

Annual Performance Report 2023/24

University Health & Social Care North Lanarkshire

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1. Foreword

As Chief Officer of the North Lanarkshire Health and Social Care Partnership, it gives me great pleasure to present the Annual Performance Report for the financial year 2023/24. This report encapsulates our collective efforts and achievements in delivering high-quality health and social care services to the residents of North Lanarkshire.

Over the past year, our partnership has continued to make significant strides in enhancing the well-being and quality of life for individuals across our community. Through the collaborative efforts of the North Lanarkshire Integrated Joint Board, NHS Lanarkshire, North Lanarkshire Council, and the North Lanarkshire Health and Social Care Partnership, we have witnessed several commendable accomplishments that highlight our commitment to excellence in care delivery.

One of the key successes of the past year has been our unwavering dedication to person-centred care. By placing individuals at the heart of everything we do, we have been able to tailor our services to meet their unique needs and preferences, fostering a culture of empowerment and dignity. Whether it's supporting older adults to live independently, providing essential care and support to individuals with disabilities, or offering mental health services that promote recovery and resilience, our approach has always been rooted in compassion and respect.

Furthermore, our focus on innovation and service improvement has led to the implementation of several initiatives aimed at enhancing the efficiency and effectiveness of our delivery model. From the adoption of digital technologies to streamline processes and improve access to care, to the development of integrated care pathways that facilitate seamless transitions between services, we have continually sought out innovative solutions to meet the evolving needs of our population.

I am also delighted to highlight the collaborative partnerships forged with community organisations, voluntary groups, and other stakeholders, which have played a vital role in extending the reach of our services and promoting holistic health and well-being. By working together, we have been able to leverage the strengths and resources of our collective network to deliver impactful outcomes and drive positive change in our communities.

As we reflect on the achievements of the past year, it is essential to acknowledge the dedication and hard work of our staff, volunteers, and partners who have contributed tirelessly to the success of our endeavours. Their unwavering commitment to excellence and their passion for making a difference have been instrumental in shaping the positive outcomes we celebrate today.



Looking ahead, we remain steadfast in our commitment to building on our successes and addressing the challenges that lie ahead. By continuing to foster collaboration, innovation, and a relentless focus on improving outcomes for those we serve, I am confident that we will continue to make meaningful progress towards our shared vision of a healthier, more inclusive North Lanarkshire.

In closing, I extend my sincere gratitude to all who have contributed to the achievements documented in this report. Your dedication, creativity, and tireless efforts are truly inspiring.

Ross McGuffie - Chief Officer, University Health & Social Care North Lanarkshire

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3. National Health and Wellbeing Outcomes

<p>National Health and Wellbeing Outcome 1</p>	<p>People are able to look after their own health and wellbeing and live in good health for longer</p>
<p>National Health and Wellbeing Outcome 2</p>	<p>People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</p>
<p>National Health and Wellbeing Outcome 3</p>	<p>People use health and social care services have positive experiences of those services and have their dignity respected</p>
<p>National Health and Wellbeing Outcome 4</p>	<p>Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services</p>
<p>National Health and Wellbeing Outcome 5</p>	<p>Health and Social Care Services contribute to reducing health inequalities</p>
<p>National Health and Wellbeing Outcome 6</p>	<p>People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing</p>
<p>National Health and Wellbeing Outcome 7</p>	<p>People using health and social care services are safe from harm</p>
<p>National Health and Wellbeing Outcome 8</p>	<p>People who work in Health and Social Care Services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide</p>
<p>National Health and Wellbeing Outcome 9</p>	<p>Resources are used effectively and efficiently in the provision of health and social care services</p>

4. Introduction

Welcome to the Annual Performance Report of the North Lanarkshire Health and Care Partnership (HSCP) for the period from April 2023 to March 2024.

This report presents a range of both qualitative and quantitative information, demonstrating our performance in relation to the National Health & Wellbeing Outcomes, National Core Integration Indicators, Ministerial Strategic Group indicators, and local performance measures. The Integration Joint Board receives regular progress reports on performance, and you can find these reports, along with our previous Annual Performance Reports on our website: <https://www.hscnorthlan.scot/>.

The Annual Performance Report provides an opportunity to reflect on the past year and celebrate the accomplishments of North Lanarkshire Health and Social Care services, employees, and partners. It acknowledges the ongoing collaborative work undertaken with service users, carers, families, and communities to improve on performance. Moreover, it recognises and acknowledges the existing and future challenges that the partnership faces, many of which are influenced by the long-lasting effects of the COVID-19 pandemic. The report presents data and information on performance and describes significant developments in 2023/24.

The initial section of the report focuses on statutory reporting of performance information showing a comparison with the Scottish position and a trend analysis is provided to understand the local context for these performance indicators. Regrettably, due to circumstances beyond the partnership's control, we are unable to present a complete picture for some of the indicators and where this is the case, the reasons for this limitation are explained within the corresponding section of the report.

The remaining part of the report provides more information for each of the National Outcomes, highlighting the various advancements and achievements throughout the year 2023/24

5. National Health and Wellbeing Outcomes Framework



Since 2016/17, Integration Authorities have been required by legislation to report on the Core Suite of Integration Indicators within their Annual Performance Reports. These indicators were developed to help Integration Authorities review their progress towards achieving each of the National Health and Wellbeing Outcomes, which focus on improving how services are provided and the difference that integrated health and social care services should make for people. The indicators were developed in consultation with a wide range of stakeholders and are intended for consideration within the wider context of health and social care. They help us, as a partnership, identify areas for improvement and assist us with planning for the future.

















Indicator values are derived from national data sources for each of the 23 indicators to enable comparability between local areas and with Scotland. There are 23 indicators in total, comprising nine indicators based on the Health and Care Experience Survey and ten other measures mainly using health activity, community and deaths information. The remaining four indicators cannot be reported on as national data is not available or there is not yet a nationally agreed definition.

The nine indicators based on the Health and Care Experience Survey, which has been run every two years since 2009 detail people's experiences of accessing and using various services. The Health and Care Experience Survey (successor to the GP and Local NHS Services Patient Experience Survey) asks about people's experiences of accessing and using their GP practice and Out of Hours services, aspects of care and support provided by local authorities and other organisations and caring responsibilities and related support:

<https://www.gov.scot/publications/national-health-wellbeing-outcomes-framework>

Scottish Health and Care Experience Survey

Scottish Health and Care Experience Survey									
Indicator	Title	NL 2015/16	NL 2017/18	NL 2019/20	NL 2021/22	NL 2023/24	Scotland 2023/24	HSCNL Trend from Previous Survey	Scotland Trend from Previous Survey
NI -1	Percentage of adults able to look after their health very well or quite well	91.70%	90.30%	90.50%	87.50%	87.41%	90.66%		

NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible			77.60%	79.80%	67.74%	72.39%		
NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided			71.20%	67.10%	57.11%	59.62%		
NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated			70.20%	66.60%	56.04%	61.36%		
NI - 5	Percentage of adults receiving any care or support who rate it as excellent or good			77.80%	74.00%	65.76%	70.02%		
NI - 6	Percentage of people with positive experience of care at their GP practice	79.30%	75.50%	68.30%	51.80%	52.80%	68.52%		
NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life			75.70%	77.00%	67.70%	69.75%		
NI - 8	Percentage of carers who feel supported to continue in their caring role	41.20%	33.20%	32.60%	25.10%	28.46%	31.19%		
NI - 9	Percentage of adults supported at home who agreed they felt safe			80.00%	79.80%	68.44%	72.67%		

N.B. Results for indicators 2, 3, 4, 5, 7 and 9 from 2019/20 on are not directly comparable to results in previous years due to changes in survey wording and methodology.

	Performance is better than previous reporting period
	Performance is worse than previous reporting period

National Outcome Indicators – Benchmarking – 2023/24

	Scotland	North Lanarkshire	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	Inverclyde	West Dunbartonshire	Glasgow City
Percentage of adults able to look after their health very well or quite well	90.66%	87.41%	89.06%	91.70%	88.27%	89.09%	88.94%	88.44%	87.60%
Percentage of adults supported at home who agree that they are supported to live as independently as possible	72.39%	67.74%	81.17%	78.86%	77.05%	67.46%	75.90%	62.67%	72.28%
Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	59.62%	57.11%	69.51%	68.99%	65.13%	50.64%	67.78%	59.11%	61.46%
Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated	61.36%	56.04%	70.42%	63.16%	63.87%	55.47%	68.65%	54.33%	65.18%
Percentage of adults receiving any care or support who rate it as excellent or good	70.02%	65.76%	78.59%	76.08%	68.01%	68.39%	70.72%	66.87%	71.24%
Percentage of people with positive experience of care at their GP practice	68.52%	52.80%	55.72%	85.51%	71.19%	60.03%	64.97%	63.83%	73.74%

Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	69.75%	67.70%	74.02%	67.00%	71.25%	67.62%	73.64%	63.97%	69.73%
Percentage of carers who feel supported to continue in their caring role	31.19%	28.46%	36.02%	32.57%	34.34%	31.57%	31.88%	26.67%	34.48%
Percentage of adults supported at home who agree they felt safe	72.67%	68.44%	75.77%	75.76%	76.52%	67.48%	72.67%	66.67%	72.61%

The table above provides a comparison for 2023/24 with North Lanarkshire's 'Family Group' of Integration Authorities for those National Outcome Indicators that are sourced from the Health and Care Experience Survey. The results highlight some areas where improvement might be made, including supporting people to live as independently as possible, health and social care services being well co-ordinated, improving or maintaining quality of life, people having a positive experience of care at their GP practice and carers feeling supported to continue in their caring role.

Use of 2023 calendar year data instead of 2023/24 financial year data for indicators 12, 13, 14, 15 and 16

The primary source of data for these indicators are Scottish Morbidity Records (SMRs) which are nationally collected discharge-based hospital records. Following recommendations made by Public Health Scotland (PHS) and communicated to all Health and Social Care Partnerships, the most recent reporting period available is calendar year 2023; this ensures that these indicators are based on the most complete and robust data currently available.















Indicator 20



The data for Indicator NI – 20, Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency is no longer available from Public Health Scotland and has been excluded from this report.



Core Suite of Integration Indicators

Indicator	Title	NL 2017	NL 2018	NL 2019	NL 2020	NL 2021	NL 2022	Scotland 2022	HSCNL Trend	Scotland Trend
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NI -11	Premature mortality rate per 100,000 persons	482	517	515	581	580	510	442		
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Indicator	Title	NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023	Scotland 2023	HSCNL Trend	Scotland Trend
NI -12	Emergency admission rate (per 100,000 population)	15829	16280	13829	15122	15111	15396	11707		
NI -13	Emergency bed day rate (per 100,000 population)	120784	122569	107300	121842	126261	122120	112883		
NI -14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	101	106	123	115	117	116	104		
NI -15	Proportion of last 6 months of life spent at home or in a community setting	89%	89%	90%	90%	89%	89%	89%		
NI -16	Falls rate per 1,000 population aged 65+	23	21	19	21	20	21	23		
		NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	Scotland 2023/24	HSCNL Trend	Scotland Trend
NI -17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	76%	83%	80%	78%	77%	76%	77%		
		NL 2018	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023	Scotland 2023	HSCNL Trend	Scotland Trend
NI -18	Percentage of adults with intensive care needs receiving care at home	75%	74%	75%	75%	71%	70%	65%		
		NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	Scotland 2023/24	HSCNL Trend	Scotland Trend

NI – 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	996	1109	781	821	970	973	902		
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	Performance is better than previous reporting period
	Performance is worse than previous reporting period

