

DATA LABEL: PUBLIC



HEALTH AND CARE POLICY DEVELOPMENT AND SCRUTINY PANEL

STRATEGIC INSPECTION – ACTION PLAN UPDATE

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The purpose of the report is to present an update to the Health and Care PDSP on progress being made against the recommendations contained in the report of a joint strategic inspection by Healthcare Improvement Scotland and the Care Inspectorate published on 9th September 2020.

B. RECOMMENDATION

It is recommended that the Panel notes the progress being made with the action plan to address the recommendations of the strategic inspection report, proposed revised timescales and key areas of focus still required.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs
	Being honest, open and accountable
	Working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Public Bodies (Joint Working) (Scotland) Act 2014.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	Working in partnership.
V Relevance to Single Outcome Agreement	We live longer, healthier lives.
VI Resources - (Financial, Staffing and Property)	The West Lothian Integration Joint Board's Strategic Plan 2019-2023 identifies the resources available for the delivery of health and social care services in West Lothian.
VII Consideration at PDSP	None
VIII Other consultations	The report was submitted to the West Lothian IJB on 13 th January

D. TERMS OF REPORT

D.1 Between January and March 2020 inspectors from the Care Inspectorate and Healthcare Improvement Scotland visited West Lothian to inspect the effectiveness of strategic planning for adult health and social care services delivered by the West Lothian Health and Social Care Partnership (WLHSCP). The report of the inspection was finally published on 9th September 2020 having been delayed by the pandemic, and an action plan to address the recommendations contained in the report was approved by the IJB on 10th November 2020. It was agreed by the IJB that 6 monthly updates would be provided to offer assurance around progress. The first update on progress was provided in June 2021.

D.2 Action Plan Progress

2.1 Whilst good progress has been made with many of the recommendations made in the original inspection report, it must be borne in mind that health and social care services have been under extreme operational pressure for almost 2 years now as a result of the Covid-19 pandemic. The ongoing need to respond to operational priorities, combined with recent staffing challenges, has impacted the partnership's ability to deliver a number of the actions within the timescales identified originally.

2.2 A total of 32 actions were set out in the original action plan and progress is summarised in the table below: A full summary of the progress made to date is included at appendix 1.

Complete	19
Partially complete	3
Within original timescale	4
Outstanding	6

2.3 The main areas with outstanding actions:

- Outcome reporting
- Approach to quality improvement across the partnership
- Development of performance indicators
- Agreed vision for the partnership
- Leadership for integration and management structures

2.4 Outcome reporting for health and social care can be challenging and there is no single agreed approach across Scotland to capturing and reporting health and social care outcomes in an integrated way. Different management information systems in the NHS and council complicate reporting methods further.

2.5 Exploratory work was undertaken with another partnership to consider how it had approached outcome reporting and whilst the work was promising it was noted to require significant time and resource to implement. It was concluded that the operational pressures being experienced by teams as a result of the pandemic did not provide appropriate circumstances for significant developmental work to take place.

- 2.6** Work continues, however, in relation to the implementation of a new social work management information system which includes capacity for outcomes reporting. This work is due to be completed by 2023. In addition, as things hopefully settle in the coming months, further exploratory work will be undertaken to look further at the partnership's approach to outcome recording and reporting.
- 2.7** Good progress has been made on developing a more integrated approach to performance management. Teams from the council, NHS and Public Health Scotland continue to meet on a regular basis and have much broader insight into whole system performance reporting. A new Finance, Performance and Transformation monthly meeting has been introduced by the Chief Officer and is providing a forum for more focussed performance scrutiny. There has been a significant increase in data analysis and reporting requirements during the pandemic and positive work has also been done in this regard to ensure that reporting takes a whole system perspective across the partnership.
- 2.8** It should also be noted that progress in relation to the development of some aspects of performance reporting has continued to be impacted by staff vacancies and diversion of performance and operational staff to assist with the pandemic response. Recruitment is underway for a performance and analytics lead for the partnership and it is hoped that more progress will be possible when performance teams are operating at full capacity once more.
- 2.9** It is acknowledged that the IJB's next strategic plan will require to be underpinned by a robust, integrated performance framework and this requirement will be incorporated into work over the coming year to develop the new plan.
- 2.10** Given the scale of the task and level of training required for staff, it has still not been possible to develop a common approach to quality improvement across the partnership. Individual improvement programmes continue to take place within NHS and Social Policy teams, capitalising on opportunities arising from the pandemic and focussing on integrated service delivery. A development session for senior managers on quality improvement approaches is planned for January 2022.
- 2.11** Leadership for integration is still an area which still needs to be developed and the stated intention of moving towards an integrated management structure has not been possible during the pandemic. Given the continuing uncertainty, it is proposed to delay development of an integrated management structure until later in 2022.

