

Edinburgh Health and Social Care Partnership Strategic Framework 2013 – 14

Appendix 1

Adult Social Care Strategic Work Plan



Introduction

The Adult Social Care Strategic Work Plan sets out the actions that the City of Edinburgh Council Adult Social Care will take in order to deliver the objectives and contribute to the achievement of the strategic outcomes, set out in the Edinburgh Health and Social Care Partnership Strategic Framework. It also sets out the way in which the delivery of the objectives will be evidenced and measured.

This document forms part of a golden thread linking together the Strategic Plan of Edinburgh Council, NHS Lothian's Strategic Clinical Framework, the Edinburgh Health and Social Care Partnership Strategic Framework, team and unit service delivery plans and the work plans and performance targets of individual members of staff working within Adult Social Care in the City of Edinburgh Council.

Together with the Strategic Work Plans for the Edinburgh Community Health Partnership and Royal Edinburgh and Associated Services, this plan sets out the work that will be undertaken across the Edinburgh Health and Social Care Partnership during 2013/14. From 1 April 2014 the intention is to have a single joint Strategic Work Plan in place for the Partnership.

The Work Plan also provides an opportunity to reflect on the key achievements from the previous year.

Our achievements in 2012/13

Improving services, improving people's lives

- The development of a five year plan to set the strategic direction for improving outcomes for people with autism who do not have a learning disability.
- 30 people with learning disabilities have been supported to increase their independence by moving on from living with families or in hospital to their own accommodation.
- Agreement has been reached on the re-provisioning of the NHS neuro-rehabilitation service to establish a community rehabilitation team, reduce inpatient beds and invest in carer support.
- Increasing use is being made of a range of short break options as an alternative to residential respite care.
- The re-registration of all commissioned registered care homes for people with mental health problems as 'accommodation with care and support', provides service users with a more personalised service, greater security of tenure and increased income; whilst delivering significant savings and efficiencies.
- The development of the Mental Health/Substance Misuse Accommodation Panel which provides an integrated pathway for service users, has significantly reduced the number of voids and allowed for extra capacity to be developed from third sector organisations to assist in reducing delayed discharges from hospital.
- Day care services for older people have been refocused to take a reablement approach in order to help people retain or regain as much independence as possible. A range of standardised tools are being used to help staff understand the needs and desired outcomes of individuals using the service and determine the effectiveness of the service offered.
- The development of the Joint Commissioning Plan for Older People and implementation and monitoring of the Change Fund programme to transform health and care support for older people.
- The development of 5 step down flats in Elizabeth Maginnis Court and co-production of service specifications for care home step up / step down which will reduce the need for admission to hospital and permanent residential care.
- The Sector Teams have been restructured to create Initial Integration Teams which are able to provide a more responsive service.
- The development of an innovative drug and alcohol service that offers people the right service at the right time. The service is flexible, accessible and without the constraints of a rigid appointment system.
- Criminal justice social work has been integrated into services for substance misuse, mental health and homelessness, in recognition of the fact that these issues underlie offending behaviour for many people within the criminal justice system. The review has also realigned criminal justice social work services behind the priorities of the Lothian and Borders Community Justice Authority - high risk offenders, prolific and persistent offenders, women offenders and young offenders.

- Community payback orders have been introduced to provide an alternative to short-term prison sentences and address the "revolving door" of individuals who have many short term sentences and therefore do not have the opportunity to work on factors that may stop their re-offending. The unpaid work requirement of these orders has contributed to improvements in the physical environment across the city by, for example, re-erecting gravestones in cemeteries, building a BMX track, and constructing a garden of peace and reflection.
- A community planning theme group on Tackling Poverty and Inequality has been established with support from Adult Social Care. Initial work streams have produced a policy map with agreed outcomes and a working draft for an action framework to draw together efforts across the city on this broad objective.
- Development of a strategic framework and working draft for an action plan for tackling health inequality, including agreed commissioning priorities for 2013-14.
- Delivery of a range of preventive services to reduce health inequality. An estimated 6,000 attendances were recorded at local health inequality projects in each priority area in the city.
- Emergency social care services have been streamlined to target resources more effectively and improve the experience of those using the service.
- People being discharged from hospital are able to access direct payments more quickly through the introduction of a fast track service.

