

REPORT

Lothian Strategic Development Framework (LSDF)

Edinburgh Integration Joint Board

9 August 2022

Executive Summary	<ol style="list-style-type: none"> 1. The purpose of this report is to update the Edinburgh Integration Joint Board (EIJB) on progress in the development of the Lothian Strategic Development Framework (LSDF). 2. The LSDF sets out the approach that the Lothian Health and Care System (LHCS) will take over the next five years to deliver improved outcomes. 3. The LSDF was considered at the Strategic Planning Group (SPG) in May 2021 and again in March 2022. The SPG remains broadly supportive of the LSDF. 4. An initial period of engagement on the LSDF was initiated in April and the output of engagement to date reported to the NHS Lothian Board in June 2022.
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Recommendations	<p>It is recommended that the EIJB:</p> <ol style="list-style-type: none"> 1. Note progress and support the development of the LSDF. 2. Note that a further developmental session on the LSDF is planned for the autumn.
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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	

Consultation

1. The LSDF was considered by the SPG in May 2021 and then again in March 2022. It was taken to the Edinburgh Health and Social Care Partnership (EHSCP) Executive Management Team in April 2022.
2. A briefing note on the LSDF was circulated to EIJB members in April 2022 to provide an opportunity to consider it and provide feedback. No feedback was received.
3. EIJB members will be offered the opportunity to hear more about the development of the LSDF, its content and the output of engagement activity to date through a developmental session in the autumn (details to follow).

Main Report

1. The LSDF summary is attached at Appendix 1. There are a number of supporting documents. These are available within the LSDF Full Document suite published on the NHS Lothian website here:
<https://org.nhslothian.scot/Strategies/LSDF/Documents/Lothian%20Strategic%20Development%20Framework%20for%20website%2008042022.pdf>
2. 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 and Care System (LHCS).
3. The LSDF intends to identify the approach that the LHCS will take over the next five years to deliver improved outcomes in:
 - a. Population Health – tackling inequalities, maximising prevention of ill-health and increasing the number of years of healthy lives.
 - b. 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.
 - c. Performance – working to improve our performance against key national measures.
4. The LSDF is intended to be appropriately respectful of the authority of each of the partner organisations and understands where responsibilities sit. Care will be taken to avoid any risk of duplication of effort or convergence of intent and/or directed action.
5. The final LSDF document suite includes:
 - a. A short, accessible and readable summary of the case for change and the actions to be taken. This is the core of the LSDF.

- b. A series of aligned documents for each 'pillar' within the LSDF (Improving Population Health; Children and Young People; Mental Health, Illness and Wellbeing; Primary Care; Scheduled Care and Unscheduled Care), which provide supporting detail including the case for change in each section and proposed actions.
 - c. Cross-cutting sections on our parameters and outlining our commitments around workforce, finance, capital, and environmental measures.
6. The summary document included in the LSDF builds on the Principles and Assumptions discussed with the SPG in May 2021, and the proposed Fixed Points shared with IJB Chairs and Chief Officers in June 2021.
 7. 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 LHCS. Each section sets out the context relevant to the pillar, and details the actions we intend to take. Colleagues within HSCP 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.
 8. A short initial period of public engagement on the LSDF was conducted by NHS Lothian from April to June 2022, marking the first step in a continuous engagement process over the life of the LSDF. Through this engagement activity, NHS Lothian seek to explain the drivers for change, and listen to the views and needs of our citizens.

Implications for Edinburgh Integration Joint Board

Financial

9. It is intended that the delivery of the LSDF will focus on how resources can best be utilised to deliver improved outcomes for those who live in the Lothians.

Legal / risk implications

10. There is no identified legal impact from the LSDF.
11. The implementation of the National Care Service may impact some of the plans outlined within the LSDF.
12. No risks to the EIJB strategic direction have been identified as a result of the LSDF.

Equality and integrated impact assessment

13. An integrated impact assessment (IIA) workshop was conducted by NHS Lothian on 24 May 2022.

Environment and sustainability impacts

14. The intent is that the LSDF will include consideration of environmental sustainability as a core requirement.

Quality of Care

15. The LSDF sets out the outcomes hoping to be achieved including those outcomes relating to the six dimensions of quality.

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Appendices

Appendix 1: Lothian Strategic Development Framework

April 2022

The Lothian Strategic Development Framework



Lothian Health & Care System:

- East Lothian Integration Joint Board
- Edinburgh Integration Joint Board
- Midlothian Integration Joint Board
- West Lothian Integration Joint Board
- NHS Lothian

