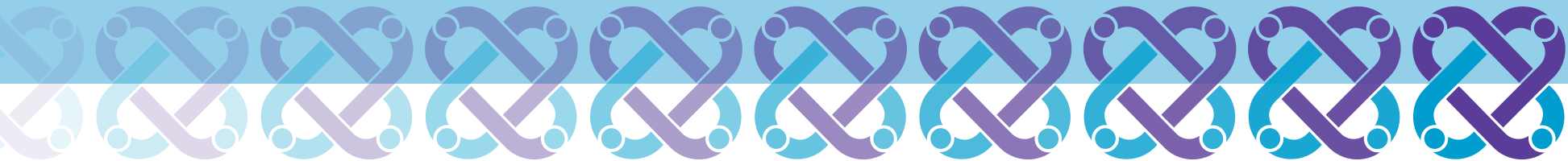


# achieving integration 2018/19

Our Plan for achieving safer, healthier and independent lives in North Lanarkshire

April 2018





# introduction

Health and Social Care North Lanarkshire is responsible for commissioning new and existing health and social care supports and services to improve the outcomes for the people of North Lanarkshire.

Each year, the partnership will publish its intentions for delivery and this document, titled "Achieving Integration 2018/19", sets out the changes planned in 2018/19.

We published our Strategic Plan, "Safer, Healthier and Independent Lives" in March 2016, which set out the vision for health and social care services over the next ten years. You can find the link to our strategy here: <http://www.hscnorthlan.scot/key-documents/>

In our 2017/18 plan, we outlined our intention to undertake a wide-ranging review of all services within integration, which took place over a period of eight months, culminating in a report to the Integration Joint Board in November 2017. The review helped to form our future model of integration within North Lanarkshire, which will see the development of:

- **A single point of contact, making access to advice, supports and services consistent and much simpler**

- **The development of a small number of integrated teams, each covering multiple functions. Each Locality will have three integrated teams:**
  - o Children and Families
  - o Addictions, Justice, Learning Disability and Mental Health
  - o Long Term Conditions and Frailty
- **Shared assessments and allocation of work, reducing duplication and making services more streamlined for users and carers**
- **Roll out of the Carers (Scotland) Act to support carers' health and wellbeing and help make caring more sustainable**
- **Rapid response services available at a Locality level to prevent unnecessary hospital admissions**
- **A Discharge to Assess approach, allowing assessments to take place at home rather than in a hospital setting**

Implementing this new model forms the core of our 2018/19 plan, setting out an ambitious change programme for North Lanarkshire that will maximise the benefits of integration.

# Our vision for North Lanarkshire

Our vision is that the people of North Lanarkshire will achieve their full potential through:

- Living safe, healthy and independent lives in their communities
- Receiving the information, support and care they need, efficiently and effectively, at the right time, in the right place and in the right way
- Ensuring North Lanarkshire is the best place in Scotland to grow up

# What will success look like?

The integration of health and social care will be a success if:

- we improve outcomes for people.
- people are healthier.
- children are given the best start in life.
- people are fully included in the decisions that affect them.
- we play our full part in reducing inequalities within our communities.
- people are less reliant on services and are able to live independently.
- people are better able to manage their own conditions.
- people receive the right support and services for their individual needs.
- preventive measures reduce long-term health conditions.
- people only access hospital when they need to.
- people are discharged from hospital as soon as they are able.
- more people can choose to die at home.
- carers receive the support they need and feel supported.
- we improve outcomes for offenders, communities and victims.
- our data provides an accurate assessment of the needs of our communities.
- multi agency teams function well within localities.
- we work within available finances and resources.
- staff feel valued and that their work is worthwhile.



# Working in partnership

In North Lanarkshire there is a long-standing commitment to partnership working, with a core focus on tackling key issues in the local community, such as inequalities, health, transport, employment, housing, education and community safety.

The Scottish Government has set out nine health and wellbeing outcomes, three national outcomes for children and seven national criminal justice priorities (see page **\*\*\*insert page number\*\*\***).

To deliver the national outcomes, it is vital that Health and Social Care North Lanarkshire takes a whole system approach to planning with its partners.



