

Our Health 2020: A health and wellbeing framework for Ayrshire and Arran

**Working together to achieve the healthiest
life possible for everyone in Ayrshire and Arran**



1. Introduction

- 1.1 Ayrshire and Arran NHS Board has approved three integrated organisational statements – Board Purpose, Board Commitments and Board Values – which together help to define the organisation, provide clarity of Board purpose and goals and outline the key principles for how it will operate. It has agreed an overall strategic framework (Appendix 1) and noted the outcomes from a local service and service strategies stocktake. The Board has also agreed a strategic matrix which identifies key leads for overall delivery and leadership which flow from the strategic framework. The production of an overall Health and Wellbeing Framework is a key element of the strategic matrix.
- 1.2 In broad terms, a Health and Wellbeing Strategy should be based on a joint strategic needs assessment (JSNA) which identifies and analyses the issues that impact on the health and wellbeing of everyone in Ayrshire and Arran. The joint approach recognises the critical importance of community planning and integration to health and wellbeing. A Board Workshop on 20 May 2013 began to open up some of these issues and there will be a requirement to determine how a JSNA type approach may be undertaken in the context of integrated health and social care services.
- 1.3 Even in the absence of a comprehensive local JSNA, the compelling factors driving the need for change are well recognised. These have been summarised concisely in Northern Ireland's recent review of health and social care:
 1. A changing and ageing population
 2. Increased prevalence of long term conditions
 3. Increased demand and over reliance on hospital beds
 4. Clinical workforce supply difficulties which have put pressure on service resilience
 5. The need for greater productivity and value for money

These have been developed into key reasons for supporting change:

1. The need to be better at preventing ill health
2. The importance of patient and person centred care
3. Increasing demand in almost all programmes of care
4. Current inequalities in the health of our population
5. Giving our children the best start in life
6. Sustainability and quality of hospital services
7. The need to deliver a high quality service based on evidence
8. The need to meet the expectations of our population
9. Making the best use of resources available
10. Maximising the potential of technology
11. Supporting our workforce

- 1.4 It is clear from the existence of the Board's clinical strategies and service stocktakes that a great deal of work is already underway in primary, community, secondary and specialist care which is driving specialty and site specific change. The context is changing rapidly however and the advent of health and social care partnerships and locality plans emphasises the need for the Board to have in place an overarching framework to enable communities and clinicians to develop local solutions consistent with this.
- 1.5 **Our Health 2020** builds on this and acknowledges the national context for public services in general, health services in particular and the three-step improvement framework for Scotland's public services. The framework has been constructed to align with this national position whilst focusing on both local priorities and local "pillars" covering quality, service, people and finance. It takes the Board's core clinical strategy "Your health – we're in it together" as its central spine and builds in other key local clinical strategies covering mental health and acute services as well as other approved service strategies and stocktakes noted above. As part of the preparation of this overarching framework "Your health" has been sense checked and, where appropriate, will be updated to ensure a goodness of fit with the national 2020 vision and the national route map to the 2020 vision.
- 1.6 While the framework focuses on health and healthcare in the short to medium term, it recognises in the long run that health and wellbeing will be driven by three interrelated drivers:
 1. the requirement to achieve a decisive shift towards preventative spend and its particular link to the Early Years Social Framework (supporting children pre-birth to age 8);
 2. the integration of adult health and social care;
 3. the relatively worsening position in Ayrshire in terms of multiple deprivation and its links to the Equally Well Social Framework (health inequalities) and Achieving Our Potential Social Framework (tackling poverty).
- 1.7 **Our Health 2020** makes these key drivers its main strategic focus whilst acknowledging the more short-to-medium term health care service priorities which are a consequence of the Board's clinical strategies and service reviews.
- 1.8 The conclusion reached is that tackling health inequalities and deprivation in Ayrshire and Arran can only be done in partnership with local communities, public sector partners and the third and independent sectors. Given the local baseline position, fresh and radical approaches are required if material progress is to be made. The collaborative vehicle for delivering this change will be effective locality planning arrangements incorporating co-production and

working in tandem with effective joint strategic commissioning arrangements across Ayrshire and Arran. Progress made on Older Peoples Services provides a working model for this and builds on the Board's established outcomes based approach to planning.

2. General strategic context

- 2.1 Other NHS Boards in Scotland are arriving at similar conclusions. For example, in Greater Glasgow and Clyde, nine key themes have been identified which make a compelling case for change. In NHS Lothian, similar considerations have resulted in the production of a strategic clinical framework which comprises six strategic aims and ten key principles.
- 2.2 At a national level in Scotland, the 2020 Vision is built on similar principles:
- “The Scottish National Health Service will be a publicly funded and publicly delivered health care service free to all our citizens. We will have a world-leading healthcare service where everyone is able to live longer and healthier lives at home, or in a homely setting. We will have a focus on reducing health inequalities, on prevention, anticipation and supported self-management. When hospital treatment is required, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their own home or community environment as soon as appropriate, with minimal risk of readmission.”