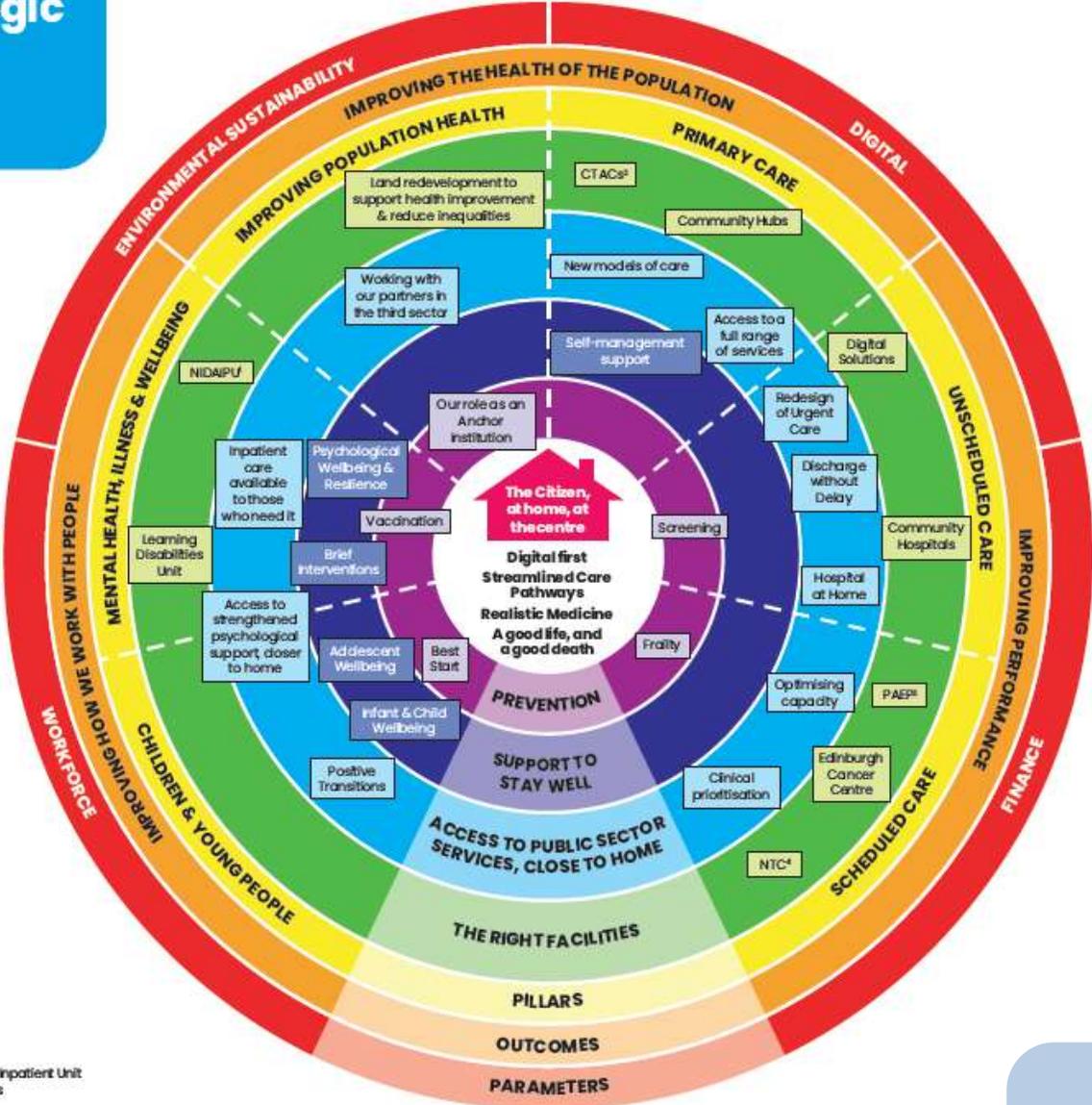
Lothian Strategic Development Framework

EAST LOTHIAN
INTEGRATION JOINT BOARD

EDINBURGH
INTEGRATION JOINT BOARD

MIDLOTHIAN
INTEGRATION JOINT BOARD

WEST LOTHIAN
INTEGRATION JOINT BOARD



1. National Intellectual Disability Adolescent Inpatient Unit
 2. Community Treatment and Care services
 3. Princess Alexandra Eye Pavilion
 4. National Treatment Centre

NHS LOTHIAN

System Vision:

Citizens lead longer, healthier lives, with better outcomes from the care & treatment we provide

We connect health and social care services seamlessly, wrapping around the citizen in their home

We improve performance across our system, with better experiences for citizens and those who work for and with us

About this document

This document is the Lothian Strategic Development Framework and lays out what we want to happen across Lothian’s Health and Care system over the next 5 years, up to and including the financial year 2027-28. It is a collaboration between the bodies with responsibility for the planning, commissioning, and delivery of health and care services in the Lothians;

- East Lothian Integration Joint Board;
- Edinburgh Integration Joint Board;
- Midlothian Integration Joint Board;
- NHS Lothian;
- West Lothian Integration Joint Board.

Collectively, we refer to these five organisations as the Lothian Health and Care System (LHCS).

Our vision for the system is that:

Citizens live longer, healthier lives, with better outcomes from the care and treatment we provide

We connect health and social care services seamlessly, wrapping around the citizen in their home

We improve performance across our system, with better experiences for citizens and those who work for and with us

We call this document a Framework because it knits together the five interdependent approaches of the collaborating LHCS bodies and lays out a basis for us to collectively move forward. It represents our high-level thinking of what we want to happen and what we want to do over the next five years, but this Framework lays out a flexible and adaptive approach around key principles, assumptions, and fixed points.

We do need to be candid that as we are publishing this, public services are under enormous strain. The NHS and services which are crucial to promoting health, preventing disease, and providing treatment are no different. The ongoing challenges of the pandemic, combining the disease, the impact on our workforce, and “catching up” with other diseases, means that we are in a position where performance and outcomes are not what we would want them to be. However, we believe that the principles and assumptions we make support a general direction of travel in a post-COVID world, and that we can adhere to these.

The Framework describes;

- What we are trying to achieve;
- Where we are now and the impact of the COVID-19 pandemic on the services we provide;
- Our principles, assumptions, and fixed points;
- The needs of our population, and the longer-term demographic challenges we face;

- The parameters of our system in terms of our people, our financial resources, and our infrastructure;
- The actions we will take to deliver over the next five years across a range of settings;
 - Population health and anchor institution status;
 - Children and Young People;
 - Mental Health, Illness, and Wellbeing;
 - Primary Care;
 - Unscheduled Care;
 - Scheduled Care

We also present supporting assessment and evidence which outlines the parameters we work within;

- Our **workforce** context, where we have a population growing rapidly and aging simultaneously. We note that across the country we have a reducing number of people of working-age, which means there are fewer people to work in health and care services and settings;
- Our **financial** context, where we have an accumulated financial gap as a result of the national funding formulas as they have applied to the public sector in the Lothians, and growing financial challenges from new drugs and treatments;
- Our **capital** context, where, while we have significant Scottish Government investment pledged for large new clinical facilities such as a new Cancer Centre, a new Eye Pavilion, and a new short-stay scheduled treatment centre at St John’s Hospital, we do not as yet have investment for improvements to the Royal Edinburgh Hospital and have a significant challenge to fund other community facilities;
- Our **digital** context, with technology more and more capable and supportive of clinical practice and practitioners;
- Our **environmental** context, where we have an obligation to ensure that we reduce our carbon footprint. 5% of all travel in the UK is healthcare-related.