Communicating, involving and engaging

- An overarching communication and engagement strategy has been developed which will inform all aspects of communication and engagement with our stakeholders including staff and service users.
- The establishment of a forum to co-ordinate the involvement of service users, carers and other interested members of the public in shaping the future delivery of care and support services through the Personalisation Programme.
- Public consultation on the Older People's Joint Commissioning Plan was designed and carried out in partnership with the Checkpoint Group established to ensure meaningful engagement took place on the Plan.
- Improvements have been made in the way we communicate with people with disabilities who also have communication difficulties by using new tools and techniques such as Talking Mats and iPads.
- The proposed future model of day services for older people from minority ethnic communities has been jointly agreed with representatives from these communities, as has the consultation process and questionnaire.
- The establishment of a group to support people who are now abstinent from drugs and alcohol and wish to contribute to their community and the development of services. Members of the group have been involved in consultations regarding services provided by the Edinburgh Alcohol and Drug Partnership and contributed to committees in the Scottish Parliament.
- The 2012 Scottish Older People's Assembly was hosted by the Council, bringing older people and their

organisations into dialogue with Ministers and decision makers from national agencies.

Recognition from others

- The inspection report on the high risk offender accommodation service, highlighted service user engagement and work on reintegrating high risk offenders safely into society as areas of strength.
- 250 Adult Social Care employees have received a relevant qualification in a 12 month period

Developing our staff

- We have continued to deliver the 9 day 'Essential Learning for Care' programme to support the recruitment of frontline care workers. This course has been successfully completed by 966 staff over the last 3 years.
- We have established a Collaborative Inquiry Group as a means of ensuring a representative group of staff from across Adult Social Care are meaningfully involved in shaping the future of social care services.
- In recognition of the changing needs of older people and the need for staff to support people with complex long term conditions we are developing, a programme of Further Learning for Care courses. To date this has included an introduction to complex care, reablement, palliative and end of life care, and management of challenging behaviour.
- We have provided 35 social work student placements. We have also provided post qualifying and Continuing Professional Development opportunities in a range of areas such as adult protection, risk management, mental

health, management and leadership and practice learning.

- We have continued to develop the manual handling competency assessor model to replace refresher training where appropriate. This has evidenced improved staff practice and is more cost effective.

