



University
Health & Social Care
North Lanarkshire



2024/25

ANNUAL
PERFORMANCE
REPORT

Foreword

As the new Chief Officer for University Health and Social Care North Lanarkshire, I'm proud to present our Annual Performance Report for 2024/25. This report reflects the dedication of our staff, collaboration as partners and the progress made across our partnership to improve the health and wellbeing of our communities.

Over the past year, we've continued to strengthen our commitment to person-centred care, focusing on prevention, early intervention, and doing the right thing well, first time. Our work is shaped by a rights-based approach, delivered through a trauma-informed lens and driven by a shared goal to reduce inequalities. Engaging with communities and listening to what matters most to people is central to how we work. One of the most rewarding parts of my role is connecting with colleagues, partners, and people with lived experience; your insights and commitment are the foundation of our Whole System Approach to care. This report highlights key achievements, including progress in supporting older adults through our Frailty Strategy, improvements in mental health services and the development of innovative digital solutions that enhance access and integration.

I'm also pleased to recognise the vital role of our community and voluntary partners in extending the reach and impact of our services. All of our work aligns with the wider ambitions of the "Plan for North Lanarkshire" and NHS Lanarkshire's "Our Health Together" strategy.

None of this would be possible without the dedication of our staff, partners, and volunteers. I'd also like to thank my predecessor, Ross McGuffie, for his leadership and contribution to University Health and Social Care North Lanarkshire.

While challenges remain, we are committed to building on our successes through innovation and collaboration, delivering the right care, at the right time, to help people live healthier lives in the heart of their communities.



Claire Rae,
Chief Officer, University Health and Social Care,
North Lanarkshire



Introduction

Welcome to the 2024/25 Annual Performance Report for University Health and Social Care North Lanarkshire.

We're pleased to share this year's Annual Performance Report, covering the period from April 2024 to March 2025. This report offers a comprehensive overview of how we've performed across key national and local indicators, including the National Health & Wellbeing Outcomes, Core Integration Indicators, Ministerial Strategic Group measures, and our own local benchmarks.

Throughout the year, the Integration Joint Board has received regular updates on our progress, and you can explore these reports alongside previous Annual Performance Reports on our website: www.hscnl.org.uk.

This report is more than just data, it's a reflection of the dedication, collaboration, and innovation shown by our teams, partners and communities. It celebrates the achievements of our services and the people behind them, whilst also acknowledging the challenges we face and some of the work undertaken to address them.

The first section focuses on statutory performance reporting, including national comparisons, benchmarking and trend analysis. In some cases, data limitations have impacted our ability to present a full picture; where this occurs, we've explained the reasons clearly. The remainder of the report dives deeper into each of the National Outcomes, showcasing the progress, improvements, and impact of our work throughout 2024/25.



Executive Summary

2024/25 has been a year of transformation, innovation and collaboration for University Health and Social Care North Lanarkshire (UHSCNL). As we continue to recover from the long-term impacts of the COVID-19 pandemic and respond to increasing demand and complexity, our focus has remained firmly on delivering high-quality, person-centred care that supports people to live well in their communities.

This year, we celebrated several key milestones:

- The Home Assessment Team (HAT) supported its 3,000th person, enabling more people to return home safely from hospital with the right support at the right time.
- The Chryston Community Hub officially opened, providing integrated health, education, and wellbeing services in a state-of-the-art facility.
- We launched the Engagement and Participation Strategy 2024–2027, backed by the new Growth Pot Fund, to strengthen community voice and co-design.
- The North Lanarkshire Carers Strategy 2024–2027 was launched at our second annual Commitment to Carers event, reinforcing our pledge to support unpaid carers.
- Our Assistive Technology Team expanded its reach, embedding a “tech-first” approach across localities and reducing pressure on traditional services.
- We achieved UNICEF Gold Baby Friendly Accreditation and surpassed 50% breastfeeding rates for the first time in North Lanarkshire.
- The Care Academy continued to grow, offering structured vocational pathways and apprenticeships to support workforce sustainability.

We also made significant progress in strategic planning and governance:

- The Strategic Commissioning Plan 2023–2026 underwent a mid-cycle review in February 2025. Four of the five work streams were rated Green, with Community Engagement & Co-design rated Amber, reflecting our ongoing efforts to deepen participation.
- The Integration Joint Board (IJB) approved a balanced budget for 2025/26, ensuring continued investment in prevention, early intervention, and community-based care.

Our academic partnerships with the University of Strathclyde, Glasgow Caledonian University, and the University of the West of Scotland have flourished, positioning UHSCNL as a University-designated operating division and a national leader in research, innovation, and workforce development.

As we look ahead, our priorities remain clear: to do the right thing first time, to support people and communities through prevention and early intervention, and to ensure that our workforce, systems, and services are equipped to meet the needs of today and tomorrow.



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National Health and Wellbeing Outcomes

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 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
National Health and Wellbeing Outcome 3	People who use health and social care services have positive experiences of those services, and have their dignity respected
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
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
National Health and Wellbeing Outcome 7	People who use health and social care services are safe from harm
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
National Health and Wellbeing Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services

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>

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.

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	91.68%	90.34%	90.49%	87.45%	87.41%	90.66%		
NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	82.99%	75.44%	77.55%	79.83%	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	75.44%	71.37%	71.18%	67.05%	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	73.35%	69.72%	70.21%	66.55%	56.04%	61.36%		
NI - 5	Percentage of adults receiving any care or support who rate it as excellent or good	77.66%	75.43%	77.83%	74.02%	65.76%	70.02%		
NI - 6	Percentage of people with positive experience of care at their GP practice	79.32%	75.51%	68.34%	51.81%	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	83.80%	75.59%	75.71%	76.97%	67.70%	69.75%		
NI - 8	Percentage of carers who feel supported to continue in their caring role	41.18%	33.16%	32.58%	25.11%	28.46%	31.19%		
NI - 9	Percentage of adults supported at home who agreed they felt safe	83.70%	79.87%	79.98%	79.84%	68.44%	72.67%		

N.B. Please note results for indicators 2, 3, 4, 5, 7 and 9 for 2023/24 are not comparable to previous years due to changes in survey wording. Also results for 2019/20 and 2021/22 for indicators 2, 3, 4, 5, 7 and 9 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology.

National Outcome Indicators – Benchmarking – 2023/24

Indicator	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.

Public Health Scotland Data

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. 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 2018	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023	Scotland 2023	HSCNL Trend	Scotland Trend	
NI -11	Premature mortality rate per 100,000 persons	515	513	578	575	507	545	442	↓	↓	Please note that only data from 2018 - 2023 is available for this indicator.
Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024	Scotland 2024	HSCNL Trend	Scotland Trend	
NI – 12	Emergency admission rate (per 100,000 population)	16280	13828	15120	15030	14615	12683	11559	↑	↑	Please note that only data from 2018/19 - 2023/24 and calendar year 2024 is available for these indicators.
NI – 13	Emergency bed day rate (per 100,000 population)	124636	108735	124594	130646	128123	120763	113627	↑	↑	
NI – 14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	106	123	115	117	114	112	103	↑	↑	

NI – 15	Proportion of last 6 months of life spent at home or in a community setting	89.0%	90.3%	89.8%	89.0%	88.9%	88.9%	89.2%			
NI – 16	Falls rate per 1,000 population aged 65+	21.2	19.1	20.5	19.7	21.1	22.1	22.5			
Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024/25	Scotland 2024/25	HSCNL Trend	Scotland Trend	
NI – 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	83.3%	80.1%	78.1%	77.0%	75.8%	77.5%	81.9%			
Indicator	Title	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023	NL 2024	Scotland 2024	HSCNL Trend	Scotland Trend	
NI – 18	Percentage of adults with intensive care needs receiving care at home	74.4%	75.1%	75.0%	71.5%	69.7%	65.6%	64.7%			Please note that only data from 2018 - 2024 (calendar years) is available for this indicator.
Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024/25	Scotland 2024/25	HSCNL Trend	Scotland Trend	
NI – 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	1109	781	821	950	953	825	952			

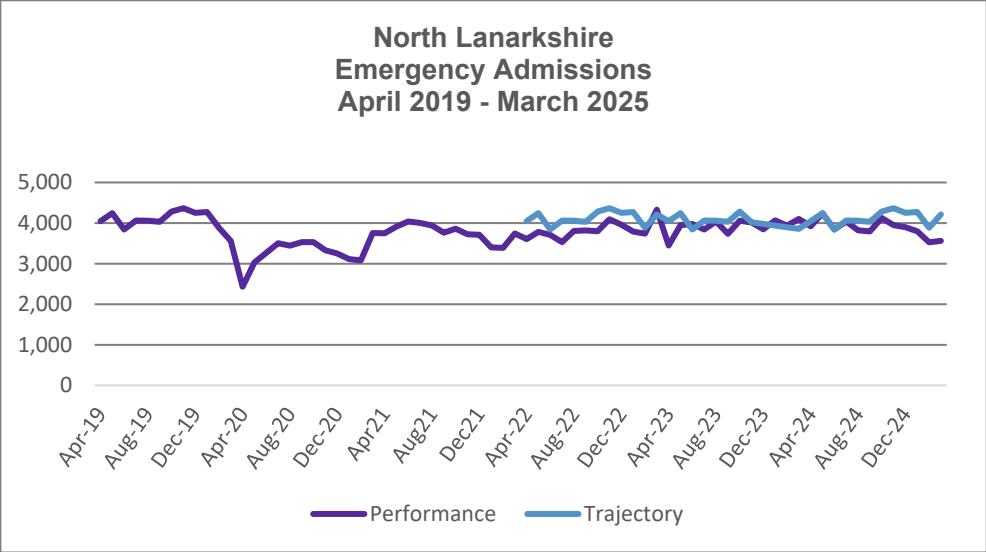
National Integration Indicators – Benchmarking – 2023