National Integration Indicators – Benchmarking – 2023

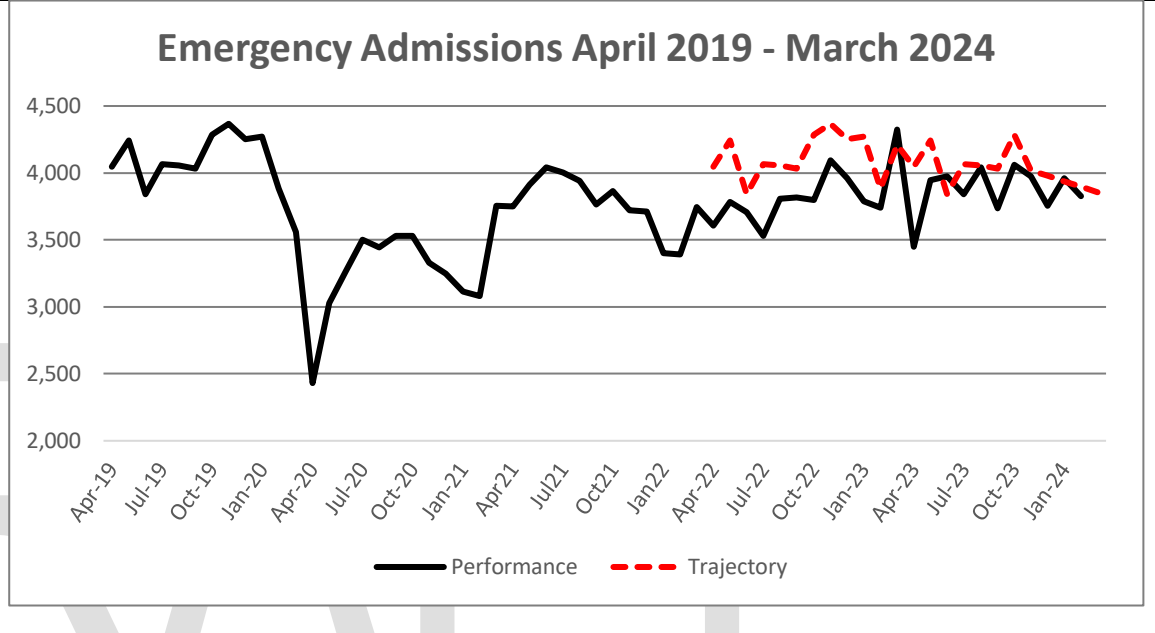
	Scotland	North Lanarkshire	East Ayrshire	Western Isles	Dundee City	North Ayrshire	Inverclyde	West Dunbartonshire	Glasgow City	Latest data
Premature mortality rate per 100,000	442	510	515	473	546	527	542	551	615	2022
Emergency admission rate per 100,000	11707	15396	14294	13464	14335	14009	12689	13642	11513	2023
Emergency bed day rate for adults per 100,000	112883	122120	125700	125928	110615	142222	148350	141660	127396	2023
Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges)	104	116	107	97	147	101	79	84	96	2023
Proportion of last 6 months of life spent at home or in the community	89.1%	89.1%	89.5%	90.8%	90.7%	88.2%	87.7%	88.2%	88.0%	2023

Falls rate per population aged 65+	23	21	19	21	35	22	26	24	27	2023
Proportion of care services graded 'Good' (4) / better in Care Inspectorate Inspections	77.0%	75.8%	78.0%	89.8%	77.5%	82.9%	80.6%	81.4%	82.7%	2023/24
Percentage of adults with intensive care needs receiving care at home	64.8%	69.9%	71.6%	60.2%	61.8%	77.7%	67.4%	70.2%	59.3%	2023
Number of days people aged 75+ spend in hospital when ready to be discharged, per 1,000 population	902	973	700	1478	428	1087	554	1327	962	2023/24

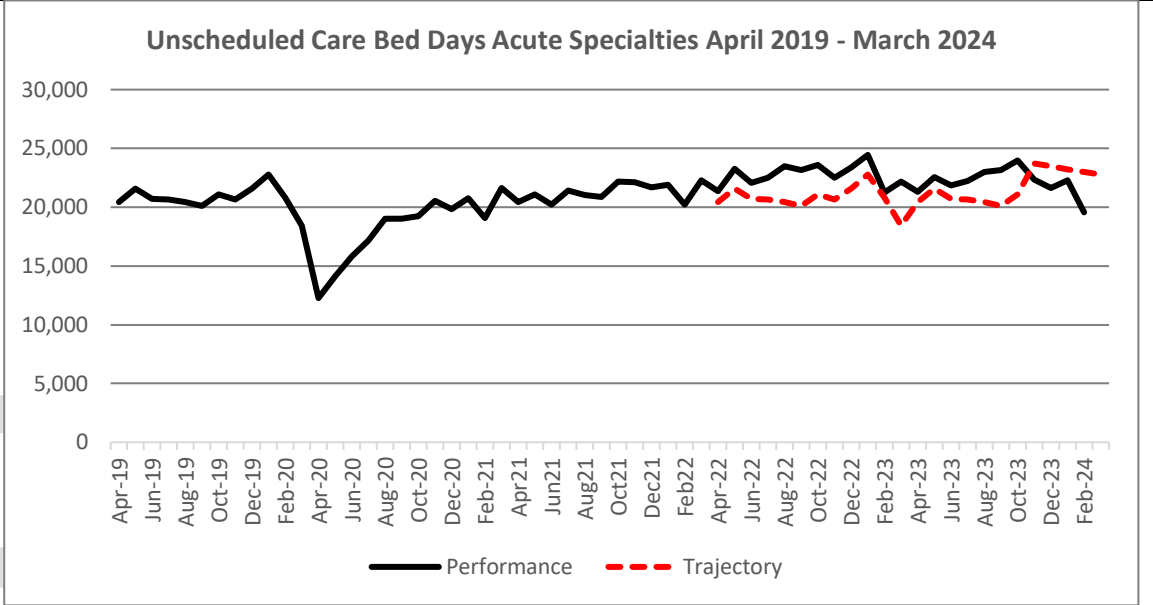
The table above provides a comparison across the National Integration Indicators, within North Lanarkshire's 'Family Group' of comparators. Our comparative position is fairly positive on areas such as emergency bed day rate (reflecting the lower average length of stay in hospital), falls rate, and the proportion of people with intensive needs supported at home. However, the figures also highlight areas that we can improve on across a range of areas.

6. Measuring Performance Under Integration (MPUI)

Emergency Admissions - Based on agreed trajectories, our objective for 2023/24 was to achieve a 5% reduction in emergency admissions by March 2024. Performance throughout the year was generally positive; either in line with, or positive when compared with the trajectory set.

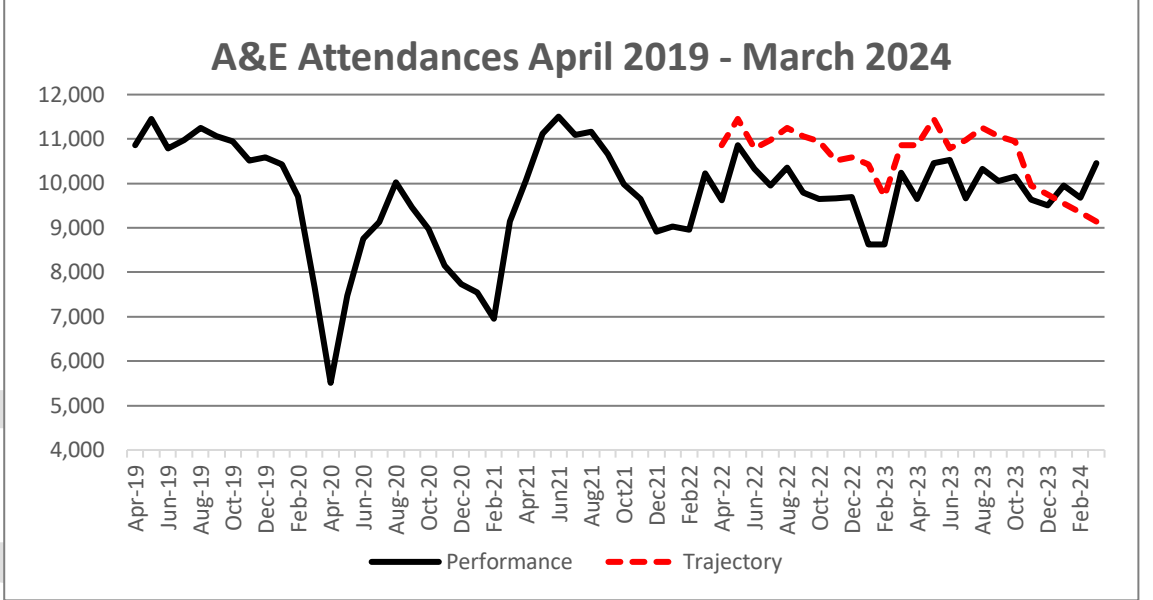


Unscheduled Bed Days - Based on agreed trajectories, our objective for 2023/24 was to achieve a reduction in the number of unscheduled bed days. The trajectory for the reduction in bed days was based on the ongoing reducing length of stay improvement work and the embedding of the Flow Foundations Bundle across all acute and community wards, to improve efficiency and effectiveness across the whole system.



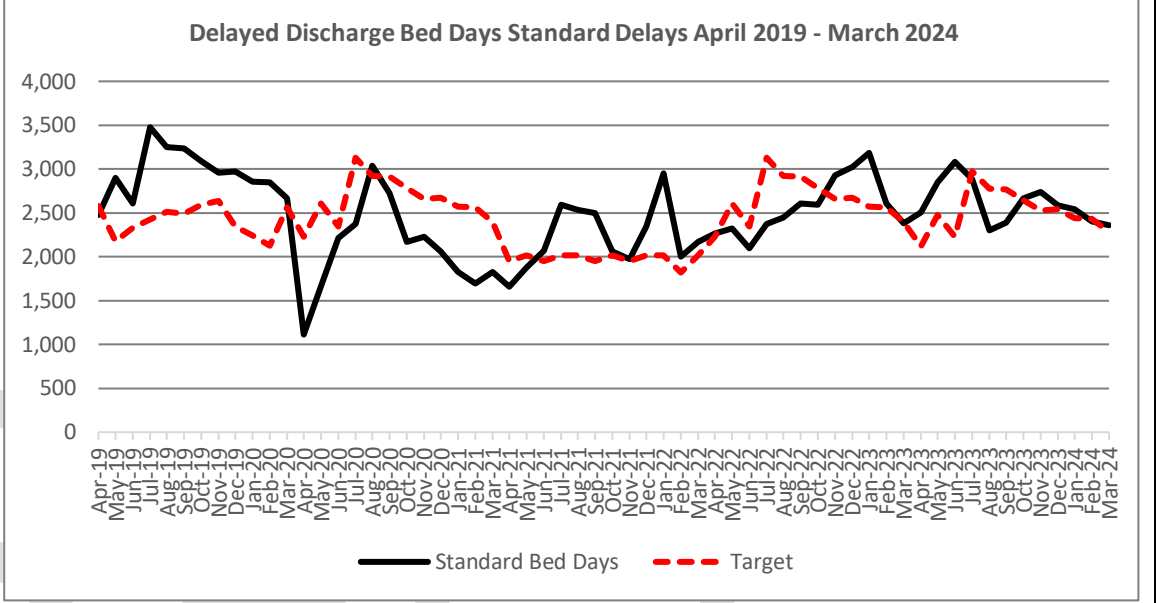
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A&E Attendances - Based on agreed trajectories, our objective for 2023/24 was to achieve a 10% reduction in A&E attendances. Performance throughout the year was generally positive when compared with the trajectory set.



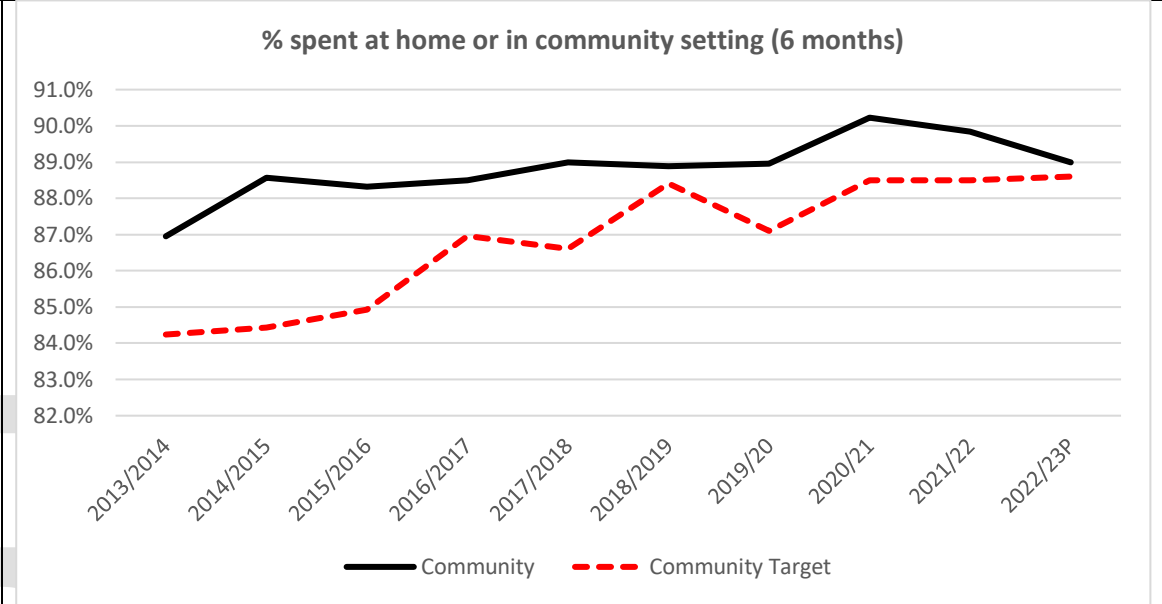
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Delayed Discharge - Based on agreed trajectories, our objective for 2023/24 was to reduce the number of occupied bed days due to standard delays.