Smarter working

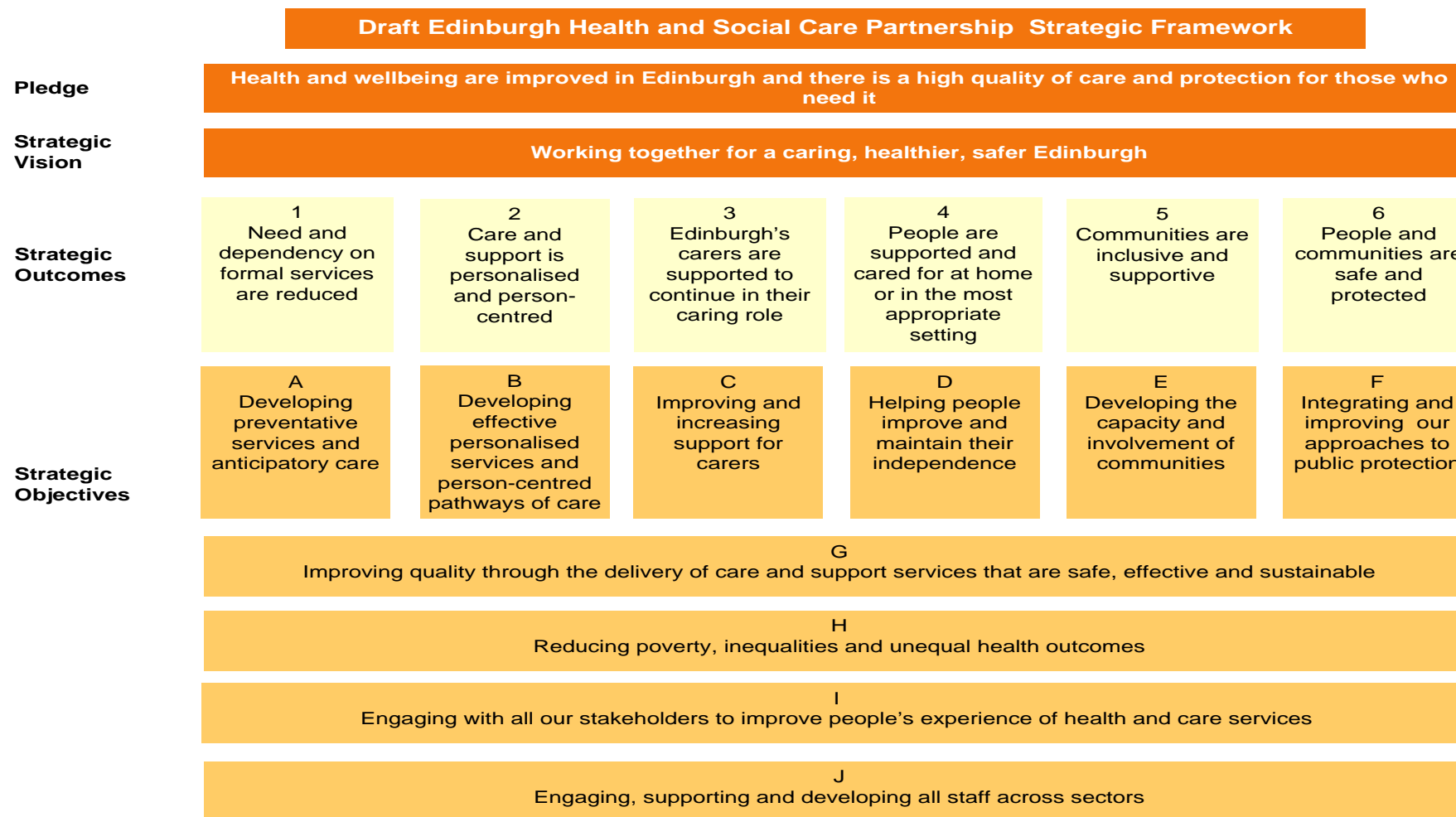
- Back office systems have been improved and standalone databases integrated with our main client information system to streamline processes, remove duplication and improve data quality.
- The number of services making direct use of the main Adult Social Care client information system has increased, reducing duplication and improving record and information management.
- The Funding Independence Team has been restructured to improve the links with both frontline practitioners and back office administrative staff, making the service more efficient and effective.
- The Residential Review Team have reorganised their work to allow a more holistic approach to be taken to reviewing the quality of care within individual care homes.

Managing our resources

- The delivery of a balanced budget for Adult Social Care without adversely affecting service delivery, despite financial pressures and increased demand for services.
- Our website retained a 4 star ranking in the SOCITM Better Connected report which provided positive feedback on our 'Getting Help at Home' web pages.

Our strategic vision, outcomes and objectives

The diagram below illustrates the links between the Partnership's strategic vision, the outcomes we are seeking to achieve and the objectives or high level activities we need to undertake to deliver our outcomes.



Strategic Objective A

Developing preventative services and anticipatory care

Developing services and providing information and support to encourage people to improve their health, wellbeing and quality of life, retain their independence, engage with their community and prevent any deterioration in their situation.

- **Primary prevention/promoting wellbeing** - aimed at people who have little or no health or social care needs; or symptoms of illness; the focus is therefore on maintaining independence and good health, and promoting wellbeing.
- **Secondary prevention/early intervention** - to identify people at risk and to halt or slow down any deterioration, and actively seek to improve their situation; including working more effectively with primary care to identify those at greatest risk of ill health.
- **Tertiary prevention** - aimed at minimising disability or deterioration from established health conditions or complex social care needs; the focus here is on maximising people's functioning and independence, and on preventing inappropriate use of more intensive services for people with given levels of need, which could be met by lower cost services or interventions.