Indicator	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	545	491	461	549	507	532	487	591	2023
Emergency admission rate per 100,000	11559	12683	14738	13005	15134	15142	12937	13628	11800	2024
Emergency bed day rate for adults per 100,000	113627	120763	125635	142814	105532	155896	146476	147797	129781	2024
Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges)	103	112	111	87	139	106	83	85	92	2024
Proportion of last 6 months of life spent at home or in the community	89.2%	88.9%	89.3%	87.5%	90.9%	87.6%	88.2%	87.0%	87.6%	2024
Falls rate per population aged 65+	22.5	22.1	21.3	23.8	34.0	23.0	24.1	22.2	28.9	2024
Proportion of care services graded 'Good' (4) / better in Care Inspectorate Inspections	81.9%	77.5%	88.1%	84.6%	82.6%	86.6%	83.6%	79.4%	89.6%	2024/25
Percentage of adults with intensive care needs receiving care at home	64.7%	65.6%	70.1%	54.3%	65.9%	77.0%	66.6%	70.1%	62.0%	2024
Number of days people aged 75+ spend in hospital when ready to be discharged, per 1,000 population	952	825	652	1848	245	1266	340	1022	1107	2024/25

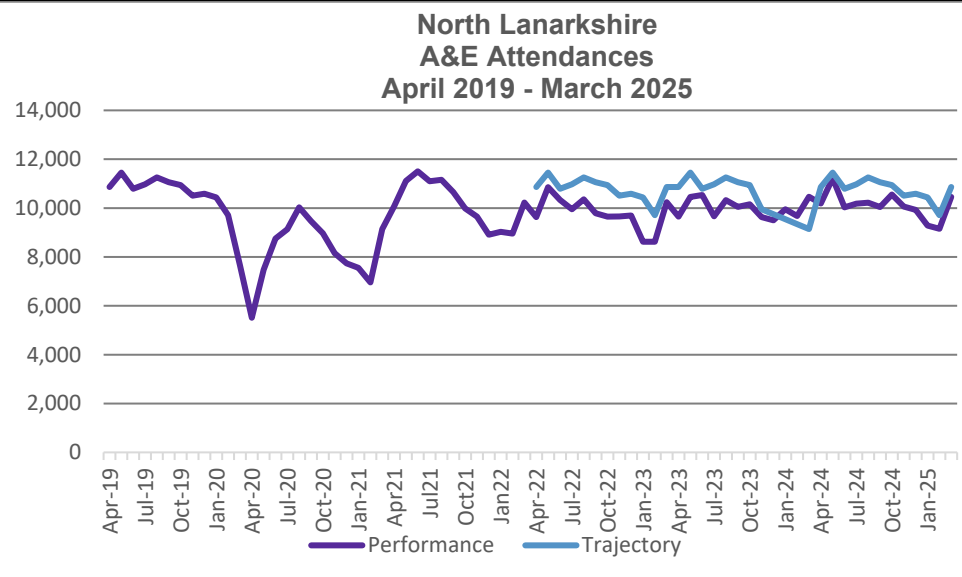
The table above provides a comparison across the National Integration Indicators, within North Lanarkshire’s ‘Family Group’ of comparators. Our comparative position is fairly positive on areas such as emergency bed day rate (reflecting the lower average length of stay in hospital), falls rate, and the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

Measuring Performance Under Integration (MPUI)

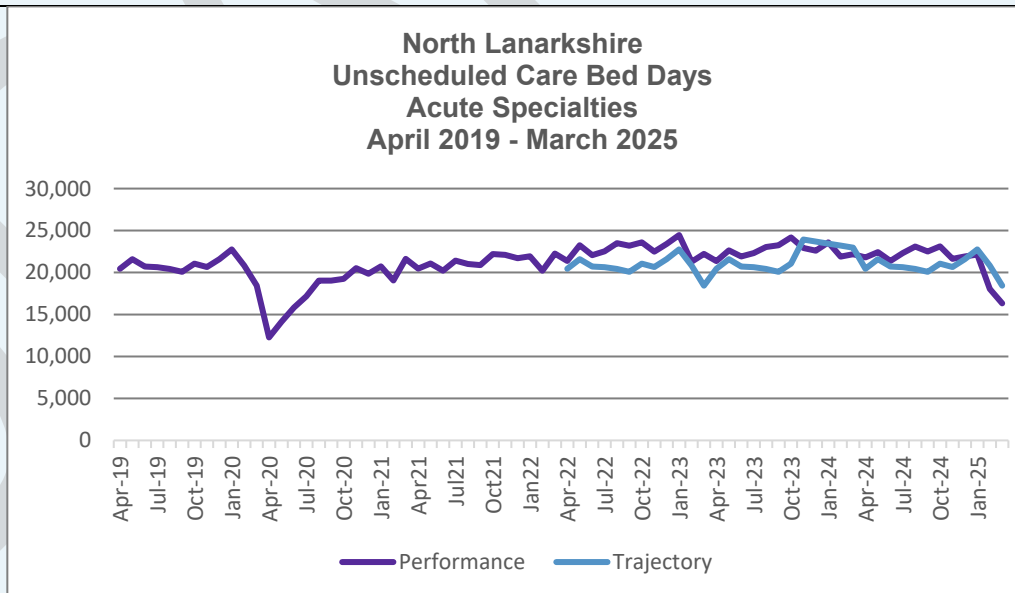
Emergency Admissions - Based on agreed trajectories, our objective for 2024/25 was to achieve a reduction in emergency admissions by March 2025. Performance throughout the year was generally positive; either in-line with, or positive when compared with the trajectory set.



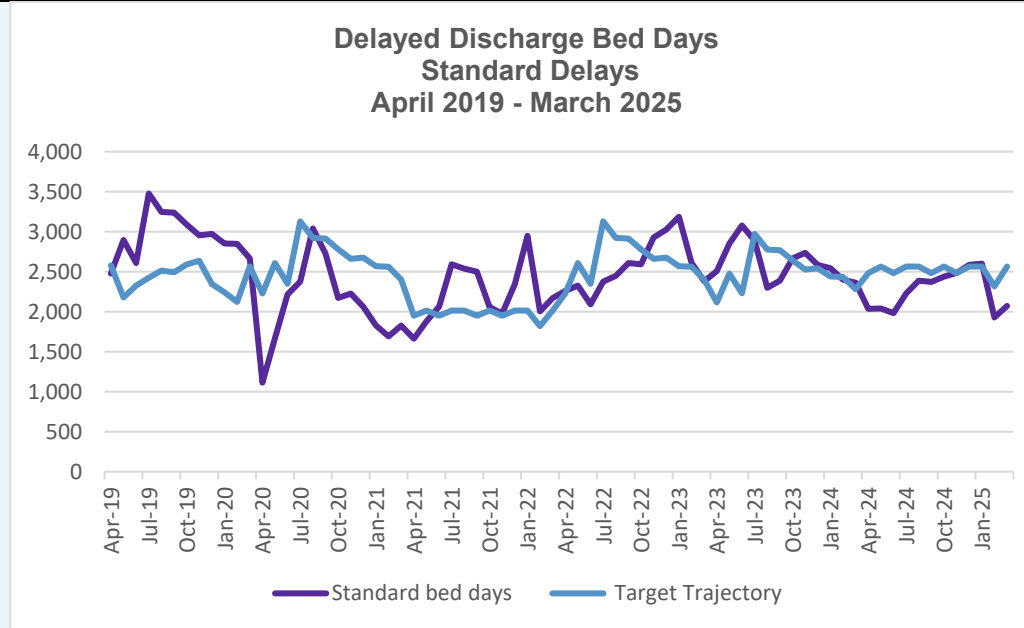
The agreed trajectory for 2024/25 was for a reduction in the number of A&E attendances and the level of performance delivered was generally positive when compared with the trajectory set.



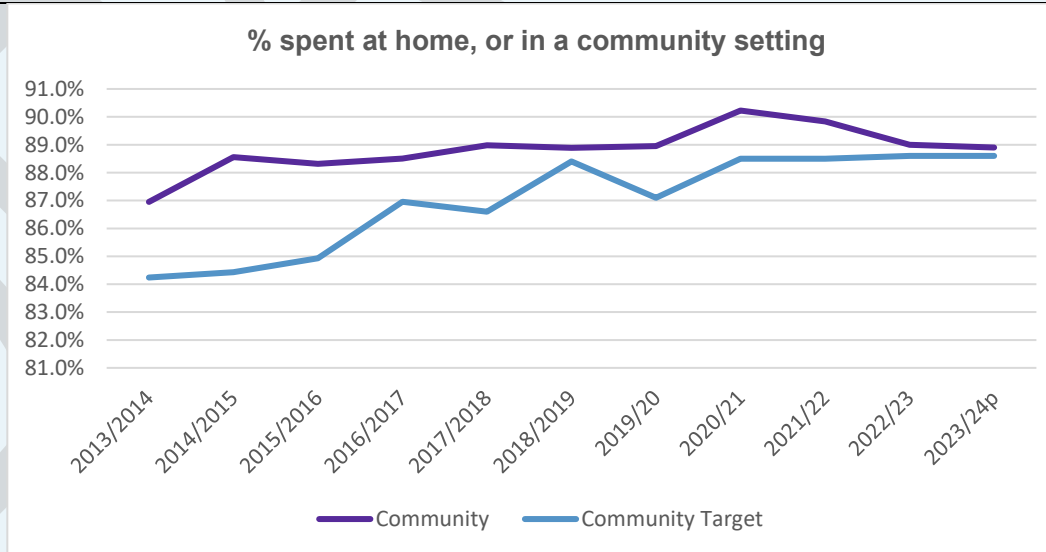
Unscheduled Bed Days - Based on agreed trajectories, our objective for 2024/25 was to achieve a reduction in the number of unscheduled bed days. The trajectory for the reduction in bed days reflected the ongoing work to reduce length of stay, including the development of the Target Operating Model, the Flow Navigation Centre and the continued work across all acute and community wards to improve efficiency and effectiveness.



