



# Lothian Strategic Development Framework

Annual Report 2022-23  
Draft for Strategic CMT  
June 2023



# Contents

Lothian Strategic  
Development Framework

You said, we did

Progress & Challenges in 2022-23

What next?

# Lothian Health & Care System Vision

## Lothian Health & Care System

East Lothian Integration  
Joint Board

Edinburgh  
Integration Joint Board

East Lothian Integration  
Joint Board

NHS Lothian

West Lothian Integration  
Joint Board

## System Vision

People in Lothian lead longer, healthier lives, with better outcomes from the care & treatment we provide

We connect health and social care services seamlessly, wrapping around the person in their home

We improve performance across our system, with better experiences for those who live in Lothian, and those who work for and with us

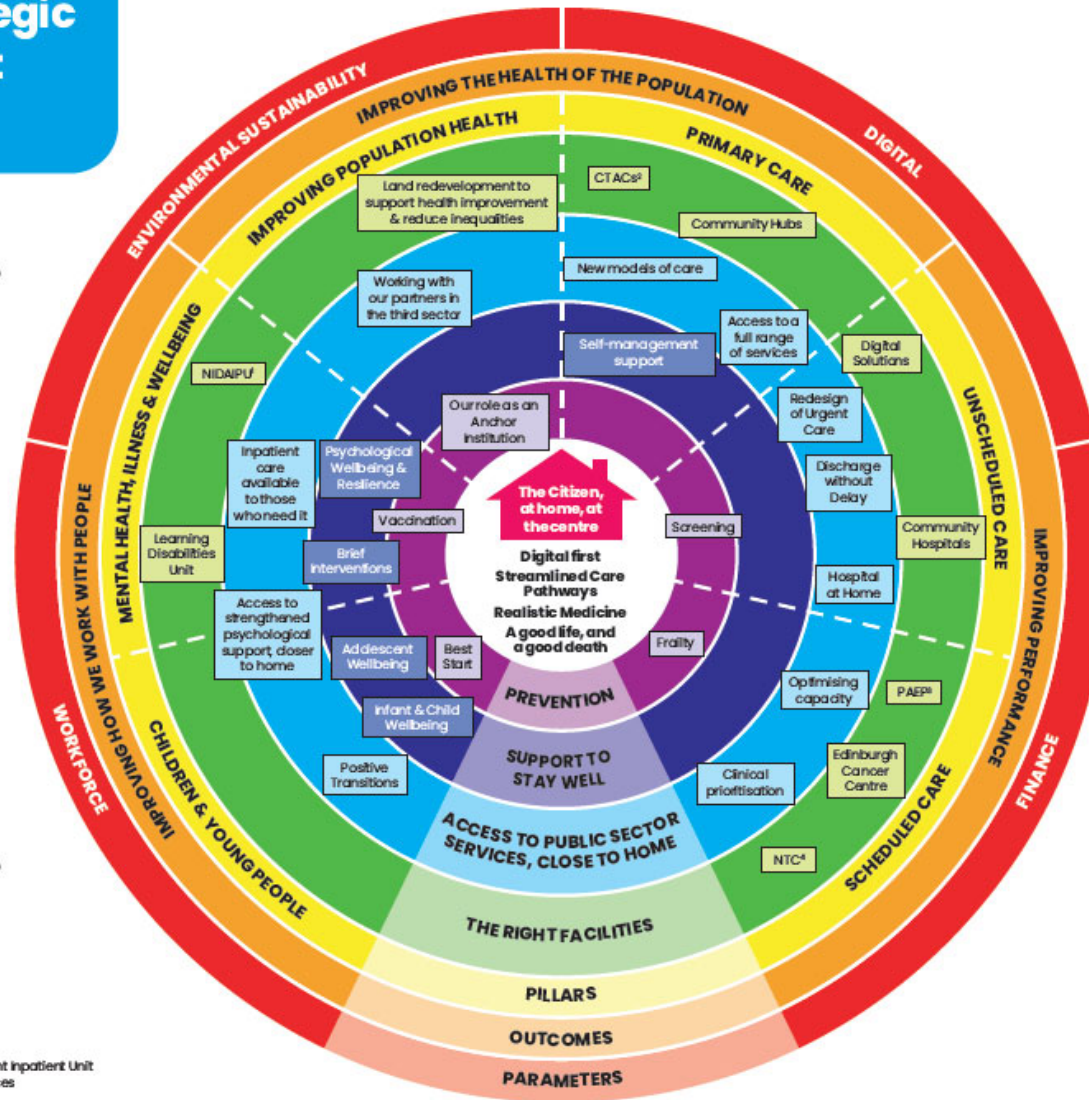
# Lothian Strategic Development Framework

