



**PERTH & KINROSS INTEGRATION JOINT BOARD**

**13 MAY 2016**

**STRATEGIC COMMISSIONING PLAN - UPDATE**

**Report by Chief Officer**

**PURPOSE OF REPORT**

This report provides an update on the action plan of the Strategic Commissioning Plan 2016-2019, as part of the regular progress reports to the Board.

**1. BACKGROUND**

- 1.1 The Public Bodies (Joint Working) (Scotland) Act requires integration authorities to prepare strategic plans which set out their integration arrangements to achieve or contribute to national health and well-being outcomes.
- 1.2 The Board approved the health and social care Strategic Commissioning Plan at the meeting of 23<sup>rd</sup> March and agreed that the Chief Officer would provide regular updates on progress.
- 1.3 The plan has a number of actions based around its 5 priority areas:
  1. Prevention and early intervention
  2. Person centred health, care and support
  3. Work together with communities
  4. Inequality, unequal health outcomes and healthy living
  5. Making the best use of available facilities, people and resource
- 1.4 For the purposes of monitoring, the detailed actions have been condensed and prioritised so that the critical areas for 2016/17 in particular are monitored by the Chief Officer Group and reported to the Board.

**2. PROPOSALS**

- 2.1 As outlined in the plan, attached in the appendix, over the next three years the partnership and the IJB is committed to:
  - Developing an integrated health and social care system which focuses on prevention, anticipation and supporting people to manage their care and support
  - Developing integrated locality teams so that all staff and people who use services, as well as communities can work together to improve access, care and the quality of services
  - Ensuring people, including carers, are at the centre of all decisions, with staff supported and enabled to achieve this through the organisational development plan

- Improving the health of people and communities through wider partnership working to identify their needs, focus on health promoting, addressing health and care inequalities
- Overseeing a programme of transformation to achieve the challenges, focusing on change and new and creative ways of working.

These are reflected in the key actions included in the appendix.

### **3. CONCLUSION AND RECOMMENDATION**

- 3.1 The strategic plan has a clear vision and an aspiration to transform services to meet future needs and challenges. It is about working together, with people, communities, the third and private sectors, to deliver innovative ways of meeting people's needs and enabling them to live healthy lives at home or in a homely setting.
- 3.2 The plan emphasises the need for services and support to intervene early to prevent later, longer term issues arising, and enabling people to manage their own care and support by taking control and being empowered to manage their situation. Where this is not possible, resources should be targeted where they are needed most, reducing ill health and deterioration and ultimately reducing health inequalities.
- 3.3 It is recommended that the Board:
- (i) Notes the actions identified as high priority for 2016/17
  - (ii) Requires the Chief Officer to submit progress reports on the strategic plan at each Integration Joint Board meeting.

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## APPENDIX Health and Social Care Partnership Strategic Plan 2016/17 - 2018/19

Action Plan key priorities for 2016/17 – NB. Many key actions below are part of 2-3 year programmes but relate to 2016/17 only

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
1	<p><b>Roll out locally based integration teams designed around GP clusters, and enhanced care support, working in partnership with GPs, pharmacies and the voluntary sector to facilitate opportunities for personalised, joined up, planned care and support for people.</b></p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>• Pilot ECS in 3 GP Practices and report on findings</li> <li>• Implementation plan to roll out across Perth &amp; Kinross developed</li> <li>• Scope and develop Locality model for Integrated Care Teams</li> <li>• Engage with key stakeholders in each locality</li> <li>• Establish Integrated Care Teams in Localities</li> </ul>	<p>Jan 16</p> <p>Mar 16</p> <p>Aug 16</p> <p>Nov 16</p> <p>Mar 17</p>	<p>Aug 16</p>	<p>Head of Health/Head of Community Care</p>	<p>1, 2</p>	<p>1, 2, 3, 5</p>
2.	<p>Embed the <b>role of GP clusters</b> to become an integrated part of health and social care in order to share information between partners and explore different and improved ways of working together and to support practices to enable consistent and sustainable changes and improvements in the delivery of healthcare.</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ GP Cluster meetings embedded in 5 local areas</li> <li>✓ GP Cluster leads recruited to</li> <li>• Primary Care Development Programme developed</li> </ul>	<p>Complete</p>	<p>Nov 16</p>	<p>Head of Health and Head of Community Care</p>	<p>1, 2</p>	<p>3,4,6</p>