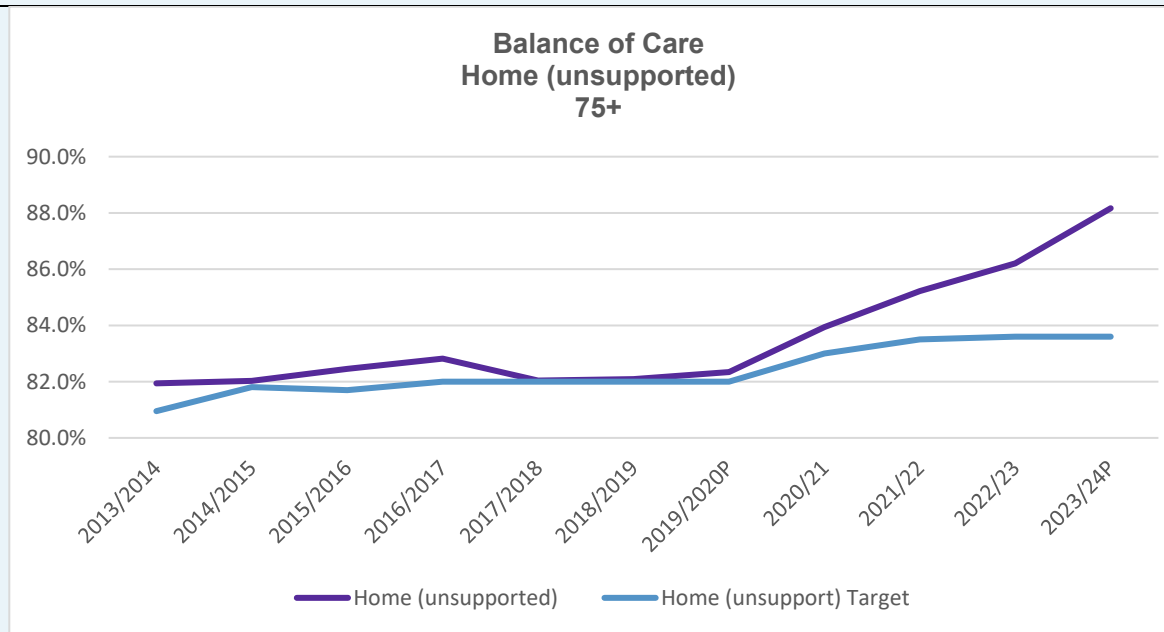
Delayed Discharge - Based on agreed trajectories, our objective for 2024/25 was to reduce the number of occupied bed days due to standard delays. There was significant effort to improve our locality and community response to facilitating hospital discharges, including the development of Getting It Right for Everyone and our Enabling Approach, which contributed to a significant reduction in bed days.



End of Life Care – The percentage of the last six months of life spent at home, or in community settings is high and remains above the targeted level, reflecting the positive balance of care and commitment to caring for people in their home, or a homely setting.



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

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

Community Solutions

The Community Solutions programme is a cornerstone of our preventative and early intervention approach. Hosted by Voluntary Action North Lanarkshire (VANL), the programme funds a wide range of community-led initiatives that improve health, wellbeing, and equality across North Lanarkshire.

In 2024/25, the programme supported over 1,600 people through the Improving Lives Initiative and Improving Cancer Journeys (ILI/ICJ).



Digital Health Innovation: Mari One Pilot



In 2024/25, North Lanarkshire, in partnership with Strathclyde University and Mari One Ltd, supported the delivery of a remote health monitoring project. Mari One provide biometric sensing and intelligent software to monitor the health and wellbeing of people at home and in the community, as well as patients in hospital.

The challenges associated with demographic change mean we have to think differently, understanding how to keep people healthy, active and shape our services and responses to support this.

The project measures frailty on the Rockwood score using a wearable sensor to demonstrate the capabilities of digital health solutions and empowers those taking part by providing them with better understanding of their health.

Participants actively involved in the co-designed Getting It Right For Everyone work volunteered to take part in the project and attend weekly drop ins at Newmains & St Brigid's Community Hub.

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

Frailty Strategy

A “One Year On” event in November 2024 was held to mark the first full year of implementation of the Lanarkshire Strategy for Preventing and Managing Frailty 2023 – 2028. The event showcased progress in early identification, community engagement and acute-community interface working. It also reinforced the strong commitment of partners to the continued implementation of the strategy.

In 2025/26, our efforts will focus on work to facilitate the earliest identification of frailty, allowing for the earliest access to preventative services. This work will involve engagement with our community partners to address any inequalities that might exist and

how technology can be used to promote independent living. Work will also continue to refine frailty pathways within acute settings, while collaborating with community and interface teams to establish robust support systems that enable people living with frailty to remain in their homes.



Home Assessment Teams (HAT) and Home Support Redesign



Home Assessment Teams are now fully embedded across all localities. In August 2024, the service supported its 2,000th person to return home safely from hospital. The positive momentum has continued throughout 2024/25 and the 3000th person was supported in February 2025.

In 2025/26, we will continue with our redesign of Home Support services to improve outcomes for the people using the service, ensuring that people receive a holistic assessment of their need and are provided with the most appropriate services to meet outcomes for individuals.

Assistive Technology - Embedding a “tech-first” approach in North Lanarkshire.

In 2024/25, the Assistive Technology Team significantly expanded its reach. The team was created to promote the use of technology to enhance the lives of North Lanarkshire's most vulnerable residents. Throughout the year, the team has strengthened connections and collaborative working across the partnership, reducing pressures on other services through the use of technology and encouraging a "tech first" mindset when assessing need and planning supports. Highlights include:

- Deployment of Komp devices for medication support
- Development of a cognitive kit for young people in transition
- A high-demand Assistive Technology Flat showcasing digital solutions
- Collaboration with DHI and CENSIS on fall prevention and self-assessment tools

The Technology Team aim to increase the independence, safety, health, and wellbeing of those they support, reduce social isolation and alleviate carer stress.

As part of our Enabling Approach, the team intervene earlier in care, diverting from services facing high demand, minimising unnecessary input and reducing waiting times.

NLC Assistive Technology
Offering advice, help and providing assistive technology solutions throughout North Lanarkshire.

Tech Flat

Our tech flat showcases a range of publicly funded and privately purchased technology and a guided tour which is available to all. The flat is open during working hours and is mobility accessible.

Book your visit to the Tech Flat today!



CONTACT US

 TechFlat@northlan.gov.uk  01698 346912 

Assistive Technology
Offering advice, help and providing assistive technology solutions throughout North Lanarkshire.

KOMP

Our team are embarking on a trial of the video calling device called KOMP. We are looking to introduce the KOMP as a means of supporting people differently. This can be to check they are taking their medication, as well as enabling increased family contact and reassurance.



CONTACT US

 AssistiveTechnology@northlan.gov.uk  01698 346912 

The team also provide North Lanarkshire's assistive technology flat, which showcases a blend of equipment and mainstream technology. The team facilitates educational visits on the role of technology and the positive impacts that it can have on outcomes. The team have also expanded the use of Komp, a simple one-button computer designed for self-answering video calls to support individuals in safely managing their medication at home and maintaining their independence in this essential aspect of daily life.

National Health and Wellbeing Outcome 3

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

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

“Our Health Together” Strategy

In July 2024, NHS Lanarkshire approved its new healthcare strategy, “Our Health Together – Living Our Best Lives in Lanarkshire.” This seven-year plan sets the direction for redesigning acute and primary care services, with a strong focus on:

- Improving access to services
- Reducing health inequalities
- Supporting staff wellbeing
- Promoting health improvement and prevention

The strategy was shaped by extensive engagement with patients, carers, staff, and communities, including children and young people.



Community Nursing Review



Following the 2023 Community Nursing Review, a new Vision & Model for Community Nursing was launched in October 2024. The model supports a shift from reactive to proactive care, with a focus on:

- Direct nursing care
- Health promotion and education
- Future care planning
- Supporting self-care and carers

This work aligns with the principles of Healthy Ageing and the “Living Our Best Lives” vision.

Breastfeeding Milestones

North Lanarkshire achieved a major milestone in 2024/25, with breastfeeding rates exceeding 50% for the first time, reaching 50.7% at their highest. This reflects growing awareness and support for infant health across the area.

UNICEF Gold Baby Friendly Accreditation

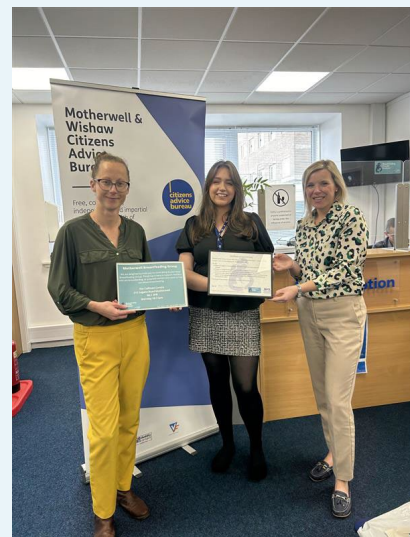


Lanarkshire maternity services were awarded the prestigious UNICEF Gold Baby Friendly Accreditation in 2024/25, recognising excellence in supporting breastfeeding and mother-baby relationships. The award was presented at the 5th Annual Lanarkshire Breastfeeding Conference in September 2024.