Ref	Action	Responsibility	Timescale
A1	Develop a prevention strategy to deliver the required shift towards early intervention and inform future investment.	▪ Senior Manager Assessment and Care Management North	Autumn 2013
A2	Test new models of integrated practice in Lochend and Niddrie to support the effective delivery of Total Place in Craigroyston and Neighbourhood East.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
A3	Establish an online directory to enable members of the public and those working in the statutory, third and independent sectors to identify preventative and support services available in their local area.	▪ Senior Manager Assessment and Care Management North	Autumn 2013
A4	Work with community and hospital based medical and social work staff to raise awareness of the range of services available to address social isolation and assist rehabilitation.	▪ Communications Manager	March 2014
A5	Continue to develop closer joint working around people with learning disabilities who have children and whose parenting skills need to be developed, to prevent the child becoming looked after.	▪ Senior Manager Disability	March 2014
A6	Increase funding for preventative services by restructuring the grants budget and targeting special funding at preventive action through the Health Improvement Strategy to address health inequalities.	▪ Contracts Manager ▪ Social Strategy Manager	Autumn 2013
A7	Deliver a 3-tier falls pathway with integral tele-healthcare elements to reduce the	▪ Intermediate Care	December

Ref	Action	Responsibility	Timescale
	incidence of future falls among those aged 65 and over.	Manager	2013
A8	Implement the 'Choose Life', Reduce Reoffending and Edinburgh Alcohol and Drugs Partnership strategies to reduce premature deaths due to suicide, murder and substance misuse.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
A9	Develop a strategic response to the increase in demand to support people who have been designated as intentionally homeless.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
A10	Agree a Health Inequality Framework and Action Plan to provide strategic priorities and key actions linked to targeted outcomes.	▪ Social Strategy Manager	May 2014.
A11	Work with partners to deliver a community based programme to encourage more people to adopt healthy life styles, increasing physical activity and healthy eating and making more use of green spaces.	▪ Social Strategy Manager	March 2014
A12	In partnership with NHS health promotion launch a 'Life Planning' campaign, with an initial emphasis on dementia, to emphasise preventative services and activities	▪ Communications Manager	March 2014

Ref	Performance Measures - Strategic Objective A	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective B

Developing effective personalised services and person-centred pathways of care

Ensuring that:

- a person-centred approach to the provision of health care and support services is embedded across statutory, voluntary and private sector.
- people assessed as having eligible social care needs are supported to exercise as much choice and control as they wish in planning and organising the way in which those needs are met, enabling them to live their life in ways that suit them and meet their agreed personal outcomes.
- there is a diverse range of services and support available to provide real choice for those who wish to direct their own care and support.
- our health and social care systems reliably and efficiently deliver the right care at the right time in the most appropriate place.

Ref	Action	Responsibility	Timescale
B1	Publication of a market shaping strategy to communicate objectives, shape the market, assist achievement and promote a diverse range of services to facilitate real choice for service users.	▪ Contracts Manager	Autumn 2013
B2	Develop a mechanism for allocating resources to individuals rather than services.	▪ Strategic Commissioning Manager	Autumn 2013
B3	Promote the take up of direct payments by people with mental health issues.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
B4	Develop and implement an assessment tool which reflects the move from a deficit focused to an outcome focused model of support.	▪ Senior Manager Assessment and Care Management South	December 2013
B5	Dismantle 29 block contracts for former care homes (now housing with support) with a value of £20million to facilitate choice and control and devolution of related budgets.	▪ Contracts Manager	Summer 2013
B6	Implement improvements to direct payments processes including faster initial payments and a better/more user friendly pre-loaded card.	▪ Senior Manager Assessment and Care Management South	Autumn 2013
B7	Develop a portal to support the sharing of data between the NHS and social care in order to provide a more joined up response to people requiring care and support.	▪ Strategic Policy and Performance Manager	March 2014
B8	Develop a partnership agreement and plan to equip staff across statutory, third and	▪ Quality and Standards	March

