

**Edinburgh Integrated Joint Board (EIJB)
Health and Social Care Partnership (EHSCP)
Draft Strategic Plan 2019-2020**

**Briefing to Community Councils
20 June 2019**

Format (20 mins)

- EIJB Strategy on a page
- 4 key Themes – ‘the elevator pitch’
- 3 Conversations Approach
- Savings and Recovery Approach
- Transformation Programme
- Timeline
- SWOT on draft Strategic Plan
- Strategic Planning Architecture – Proposal
- Strategic Planning Cycle – The Requirement
- Questions/Discussion

EIJB Strategic Framework On a Page

Principles: Home first, Integration, Engagement, Respect, Fairness, Affordable and Sustainable, Safer

What means do we have?

Scottish Government
Direction

Good Governance

Budget

Workforce

Infrastructure

Data and Performance
Management Framework

Technology

Communications and
Engagement

How will we get there?

Implementation of Strategic Plan and
Change Programme aligned to priorities

Develop modern Edinburgh Offer

Roll out Three Conversations Approach

Strong Partnership with 3rd and 4th Sectors

Shift balance of care to communities

Tackling inequality

Unity of purpose and momentum

Where do we want to get to?

- An affordable, sustainable and trusted health and social care system
- A clearly understood and supported 'Edinburgh Offer' which is fair, proportionate and manages expectations
- A person centred, patient first and home first approach
- A motivated, skilled and balanced workforce
- An optimised partnership with the voluntary and independent sectors
- Care supported by the latest technology
- A culture of continuous improvement

Values: Empowering, Inclusive, working together, honest and transparent

4 Key Themes – ‘the Elevator Pitch’

- Edinburgh Offer:
 - Significant piece of work
 - Requires broad engagement and support of partners
 - Modern ‘Contract’
- 3 Conversations Approach:
 - Began on 17 April – P4C
 - Innovation sites – grows and spreads bottom up ‘*mini revolution*’
 - 2-3 years+
- Home First:
 - Shift balance of care from acute to community
 - Change in culture and points of ownership
- Transformation:
 - Ringfenced funding >£2M over two years
 - Additional resource focussed on Programme and Project Management

1 Conversation 1 : Listen & Connect

Listen hard. Understand what really matters. Connect to resources and supports that help someone get on with their chosen life, independently.



2 Conversation 2 : Work intensively with people in crisis

What needs to change urgently to help someone regain control of their life? Put these into an emergency plan and, with colleagues, stick like glue to help make the most important things happen.



3 Conversation 3 : Build a good life

For some people, support in building a good life will be required.

What does 'a good life' look like? What resources, connections and support will enable the person to live that chosen life? How do these need to be organized?