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome	
	<ul style="list-style-type: none"> <li>• Consultation process with key stakeholders commenced on Primary Care Board Governance Structures</li> <li>• Establish Primary Care Board and implement Development Programme</li> </ul>	<p>Complete</p> <p>Complete July 16</p> <p>Aug 16</p>					
<b>3.</b>	<p>Review existing services and pilot an enhanced role for <b>community pharmacy, dentistry and optometry</b> services to ensure <b>closer integration with locality teams</b></p> <ul style="list-style-type: none"> <li>• Support the priorities set out in the Pharmacy Strategy</li> <li>• Roll out the use of community pharmacy technicians and develop care pathways to enable engagement between individuals, community pharmacists, locality pharmacist and general practitioner</li> <li>• Support pharmacy service to be integrated within the locality teams and able to develop their role to support people with complex needs in a range of settings within communities</li> </ul> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>• Develop Local Prescribing Group to address prescribing efficiencies</li> <li>• Develop local development plans and foster integrated approaches across the health and social care system</li> <li>• Develop communication and information strategies to engage with key stakeholders to influence prescribing behaviour</li> </ul>	<p>July 16</p> <p>July 16</p> <p>July 16</p>	<b>July 16</b>	Head of Health	1, 2, 3, 5	1, 2, 3, 5	
<b>4.</b>	<p><b>Work with communities to develop the health and social care market,</b> encouraging and empowering them to make choices to improve their</p>					1,2,3,4, 5	1,2,3,4

	<b>Key action</b>	<b>By When</b>	<b>Progress report to IJB</b>	<b>Lead</b>	<b>Priority theme</b>	<b>National Outcome</b>
Transform project	<p>health and well being (<b>Communities First</b>)</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ Prepare business case and scope</li> <li>● Recruit to new locality management structure</li> <li>● Team Leader &amp; Assistant Team Leader to create intervention &amp; localities model</li> <li>● Implement and integrate Phase 1 Development Workers into communities</li> <li>● Develop IT systems to support new model</li> <li>● Implement Joint Commissioning Framework to support and promote new ways of working</li> </ul>	<p>Nov 15</p> <p>May 16</p> <p>Sept 16</p> <p>Mar 17</p> <p>Mar 17</p> <p>Mar 17</p>				
<b>5</b> Transform Project	<p><b>AHP services (including)</b></p> <ul style="list-style-type: none"> <li>● <i>Workforce review of Allied Health Professionals</i></li> <li>● <i>Complete the integration of Occupational Therapy Services.</i></li> </ul> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>● Scope activity and workforce for Occupational Therapy and Physiotherapy</li> <li>● Consultation and engagement with key stakeholders and staff</li> <li>● Develop option appraisal paper for future service model and management structure</li> <li>● Prepare and implement improvement plan</li> <li>● Complete the integration of Occupational Therapy Services.</li> </ul>	<p>July 16</p> <p>Nov 16</p> <p>Jan 17</p> <p>Mar 17</p>	<b>Nov 16</b>	Head of Health/ Head of Community Care	1,2,5	3
<b>6.</b>	<b>Transforming District Nursing (including)</b>		<b>Aug 16</b>	Head of Health	1,2,5	2/3