Breastfeeding Friendly Scotland

A significant milestone was achieved with over 670 businesses across the area now signed up to The Breastfeeding Friendly Scotland Scheme. The scheme promotes positive experiences for breastfeeding mothers while they are out in public. It ensures that mothers feel comfortable and confident to feed their babies without interruption or judgement.

This initiative is making a real difference by creating supportive, welcoming environments for breastfeeding mothers.



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

North Lanarkshire Carers Strategy 2024–2027

North Lanarkshire has a strong history of engagement and participation. The partnership and the partner agencies have long-standing relationships with supported people, carers and community organisations. This approach has ensured that the citizens of our area influence, inform and shape our local policy, strategy, and services.

This approach to engagement and participation has helped carers, supported people and carer focused organisations influence and shape the range of carer services described within our local Carers Strategy 2024 -2027.



Launched at the second annual Commitment to Carers event in May 2024, the new Carers Strategy builds on North Lanarkshire's strong history of engagement and co-design. The

strategy was shaped by carers, supported people and carer-focused organisations. The strategy sets out a clear vision to improve outcomes for unpaid carers.

Key achievements to support carers in 2024/25 have included:

- Expansion of the Carer Breather programme to 15 community organisations, reducing isolation and fostering community connections.
- Introduction of Carer Outcome Grants, offering financial support for immediate caring needs.
- Increased funding to PAMIS, supporting 160 families caring for someone with profound and multiple disabilities.
- New support initiatives for carers of people with dementia, delivered in partnership with Alzheimer Scotland.
- Extended contracts and investment in HOPE for Autism, Lanarkshire Carers, and Action for Children Young Carers Project.
- Joint awareness events with the Assistive Technology Team, promoting tech-enabled support for carers and those that they care for.

National Health and Wellbeing Outcome 7

People using health and social care services are safe from harm

World Mental Health Day 2024

To mark World Mental Health Day on 10 October 2024, UHSCNL hosted a vibrant community event at the newly opened King George V Community Garden at University Hospital Wishaw. The theme, "Workplace Mental Health," highlighted the importance of supporting staff wellbeing and promoting positive mental health across all settings.

The event featured practical activities and community engagement, reinforcing the link

between green spaces, social connection, and mental wellbeing.



Child and Adolescent Mental Health Service (CAMHS)

The Child and Adolescent Mental Health Service (CAMHS) continued to embed the Choice and Partnership Approach (CAPA), improving access and reducing waiting times for young people. Throughout 2024/25, the service delivered improved waiting times performance in-line with the planned trajectory and had exceeded the performance target by March 2025.

Psychiatric liaison nursing team win collaboration award for transforming mental health crisis care

The psychiatric liaison nursing team received national recognition for their work in transforming mental health crisis care, winning the Collaboration Award at the 2024 NHS Staff Awards, in recognition of their exceptional work in transforming mental health crisis care and their outstanding partnerships with emergency services.

The team has redefined how mental health emergencies are handled and have had a profound impact on reducing mental health-related presentations in Accident & Emergency Departments.



The Scottish Government are exploring how this service could be expanded across other health boards, with the potential to transform mental health crisis care throughout Scotland.

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

Academic Partnerships

In 2024/25, University Health and Social Care North Lanarkshire continued to strengthen its academic partnerships with:

- University of Strathclyde
- Glasgow Caledonian University
- University of the West of Scotland

These partnerships have enabled collaborative research, innovation, and workforce development across a range of disciplines. A Memorandum of Understanding was signed by University of Strathclyde with North Lanarkshire Council, consolidating the status as a University-designated operating division of NHS Lanarkshire.

"This renewal reinforces our commitment to translate our research and innovation into high-impact applications."

**PROFESSOR SIR JIM
McDONALD, UNIVERSITY OF
STRATHCLYDE**



Care Academy & Apprenticeships



The Lanarkshire-wide Care Academy continues to grow, offering structured vocational pathways into health and social care. In 2024/25, the Academy:

- Expanded its reach across both North and South Lanarkshire

- Strengthened links with local schools, colleges, and universities
- Supported new graduate apprenticeships and student placements
- Promoted career pathways through the "Prepare to Care" platform

The Academy plays a key role in addressing workforce challenges and supporting the ambitions of both new entrants and existing staff.

Summary of Financial Performance

The challenges experienced in 2023/24 continued in 2024/25, with funding not keeping pace with increasing costs and demand. The savings plan put in place to ensure that the Partnership continued to meet its key ambitions was not fully realised, however the Partnership did deliver a year end underspend and underwent significant service transformation during this period to support the wider savings plan.

The underspend in 2024/25 was achieved by:

- 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
- focusing 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. The Board is responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements set out within the integration scheme.

To successfully discharge the operational delivery of services, funding is provided through budgets delegated from both NLC and NHSL. The level of funding available to the IJB is therefore heavily influenced by grant settlement from Scottish Government to the partner organisations. The total budget available to the IJB, inclusive of the Set Aside Budget and the budgets for a number of delegated services where South Lanarkshire IJB acts as lead host, was £861.652m.

Included within this funding is a 'Large Hospital Service' (Set Aside) budget totalling £75.143m. 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.

The table below provides a summary of the funding from each Partner over the last four financial years.

Funding £m	2021/22	2022/23	2023/24	2024/25
North Lanarkshire Council	(168.587)	(188.180)	(201.591)	(208.025)
NHS Lanarkshire	(517.779)	(482.813)	(544.843)	(555.622)
Set Aside	(65.164)	(66.858)	(74.575)	(75.143)
Total	(751.530)	(737.851)	(821.009)	(838.790)
Annual (Increase) / Decrease £m	(58.425)	13.679	(83.158)	(17.781)

The final outturn against this budget, after the use of reserves, is an underspend of £10.716m. This is in line with the monitoring position that has been reported to the IJB throughout the financial year 2024/25 and inclusive of the transfer of ring-fenced monies to reserves, in line with Scottish Government guidance.

	Annual Budget 2024/25	In Year Drawdown From Reserves	Revised Budget 2024/25	Final Outturn 2024/25	Final Outturn Variance 2024/25
	£m	£m	£m	£m	£m
North Lanarkshire IJB	861.652	(10.686)	850.966	840.250	10.716

Note: The figures differ to that in the Comprehensive Income and Expenditure Statement (CIES) due to differences in the presentation of in year adjustments between the partners.

This underspend is shown in the table below, split across each main service area within the Partnership.

Care Group	Annual Budget	Actual	Variance
	£m	£m	£m
Health Care Services			
Locality and Other Services	70.116	64.937	5.179
Addiction Services	4.317	4.073	0.244
Medical and Nursing Directorate	4.607	4.105	0.502
Prescribing	76.952	81.709	(4.757)
Out of Area Services	4.318	4.22	0.098
Area Wide Services	8.823	8.42	0.403
Hosted Services	203.408	200.543	2.865
Family Health Services	135.965	135.965	0
Set-Aside Budget	75.143	75.143	0
Total Expenditure - Health Care	583.649	579.115	4.534
Social Care Services			
Social Care Services	265.088	258.69	6.398
Housing Revenue Account	2.229	2.445	(0.216)
Total Expenditure - Social Care	267.317	261.135	6.182
Total Expenditure	850.966	840.250	10.716

Of this final outturn underspend, there are 4 key variances worthy of highlighting which are linked to the ambition statements of the Partnership.

Delegated Service	Variance £m	Over / Underspend	Reason	Ambition Statement
Employee Costs	19.219	Underspend	The Partnership continues to encounter challenges in terms of recruitment and retention across all service areas which has led to spend below budget. This underspend is also inclusive of non-recurring savings on pension costs	3
Hosted Services	2.865	Underspend	North Lanarkshire IJB commissions a number of services where North Lanarkshire is the host organisation for services carried out within South Lanarkshire. Overall, there was an underspend however there are some services which delivered over budget, which include continence services, children's diabetic nursing and prisoner healthcare.	1, 2, 4, 5
Payments to Other Bodies	(1.073)	Overspend	Integrated services provided by Social Care on behalf of the IJB includes Care at Home and Care Homes. A net overspend was reported within these areas which is representative of the increasing demand on these services.	1, 3, 5
Prescribing	(4.757)	Overspend	A significant spend within the services delegated to the IJB from the Health Service is the cost of Prescribing. The overspend being reported in here is attributable to both the number of medicines being prescribed and dispensed alongside higher prices.	2, 4

The year-end underspend of £10.716m included the drawdown of reserves of £10.686m in 2024/25, leaving a surplus on the provision of services of £0.030m. This surplus was transferred to the Partnership's reserves giving a closing balance of £75.554m as shown below.

North Lanarkshire Integration Joint Board	Total Reserves General Fund
	£m
Opening Balance at 1 April 2024	75.524
Total Comprehensive Income and Expenditure Increase in 2024/25	0.030
Closing Balance at 31 March 2025	75.554

Care Inspectorate Grades 2024/25

North Lanarkshire Council delivers a range of registered Adult Services, which are all subject to regulation by the Care Inspectorate. Below is a summary of care inspection activity relating to in-house services during 2024/25.

The Care Inspectorate grade services against key questions and quality statements on a scale of Unsatisfactory (1), through to Excellent (6).