3 Conversations Approach

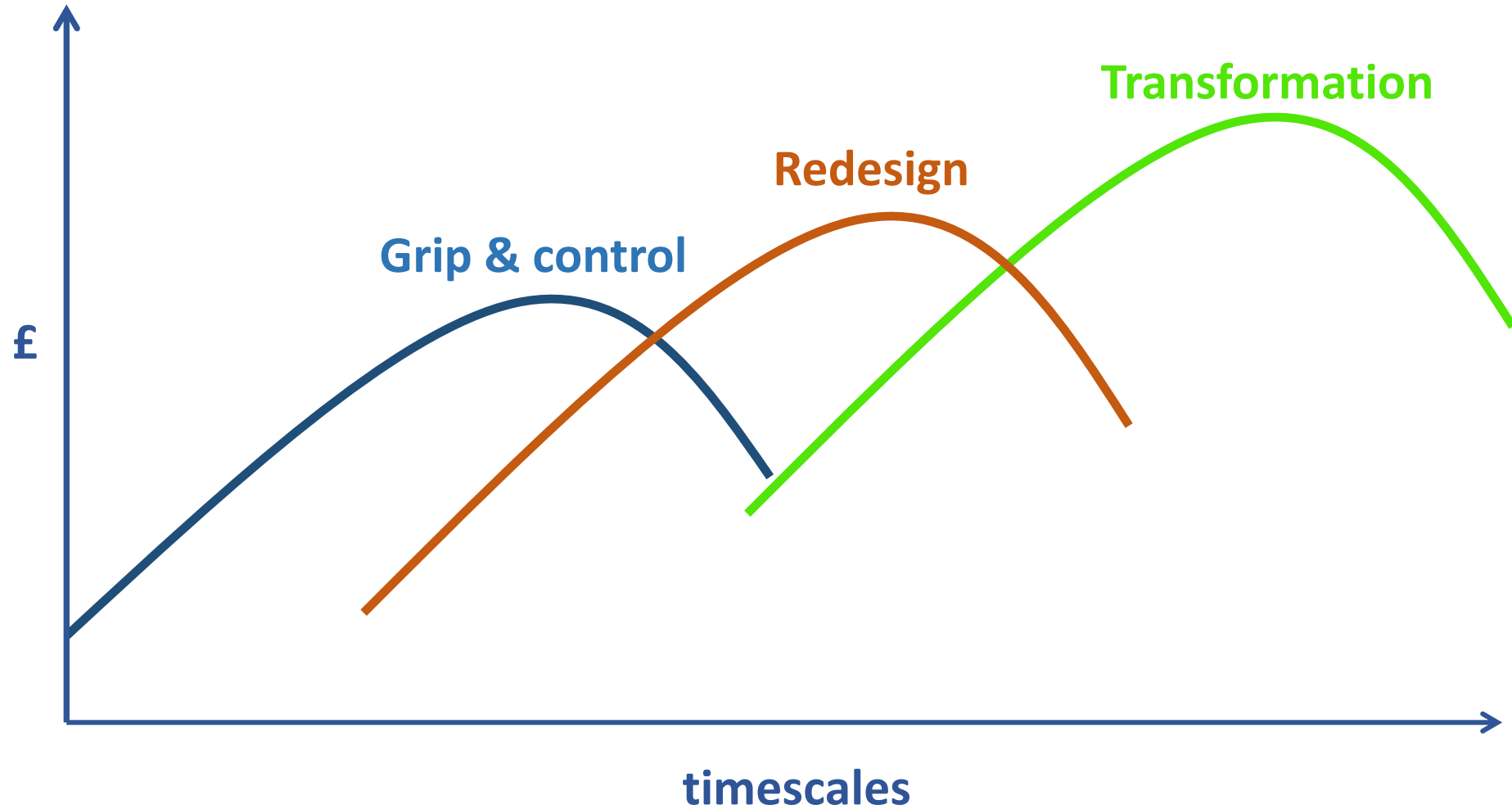
We're Changing Edinburgh's DNA

- We aspire to support people to develop their full potential and enrich their lives
- We will build our commitment to being connected to our people, our partners and our communities
- We have a clear Partnership identity that embodies our values and includes our partners in all sectors
- We aim to be expert listeners
- We will free and empower our staff to be the best they can be.



IJB savings and recovery strategy

balancing efficiency and performance and aligned to transformation as far as possible



EHSCP Transformation Programme – Headline Workstreams

C1: Listen and Connect

- Prevention + EI
- Edinburgh Offer
- 3 Conversations
- Carers
- Family Group decision making
- Front Door access + case finding
- Resilience + Self-management

C2: Dealing with Crisis

- Hub ops model
- Hosp@Home and community services
- Service approach to crisis
- Adult support and protection
- PC stability and transformation

