it also builds on an assessment of population need. The final plan contained 25 deliverables that would be the focus of change over the three year period.
5. There has been significant change since the plan was first agreed, not least in terms of national policy and legislation. We have seen a focus on the living wage, the extension of Free Personal Care, and the Carers Act. We have seen national strategies published in relation to dementia and mental health, along with professionally focused strategies such as (for AHP services) the Active and Independent Living Programme in Scotland. We have seen the realistic medicine agenda develop, and we have Government-led work to support regional delivery arrangements for the NHS. It is therefore important that we take stock of these and other developments.
6. We also need to plan future changes within real terms reductions to budgets – anticipated to be around 4% per year (or between £1.5m - £2.5m) for the next four years. We are working in partnership with Glasgow Caledonian University and the Scottish Government to develop prioritisation tools which will assist with transformation and budget management, and the alignment of a refreshed strategic plan will be an important part of this work.





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NEW CONTENT

7. While we will reflect on all of the obligations set out in the strategic plan, the larger scale or whole system reforms have rightly taken up much of our time and resource to date: Mental Health redesign; Lewis Residential Care; Intermediate Care. We would propose that some of the other deliverables, which are specific and measurable, should be absorbed within individual teams. For example, our work on polypharmacy should become part of a larger agenda around the reform of primary care.
8. New areas of strategic priority are also emerging, include tackling vulnerability to support people to be independent at home; the diversification of primary care away from traditional GP-led services (governed by a new GP contract); the redesign of urgent care during the out of hours period; and new assessment and care management arrangements for unpaid carers.
9. We also need to take account of an improving evidence base from respected institutions like the [King's Fund](#) and the [Nuffield Trust](#). While not all national and international evidence will be relevant to our local context, academic research is increasingly interested in integrated systems of care and we need to be able to capitalise on that.

PROCESS

10. The refresh of the plan should not be understood to be a full re-write; rather, it will be positioned as a companion document to the existing plan. This is partly because much of our work from the existing plan is ongoing and partly because the broader demographic and needs assessment is unchanged.
11. We have engaged a range of opinion on new priorities and have fulfilled the following consultation schedule:

January:	Integrated Corporate Management Team Workshop	✓
	Meeting of Strategic Planning Group	✓
	Formation of initial proposals	✓
February:	Draft Strategic Plan Refresh considered by HSC Dept.	✓
	Draft Strategic Plan Refresh considered by ICMT	✓
	Draft Strategic Plan Refresh considered by IJB	✓
March:	Consultation and Engagement with localities/communities	✓
	Finalisation of refreshed plan and presentation to IJB	
12. The final refreshed plan will take hold in April 2018 and run through to the end of 2019.





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RECOMMENDATIONS

13. It is recommended that the IJB:

- (a) Notes that further work will be undertaken to develop KPIs;
- (b) Notes that we have consulted with communities;
- (c) Agrees to the refreshed Strategic Plan and that it be published on the IJB website.

Ron Culley
Chief Officer
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