E. CONCLUSION

This report provides an update to the Panel on progress with the actions arising from the recommendations made in the strategic inspection report. The pandemic has undoubtedly impacted progress in some areas but significant achievements have also been made in developing integrated working, strategic plans and service delivery. The pandemic has created opportunities for progressing integrated models of care which might otherwise have been more difficult and has provided greater opportunity for teams to work together in a much more integrated way.

F. BACKGROUND REFERENCES

Contact Person: Yvonne Lawton
Head of Strategic Planning & Performance
Yvonne.Lawton@nhslothian.scot.nhs.uk

01506 283949

CMT Member: Alison White, Depute Chief Executive

Date: 3rd February 2022

West Lothian Health and Social Care Partnership
Joint Inspection of Strategic Planning - Action Plan – IJB Update 13 January 2022

Improvement area	Actions	Measures	Lead Officer	Target Date	Commentary	
Quality Indicator 1 Improvements in partnership performance in both health care and social care						
Performance						
1.	The partnership should progress with developing and implementing a fully integrated performance framework	1.1 Establish integrated working practices across the HSCP to bring together analytical and performance teams to deliver a whole system approach	<ul style="list-style-type: none">WLC, NHSL and Public Health Scotland performance and analytical staff meet at least monthly as a teamJoint team objectives & work plan in place	YL	November 2020 February 2021	<input checked="" type="checkbox"/> Weekly meetings established and priorities for development agreed.
		1.2 Continue with existing work to agree performance measures across the partnership with regular reporting on agreed indicators to the SMT to provide regular assurance over operational and strategic performance.	<ul style="list-style-type: none">Monthly integrated performance report to SMTReport includes performance indicators agreed by service leads and analysis	YL	January 2021	<input checked="" type="checkbox"/> Arrangements now in place for a monthly report to the management team and although the format of this report continues to evolve, routine reporting now takes place.
		1.3 Develop performance measures to underpin strategic commissioning plans to ensure performance and progress are monitored	<ul style="list-style-type: none">Performance measures agreed for relevant actions drawing on existing and new dataQuarterly reporting to planning & commissioning boards and Strategic Planning Group	YL/AS/NC/RA	March 2021 Revise to April 2022	<div></div> Work on developing performance measures for all plans has been impacted by the need to focus on operational requirements during the pandemic and also by lack of availability of analytical staff to support the work. The identification of performance measures will be a key area of focus in the development of the IJB's new strategic plan over 2022/23. In the meantime, reporting on the core suite of integration indicators will continue. Timescale already revised from March 2021 to December 2021.Suggest revisiting in April 2022