## Achieving Excellence – NHS Lanarkshire

The healthcare strategy covers both hospital and community provision, working in partnership to develop improvements around:

- Primary Care
- Long Term Conditions
- Frailty
- Mental Health and Learning Disabilities
- Alcohol and drugs
- Maternity, Early Years, Children and Young People
- Unscheduled Care
- Palliative Care
- Cancer Services
- Stroke Services

## Council Plan 2020 – North Lanarkshire Council

The Council plan sets out five key priorities, which will require collaborative working across a range of internal stakeholders including Leisure, Housing and Education:

- Improving economic opportunities and outcomes
- Supporting all children to realise their full potential
- Improving health, wellbeing and care of communities
- Improving relationships with communities and the third sector
- Improving the council's resource base

## Children's Services Partnership (CSP)

The CSP plan was launched in 2017, identifying improvement outcomes around:

- Prevention
- Neglect, domestic abuse and substance misuse
- Promoting mental health, wellbeing and resilience
- Looked after children and young people

## Community Justice Partnership (CJP)

The Community Justice Outcome Improvement Plan outlines a number of improvement outcomes:

- Improving understanding of community justice
- Strategic planning and delivery
- Improving access to services
- Prevention and risk reduction
- Improving life chances
- Developing positive relationships
- Resilience and self-management

## North Lanarkshire Partnership

Outcome Improvement Plan was launched in 2017, setting partnership priorities around:

- Community resilience
- Homelessness
- Looked after children and young people
- Poverty



In addition, Health and Social Care North Lanarkshire is a key partner in a number of other partnerships to improve the outcomes of people and communities across North Lanarkshire, including:

- Lanarkshire Data Sharing Partnership
- Child Protection Committee
- Adult Protection Committee
- Local Housing Strategy Steering Group





# Our engagement with you

We have established a strategic planning group including representatives from all our main stakeholders, which meets at least twice per year. The group helps to shape the changes we are going to make to supports and services and highlights any gaps in our planning. Key priorities identified by the group for delivery in 2018/19 were:

- Actions around children's services, including transitions
- Carer's Act Implementation
- Focus on prevention and inequalities
- Extending the use of multi-dimensional outcome monitoring across services
- Implementation of the Mental Health Strategy
- Roll out of plans around the new GP contract
- Discharge to Assess

These areas have all been included in the 2018/19 commissioning intentions.



# Biannual conference

In September 2017, we held our first Health and Social Care North Lanarkshire biannual conference at Ravenscraig Regional Sports Facility, with over 200 attendees present to celebrate the successes of integration and help to shape our future direction.

# Existing groups and forums

There are a number of well-established groups and forums in North Lanarkshire that support service user and carer engagements, including the Local Area Partnerships, Public Partnership Forum, Partnership for Change, Partnership for Change User and Carer Forum, Third Sector Locality Consortia, Partnership Boards and Locality Planning Groups. Health and Social Care North Lanarkshire is strongly committed to this approach, supporting our efforts to communicate

effectively and take feedback from a wide range of people and community representatives on our plans.

We will also form focus groups and a range of other engagement routes for specific pieces of work during the year, which will be informed by our user and carer engagement review that is currently underway.



# 1 intentions for 2018/19

## Integrated Service Review Board

### Reason for change

Across North Lanarkshire we have a large number of community teams delivering different supports and services in the six localities of Airdrie, Bellshill, Coatbridge, Motherwell, North (Cumbernauld, Kilsyth and the Northern Corridor) and Wishaw. These teams currently work alongside each other, but our evidence shows that we can improve the service we provide by integrating them more fully.

We also have a vast and vibrant Third Sector with a number of commissioned services as well as community organisations and groups who generate their own funding. Evidence from the work on Reshaping Care for Older People shows us that a more co-ordinated approach can lead to better use of resources and better outcomes for North Lanarkshire's citizens

### What we will do

We will bring together staff from different backgrounds to create 3 multi-disciplinary teams in each Locality:

- Children & Families
- Addictions, Justice, Learning Disability & Mental Health
- Long Term Conditions & Frailty

This will ensure that a single team has all the skills it needs to deliver support and care to people in their own homes and across our community facilities and care homes.

Assess where Third Sector Services are commissioned and work to ensure that these services are co-ordinated to get best value and best quality.



## What will success look like?

Having integrated teams will mean that we can better coordinate the care for people, reducing referrals and hand-offs between services and support staff to access the skills and knowledge of their professional colleagues.

