

**This paper relates to
Agenda Item 4**



Title/Subject: Strategic Plan
Meeting: Integration Joint Board
Date: 3 June 2016
Submitted By: Chief Officer
Action: For Decision

1. INTRODUCTION

- 1.1. The purpose of this report is to provide an update to the Integration Joint Board (IJB) on the progress with the Strategic Plan and arrangements required to support the developments.

2. RECOMMENDATION

The Integration Joint Board is asked to:

- 2.1. note the progress with the development of the local delivery plan
- 2.2. agree that the Chief Officer develops a joint management structure across the Partnership as outlined in section 5.1
- 2.3. approve the pilot of locality arrangements in Denny / Bonnybridge / Larbert / Stenhousemuir as detailed in section 7.

3. BACKGROUND

- 3.1 The Board members will be aware that the Falkirk Partnership Strategic Plan was approved on the 24 March 2016 and the Board will now oversee the delivery of the Strategic Plan for the integrated functions and budgets that they will be responsible for. The Board also approved recommendations to establish a Local Delivery Plan for the implementation of the Strategic Plan and a Leadership Group to develop a Recovery Plan in response to budget pressures. The Recovery Plan update is in a separate report on this agenda.

4. STRATEGIC PLAN DELIVERY PLAN

- 4.1 The Chief Officer has overseen work, supported by the Strategic Planning Co-ordinating Group, to translate the Strategic Plan into a local delivery plan.

Logic modelling workshops

The Falkirk Health and Social Care Partnership (HSCP) has commissioned a programme of work to support partners to build on the work done to date to complete the HSCP Strategic Plan. This work is being undertaken using a 'logic modelling' methodology that will turn the strategy into a plan of activity focussed on the local outcomes. It will be the blueprint to deliver improvements in health and wellbeing and to measure progress and performance to target investment.

- 4.2 At the time of preparing this report two workshop sessions have been held to consider the Strategic Plan local outcomes as follows:

- 27 April 2016 - Outcome 1 (Self-management), which linked Outcome 2 (Autonomy and Decision Making)
- 20 May 2016 - Outcome 3 (Safe)

Another session is scheduled on 25 May- Outcome 5 (Community Based Supports).

- 4.3 Each area of current activity is being mapped in relation to contribution and evidence of impact to local outcomes to identify what is working, where there are gaps and what needs scaled up /changed to improve impact.

- 4.4 The baseline information of current activity will be completed through an online questionnaire, with managers scoring their services against agreed questions based on the RE-AIM framework. The framework is designed to enhance the quality, speed, and public health impact of efforts to translate research into practice in five steps:

- **Reach** your intended target population
- **Efficacy** or effectiveness
- **Adoption** by target staff, settings, or institutions
- **Implementation** consistency, costs and adaptations made during delivery
- **Maintenance** of intervention effects in individuals and settings over time.

- 4.5 Key areas of focus are emerging from workshops to date which will be scoped out to into work streams and overseen by the joint management team:

- quality of assessment and review
- Re-ablement
- Care pathways.

4.6 Work is already underway within the partnership to review and develop how we deliver services including:

- Single shared assessment.
- Technology enabled care
- Review of Equipment store
- Bid for the Primary Care Transformation Fund
- Adult services is undertaking a series of service reviews including re-ablement, eligibility criteria

4.7 The Board members will receive an update and draft Local Delivery Plan and the August meeting for consideration. The outputs for the logic modelling will enable the IJB to align resources, investment and local plans clearly to the strategic plan outcomes.

5. JOINT MANAGEMENT ARRANGEMENTS

5.1 Since 1 April 2016 Social Work Adult Services have become part of the HSCP. The Head of Service sits within the HSCP structure with the Chief Finance Officer and Programme Manager reporting to the Chief Officer. The 'in scope' IJB NHS functions remain with the Community Services Directorate. A Joint Management Group existed until now as part of the former CHP structure and out with the IJB governance structure.

5.2 A new joint management structure is required to meet the needs of the IJB and to ensure that the Chief Officer can provide assurance to the IJB regarding oversight of the delivery of the Financial Recovery Plan and the development, implementation and performance of the local delivery plan. It is proposed that this is secured through a structure of regular joint management meetings with the General Manager of the Community Services Directorate, the Head of Social Work Adult Services, IJB Chief Finance Officer and Programme Manager and appropriate Service Managers/ budget holders from across the 'in scope' partnership services. If agreed the Chief Officer will provide an update to the next meeting of the IJB in August.

6. LOCALITY PLANNING

6.1. The Public Bodies (Joint Working) (Scotland) Act 2014 places a number of requirements on Integration Authorities that relate to the role of localities in strategic planning.