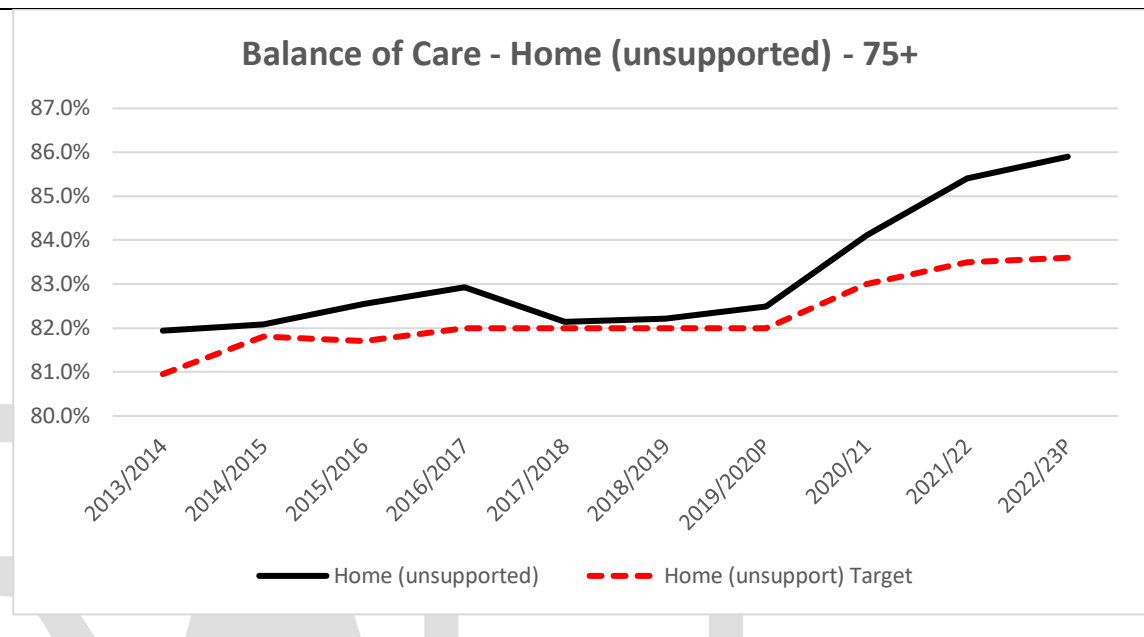
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End of Life Care - The percentage of the last six months of life spent at home or in community settings has gradually increased since 2015/16.



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Balance of Care - The percentage of people aged 75+ who live at home in North Lanarkshire remains high; this compares well with the Scottish average and other similar Health & Social Care Partnerships.



N.B Full financial year figures are not available at time of publication

Performance Dashboard

The Health & Social Care Partnership also has in place a corporate performance dashboard which is monitored and reported on a quarterly basis and is attached as Appendix 2. This comprises a range of performance metrics and Key Performance Indicators that are used to give the Strategic Leadership Team and Integration Joint Board an assurance of progress against key performance targets.

7. Managing Performance Under Integration

National Health and Wellbeing Outcome 1

People are able to look after their own health and wellbeing and live in good health for longer

National Health and Wellbeing Outcome 4

Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services

National Health and Wellbeing Outcome 5

Health and Social Care Services contribute to reducing health inequalities

HSCP University status



Glasgow Caledonian University (GCU) has granted university status to North Lanarkshire Health and Social Care Partnership (HSCP). The granting of this status highlights the

contribution of Lanarkshire Health and Social Care Partnership as an organisation that offers significant opportunity for education, training, research and innovation.

The organisations share common values and a commitment to the common good, with the aim to transform lives across North Lanarkshire, exemplified through the academic partnership of University Health and Social Care North Lanarkshire.

Through enhanced and extended partnership working, there is an aim to develop sustainable, innovative and practical solutions to health and social care challenges, directly benefiting and transforming lives North Lanarkshire communities and leading innovation in health and care for the benefit of the whole of Scotland.

As part of the agreement, GCU renewed its strategic partnership with NHS Lanarkshire and signed a Memorandum of Understanding with North Lanarkshire Council, consolidating the formal, multi-agency collaboration.

CAMHS Udston development and service recovery



A new £1.5 million specialist centre transforming the way children and young people in Lanarkshire receive mental health care was officially opened in 2023/24. Maree Todd MSP, Minister for Social Care, Mental Wellbeing and Sport, opened the new Child and Adolescent Mental Health Service (CAMHS) outpatient facility at Udston Hospital.



The state-of-the-art facility, hosted by Health & Social Care North Lanarkshire, assesses and treats young people aged 18 years old and younger who have emotional, behavioural or mental health difficulties.

The bespoke designed centre provides specialist services including:

- CAMHS assessment
- Neurodevelopmental treatments
- Talking treatments
- Psychiatry
- Medication

It is a completely new facility specifically for young people, developed with input from young people and their families, ensuring that it is tailored to meet their needs and this new specialist centre is an important part of the new, modern mental health service for Lanarkshire's young people.

We know that mental health issues can have a significant impact on children and young people and that it is crucial that they receive the support they need as quickly as possible. In addition to the new state-of-the-art facility, the service has introduced a new way of working which allow patients to pick their appointment dates and times. The Child and Adolescent Mental Health Service is now using the innovative CAPA (The Choice and Partnership Approach) model. Developed by CAMHS consultant psychiatrists, this model involves working closely with children and young people to offer a 'choice' appointment, allowing them to choose the time and date of their appointment, making it more convenient and accessible for them, helping to ensure children and young people receive the support they need, when they need it. cutting waiting times for an initial assessment

The new facility ensures that we see young people in an environment that puts them at ease and is designed specifically for, and by them, which provides the best possible environment to make a positive impact on peoples' lives and by offering more timely and effective

treatment, in the best possible environment, we are helping young people to get back on track and achieve their potential.

New Chryston Health Centre



In December 2023, the new state-of-the-art community health clinic was opened in Chryston, representing a £3.65 million investment in the community that will benefit patients for many years to come. The new larger community health clinic, which is part of the Chryston Community Hub, features 17 clinical rooms over 682 square metres of space, providing a variety of community services ranging from midwifery and Health visitors to breastfeeding support and treatment rooms.

Serving more than 27,000 local people, the new clinic replaces Muirhead Clinic which provided a limited number of community health services due to its size and lack of dedicated car parking. The development of a modern health clinic that delivers key services in the heart of their community is a fundamental positive change, providing an opportunity to further tackle health inequalities by improving the delivery of services; shaping them around the needs of patients. It is a significant part of our commitment to provide all community services in people's local areas through integrated health and social care teams.

The facility was purpose built with engagement from the local community who worked with us to design and deliver it so that it meets their needs, building stronger co-operation between patients, their carers and families, staff and all partner agencies.

Following similar successful joint projects with North Lanarkshire Council, the new facility is part of a wider development including the new Chryston Primary School. This approach reflects a wider vision to create town and community hubs for everyone. The hub in Chryston is the first of its kind and will offer significant benefits to the wider community for local groups and organisations to use.

Breastfeeding



Hundreds of new babies across North Lanarkshire are now being given the best possible start in life every year thanks to a range of breastfeeding initiatives. The number of babies breastfed in their first days in North Lanarkshire's most deprived areas has increased by more than 12% in the last five years. North Lanarkshire Council also became Scotland's first local authority to achieve gold status in the Breastfeeding Friendly Scotland Local Authority Award.

As part of its commitment to supporting breastfeeding in the workplace and wider community, the council has implemented a number of initiatives over the last three years with 30.4% of babies now being breastfed by their 6 - 8-week review.

North Lanarkshire has worked collaboratively with the Scottish Government to develop the new evidence-based accreditation process aimed specifically at local authorities in Scotland. This has led to a wide range of North Lanarkshire Council's services incorporating breastfeeding into their delivery in order to positively impact on culture and practice to promote long-term progress in breastfeeding.

Family support workers

North Lanarkshire now has eight new family support workers dedicated to providing an extra layer of support and advice to mums with a new baby. Working as part of Health Visiting Teams, family support workers engage with new parents and provide guidance to support infant feeding and care of their baby. They work to Baby Friendly Standards with the aim of

building and strengthening the confidence of new parents getting to know and bond with their baby.

Cancer Support



A new service ensuring that cancer patients are offered emotional, practical and financial support was officially launched in Lanarkshire during March 2024, as part of a successful model being adopted around Scotland to deliver services that will make a positive impact for people who have been newly diagnosed with cancer.

North Lanarkshire are working with a range of partners across Lanarkshire, including Macmillan Cancer Support, VANL, South Lanarkshire University Health & Social Care Partnership and VASLAN to make sure local people affected by cancer can access the help they need – via just one call or email.

Anyone affected by cancer, including family members and carers, can access the new Lanarkshire Macmillan Improving the Cancer Journey Service at any stage from diagnosis to beyond treatment. The service is part of Lanarkshire's cancer pathway, offering all people newly diagnosed with cancer a meeting with a dedicated one-to-one support worker/specialist. They will then help the person access a wide range of non-clinical supports, from benefits advice and emotional support to help at home or with other practical needs, with the partner agencies working together to provide a seamless, accessible and personal support for people affected by cancer.

New winter health hub to help direct patients to most appropriate care



A new Winter Health Hub was launched in 2023/24, designed to help Lanarkshire residents access a wide range of healthcare services during the winter period. The online hub provides a centralised portal, outlining the healthcare options available to help people to seek the right care in the right place.

The website gives a guide to the healthcare support available throughout winter as well as details of pharmacy and GP opening times over the festive period. It also directs to support available for mental health, the cost of living and weather and travel advice.

Spring Health Hub Launch



A new online Spring Health Hub was launched in 2023/24, designed to help Lanarkshire residents to navigate the wealth of healthcare options available and empower them in seeking the right care at the right place, offering a wealth of information on all available healthcare services, tailored specifically to the spring season.

The Hub covers a variety of areas to assist with health and wellbeing, such as information on seasonal allergies, information and advice for those in need of mental health support, or seeking guidance on maintaining your wellbeing; the hub serves as a centralised web resource and a go-to destination for essential healthcare information.

Healthy Schools



To give the future generation of Lanarkshire the healthiest start possible, NHS Lanarkshire has partnered with education services in North and South Lanarkshire Councils to equip schools with an updated health and wellbeing resource for all pupils; Healthy Schools.

The covid-19 pandemic disrupted the life of every child and had consequences for their wellbeing, further highlighting the importance of Healthy Schools which supports children and young people from nursery throughout Primary and Secondary school with their health and wellbeing.

This interactive website is used by teaching staff to empower children and young people to make positive choices, and it's available to be accessed by all members of the public, meaning parents and carers can use it too.

Created in 2014 with input from children and young people, it provides a safe space for pupils to learn about various topics that can support them as they grow such as nutrition, mental and physical health, substance misuse, planning for change and more.

It has now been re-launched in 2023/24 with a new look and design, updated materials for all levels and now has new resources specifically aimed at S5 and S6 pupils. To mark this, NHS Lanarkshire held an event in September 2024 to showcase it to various stakeholders within Lanarkshire.

National Health and Wellbeing Outcome 2

People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable,

independently and at home or in a homely setting in their community

Reablement, Rehabilitation and Home Assessment Teams

The aim of Rehabilitation and Reablement services in North Lanarkshire is to ensure that our residents are able to achieve, maintain, and recover their independence through appropriate supports at home and in their communities, including preventative approaches, self-management and choice over supports and services. The way we deliver services is changing and there is an overall shift in the balance of care toward delivering services by Self-directed Support, allowing people to have greater choice and control in their own lives.

The development of the North Lanarkshire Reablement service is interdependent with our work to develop Home Assessment Teams and the development of Locality Enabling Approach within North Lanarkshire.

We know that our work in this area contributes to an increase in wider Health and Social Care system capacity and an improvement in patient flow by reducing the occupied bed days caused by any Delayed Discharge from NHS facilities. The work started during 2023/24 will continue to develop a cohesive and integrated approach to Reablement and Rehabilitation practice across Home Assessment Teams, Home Support and Integrated Rehabilitation Teams. The work to expand this approach to services that support admission prevention and avoidance will be developed in the next year.