EAST LOTHIAN  
INTEGRATION JOINT BOARD

EDINBURGH  
INTEGRATION JOINT BOARD

MIDLOTHIAN  
INTEGRATION JOINT BOARD

WEST LOTHIAN  
INTEGRATION JOINT BOARD



NHS Lothian

1. National Intellectual Disability Adolescent Inpatient Unit
2. Community Treatment and Care services
3. Princess Alexandra Eye Pavilion
4. National Treatment Centre



# Assumptions

- We will honour legally committed investment to date
- We will test fully approved investment (not yet legally committed) against our principles before legally committing
- We accept that there will be significant financial constraints
- We will start with large waiting lists and work through these according to clinical prioritisation
- Workforce availability will be a key consideration, and all models will need to reflect this
- The pandemic has and will continue to change our models of care. How significantly is uncertain
- There will be a requirement for redesign capacity to support change
- There will be an evolving context and narrative

# Principles

- All cases and actions need to be clear on the question they seek to answer
- All cases and actions need to be able to demonstrate that they advance the organisational strategy
- All facilities will be flexible and multi-use
- We will work to reduce “on-site” attendances wherever we can
- We will separate emergency and elective activity where possible and maximise the use of “single-day” pathways
- We will align actions and facilities with our public and third-sector partners
- Non-clinical space will be minimised
- Our actions and facilities will align with the Climate Change (Scotland) Act which outlines a requirement for the public sector to achieve net-zero by 2045 at the latest.

# Fixed Points

We will work to support people to stay well at home

## The Royal Edinburgh Hospital

- a specialist mental health facility
- specialist learning disability and rehabilitation services

## The Royal Infirmary of Edinburgh

- Unscheduled care centre
- Major Trauma, Neurosciences & Children's Services
- New Eye Pavilion



# Fixed Points (2)



## St John's Hospital

- District general hospital for West Lothian
- New National Treatment Centre

## Western General Hospital

- New Edinburgh Cancer Centre

## West Lothian Community Hospital

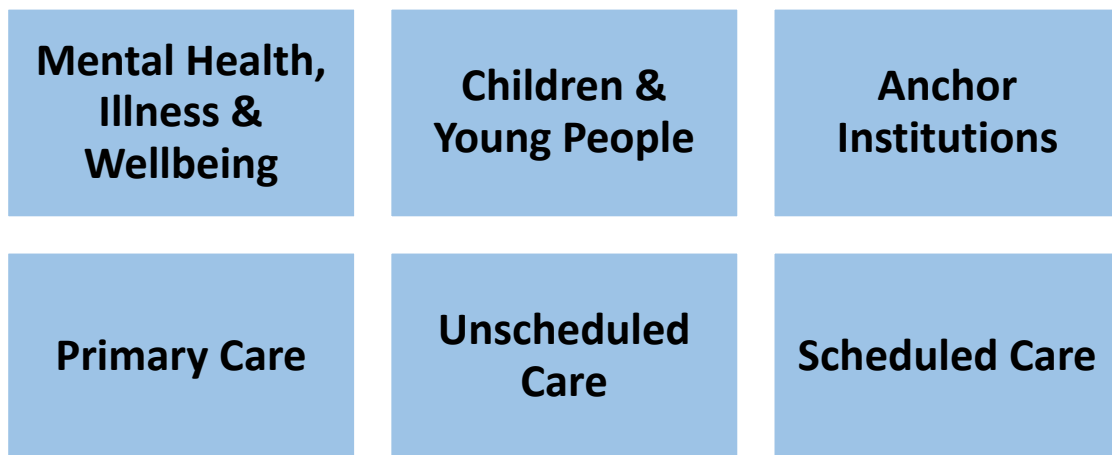
- A new model of care; a new building

## Midlothian and East Lothian Community Hospitals

# LSDF Pillars and Parameters

The outcomes we aim to achieve through the LSDF are delivered by our five-year plans .