It will allow us to deal with more complex conditions in the community rather than admitting people to hospital or residential settings.

More supports will be available in the local community and accessing these will be easier.

## What does this mean for me?

- ⊗ I will be supported by a single team
- ⊗ I will no longer have multiple assessments
- ⊗ Services will have a greater focus on reablement, supporting me to live at home for longer
- ⊗ I will have to visit hospital less
- ⊗ If I do go to hospital, I will be discharged quicker
- ⊗ My community will offer me a wider range of activity which interests me and / or benefits my health and wellbeing

# 2 Bed modelling

## Reason for change

We have a number of community facilities that provide bed based care in North Lanarkshire. These facilities provide support to people when they do not need to be in a major hospital but cannot be supported at home. Through the development of integrated teams, we will move to a 'discharge to assess' approach, which will support more people directly home from hospital with an intensive package of care, allowing assessments to take place at home rather than in hospital. We also want to ensure that the community beds have a real focus on reablement and rehabilitation to support people to actively recover and maximise the chance of being supported back home to independent living.

## What we will do

We have undertaken a review of community facilities and we will make a number of changes in 2018/19, including:

- ⊗ Ensuring a greater focus on reablement and rehabilitation in community facilities
- ⊗ All facilities will provide four key functions:
  - Active rehabilitation
  - Complex Assessment
  - Hospital Based Clinical Complex Care
  - End of Life Care
- ⊗ Link the facilities to their Locality teams, with Localities providing in-reach support for rehabilitation, assessment and discharge planning



## What will success look like?

We will be able to provide more care for people in the community rather than hospitals. Where a hospital stay is required in a community facility, this will be focused on active reablement and rehabilitation to support individuals to maximise their independence and be discharged home.

There will be much stronger links between Localities and community facilities, supporting transitions from hospital to home.

Our colleagues in the Acute Hospitals will be able to plan for more 'elective care'.

## What does this mean for me?

- ⊗ I will be discharged from the major hospitals quicker
- ⊗ I will be supported to regain my independence
- ⊗ I will have complex assessments undertaken at home wherever possible
- ⊗ I will be able to access supports to live at home for longer
- ⊗ Locality staff will come into the community facilities to support assessment, rehabilitation and discharge planning, providing more consistency when going home

# 3 Primary Care

## Reason for change

From 1st April 2018, a new contract for GP services will start across Scotland, which aims to transform how GP services are delivered.

Across Scotland, the demands on GP Practices are increasing, but GP recruitment and Practice sustainability has become a very high risk area.

While community teams link closely with GP Practices, greater integration will ensure patients are seen by the right professional at the right time, freeing GPs to focus on the most complex cases.

## What we will do

We will publish a Primary Care Improvement Plan in June 2018, which sets out how we will create a multidisciplinary approach within general practice, including community link workers, advanced practice nurses and allied health professionals and pharmacists.

We will also create enhanced community treatment centres and community services focused on urgent care with the aim of reducing attendances at Emergency Departments and admissions to acute hospitals.





### What will success look like?

People will be able to access the correct supports and services within the community first time, reducing the need for referrals from GPs. GPs will be freed up to concentrate on the most complex cases, such as long term conditions management, refocusing their role.

GP Practices will become a more integrated component of community care, enabling better coordination of care for people.

### What does this mean for me?

- ⊗ I will be supported to access the most appropriate professional first time to better meet my needs
- ⊗ I will have shorter waiting times through more direct access to services
- ⊗ I will be able to access support to live at home for longer
- ⊗ I will have access to a greater range of supports and services in the community
- ⊗ I will be considered as a whole person in a way that is free from mental health stigma and discrimination

# 4 Mental Health Strategy

## Reason for change

The mental health strategy sets out the range of measures that aim to promote good mental health and improve mental health services.

It is vital that Mental Health services are fully integrated into community provision and more proactive and preventative interventions are developed to promote good mental health.

We all have times when we feel down or stressed. Often these feelings pass, but sometimes they can develop into more serious problems. However, there's still stigma and discrimination attached to mental health problems.

Everyone has the right to be treated with dignity and respect and to receive fair treatment if they are ill or distressed. A broken leg takes time and medical support to heal. And although it will not go away overnight, with the right support, we know that two thirds of people diagnosed with mental ill health go on to make a full recovery.



