

REPORT

Review of Edinburgh Integration Joint Board Strategic Plan 2019-2022

Edinburgh Integration Joint Board

27 October 2020

Executive Summary

The Strategic Planning Group (SPG) is required within its Terms of Reference (ToRs) to review the strategic plan annually. This review was conducted on 15 September 2020.

This abridged report provides an update on progress made in key areas within the current strategic plan and the outline timings for the next planning cycle.

A Return to Transformation (R2T) report was approved by the EIJB in July 2020. This signalled a two-phased approach to optimise available resource against agreed priorities. The transformation programme boards were delayed due to COVID-19 but re-started in August 2020.

The target date to complete the initial priority areas within the revision of the Joint Strategic Needs Analysis (JSNA) is no later than 31 January 2021.

Development of the Edinburgh Integration Joint Board (EIJB) Strategic Plan 2022-25 is proposed to start from the SPG in January 2021, but there will be planned preliminary activity progressed by Edinburgh Health and Social Care Partnership (EHSCP) before then.

The intent is to publish the next 3-year strategic plan 2022-25 in March 2022 following EIJB approval.

Recommendations

It is recommended that the EIJB:

1. Acknowledges that the SPG has conducted an annual review of the current strategic plan.
2. Notes progress made against specified tasks and key elements of the transformation programme in phase 1 of the strategic plan.
3. Notes progress and planned activity during phase 2 of the strategic plan.
4. Notes the proposed outline timeline for the next strategic planning cycle 2022-25.

Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Main Report

Background

1. The EIJB Strategic Plan 2019-22 was approved by the EIJB in August 2019. It retained the 6 strategic priorities¹ set by the EIJB in 2016, was informed by 5 outline strategic commissioning plans² and introduced the four priority elements of Home First Edinburgh, the Three Conversations approach, the Edinburgh Pact and Transformation. Implementation was designed around two phases:

- **Phase 1 in outline - Prelims and launch (1 July 2019 to 31 March 2020):** *phase 1 will be focused on getting organised and aligned to the start of the transformation programme whilst maintaining our efforts on current business. The Good Governance Institute (GGI) will continue to work with the EIJB at the higher level which will include refinement of the supporting sub-*

¹ Prevention and early intervention, tackling inequalities, person centred care, managing our resources effectively, making best use of capacity across the system, right care, right place, right time.

² Learning Disabilities, Physical Disabilities, Primary Care, Older People, Mental Health (Thrive).

committees. The first Three Conversations innovation sites will be established from July 2019. Finally, the transformation programme and a range of internal reviews will begin from autumn 2019.

- **Phase 2 in outline** - Continuation and implementation (1 April 2020 to 31 March 2022): phase 2 will continue the projects within the transformation programme and implement agreed actions from projects and reviews that have been completed. Throughout the planning cycle. Directions will be presented to the EIJB for authorisation. Concurrently, the Strategic Plan will be monitored, refined and aligned to the planning for the next strategic cycle.

SPG Assessment

2. In accordance with SPG ToRs the current strategic plan was reviewed in detail on 15 September 2020. The SPG satisfied itself with progress to date and the emerging plan for the next stage of development. A comprehensive report supported the analysis and the SPG recommended that an abridged version of the report be submitted to the EIJB for noting.
3. Steady progress in line with phase 1 of the strategic plan has been made against specified tasks and in key transformation areas such as Home First Edinburgh, including the roll out of our Hospital at Home service across the city and line management brought under EHSCP, Three Conversations with 7 innovation sites in place and rising, completion of the Bed Based Review 'understand phase' and now progressing within Programme 3, the initial research phase of the Edinburgh Pact and the roll out of planned elements of Thrive Edinburgh, PCIP and implementation of the Carers' Strategy.
4. Phase 1 specified tasks have generally been delivered with some exceptions, despite the imposition of COVID-19. It had been planned to start the transformation projects and programmes in March 2020, but this slipped to August 2020 due to COVID-19. We are now in phase 2 of the current strategic planning cycle and making progress at best effort as we continue our response to COVID-19.
5. Home First Edinburgh. **The EIJB has requested an update on Home First on the Rolling Actions List.** The Home First Edinburgh model is a key component of the transformation programme and was considered as part of the review of the strategic plan at the recent SPG.
 - A wide stakeholder engagement event was held at the City Chambers in January 2020 where keynote speakers from across the UK shared their experience of designing and implementing successful Home First models. Following this event and learning from the experience of the speakers, the team held a successful test of change week between 2 to 5 March 2020 at the Royal Infirmary of Edinburgh (RIE). During this week the Home First Edinburgh team established themselves onsite and created a single point for



referral. This enabled the Home First Edinburgh team to assess and determine the appropriate discharge plan for all accepted referrals and for people who were existing delays in hospital. From the 66 referrals accepted during this week, over 90% of patients were discharged with the majority returning home or onto an appropriate Home First Pathway. Due to their responsive approach, the team also reduced the number of people becoming delayed resulting in a reduced length of stay.