NHS Lothian subscribes to a clear set of **values** which underpin everything we do. Each of the four IJBs in the LHCS has their own values as described in their individual strategic plans, which are under review, but those of NHS Lothian speak to the core of what we are committed to;

- Care and compassion
- Dignity and respect
- Quality
- Teamwork
- Openness, honesty, and transparency

What are we trying to achieve?

The health and care system is a key underpinning of the success and prosperity of Scottish society. To this end, it contributes directly to the National Outcomes which drive the national Programme for Government. At a more local level, our organisations seek to work together to improve the health and wellbeing of a population of nearly 1 million. Our population has grown by 12% since 2011 and we expect it to grow by 8% over the next ten years.

Our aims and objectives for the next five years are;

- An improvement to population health;
- Outcomes we aim for in how we will work with citizens and with patients;
- To deliver nationally-prevailing performance measures;

There are some broad themes about how we will work that are central to our approach;

- We want to move care closer to home where we can. The citizen's home should be the key fixed point for how services are designed and delivered. We believe that we should have very good clinical reasons to ask someone to come to one of our facilities;
- We see an ever-increasing role for self-care by citizens, and of their deeper engagement in the prevention of disease. We see this as particularly valuable in the provision of services for children and young people;
- We want to embed things we have learned from the covid-19 pandemic in everything we do;
- We want to work ever-closer with all of our partners in the public square – local authorities, the third sector, the Scottish Government, educational institutions, and the private sector – to maximise and augment the positive impact each sector can have on citizen's lives. We see this as crucial to meet our aspirations to work as an anchor institution; Particularly important in our future work will be Scottish Government policy changes, and the most obvious impact of this is in the development of the National Care Service;
- We will work to improve our health and care facilities whenever and wherever we can, and remain committed to our campuses at the Royal Edinburgh Hospital, Royal Infirmary of Edinburgh, St John's Hospital, and the Western General. This will mean some new buildings to replace of buildings which are no longer suitable ;
- When we do need to build new facilities, we want to work with our partners from across the public square to ensure that these are multi-use and bring together the services citizens access on a regular basis. It doesn't matter to the citizen what the nameplate on the building says – it matters that we make it easier for the citizen to get the right help;
- We will increasingly use technology and innovation to support our delivery of treatment and care. Citizens will see this in the increased use of digital communications technology to provide appointments where previously they had to travel to outpatient or general practice settings;
- Recovery from the impacts of the COVID-19 pandemic will take years, not months, and this will mean longer waits for scheduled care. We will work to prioritise treatment for cancer and life-threatening illness in this context.

Where are we now? The impact of COVID-19

We are all aware of the direct impact of COVID-19. It will be rare to not know someone who has been infected, and unusual to not know of someone who has been seriously ill, or died, as a result of the disease. Our people worked, and continue to work, to manage the spread of the disease and the impact of the illness where it appears. We continue to run the largest vaccination programme in history, and our hospitals continue to see high numbers of people admitted to wards and to critical care units.

What is less clear to many is the set of associated impacts, which include but are not limited to;

- A health debt built up in people who did not access our services during the most acute lockdowns, and who now have conditions which are more advanced than they would have been previously;
- A rapidly-increased series of waits for scheduled care – hip replacements, cancer treatments, outpatient appointments;
- Severe difficulties for many independent-sector care providers, who support people in their homes. Many of these organisations are struggling to sustain themselves;
- Impacts on the people who work in our services, ranging from exhaustion, through stress-related mental illness, to a desire to retire early or reduce their hours to protect their own wellbeing;

Changes in how society operates that previously may have taken years have happened in days and weeks and we have delivered some services in very different ways, with a much greater reliance on digital services, on self-management, on being remote from buildings, and on explicitly prioritising some forms of care above others. LHCS has also shown an ability to re-engineer and re-provide at a pace that hasn't existed previously. This work has also shown the importance of working effectively and at speed with our partners in the rest of the public sector, the third sector, and the private sector.

Before the pandemic we did find it increasingly difficult to meet national targets due to the nature of our funding settlement. This funding settlement sees us receive less revenue than we should according to the national resource allocation framework set by the Scottish Government. This has, over time, widened the gap between the money we should have, and the money we do have. Similar challenges apply for our local public sector partners and this, in particular, has contributed to widening inequalities.

We also have the same problems as before the pandemic in terms of finance and the fabric of our buildings, and the pressure put upon us by the changing demographics within the Lothians. We also need to step up our efforts to improve quality and play our part in tackling climate change.

Perhaps our biggest concern in sustaining and improving our services is ensuring we can recruit and retain an appropriately-skilled workforce. The demographic challenges we face in caring for and treating an expanding and aging population also apply to our workforce. Some key services are facing particularly acute challenges, where the workforce is unbalanced and where not enough young people are joining the workforce. These pressures mean that we need to radically redesign some of our services in order to sustain them.