3. Ayrshire and Arran strategic context

- 3.1 NHS Ayrshire & Arran has three key clinical strategies which have been implemented over the last few years. All three strategies are consistent with the foregoing. On review by the Corporate Management Team (CMT), a number of gaps exist and it has been agreed that we require:
1. An overarching framework which pulls the key principles into a single place.
 2. An overarching title.
 3. The timeframe and language of the framework to reflect the 2020 Vision.
 4. More prominence given to a decisive shift towards prevention.
 5. Closer integration of health and social care to be highlighted, including the role of the third and independent sectors.
 6. More prominence given to tackling health inequalities.
 7. More prominence given to maximising the potential use of technology.

3.2 As a working title, the Board has adopted **Our Health 2020**.

From an analysis of the existing strategies and in light of the above gaps, the following key components of an overarching health and wellbeing framework have been identified:

3.3 **Overarching strategic direction**

- An overall theme of partnership and co-production between the individual and the community with the NHS and its partners in the public, third and independent sectors.
- A strong local health service supporting people in their day to day lives to get the best from their health.
- Within this a focus on making home and communities rather than hospital the hub for care.
- Maximising the potential use of technology to improve health and healthcare.
- A focus on reducing health inequalities, on prevention, anticipation and supported self management.
- Where hospital care is needed, it will be person centred, safe and effective.
- Where a pathway involving health and social care is required, it will be integrated and seamless.

This overarching strategic direction forms the central spine of the framework which is detailed below.

4. **The framework**

- 4.1 **Our Health 2020** is summarised in the diagram below. Each component of the framework will be progressed in line with the collaborative approach outlined above and new partnership arrangements which will be introduced through integration and revised single outcomes agreements. It will be supported by the development of the strategic matrix which will incorporate planning horizons in five year clusters.
- 4.2 The purpose of **Our Health 2020** is to provide a locally relevant strategic overview for Ayrshire and Arran. The key components provide a clear statement for staff and the public as well as benchmarks against which progress can be monitored.

Our Health 2020: A health and wellbeing framework for Ayrshire and Arran

Short term → medium term

Medium term → long term

Your health implementation plan

- North Ayrshire Community Hospital Full Business Care
- Arran/Cumbræ

Mind your health implementation plan

- North Ayrshire Community Hospital Full Business Care
- Mental health option appraisals
- Same as you?

Acute services implementation plan

- Building for Better Care Full Business Care
- Building for Better Care subsequent phase
- Transforming outpatients
- Emergency flows

National/regional services

- Major trauma
- Neonatal
- Breast screening
- Vascular

Public health and health improvement strategies

- Alcohol
- Tobacco
- Obesity/Exercise
- Maternity
- Oral health

Integration and strategic plans for new health and social care partnerships.

As of December 2013 a total of 70 operational/ service plans.

Four pillars of public service reform

- Prevention
- Integration
- People
- Performance →

- Quality
- Service
- People
- Finance

Three social frameworks plus

- Equally Well
- Achieving our potential
- Early years
- Single Outcome Agreement key priorities

Three-step improvement framework

- Change the world
- Create the conditions
- Make the improvement

Collaborative infrastructure

- Joint strategic commissioning
- Locality planning
- Co-production

Working models

- Joint services – older people
- Scottish Patient Safety Programme
- Early Years Collaborative
- Co-creation

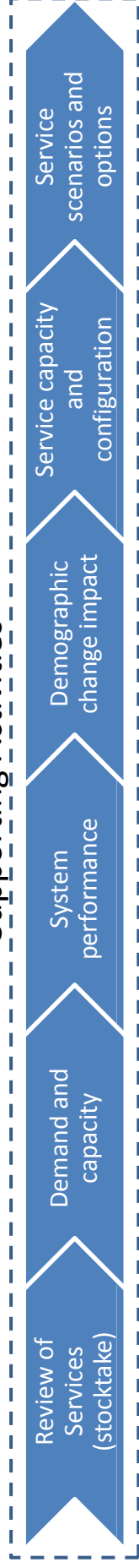
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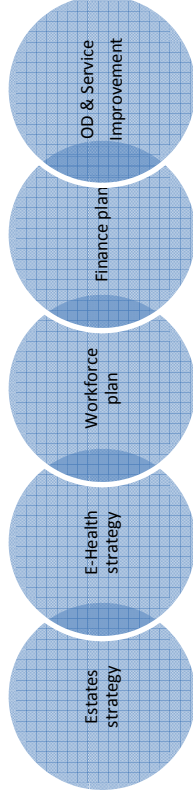
5. Next steps

- 5.1 It is intended that the overarching strategic direction which forms the spine of the framework and the accompanying analysis of this paper will form the framework for the future. Within this framework, professionals and communities will be enabled to develop local solutions to local issues through joint needs assessment and locality plans. The branches growing from the spine are designed to be living things which will be reshaped as pan-Ayrshire integrated partnership and locality plans are developed all within the framework of joint strategic commissioning. In the meantime, the various priorities and actions attached to the existing branches of the framework will continue to be progressed.