## What we will do

We will continue the integration of community mental health teams into the six Localities in North Lanarkshire and develop the recovery focus of services.

We will also finalise the roll out of Distress Brief Interventions, which provide an innovative way of supporting people in distress. The aim is to provide a multi-disciplinary and multi-agency response, including interventions and community supports, to ensure a compassionate and effective response to people in distress, making it more likely they will engage and stay connected with services and supports over time.

We will build on the work of Stigma Free Lanarkshire, bringing staff and people together to help influence change and challenge mental health stigma and discrimination. We want the same opportunities for all to lead a fulfilled life. This includes at community groups and supports to allow choice and control for everyone.

We will create a focus on ensuring the physical healthcare needs of those with mental health issues are met and wider issues are identified and considered and not overshadowed by a mental health diagnosis.



# 4 Mental Health Strategy (cont'd)

## What will success look like?

Integrated Community Mental Health teams will mean that we can better coordinate care for people, reduce hand offs and referrals between services and ensure that staff have easier access to the skills and knowledge of their professional colleagues.

Those presenting at an Emergency Department, Out of Hours or any of the Distress Brief Intervention pathways with an emotional pain as a result of factors such as loneliness, relationship, housing or financial worries will be seen quickly and offered person centred practical support, with onwards referral for more specialist mental health or addiction service input if required.

In North Lanarkshire, mental health will be valued equally with physical health, supporting equal access to the most effective and safest care and treatment. Staff across health and social care will be equipped to look after the 'whole person'.

## What does this mean for me?

- ⊗ I will be supported by a single team
- ⊗ I will be able to access community based supports and will visit hospital less
- ⊗ If in distress, I will receive an immediate person-centred response, with onward referral to more intensive response if required, who will make contact within 24 hours and provide additional support for up to 14 days
- ⊗ When in contact with health and social care services, staff will consider my mental health and wellbeing as part of their routine enquiry
- ⊗ I will be able to access activities which interest me, free from stigma
- ⊗ Health and social care staff will be able to signpost me to these activities







# 5

## North H&SCP contribution to the Children's Services Plan

### Reason for change

The Getting it Right for Every Child (GIRFEC) approach for children's services in North Lanarkshire requires all relevant partners to come together, including the Third Sector, be it to support individual children and families or around the strategic planning and delivery of services and supports.

The changing landscape for children's services and the learning from our improvement programmes such as Realigning Children's Services (RCS), Permanence and Care (PACE), the National Third Sector GIRFEC Project, NHS Lanarkshire's Child Health Plan and the Children and Young People's Improvement Collaborative, has prompted us to revise our current structures to ensure the best outcomes for children and families and make the best use of resources available.

### What we will do

We will continue the implementation of GIRFEC to ensure that:

- We are child centred
- There is a shift to prevention
- We work with our partners to ensure children and families get the support they need when they need it.

We will identify appropriate staff and resources to support the delivery of the revised Children's Services Partnership governance structures.

We will contribute to multi agency planning within localities and the Children's Services Partnership task groups.

We will implement identified improvement actions through RCS and PACE programmes and continue to develop and deliver core health and social care services and supports for children and families.

## What will success look like?

Our children and young people will be safe, healthy, active, nurtured, responsible, respected, achieving and included so they can realise their potential and grow to be successful learners, confident individuals, effective contributors and responsible citizens.

We will provide a broad range of services and supports to meet the needs of all children. For the majority, this will be within our universal services. Some children will require additional supports and a small number will need specialist or intensive services to meet their needs.

## What does this mean for me?

- ⊗ I understand what is happening and why
- ⊗ I have been listened to carefully and my wishes have been heard, understood and taken into consideration
- ⊗ I feel confident about the help I am getting
- ⊗ I am appropriately involved in discussions and decisions that affect me
- ⊗ I can rely on appropriate help being available as soon as possible
- ⊗ I experience a more straightforward and co-ordinated response from the people working with me
- ⊗ Services and supports who work with me understand and work with my whole family

# 6 North H&SCP contribution to the Community Justice Plan

## Reason for change

Accessing training, work experience and employability opportunities are key to supporting individuals who have been in the justice system to meaningfully re-integrate into their communities. They are often the furthest from the labour market and lack the confidence and the skills to engage with mainstream employability providers.