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
Transform project	<ul style="list-style-type: none"> <li>Implement findings of community nursing services review and move towards models of care based on outcome focussed assessments and care plans</li> <li>Develop community nursing teams to assess, plan implement and evaluate care for deteriorating patients to support early intervention.</li> </ul> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>Scope activity, workforce and complex process mapping</li> <li>Develop pathways for deteriorating patient / palliative care / frailty</li> <li>Implement improved JELS discharge pathway for equipment</li> </ul>	<p>June 16 Mar 17 Mar 16</p>				
7.	<p><b>Review pathways between hospital and the community</b> to ensure that individual care is provided at the right time and in the right place and reduce delayed discharges:</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>Complete Day of Care Survey across all hospitals in Perth &amp; Kinross</li> <li>Undertake Rapid Improvement Event and create improvement plan</li> <li>Design 2016/17 Delayed Discharge Plan and implement</li> <li>Develop whole system performance framework</li> <li>Establish Governance and Assurance Framework</li> </ul>	<p>April 16 May 16 May 16 June 16 June 16</p>	Mar 17	Head of Health and Head of Community Care	1, 2,5	1,2,3
8.	<p>Explore opportunities for <b>community hospitals as local community hubs</b> for health, social care and third and independent sector with a range of services and facilities to support health and wellbeing in local communities</p>		<b>2017</b>	Head of Community Care/Head of Health	3, 5	9

Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
<p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>• Prepare business case and scope, identifying pilot area</li> <li>• Consult and engage with key stakeholders and wider community on proposals</li> <li>• Begin pilot and evaluate</li> </ul>	<p>Sept 16 Dec 16 Jan 17</p>				
<p><b>9.</b></p> <p>Transform project</p> <p><b>Review inpatient beds</b> across all health services to ensure a shift toward locality care as close to person's home as possible.</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>• Consult and engage with key stakeholders and wider community on alternative Health care models</li> <li>• Agree large hospital budgets as part of inpatient review</li> <li>• Continue to scope rollout of community Older People Mental Health Services</li> </ul>	<p>Ongoing June 16 Nov 16</p>		<p>Head of Health/Head of Community Care</p>	<p>1,2,3,5</p>	<p>9</p>
<p><b>10.</b></p> <p>Transform project</p> <p>Review and implement changes to <b>care at home</b> to help people to remain at home for longer, and shift the balance from traditional services to community focussed services</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ Prepare business case and scope</li> <li>• Complete pilot with providers on flexible provision across areas</li> <li>• Reduce internal home care provision and commission agreed provision from external providers</li> <li>• Work with independent sector to ensure future capacity and sustainability</li> <li>• Complete Phase 2 workforce devt</li> </ul>	<p>2015 Mar 17 Mar 17 Mar 17 Mar 17</p>		<p>Head of Community Care/Head of Housing &amp; Strategic Commissioning</p>	<p>1,2,3,4,5</p>	<p>2/8</p>
<p><b>11.</b></p> <p>Review <b>community care day</b> services to increase locally based</p>			<p>Head of</p>	<p>3, 4</p>	<p>9</p>

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
Transform project	<p>opportunities for people to access support</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ Prepare business case and scope</li> <li>✓ Map current activity &amp; workforce</li> <li>● Consult key stakeholders</li> <li>● Phased development of community /outreach hubs in communities</li> </ul>	<p>Nov 15</p> <p>Apr 16</p> <p>June 16</p> <p>Mar 17</p>		Community Care		
<b>12.</b>	<p>Develop and finalise the <b>integrated workforce and organisational development plan</b> to engage, support and develop staff across all sectors (including):</p> <ul style="list-style-type: none"> <li>● Implement the joint organisational and workforce development strategy to:</li> <li>● Make sure that we have a sustainable well skilled flexible workforce across all sectors</li> <li>● encourage and support a person-centred approach which will maximise people’s potential and support self-management for long term conditions.</li> <li>● Promote recruitment and retention of registered nursing staff by testing rotational models of care across in- patient and community settings – begun in Highland Perthshire</li> <li>● Continue to develop and deliver the Scottish Patient Safety Programmes</li> <li>● Embed a person-centred approach to the provision of health care and support services across statutory, voluntary and private sector – framework in place</li> </ul>	<p>Dec 16</p> <p>Nov 16</p> <p>16/17</p>		Head of Community Care/Head of Health	2, 3, 4	7/8
<b>13.</b>	<p>Review <b>Older People’s Residential Care Services</b> and implement changes to meet the demands of an increasing older population.</p>			Head of Community	2,5	