Ref	Action	Responsibility	Timescale
	independent sectors with the knowledge and skills to deliver care and support services that are outcome focused, person centred and personalised.	Manager	2014
B9	Develop a revised Charging Policy to support the implementation of Personalisation.	▪ Business Services Manager	April 2014
B10	Develop business processes and procedures to underpin the successful implementation of the new ways of working which embed the principles and operational requirements of personalisation and self-directed support.	▪ Business Services Manager ▪ Quality and Standards Manager	Autumn 2013

Ref	Performance Measures – Strategic Objective B	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective C**Improving and increasing support for carers**

Involving carers as equal partners and ensuring that carers receive the information and support (practical, emotional and social) they need to maintain their caring role and their own health and wellbeing.

Ref	Action	Responsibility	Timescale
C1	Complete the review of the carers' strategy 'Towards 2012' and implement the refreshed strategy.	▪ Senior Manager Assessment and Care Management North	March 2014
C2	Increase support to carers through embedding the role of the carers' champion and continuing the implementation and evaluation of the three additional carers' projects.	▪ Senior Manager Assessment and Care Management North	Autumn 2013
C3	Streamline support to carers through establishing a single carers support team across the Partnership.	▪ Senior Manager Assessment and Care Management North	May 2013
C4	Develop an effective pathway of support for carers of people with substance misuse issues.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
C5	Recruit Peer support workers into Edinburgh Behaviour Support Service to support carers who support people with dementia in their own homes.	▪ Senior Manager Older People	April 2013
C6	Procure between 10 and 15 specialist dementia care home respite beds.	▪ Senior Manager Older People	October 2013
C7	Support carers to engage in long term planning for their son/daughter to move away from the family home.	▪ Senior Manager Disability	March 2014
C8	Improve the collection of data to provide a better understanding of the carers who are being supported through the Partnership.	▪ Strategic Policy and Performance Manager	March 2014
C9	Ensure that the development of the carers assessment and pathway takes place within the context of the personalisation programme	▪ Senior Managers Assessment and Care Management North and South	December 2013
C10	Increase the range and availability of alternatives to traditional short breaks for carers	▪ Senior Manager Assessment and Care Management North	March 2014

Ref	Performance Measure – Strategic Objective C	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective D

Helping people improve and maintain their independence

Supporting people with health and social care needs to live as safely and independently as possible in the community, through to end of life; taking control over how their care and support needs are met and actively engaging in their community.

Ensuring that people get back to their home or community environment as soon as appropriate after inpatient care, with minimal risk of readmission to hospital.

Ref	Action	Responsibility	Timescale
D1	People are assisted to recovery through support in obtaining or maintaining a home, job and relationships.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
D2	Increase support to people with autism by: <ul style="list-style-type: none">– implementing a specialist post to work with people with a learning disability and autism to ensure that they are effectively assisted to make the transition from school to independent adult life– expanding the 'Aspire' service to support people aged 21-25 with autism to develop social skills and relationships– developing the Local Area Co-ordination/Transition Team support service for people with autism who do not have a learning disability and their families.	▪ Senior Manager Disability	March 2014
D3	Develop supported housing services (one in each sector) for people with learning disabilities and dementia or who have reducing abilities due to old age, to enable them to continue to live in the community rather than have to move to a care home.	▪ Senior Manager Disability	March 2014
D4	Develop Shared Lives services to support people to move into or remain living in the community.	▪ Senior Manager Disability ▪ Senior Manager Older People	March 2014
D5	Work with NHS Lothian and third sector partner agencies to improve the quality of services for people with complex needs (e.g. dementia, palliative care needs, end of life care needs) and to support these people in a way which maximises their independence within the community.	▪ Senior Manager Older People	March 2014
D6	Develop and implement a range of initiatives to assist hospital discharge and diversion from hospital and care home admission.	▪ Senior Manager Older People ▪ Senior Managers Assessment and Care Management North and	March 2014