These plans are separated into **6 Pillars**



Supported by **5 Parameters**





# You said/We did: LSDF Engagement



- Changes & clarifications
- More detail
- Cross-cutting plans
- Continuing engagement, collaboration and co-design
- Tackling inequality

# Support



*whole heartily agree with the direction of travel*

*I am encouraged by your looking to the post-Covid future in such detail, and broadly agree with all of what you say*

*balancing current plans with the need for a wide re-think about how and where we deliver services*

*aspirational*

*many good ideas and commitments*

*.good to see that a strategy is being prepared to address some of the issues which currently exist*

*In the main we are supportive of the plan*

*welcome and interesting*

# Changes & clarifications

Make the role of Quality Management explicit within the LSDF

✓ Referenced on page 8

Make reference to the national Pharmacy strategy

✓ Referenced on page 21  
→ Intent to develop Primary Care section

Update references to the refreshed national Digital Health & Care strategy

✓ Updated on pages 37-38  
→ National strategy reflected within local plans

Ensure palliative and end of life care has a greater presence within the LSDF

✓ Referenced on page 15  
→ Intent to develop our plans in this area

Add the Patient-Centred statement to the LSDF; and reference the emerging Patient Experience Strategic Plan

✓ The person at the centre is a key fixed point  
→ Patient Experience Strategic Plan approved by NHS Lothian Board April 2023

Make the reference to pillars more explicit in the LSDF Summary & LSDF Suite

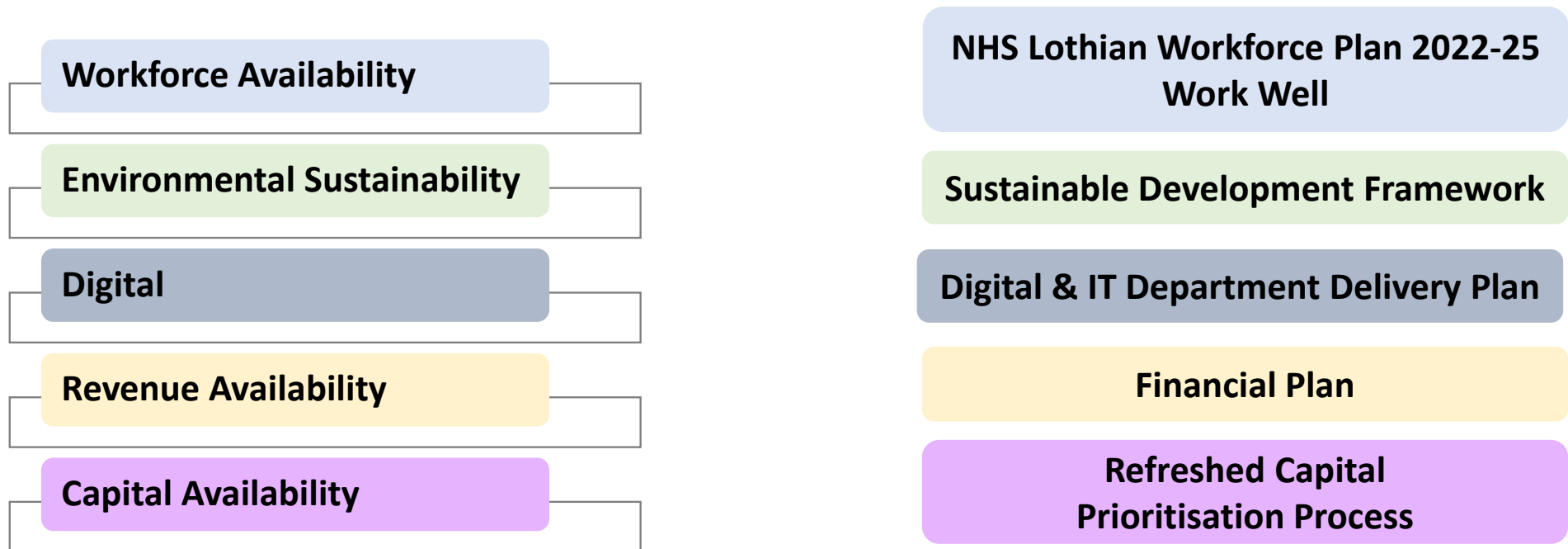
✓ Amended in contents, page 6 of the summary and in headings throughout

# “The devil will be in the detail – how do we translate top-level thinking into real action?”

## Pillar Implementation Books:



“The devil will be in the detail – how do we translate top-level thinking into real action?”