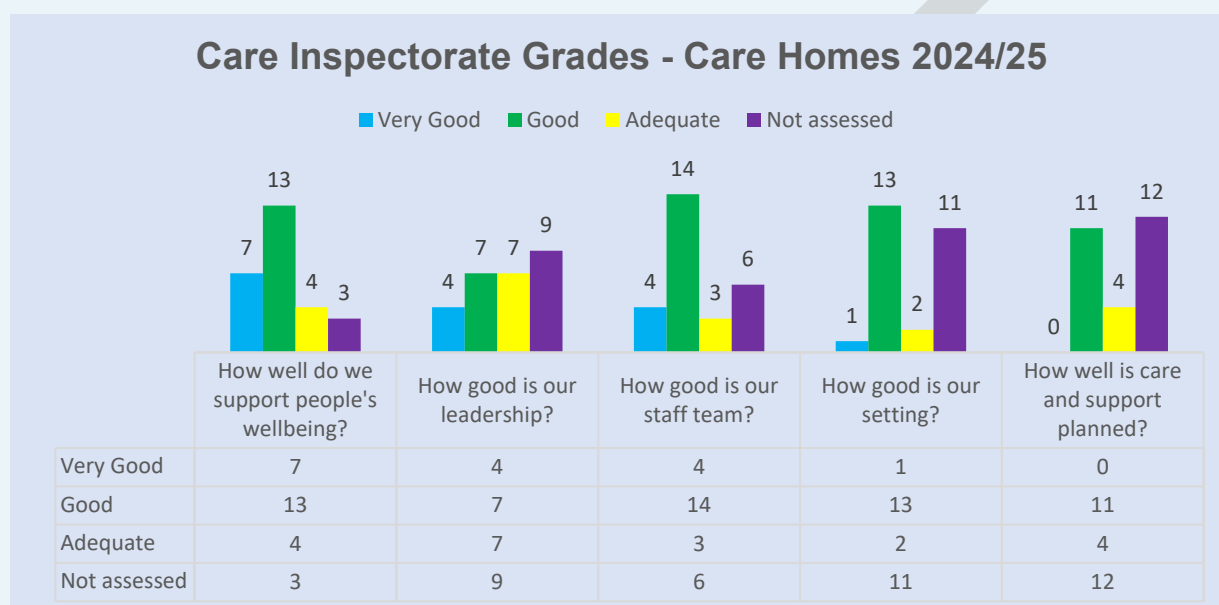
Of the NLC in-house services, only Home Support Services were inspected in 2024/25. There are six in-house Home Support services across North Lanarkshire, one in each of the localities.

- Airdrie Home Support were inspected three times in 2024/25, the last of these being on the 8th January 2025. The first two inspections resulted in recommendations and some areas of improvement being identified. On the last inspection, all areas were graded 3 (Adequate), reflecting the improvements made.
- Bellshill Home Support were inspected on 18th April 2024 and were graded 4 (Good) in all areas assessed. The inspection highlighted that supervision and observations had improved.
- Coatbridge Home Support were inspected on 27th September 2024 and were graded 3 (Adequate). This was an improvement since their last inspection.
- Cumbernauld Home Support were inspected on 11th September 2024, receiving grades of 3 (Adequate). Two of the three requirements made following a prior inspection were met, recognising the improvements made in training, supervision, and audits of reviews. The outstanding requirement has been extended to 20th January 2026 to allow for improvements in personal support plans to be fully embedded into practice.
- Motherwell Home Support was inspected on 26th March 2025; all areas were graded 3 (Adequate) and all outstanding requirements and areas for improvement were met.

- Wishaw Home Support was inspected on 15th October 2024 and received grades of 4 (Good), recognising the quality of care and support provided and the good communication across the staff team.

Home Support Services are subject to internal monitoring, with the Quality Assurance team providing guidance and support regarding improvement plans. Previous inspections had identified a need for improvements in care plans as a common theme across services with work undertaken to address this. These efforts are reflected in the improved grades.

NLC Care Homes



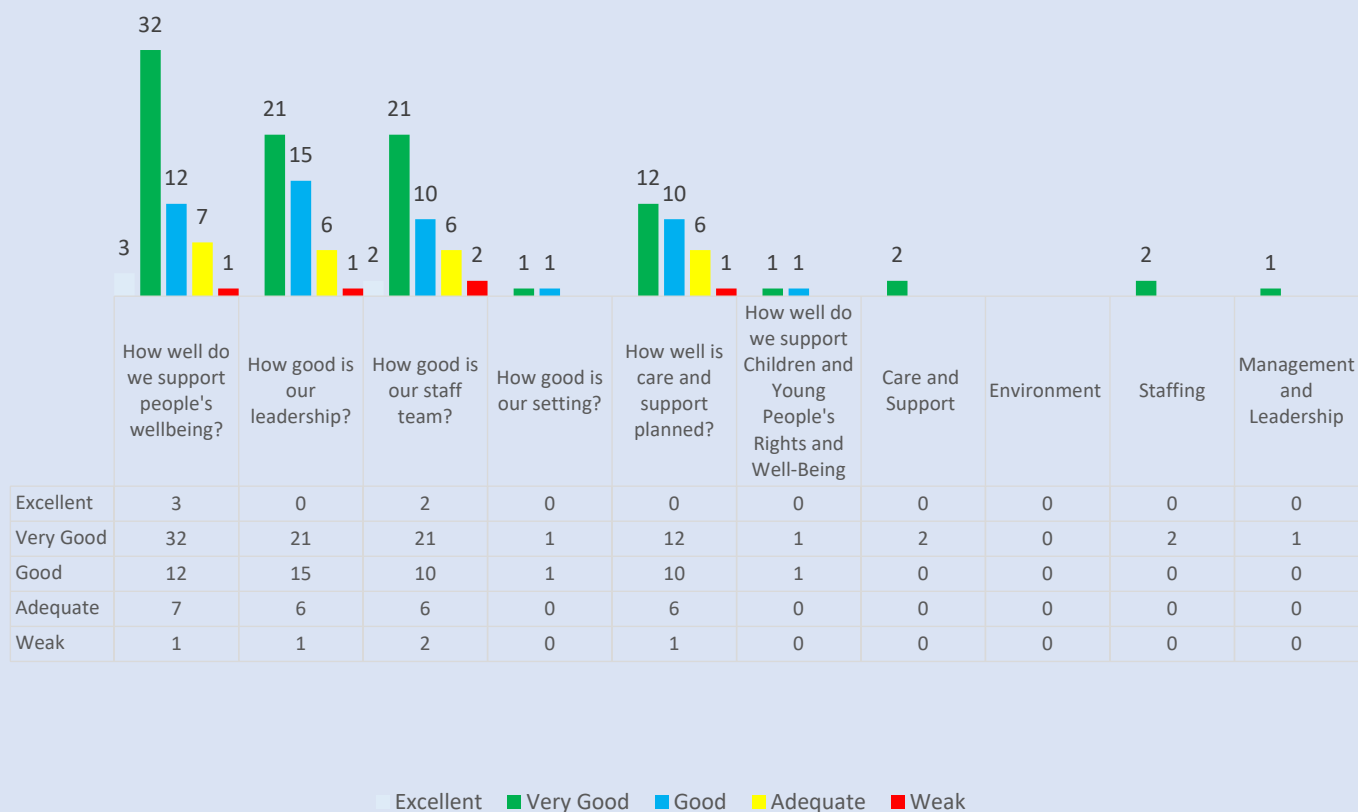
As of 31st March 2025, there were 27 care homes within North Lanarkshire. Of the care homes that had been assessed by the Care Inspectorate against, “How well do we support people’s wellbeing?”, 54% were graded as “Good” or better; 29% of those care homes were assessed as “Very Good”.

During 2024/25, no care homes within North Lanarkshire were subject to a Large-Scale Investigation. Six had a voluntary moratorium applied to all new admissions, enabling the care homes to focus on progressing with required improvements. These were Avondale, Darroch, Carrickstone, Milbrae, Parksprings and Woodside. Other than Avondale, whose moratorium was applied due to a change in contract, the voluntary moratoriums were due to poor Care Inspectorate grades and concerns raised by monitoring carried out by our Quality Assurance team. The longest duration of these moratoriums was three months.

Cumbernauld Care Home had an enforced moratorium due to poor Care Inspectorate grades, however improvements were made and the moratorium to new admissions was removed within three months.

Other services

Care Inspectorate Grades - Self Directed Support including Care at Home 2024/25



In 2024/25, 38 Care Inspections took place of services on the SDS Framework. No services were subject to a Large-Scale Investigation. Six services had a voluntary moratorium applied to supporting any new people. These were Aspire, Ayrshire Children's Service, Cera Care, Enable, Invercare and Home Instead. Other than Home Instead, whose moratorium was applied due to a change in contract, the voluntary moratoriums applied were due to poor Care Inspectorate grades and concerns raised by monitoring carried out by our Quality Assurance team. Care 1 Professional had an enforced moratorium due to poor Care Inspectorate grades.

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.

The Strategic Commissioning Plan 2023-2026 sets the local priorities for health and social care services. It was developed through a collaborative process with people who use health and social care services, our partners, members of the public and our staff colleagues who deliver those services.

The plan 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. This is achieved through prevention, support, and treatment to help people to live a better life at home for as long as possible.

To support and complement the Strategic Commissioning Plan, the Medium-Term Financial Plan 2023/2026 outlines the financial challenges and opportunities the HSCP faces over the three-year period of the plan and provides a framework that supports the HSCP to remain financially sustainable, highlighting how the financial plan will support the delivery of the IJB's strategic objectives and priorities.