North Lanarkshire Council has a high proportion of young people aged 16-21 years held in Polmont Young Offenders Institution than the majority of other areas in Scotland. We also know, from national and local research, that young people receiving community based sentences struggle to comply with these, in part due to young people's chaotic lifestyles and maturity. Many young people appearing before the adult courts struggle to comply with statutory orders, resulting in breach of orders and young people being placed in custody.

## What we will do

On behalf of the Community Justice Partnership, we will continue to lead on the establishment of a Learning Hub with our key partner Love Learning Scotland. £126,000 has been awarded to Love Learning Scotland (LLS) to support us to set up the hub to assist clients with literacy and numeracy issues. The hub will be supported by staff and local volunteers from the community recruited through the third sector.

We will pilot the delivery of Structured Deferred Sentences for 16-21 year olds within the justice system from North Lanarkshire. A structured deferred sentence will see decisions in a young person's sentence deferred for three to twelve months. During this period we will carry out an intensive social work intervention to address specific issues that relate to the young person's offending behaviour.



## What will success look like?

The services provided through the Hub will allow those with experience in the justice system to develop and enhance their existing skills base in a supported environment with the ultimate aim of gaining recognised skills and qualifications. The hub will provide a route into wider education and employment opportunities.

Through the introduction of deferred sentences, young people will be better supported to address key issues and offending behaviours, reducing reoffending and the need for a custodial sentence.

## What does this mean for me?

- ⊗ My life chances are improved through my needs, including health, financial inclusion, housing and safety being addressed
- ⊗ I develop positive relationships and have more opportunities to participate and contribute through education, employment and leisure activities
- ⊗ My resilience and capacity for change and self-management are enhanced

# 7 Inequalities, Prevention and Anticipatory Care

## Reason for change

Health inequalities are the unfair and avoidable differences in people's health across social groups and between different population groups. For example, people living in the most affluent areas of Scotland can expect to live in good health for over 20 years longer than those in the most deprived areas.

The determinants of health also contribute to health inequality. Social and material factors such as poverty, psychosocial factors such as stress or loneliness and behavioural or lifestyle factors, such as smoking, unhealthy diet or alcohol consumption all combine to have an impact.

Everyone has a right to good health and to have fair and equal access to the conditions that support good health, therefore tackling health inequalities and developing preventative and anticipatory approaches are key aims for the integration of health and social care.

As part of our day to day service provision, we see a wide range of people from a variety of circumstances and are in an ideal position to enquire routinely about these issues, provide advice and refer on to support services if appropriate.





## What we will do

We will include key questions in the generic assessment agreed for all staff in North Lanarkshire. Some questions will be core to all assessments (e.g. financial inclusion, mental wellbeing) and others will be tailored to the individual/family.

We will continue the extensive training of staff across health, social work and the third and independent sectors to support staff in this approach, including mental health literacy.

Making Life Easier ([www.makinglifeeasier.org.uk](http://www.makinglifeeasier.org.uk)) is a North Lanarkshire website that offers information, professional advice and direct access to services and support 24 hours a day, 7 days a week. We will

continue to develop this platform to increase the range of supports and services on offer and use our 'champions' to provide training and briefings across North Lanarkshire.

We will also continue to promote Voluntary Action North Lanarkshire's locator tool (<http://www.locatornl.org.uk/>) to support people to access local groups and activities.

Community supports and interest groups will continue to grow in a way that is accessible and stigma free and which improves the lives of people in North Lanarkshire.



# 7 Inequalities, Prevention and Anticipatory Care (cont'd)

## What will success look like?

Staff are trained and feel confident and competent to routinely enquire about financial wellbeing and key health improvement areas as part of assessments.

Patients/clients are routinely asked about key health improvement areas.

There will be an increase in referrals to:

- Financial inclusion services
- Active Health programme

- Stop Smoking services
- Well Connected programme
- Community Support
- Direct and indirect carer support (including short breaks)

We have already exceeded our initial target of 5000 individuals using the Making Life Easier website every quarter and we aim to increase this by 10% each quarter over the next year.

## What does this mean for me?

I will routinely be asked about key health improvement areas and referred to support services if I require them.

I will have improved knowledge of, and access to, health improvement services and understand how they can benefit my health.