Ref	Action	Responsibility	Timescale
		South	
D7	Support people with disabilities to return to work/ or acquire work.	▪ Senior Manager Disability	March 2014
D8	Implement the outcome of the review of the current review process to ensure a holistic and standardised approach.	▪ Business Services Manager ▪ Senior Manager Assessment and Care Management North	Autumn 2013
D9	Procure up to 60 step up/step down beds in care homes.	▪ Senior Manager Older People	October 2013
D10	Work with clinicians and professionals to increase their awareness of care and support services available within the community and reduce the likelihood of inappropriate hospital admissions.	▪ Communications Manager	March 2014

Ref	Performance Measures – Strategic Objective D	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective E**Developing the capacity and involvement of communities**

Treating individuals, groups and communities as partners with the potential to engage in the planning and delivery of care and support services to meet wider community needs and supporting them to develop this potential wherever possible.

Ref	Action	Responsibility	Timescale
E1	Facilitate the establishment of social care co-operatives as part of the development of services to support personalisation and self-directed support.	<ul style="list-style-type: none"> Strategic Commissioning Manager Contracts Manager 	March 2014
E2	Develop a network to encourage the active involvement of services users, carers and other members of the public in service planning and development.	<ul style="list-style-type: none"> Communications Manager 	March 2014
E3	Work with the voluntary sector to map community-based assets and widely disseminate the outcome of this exercise to enable people to be better signposted to the resources available in their community.	<ul style="list-style-type: none"> Communications Manager 	March 2014
E4	Develop a range of initiatives to increase social capital.	<ul style="list-style-type: none"> Social Strategy Manager 	March 2014
E5	Work in partnership with third sector and independent providers to develop community capacity to support people with dementia and palliative care needs.	<ul style="list-style-type: none"> Senior Manager Older People 	March 2014
E6	Develop peer support for people with dementia and their carers.	<ul style="list-style-type: none"> Senior Manager Older People 	March 2014
E7	Maintain a Community Health Initiative focused on community development in each deprived area of the city to increase social capital and build capacity.	<ul style="list-style-type: none"> Social Strategy Manager 	March 2014
E8	Deliver the 2013/14 Scottish Older People's Assembly by bringing older people and their organisations into dialogue with Ministers and decision makers from national agencies	<ul style="list-style-type: none"> Social Strategy Manager 	February 2014

Ref	Performance Measures – Strategic Objective E	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective F**Integrating and improving our approaches to public protection**

Working with partners to identify, assess and manage proactively the risk of harm to the public from crime, substance misuse and physical, emotional or financial abuse.

Ref	Action	Responsibility	Timescale
F1	Develop a neighbourhood network where agencies jointly manage the risks around people who are classed as “not my problem”	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	March 2014
F2	Establish a violence against women domestic abuse sub group to take forward the Domestic Abuse Strategy.	▪ Quality and Standards Manager	April 2013
F3	Develop a logic model for domestic abuse service provision in Edinburgh to form the basis of the Domestic Abuse Strategy Action Plan	▪ Quality and Standards Manager	December 2013
F4	Working with the police, NHS and voluntary sector partners, launch a refreshed awareness campaign with a staged approach to tackle adult and child protection issues, domestic violence, drugs and alcohol and management of offenders’ issues.	▪ Communications Manager	June 2013
F5	Undertake an audit of providers’ adult support and protection policies and procedures to improve public protection.	▪ Contracts Manager	March 2014
F6	Develop a strategy for women offenders building upon the success of ‘Willow’, to provide holistic alternatives to the current model.	▪ Senior Manager Mental Health, Criminal Justice and Substance Misuse	September 2013
F7	Ensure that the introduction of self-directed support and personal budgets does not increase the risk of vulnerable people being exploited.	▪ Senior Managers Assessment and Care Management North and South ▪ Strategic Commissioning Manager ▪ Adult Protection Officer	March 2014
F8	Develop a strategy to adopt a positive approach to managing risk.	▪ Senior Managers Assessment and Care Management North and South ▪ Strategic Commissioning Manager ▪ Adult Protection Officer	Autumn 2013

Ref	Performance Measures – Strategic Objective F	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective G

Improving quality through the delivery of services and support that are safe, effective and sustainable

Ensuring that:

- services across the statutory, voluntary and private sectors, are designed and delivered to be safe, effective and sustainable; building high quality services which improve health and wellbeing across the city.
- care is evidence-based, incorporates best practice and fosters innovation, achieving seamless and sustainable pathways of care.

