

West Lothian Integration Joint Board Strategic Delivery Plans



Enabling High Quality Care, Support and Treatment



Background

The West Lothian Integration Joint Board (IJB) Strategic Plan 2023–2028 sets out the Board’s ambitions and priorities for continued development and improvement of health and social care services in West Lothian over the next 5 years and describes how we will deliver the IJB’s vision of:

"Working in partnership to improve wellbeing and reduce health inequalities across all communities in West Lothian"

To take forward this vision we are committed to:

- recognising and taking account of the different needs of vulnerable groups when we plan, design and deliver services
- ensuring that all adults are supported to live their lives as well as possible
- supporting people to achieve their potential to live independently and
- enabling people to exercise choice over the services they use in line with the principles of Self-Directed Support (SDS)

The Strategic Plan identifies the following strategic priorities that will be progress to achieve the IJB’s vision:



The strategic priorities have been developed to reflect the transformational change that is required to improve the health and wellbeing outcomes for people in West Lothian and recognises the challenging demographic and financial landscape faced by public services in Scotland.

To deliver the strategic priorities and intentions set out in the IJB Strategic Plan, a delivery plan for each strategic priority has been developed and is underpinned by a medium-term financial planning framework.



Background

The delivery plans outline how we will deliver the nine national health and wellbeing outcomes through our strategic priorities and transformational change programmes against the background of demographic, and financial challenges.

The delivery plans are also aligned with the Community Planning Partnerships (CPP) Local Outcome Improvement Plan (LOIP) and identify where the work of the IJB contributes to the delivery of the local outcomes identified within the LOIP, in particular:



The current LOIP and Community Planning Partnership’s Locality Plans are currently under review. The Community Planning Partnership has agreed that the LOIP should focus on the ‘added value’ that the CPP can bring to issues, build on the value of working collaboratively whilst not duplicating activity that is currently ongoing. The new LOIP will therefore focus on the following four pillars:



Our delivery plans take account of a range of strategies and plans highlighted in appendix 2 of the [Strategic Plan](#)

The delivery plans take account of the importance of providing good quality housing to support a range of needs as reflected within our Housing Contribution Statement. The Housing Contribution Statement is an integral part of West Lothian Integration Joint Board’s Strategic Plan, and the purpose is to explain the way in which housing and related services in West Lothian support improvement in health and social care outcomes.

A number of accommodation requirements and support requirements have been identified through the development of the draft West Lothian Local Housing Strategy and in conjunction with Social Policy. These relate to the following groups:

- People with Learning Disabilities
- People with Mental Health Issues
- Older People
- People with Physical Disability
- Homelessness and Housing Options
- Young people
- People at risk of Domestic Abuse
- Refugee Provision



The IJB is committed to working with our partners, service users, their families and the wider community to find effective and sustainable solutions and achieve the best outcomes for the people of West Lothian. This includes working with community planning partners to address underlying social inequalities that contribute to health inequalities, with poorer health outcomes in some population groups.

The delivery plans will build on the existing partnership working to reduce health inequalities and improve health outcomes across all communities in West Lothian.

A Strategic Needs Assessment (SNA) was undertaken in 2022 with people who use our services, carers, staff and IJB partners. The SNA told us that the main challenges to be addressed in our Strategic Plan were around:

- key physiological and demographic risk factors,
- inequality issues such as health status,
- access to care and
- wider determinants of health including income, housing, and social isolation

Feedback also highlighted the need to ensure:

- unpaid carers are supported to meet their own individual needs as well as the person they care for
- that the workforce is fully engaged and supported to deliver high quality care and
- that it is clear what support is available to individuals in West Lothian and where they can find this

Localities

How health and social care services are delivered locally can have a significant impact on addressing the main health and wellbeing challenges within an area. In West Lothian we have two defined localities across which health and social care services will be planned and delivered – the East Locality and the West Locality. There are significant differences in health and well-being outcomes between the East and West locality with an ageing population, poor health, deprivation, and unemployment more prominent in the West Locality than in the East Locality.