How we built the LSDF

The extant NHSL strategy – *Our Health, Our Care, Our Future* – was intended to cover the years 2014-2024, which would have coincided with the end-point for the next iteration of IJB Strategic Plans. However, the impact of first wave of the pandemic was such that during the late summer of 2020, we began working with the Royal Society of the Arts, using their Future Change Framework, to see what we had learned. We were also open to the idea that, as well as the vast range of problems and difficulties that the pandemic had wrought, we had also learned a lot about ways we could positively change how our system works and the services we provide.

Based on this work the NHSL Board adopted a series of principles and assumptions, and agreed fixed points to give us a skeleton to work within.

We have also worked with our finance, workforce, and other teams to identify the parameters of what can be done over the next five years. We have worked on the basis of the best currently-available information on these areas and have drawn our conclusions in good faith, and are keen to be as transparent with citizens as we can be.

Over the last 3 years, we have established a series of programme boards which bring together the leadership teams from our IJBs and from NHSL to map out our actions to improve services. These programme boards – for scheduled care, unscheduled care, and mental health, illness, and wellbeing – have worked over the last year to build plans for the next five years to deliver on our aims and objectives. In addition, we have worked with partners to develop plans for primary care and children and young people's services .

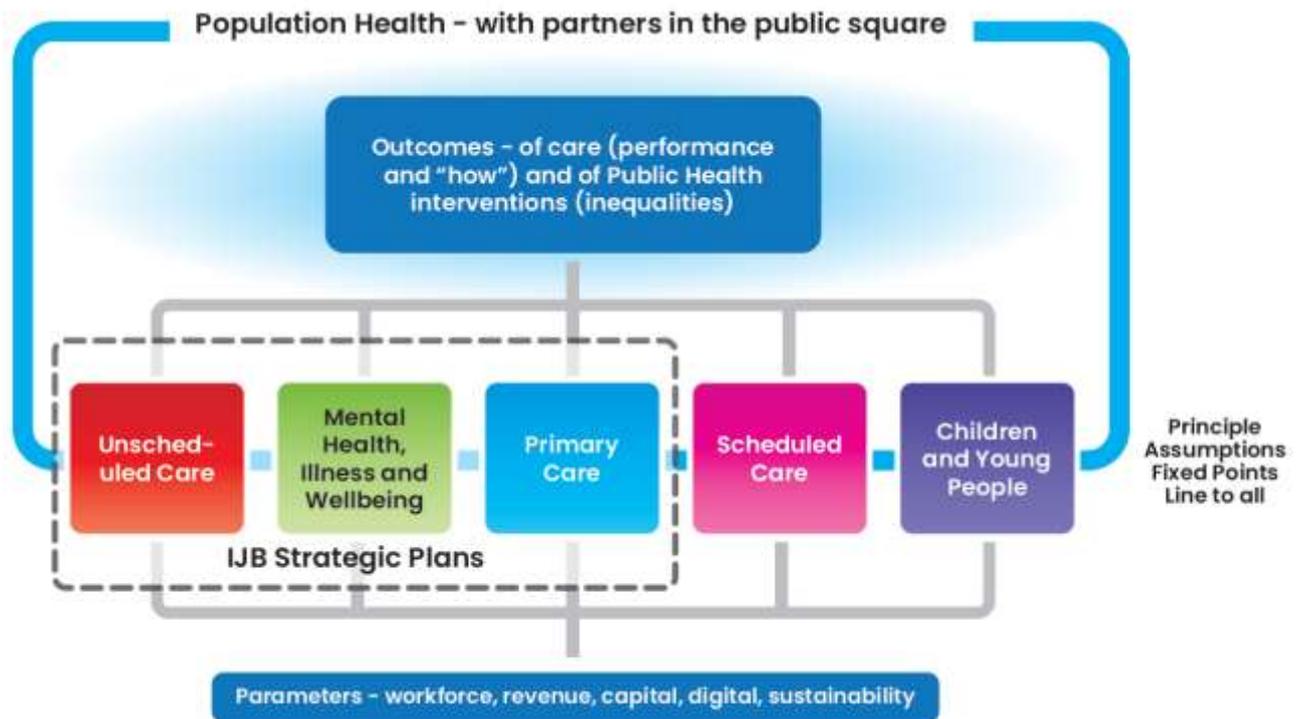
We have worked to ensure that we take account of citizens views in our work so far, but it is really important to remember that what is presented here is meant to start a much broader conversation with citizens and partners. Not everything we have summarised in here will be “right”, and some things are not completely clear to us yet. We need the help of citizens and partners to work to get the best answers we can, and so this document is really just the first instalment in a commitment we are making to work more closely with citizens and partners going forward.

Figure 1: Engagement

<p>Purpose</p>	<p>It is important that we don't do what we think is right without seeking the views of the people we work for. Engaging our communities in this work will help us to understand what is important to people who live in Lothian, and help to inform the choices we make.</p>
<p>Expectations</p>	<p>By sharing with residents what we and our partners have learned during the pandemic, we hope to build understanding about how we might tackle the challenges we face to deliver efficient and effective services to support good health and wellbeing in future.</p> <p>By seeking views on what is important to our residents, we hope to shape our ideas to ensure they meet the needs and wants of our communities.</p> <p>By engaging in dialogue with our communities, we hope to envisage new models of wellbeing and care, and to begin to discuss what we might let go of in order to make way for new innovations and models.</p> <p>By working with partners across the public and third sector, we hope to improve understanding of our shared challenges, and tease out synergies and opportunities for collaboration to address these challenges.</p> <p>Some elements of our future direction are fixed by policy directives, and will be out of scope of this work. We will be open about what these elements are.</p>
<p>Anticipated Outcomes</p>	<p>For Lothian residents: Able to influence choices within a harsh reality, informed by relevant data and information.</p> <p>For NHS Lothian: Confidence that our future direction is cognisant of the priorities of our communities, and focussed on delivering the outcomes they value.</p>
<p>Actions</p>	<p>Inform: We will share information about the LSDF via our website, social media and by engaging with the media, and invite local networks to participate in engagement opportunities.</p> <p>Engage: We will review existing local and national engagement activity, and distribute an online survey to seek a broad understanding of what is important to people in Lothian, in terms of health and care.</p> <p>Working with the RSA, we will bring together partners from across the public and third sector to understand our shared challenges and tease out synergies and opportunities for collaboration.</p> <p>Working with the RSA, we will convene a reference group to engage in a dialogue with residents, to envisage new models of care and consider what we might let go of to make way for new innovations.</p>