The Home Assessment Team take a multi-disciplinary approach to person centred care and work to the principle of “Home First”, enabling people to be discharged from NHS care, supported to return home for a period of assessment where their rehabilitation and care needs can be assessed and understood in their own home environment. Throughout 2023/24, HAT received an increasingly greater volume of referrals and through raising awareness and understanding of the practice of assessment at home and the overall “Home First” approach, this is now embedded in everyday practice in North Lanarkshire. During 2023/24, the service discharged its 2000th patient, with an accoding number of referrals received. This represents an enormous achievement for a service developed in challenging circumstances post-pandemic.

Coming Home Summary

The Coming Home Report was published in November 2018, detailing the issues experienced by authorities managing Out of Area Placements and delayed discharge arrangements for people with Learning Disabilities and Complex Needs. This report had been produced in response to issues raised by the Mental Welfare Commission in their earlier report “No Through Road”. The Coming Home Report identified that some people with learning disabilities and complex needs were living far from home or in NHS hospitals and that there was an urgent need to address this issue.

The report was the first time that an overview report was available for Scotland on the characteristics and circumstances of people with complex needs who are placed into care

settings, those that are distant from their families and communities, or those who unfortunately remain in hospital settings beyond the clinical need for them to be there.

In February 2021, the Scottish Government through their Community Living Change Fund allocated £20 million to Integration Authorities across Scotland. The allocation was designed to bring home people with complex needs and those with enduring mental health problems that are placed outside Scotland, and also to support the discharge of those that have endured long stays in hospital settings. A review would also be conducted of current arrangements and how community-based solutions could be designed that would negate or limit future long term hospital use and out of country placements, and the inappropriate use of institutional care settings including private and local authority for people with complex needs.

North Lanarkshire's allocation of funding is £1,298.332 to support this work until March 2025.

A multidisciplinary team was recruited to carry out the initial work, consisting of a social worker (SW), a social work mental health officer (MHO) and a resource worker (RW). The team planned to recruit a registered nurse, however were unsuccessful in recruiting to that post. The work of the team has included the establishment of the Dynamic Support Register (DSR), with an overview of an initial assessment of each person on the register. To produce this has required collaborative work with the person, their families, a funded coming home advocacy service and an allocated social worker to produce an assessment of each person's situation and to establish a forward plan for them. A RAG rating is used to understand the cases and at the end of 2023/24, we had 31 people on the DSR, 17 of whom were identified as red.

A comprehensive review of the work in 2023/24 was carried out and identified the need for development of approaches for such complex cases to prevent and expedite delayed discharge and redesign the way services are provided to prevent hospital admission. A number of themes emerged from the review, which will form the basis of development and improvement work in the next year, including:

- Training and development to support a suitably skilled and experienced workforce.
- Increased collaborative and coordinated multidisciplinary approaches to support people to live in their own home.
- Research and analysis of the long-term demand and the resource required to meet that demand and the needs of those with the most complex needs within North Lanarkshire.

National Health and Wellbeing Outcome 3

People use health and social care services have positive experiences of those services and have their dignity respected

HMP Shotts improvements



Following an inspection by Healthcare Improvement Scotland (HIS), an improvement plan was put in place to implement the 22 initial recommendations made in the inspection report. At the close of 2023/24, of the 22 initial recommendations made, 20 have been fully completed and closed, with the 2 outstanding recommendations only remaining open due to their dependence on a wider Pharmacy review.

In addition to the HIS inspection and improvement plan, a comprehensive service review of Prisoner Healthcare was Commissioned in January 2022 and all 31 actions originating from that review are now closed.

The significant service changes and improvements made in the Prison Health Centre at HMP Shotts resulted in HIS commending the efforts made to address the recruitment, retention, and overall staffing issue in the prison. The service held open days, undertook focussed work to address staff culture and psychological safety. In addition, improvements were made in how staff meetings were prioritised and managed, questionnaires were issued to gain feedback on the work carried out and sessions held to engage and communicate with the staff affected by the changes. The work has impacted positively on recruitment and retention and a careers event showcasing the unique job opportunities for registered nurses and final year nursing students at Shotts prison took place in February 2024. This event gave the nurses the chance to visit the health centre at HMP Shotts and learn about multi-disciplinary teams working in prison healthcare.

The workforce position at HMP Shotts improved greatly during 2023/24 and in addition to the commendation from HIS, feedback from colleagues is that the work has been transformative in the working environment at HMP Shotts.

MAT standards progress

MAKING TREATMENT MORE ACCESSIBLE

Reducing barriers to treatment and making treatment immediately accessible by providing medication on the day that people ask for help and ensuring there is outreach to people who are not in treatment.



PROVIDING CHOICE TO PEOPLE IN TREATMENT

Reducing treatment-related stigma; providing choice and autonomy to people over treatment decisions



OFFERING PEOPLE SUPPORT

Ensuring people can stay in treatment for as long as they want and offering them the support they need.

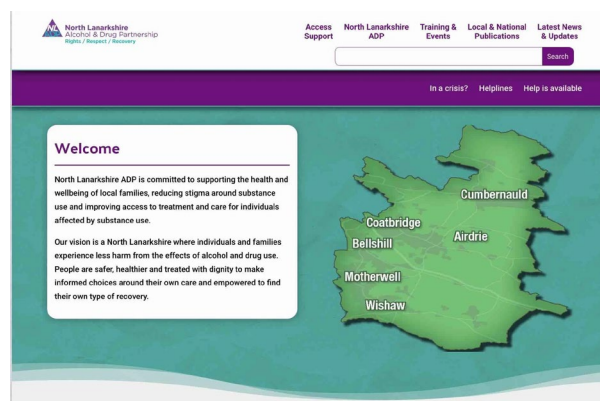


Significant progress has been made during 2023/24 in implementing the Medication Assisted Treatment (MAT) Standards, which has seen transformation in practice and how those standards are embedded within service delivery.

The service has made significant improvements with regard to the collection and use of both experiential and process data. Better data allows for reflective practice and a continual process of review and evaluation of the evidence in relation to the MAT standards, ensuring continued positive progress. The national benchmarking report released this year shows significant improvements and progress for North Lanarkshire in our implementation of the standards. The majority of standards are embedded in everyday practice with only two of the ten remaining to be met fully, with plans in place and progressing to achieve those two standards.

North Lanarkshire have been approached by the national MIST Team (MAT Implementation Support Team) to participate in a video communication to be shared with other areas celebrating the positive progress made with implementation in North Lanarkshire, presenting our work as an example of best practice.

Launch of North Lanarkshire Alcohol & Drug Partnership website



North Lanarkshire Alcohol & Drug Partnership (ADP) was established in 2019 as a strategic, multi-agency partnership made up of key agencies and stakeholders including local services, people with lived and living experience of substance use and family members, all working together to tackle alcohol and drug related harms and improve the health and wellbeing of our communities, families and individuals affected by alcohol or drugs.

The work of the ADP is centred around improving quality, offering choice and creating more connections to keep people safe, well and thriving.

To assist people accessing support and services, and to make information and advice around alcohol and drugs more accessible, a new website was launched during 2023/24. For more information visit the North Lanarkshire ADP website www.northlanadp.org

Children and Young People Mental Health Directory of Services and Resources launched



A new directory dedicated to mental health services and resources developed specially for and with children and young people across Lanarkshire was launched in 2023/24.

Developed by University Health & Social Care North Lanarkshire, the directory is a result of extensive engagement with children, young people and a range of stakeholders. It has been created to help young people and their families access mental health services and supports they feel suit them and their circumstances best.

Hosted on the NHS Lanarkshire website, the directory is divided into North and South Lanarkshire resources with some services being available across both areas. Information available includes:

- Ways to help and improve wellbeing
- Varying levels of support
- Websites and helplines
- Online workshops

New team members devoted to supporting North Lanarkshire's District Nurse and Mental Health teams



During 2023/24, North Lanarkshire welcomed 17 new assistant practitioners dedicated to providing a further layer of support for multi-disciplinary teams working in the community.

To support rising demands for community services, the new roles have been developed to bridge the gap between healthcare support workers and registered nurses.

NHS Lanarkshire is the first health board in Scotland to put in place a pathway for assistant practitioners to go through a Higher National Diploma course and move directly into the third year of nurse training.

National Health and Wellbeing Outcome 6

People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing

Carer Engagement, Involvement and Participation

In alignment with the principles of Equal Partners in Care (EPIC) and Getting It Right for Everyone (GIRFE), our local approaches have been informed through engagement and participation opportunities, Carer Strategy planning, Community Solutions approaches and our ongoing commitment to genuine partnership working and co-produced / jointly agreed approaches to supporting unpaid carers.



Carer Support Network

We have a strong and well-established Carer Support Network (CSN), bringing together a wide range of Community and Voluntary Sector organisations involved in supporting carers, to minimise the risk of people “slipping through the support net.” This network involves a diverse range of age-related, or condition specific organisations, as well as a much wider range of community organisations with a direct, or indirect role around supporting carers. As examples, a range of diverse organisations such as Getting Better Together, Watch Us Grow, Bazooka Arts, The Haven and PAMIS, amongst others, are all part of the CSN.

LENS Workshops - Turning Ideas into Action Programme

The LENS ‘Turning Ideas into Action’ programme has been co-designed to enhance and develop a range of interventions and ideas within the Community Solutions Programme in North Lanarkshire. It aligns with the aims of North Lanarkshire’s University Health and Social Care Partnership and is designed to support its objectives and mission. The Programme will be available to a range of partners within Community Solutions, with priority given to third sector partners. The Programme inspires, empowers, provides a framework for enabling leadership and gives permission for people to take action.

The Programme planning and delivery began in March 2024, with a co-production workshop with key stakeholders and follow-up discussions with partners, to identify the following six ideas:

- Community Connector Pathway Development

- The future of the Hospital Discharge Programme
- The future of the Carer Breather and Carer Sitter Services
- The expansion of the volunteer driver scheme
- Proactive Engagement with People in the Community
- Development of a Locality Community Weight Management Service Model

The Programme involves an intensive series of six workshops to be delivered in financial year 2024/25, culminating in the identified ideas being presented to an Investment Panel comprising senior Decision Makers from the Health & Social Care Partnership and its statutory partners.

Each idea will be sponsored and supported by a representative of the statutory partners and a representative from the Community and Voluntary Sector (CVS).

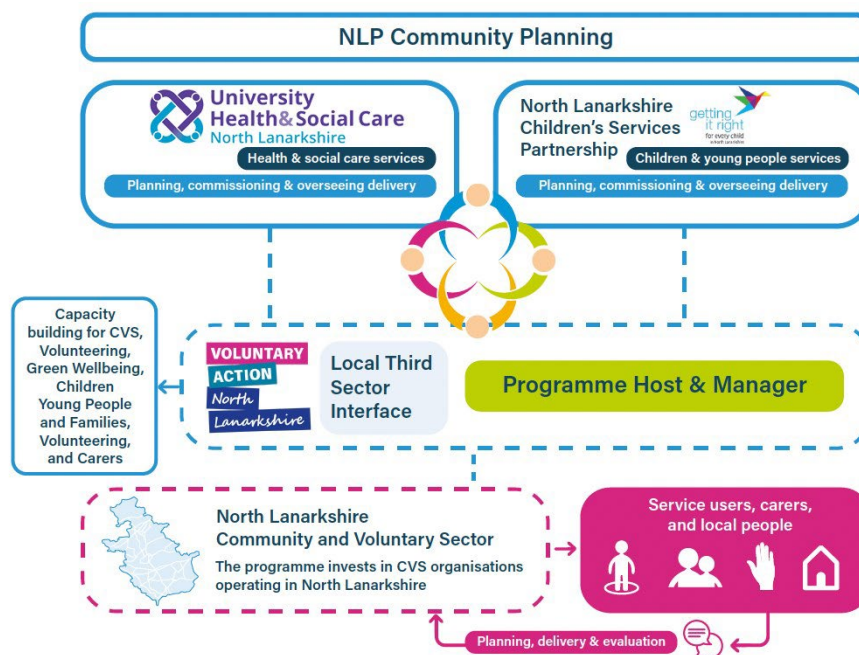
Community Solutions

Community Solutions, established in 2012, is a successful, cross-sector health and social care investment and improvement programme for North Lanarkshire. Community Solutions is improving people's health, wellbeing, quality of life and equality by investing in community-led initiatives which build community, family and individual strengths and resources, with a focus on prevention and early intervention. Community Solutions ensures a co-ordinated approach throughout North Lanarkshire, promoting local opportunities and solutions for and with people, avoiding the need for more formal services for longer periods of time. Community Solutions is an effective and active example of co-production: a true partnership between people, communities and services.