	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
Transform project	<p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ Prepare business case and scope</li> <li>○ Carry out informal consultation</li> <li>○ Review workforce implications &amp; solutions</li> <li>○ Recommend options to Housing and Health Committee</li> <li>○ Formal consultation on options</li> </ul>	<p>Aug 16</p> <p>Jul 16</p> <p>Nov 16</p> <p>Nov 16</p> <p>Dec 16</p>		Care/Head of Health		
<b>14.</b>	<p><b>Continue to work with housing partners to support people to live independently</b></p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>● Deliver housing with additional support meeting annual targets</li> <li>● Deliver care and repair services – review and implement new contract</li> <li>● Plan and deliver new housing options for people, including those with particular needs</li> </ul>	<p>Mar 17</p> <p>Oct 16</p> <p>Mar 17</p>		Head of Housing & Strategic Commissn	1, 2,3,5	1, 2, 3
<b>15.</b>	<p>Implement the recommendations in the <b>Technology Enabled Care Strategy</b> technology in local services to</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>● increase the use of technology enabled care to complement support for carers and to reduce the need for care at home where this is appropriate</li> <li>● minimise people’s travel time to and from hospital appointments</li> </ul> <p><b>Review community care packages</b> to enhance the individual’s, their families, and community’s assets to create more resilience and which is financially sustainable</p>	<p>Mar 17</p> <p>Mar 17</p>		Head of Community Care/Head of Housing & Strategic Commiss/Head of Health	1, 2,4,5	2/6
<b>16.</b>	<p>Transform project</p>			Head of Community Care	2,3,5	1/2/8

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
	<p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>✓ Prepare business case and scope</li> <li>● Recruit social workers to review care packages</li> <li>● Consult with individuals and families</li> <li>● Engage providers</li> <li>● Implement new care packages as appropriate</li> </ul>	<p>Nov 15 Apr 16 Mar 17 Mar 17 Mar 17</p>				
17.	<p>Review and evaluate all <b>services hosted</b> by the Perth and Kinross Partnership in order to establish future service arrangements including:</p> <ul style="list-style-type: none"> <li>● Develop and deliver improvement plan for mental health services</li> <li>● <i>A healthcare needs assessments across prison establishments</i></li> <li>● <i>Review and redesign of prisoner healthcare</i></li> <li>● <i>Review use of hospital beds for people with mental health needs and learning disabilities in hosted services and implement findings</i></li> </ul> <p><b>Key milestones 16/17:</b></p>	<p>July 16</p>	<p><b>Aug 16</b></p>	<p>Head of Health</p>	<p>1,2,3,4, 5</p>	<p>9</p>
18.	<p>Develop interventions <b>for people who are at the highest risk of ill health</b>, to prevent illness including smoking, alcohol and drug use, oral health, sexual health, undernutrition and initiatives to reduce the number of people who are overweight or obese, targeting resources at those most at risk</p> <p><b>Key milestones 16/17:</b></p> <ul style="list-style-type: none"> <li>● Prepare Health Equity Strategy for consultation</li> <li>● Implement health equity strategy</li> <li>● Monitor health equity strategy through locality teams and plans</li> </ul>	<p>May 16 Aug 16 Mar 17</p>		<p>Head Housing &amp; Strategic Commiss/ Head Health/Head Community Care</p>	<p>3, 4</p>	<p>5</p>

	Key action	By When	Progress report to IJB	Lead	Priority theme	National Outcome
19. Transformation	Develop a rolling 3 year savings plan for health, supported by NHS Tayside transformation workstreams, ensuring all opportunities for joint transformation are delivered <i>(SP: Work in conjunction with NHS Tayside to <b>derive savings from efficiency work streams initiated within NHS Tayside.</b>)</i>	July 17		Chief Finance Officer/Head of Health	5	9