Taken altogether, the work we have done builds into a strategic framework where the outcomes we aim to achieve are delivered by our 5-year plans for scheduled care and children’s services - where NHSL is the planner and commissioner – and for unscheduled care, primary care, and mental health, illness, and wellbeing – where our IJBs are the planners and commissioners. These plans are sensitive to and supported by our parameters – workforce, revenue, capital, technology, and sustainability. Figure 2 below shows how this all fits together.

Figure 2: How the Lothian Strategic Development Framework fits together



Our principles, our assumptions, and our fixed points

We have agreed a series of principles and assumptions to guide our work in developing this strategy and delivering it over the next 5 years. These will help us deliver on the outcomes of care we are committed to delivering. These are shown in Figure 3, on the following page.

We also have a series of fixed points that we will work with over the next five years. The most important of these fixed points is the citizen's home, and we want to make sure that everything we do is focussed on getting people the help they need in their own home, if at all possible. We believe that we will continue to work to enhance our four major hospital campuses as the backbone of our acute hospital system.

1. We will retain the four campus sites – The Royal Edinburgh Hospital, the Royal Infirmary of Edinburgh, St John's Hospital at Howden, and the Western General Hospital.
2. Per *the Lothian Hospitals Plan*, we will use the sites as;
 - a. The Royal Edinburgh Hospital will be the specialist acute mental health facility with specialist learning disabilities and rehabilitation services;
 - b. The Royal Infirmary of Edinburgh will be South-East Scotland's major unscheduled care centre, incorporating the Major Trauma Centre, and specialist neurosciences and children's services;
 - c. St John's Hospital will be West Lothian's district general hospital, with specialist regional surgical services and a short-stay elective centre;
 - d. The Western General will be South-East Scotland's Cancer Centre, with breast, urology, colorectal surgical services on-site
3. We will have community inpatient facilities in East Lothian, West Lothian, and Midlothian;
4. We will only provide general anaesthetics at RIE, SJH, and WGH, with provision at REH to support treatments such as electro-convulsive therapies;
5. We are clear that the Western General will be the home for the new Edinburgh Cancer Centre, which will be the Cancer Centre for the South-East of Scotland;
6. We will not provide high-secure forensic mental health accommodation
7. The strategic planning and commissioning of unscheduled care, primary care, general practice, rehabilitation, and mental health services are delegated to the four IJBs – East Lothian, Edinburgh, Midlothian, and West Lothian
8. All other services are the strategic planning and commissioning responsibility of NHS Lothian.

Figure 3: Assumptions & Principles

Assumptions	Principles
<p>We will honour legally committed investment to date.</p> <p>We will test fully approved investment (not yet legally committed) against the principles to the right before legally committing.</p> <p>We accept that there will be significant financial constraints</p> <p>We will start with large waiting lists and work through these according to clinical prioritisation</p> <p>Workforce availability will be a key consideration, and all models will need to reflect this.</p> <p>The pandemic has and will continue to change our models of care (how significantly is uncertain)</p> <p>There will be a requirement for redesign capacity to support change</p> <p>There will be an evolving context and narrative.</p>	<p>All cases and actions need to be clear on the question they seek to answer</p> <p>All cases and actions need to be able to demonstrate that they advance the organisational strategy</p> <p>All facilities will be flexible and multi-use</p> <p>We will work to reduce "on-site" attendances wherever we can</p> <p>We will separate emergency and elective activity where possible and maximise the use of "single-day" pathways</p> <p>We will align actions and facilities with our public and third-sector partners</p> <p>Non-clinical space will be minimised</p> <p>Our actions and facilities will align with the Climate Change (Scotland) Act which outlines a requirement for the public sector to achieve net-zero by 2045 at the latest.</p>

Specific proposals for change

We have a system serving a million people, employing over 35,000, and with budgets totalling over £2billion, would have a broad range of actions it intends to take forward. There is a lot of detail provided in the supporting documents, but key highlights are;

- We expect to increasingly emphasise prevention and self-management of disease, supporting this with community services and new technologies like closed-loop insulin pumps;
- We will work to develop our ways of accessing our services and this will mean an increasing use of digital communication technologies for outpatient and primary care services, in particular;
- Where we need to replace buildings that we deliver community services in, we will look to bring as many services together from across public services together in community centres and use these as flexibly as we can;
- We will continue to change the model of care in primary care generally and general practice in particular, emphasising the role of the GP as the “expert medical generalist” and developing alternatives delivered through pharmacy, nursing, mental health, physiotherapy, and other services;
- We will work to strengthen communications and links between the different parts of our system to deliver streamlined pathways for citizens;
- We will continue with our work to provide more services for people with mental health needs or learning disabilities in the community. This includes increasing the number of community placements and reducing the size of the Royal Edinburgh Hospital;
- We want to move from buildings that are no longer fit for purpose and utilise land to create modern, flexible, multi-use, accommodation to replace them. This affects the Royal Edinburgh Hospital, and a series of community facilities in West Lothian, East Lothian, and the City of Edinburgh. It will also see us develop business cases for REH, for a new West Lothian Community Hospital, and for the development of East Lothian Community Hospital, as well as community treatment centres;
- We want continue to implement systems to schedule urgent care, with citizens given same or next-day appointments to attend, and will work with NHS24 and the Scottish Ambulance Service to deliver this;
- We want develop a new Cancer Centre on the Western General Hospital campus;
- We want to deliver surgical treatments where the patient will stay less than 48 hours in hospital in the new National Treatment Centre at St John’s Hospital in Livingston. This will include procedures in gynaecology, general surgery, colorectal surgery, urology, and orthopaedics;
- We want develop a new specialist eye hospital in Edinburgh to replace the Princess Alexandra Eye Pavilion;
- We will work to improve the efficiency and productivity of our elective services, but our recovery from the impact of COVID-19 will take years, and not months or weeks, to reach the levels we would want;
- We will explicitly consider the sustainability impacts of our services and commit to deliver the commitments made by the Scottish Government on carbon zero service provision.