Improvement area		Actions	Measures	Lead Officer	Target Date		Commentary
			<ul style="list-style-type: none"> Increase frequency of progress updates to the IJB to quarterly 	YL/AS/NC/RA	November 2020	<input checked="" type="checkbox"/>	Agreed at IJB meeting on 10 November that quarterly performance reports would be produced. Format of the reports has been development with revised report to IJB in March 2021. YL sought information from the HSCS Strategic Commissioning and Improvement Network on how other areas report which acknowledges challenges with integrated reporting. Performance report format discussed at IJB development session on 27 May 2021.
		1.4 Building on existing approaches and develop a joint HSCP reporting format on staff matters and link to integrated performance framework with reporting to senior managers	<ul style="list-style-type: none"> HR reporting framework agreed with consistency of data across WLC and NHSL services Reports on staff matter submitted to SMT and IJB 	YL /JH/CW	February 2021	<input checked="" type="checkbox"/>	It is currently not possible to report in a consistent format because of systems differences. Assurance continues to be provided, however, via individual reports to the management team and the format of the report is not material to outcomes. In any event, the requirements of different employers makes direct comparisons difficult. It is suggested that this work is marked as complete.
		1.5 iMatters survey to cover health and social care staff within the partnership – plans in place but postponed as a result of pandemic	<ul style="list-style-type: none"> NHS and council teams participated in iMatters staff survey & results reported to senior managers & IJB 	FW/JM	Review April 2021	<input checked="" type="checkbox"/>	iMatters surveys completed for NHS and council staff within the WLHSCP and reported in October 2021
2.	The partnership should develop the means to gather and use qualitative data on personal outcomes	2.1 Carry out a review of internal approach to outcomes reporting including a review of reporting via management information system	<ul style="list-style-type: none"> Report on current processes complete 	FW/JM	December 2021 Revised to June 2022		Development work has been impacted by the pandemic response and this work still needs to be progressed. Revised timescale from June 2021. Discuss approach with new Chief Officer. Acknowledgement that this is a substantial piece of work which will require engagement and input from across the partnership at a time when services are under extreme pressure. Recommend delaying further until June 2022 and review operational situation.
		2.2 Research approaches to outcomes reporting in other partnerships to identify good practice	<ul style="list-style-type: none"> Review complete, good practice identified and used to inform planning for new approach 	FW/JM	December 2021 June 2022	<input checked="" type="checkbox"/>	Discussion with Care Inspectorate re examples of good practice identified one area which has been followed up. Example of approach from another Lothian HSCP explored but acknowledge that it is resource intensive to implement. See 2.1 above.

Improvement area	Actions	Measures	Lead Officer	Target Date		Commentary
	2.3 Develop an approach to outcome reporting to inform service development and to provide assurance to senior managers and the board that service user outcomes are being met	<ul style="list-style-type: none"> Agreed partnership approach to gathering, reporting and using data on personal outcomes in place 	FW/JM	December 2021		Development work has been impacted by the pandemic and work still needs to be progressed. Implementation of a new approach likely to be resource intensive at a time when operational and support teams are under extreme pressure. Consider delaying until June 2022 to review. Exploring outcome reporting via new social policy management system which has been commissioned.
		<ul style="list-style-type: none"> Outcomes data is reported to the senior management team, Health and Care Governance Group in an agreed format 	FW/JM	March 2022		
		<ul style="list-style-type: none"> Examples of service user outcomes reflected in the IJB's annual performance report for 2021 	YL	July 2021	<input checked="" type="checkbox"/>	Examples of outcomes included in APR but it is acknowledged that further work is required in this area.
		<ul style="list-style-type: none"> Explore opportunities to develop outcomes reporting via implementation of the new social care management information system 	JM	March 2023		Contract for new system awarded and planning is taking place to incorporate outcome reporting.
	2.4 Build on approaches already in place to develop an integrated approach to service evaluation and quality improvement (QI) which is outcomes focussed.	<ul style="list-style-type: none"> Partnership approach to quality improvement and service evaluation reviewed 	FW/JM	December 2021		Development work has been impacted by the pandemic response and this work still needs to be progressed. The original timescale is revised from March 2021. Approach discussed with new Chief Officer and development session planned on QI approaches at extended management team meeting in January 2022– consider revising timescale to allow further time to develop.
		<ul style="list-style-type: none"> Model and approach to service evaluation and QI agreed across the partnership 	FW/JM	December 2021		