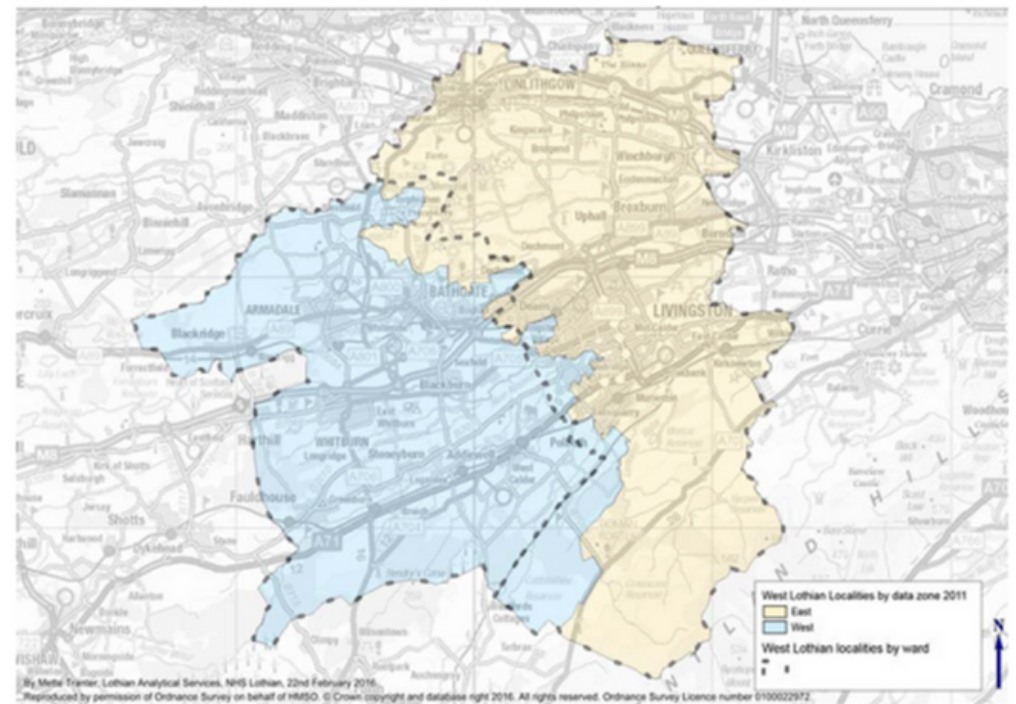


Figure 11: Map of East and West Localities: Lothian Analytical Services 2015: Ordnance Survey, HMSO 2015



We recognise that health and wellbeing inequalities will not be substantially improved when policies and services work in isolation. The gap can only be reduced through a joined up co-ordinated approach where organisations, services, individuals, and their carers work together in partnership. We commit to working with a range of partners including our workforce, service users and carers, localities, and communities, the third sector and the Community Planning Partnership alongside many others.

By transforming the way adult health and social care is provided will enable the partnership to address more effectively the significant increase in health and wellbeing inequalities occurring nationally and locally.

A delivery plan has been developed to take forward each priority, inform our strategic commissioning and focus on ensuring that the IJB fulfils its statutory duty to achieve best value, while delivering, developing, and commissioning services that are person centred, take a human rights-based approach and are outcome focused. To achieve this, we have worked closely with our strategic partners as well as the third and independent sectors.

Each delivery plan details the programmes and projects that will contribute to the delivery of each strategic priority. An overview is provided of the actions required, the project/programme, lead and alignment to the nine National Health and Wellbeing Outcomes.

The next steps will involve the development of a performance management framework to underpin each delivery plan. The performance framework will measure progress and impact in relation to each of the priorities outlined. We will also establish outcome measures for all actions within each delivery plan and review the interdependencies of each of these actions with other areas across the three strategic priorities.

The delivery plans will be kept under review and will be updated annually to ensure the vision and aims of the Strategic Plan are delivered. The plans are underpinned by our medium-term financial planning framework, enabling us to inform the planning and prioritisation of future health and social care services in West Lothian.