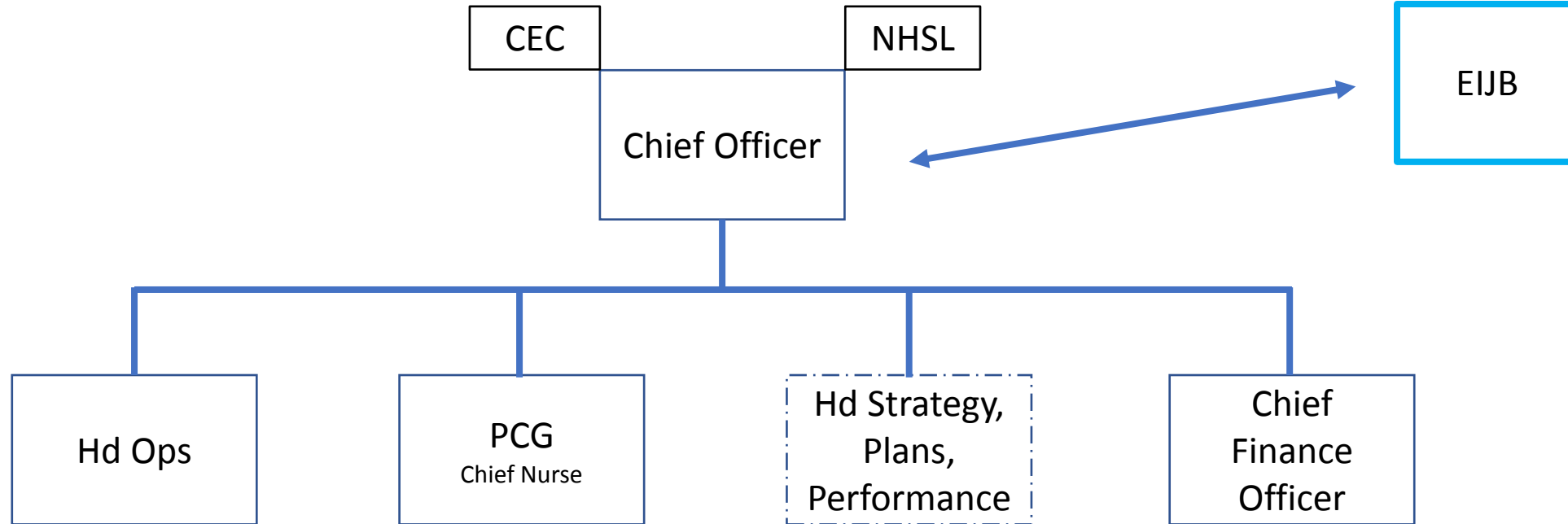
C3: Build a good life

- Sustainable community support
- Bed base review + redesign
- Overnight support
- Prescribing
- Redesign of LD services
- Home First

Enablers:

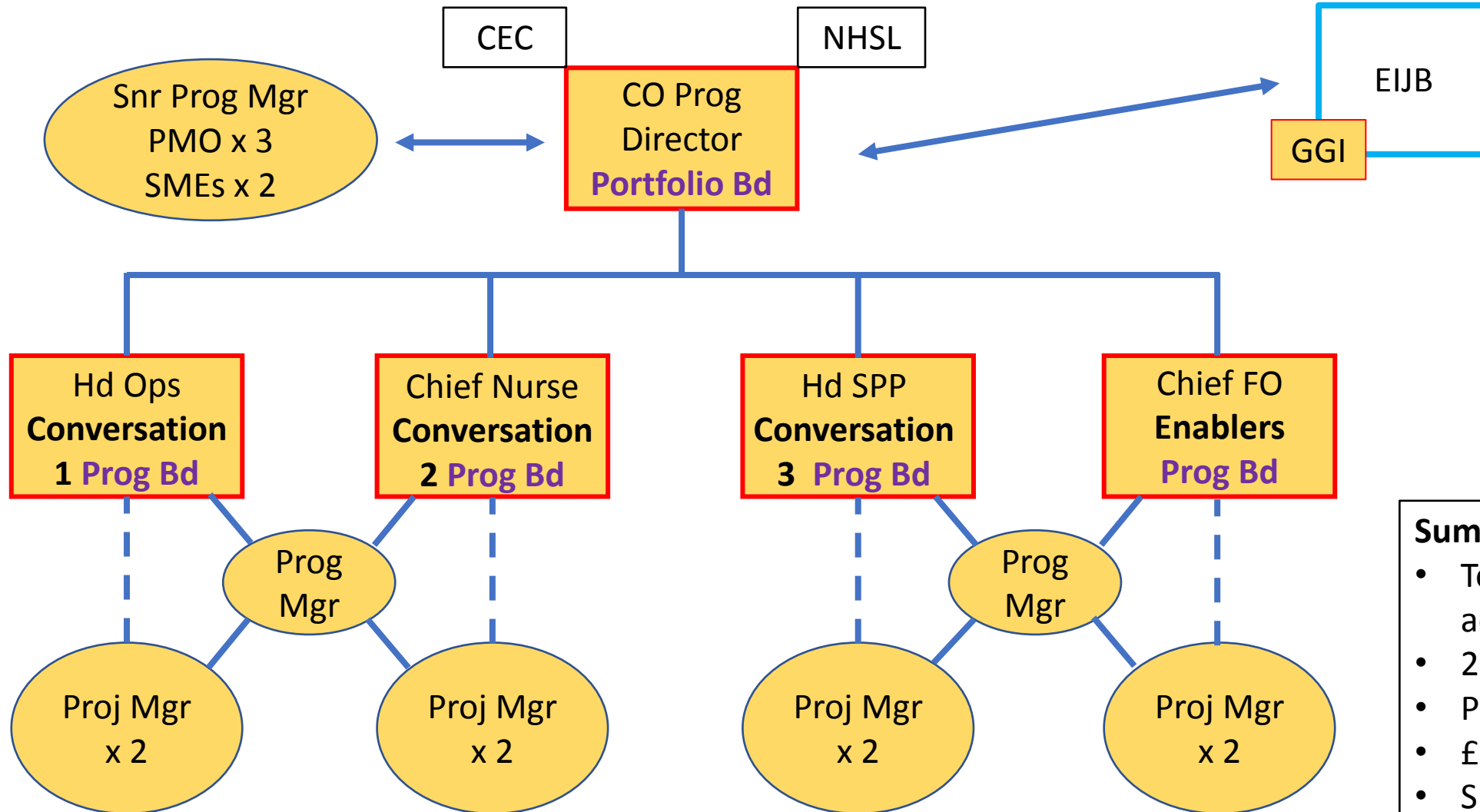
- Digital
- TEC enabling
- Quality + Performance
- Workforce
- Future housing
- Infrastructure
- Structures
- Contribution based care
- Financial position

EHSCP Transformation Programme – Standing Higher Structure



- Standing structure conducts business as usual
- Mapping exercise conducted on existing work and folded into Transformation Programme
- Transformation Programme superimposed to standing structure for governance purposes

EHSCP Transformation Programme – Superimposed Programme



Summary:

- Total of 16 additional staff
- 2 year FTCs
- Phased roll out
- £2M ringfenced
- SROs from EMT

Timeline

- Draft SP released 29 Mar 19
- Consultation period 16 Apr 19 to 01 Jul 19:
 - c3 months
 - Engagement Plan in force
 - Early on-line response positive
 - Early press interest
- Revised Directions Policy to EIJB in Aug 19
- EIJB final approval of Strategic Plan in Aug 19
- Transformation Programme from 17 Apr 19 – sequenced implementation:
 - Phase 1 – 2019-2021
 - Phase 2 – 2021-2022 +
- Next planning cycle

SWOT on Draft Strategic Plan

S

- Broad acceptance that status quo is unsustainable
- Good level of engagement and interest
- 3 Conversations track record
- Additional resource for transformation
- Supports SG direction
- Transformation Programme supported by CEC and NHSL

- Lacks clarity on WHO, HOW, WHEN
- Based on 2015 JSNA
- There are gaps
- Constrained by 3 year planning cycle
- Strategic Principles pre-set (no change)
- Implementation timeframe – possibly 3-4 planning cycles (a reality)
- Our starting position? Culture and cynicism?