Strategic Commissioning Plan 2023–2026: Mid-Cycle Review

At the February 2025 meeting of the Integration Joint Board (IJB), the Chief Officer presented a mid-cycle review of the Strategic Commissioning Plan and its associated Programme of Work, providing a summary of the current position and a Red/Amber/Green status assessment. The review highlighted strong progress and achievements across key work streams and reaffirmed the partnership's commitment to transformational change.

Significant progress has been made and is documented in the table below. Further work will continue during 2025/26 to ensure momentum is sustained and key milestones continue to be delivered.

<u>Programme</u>	<u>RAG Status</u>	<u>Mid-cycle position</u>
Getting It Right For Everyone (GIRFE)	● Amber	The GIRFE Pathfinder is embedding the co-designed prototypes into the Whole System Enabling Approach, focusing on person-centred tools like “My Plan” to reduce repetitive storytelling and improve continuity of care. The initiative promotes early intervention through multidisciplinary teams and introduces the “sticky person” concept; a consistent point of contact for individuals navigating services. Community hubs are being developed to

¹ [Strategic-Comm-Plan-23-26.pdf](#)

<u>Programme</u>	<u>RAG Status</u>	<u>Mid-cycle position</u>
		reflect local needs and dementia care competencies are under review. The transition from GIRFEC to GIRFE is also being explored to ensure seamless support for young people.
Frailty Strategy	●Green	The Lanarkshire Frailty Strategy (2023–2028) is being implemented with a strong emphasis on collaboration between acute and community teams. Frailty networks have been established to foster realistic, patient-centred care. Engagement with various stakeholders, including GPs and third-sector partners, has enhanced understanding of frailty management challenges and promoted integrated working across sectors.
Home Support Redesign	●Amber	This programme is transforming Home Support through the design of a new integrated Assessment and Planning Team, adoption of the Dynamic Scheduling Tool and workforce development. The Home Assessment Team is now well established and works closely with Reablement services to ensure timely, needs-based support. Staff training and engagement have been prioritised in the Programme. The redesign aims to deliver high-quality, person-centred care while improving operational efficiency.
Carers Strategy	●Green	The 2024–27 Carers Strategy is co-produced with carers and organisations, emphasizing choice, control, and sustainability. It aligns with GIRFE and Community Wealth Building principles, aiming to empower carers to lead fulfilling lives. The strategy builds on a robust local support infrastructure and seeks to enhance carers' participation in the economy and society.
Care Home Assurance Team	●Green	This initiative supports the implementation of the national Healthcare Framework in care homes through collaborative working, training, and multidisciplinary team (MDT) involvement. Key areas include infection prevention, anticipatory care planning, and palliative care. The approach emphasises proactive, person-centred care and has improved staff engagement and training access.
Hospital @ Home	●Green	The service has undergone a phased expansion, enhancing access, diagnostics, and professional collaboration. Completed phases have shifted the model toward admission avoidance and medical oversight. The next phase focuses on workforce development, integration with locality teams, and governance. The service aims to provide hospital-level care at home, improving outcomes and reducing hospital admissions.
Home Assessment Team (HAT)	●Green	The HAT is now operational across all localities, supporting timely discharge and reablement. Standard procedures, data tracking, and recruitment efforts are in place. Weekly multidisciplinary meetings ensure coordinated care and that the approach is integrated with other key programmes like GIRFE and the Frailty Strategy, to enhance early intervention and community-based support.
Self-Directed Support Transformation	●Green	A refreshed learning plan supports practitioners and stakeholders in delivering flexible, person-centred care. Localities now have greater autonomy in budget decisions, accelerating support delivery and fostering innovation. The transformation emphasizes empowerment, responsiveness, and alignment with the enabling approach.
Community Alarm Service	●Amber	The service is transitioning to a fully digital model to replace outdated analogue systems. Over 3,000 alarms have been upgraded, with more planned. User feedback has been

<u>Programme</u>	<u>RAG Status</u>	<u>Mid-cycle position</u>
		positive, and staff engagement has informed service improvements. A staffing review is underway to support the expanded digital infrastructure and ensure continued high-quality service.
Community Nursing Review	🟢Green	A new vision launched in October 2024 focuses on caseload complexity, care coordination, and workforce development. Frailty scoring and future care planning are being integrated into assessments. A centralised referral centre is expanding, and leadership training is addressing gaps. The review aims to enhance safety, efficiency, and patient outcomes.
Alcohol & Drugs Partnership Strategy	🟢Green	The ADP has commissioned key services aligned with national priorities and secured three-year funding for the stability of those services. Initiatives include early intervention, crisis response, and recovery support. Work to prevent drug-related deaths and reduce alcohol-related harm is ongoing, with all of the MAT standards almost met. Residential Rehab and Whole-Family Support are also being strengthened.
Prisoner Healthcare	🟢Green	A comprehensive review at HMP Shotts led to 31 recommendations, which have all now been implemented. Improvements include staffing, training, and patient-centred care. A Healthcare Improvement Scotland inspection confirmed compliance with their recommendations, with some pharmacy-related actions remaining as ongoing pieces of improvement work. The service now meets national standards and is set for its next review in 2027.
Mental Health & Wellbeing Strategy	🟢Green	Following the success of the 2019–24 strategy, a new Lanarkshire-wide Delivery Plan is being developed in alignment with national priorities. Stakeholder engagement has informed the plan and governance structures are being revised. The new plan will build on past achievements and ensure continued system-wide collaboration and improvement.
Speech & Language Therapy	🟢Green	A service improvement group has prioritised waiting list management, digital integration and workforce development for the service. Trakcare implementation is enhancing data collection and work to improve communications for the service is expanding to include adult services. Workforce and accommodation reviews are underway, with a focus on sustainable service delivery and training.
CAMHS	🟢Green	The six workstreams of the Programme have seen improvement in neurodevelopmental services, patient management and digital infrastructure. The CAPA model is now operational, and the RTT performance nearing national targets. The UCAMHS model supports crisis intervention and safe discharge. Continued funding and workforce stability are key to sustaining progress and meeting RTT goals.
Paediatrics Review	🟡Amber	Five working groups are addressing clinical challenges through a phased approach. Horizon 1 focuses on nursing care and continence services, while Horizon 2 addresses medical rota sustainability. Horizon 3 will develop a new clinical model. Staff wellbeing and capacity constraints are being managed to support ongoing transformation.
Community Solutions	🟢Green	This third-sector investment plan supports a wide range of community services, including mental health, transport and hospital discharge support. A pilot Community Connectors programme is helping people access local resources. Future funding reviews aim to enhance support for carers, physical activity and volunteer transport.

<u>Programme</u>	<u>RAG Status</u>	<u>Mid-cycle position</u>
Digital Technology & Systems	● Green	Major digital projects like Mosaic and the Dynamic Scheduling Tool were nearing launch at the point of the mid-cycle update. These systems replace legacy platforms and improve data access, service delivery, and staff digital skills. A new Digital & Technology Group will oversee integration across programmes and ensure alignment with strategic goals.
Engagement & Participation Strategy	● Green	The refreshed 2024–27 strategy emphasises meaningful engagement, inclusivity, and two-way communication. It is embedded in our staff induction and supported by practical tools to amplify the voices of supported people. Locality Planning Groups are being aligned to ensure that the community input shapes our service development.
Academic Partnerships	● Green	Our strategic collaborations with local universities have led to formal agreements and university status for the partnership. These relationships support research, training, and innovation across health and social care. Ongoing work aims to deepen academic engagement and enhance service delivery through evidence-based practice.

Looking Forward – Our Next Steps

As we move into the final year of our current three-year Strategic Commissioning Plan and Programme of Work, our focus remains on the ambitions of that plan, to:

Do the right thing, first time

Increase our 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

These ambitions align with our Getting It Right for Everyone Programme and Enabling Approach, which focuses on doing the right thing the first time through early, proactive interventions. We are committed to delivering integrated support across our partner agencies, using a whole-family approach to meet people's needs effectively.

Our priorities for the final year of this Strategic Commissioning Plan include:

- Expanding carer support and community-based services to strengthen local networks of care.
- Developing a future-ready workforce by growing the Care Academy and deepening our academic partnerships.
- Improving mental health and wellbeing through continued investment in CAMHS, crisis care and community mental health services.

- Tackling inequalities with targeted investment, inclusive engagement, and innovative digital solutions.

We will continue to align our efforts with the national priorities, including the evolving GIRFE framework, and local strategic plans such as the Lanarkshire Frailty Strategy and NHS Lanarkshire's "Our Health Together" plan.

Development of a new Strategic Commissioning Plan

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. Work to develop the new Strategic Commissioning Plan for 2026/27 and beyond will take place during 2025/26.