Improvement area		Actions		Measures	Lead Officer	Target Date	Commentary	
				<ul style="list-style-type: none">Training programme in place and delivered to key leaders and staff across the partnership	FW/JM	December 2021 Revise to April 2022		Will be informed by decisions in relation to approach to QI. Development session for senior managers planned for January 2022.
				<ul style="list-style-type: none">Quality Improvement oversight group established, lead manager identified to oversee QI activity and reporting to the Health and Care Governance Group to provide assurance – see action 4.4 below	FW/JM	December 2021 Revise to April 2022		Development work has been impacted by the pandemic response and this work still needs to be progressed.
Quality Indicator 6 Strategic planning								
Strategic Planning								
3.	The partnership should produce the detail to underpin its commissioning plans, particularly for older people, and progress to implementing these	3.1	Revised action plan supporting the Older People's commissioning plan to be further developed and submitted to the IJB for approval	<ul style="list-style-type: none">Revised action plan drafted and approved by the IJB	AS	November 2020	<input checked="" type="checkbox"/>	Revised OP plan approved by the IJB on 10 November 2020
			<ul style="list-style-type: none">Evidence of regular meetings of OP Planning & Commissioning Board	AS	6 times per year	<input checked="" type="checkbox"/>	Meeting schedule now in place	
		3.2	To ensure that planning for the development of services for people with dementia is clear and understood by all stakeholders	<ul style="list-style-type: none">Planning approach for dementia is articulated clearly in the OP commissioning plan with clear links identified to mental health services	AS	November 2020	<input checked="" type="checkbox"/>	OP Plan approved by IJB sets out clearly the approach to dementia. Suggest a dementia focussed session at a future meeting of the SPG.
		3.3	Planning staff identified and assigned to support delivery of the programme and support work stream leads	<ul style="list-style-type: none">Planning & support requirements to implement commissioning plan for older people identified and secured	YL	December 2020	<input checked="" type="checkbox"/>	Agreement reached on recruitment of a Project Manager to support the work required for the OP plan. Funding secured.

Improvement area	Actions	Measures	Lead Officer	Target Date		Commentary
		<ul style="list-style-type: none"> Evidence of programme delivery via progress reporting at agreed intervals 	AS	March 2023	<input checked="" type="checkbox"/>	Arrangements are now in place for reporting via planning and commissioning board, SPG and IJB
	3.4 To continue to progress implementation of all strategic commissioning plans building on progress to date with regular reporting to the Strategic Planning Group and IJB	<ul style="list-style-type: none"> Progress reports to Strategic Planning Group and IJB Clear alignment between commissioning plans and staff work plans 	AS/NC/RA All Senior Managers	From November 2020 January 2021	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Regular updates to be provided to the SPG on progress of plans. Senior managers have clear responsibilities for commissioning plans and actions required to deliver plans.
	3.5 To continue with development of performance indicators to underpin commissioning plans to ensure progress against actions can be measured and reported.	<ul style="list-style-type: none"> Agreed suite of performance indicators identified by Planning & Commissioning Board chairs and agreed with the IJB Update reports to SPG and IJB include performance reporting and are submitted quarterly 	AS/NC/RA AS/NC/RA	December 2021 April 2022 March 2021 December 2021 April 2022		See action 1.3. Delayed by availability of analytical staff and operational focus of the pandemic. Progress reports are now shared routinely with SPG and with IJB twice per year. Performance reporting approach is still under development and has been impacted by pandemic and vacancies as reported previously. Revised timescale from March 2021
	3.6 Develop a framework for integrated financial planning that will better support transformation and commissioning plans.	<ul style="list-style-type: none"> An updated medium-term financial planning approach will be developed and reported to the Board. This will seek to align financial planning to the next strategic plan and commissioning plans covering the period 2023/24 to 2027/28 Increased collaboration across health and social care management and finance teams to integrate financial planning and support investment and disinvestment decisions included in new MTFP 	PW PW	June 2021 To March 2023	<input checked="" type="checkbox"/> <input type="checkbox"/>	Agreement to proceed in this way reached. On track
	3.7 To ensure the next iteration of the Strategic Plan is fully aligned to a	<ul style="list-style-type: none"> Strategic Plan from 2023 outlines fully integrated 	PW/YL	2021 to 2023	<input type="checkbox"/>	Planning to commence from September 2021 on next Strategic Plan which will align strategy and