Strategic Delivery Plan Enabling High Quality Care, Support and Treatment

To deliver on the IJB's priorities of Improving Health Inequalities in Partnership and A Home First Approach it is essential we create an environment that enables the development and delivery of good care and treatment. To ensure our plan will deliver on this it is essential we:

- Support and develop the Health and Social Care Workforce
- Progress our technology and work around Digital Transformation
- Support our unpaid carers,
- Manage our financial resources effectively
- Develop and deliver sustainable service delivery

Appendix A details our actions for this area and the crucial roles these play in delivering on our priorities.



<h2 style="margin: 0;">Enabling High Quality Care, Support and Treatment</h2>	<p>Strategic Aims</p> <ul style="list-style-type: none"> Deliver planned care whenever possible Take a right based approach which places people at the centre Involve citizens, communities, staff, carers, and other stakeholders as experts Improve outcomes for people through more seamless partnership working Drive improvement in service delivery through transformation
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Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Support the Workforce to Deliver High Quality Care					
<p>Ensuring staff are fully engaged, supported and able to contribute to the design and delivery of health and social care integration and have the knowledge and skills to respond to the changes envisaged</p>	3A1	<p>Monitor and Evaluate the progress of the Workforce Communication and Engagement Strategy Plan and deliver the actions outlined in the plan</p>	<p>Communication and Engagement Lead</p>	<p>1,2,3,4,5,6,7,8,9</p>	<p>Refer to Workforce Communication and Engagement Strategy Plan</p>

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Support the Workforce to Deliver High Quality Care					
<p>Grow, support and sustain a well-educated multidisciplinary, multiagency workforce that can work collaboratively across traditional service delivery boundaries to improve outcomes for people in our communities and deliver person-centred, safe and effective care</p>	3A2	Monitor and Evaluate the Progress of the workforce plan and deliver the actions outlined in the plan	Workforce Planning Programme Manager	1,2,3,4,5,6,7, 8,9	Refer to Workforce Plan
<p>Monitor and Evaluate the effectiveness of the Communication and Engagement Strategy</p>	3A3	Evaluation tools to monitor progress: statistical insight, engagement surveys	Communication and Engagement Lead	1,2,3,4,5,6,7, 8,9	Refer to Workforce Communication and Engagement Strategy Plan
	3A4	Annual reporting to IJB	Head of Strategic Planning and Performance	1,2,3,4,5,6,7, 8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Support the Workforce to Deliver High Quality Care					
Mental Health – Community Mental Health Teams (CMHT)	3A5	Develop performance framework for measuring the impact of the CMHT teams in the West and East Locality throughout the delivery plan cycle	General Manager for Mental Health and Addictions/ Clinical Director	1,2,3,4,5,6,7, 8,9	Performance framework developed and performance reported
Suicide Prevention – Implementation of Creating Hope Together at local level	3A6	Development of updated Suicide Prevention Action Plan underway with key areas including Suicide Prevention training, local response to Suicide and locations of concern	General Manager for Mental Health and Addictions/Suicide Prevention Lead	1,2,3,4,5,6,7, 8,9	Suicide Prevention Action Plan developed and implemented
Equity In Screening Strategy – Prevention and Early Diagnosis	3A7	Implementation of West Lothian Action Plan based on NHS Lothian Action Plan	Strategic Manager – Screening and Early Detection Team	1,2,3,4,5,6,7, 8,9	Refer to West Lothian Action Plan