Working to become an Anchor Institution

LHCS has a combined spending power of £2 billion, employs roughly 35,000 people, and serves a population of nearly a million people. The actions we take are fundamentally focussed on improving the health and wellbeing of our population, as we have described in the rest of this document. We will continue to undertake our work in preventing ill-health through our services, but we also recognise that prevention needs to work beyond service provision. Engaging with and influencing the wider social determinants of health such as housing, employment, income, sustainable placemaking and sustainable transport systems is crucial to population health improvement.

A key element of this is recognising the LHCS can have a direct impact through our spending power, our providing jobs, and how we work with partners to maximise our economic “weight” for social good. The LHCS should seek to be a good neighbour, a good consumer, and a good employer by deploying its influence in purchasing and procurement, its assets and facilities, its significance as a regional employment hub to impact positively the health and wellbeing of the local population. The Sustainable Development Framework is a key component of this approach. We will also bear in mind our Anchor Institution responsibilities in the disposal of property we no longer have a use for. As an example, we would want to influence the ultimate use of the Astley Ainslie site, considering the need for affordable housing that many of our health and care staff need access to.

This work comes under the banner of seeing LHCS as anchor institutions for our communities, where we impact on lives not just through the way we provide care and treatment but through our engagement with health in all policies at local partnership, regional and national level to shape and influence a health promoting environment across Lothian.

Our analysis is that several key actions are fundamental to how we can deliver on this aspiration;

- Focussing on providing the best possible start to life, as outlined in the Children and Young People’s section of this LSDF;
- Focussing on supporting people in their own homes and neighbourhoods, as described in our Mental Health, Illness, and Wellbeing, Primary Care, Unscheduled Care, and Scheduled Care sections;
- Maximising income for the low-paid, some of whom are within our own workforce;
- Becoming accredited Living Wage employers, and working to ensure that our suppliers and contractors are also Living Wage employers;
- Ensuring that our community benefits clauses really provide benefit for our population;
- Ensuring that NHS Lothian contributes actively to emerging community planning partnership discussions about community wealth building by utilising its influence as an anchor institution
- Considering whether and how our buildings can bring together a broader range of public services to deliver on shared aims;
- Considering whether and how our land disposal and redevelopment can support a larger series of broader public goals including population health improvement and reduction of health inequalities.

Children's Services

We see the provision of appropriate support, care, and treatment when required for children as the major investment we can make in the health of the Lothians. To this end, we will continue to work closely with our partners in education, the third sector, social care, and with parents and families, to ensure that we provide the best possible support for our young people.

Foremost in this area is the radical redesign of mental health services for children and young people. It is well-known that our performance in providing treatment for children waiting for psychological support has not been at the level we would have wanted for some time. Our analysis shows that this is at least in part because the other layers of care have weakened, and in turn that our highly specialised services are unable to cope. We have therefore set out to strengthen the less specialised levels, and will work to provide support closer to where young people are – in communities, in schools, in youth clubs, and by remote means where appropriate.

We will design and implement a new pathway for children and young people with neurodevelopmental challenges.

Children & Young People 5 Year Plan

<p>Year 5</p>	<ul style="list-style-type: none"> • Next cycle of Statutory Plans commenced. • Early Intervention and prevention core to delivery of Children and Young Peoples services. • Improved outcomes for mothers and babies; reduced developmental concerns; improved educational attainment & positive destinations • Improved partnership working and commissioning. • UNCRC drives service change.
<p>Year 2/3</p>	<ul style="list-style-type: none"> • Delivery of Statutory plans focusing on NHSL priority areas • Incorporation of UNCRC • Best Start Workforce models implemented • National neonatal pathway established • Neurodevelopmental service created • Improved family support models developed with Local Authority and 3rd sector partners • Bespoke adolescent care models developed
<p>Now and Year 1</p>	<ul style="list-style-type: none"> • LSDF process to identify priority areas for NHS Lothian: Early years, support for families and tackling poverty; Mental health and wellbeing; School readiness, educational attainment, and positive destinations; The Promise: supporting care experienced children and young people • Start delivery of 4x Children's Services Plans, 4x Corporate Parenting Partner Plans, Child Poverty Plans. • Develop NHS Lothian Corporate Parenting plan and governance • Implementation of Best Start Strategy – midwifery workforce model • Delivery of RMP4 through Speciality Level Recovery Plans
<p>Now (Year Zero)</p>	<ul style="list-style-type: none"> • Unstable baseline (demand & workforce challenges) • non-compliance with some performance indicators & worsening position • Complex planning landscape: 4 x Local Authority partners + statutory requirement to produce multiple plans on 3-year cycle

Mental Health, Illness, and Wellbeing

All four of our IJB areas are committed to developing programmes focussed on sustaining people's wellbeing. These programmes are tailored to the particular circumstances of each community, but bring together NHS services, volunteering, lived experience, the third sector, local authorities, and the private sector to expand access for support at a less acute level.