6.2. The Strategic Plan sets out the three localities for the Falkirk Partnership and identified that further work would commence over 2016 to develop locality planning arrangements for:

- Falkirk Town
- Denny, Bonnybridge, Stenhousemuir and Larbert
- Grangemouth, Bo'ness and the Braes.

6.3 Their purpose is to provide an organisational mechanism for local leadership with professionals, communities and individuals informing service redesign and improvements and to have real influence on how resources are spent in their area, linked into the Strategic Plan. Localities must support:

- the principles that underpin collaborative working to ensure a strong vision for service delivery is achieved. Robust communication and engagement methods will be required to assure the effectiveness of locality arrangements
- GPs to play a central role in providing and co-ordinating care to local communities, and, by working more closely with a range of others – including the wider primary care team, secondary care and social care colleagues, and third sector providers – to help improve outcomes for local people
- a proactive approach to capacity building in communities, by forging the connections necessary for participation, and help to foster better integrated working between primary and secondary care.

6.4 Every locality will involve a range of people and will include:

- service users, patients and carers
- health and social care professionals who are involved in the care of people who use services
- Third and Independent sector representatives
- Housing sector representatives
- people managing services in the area.

6.5 In recognising there are 3 distinct localities that make up the Falkirk HSC Partnership, there will be different participants in each locality that will bring different skills and insights to the process. There are however some principles for the people who should be involved and their experience and the role they should have. These include:

- Service users and carers to engage meaningfully in co-production of services and service redesign
- Communities and people must have a meaningful role in localities
- GP involvement to ensure GP's are meaningfully and thoroughly represented engaged and directly involved.
- Primary Care, with each profession in the wider primary care team having the opportunity to participate in the development of the locality plan and local decision making that affects their profession
- Secondary Care, to take account of the views of people working in secondary care. Clinicians and representatives from unscheduled care and geriatric medicine specialists, in particular, should be involved as appropriate
- Social Work and people working in social care more generally

- Housing, given the focus within integration on supporting people, as far as possible, to stay in their own homes and building healthy, resilient communities
- Public health and health promotion will be important to identify challenges for each locality and to assist in making the biggest impact on inequalities.

6.6 There will be a need for localities to be well organised and with sufficient structure to co-ordinate their input to strategic planning. The principle of moving away from top-down planning will only work if each locality is organised and supported to make an effective contribution. Further work will be done to identify these resources and a report will be presented to the Board.

7. LOCALITY - BASED APPROACH PILOT

7.1 There is an opportunity to pilot a locality-based approach within the Denny/Bonnybridge /Larbert / Stenhousemuir area. This would provide an opportunity to develop and test local infrastructures and new joint management arrangements across the health and social care teams in one locality, to deliver the Strategic Plan and transform how we deliver services. The results of this would inform the development of other localities and would report to the IJB through the joint management structure if agreed.

7.2 The IJB is a statutory Community Planning Partner and therefore subject to duties placed on Community Planning Partnerships and partners by Part 2 of the Community Empowerment (Scotland) Act. As noted in a separate agenda report on the Strategic Outcomes and Local Delivery Plan (SOLD) there is alignment with this Plan and the Strategic Plan. This has created effective relationships between CPPs and the Integration Joint Board Authorities to achieve the national health and wellbeing outcomes and local outcomes and priorities.

7.3 The development of the pilot will take account of the SOLD plan and link to the broader locality delivery.

8. CONCLUSIONS

8.1. The Board has received reports outlining the next stages in implementation of the Strategic Plan.

Resource Implications

The resource implications are presented in the Chief Finance Officer Report on the IJB Budget Recovery Plan as a separate agenda item.

Impact on IJB Outcomes and Priorities

The Strategic Plan has been developed in-line with the outcomes described in the Falkirk Integration Scheme; this sets out the priorities for the IJB over the next 3 years. This will be reviewed on an annual basis.

Legal & Risk Implications

A separate report has been presented to the Board and outlines the IJB Strategic Risk Register.

Consultation

There will be appropriate consultation in line with the work identified in the report at section 5.

Equalities Assessment

There will be appropriate consideration to equalities assessment in line with the work identified in the report.

Approved for Submission by: Patricia Cassidy, Chief Officer

Author – Suzanne Thomson, Programme Manager

Date: 25 May 2016

List of Background Papers:

Integration Joint Board report: 6 November 2015 – Strategic Planning

Integration Joint Board report: 4 December 2015 – Strategic Plan

Integration Joint Board report: 5 February 2016 – Strategic Plan

Integration Joint Board report: 24 March 2016 – Strategic Plan