Improvement area		Actions	Measures	Lead Officer	Target Date		Commentary
		medium term financial strategy agreed across the partnership	commissioning plans supported by an integrated medium term financial plan				financial plans. New Strategic Plan to be delivered in 2023.
4.	The partnership should develop and deliver integrated plans that support delivery of services, for example, workforce planning	4.1 Build on work undertaken by Workforce Planning Group and develop a fully integrated workforce plan with agreed actions across the HSCP.	• Workforce data refreshed to include data from NHSL, WLC and third and independent sectors	YL	June 2021	☑	Interim workforce plan to be submitted to Scottish Government by 30 April 2020 and will include refreshed data.
			• Initial workforce action plan agreed and implemented including actions to be developed in relation to staff engagement	YL	April 2021	☑	Timescale for submission of interim workforce plan revised by SG to April 2021. Will include short term action plan.
			• Revised Scottish Government Guidance now requires IJB to publish a 3 year workforce plan by 31 March 2022	YL	March 2022	☑	This action has been overtaken by need to develop interim one year plan. The partnership will comply with timescales for future reporting requirements.
		4.2 Ensure learning from the COVID-19 pandemic response is reflected in the revised workforce plan having regard to opportunities for service redesign and integrated service delivery	• Input from Planning and Commissioning Board leads on experience of delivering services during the pandemic reflected in the revised workforce plan	YL	July 2021	☑	Reflected in the one year workforce plan being submitted to the Scottish Government
		4.3 Review existing structures for the delivery of strategic planning, service transformation and performance reporting to ensure focus on integrated service delivery where appropriate	• Clear structures in place to support senior managers in the delivery of strategic plans	YJ	June 2021	☑	Joint meeting of Strategy, Policy & Change teams and performance teams now taking place. Planning & Commissioning Boards provide structure for integrated strategic planning, service transformation and reporting.
		4.4 To implement the existing Health and Care Governance framework through a clearer understanding of responsibilities	• New chair of the Health and Care Governance Group appointed	IJB	November 2020	☑	IJB approved JM substantive chair at meeting in January 2021. Support arrangements also now in place.
			• Refreshed action plan for health and care governance	JM	February 2021	☑	Approach now agreed and meeting schedule in place.