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	91.68%	90.34%	90.49%	87.45%	87.41%
NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	82.99%	75.44%	77.55%	79.83%	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	75.44%	71.37%	71.18%	67.05%	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	73.35%	69.72%	70.21%	66.55%	56.04%
NI - 5	Percentage of adults receiving any care or support who rate it as excellent or good	77.66%	75.43%	77.83%	74.02%	65.76%
NI - 6	Percentage of people with positive experience of care at their GP practice	79.32%	75.51%	68.34%	51.81%	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	83.80%	75.59%	75.71%	76.97%	67.70%
NI - 8	Percentage of carers who feel supported to continue in their caring role	41.18%	33.16%	32.58%	25.11%	28.46%
NI - 9	Percentage of adults supported at home who agreed they felt safe	83.70%	79.87%	79.98%	79.84%	68.44%

Indicator	Title	NL 2018	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023
NI – 11	Premature mortality rate per 100,000 persons	515	513	578	575	507	545

Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024
NI – 12	Emergency admission rate (per 100,000 population)	16280	13828	15120	15030	14615	12683
NI – 13	Emergency bed day rate (per 100,000 population)	124636	108735	124594	130646	128123	120763
NI – 14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	106	123	115	117	114	112
NI – 15	Proportion of last 6 months of life spent at home or in a community setting	89.0%	90.3%	89.8%	89.0%	88.9%	88.9%
NI – 16	Falls rate per 1,000 population aged 65+	21.2	19.1	20.5	19.7	21.1	22.1

Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024/25
NI – 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	83.3%	80.1%	78.1%	77.0%	75.8%	77.5%

Indicator	Title	NL 2019	NL 2020	NL 2021	NL 2022	NL 2023	NL 2024
NI – 18	Percentage of adults with intensive care needs receiving care at home	74.4%	75.1%	75.0%	71.5%	69.7%	65.6%

Indicator	Title	NL 2019/20	NL 2020/21	NL 2021/22	NL 2022/23	NL 2023/24	NL 2024/25
NI – 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	1109	781	821	950	953	825

Appendix 2 – HSCP Performance Dashboard

KPI	Target	Q1	Q2	Q3	Q4	RAG
Alcohol Brief Interventions North	3047	539	705	583	501	
Alcohol Brief Interventions (all settings) NHSL	7381	1556	2449	1751	1470	
% breastfeeding attrition rate (<i>% of mums who ever breastfed but stopped by 6-8 week review</i>)	46.6%	42.3%	32.9%	Quarterly / 2 quarters behind	Quarterly / 2 quarters behind	
Cervical Screening	80%	71.0%	71.9%	70.0%	69.6%	
Immunisations – %s of 2 year olds	95%	95.1%	95.5%	94.9%	94.8%	
Immunisations – %s of 5 year olds	95%	90.4%	90.2%	89.0%	88.7%	
Addictions – Completed Waits	90%	...	97.4%	98.2%	99.3%	
Addictions – Ongoing Waits	90%	...	99.1%	100%	98.2%	
Addictions – Ongoing Waits NHSL	90%	...	85.0%	92.9%	94.4%	
Percentage of people who have completed 6-8 week review	90%	80.1%	83.4%	Quarterly / 2 quarters behind	Quarterly / 2 quarters behind	
Delayed discharge bed days - standard delays	31,796	6,060	13,048	20,558	27,160	
A&E Attendances - NL Residents	116,456	31,435	30,446	30,541	Quarterly / 1 quarter behind	
Emergency Admissions - NL Residents	44,001	11,684	10,758	Quarterly / 2 quarters behind	Quarterly / 2 quarters behind	
Unscheduled Bed Days - all specialties, NL residents	294,999	80,985	66,919	Quarterly / 2 quarters behind	Quarterly / 2 quarters behind	
Inpatient Activity – Readmissions 7 days	8	5.17	5.64	6.49	6.49	
Percentage of patients waiting less than 12 months to begin PDS (waiting less than 12 months/total number waiting)	70%	77.5%	71.5%	76.4%	83.5%	
Mental Health - bed occupancy rate	...	92.0%	94.1%	93.0%	94.0%	...
Assistive Technology - Number Of People With Technology (0-17 yrs.)	1,452	35	36	34	33	
Assistive Technology - Number Of People With Technology (18-64yrs)		632	617	627	622	
Assistive Technology - Number Of People With Technology (65+)		905	860	893	912	
Reablement - Number Of People Completing Reablement Process	2000 (500 per quarter)	527	987	1387	1788	

KPI	Target	Q1	Q2	Q3	Q4	RAG
Reablement - % Of New or Increased Home Support Packages Which Are Reablement	70%	61.1%	57.1%	56.5%	63.0%	
Reablement - % Of People With No or Reduced Home Support Service Required At End Of Process	70%	62.6%	58.1%	63.6%	62.5%	
IEAS - % Deliveries Achieved Within 7 Working Days Quarterly	80%	87.1%	65.8%	60.1%	73.4%	
18 Week RTT Performance – CAMHS NHSL (NORTH HOSTED)	90%	57.6%	81.3%	90.5%	93.5%	
18 Week RTT Performance – Psychology (NHSL) (NORTH HOSTED)	90%	76.0%	74.1%	72.3%	75.0%	
Consultant Outpatient WT - Adult Mental Health - 12wks (NHSL) (NORTH HOSTED)	90%*	36.0%	30.5%	23.5%	21.8%	
Consultant Outpatient WT - Older Adult Psychiatry - 12wks (NHSL) (NORTH HOSTED)	90%*	69.4%	65.1%	61.9%	66.2%	
Consultant Outpatient WT - Learning Disability - 12wks (NHSL) (NORTH HOSTED)	90%*	100%	90%	100%	100%	
Medical Paediatrics WT - 12 wks. (NHSL) (NORTH HOSTED)	90%*	86.4%	90.3%	87.9%	80.3%	
Admission to MH Wards: Proportion NHSL Patients	>=95%	99.1%	98.8%	98.4%	98.5%	
MSK Podiatry - 12wks (NORTH HOSTED)	90%*	100%	100%	100%	100%	
Podiatry - 12wks (NORTH HOSTED)	90%*	100%	99.8%	100%	100%	
Podiatry - domiciliary visits - 12wks (NORTH HOSTED)	90%*	100%	100%	100%	100%	
SLT - Paediatrics - 12wks (NORTH HOSTED)	90%*	15.8%	15.3%	16.0%	17.6%	
SLT - Adult - 12wks (NORTH HOSTED)	90%*	85.6%	74.3%	74.4%	79.2%	
Dietetics - 12wks (NORTH HOSTED)	90%*	64.8%	62.3%	65.5%	62.5%	
Care Home Placements At End Of Quarter - Per 1000 Popn 65+	24	22.1	22.2	22.0	21.9	
Care Home Placements At End Of Quarter - Per 1000 Popn 75+	50	46.3	46.6	46.1	45.4	
Care Home - Average Length of Stay	865	708	789	966	776	
Number Of People With Self Directed Support	1,000	2054	2114	2119	2214	
Number Of People With A Direct Payment	240	355	365	377	395	
Sustain and embed successful smoking quits, at 12 weeks post quit, in 40% of SIMD areas. (AOP) (NORTH HOSTED)	902	55	110	Quarterly / 2 quarters behind	Quarterly / 2 quarters behind	
Manual Handling Awareness	90%	91.9%	92.5%	93.0%	92.3%	
PAMOVA Training	90%	94.0%	94.2%	94.6%	94.1%	
Adult Basic Life Support	90%	89.6%	91.3%	92.0%		
Paediatric Basic Life Support	90%	86.7%	88.1%	94.0%		
Fire Safety Training	90%	87.5%	88.8%	90.5%	90.0%	
Hand Hygiene Training	90%	85.4%	87.2%	88.9%	88.6%	
Safe information Handling Training	90%	91.6%	91.6%	92.6%	91.4%	
Child Protection Awareness Training	90%	94.0%	94.9%	95.2%	94.6%	
Mental Health & Suicide Prevention Training	90%					
Health and Safety Awareness Training	90%	95.8%	96.6%	96.9%	96.6%	
Occupational Health Service Awareness Training	90%	95.9%	96.5%	96.9%	96.6%	
Adult Support and Protection Awareness Training	90%	94.4%	94.8%	95.2%	95.2%	

KPI	Target	Q1	Q2	Q3	Q4	RAG
% Of Adult Protection Referrals Passed To Care Team For Investigation	20%	24.7%	30.6%	34.7%	35.7%	
Adult Protection - % Of Referrals With Decision Within 5 Days	60%	80.3%	83.6%	82.5%	81.5%	
% of Adult Protection Referrals Which Did Not Go On To Investigation Or Other Service	50%	66.0%	57.4%	56.4%	53.4%	
TURAS compliance (NHSL, North)	>80%	75%	71%	69%		
Breakeven Position - YTD Variance Including Prescribing (NHSL)	>=0	£0.342m underspend	£0.088m underspend	£0.098m underspend	£4.534M underspend (Q4 is the year end position)	...
Breakeven Position - YTD Variance Excluding Prescribing (NHSL)	>=0	£1.619m underspend	£3.262m underspend	£5.202m underspend	9.291M underspend (Q4 is the year end position)	...
Sickness Absence (NHSL, North)	4%	7.49%	6.63%	8.10%		
Sickness Absence (NLC) - days lost per person	9.22	3.48	6.34	9.52	12.92	