Ref	Action	Responsibility	Timescale
G1	Develop a more partnership based approach to commissioning with greater involvement of third sector and independent sector partners.	<ul style="list-style-type: none">▪ Strategic Commissioning Manager▪ Contracts Manager	March 2014
G2	Implement a new complaints procedure which will empower front line staff to resolve complaints early in the process.	<ul style="list-style-type: none">▪ Quality and Standards Manager	April 2013
G3	Take a risk management approach to contract monitoring to improve the quality and customer experience of services and to identify emerging problems at an early stage. This will involve multi-agency input to build a solid view of services.	<ul style="list-style-type: none">▪ Contracts Manager	Ongoing
G4	Introduce practice evaluations and implement the revised case file audit process.	<ul style="list-style-type: none">▪ Quality and Standards Manager	May 2013
G5	Review financial controls in line with Council and Audit Standards to cover all Adult Social Care financial practices and implement systems to monitor compliance.	<ul style="list-style-type: none">▪ Business Services Manager	Autumn 2014
G6	Implement a system for monitoring compliance with the safe handling of confidential information procedures.	<ul style="list-style-type: none">▪ Business Services Manager	Autumn 2014
G7	Further develop systems for monitoring the quality of Health and Social data in line with the Data Quality Strategy.	<ul style="list-style-type: none">▪ Strategic Policy and Performance Manager	Ongoing

Ref	Performance Measures – Strategic Objective G	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective H

Reducing poverty, inequalities and unequal health outcomes

Enabling people on low incomes to maximise their income, promoting equality of opportunity, health, and social participation, regardless of income, social class, age, disability, gender identity, marital or civil partnership status, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Tailoring services and health interventions to people who are at the highest risk of ill health, to prevent illness and reduce health inequalities.

Recognising and working with the third sector as key partners to reduce poverty, inequalities and unequal health outcomes.

Ref	Action	Responsibility	Timescale
H1	Develop a Poverty and Inequality Framework and Action Plan for the Edinburgh Partnership, linked to the Single Outcome Agreement.	▪ Social Strategy Manager	March 2014
H2	Maximise income through accredited advice and advocacy services in local communities to mitigate the impact of Welfare Reform.	▪ Social Strategy Manager ▪ and ▪ Strategic Policy and Performance Manager	March 2014
H3	Develop a programme to improve engagement with 'hard to reach groups' and make services more accessible.	▪ Communications Manager	March 2014
H4	Improve the quality and range of care and support services for people with dementia and their carers.	▪ Senior Manager Older People	March 2014
H5	Develop day services for older people with learning disabilities who have dementia or frailty.	▪ Senior Manager Disability	June 2013
H6	Implement an augmentative communication model through a new occupational therapy post to enable people with communication difficulties following illness/trauma to find a communication system which suits them.	▪ Senior Manager Disability	March 2014
H7	Improve the collection and quality of equalities data to support equalities monitoring and service planning.	▪ Quality and Standards Manager ▪ Strategic Policy and Performance Manager	March 2014
H8	Establish monitoring arrangements to ensure that the principles of personalisation and self-directed support are applied to all sectors of the community	▪ Strategic Policy and Performance Manager	March 2014

Ref	Action	Responsibility	Timescale
H9	Ensure that the rights, health and wellbeing of the Gypsy Traveller community are taken into account in the planning and development of services in response to the personalisation and self-directed support agenda.	<ul style="list-style-type: none"> Strategic Commissioning Manager 	March 2014

Ref	Performance Measures – Strategic Objective H	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective I**Engaging with all our stakeholders to improve people's experience of health and social care services**

Working with all partners, including patients, service users, carers, the third and independent sector staff to improve the quality of our services, give people a positive experience and enable their personal outcomes to be achieved.