Improvement area		Actions	Measures	Lead Officer	Target Date		Commentary
			<ul style="list-style-type: none"> agreed by the chair and implemented Assurance reporting agreed with regular evidence of reports to the group 	JM	February 2021	<input checked="" type="checkbox"/>	Meeting format agreed and initial plan in place – format and reporting structure will continue to evolve as a more integrated approach is adopted.
5.	The partnership should develop and progress a coherent and meaningful approach to locality planning	5.1 Revised locality planning arrangements approved by the IJB to be implemented and all reports to the SPG and IJB to outline locality implications where service redesign is proposed	<ul style="list-style-type: none"> Evidence of consideration of impact on localities articulated clearly in covering reports to SPG and IJB 	AS/NC/RA	March 2021	<input checked="" type="checkbox"/>	Revised covering report for IJB and SPG reports to be developed to ensure there is scope to make the required links to a locality based approach.
			<ul style="list-style-type: none"> Reports to the IJB on locality developments via the CPP Health and Wellbeing Group 	YL	March 2021	<input checked="" type="checkbox"/>	Updates from the health and wellbeing group to be submitted to the IJB – also IJB Project Officer to ensure minutes of meetings of H&W Group are submitted to SPG.
			<ul style="list-style-type: none"> Clearly align planning activity to community planning and regeneration plans ensuring that service redesign has a locality focus 	AS/NC/RA	March 2023		Evidence via planning and commissioning boards. Refreshed locality profiles completed in November 2021 and will provide a foundation for the next strategic plan.
			<ul style="list-style-type: none"> Secure representation from community planning and regeneration partners on the Strategic Planning Group 		November 2020	<input checked="" type="checkbox"/>	Complete – representation now in place.
6.	The partnership should agree and progress the steps it needs to take to strengthen its engagement with and involvement of supported people, carers and care providers	6.1 Clarify role of carer representatives on the SPG and IJB ensuring carer organisations are supported to identify barriers to engaging with communities	<ul style="list-style-type: none"> Routes for wider engagement with carers identified and agreed with representatives on the SPG and IJB to maximise impact 	SPG/IJB Carers Reps/PM	January 2021	<input checked="" type="checkbox"/>	Discussion taken place with IJB and SPG representatives and plans in place for a new Carers Strategy Implementation Group to be established from February 2021.
			<ul style="list-style-type: none"> Evidence of engagement and influence of carers in planning activity and transformation programmes 	PM/SPG/carers representative	To March 2023		New Carers Strategy Implementation Group established and will provide the interface between carers and planning structures.
		6.2 Supported people to be represented on the IJB and Strategic Planning Group	<ul style="list-style-type: none"> Representatives who use both health and social care services already identified 	Head of Strategic Planning	30 September 2020	<input checked="" type="checkbox"/>	Supported people represented on the SPG and IJB.

Improvement area	Actions	Measures	Lead Officer	Target Date		Commentary
		<ul style="list-style-type: none"> Support members where required to attend SPG & IJB meetings 	Chairs of SPG & IJB	To March 2023	<input checked="" type="checkbox"/>	All members asked about support arrangements. Induction pack and development sessions being planned for SPG members to ensure similar support to IJB members.
	6.3 Establish role of forums such as Senior People's Forum, LD Forum, etc. in engagement and involvement	<ul style="list-style-type: none"> Range of forums currently in place reviewed alongside their remit 	YL and Forum Chairs	December 2020	<input checked="" type="checkbox"/>	Draft report of review of forums produced and recommendations will be presented to IJB in update on Communication and Engagement Strategy.
		<ul style="list-style-type: none"> Recommendations made and approval given to a revised approach to engagement and involvement 	YL	Annual report	<input checked="" type="checkbox"/>	Report on engagement activity to be included in annual performance reports. Report submitted to IJB in June 2021.
		<ul style="list-style-type: none"> Communication and Engagement Strategy implemented and progress reported to the IJB 	YL	Annual Report	<input checked="" type="checkbox"/>	Annual report on progress to the IJB—included link to report in APR.
	6.4 Ensure opportunities in place for providers to meet regularly and for engagement in the strategic planning process	<ul style="list-style-type: none"> Programme of provider forum meetings re-established 	YL	March 2021	<input checked="" type="checkbox"/>	Programme of provider meetings now in place and will focus on both strategic developments and operational activity.
		<ul style="list-style-type: none"> Evidence of provider engagement and participation in strategic planning through forum agendas and minutes 	Senior Manager/ Chairs	March 2021	<input checked="" type="checkbox"/>	Strategic Developments now a standing item on agenda. Opportunities for engagement and involvement also distributed via the Contracts & Finance team
	6.5 Clarify role of provider representatives on the Strategic Planning Group and IJB to ensure engagement opportunities reach a wide audience	<ul style="list-style-type: none"> Agreement reach on approach following discussion Evidence of consultation reported in SPG and IJB reports 	Robert Telfer/Alan McClosky	March 2021	<input checked="" type="checkbox"/>	