The range of achievements via the Community Solutions Programme Approach include significant development through local anchor organisations; Support in the Right Direction, Community Connectors and Improving Cancer Journeys. Community Solutions builds capacity in the wider Health and Social Care System by facilitating the allocation of funding to enable Community and Voluntary sector organisations to deliver support to priority groups, providing information and guidance on key issues such as governance, planning, training, accreditation, finance and evaluation.

The Community Solutions model has been used in Children's Services to test out new models of support to address distress and promote positive mental health. A significant portion of new Scottish Government funding targeted at early intervention and community support through the Children and Young People's Mental Health and Wellbeing Framework is allocated to organisations through VANL to develop new supports in partnership with school clusters, children, young people and their families. Future investment will be used to continue the community capacity building work already well embedded in the Community Solutions Programme through Voluntary Action North Lanarkshire. The new Improving Lives work stream will see development across a number of key priorities for the Partnership in line with the aims of the Strategic Commissioning Plan and will ensure there is sufficient capacity within the community and voluntary sector to respond to demand.



Support in the Right Direction

The Scottish Government funded a national 'Support in the Right Direction' (SiRD) programme from 2019-2024. The programme aimed to empower people and carers who are receiving social care support and services to be equal partners in their care, giving them real choice and control over their lives, including:

- Decisions about where they live and the services they receive
- Participation in fulfilling activities and their community
- Employment, if appropriate

The national SiRD Fund is managed by Inspiring Scotland on behalf of the Scottish Government. 30 organisations across the 32 local authority areas in Scotland are funded to deliver SiRD projects. Voluntary Action North Lanarkshire (VANL) managed the SiRD fund for North Lanarkshire, and distributed this funding through the Community Solutions Programme to two Community and Voluntary Sector (CVS) organisations:

- Equals Advocacy
- North Lanarkshire Disability Forum (NLDF)
- NLDF have hosted two Community Connectors since 2019, who were responsible for:
 - Raising awareness of SDS throughout North Lanarkshire
 - Supporting those who are not yet eligible for an individual social care budget by linking them to key supports

At the end of 2023/24, £463,800 of SiRD funding over the five-year period has supported 2,576 individuals providing 820 people with general independent support, 392 people with case work, and 442 individuals with focused support.

Improving Lives Initiative

As the SiRD funding came to an end in 2024, NLDF have secured a further £808.9k funding over two years through the Community Solutions Improving Lives Initiative (ILI).

The proposal for ILI was developed collaboratively with:

- the Community Solutions Governance Group
- University Health and Social Care North Lanarkshire (UHSCNL) Core Management team
- NHS Lanarkshire Health Improvement senior staff
- Macmillan Cancer Support

The ILI aims to help improve people’s physical, mental, and social wellbeing through a locally co-ordinated approach to providing community-based support for vulnerable and equality groups, as set out in the Community Solutions Strategy and Investment Plan 2022-25.

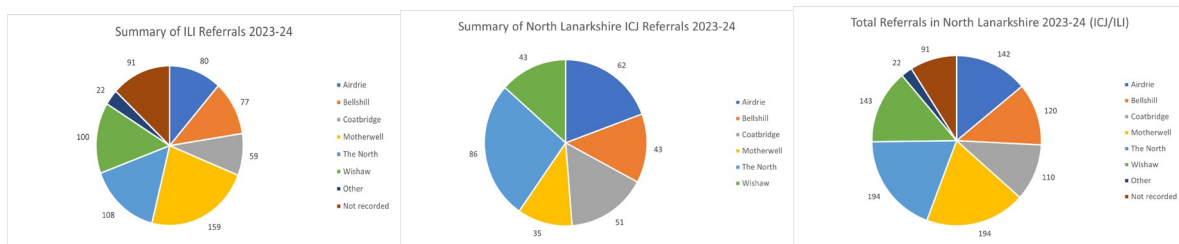
Community Connectors

ILI/ICJ funding has enabled NLDF to continue to fund Community Connectors and employ a further eight, making a team of 10 Community Connectors to support people who are living with a long-term condition/disability and those affected by cancer, including their carers, with accessing non-clinical support.

The Community Connectors are responsible for:

- Signposting people to community supports provided by CVS organisations and where appropriate, linking to statutory services such as the Home Assessment and Integrated Rehabilitation Teams.
- Practical support, such as form filling
- Linking into community groups, or activities
- Providing information on benefits/funds/initiatives
- Emotional support

In 2023/24, 696 people with long-term conditions were referred to NLDF for support through the ILI service. 406 of these referrals were carried over from the SiRD programme.



A total of 1,016 referrals were received in North Lanarkshire during 2023-24 from both the ILI and ICJ services.

National Health and Wellbeing Outcome 7

People using health and social care services are safe from harm

Crisis Care – Distress Brief Intervention (DBI)

The need to improve the response to people presenting in distress has been strongly advocated by people who have experience of distress and by front line service providers, resulting in the launch of the Scottish Government Distress Brief Intervention (DBI) Programme.

DBI is a non-clinical intervention, consisting of two interrelated parts: -

- For adults (those over 16), Level 1 sees trained front-line staff such as health, police, ambulance and primary care staff help ease the person's distress, provide a compassionate response and where appropriate, involves an offer of a seamless referral, with confidence and clarity to a DBI Level 2 service.

For the children and young people (CYP), i.e. those aged 14 and above, in four North Lanarkshire schools currently involved in a pilot (until 2026), the Level 1 service will be provided through the Pupil Support team within the school. Level 1 staff within these organisations are trained to provide a compassionate response to individuals experiencing distress and offer them the opportunity to be referred to a brief (around 14 days), compassionate, community-based problem-solving intervention (DBI Level 2).

- Level 2 is provided by commissioned and trained third sector staff who contact the person within 24-hours of referral and provide community-based problem solving support, wellness and distress management planning, supported connections and signposting.

The Scottish Government's "Protecting Scotland, Renewing Scotland, the Governments Programme for Scotland, 2020-21, published Sep 2020, set out that it expected local health boards and H&SC Partnerships to have DBI embedded locally by 2024.

Following a pilot, Lifelink have been commissioned to deliver a pan-Lanarkshire Distress Brief Intervention service, with funding agreed for a 3-year period and North Lanarkshire Council acting as the lead authority in a tri-partite agreement. Trained and dedicated staff from Lifelink will contact people within 24-hours of referral and provide community-based problem solving support, wellness and distress management planning, supported connections and signposting for all people referred to the DBI service.

National Health and Wellbeing Outcome 8

People who work in Health and Social Care Services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide

Engagement & Participation North Lanarkshire

During 2023/24, there has been continued focus on further developing our approach engagement and participation that ensures the voices of supported people; carers and our

communities are strengthened. The refreshed Engagement and Participation Strategy 2024-27 is the result of co-production with our local communities. Several stakeholder events were held to help shape the refreshed content and ensure that the National Standards for Community Engagement, promoted by Scottish Community Development Centre, have been applied throughout.

The Strategic Engagement and Participation Working Group (SEPWG) have identified three main areas of investment that support Engagement and Participation across our communities (Community, Carers and Supported People). Our ambition is to ensure strong voices to:

- Improve communication and increase connections.
- Increase awareness of what matters.
- Increase capacity for early intervention and prevention.

Following on from the successful procurement exercise resulting in a contract award to North Lanarkshire Disability Forum (NLDF) as the lead partner, alongside Lanarkshire Links and Voice of Experience Forum, work has begun again on the recommendations from an independent review of our engagement and participation structures that concluded in June 2022.

There is a long history of engagement and participation in North Lanarkshire and the strength of connection across our network continues to promote involvement and representation. There have been some key achievements over the past year as set out below.

Engagement and Participation Strategy 2024-2027

In the second half of 2023/24, a focused effort was directed towards refreshing the Engagement & Participation Strategy to serve as the foundation across all areas of our work. In the development of the Strategy, we have actively engaged with stakeholders; representatives of community-based organisations, supported people, carers and staff teams.

The learning from these sessions has highlighted what is considered good engagement and participation, and provided confirmation that the refreshed strategy should:

- Be short and user friendly.
- Be an overarching strategy that can guide communication and action planning across all areas of services and supports.
- Build from the current strategy, including what we have learned and what people have told us.

It is anticipated that the Strategy will support all stakeholders across our networks and it is purposefully written with accessibility in mind to assist people who do not work in the sector but have an interest in Health and Social Care, and/or are receiving services and supports.

Strategic Engagement and Participation Working Group

The primary function of the Strategic Participation and Engagement Working Group (SEPWG) is to lead and progress the development of the refreshed Strategy 2024-27. The group brings together representation from across the partnership and includes people who have a specific role to support and develop engagement and participation. The primary objective is to coordinate, streamline and synchronise the various activities and initiatives across North Lanarkshire that are aimed at fostering robust and effective engagement and participation, prioritise community involvement and also to ensure that the voices, needs, and perspectives of people in North Lanarkshire are not just heard but actively integrated into the design and delivery of our services.

Embedding Participation

There has been good progress in 2023/24, with an increase in the resource and capacity across community-based organisations to strengthen the voice of supported people, particularly those who tend to be harder to reach, e.g. BAME, LGBTQI+ and those who live in more rural communities.

We recognise the importance of ensuring that engagement and participation is meaningful and not tokenistic, and to support this, the principles of engagement and participation are now included in the Staff Induction programme, both as written information and as a direct input to programme for new social work and social care practitioners.

A wide range of stakeholders have been actively engaged in the development of the Strategy, whether through consultation or direct involvement. Promoting and implementing the Strategy is a shared responsibility to support:

- An evidence base on how people experience our services and how their experience shapes and improves future development of services and supports.
- The voice of supported people in our communities
- Increased capacity for early intervention and prevention.
- Two-way communication and a strengthened feedback loop back to decision makers.
- Increased use of feedback and the role of lived experience in the improvement of services and supports.
- Increased connections with supported people and communities that are harder to engage with.
- Increased awareness of what is important to supported people and their communities.



We recognise the importance of feedback and actively promote the use of Care Opinion, which is an independent, non-profit, web-based feedback platform where people submit stories to share their experiences of health and social care services. These can be both positive and negative. They are moderated and quickly forwarded to the relevant area of service who can respond directly to the story. Since 2020:

- 310 stories have been submitted through Care Opinion by people of North Lanarkshire.
- 239 of these stories have been shared during 2023/24.

The majority of stories received a response from the service within 24 hours.

Podiatry case study

The Podiatry service has completed a successful recovery, with significant re-design being embedded in practice during 2023/24. Following a change management process, the hub single point of access model, alongside Active Clinical Referral Triage (ACRT) has been embedded in Podiatry practice, resulting in waiting times being maintained within the 12-week target, whilst offering a “rapid access” of 48 hours (2 working days) for people with urgent presentations of new wounds.

Building on this success, the focus for the next 2-3 years is on developing a “grass-roots” clinically led Research strategy and a culture of Quality Improvement, Evidence and Research based practice. This work will be facilitated by our strategic academic partners at Glasgow Caledonian University, who have been working with clinical podiatry staff and the musculoskeletal Consultant Podiatrist to develop a departmental research strategy. The aim is to encourage and facilitate colleagues at all levels to lead on service evaluation, quality improvement projects and traditional research. Two examples of this work in action are:

- Nail Surgery service evaluation - The Clinical Lead for Nail surgery is working alongside the NHS Lanarkshire Research and Development department, the service development lead and a specialist Podiatrist who is a current PhD Fellow to carry out a service evaluation. NHS Lanarkshire Podiatry are the only service in Scotland that are carrying out a robust evaluation on TCA. As such, the department has been asked to share the learning and the outcomes with other health boards.
- Comparison of digital self-directed advice verses clinician-led self-care to support musculoskeletal health - The total service demand for Musculoskeletal (MSK) complaints is 28% and of this, 11% are directed to non-clinician supported self-care via the NHS Lanarkshire Podiatry website. Current data suggests that after an average of 161 days, 80% of patients directed to self-care did not re-engage with the

service. Following a further average of 698 days, 72% of patients did not re-engage with the service.

National Health and Wellbeing Outcome 9

Resources are used effectively and efficiently in the provision of health and social care services

Summary of Financial Performance

The financial year 2023/24 presented fresh challenges for the Health and Social Care Partnership, including a continued recovery from the pandemic, the cost of living crisis, a changing demographic profile, pressures attributable to hospital discharges, staffing shortages, rising costs and increased demand for services.