Appendix 3 – Inspection Findings 2024/25

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?
Summerlee House Ltd.	Care Home Service	07/03/2024	Very Good	Good	Good	Good	Very Good
Blair House Care Home	Care Home Service	28/03/2024	Very Good	Good	Good	Good	Very Good
Bellshill Home Support Service	Housing Support Service	18/04/2024	Good	Good		Good	Good
Bellshill Home Support Service	Support Service	18/04/2024	Good	Good		Good	Good
The Richmond Fellowship Scotland - North Lanarkshire	Housing Support Service	23/04/2024	Very Good	Good		Very Good	Very Good
The Richmond Fellowship Scotland - North Lanarkshire - Care at Home	Support Service	23/04/2024	Very Good	Good		Very Good	Very Good
Highgate Care Home	Care Home Service	24/04/2024	Very Good	Good	Good	Good	Good
Millbrae Care Home	Care Home Service	02/05/2024	Weak	Good	Good	Good	Weak
North Lanarkshire Intensive Housing Support Service	Housing Support Service	03/05/2024	Very Good	Excellent		Very Good	Very Good
Cumbernauld Care Home	Care Home Service	09/05/2024	Good	Good	Good	Good	Good
Love @ Care-Lanarkshire	Support Service	10/05/2024	Very Good	Good		Very 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?
Love Housing Support - Lanarkshire	Housing Support Service	10/05/2024	Very Good	Good		Very Good	Good
Parksprings Care Home	Care Home Service	16/05/2024	Weak	Weak	Good	Good	Weak
Netherton Court Nursing Home	Care Home Service	22/05/2024	Weak	Good	Good	Good	Weak
Hatton Lea Nursing Home	Care Home Service	24/05/2024	Good	Good	Weak	Good	Good
Potential Living	Housing Support Service	31/05/2024	Excellent	Excellent		Excellent	Very Good
Potential Living	Support Service	31/05/2024	Excellent	Excellent		Excellent	Very Good
Cornerstone NLCS Airdrie & Coatbridge	Support Service	13/06/2024	Very Good	Very Good		Very Good	Very Good
Cornerstone NLCS Airdrie & Coatbridge	Housing Support Service	13/06/2024	Very Good	Very Good		Very Good	Very Good
Murdostoun Neurological Care Centre	Care Home Service	19/06/2024	Good	Good	Good	Very Good	Very Good
SAMH North Lanarkshire Support Service	Support Service	28/06/2024	Very Good	Very Good		Very Good	Very Good
SAMH North Lanarkshire Support Service	Housing Support Service	28/06/2024	Very Good	Very Good		Very Good	Very Good
Enable Scotland (Leading the Way) - Lanarkshire Services	Housing Support Service	01/07/2024	Weak	Weak		Weak	Weak
Enable Scotland (Leading the Way) - Lanarkshire Services	Support Service	01/07/2024	Weak	Weak		Weak	Weak
Cornerstone North Lanarkshire Supported Living 1	Housing Support Service	04/07/2024	Very Good	Very Good		Very 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?
Cornerstone North Lanarkshire Supported Living 1	Support Service	04/07/2024	Very Good	Very Good		Very Good	Good
Lochside Manor	Care Home Service	17/07/2024	Good	Good	Good	Good	Good
Mears Supported Living - North Lanarkshire	Support Service	17/07/2024	Very Good	Very Good		Very Good	Very Good
Mears Supported Living - North Lanarkshire	Housing Support Service	17/07/2024	Very Good	Very Good		Very Good	Very Good
Cornerstone NLCS Cumbernauld	Housing Support Service	25/07/2024	Very Good	Very Good		Very Good	Good
Cornerstone NLCS Cumbernauld	Support Service	25/07/2024	Very Good	Very Good		Very Good	Good
Carnbroe Care Centre	Care Home Service	01/08/2024	Good	Good	Good	Good	Good
Rawyards House Care Home	Care Home Service	09/09/2024	Good	Good	Very Good	Good	Good
Woodside Care Home	Care Home Service	16/09/2024	Weak	Good	Weak	Good	Weak
Darroch Nursing Home	Care Home Service	18/09/2024	Very Good	Good	Good	Very Good	Good
Kirknowe Nursing Home	Care Home Service	18/09/2024	Very Good	Good	Good	Very Good	Very Good
TACT Scotland Adult Placement Service	Adult Placement Service	23/09/2024	Very Good	Very Good			
CERA - Central Scotland	Housing Support Service	01/10/2024	Weak	Weak		Weak	Weak
CERA - Central Scotland	Support Service	01/10/2024	Weak	Weak		Weak	Weak

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?
Wishaw and Shotts Home Support Service	Support Service	15/10/2024	Good	Good		Good	Good
Wishaw and Shotts Home Support Service	Housing Support Service	15/10/2024	Good	Good		Good	Good
The Village Nursing Home	Care Home Service	16/10/2024	Good	Good	Good	Good	Good
Wheatley Care Personalised and Self Directed Support Services (North Lanarkshire)	Support Service	31/10/2024	Very Good	Very Good		Very Good	Very Good
Wheatley Care Personalised and Self Directed Support Services (North Lanarkshire)	Housing Support Service	31/10/2024	Very Good	Very Good		Very Good	Very Good
The New Harry Walker Integrated Day Services	Support Service	04/11/2024	Very Good	Very Good	Very Good	Very Good	Good
Sciensus Pharma Services Limited	Nurse Agency	07/11/2024	Excellent	Very Good		Very Good	Very Good
SAMH - Falkirk Support Service and Stirling Outreach	Housing Support Service	07/11/2024	Good	Very Good		Very Good	Very Good
SAMH - Falkirk Support Service and Stirling Outreach	Support Service	07/11/2024	Good	Very Good		Very Good	Very Good
Lanarkshire Association for Mental Health Individual Support Service	Housing Support Service	08/11/2024	Very Good	Very Good		Very Good	Very Good
Lanarkshire Association for Mental Health Individual Support Service	Support Service	08/11/2024	Very Good	Very Good		Very Good	Very Good
Enhance Living Support Services	Support Service	12/11/2024	Very Good	Very Good		Very Good	Good
Rannoch Lodge Care Home	Care Home Service	15/11/2024	Very Good	Good	Weak	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?
Support for Ordinary Living	Housing Support Service	21/11/2024	Excellent	Very Good		Very Good	Very Good
Support for Ordinary Living	Support Service	21/11/2024	Excellent	Very Good		Very Good	Very Good
Rosehall Manor	Care Home Service	21/11/2024	Good	Good	Very Good	Weak	Good
Cornerstone NLCS Motherwell and Wishaw	Support Service	28/11/2024	Very Good	Very Good		Very Good	Very Good
Cornerstone NLCS Motherwell & Wishaw	Housing Support Service	28/11/2024	Very Good	Very Good		Very Good	Very Good
Call-In Homecare - North Lanarkshire	Support Service	02/12/2024	Good	Weak		Weak	Weak
Craig En Goyne	Care Home Service	05/12/2024	Good	Good	Very Good	Very Good	Good
Aspire Central Support Services	Housing Support Service	05/12/2024	Good	Weak		Good	Weak
Aspire Central Support Services	Support Service	05/12/2024	Good	Weak		Good	Weak
Equity of Services for All	Support Service	05/12/2024	Weak	Weak		Weak	Weak
Elaina Nursing Home	Care Home Service	19/12/2024	Good	Good	Good	Good	Weak
Rosepark Care Home	Care Home Service	20/12/2024	Very Good	Good	Good	Good	Good
Airdrie Home Support Service	Housing Support Service	08/01/2025	Weak	Weak		Weak	Weak
Airdrie Home Support Service	Support Service	08/01/2025	Weak	Weak		Weak	Weak
Threshold Support Services - Community and Short Breaks	Support Service	17/01/2025	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?
Flexible Healthcare One Solutions Ltd	Support Service	17/01/2025	Weak	Good		Weak	Adequate
Key Community Supports - North Lanarkshire	Housing Support Service	20/01/2025	Very Good	Good		Very Good	Good
Key Community Supports - North Lanarkshire	Support Service	20/01/2025	Very Good	Good		Very Good	Good
Home Instead North Lanarkshire & Glasgow East	Support Service	20/01/2025	Very Good	Very Good		Very Good	Good
Cumbernauld Home Support Service	Housing Support Service	27/01/2025	Weak	Weak		Weak	Weak
Cumbernauld Home Support Service	Support Service	27/01/2025	Weak	Weak		Weak	Weak
Morningside Care Home	Care Home Service	28/01/2025	Weak	Weak	Good	Weak	Weak
Beechwood Care Home	Care Home Service	30/01/2025	Good	Good	Good	Good	Good
Coatbridge Home Support Service	Housing Support Service	31/01/2025	Weak	Weak		Weak	Weak
Coatbridge Home Support Service	Support Service	31/01/2025	Weak	Weak		Weak	Weak
Carrickstone Care Home	Care Home Service	05/02/2025	Very Good	Good	Good	Very Good	Good
Phew	Care Home Service	06/02/2025	Very Good	Good	Good	Good	Good
Keane Premier Support Services North Lanarkshire	Housing Support Service	14/02/2025	Very Good	Very Good		Very Good	Very Good
Keane Premier Support Services North Lanarkshire	Support Service	14/02/2025	Very Good	Very Good		Very Good	Very Good
Home Instead South Lanarkshire - Hamilton	Support Service	21/02/2025	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?
Aspire West Support Services Care at Home	Support Service	24/02/2025	Adequate	Adequate		Adequate	Adequate
Invercare Services - North Lanarkshire & Glasgow Branch	Support Service	05/03/2025	Weak	Weak		Weak	Weak
Invercare Services - North Lanarkshire & Glasgow Branch	Housing Support Service	05/03/2025	Weak	Weak		Weak	Weak
Centenary House Care Home	Care Home Service	05/03/2025	Good	Weak	Good	Weak	Weak
Deanston House Nursing Home	Care Home Service	19/03/2025	Weak	Good	Very Good	Weak	Good
Motherwell Home Support Service	Support Service	26/03/2025	Weak	Adequate		Adequate	Adequate
Motherwell Home Support Service	Housing Support Service	26/03/2025	Weak	Adequate		Adequate	Adequate

Glossary of Terms

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	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 <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	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.
Integration Joint Board (IJB)	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.
Measuring Performance Under Integration (MPUI)	A small set of indicators was developed as a way of measuring performance of Health & Social Care Partnerships.
Ministerial Strategic Group for Health and Community Care (MSG)	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.

National Core Integration Indicators	A core suite of indicators that Integration Authorities use to measure progress 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.
Unscheduled Bed Day	A bed-day is a day 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.