# Cross-cutting plans



- Maternity
- Women's Health
- Cancer
- Rehabilitation
- Older people
- Palliative and End of Life Care

# Engagement, collaboration & co-design

Continuing engagement, collaboration and co-design:

- Type 1 Diabetes Future Clinical Model
- Partnership with the Defence Medical Welfare Service
- Collaborating across the system to deliver Discharge without Delay
- Champions Boards

Learning from others:



Developing our approach to service design with HIS Community Engagement

# Tackling Inequality



- LSDF IIA
- Equalities & Human Rights Strategic Plan
- Updating our Equality Outcomes
- Developing refreshed guidance for staff
- Developing the role of impact assessment in service design



# Progress & Challenges in 2022-23



# Anchor Institutions

## Highlights

- ✓ Programme established
- ✓ Implementation Book

## Next Steps:

- Land and assets test bed
- Corporate Objective



# Children & Young People

## Highlights:

- ✓ Corporate Parenting Board
- ✓ Agreed format for Children's Services Partnership Plans
- ✓ Whole Family Wellbeing Fund monies
- ✓ East Lothian Single Point of Access
- ✓ Programme Establishment and Implementation Book

## Challenges:

→ Best Start

## Next Steps:

- Single points of access for mental health and wellbeing
- Best Start Implementation
- Corporate Objective





# Mental Health, Illness & Wellbeing

## Highlights:

- ✓ CAMHS Performance Improvement
- ✓ Psychological Therapies Performance Improvement
- ✓ Implementation Book

## Challenges:

- Delayed discharges (Edinburgh)
- REH Occupancy
- SJH transfers
- Dips in performance – CAMHS

## Next Steps:

- Bed review & transformation programme
- Corporate Objective

# Primary Care

## Highlights:

- ✓ Primary Care Improvement Plan Recruitment
- ✓ Capital Prioritisation
- ✓ Replacement Practices (West Lothian & Edinburgh)

## Challenges:

→ Primary Care Implementation Book

## Next Steps:

- Develop Implementation Book
- Corporate Objective





# Unscheduled Care

## Highlights:

- ✓ Implementation Book
- ✓ Expansion of Hospital at Home
- ✓ Interim Care Beds

## Challenges:

- Delayed Discharges (Edinburgh)
- Dips in Delayed Discharges performance
- RIE performance (Emergency Access Standard)
- Edinburgh Bed-based Review

## Next Steps:

- Deliver Corporate Objective / 23-24 step
- RIE Project



# Scheduled Care

## Highlights:

- ✓ Implementation Book
- ✓ Outpatients improvement
- ✓ Diagnostic CT/MRI Improvement
- ✓ SJH Day of Surgery Assessment (DOSA)

## Challenges:

- Treatment Time Guarantee (TTG) performance
- Orthopaedics
- Cancer Waiting Time Performance – Urology/Colorectal

## Next Steps:

- Deliver Corporate Objective / 23-24 step



# Revenue

## Highlights:

- ✓ Breakeven 2022-23
- ✓ Finance Oversight Board Activities

## Challenges:

→ Performance Choices

## Next Steps:

- Develop Implementation Book
- Deliver Corporate Objective
- Manage forecast £52m gap





# Capital

## Highlights:

- ✓ Refreshed Capital Prioritisation process
- ✓ Progress on key projects: ECC, NTC, PAEP

## In progress:

- Delays in approval of major projects

## Next Steps:

- Develop Implementation Book
- Deliver Corporate Objective
- Capital Prioritisation Process – Iteration 2



# Workforce

## Highlights:

- ✓ Submission of Workforce Plan
- ✓ Trainee MH Nurse
- ✓ Development of Band 4 Nursing Role
- ✓ Work Well programme
- ✓ International recruitment

## In progress:

- → Limited nurse pipelines - establishment gap grown from 6.29% to 9.96% in March 2023.
- Withdrawal of SG support - national Pharmacy Techs training programme, £ in some areas of Mental Health.
- Safe staffing tools for non-nursing professions scaled back by HIS – plan unclear

## Next Steps:

- Deliver Corporate Objective

# Digital

## Highlights:

- ✓ Implementation Book
- ✓ Intensive Care Unit (ICU) System National Procurement
- ✓ Trak Theatres Implementation across all acute sites.
- ✓ Implementation of NHSL (HEPMA) System
- ✓ Digitised Trak based Person-centred Nursing Risk Assessments and Care Plans, including NEWS charts and overview boards
- ✓ NicoLab Stroke Viewer AI software