Through regular updates to the board from the Chief Finance Officer (CFO) and by ensuring decisions made throughout 2023/24 were taken to support financial sustainability, the North Lanarkshire IJB has successfully managed to deliver year-on-year financial balance. This has been achieved through:

- flexible use of recurring and non-recurring funding;
- creation and use of reserves for specific commitments;
- delivery of approved savings through efficiency measures and redesign;
- a focus on workforce planning and the Strategic Commissioning Plan Programme of Work;
- effective governance and audit controls.

North Lanarkshire IJB delivers and commissions a range of health and social care services to our local population. This is funded through budgets delegated from both North Lanarkshire Council and NHS Lanarkshire. The level of funding available to the IJB is therefore heavily influenced by the grant settlement that the organisations receive from the Scottish Government. The combined recurring and non-recurring budgets available to the IJB during 2023/24 to progress the intended commissioning in line with the Strategic Commissioning Plan, was circa £821m. Included within this funding is a 'Large Hospital Service' (Set Aside) budget totalling £74.575m. This budget is set in respect of the functions delegated by the Health Board that are carried out in a hospital setting. The Set Aside budget is determined by apportioning the hospital expenditure to individual patient episodes, separating out episodes for services delegated to the IJB from those that are not, and then assigning these to the relevant IJB based by postcode.

Funding £m	2020/2021	2021/2022	2022/2023	2023/2024
North Lanarkshire Council	(150.938)	(168.587)	(188.180)	(201.591)
NHS Lanarkshire	(479.101)	(517.779)	(482.813)	(544.843)
Set Aside	(63.066)	(65.164)	(66.858)	(74.575)
Total	(693.105)	(751.530)	(737.851)	(821.009)
Annual (Increase)/Decrease £m	(54.443)	(58.425)	13.679	(83.158)

Also included is £40.641m for several delegated services where South Lanarkshire IJB acts as the lead host on behalf of North Lanarkshire IJB. The value consumed by North Lanarkshire equates to 52% of the South Lanarkshire IJB hosted budget.

Care Group	Budget 2023/24 £m	Actual 2023/24 £m	Variance 2023/24 £m
Health Care Services			
Locality and Other Services	67.471	59.671	7.8
Addiction Services	7.551	3.954	3.597
Medical and Nursing Directorate	4.639	4.105	0.534
Prescribing	76.661	78.442	-1.781
Out of Area Services	4.318	4.585	-0.267
Area Wide Services	8.054	7.621	0.433
Hosted Services	195.779	190.715	5.063
Family Health Services	126.015	126.015	-
Set-Aside Budget	74.575	74.575	-
Total Health Care Services	565.063	549.684	15.379

Throughout 2023/24, the CFO financial monitoring reports to the IJB projected an underspend; this was prior to the transfer of year-end balances to general and earmarked reserves at the financial year end. This included the transfer of specific ring-fenced monies (including Scottish Government funding for Mental Health Services, Alcohol & Drug Services, Hospital at Home, and other Nursing) in line with Scottish Government guidance.

Care Group	2023/24 £m	2023/24 £m	2023/24 £m
Social Care Services			
Social Care Services	252.796	249.465	3.331
Housing Services	2.599	2.599	-
Transport Services	0.551	0.551	-
Total Social Care Services	255.946	252.615	3.331
Total Health & Social Care Services	821.009	802.299	18.71

Note: The figures differ to financial reporting elsewhere, such as the Comprehensive Income and Expenditure Statement (CIES) due to differences in the presentation of in year adjustments between the partners.

North Lanarkshire IJB Financial Outturn	2023/24 £m
Underspend as at 31 March 2024	-18.71
Drawdown of Reserves	41.132
Deficit on Provision of Services (Page 27) Movement in Reserves (Page 28)	22.422

The year-end underspend totalled £18.710m. Drawdown of reserves in 2023/24 totalled £41.132m, leaving a deficit on the provision of services of £22.422m.

The following provides a high-level summary of the key pressures and the main reasons why the IJB's final outturn resulted in an underspend against its budget in 2023/24:

- The net underspend of £7.800m for Locality and Other Services relates to the ongoing challenge of recruitment and retention of staff across all mainstream service areas. This underspend also includes Scottish Government funding of £4.277m, allocated to help address the current staffing pressures. This funding will be carried forward into 2024/25 within specific ring-fenced reserves to be used in 2024/25.
- North Lanarkshire Hosted Services have a combined net underspend totalling £5.063m. This is due to additional funding received from Scottish Government

(£4.457m), which will be carried forward into 2024/25 and allocated against approved spending plans within Mental Health. The remaining underspend is in relation to vacant posts across the service.

- Addiction Services have a net underspend of £3.597m. The total underspend relates to Scottish Government ring-fenced funding, which will be carried forward for use in 2025/26.
- Social Care Services have a net underspend of £3.331m and this relates to the ongoing challenge of recruitment and retention of staff across all service areas.
- The Prescribing net overspend of £1.781m is attributable to the continued increase in costs associated with the number of medicines being prescribed.
- Medical/Nursing Directorate and Area Wide Services have a combined net underspend totalling £0.967m that is due to additional Scottish Government funding (£1.034m), which will be carried forward into 2024/25 and allocated against approved spending plans within Pharmacy, Frailty and District Nursing.

North Lanarkshire IJB Services	2021/22 £m	2022/23 £m	2023/24 £m
Social Care Services	202.610	236.972	261.848
Health Care Services	74.073	74.527	78.950
Family Health Services	109.652	115.625	126.015
Delegated Services	2.207	2.437	3.150
Hosted Services	149.126	159.642	189.595
IJB Operating Costs	0.214	0.247	0.308
Prescribing Costs	68.739	71.332	78.442
Covid-19 Costs	13.412	7.072	0.227
Set-Aside	65.164	69.120	74.575
Income	(3.800)	(4.717)	(5.303)
Cost of Services	681.397	732.256	807.807

As demand continues to rise, the costs of providing health and social care services across Lanarkshire have also been increasing year on year. This table shows the cost of our services incurred over the last three years, as presented in the Comprehensive Income and Expenditure Statement.

8. Care Inspectorate Grades 2023/24

The Care Inspectorate provide an overall evaluation for each of the key questions that they inspect using a six-point scale from unsatisfactory (1), to excellent (6). This will be taken from the specific quality indicators that they inspect within a “key question”, which will inform an overall evaluation (using the same scale) for that particular key question that the quality indicators sit under.

6	<i>Excellent</i>	Outstanding or sector leading
5	<i>Very good</i>	Major strengths
4	<i>Good</i>	Important strengths, with some areas for improvement
3	<i>Adequate</i>	Strengths just outweigh weaknesses
2	<i>Weak</i>	Important weaknesses - priority action required
1	<i>Unsatisfactory</i>	Major weaknesses - urgent remedial action required

NLC Care Homes

As of 31st March 2024, there were 27 care homes within North Lanarkshire. All 27 of the care homes had been assessed by the Care Inspectorate against their key question of, ‘How well do we support people’s wellbeing?’. None of the care homes assessed achieved the highest grade of ‘Excellent’, however 11.1% of care homes achieved ‘Very Good’. The

majority of care homes were assessed as 'Good' or better against this question, totalling 66.7%.

The care homes who were assessed as 'Very Good' were Blair House, Kirknowe, and Summerlee. Of the 27 care homes, 13 were assessed under the key question 'How well is care and support planned?'. Of the 13 that had been assessed, 69.2% received a grade of 'Good' or better.

During the reporting period Centenary House continued to be subject to a Large Scale Investigation Notification, in place till 11th October 2023. An improvement notice was also served by the Care Inspectorate to Centenary House on 12th July 2023. This was removed in December 2023 following significant improvements having been made.

During the reporting period, six care homes were closed to admissions due to them agreeing to a voluntary moratorium. One care home had an enforced moratorium placed upon them. The reasons for the application of moratoriums were due to concerns around the quality of care being provided and also to allow care home providers the opportunity to make the necessary improvements.

Other services

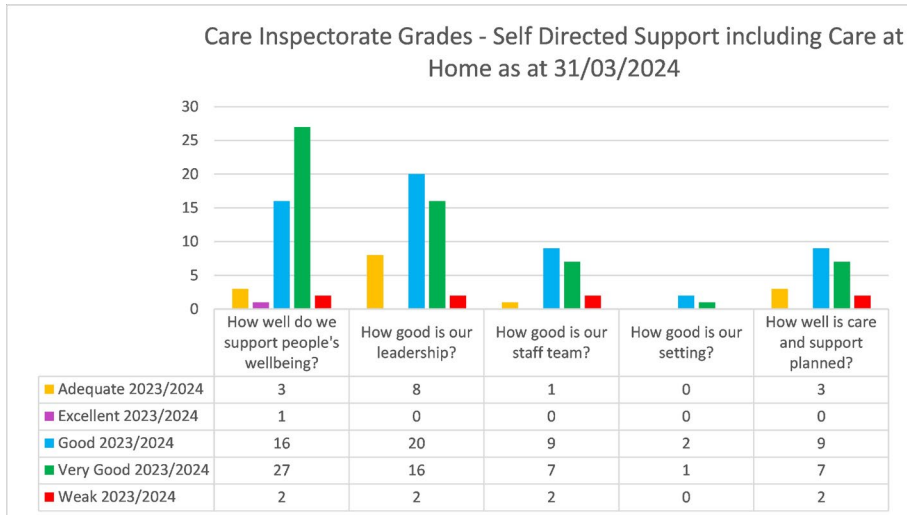
There are 50 commissioned services that have been inspected by the Care Inspectorate under their new methodology framework.

Forty-nine commissioned services were inspected against the key question 'How well do we support people's wellbeing?'. One service received a grade of 'Excellent' for this key question; this was Support for Ordinary Living (SOL). A grade of 'Very Good' was received by 55.1% of services and 87.8% of services inspected received grades of 'Good' or above.

For the key question 'How well do we support people's wellbeing?', 4% of services received grades of 'Weak'. The two services were Cera Care and Care 1 Professional' both of these services continue subject to moratorium at the end of this reporting period. The reasons for the moratorium were due to the quality of care assessed by the Care Inspectorate. Application of the moratorium is to support the provider to make the necessary improvements required.

Of the 50 commissioned services, 21 were inspected by the Care Inspectorate against the key question 'How well is care and support planned?'. Of these, 33.3% received grades of 'Very Good' and 76.2% received grades of 'Good', or above.

	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is care and support planned?
Adequate 2023/2024	3	8	1	0	3
Excellent 2023/2024	1	0	0	0	0
Good 2023/2024	16	20	9	2	9
Very Good 2023/2024	27	16	7	1	7
Weak 2023/2024	2	2	2	0	2



9. Strategic Planning

The overarching strategic vision and objectives of the IJB are detailed in the IJB Strategic Commissioning Plan 2023/2026¹ which sets out the key outcomes the IJB is committed to delivering with its partners.

Strategic Commissioning Launch 2023 - 2026 Event



Health & Social Care North Lanarkshire launched its Strategic Commissioning Plan 2023-2026 on Thursday, 05th October 2023, hosted by the staff and pupils at Coltness High School. The opportunity to hold the launch at the school is in line with our ambition to engage with people at a local level and the event was attended by service users, health and social care professionals, voluntary sector partners, and stakeholders. In addition, Higher

¹ [IJB Strategic Commissioning Plan 2023/2026](#)

Modern Studies students from the school were able to join delegates for the session presented by the keynote speaker, Sir Harry Burns, professor of practice and special adviser at the University of Strathclyde. Guests were treated to a musical performance by three of the school's singers, Isla McGowan, Freya McIntyre and Millie Costello, accompanied by fellow pupil Kurtis Fang on the piano, which was a fantastic way to end the day and a reminder of the talent and potential we have in North Lanarkshire.

The feedback from the launch event was extremely positive, with many delegates providing feedback on how inspired they were by the event, the quality of both the speakers and their presentations and that it had provided a clear understanding of Health & Social Care North Lanarkshire's goals for the next three years, with a clear message that people are central to everything that we do. The feedback clearly shows the strong foundations that are already in place and our commitment to working with service users, patients, carers, families, communities and partner organisations to improve the health and wellbeing of North Lanarkshire residents.



The Strategic Commissioning Plan 2023-2026 for North Lanarkshire sets out ambitious key local priorities for health and social care services over the next three years to ensure people are robustly supported to live in their own homes and lead independent lives in their communities. It was developed through a collaborative process with people who use health and social care services, partners, the public and partnership staff. Key priorities include:

- Improving access to services
- Reducing health inequalities
- Delivering high-quality, person-centred care
- Promoting early intervention and prevention
- Empowering individuals and communities
- Fostering partnership working
- Contributing towards national health and wellbeing outcomes

The chief executives of North Lanarkshire Council and NHS Lanarkshire set out in detail how their respective organisational plans align, complement and support the Strategic Commissioning Plan. Presentations were also delivered at the launch event on people-led system transformation and human learning systems, which are approaches the partnership are employing in bold and innovative new ways of delivering health and social care services across North Lanarkshire.