Quality Indicator 9

Leadership and direction that promotes partnership

Improvement area		Actions		Measures	Lead Officer	Target Date	Commentary	
Change and Improvement								
7.	Leaders to establish a clear identity for the integration authority to ensure its role in supporting the functions of the integration joint board is clearly evident to the people of West Lothian	7.1	To establish a clear brand for integrated health and social care services that is recognisable to the West Lothian population.	• HSCP logo used on all documentation and communication across the partnership	AS	January 2020	☑	Reminder to be issued to all service areas over use of HSCP logo – branding to be established for HSCP presentations, etc.
				• Establish a campaign brand to promote integrated service delivery	IJB	November 2020	☑	
				• Review the reporting template for IJB reports to reflect the identity of the board	IJB	January 2021	☑	
		7.2	Increase use of social media to promote the partnership and deliver key messages on health and social care to the West Lothian population	• Evidence of the use of social media & reports to the IJB as part of update on communication and engagement strategy	YL	March 2021	☑	Twitter accounts established for HSCP and MH. Plans in place to recruit a Communications and Engagement Manager to support commissioning plan developments and broaden reach to WL communities on key health and social care messages.
		7.3	Develop an engagement strategy for HSCP for staff to ensure that staff receive consistent messages and have opportunities to be involved in the development of the partnership	• Staff engagement strategy in place	AW	December 2021 Revise to June 2022		This work is delayed by pandemic response and diversion of key staff to operational activities. Work has now commenced but timescale needs to be revised and will be further informed by new Chief Officer. Engagement activity with staff such as iMatter, workforce planning, coffee and chat sessions etc.
				• Evidence of staff involvement in consultation and engagement to develop future strategies and plans	AS	March 2021		Evidence of staff involvement in development of strategic commissioning plans. Agreed approach to be incorporated into engagement strategy. Evidence also of involvement in individual redesign projects, e.g. Home First programme.
				• Agreed communication methods and approaches for staff implemented and monitored	AW	December 2021 Revised to April 2022		Work is delayed by pandemic response and diversion of key staff to operational activities. Communication and Engagement Manager interviews taking place in January 2022 and will enhance resource in this area.
8.	Leaders should have an agreed approach for integration and	8.1	To articulate a clear vision for the future of integrated health and social care in West Lothian and set out plans	• Chief Officer message delivered articulating the vision and plan for	AW	April 2021		New Chief Officer to be appointed – proposed that this be delayed until new CO in post.

Improvement area	Actions	Measures	Lead Officer	Target Date		Commentary
produce a plan for all managers and leaders to progress		integrated health and social care		Revised to October 2021		Leadership development event held on 2 September 2021 to begin development of vision with future sessions being planned. Future vision will be incorporated into revised management structures.
		<ul style="list-style-type: none"> Monthly HSCP Newsletter sent out to all staff promoting and highlighting impact of integrated health and social care in West Lothian 	AW	July 2022		
				December 2020		Staff newsletter issued in February 2021. Regular newsletters delayed by pandemic.
				Revise to April 2022		Revise as part of the staff engagement approach to be determined.
		<ul style="list-style-type: none"> Strategic priorities reinforced across the partnership to all teams through briefing material 	Senior Managers	To March 2023		Under development
	8.2 Reschedule Leadership for Integration Programme	<ul style="list-style-type: none"> Completion of the first phase of the programme by senior leaders 	AW	January 2021	<input checked="" type="checkbox"/>	Initial Leadership event held to consider vision for the partnership. Future event organised to consider workforce requirements of the future.
		<ul style="list-style-type: none"> Leaders able to articulate a clear and consistent message for integration across West Lothian 	Senior Manager	January 2021		Requires further development in line with revised management structure.
				Revise to July 2022		
	8.3 Partnership management structure for progressing integrated service delivery agreed and articulated to staff and wider stakeholders alongside an implementation plan	<ul style="list-style-type: none"> Proposed management structure clearly articulated for implementation and revised arrangements communicated throughout the partnership 	AS	July 2021		Delayed by pandemic. Timescale to be revised to July 2022 with implementation by December 2022. Management team picture board and service map implemented in the meantime to demonstrate leaders and areas of responsibility
		<ul style="list-style-type: none"> Full implementation of revised management structure 	AS	July 2022		