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Support the Workforce to Deliver High Quality Care					
Ensure equality for all, tackling discriminations and disadvantage affecting people with particular protected characteristics.	3A8	Continue to embed the recommendations of the Equality Mainstreaming Report and Equality Outcomes 2021 – 2025 strategy across all work undertaken	Head of Strategic Planning and Performance	1,2,3,4,5,6,7, 8,9	Equality Outcomes
Improve standards of engagement and involvement across all service and staff groups	3A9	Development and implementation of Communication and Engagement Strategy	Communication and Engagement Lead	1,2,3,4,5,6,7, 8,9	TBC
Primary Care – Ensure staff can direct patients to the correct service in a timely and appropriate manner	3A10	Primary Care has invested in Signposting Training for Practice Reception / Admin staff	General Manager Primary Care and Community Services	1,2,3,4,5,6,7, 8,9	TBC
Review local services and pathways for Veterans in the light of the 'Strategy for Our Veterans'	3A11	Review access to services for Veterans across health and social care and work in partnership with other agencies where those services are delivered out with our services	Head of Strategic Planning and Performance	1,2,3,4,5,6,7, 8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Improvement Through Transformation Including Digital Transformation					
Provide digitally transformed health and social care services to improve service delivery and efficiency	3B1	Develop a Digital Strategy	Head of Strategic Planning and Performance	1,2,3,4,5,6,7, 8,9	TBC
Increase the use of Technology Enabled Care (TEC) and promote the use of smart technology within the home	3B2	TEC will be expanded throughout the service through thorough review and analysis of service user needs and enhanced understanding of the potential uses for new and emerging technology to support care and independence	Senior Adults Older People Services	1,2,3,4,5,6,7, 8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Support for Unpaid Carers					
<p>Continue to work collaboratively with partners to achieve a support network and deliver high level services to ensure unpaid carers are supported to meet their own individual needs and the needs of the person they care for</p>	3C1	Development and Implementation of the Carers Strategy 2023	Senior Manager Adult Services/ Carer Lead	1,2,3,4,5,6,7, 8,9	TBC
<p>Monitor and Evaluate the progress of the Carers Strategy and associated action plan in delivering the vision and priorities for unpaid Carers</p>	3C2	Carers Strategy Implementation Group		1,2,3,4,5,6,7, 8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Managing Financial Resources Effectively Through Clear Investment and Disinvestment					
<p>Monitoring cost implications when planning and prioritising future service delivery, strategic planning and commissioning on an ongoing basis</p>	3D1	Medium Term Financial Plan (MTFP)	Chief Finance Officer	1,2,3,4,5,6,7,8,9	TBC
<p>Ensuring delivery plans are underpinned by the MTFP and adopt a best value approach in the commissioning of services</p>	3D2	Monitoring and evaluation by sub groups for each priority (update term)		1,2,3,4,5,6,7,8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Sustainable Delivery Service					
Ensuring that there is an efficient and effective care market operating in West Lothian which meets the current and future needs of the local population	3E1	Market Facilitation Plan	Head of Strategic Planning and Performance	1,2,3,4,5,6,7, 8,9	TBC
Continue to develop and deliver sustainable Health and Social Care services by working with partners and the community to inform how and where services are delivered and how these can be made as efficient as possible.	3E2	NHS Lothian’s Sustainable Development Action Plan	IJB	1,2,3,4,5,6,7, 8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Sustainable Delivery Service					
<p>Embed an approach to the management of services and resources that minimises damage to the Environment, reduces carbon footprint and contributes towards the National Net Zero emissions target</p>	3E3	West Lothian Council's Climate Change Strategy 2021-28	IJB	1,2,3,4,5,6,7,8,9	TBC
	3E4	West Lothian Community Planning Partnership's pillar - Creating Net Zero Carbon Communities		1,2,3,4,5,6,7,8,9	TBC

Priority Area	Ref	How We Will Achieve This	Lead	NW Outcomes	How We Will Measure How Well We Are Doing
Sustainable Delivery Service					
Continue to work with NHS Lothian, West Lothian Council and West Lothian CPP to identify opportunities to work more efficiently and sustainably in tackling Climate Change	3E5	Annual Climate Change Report	IJB	1,2,3,4,5,6,7,8,9	TBC
NHS Lothian and West Lothian Council are attractive places to work for the Health and Social Care Workforce to retain the current workforce and recruit new people into the workforce	3E6	Implementation of the Workforce Strategy to address the organisational needs across all services		1,2,3,4,5,6,7,8,9	TBC
NHS Lothian and West Lothian Council are attractive places to work for the Health and Social Care Workforce to retain the current workforce and recruit new people into the workforce	3E7	Future workforce planning encouraging a partnership approach between primary, community and acute sectors to address recruitment and retention issues in key roles		1,2,3,4,5,6,7,8,9	TBC
Influence and encourage an environmentally responsible approach to the provision of health and social care services	3E8	Climate Change Strategy		1,2,3,4,5,6,7,8,9	TBC

Contract	Annual Value (£)
Adults with Disability Framework	£7,600,000
Care at Home Framework	£14,638,000