The plan reflects the feedback and input from people across North Lanarkshire to develop a shared vision for local health and social care. It focuses on promoting early intervention,

empowering communities and fostering partnerships to ensure that our services meet the needs of the population. The plan outlines our commitment to developing and delivering services that provide support to individuals, families, and our wider communities to improve their health, wellbeing, and overall quality of life. High quality community health and social care services play a crucial role in supporting people to maintain a better level of health. This is achieved through prevention, support and treatment to help people to live a better life at home for as long as possible.

The plan will be implemented over the next three years, with ongoing monitoring to ensure that services continue to meet the needs and goals of local people.

The Strategic Planning Group sets out the IJB's approach to engage with stakeholders. Consultation on the future vision and activities of the IJB is undertaken with its Health Services and Local Authority partners with a Programme of Work setting out in detail the commitments that will be progressed over the next three years.

The Medium-Term Financial Plan 2023/2026 outlines the financial challenges and opportunities the HSCP faces over the next three years and provides a framework which will support the HSCP to remain financially sustainable. It complements the IJB Strategic Commissioning Plan, highlighting how the financial plan will support the delivery of the IJB's strategic objectives and priorities.

Our joint focus with all our partners and stakeholders, will be to ensure that all resources in scope are maximised to their full potential and health and social care services are efficient, effective and sustainable for the future.

10. Looking Forward – Our Next Steps

The North Lanarkshire HSCP Strategic Commissioning Plan 2023 – 2026 Programme of work sets out in detail the key work Programmes that will be undertaken over the three-year period to meet the key priorities within the Strategic Commissioning Plan. The Programme of Work is aligned to the transformational change priorities for the partnership, reflects the requirement to manage the interconnections and dependencies in a complex system, as well as give clarity and structure to wider partners and stakeholders.

The Plan sets out revised ambitions for the HSCP, which were agreed following consultation with the public and other stakeholders:

Do the right thing first time

Increased focus on prevention, early intervention and tackling inequalities by working with communities and people

Develop and support a workforce for the future

Improve mental health and wellbeing

Support people through a whole family approach

11. Appendices

Appendix 1 – Summary of Performance against Core Suite of Integration Indicators

Indicator	Title	NL 2015/16	NL 2017/18	NL 2019/20	NL 2021/22	NL 2023/24
NI - 1	Percentage of adults able to look after their health very well or quite well	91.70%	90.30%	90.50%	87.50%	87.41%
NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible			77.60%	79.80%	67.74%
NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided			71.20%	67.10%	57.11%
NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated			70.20%	66.60%	56.04%
NI - 5	Percentage of adults receiving any care or support who rate it as excellent or good			77.80%	74.00%	65.76%
NI - 6	Percentage of people with positive experience of care at their GP practice	79.30%	75.50%	68.30%	51.80%	52.80%
NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life			75.70%	77.00%	67.70%
NI - 8	Percentage of carers who feel supported to continue in their caring role	41.20%	33.20%	32.60%	25.10%	28.46%
NI - 9	Percentage of adults supported at home who agreed they felt safe			80.00%	79.80%	68.44%

Indicator	Title	NL 2017	NL 2018	NL 2019	NL 2020	NL 2021	NL 2022
NI -11	Premature mortality rate per 100,000 persons	482	517	515	581	580	510

Indicator	Title	NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023
NI -12	Emergency admission rate (per 100,000 population)	15829	16280	13829	15122	15111	15396
NI – 13	Emergency bed day rate (per 100,000 population)	120784	122569	107300	121842	126261	122120
NI – 14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	101	106	123	115	117	116
NI - 15	Proportion of last 6 months of life spent at home or in a community setting	89%	89%	90%	90%	89%	89%
NI – 16	Falls rate per 1,000 population aged 65+	23	21	19	21	20	21
		NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24
NI -17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	76%	83%	80%	78%	77%	76%
		NL 2018	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023
NI – 18	Percentage of adults with intensive care needs receiving care at home	75%	74%	75%	75%	71%	70%
		NL 2018/19	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24
NI – 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	996	1109	781	821	970	973

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Appendix 2 – HSCP Performance Dashboard

Outcome (National Health & Wellbeing)	Ref .	KPI	Target 2023-24	2023/24 Q1	2023/24 Q2	2023/24 Q3	2023/24 Q4	Current Performance
1. People are able to look after and improve their own health and wellbeing and live in good health longer	1.1	Alcohol Brief Interventions North	2883	718	790	772	598	
	1.2	Alcohol Brief Interventions (all settings) NHSL	7381	1978	2040	1949	1806	
	1.5	Cervical Screening	80%	72.3%	72.3%	71.8%	71.2%	
	1.6	Immunisations – %s of 2 year olds	95%	94.8%	95.0%	95.1%	95.4%	
	1.7	Immunisations – %s of 5 year olds	95%	91.4%	89.9%	90.6%	90.1%	
	1.8	Addictions – Completed Waits	90%	90.1%	84.2%	87.8%	89.8%	
	1.9	Addictions – Ongoing Waits	90%	86.6%	98.5%	91.8%	95.9%	
	1.10	Addictions – Ongoing Waits NHSL	90%	86.1%	83.1%	82.3%	95.9%	
	1.12	Percentage of people who have completed 6-8 week review	90%	79.9%	81.3%	Data not available	Quarterly/ 1 quarter behind	
2. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable,	2.4	Delayed discharge bed days - standard delays	31,796	8,438	16,110	24,098	31,405	
	2.5	A&E Attendances - NL Residents	116,456	30,637	30,044	29,292	Quarterly/ 1 quarter behind	
	2.6	Emergency Admissions - NL Residents	44,001	10,834	11,055	9,401	Quarterly/ 1 quarter behind	
	2.7	Unscheduled Bed Days - all specialties, NL residents	294,999	66,941	77,508	67,694	Quarterly/ 1 quarter behind	
	2.11	Inpatient Activity – Readmissions 7 days	8	5.75	5.90	5.65	5.67	

independently and at home or in a homely setting in their community.	2.13	Percentage of patients waiting less than 12 months to begin PDS (waiting less than 12 months/total number waiting)	70%	90.6%	86.2%	88.3%	83.9%	
	2.14	Mental Health - bed occupancy rate	...	86.4%	87.5%	86.3%	86.2%	...
	2.15	Assistive Technology - Number Of People With Technology (0-17 yrs)	1,452	28	28	31	31	
	2.16	Assistive Technology - Number Of People With Technology (18-64yrs)		632	631	618	624	
	2.17	Assistive Technology - Number Of People With Technology (65+)		818	825	856	858	
	2.18	Reablement - Number Of People Completing Reablement Process	2000 (500 per quarter)	376	816	1355	2011	
	2.19	Reablement - % Of New or Increased Home Support Packages Which Are Reablement	70%	64.0%	70.3%	70.0%	60.8%	
	2.2	Reablement - % Of People With No or Reduced Home Support Service Required At End Of Process	70%	45.8%	48.0%	58.8%	58.5%	
	2.21	Balance Of Care - % Of People (Age 65+)	45%	40.2%	36.7%	34.0%	36.4%	
	2.22	IEAS - % Deliveries Achieved Within 7 Working Days Quarterly	80%	47.5%	49.9%	53.5%	63.4%	
3. People who use health and social care services have	3.1	18 Week RTT Performance – CAMHS NHSL (NORTH HOSTED)	90%	28.1%	47.1%	72.6%	58.7%	
	3.4	18 Week RTT Performance – Psychology (NHSL) (NORTH HOSTED)	90%	81.7%	79.1%	82.5%	78.1%	
	3.5	Consultant Outpatient WT - Adult Mental Health - 12wks (NHSL) (NORTH HOSTED)	90%*	57.4%	48.9%	40.4%	37.7%	

positive experiences of those services, and have their dignity respected	3.6	Consultant Outpatient WT - Older Adult Psychiatry - 12wks (NHSL) (NORTH HOSTED)	90%*	81.9%	79.9%	77.8%	74.7%	
	3.7	Consultant Outpatient WT - Learning Disability - 12wks (NHSL) (NORTH HOSTED)	90%*	100%	100%	100%	100%	
	3.8	Medical Paediatrics WT - 12 wks (NHSL) (NORTH HOSTED)	90%*	49.5%	56.1%	88.8%	88.2%	
	3.9	Admission to MH Wards: Proportion NHSL Patients	>=95%	97.7%	98.5%	97.8%	98.8%	
	3.1 1	MSK Podiatry - 12wks (NORTH HOSTED)	90%*	100%	100%	100%	100%	
	3.1 2	Podiatry - 12wks (NORTH HOSTED)	90%*	96.6%	94.5%	99.0%	100%	
	3.1 3	Podiatry - domiciliary visits - 12wks (NORTH HOSTED)	90%*	100%	100%	100%	100%	
	3.1 4	SLT - Paediatrics - 12wks (NORTH HOSTED)	90%*	25.1%	18.3%	23.2%	21.2%	
	3.1 5	SLT - Adult - 12wks (NORTH HOSTED)	90%*	81.4%	96.0%	90.0%	91.5%	
	3.1 8	Dietetics - 12wks (NORTH HOSTED)	90%*	75.4%	69.1%	74.8%	74.1%	
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services	4.3	Care Home Placements At End Of Quarter - Per 1000 Popn 65+	24	21.7	22.0	21.9	22.0	
	4.4	Care Home Placements At End Of Quarter - Per 1000 Popn 75+	50	44.9	45.8	45.6	45.9	
	4.5	Care Home - Average Length of Stay	865	832	891	835	834	
	4.6	Number Of People With Self Directed Support	1,000	2070	2093	2092	2089	
	4.7	Number Of People With A Direct Payment	240	329	342	357	379	

5. Health and social care services contribute to reducing health inequalities	5.1	Sustain and embed successful smoking quits, at 12 weeks post quit, in 40% of SIMD areas. (AOP) (NORTH HOSTED)	902	53	110	Quarterly/ 2 quarters behind	Quarterly/ 2 quarters behind	
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact on their caring role on their own health and wellbeing	6.1	Community Alarm Service Users 75 Years And Over Per 1000 Population	...	191.8	193.9	196.5	195.8	...
7. People who use health and social care services are	7.6	Manual Handling Awareness	90%	94.9%	95.6%	94.8%	97.7%	
	7.7	PAMOVA Training	90%	94.1%	96.5%	93.5%	98.1%	
	7.8	Adult Basic Life Support	90%	84.3%	92.6%	90.3%	89.6%	
		Paediatric Basic Life Support	90%	91.3%	92.9%	91.2%	86.7%	
	7.9	Fire Safety Training	90%	94.6%	95.4%	95.2%	94.4%	
	7.1	Hand Hygiene Training	90%	89.5%	94.1%	92.3%	95.1%	

safe from harm	7.1 1	Safe information Handling Training	90%	92.3%	96.5%	95.2%	97.6%	
	7.1 2	Child Protection Awareness Training	90%	95.6%	97.7%	97.0%	98.5%	
	7.1 4	Health and Safety Awareness Training	90%	94.2%	95.9%	95.9%	99.2%	
	7.1 5	Occupational Health Service Awareness Training	90%	94.1%	95.9%	96.2%	99.6%	
	7.1 6	Adult Support and Protection Awareness Training	90%	95.5%	92.6%	96.8%	99.3%	
	7.2	% Of Adult Protection Referrals Passed To Care Team For Investigation	20%	12.4%	14.8%	12.7%	20.1%	
	7.2 1	% Of Adult Protection Investigations Going To Initial Case Conference	20%	20.3%	10.4%	19.2%	11.9%	
	7.2 2	Adult Protection - % Of Referrals With Decision Within 5 Days	60%	76.6%	77.8%	76.3%	81.7%	
	7.2 3	% of Adult Protection Referrals Which Did Not Go On To Investigation Or Other Service	50%	76.6%	74.2%	75.9%	71.5%	
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support,	8.1	TURAS compliance (NHSL, North)	>80%	68%	69%	65%	78%	

care and treatment they provide								
9. Resources are used effectively and efficiently in the provision of health and social care services	9.1	Breakeven Position - YTD Variance Including Prescribing (NHSL)	>=0	0.042m Underspend	0.006m Underspend	2.013m Underspend	£15.379m underspend	...
	9.2	Breakeven Position - YTD Variance Excluding Prescribing (NHSL)	>=0	1.392m Underspend	2.346m Underspend	2.631m Underspend	£17.160m underspend	...
	9.5	Sickness Absence (NHSL, North)	4%	7.41%	6.88%	6.46%	6.88%	
	9.6	Sickness Absence (NLC) - days lost per person	9.22	3.34	6.93	10.29	13.74	

Appendix 3 – Inspection Findings 2022/23

Further information on 2023/24 inspection activity can be found in the HSCP Quality Assurance Annual Report, or more detailed information is available at the Care Inspectorate website: [Publications & Statistics \(careinspectorate.com\)](https://www.careinspectorate.com/publications-and-statistics).