- Alongside the innovation week, Home First Edinburgh has developed alternative pathways by supporting prevention of admission and early discharge, both focused on a reablement and recovery approach. A community facing prevention team was established as part of winter 2019 planning and has been expanded. This team has supported health and social care colleagues including Hospital at Home to support people to remain at home during a crisis. Discharge to Assess was launched across the city delivering Therapy led intervention as an alternative to bed-based rehab and, Home First Navigators have been placed in acute hospitals to support colleagues when considering the options available for people when they no longer require hospital care.
- A review of Hospital at Home in 2019 highlighted a significant proportion of people who could be managed by this team as an alternative to hospital admission. Since the review, Hospital at Home has been launched city wide with a greater reach across Edinburgh. While there was significant collaboration between health and social care and the Hospital at Home team, this has recently been enhanced. EHSCP took over direct management of the Hospital at Home service in March 2020.
- The Home First Edinburgh teams have worked tirelessly to reduce delays and associated length of stay to historically low levels. This has resulted in more people remaining at and returning home with their rehab and recovery managed out with an acute setting. The teams are eager to build on the success and momentum generated by Home First Edinburgh to date. The project team are working on the development of the target operating model and are looking to establish the staffing structure that will support, sustain and further embed the Home First Edinburgh service. A recent analysis of delayed discharge 2018 to 2020 is at Appendix 1.

6. Assessment of phase 1 specified tasks as set out in the strategic plan:

- a. **Complete preliminary activity.** Ongoing – transformation team recruited to c75% by February 2020, and programme architecture set out and scheduled. Recruitment for the remaining posts is ongoing and nearing completion.

- b. **Initiate three conversations approach.** Done – on time and 7 innovation sites in place and set to increase in next phase of the project – delays due to COVID-19.
- c. **Establish transformation programme and governance structure.** Done – projects agreed, programme boards and portfolio boards scheduled – re-started in August 2020 in accordance with R2T report approved by the EIJB in July 2020.
- d. **Complete GGI development work with EIJB.** Ongoing – new committee structure in operation and a series of developmental sessions completed – now focussed on EIJB public facing engagement and annual ‘event’. Two EIJB working groups are now in operation to support this. Further development sessions are being designed for 2021.
- e. **Consult on and publish redefined Edinburgh health and social care offer** (now termed Edinburgh Pact). Ongoing – the initial consultation, research and engagement phase is nearing completion. Now entering phase 2 of the project.
- f. **Launch new EHSCP website.** Done – launched in December 2019 – further roll out continues in accordance with a three phased plan – reach expanded, and content audit has been conducted. Technical solution for intranet now being developed in phase 2.
- g. **Conduct EHSCP structural review** (now termed organisational review). Delayed – disrupted by COVID-19 and is now being refined because of lessons learned – progress is gradually being made but much still to be done.
- h. **Conduct planning cycle review.** Ongoing – relates to the planning, commissioning and procurement cycle – looking now at interim steps ahead of the outcome of the organisational review which will bring together planning, commissioning and contracts under a single manager. Subject to Internal Audit scrutiny.
- i. **Conduct performance management review.** Ongoing – performance framework tightened up and aligned to Directions policy but much still to do – recruitment of interim Performance and Evaluation Manager imminent.