W

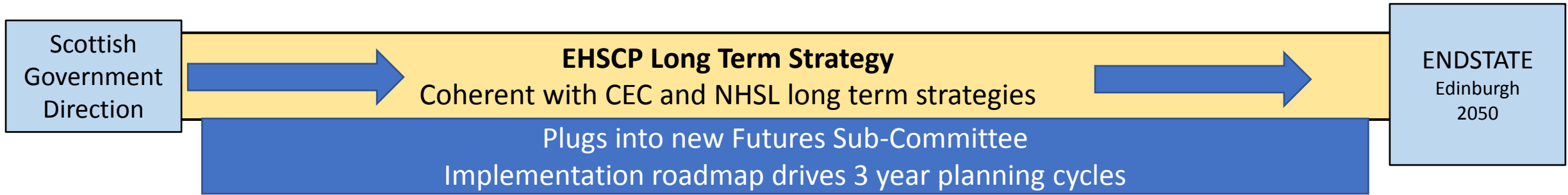
O

- Redefinition of Edinburgh Offer
- Engagement of partners including 3rd and independent sectors
- GGI review – Futures Sub-Committee
- Efficiencies through redesign and transformation
- To change cultures + grow confidence
- Restructuring to match desired E,W,M
- Reviews to bring HQ alignment, coherence and rigour

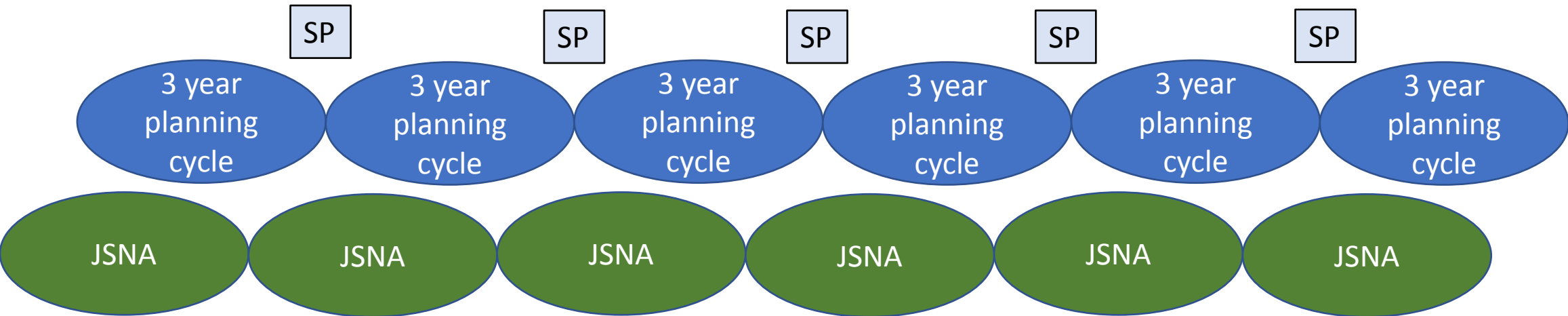
- Risk of Political concern raised by content of new Edinburgh Offer
- Change fatigue = consent and evade
- Potential delays in delivery = loss of momentum and confidence
- Time to realise benefits on the ground
- Financial pressures
- Loss of continuity in leadership positions including EIJM membership

