

# Edinburgh Integration Joint Board

## Strategic Plan 2019-22 Synopsis



Edinburgh  
Health & Social Care  
Partnership



## 1. Strategic Framework

Over the past three years, the Edinburgh Integration Joint Board (EIJB) has established itself as a Board and developed its ambitions and priorities for change and improvement in the services delegated to it by its partner organisations NHS Lothian and the City of Edinburgh Council. Throughout this period, we have made steady progress across a range of services, but there are challenges ahead with the population of Edinburgh projected to grow faster than any other city in Scotland over the next 20 years.

Our new Strategic Plan for 2019-2022 sets out how health and social care services will evolve in Edinburgh over the next series of planning cycles in outline and the next three years in detail. It defines our vision for the future of health and social care in Edinburgh, explains how we intend to transition towards this and highlights the resources and enablers we must manage to achieve our objectives. There remains much to do, but together we can create the conditions to deliver a sustainable health and social care model for the citizens of Edinburgh.

Over the next planning cycle, we will focus predominantly on four key areas: redefining the Edinburgh Offer, embracing the Three Conversations Approach, adopting the principle of Home First and advancing our transformation programme. Our strategic framework is captured in the schematic below (Figure 1).

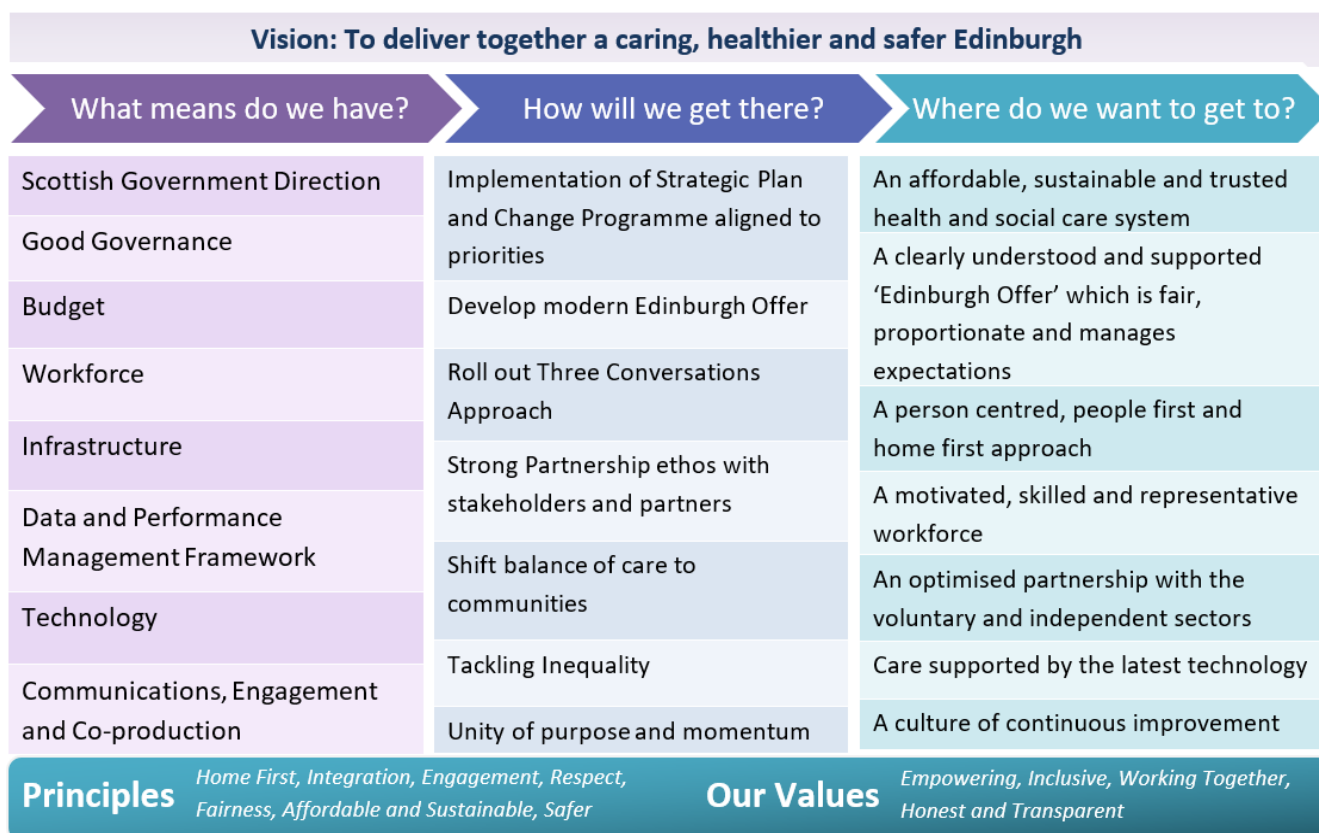


Figure 1: Strategic Framework

## 2. Intent

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The EIJB intent is to further develop integration to deliver a sustainable and trusted health and social care system for Edinburgh. We will redesign and transform through a comprehensive programme starting in autumn 2019. We seek to reduce bureaucracy, reduce waiting lists and assist people to remain at home for as long as they can under the principle of home first. Working closely with our partners including housing providers and the voluntary and independent sectors, we seek to optimise all available resources in the community and to support and enhance our locality framework and redefine the Edinburgh health and social care offer.

We will strive to support carers and our workforce and seek to grow a culture of collaboration, maximising capacity, driving out inefficiencies and one of continuous improvement. We will seek to better align and integrate our planning and commissioning process, financial planning, market facilitation approach and ways of working. We will make best use of existing and emerging technology and the three conversations approach will be introduced across the city to advance our strategic priorities. Delivering these vital changes will take time and will need positive leadership and drive at all levels.