- j. **Refine market facilitation approach.** Delayed – but programmed to come back on line later this year through the SPG – may look to push into the next strategic plan but is subject to IA scrutiny.
 - k. **Refine and implement communications and engagement plan.** Ongoing – communications plan was approved by the EIJB in February 2020, but no tangible implementation conducted – newly appointed EHSCP Communications and Engagement Manager already making noticeable impact with more planned in the mid to longer term through phase 2 and actions from the EIJB public facing and event working groups.
16. Assessment of phase 2 specified tasks as set out in Strategic Plan:
- a. **Continuation of transformation programme.** Ongoing – re-started in August 2020. Benefits work and project milestones developing through the 4 programme boards. Outputs and updates will be progressed to the EIJB and committees via the EHSCP Portfolio Board.
 - b. **Continue roll out of three conversations approach.** Ongoing – entering next phase – Making it Happen (MiH) sessions now reinstated.
 - c. **Implement outcomes from projects.** Ongoing – delays due to COVID-19 – projects restarted in August 2020. Project leads developing route maps, milestones and identification of potential ‘quick wins’.
 - d. **Implement outcome of EHSCP structural review.** Delayed – organisational review progressing slowly.
 - e. **Implement outcome of planning cycle review.** Ongoing – initial scoping complete and interim steps being considered – looking to accelerate this work to support budget savings requirement and better alignment of financial planning with EIJB strategic aspirations.
 - f. **Implement outcome of performance management review.** Ongoing – performance framework tightened up and aligned to Directions policy – recruitment of Performance and Evaluation Manager imminent. Intent is to design measures of effectiveness (MoE) for each strategic priority as we enter the next strategic planning cycle.
 - g. **Implement outcome of review of services.** Ongoing – part of transformation programme – could also feed development of a revised



operating model aligned to the financial aspects of the strategic framework.

- h. **Review Strategic Plan and Directions.** Done – strategic plan considered by SPG on 15 September 2020. A review of Directions was submitted to the Performance and Delivery (P+D) Committee on 28 September 2020 and will remain under constant review through the Directions Tracker. The review of Directions is scheduled for the December 2020 EIJB.
 - i. **Conduct new Joint Strategic Needs Assessment (JSNA).** Ongoing – target is to complete JSNA initial priority areas by 31 January 2021. Work began on this in mid-September 2020. Mid to longer term the JSNA will be a ‘living’ data source maintained by the Interim Performance and Evaluation Manager once in post.
 - j. **Preparations for the next strategic planning cycle.** Development of the EIJB Strategic Plan 2022-25 is proposed to start officially from January 2021, but there will be planned preliminary activity progressed prior to this by EHSCP. The next planning cycle should include better alignment of financial planning and the mapping of transformation projects to EIJB strategic priorities. Aligning these aspects would then shape the production of a higher-level EIJB performance framework including MoE.
 - k. **Continuation of transformation programme.** Ongoing – expect to deliver outputs/quick wins throughout this phase. Transformational work will continue thereafter through the next 3 year strategic planning cycle.
 - l. **Extension of Partners 4 Change support to three conversations as required.** Done – out to April 2021 at this stage – option to extend further.
 - m. **Production of Strategic Plan 2022-2025.** The proposal is to take the next strategic plan to the EIJB in March 2022 for final approval. There also remains the intent to produce a concise higher level strategic vision, which is not bound by time, and sits above and guides the 3-year strategic planning cycles. It is proposed to design this initially through the Futures Committee and then progress to the SPG by March 2021 and then to the EIJB in due course.
17. During phase 2, locality operational plans that reflect EIJB strategic direction and demonstrate the ‘golden thread’ of plans to implementation will be

developed and presented to the SPG. These locality operational plans are separate from the locality improvement plans but are linked and will be aligned.

18. Refinement of the current Strategic Plan and preparations for the development and publication of Strategic Plan 2022-2025 will be guided by the SPG. The SPG will consider the approach and timeline on 10 November 2020. Routine updates on progress will be submitted to the EIJB during the planning cycle as directed by the SPG.

Implications for EIJB

Financial

19. Within the Strategic Plan, the transformation programme will play a significant part in ensuring that health and social care services are financially sustainable. As the programme progresses, details will be provided to the EIJB in relation to progress with the delivery of financial benefits against agreed targets.

Legal / risk implications:

20. There are no legal implications arising from this report.
21. There is a risk that any loss of momentum in delivering strategic transformation and service redesign may adversely affect confidence and will slow down the pace of necessary change.
22. There are no new implications for Directions. As work is produced through the transformation programme, associated Directions can be expected.

Equality and integrated impact assessment

23. A full equality and integrated impact assessment (IIA) was conducted for the current Strategic Plan.
24. A further IIA will be conducted in the next planning cycle to support publication of Strategic Plan 2022-25.