Service Resource Name	Service Group	Date Last Inspected	How well do we support people's wellbeing?	How well is care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
Cumbernauld Locality	Support Service	25/09/2023	Very Good	Excellent	Very Good	Very Good	Very Good
Coatbridge Locality	Support Service	26/05/2023	Very Good	Very Good	Very Good	Very Good	Very Good
Wishaw Locality	Support Service	12/06/2023	Very Good	Very Good	Good	Very Good	Very Good
Airdrie Locality	Support Service	16/05/2023	Very Good	Excellent	Very Good	Very Good	Very Good
The New Harry Walker Integrated Day Services	Support Service	27/07/2023	Very Good	Very Good	Very Good	Very Good	Adequate
Bellshill Locality	Support Service	23/06/2023	Very Good	Very Good	Very Good	Very Good	Very Good
Phew	Care Home Service	29/02/2024	Good	Good	Good	Good	Adequate
Avondale Nursing Home	Care Home Service	13/07/2023	Good	Good	Good	Good	Good
Craig En Goyne	Care Home Service	21/04/2023	Good	Good	Very Good	Good	Good
Darroch Nursing Home	Care Home Service	09/11/2023	Good	Good	Good	Very Good	Adequate
Rawyards House Care Home	Care Home Service	06/11/2023	Good	Adequate	Good	Adequate	Good
Sir John Mann Integrated Day Service	Support Service	12/01/2024	Very Good	Good	Good	Very Good	Very Good
Sinclair Integrated Day Service	Support Service	14/04/2023	Very Good	Good	Very Good	Very Good	Good
Capability Scotland - North Lanarkshire Services	Support Service	17/04/2023	Very Good	Good		Good	Very Good
North Lanarkshire Supported Living Service	Housing Support Service	07/09/2023	Very Good	Very Good		Very Good	Good
East Dunbartonshire Phase 1	Housing Support Service	01/06/2023	Very Good	Very Good		Good	Good

Service Resource Name	Service Group	Date Last Inspected	How well do we support people's wellbeing?	How well is care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
East Dunbartonshire Phase 2	Housing Support Service	01/06/2023	Very Good	Good		Good	Good
East Dunbartonshire Phase 3	Housing Support Service	06/06/2023	Good	Good		Good	Good
Enable Scotland (Leading the Way) - Lanarkshire Services	Housing Support Service	11/03/2024	Weak	Weak		Weak	Weak
Tenancy Support Service Cumbernauld	Housing Support Service	03/10/2023	Very Good	Very Good		Very Good	Very Good
Potential Living	Housing Support Service	17/04/2023	Very Good	Excellent		Very Good	Very Good
Potential Living	Support Service	17/04/2023	Very Good	Excellent		Very Good	Very Good
Coatbridge Home Support Service	Housing Support Service	24/05/2023	Weak	Weak		Adequate	Weak
Coatbridge Home Support Service	Support Service	24/05/2023	Weak	Weak		Adequate	Weak
Cumbernauld Home Support Service	Housing Support Service	17/08/2023	Weak	Weak		Weak	Weak
Cumbernauld Home Support Service	Support Service	17/08/2023	Weak	Weak		Weak	Weak
Wishaw and Shotts Home Support Service	Support Service	21/02/2024	Adequate	Adequate		Adequate	Adequate
Airdrie Home Support Service	Housing Support Service	28/09/2023	Weak	Weak		Good	Adequate
Airdrie Home Support Service	Support Service	28/09/2023	Weak	Weak		Good	Adequate
Community Alarm Service	Housing Support Service	26/04/2023	Very Good	Adequate		Very Good	Good
Community Alarm Service	Support Service	26/04/2023	Very Good	Adequate		Very Good	Good
Motherwell Home Support Service	Support Service	11/10/2023	Good	Adequate		Adequate	Good

Service Resource Name	Service Group	Date Last Inspected	How well do we support people's wellbeing?	How well is care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
Motherwell Home Support Service	Housing Support Service	11/10/2023	Good	Adequate		Adequate	Good
Wishaw and Shotts Home Support Service	Housing Support Service	21/02/2024	Weak	Weak		Weak	Weak
Sciensus Pharma Services Limited	Nurse Agency	17/07/2023	Very Good	Very Good		Very Good	Adequate
Blair House Care Home	Care Home Service	28/03/2024	Very Good	Good	Good	Good	Very Good
Key Community Supports - North Lanarkshire	Housing Support Service	12/06/2023	Very Good	Very Good		Good	Very Good
East Dunbartonshire Phase 2	Support Service	01/06/2023	Good	Good		Good	Good
East Dunbartonshire Phase 1	Support Service	01/06/2023	Very Good	Very Good		Good	Good
East Dunbartonshire Phase 3	Support Service	06/06/2023	Good	Good		Good	Good
North Lanarkshire Supported Living Service	Support Service	07/09/2023	Very Good	Very Good		Very Good	Good
The View Park Project	Housing Support Service	30/06/2023	Very Good	Very Good		Good	Very Good
Enable Scotland (Leading the Way) - Lanarkshire Services	Support Service	11/03/2024	Very Good	Very Good		Very Good	Very Good
Key Community Supports - North Lanarkshire	Support Service	12/06/2023	Very Good	Good		Very Good	Good
Elaina Nursing Home	Care Home Service	21/02/2024	Good	Good	Good	Adequate	Adequate
Rosehall Manor	Care Home Service	13/12/2023	Good	Good	Very Good	Good	Good
Morningside Care Home	Care Home Service	18/01/2024	Adequate	Adequate	Adequate	Adequate	Adequate
Motherwell Locality Support Service (Disability)	Support Service	07/07/2023	Very Good	Very Good	Very Good	Very Good	Very Good

Service Resource Name	Service Group	Date Last Inspected	How well do we support people's wellbeing?	How well is care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
GMD Community Services	Housing Support Service	31/07/2023	Very Good	Very Good		Very Good	Good
Rosepark Care Home	Care Home Service	22/12/2023	Good	Good	Good	Good	Good
Summerlee House Ltd.	Care Home Service	07/03/2024	Very Good	Good	Good	Good	Very Good
GMD Community Services	Support Service	31/07/2023	Very Good	Very Good		Very Good	Good
Lanarkshire Care Partners	Housing Support Service	14/07/2023	Good	Good		Good	Very Good
Partners in Play - Community Support	Support Service	10/10/2023	Very Good	Good	Very Good	Good	Very Good
Carnbroe Care Centre	Care Home Service	26/06/2023	Good	Good	Good	Good	Good
The Village Nursing Home	Care Home Service	12/12/2023	Good	Adequate	Adequate	Adequate	Adequate
Lanarkshire Care Partners	Support Service	14/07/2023	Good	Good		Good	Very Good
Wheatley Care Personalised and Self Directed Support Services (North Lanarkshire)	Support Service	19/02/2024	Good	Adequate		Good	Good
Wheatley Care Personalised and Self Directed Support Services (North Lanarkshire)	Housing Support Service	19/02/2024	Good	Adequate		Good	Good
Rannoch Lodge Care Home	Care Home Service	17/08/2023	Good	Good	Good	Good	Good
Deanston House Nursing Home	Care Home Service	04/12/2023	Good	Good	Very Good	Good	Good
Kirknowe Nursing Home	Care Home Service	29/08/2023	Very Good	Good	Good	Good	Very Good
Local Lanarkshire Care	Housing Support Service	21/07/2023	Very Good	Very Good		Very Good	Very Good
Local Lanarkshire Care	Support Service	21/07/2023	Very Good	Very Good		Very Good	Very Good
Lochside Manor	Care Home Service	21/08/2023	Good	Good	Good	Good	Good
Tezlom	Nurse Agency	27/04/2023	Very Good				Very Good

Service Resource Name	Service Group	Date Last Inspected	How well do we support people's wellbeing?	How well is care and support planned?	How good is our setting?	How good is our staff team?	How good is our leadership?
SAMH North Lanarkshire Support Service	Support Service	13/10/2023	Very Good	Very Good		Very Good	Very Good
SAMH North Lanarkshire Support Service	Housing Support Service	13/10/2023	Very Good	Very Good		Very Good	Very Good
ION Care and Support Services (Care at Home)(Lanarkshire)	Support Service	07/04/2023	Very Good	Good		Good	Good
ION Care and Support Services (Housing Support) (Lanarkshire)	Housing Support Service	07/04/2023	Very Good	Good		Good	Good
Constance Care North Lanarkshire and East Renfrewshire	Housing Support Service	21/09/2023	Good	Good		Very Good	Very Good
Constance Care North Lanarkshire and East Renfrewshire	Support Service	21/09/2023	Good	Good		Very Good	Very Good
Beechwood Care Home	Care Home Service	12/07/2023	Good	Good	Good	Good	Good
Bespoke Care Services Ltd	Support Service	18/10/2023	Good	Good		Good	Good
Cornerstone Borders CS	Housing Support Service	14/02/2024	Good	Adequate		Good	Good
Murdostoun Neurological Care Centre	Care Home Service	22/09/2023	Adequate	Adequate	Adequate	Good	Adequate
Flexible Healthcare One Solutions Ltd	Nurse Agency	17/05/2023	Good				Good
Centenary House	Care Home Service	14/12/2023	Adequate	Adequate	Adequate	Adequate	Adequate

Glossary of Terms

A&E Attendance	An A&E attendance is when a patient attends an Accident & Emergency department.
ADP	The Alcohol and Drug Partnership (ADP) is responsible for commissioning and developing local strategies for tackling problem alcohol and drug use and promoting recovery based on an assessment of local needs.
Adult Protection Committee	The Adult Protection Committee is a multi-agency committee which monitors and reviews what is happening locally to safeguard adults. It is made up of senior staff from many of the agencies involved in protecting adults who may be at risk.
Adult Support & Protection (ASP)	Adult Support and Protection relates to the protection of adults at risk of harm and the measures and duties within the Adult Support and Protection (Scotland) Act 2007.
CAMHS	The NHS Lanarkshire Child & Adolescent Mental Health Service (CAMHS) is a specialist service for infants, children and young people.
Delayed Discharge	A delayed discharge occurs when a patient is ready to leave a hospital or similar care provider but is still occupying a bed.
Emergency Admission	An emergency admission is one where a patient is admitted to hospital urgently and unexpectedly (i.e. the admission is unplanned).

Health & Care Experience Survey	<p>The Health and Care Experience Survey is a national survey which asks about people's experiences of accessing and using their GP practice and Out of Hours services</p> <ul style="list-style-type: none"> • aspects of care and support provided by local authorities and other organisations • caring responsibilities and related support
Integration Authority	<p>Integration Authorities are responsible for planning, designing and commissioning health and social care services in an integrated way from a single budget in order to take a joined up approach, more easily shifting resources to best meet need.</p>
Integration Joint Board (IJB)	<p>Health Boards and Local Authorities delegate a significant number of functions and resource to the Integration Joint Board, which is responsible for the planning of integrated arrangements and onward service delivery.</p>
Measuring Performance Under Integration (MPUI)	<p>A small set of indicators was developed as a way of measuring performance of Health & Social Care Partnerships.</p>
Ministerial Strategic Group for Health and Community Care (MSG)	<p>A key strategic decision taking group in relation to transformational change in health and community care in Scotland. The group is chaired by the Cabinet Secretary for Health and Sport and the COSLA Spokesperson for Health and Social Care.</p>
National Core Integration Indicators	<p>A core suite of indicators that Integration Authorities use to measure progress</p>

	towards the National Health and Wellbeing Outcomes.
National Health & Wellbeing Outcomes	There are nine national health and wellbeing outcomes which apply to integrated health and social care. Health Boards, Local Authorities and Integration Authorities work together to ensure that these outcomes are meaningful to people in their area.
Social Work Scotland (SWS)	Social Work Scotland is the professional body for social work and social care leaders.
Unscheduled Bed Day	A <i>bed-day</i> is a <i>day</i> during which a person stays overnight in a hospital. An unscheduled bed day is where the patient's admission was unplanned.
VANL	Voluntary Action North Lanarkshire is a charitable organisation which provides support to community and voluntary organisations across the whole of North Lanarkshire.