### To achieve our intent, we will:

- Enhance our efforts in prevention and early intervention
- Optimise all available resources in the community
- Continue to build our partnership with the voluntary and independent sectors
- Redefine the Edinburgh health and social care offer
- Make best use of existing and emerging technology
- Establish the Three Conversations approach across the city

## 3. Strategic Priorities

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We have six strategic priorities which are critical to our success in implementing the changes envisaged through integration. They will shape our thinking and guide decision making as we navigate through an increasingly challenging strategic environment. Our six strategic priorities are:



Figure 2: Strategic Priorities

## 4. Four Key Elements

There are four key elements which underpin the Strategic Plan. Each element is inter-linked and will run concurrently over this planning cycle and beyond. These elements are outlined below:

### The Edinburgh (health and social care) Offer

**Aim:** To optimise alignment between public expectation and realistic delivery of our services.

The Edinburgh Offer will actively engage our citizens in a more active and collaborative way. It will form a modern pact between providers and citizens by working alongside formal health and social care agencies, as well as other partners within our communities, to build genuine collaborations which support individuals and communities through co-production.



### The Three Conversations Approach

**Aim:** To move away from the conventional approach to care which triages people, requires completion of unwieldy documents, involves hand offs and presumes the need for formal services.

The Three Conversations Approach provides three clear and precise ways of interacting with people that focus on what matters to them:

**Conversation 1:** Listen and Connect

**Conversation 2:** Work intensively with people in crisis

**Conversation 3:** Build a good life



### Home First

**Aim:** To shift the balance of care from acute hospital services to home or a homely setting within the community.

Home First will be delivered through prevention of admission or early supported discharge and will eventually replace the current model of placements being regularly determined by hospital-based assessors. We will seek to create capacity in the community so that people can receive the care they need in the place they call home, which may be their own tenancy, supported accommodation or care home.



### Transformation

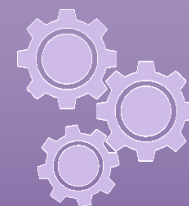
**Aim:** To build momentum and implement EIJB aspirations for Edinburgh.

The transformation programme has been designed around a comprehensive package of work which will capture existing and emerging work streams and channel our effort to concentrate resource to reduce overlap and avoid duplication.

The programme will be conducted at pace over two phases:

**Phase 1:** Prelims and launch (1 July 2019 to 31 March 2020)

**Phase 2:** Continuation and implementation (1 April 2020 to 31 March 2022) +



## 6. Implementation

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The transformation programme is part of the EIJB approved direction and has been designed within the construct of the three conversations framework supported by enabling activity. These work streams will be monitored and directed by the EIJB and managed by the EHSCP in two phases:

**Phase 1** - 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-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.

### Tasks:

- complete preliminary activity
  - initiate three conversations approach
  - establish transformation programme and governance structure
  - complete GGI development work with EIJB
  - consult on and publish redefined Edinburgh health and social care offer
  - launch new EHSCP website
  - conduct EHSCP structural review
  - conduct planning cycle review
  - conduct performance management review
  - refine market facilitation approach
  - refine and implement communications and engagement plan.
- **Phase 2** - 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.

### Tasks:

- continuation of transformation programme
- continue roll out of three conversations approach
- implement outcomes from projects
- implement outcome of EHSCP structural review
- implement outcome of planning cycle review
- implement outcome of performance management review

- implement outcome of review of services
- review Strategic Plan and Directions
- conduct new Joint Strategic Needs Assessment
- preparations for the next strategic planning cycle
- continuation of transformation programme
- extension of Partners 4 Change support to three conversations as required
- production of Strategic Plan 2022-2025.

## 7. Finance

As the EIJB's resources flow through the Council and NHS Lothian, the financial constraints facing our partner organisations are equally relevant for the EIJB. The agreed budget for this financial year (2019/20) is estimated at £666m as shown in figure 3 below.

The initial assessment of the cost of delivering our strategic plan in 2019/20 is £684 million, giving us a savings requirement of £24 million, or 3.6%. This level of efficiency, set against a background of increasing pressure on services, is challenging.



Figure 3: EIJB Budget 2019/20

Our financial strategy focuses on driving out waste and service redesign. We are confident that the transformation programme will achieve efficiencies that assist in delivering financial balance in the medium and longer term. Alongside this, it is fundamental that we make savings now and across 2019. Our approach is to primarily focus on the immediate term, mainly on 'grip and control' measures. This is set out in the following "3 horizon" schematic:

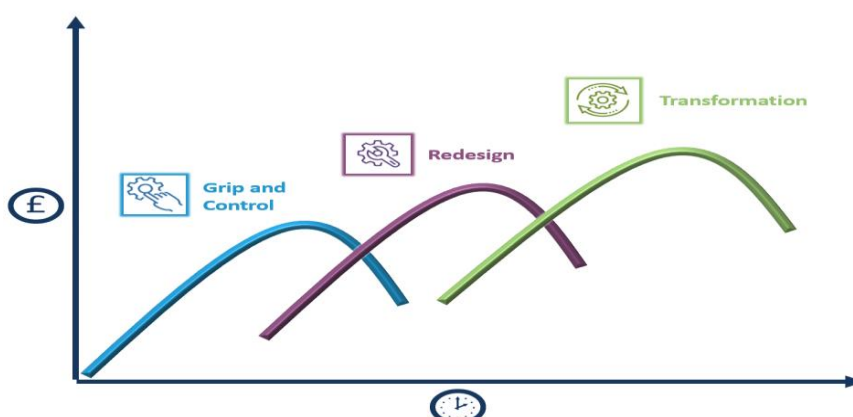


Figure 4: Financial strategy