Environment and sustainability impacts

25. There are no environment and sustainability impacts arising as a direct result of this report. However, it is recognised that all future models of care and delivery must take due cognisance of the impacts on the environment and in respect of climate change targets, including those associated with the Edinburgh 2030 programme.

26. The Futures Committee has proposed that a climate change charter be created to support EIJB climate change aspirations. The Futures Committee will lead on this work and submit a proposal to the EIJB in due course.

Quality of Care

27. Nothing to report directly in relation to this review.

Consultation

28. The transformation programme will reach out to a wide stakeholder group to encourage participation in project teams and programme boards as set out in the R2T report submitted to the July 2020 EIJB.
29. Consultation will be a central factor in the development of the next strategic planning cycle. More details on the programme will be presented to the SPG on 10 November 2020.

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Appendices

1. Delayed discharge analysis 2018 to 2020.

Background Reports

1. [Transformation and Change - EIJB report February 2019](#)
2. [Strategic Plan 2019-22 – EIJB report August 2019](#)

The following workbook presents information on all delayed discharges for City of Edinburgh Health and Social Care Partnership and Scotland total, between Jan 2018 and July 2020.

Data

- 1 [DD Rate per 100,000 18+](#)
- 2 [DD Rate per 1,000 75+](#)
- 3 [Bed Day Rate per 100,000 18+](#)
- 4 [Bed Day Rate per 1,000 75+](#)

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Notes:

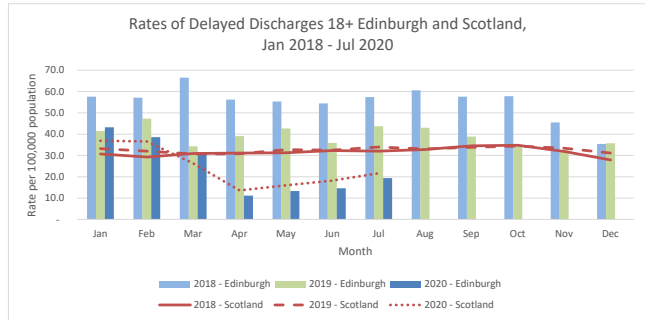
1. Local Authority figures are based on Local Authority of residence.
2. Age is calculated as at the person's ready for discharge date.
3. All delays by definition includes Health and Social Care, Patient and Family Related Reasons, and Code 9 delays.
4. Highest rate will be ranked at the top (1 = not as well performed) whereas lower rate (but better performed) will be given a lower rank.
5. Delayed Discharge rate is calculated using number of people spend in hospital when they are ready to be discharged
6. Bed day rate is calculated using number of days people spend in hospital when they are ready to be discharged.

Source:

1. PHS Delayed Discharges in NHSScotland monthly - September 2020 publication (Census and Bed days), published September 2020.
2. Rates per 100,000 population have been calculated using NRS mid-2019 population estimates, published April 2020.

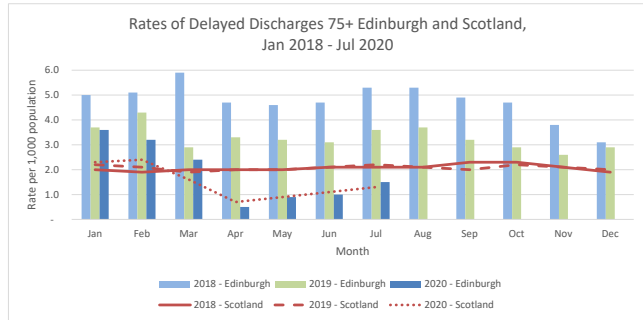
Rate of Delayed Discharge per 100,000 population for people aged 18 and over, Edinburgh and Scotland, between Jan 2018 and Jul 2020

Month	Bed day rate per 100,000 18+					
	2018		2019		2020	
	Edinburgh	Scotland	Edinburgh	Scotland	Edinburgh	Scotland
Jan	57.6	30.7	41.4	33.2	43.2	36.9
Feb	57.1	29.3	47.3	32.0	38.6	36.6
Mar	66.5	30.9	34.3	30.7	31.1	26.3
Apr	56.2	31.1	39.1	30.8	11.2	13.6
May	55.3	31.3	42.7	32.7	13.3	16.0
Jun	54.4	32.3	35.9	32.5	14.6	18.2
Jul	57.4	32.0	43.7	34.0	19.4	21.7
Aug	60.6	32.8	43.0	33.1		
Sep	57.6	34.5	38.9	33.8		
Oct	57.8	34.8	34.3	34.4		
Nov	45.5	31.9	32.5	33.4		
Dec	35.4	27.9	35.7	31.1		