We will invest to expand our capacity in respect of psychological therapies, with a focus on meeting the Scottish Government's target that no one should wait longer than 18 weeks for this key form of treatment.

All five partners in the Lothian system are committed to improving the standard of facilities provided for inpatient treatment at the Royal Edinburgh Hospital, which looks after patients diagnosed with serious mental illness. We aim to commence construction of new facilities for mental illness rehabilitation, and of a new national unit for young people with learning disabilities and mental illness, by 2024.

The changes to the Royal Edinburgh Hospital come out of our desire to implement a radical redesign of care. For people with learning disabilities, care will increasingly be provided away from hospital, in homes with support provided by care workers, as opposed to doctors and nurses.

Similarly, our 4 IJBs will invest heavily in providing non-medicalised care and support outside of hospital for those recovering from long-term mental illness, with people settled into new homes and supportive environments designed around them.

Mental Health, Illness, and Wellbeing 5-Year Plan

<p>Year 5</p>	<ul style="list-style-type: none"> • Enhanced programmes to raise psychological wellbeing & resilience – an integrated public health approach • Seamless pathways for Psychological Intervention for adults and children • New build almost complete for Low Secure & Mental Health Rehabilitation, Intellectual Disabilities Unit, Ritson Clinic and supporting developments
<p>Year 2/3</p>	<ul style="list-style-type: none"> • Achievement and maintenance of RRT standard in Psychological Therapies • Working towards achievement in CAMHS; plans underway to develop Tier 2 services • Expanded use of accredited digital therapies
<p>Now and Year 1</p>	<ul style="list-style-type: none"> • Delivery of RMP4 through Specialty Level Recovery Plans • Key deliverables: CAMHS Unscheduled Care service; CAMHS delivery of CAPA model; Review of children's neurodevelopmental pathway; Development of preventative and tier 2 services • Implement improvements such as PFB in Psychology • Workforce: Recruitment of additional workforce; review of job plans; development of nursing roles • Service developments: Infant & Perinatal mental health; Eating Disorders
<p>Now (Year Zero)</p>	<ul style="list-style-type: none"> • Unstable baseline (demand/workforce challenges) • Non-compliance with performance indicators & worsening position • 30-40% increase in referrals for Eating Disorders

Primary care services

We will implement the next stage of the GP contract. We are conscious that GP contracting arrangements are negotiated nationally and not locally, and that as we complete this document, the Scottish Government's proposals for general practice would see these contracts managed in new Community Health and Social Care Boards. What we propose as a direction of travel, however, is one that we believe stands as the right direction to ensure a sustainable and high-quality service. The way in which we deliver general practice services will continue to evolve. As with the model for hospital outpatients, we will seek to ensure that people only travel to their general practice if they absolutely have to, with alternatives via digital technologies – and the telephone – increasingly offered. This will also mean that we continue to use telephone triage to stream citizens to the most appropriate professional, which will not always be the general practitioner.

We also recognise that general practice is one of the key elements of any community, and we also recognise that many of our general practice buildings are in need of replacement. When we require to replace a facility of this type, we will seek to do so in conjunction with our partners and create new buildings which bring together education, social care, other primary care services, the third sector and other services. Experience of the pandemic has been that citizens seek one place for support.

We have collectively sought to move from buildings which are not suitable for the delivery of modern care and treatment, and this affects general practices and hospitals both large and small.

We will look to further develop the services that are provided through pharmacies and opticians across the Lothians, recognising that these are a vital part of communities.

We will also work to help the recovery of our dental services. Currently our estimate is our services are running at 40% of pre-pandemic levels, with a Scottish Government expectation of at least 20% .

Primary Care 5-Year Plan

Year 5	Sustainable primary care services providing access for growing & ageing population, underpinned by activity and outcomes data	Timeline dependent on remobilisation from covid pandemic
Year 2/3	<ul style="list-style-type: none"> • Pharmacy regulations revision? Dental contract revision? All national contracts dependent on SG • Reviewed delivery model for GMS learning from MOU implementation • Continued focus on Anticipatory Care Planning 	
Now and Year 1	<ul style="list-style-type: none"> • Impact of national care service legislation and primary care contract management • Further implementation of GMS MOU • Development of programme IA approach for GMS premises pan-Lothian • GMS access and data (activity and outcomes) to be improved/addressed 	Lack of primary care activity and outcome data
Now (Year Zero)	<ul style="list-style-type: none"> • workforce challenges across the system. • Implementation of GMS MOU2: Vaccination Transformation Programme; CTACs; Pharmacotherapy. • Remobilisation of GDP. 	

Supporting access to unscheduled care

We will continue to aim to deliver improved patient experience and safety as measured against the 4-hour emergency access standard.

Our system is consistent in its belief that people should only come to a hospital if they absolutely have to, and should not stay in hospital any longer than absolutely necessary. We will therefore continue to develop the approach to redesign urgent care we introduced during the pandemic, with citizens asked to use the 111 phone number to be assessed and directed appropriately, with as many attendances as possible scheduled according to clinical priority and patient convenience.

To support this change, we will also roll out the Same-Day Emergency Care programme that has been very effective at the Western General Hospital. We will introduce the service at the Royal Infirmary of Edinburgh and St John's Hospital, and look to deliver as much as possible of this work at East Lothian Community Hospital and Midlothian Community Hospital. We will develop a business case for a new West Lothian Community Hospital and seek to develop further the services delivered at the East Lothian Community Hospital. We believe that this will improve the quality of care we can offer in these areas and allow us to replace buildings which are no longer fit for purpose.

We will continue to develop the approaches introduced successfully in each of the four IJB areas to get people home quickly after they have been in hospital. This means we will expand our Hospital to Home, HomeFirst, and Discharge to Assess approaches, allowing elements of acute hospital care and social care assessment to take home in the patient's own home.