Ref	Action	Responsibility	Timescale
I1	Ensure that all stakeholders are appropriately engaged in planning for the integration of health and social care.	▪ Communications Manager	March 2014
I2	Draft, implement and manage an overarching engagement and communications strategy for the transformational programmes involving Health and Social Care	▪ Communications Manager	March 2014
I3	Seek to establish multi-agency quality assurance meetings for the whole care sector where these do not already exist.	▪ Quality and Standards Manager	March 2014
I4	Develop a joint quality assurance framework for the Integrated Health and Social Care Edinburgh Partnership.	▪ Quality and Standards Manager	March 2014
I5	Extend care service feedback from Council care staff to the NHS and other partners to allow them to raise concerns/give feedback about any care service in Edinburgh.	▪ Quality and Standards Manager	March 2014
I6	Ensure that membership of the programme board for personalisation appropriately reflects all key stakeholders from within and outside the Council.	▪ Strategic Commissioning Manager	June 2013
I7	Continue to work with other stakeholders, NHS, voluntary sector, service providers, Scottish Government to develop an Edinburgh-wide approach to delivering personal outcomes.	▪ Strategic Commissioning Manager	March 2014
I8	Develop more collaborative approaches to commissioning and market shaping activity, building upon the work done through the Reshaping Care for Older People programme.	▪ Strategic Commissioning Manager ▪ Contracts Manager	March 2014
I9	Work with colleagues in NHS Lothian to ensure that linkages are made between the Personalisation Programme being led by the Council and the implementation of the NHS Person Centred Health and Care initiative to ensure the adoption of a joined up and collaborative approach.	▪ Strategic Commissioning Manager	March 2014
I10	Work with care home residents and staff on the development of a participation strategy	▪ Communications Manager	September 2014

Ref	Performance Measures – Strategic Objective I	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	

Strategic Objective J

Engaging, supporting and making best use of all staff across sectors

- Staff employed across the statutory, voluntary and private sectors are supported to take person-centred approaches to working with people who use services and improving the care they provide.
- Promoting health and social care as a positive career choice.
- Working with staff to improve our health and social care services.

Ref	Action	Responsibility	Timescale
J1	Reorganise hospital social work services to increase throughput and responsiveness during times of increased pressure.	▪ Senior Managers Assessment and Care Management North and South	March 2014
J2	Ensure that relevant staff groups employed within Health and Social Care have opportunities to achieve the appropriate qualifications and where relevant are registered with the appropriate body.	▪ Quality and Standards Manager	March 2016
J3	Implement the Health and Social Care People Plan 2013-15.	▪ Quality and Standards Manager	March 2014
J4	Work with partners to enhance the image of working with older people in a caring role as a career across all sectors, to increase the pool of care staff within the market place.	▪ Quality and Standards Manager	March 2014
J5	Contribute to the development of a partnership between statutory, voluntary and independent providers and the Scottish Government, to devise and deliver a programme of learning which supports staff to take a person centred and personalised approach to their work.	▪ Quality and Standards Manager	March 2014
J6	Develop the collaborative inquiry model as a mechanism for involving staff in the future development of services.	▪ Quality and Standards Manager	March 2014
J7	Ensure managers are supported to reduce staff absence and to make best use of staff resources.	▪ Quality and Standards Manager	March 2014
J8	Ensure staff have the ICT capabilities and infrastructure to deliver services effectively in partnership with other agencies and providers.	▪ Strategic Policy and Performance Manager	March 2014
J9	Develop with Children and Families and third sector partners a substance misuse e-learning module.	▪ Quality and Standards Manager	March 2014
J10	Support staff involved in carrying out assessments staff to develop a person-centred	▪ Senior Managers	March

Ref	Action	Responsibility	Timescale
	and outcomes focussed approach	Assessment and Care Management North and South ▪ Quality and Standards Manager	2014

Ref	Performance Measures – Strategic Objective J	Target
	<i>To be completed following the development of a set of joint performance measures for the Partnership</i>	