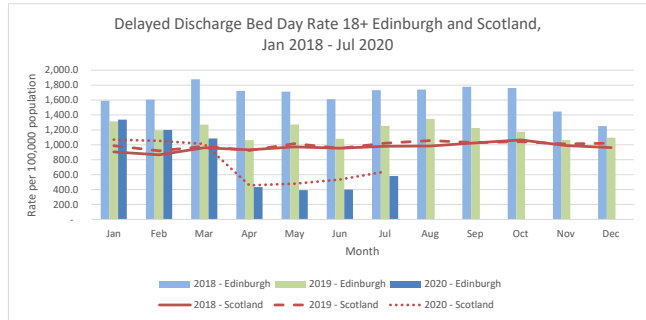
Rate of Delayed Discharge per 1,000 population for people aged 75 and over, Edinburgh and Scotland, between Jan 2018 and Jul 2020

Month	Bed day rate per 1,000 75+					
	2018		2019		2020	
	Edinburgh	Scotland	Edinburgh	Scotland	Edinburgh	Scotland
Jan	5.0	2.0	3.7	2.2	3.6	2.3
Feb	5.1	1.9	4.3	2.1	3.2	2.4
Mar	5.9	2.0	2.9	1.9	2.4	1.6
Apr	4.7	2.0	3.3	2.0	0.5	0.7
May	4.6	2.0	3.2	2.0	0.9	0.9
Jun	4.7	2.1	3.1	2.1	1.0	1.1
Jul	5.3	2.1	3.6	2.2	1.5	1.3
Aug	5.3	2.1	3.7	2.1		
Sep	4.9	2.3	3.2	2.0		
Oct	4.7	2.3	2.9	2.2		
Nov	3.8	2.1	2.6	2.1		
Dec	3.1	1.9	2.9	2.0		



Bed day rate per 100,000 population for people aged 18 and over, Edinburgh and Scotland, between Jan 2018 and Jul 2020

Month	Bed day rate per 100,000 18+					
	2018		2019		2020	
	Edinburgh	Scotland	Edinburgh	Scotland	Edinburgh	Scotland
Jan	1,590.1	905.5	1,314.2	987.5	1,337.1	1,069.2
Feb	1,605.9	865.8	1,194.0	919.3	1,199.9	1,053.6
Mar	1,878.6	960.9	1,270.1	978.3	1,084.2	1,012.8
Apr	1,721.8	933.5	1,064.1	924.5	434.3	456.8
May	1,712.0	973.1	1,272.1	1,016.2	391.4	478.3
Jun	1,612.1	954.5	1,080.8	952.4	400.3	535.0
Jul	1,732.1	980.6	1,255.0	1,022.2	580.9	639.9
Aug	1,741.0	983.7	1,347.1	1,056.8		
Sep	1,776.9	1,025.1	1,224.8	1,029.1		
Oct	1,761.3	1,065.7	1,175.9	1,042.0		
Nov	1,445.7	990.5	1,064.6	1,012.2		
Dec	1,251.6	962.9	1,094.8	1,022.5		



Bed day rate per 1,000 population for people aged 75 and over, Edinburgh and Scotland, between Jan 2018 and Jul 2020

Month	Bed day rate per 1,000 75+					
	2018		2019		2020	
	Edinburgh	Scotland	Edinburgh	Scotland	Edinburgh	Scotland
Jan	136.5	59.3	118.3	66.3	114.1	68.3
Feb	141.8	56.6	107.8	60.2	100.4	67.8
Mar	164.6	62.0	109.4	63.1	88.1	63.4
Apr	148.3	61.0	88.6	59.6	28.0	25.3
May	143.9	63.1	101.4	64.1	25.2	26.9
Jun	138.2	62.2	88.7	60.2	28.2	31.3
Jul	156.4	65.3	103.5	65.0	46.0	37.9
Aug	153.3	64.2	115.2	67.8		
Sep	151.2	68.1	101.3	63.3		
Oct	147.0	70.4	96.4	64.7		
Nov	116.4	65.5	89.2	64.3		
Dec	109.0	64.3	88.2	65.3		