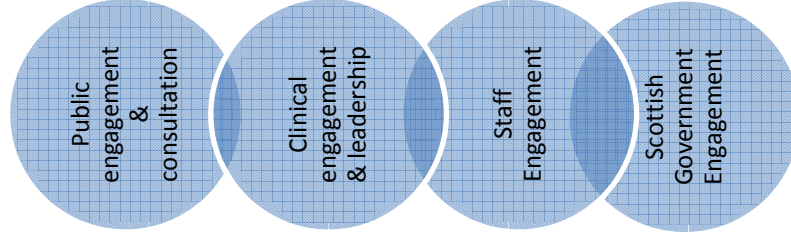
Supporting Activities



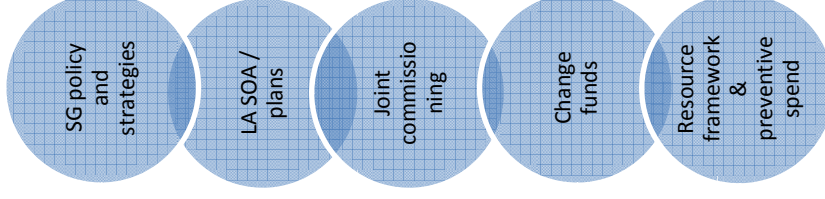
Enabling service strategies



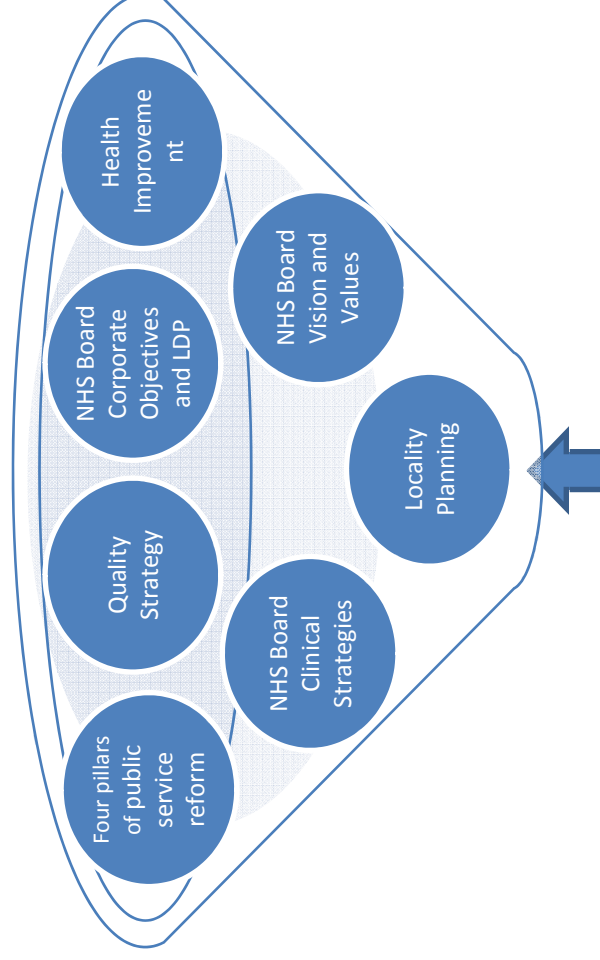
Stakeholder engagement strategy



External influences and partners

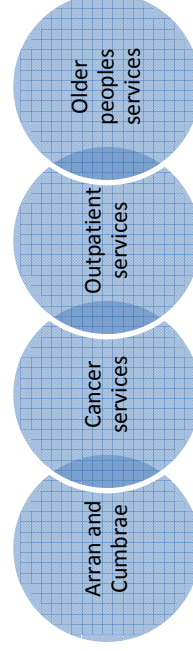


Core principles and assumptions



Illustrative examples listed

Service strategies, plans and service reviews





Our values

Caring Safe Respectful



Our commitments to you

Our service users and communities

We will work with you and your family to:

- Promote and improve your health
- Improve your safety, outcomes and quality of experience while in our care
- Live up to our customer care commitments

Our workforce

We will work together to create an open, fair and just culture where:

- We are all valued, respected and developed to be our best
- We are all informed, involved, listened to and treated fairly and consistently
- We are all safe and are supported to improve our health and wellbeing

Our partners

We will work together with partners to:

- Improve health, prevent disease and reduce inequalities
- Join up our service delivery to improve outcomes
- Make best use of our resources