T

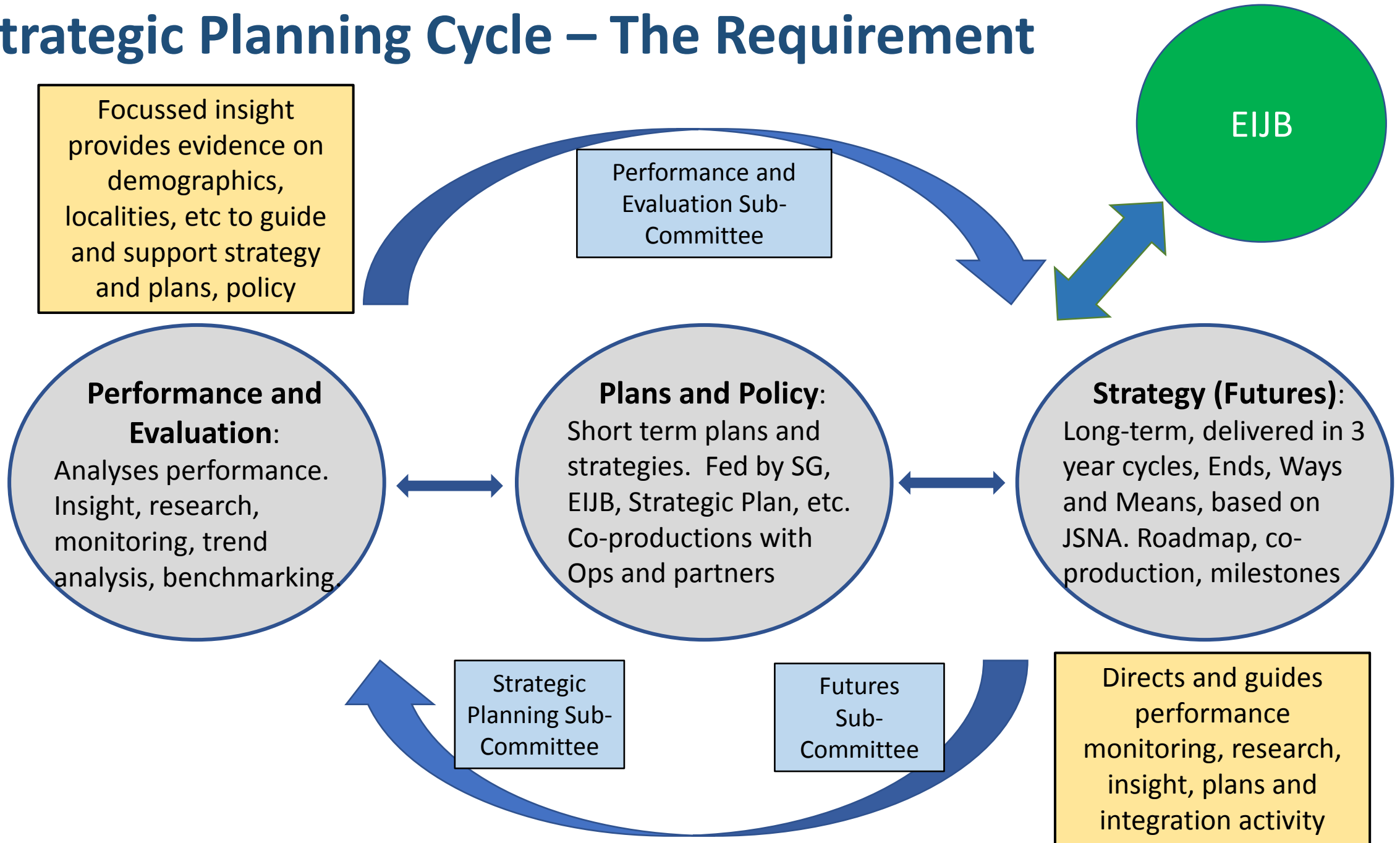
Strategic Planning Architecture – Proposal



- Long term strategy reviewed each year along with SP
- Each 3 year cycle synchronised to the overarching strategy
- JSNA reviewed every 3 years to inform planning cycle
- Activity aligned to roadmap and identified milestones



Strategic Planning Cycle – The Requirement



Questions/Discussion