## Next Steps:

- Deliver Corporate Objective / 23-24 step



# Environmental Sustainability

## Highlights:

- ✓ Annual emissions reporting in place, working towards Net Zero
- ✓ Electric Vehicles (EV) replacing older vehicles in fleet
- ✓ E-bike fleet of e-bikes and e-cargo bikes
- ✓ Progressing “Green Theatres”

## Next Steps:

- Continue to progress the Sustainable Development Framework



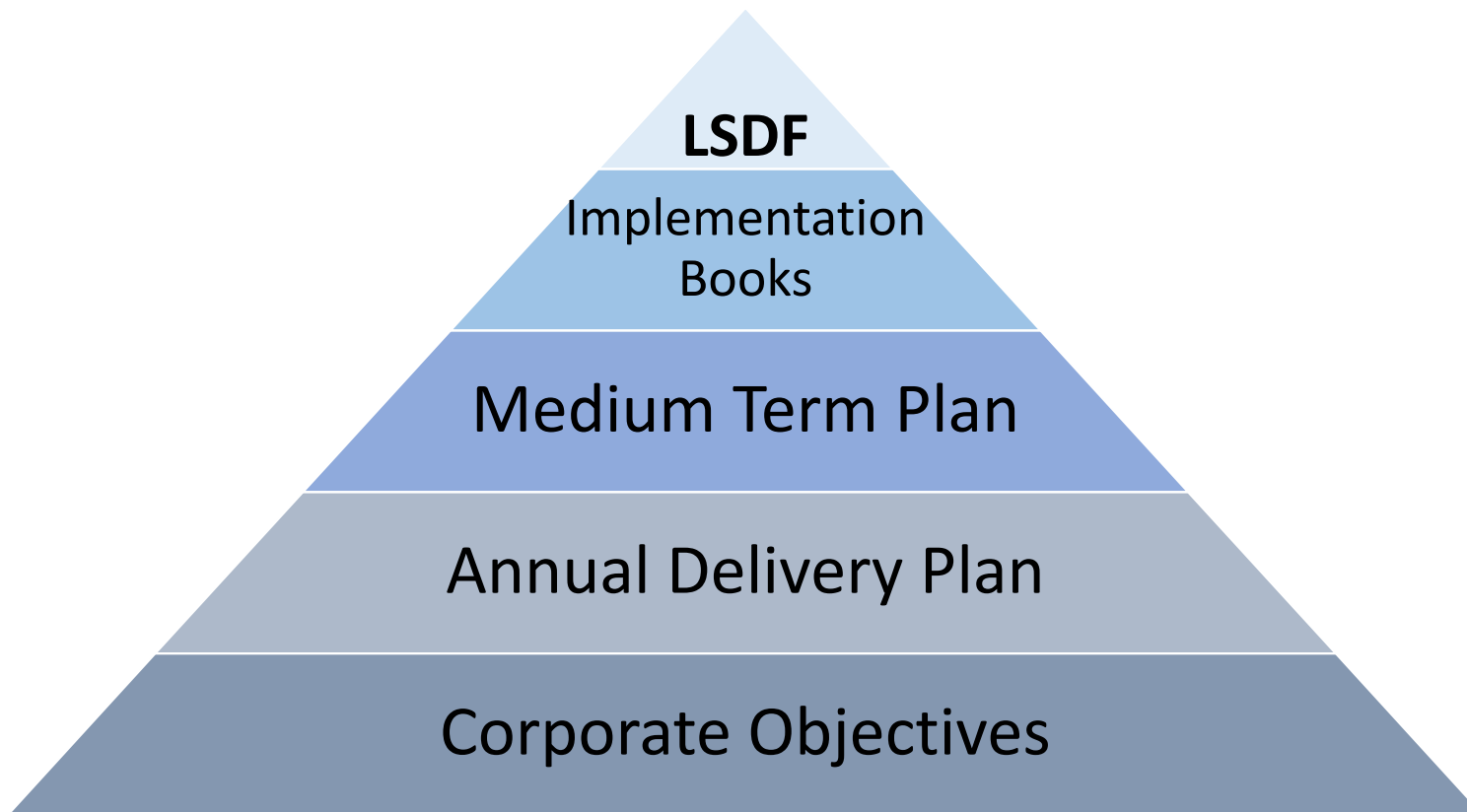
# Other

In progress:

→ Women's Health Plan for Lothian



# Next Steps: Strategic Alignment



# The Lothian Planning Cycle