Unscheduled Care 5-Year Plan

<p>Year 5</p>	<p>OUTCOMES:</p> <ul style="list-style-type: none"> • Reduced occupancy at acute sites (without additional acute bedbase); • 95% 4EAS (or equivalent metric including planned same day care); • Increased proportion of last 6 months of life spent at home or community setting • Reduction in delayed discharges 	<p>Future Performance difficult to predict as forecasts/trajectories using an unstable baseline.</p>
<p>Year 2/3</p>	<ul style="list-style-type: none"> • RUC Focus on technology to enable redesign • PDD implemented pan-Lothian • SDEC implemented pan-Lothian • Increased capacity in H@H • Support delivery models for community-based interventions 	
<p>Now and Year 1</p>	<ul style="list-style-type: none"> • Expand delivery of Redesign of Urgent Care (RUC) programme • Single point of access (Lothian Flow Centre) for pan-Lothian professionals • Implement plans to expand SDEC • Planned Date of Discharge (PDD) Phase 1 • Continued focus on reliable processes at front and back doors using 6EA principles 	<p>SG targets: 4EAS 95% Reduction in delayed discharges</p>
<p>Now (Year Zero)</p>	<ul style="list-style-type: none"> • Unstable baseline (Demand + workforce challenges) • Non-compliance with performance indicators & worsening position. 	

Scheduled Care

We want to:

Begin the construction of a new regional Cancer Centre on the Western General campus, which will include specialist diagnostics, breast care, and chemotherapy and radiotherapy services;

Build and commence operating a new National Treatment Centre at St John's Hospital, which will see the vast majority of elective treatment for patients we expect to stay less than two days. We expect this centre to see the bulk of people receiving treatment in general surgery, orthopaedics, urology, colorectal surgery, and gynaecology;

Work to recruit an additional xxx staff to operate this NTC;

Build and commence operating a new Princess Alexandra Eye Pavilion on the Royal Infirmary of Edinburgh campus, to bring together all aspects of specialist eye treatment for the people of Lothian;

Work to achieve prevailing national targets for diagnostics and treatment, prioritising those with life- and limb-threatening conditions, and supporting those who wait longer than we would want;

Use the physical space freed up in the Royal Infirmary, St John's Hospital, and the Western General to increase our capacity for the most complex conditions, thereby accelerating treatment for those with cancer or complex orthopaedic needs;

As part of our move to improve the waiting time for outpatient assessment, we will look to build on learning from the pandemic and use digital communications technologies such as NearMe to replace appointments in person, when this is appropriate to do so.

Scheduled Care 5-Year Plan

<p>Year 5 and beyond</p>	<ul style="list-style-type: none"> • PAEP Reprovision • NTC Lothian delivered (2025/26) • Space created at RIE, SJH & WGH for delivery of increased complex activity • Expected performance improvement with establishment of protected additional capacity
<p>Year 2/3/4</p>	<ul style="list-style-type: none"> • Continued implementation of recovery and optimisation plans. Additional external capacity options. • Complete outpatient modernisation programme • Advance recruitment for NTC Lothian, exploring new opportunities in workforce models • Development of clinical model for space released by NTC on all 3 acute sites
<p>Year 1</p>	<ul style="list-style-type: none"> • Building on Year Zero, focus on clinical priority and long waits • Promotion of Digital First, and patient empowerment • Continue out-patient modernisation programme • Demand Management & Optimisation of capacity (workforce/infrastructure constraints), working with CfSD Heat Map • Maximise external capacity to bridge gap to NTC • Delivery of ring-fenced orthopaedic capacity & continuation of Robotic Prostatectomy • Recruitment & workforce development (SG funding model) • Progress FBC for NTC and PAEP
<p>2021/22 (Year Zero)</p>	<ul style="list-style-type: none"> • Unstable baseline (demand/workforce challenges) • Remobilisation & recovery governance structure established; clinical prioritisation • Speciality Remobilisation & recovery plans plus trajectories developed • NHSL Out-Patient Modernisation Programme; Theatre optimisation SLWG progressing • External capacity including robotic prostatectomy, imaging & endoscopy

National Recovery Plan
 110% Activity; No waits over 52 wks by the end of Mar 23. NHSL specialty specific targets continue to develop through POB/SCRPB to inform specialty RRR Action & Impact Plans.

Clinic Prioritisation:
 USoC, Urgent and long waiting

What next?

This summary lays out the framework as we see it. We are keen to work with our citizenry, our partners, and our staff, to refine this and make sure we have captured all the elements required for a credible strategy that we would all endorse.

To this end, we are undertaking a initial period of engagement in Spring 2022. We have therefore prepared a suite of documents which provide further detail on the concepts and initiatives explained here. The entire suite is available on the NHS Lothian website, and includes:

- Summary (this document)
- Where we are now
- Where we want to be - Outcomes/population health/performance
- Anchor Institutions
- Children and Young People
- Mental Health, Illness, Wellbeing
- Primary Care
- Unscheduled Care
- Scheduled Care
- A summary of our parameters – finance, capital monies, our workforce, sustainability, and digital
- Engagement process
- Questions we need your help to answer

You do not have to read all of the documents we have identified, but you are very welcome to do so.

We are keen to ensure the LSDF has captured all of the elements required to provide a credible strategy, and would like to hear your views. You can share your thoughts on the LSDF by emailing us: loth.lcdf@nhslothian.scot.nhs.uk

In particular, we would like to hear:

- Do you feel the LSDF addresses the issues that are most important? If not, why not?
- Have we missed anything really significant in the LSDF? If so, what?
- What, if any, of the proposals set out in the LSDF worry or concern you?
- What would you suggest that the Lothian Health & Care System could do to alleviate your concerns?
- Is there anything else you would like to tell us before we finalise our strategy?