I can access information, professional advice and direct access to services and support at any time of day. This will help me live as independently and safely as possible.

I can access information about local groups which offer support to people who have a long

term condition or a disability. As well as specific information about the condition or disability, I can find out about keeping safe and well at home, and how to get out and about in the community.

I can complete a guided self-assessment which will enable me to get direct access to a range of equipment or adaptations for my home if appropriate.

I can complete a Life Curve Assessment and find out how I am ageing and be given tailored advice on how to improve my health and wellbeing.

# 8

## North H&SCP contribution to the Local Outcome Improvement Plan

### Reason for change

North Lanarkshire Partnership Local Outcome Improvement Plan replaced the Single Outcome Agreement from October 2017 and outlines actions that will be taken across four partnership priorities: developing resilient communities; tackling poverty; homelessness; and looked after children.

Actions to be taken forward during 2018/19 include development of the Community Matters partnership engagement programme to support community involvement and developing a North Lanarkshire Tackling Poverty Strategy and Action plan.

The partnership is specifically leading on the priority of homelessness with an initial focus on prevention and addressing the health needs of people experiencing homelessness.

A Health Needs Assessment has been undertaken of people experiencing homelessness in North Lanarkshire. Overall, the findings showed people experiencing homelessness are a key vulnerable group and homelessness is often the end product of a long period of severe health and social inequality.

The data demonstrates the significantly poorer health experienced by this population, particularly in relation to mental health and substance misuse. A multi-agency Health and Homelessness Action Plan and Steering Group has been developed with the overall aim of improving health outcomes for those experiencing homelessness.

## What we will do

We will take forward a broad range of actions to identify people who are at risk of, or experiencing homelessness, and develop a coordinated early intervention approach to reduce the impact of housing insecurity on health and wellbeing.

During 2018/19 we will:

- Test a person centred care management model for homelessness
- Design and deliver an outreach sexual health service to increase screening uptake in the homeless population
- Undertake a needs assessment for children affected by homelessness

## What will success look like?

People at risk of, or experiencing, homelessness will have improved health and wellbeing outcomes.

Services providing care and support will be more responsive and flexible to the particular needs of people experiencing homelessness.

## What does this mean for me?

My housing needs and related issues will be fully considered as part of my health and social care assessment, planning and support.

If I am experiencing homelessness, I will be supported to access relevant screening services in line with my needs.

# Intentions continuing from the 2017/18 plan

## **1. Further development of the Universal Health Visitor Pathway - pre-school assessment**

The Universal Health Visitor Pathway is an evidence based approach for when a health visitor should make contact with families to best support them and their children. During 2017/18, the partnership successfully rolled out the new 12-15 month assessment and the next stage of development in 2018/19 will be the roll out of the 4-5yr pre-school review.

## **2. Technical solutions and data sharing mechanisms to improve care delivery**

With the development of integrated community teams, the need to be able to share data between services and systems is becoming a priority. In 2018/19, an 'IT federation' programme will be undertaken between NHS Lanarkshire and North and South Lanarkshire Councils to create a common platform in Lanarkshire. This development will enable more data sharing and make future links between systems to be made.

## **3. Community Transport (in line with Achieving Excellence working group)**

A one year pilot started in June 2017 to create a SPT Transport Hub, which manages all external transport requests within health services. The aim is to streamline requests to get the right type of transport at the right time. The pilot has already shown benefits in supporting patients to access services and has reduced the demand for private taxis. There has also been a focus on supporting patient transport between the acute sites in Lanarkshire as part of the 'centres of excellence' model. The pilot will finish in June 2018 and an evaluation will then identify the next steps.

## **4. Implement final phase of Family Nurse Partnership to form universal provision**

The Family Nurse Partnership is a government sponsored programme that focuses on young people and vulnerable first time mothers from our most deprived communities. In 2017/18, additional government funding was agreed to allow us to offer this service to all of those who need it. Staff recruitment started in September 2017 and work will continue in 2018/19 to bring the service up to full capacity. A service review will take place in September 2018 to monitor progress.



# Previously agreed intentions for delivery in 2018/19

## 1. Review of community capacity building and carer support

We currently provide a significant level of resource to a range of additional locality services, third and independent sectors and carer organisations. We are currently reviewing our arrangements across this wide area, which started with a review of carer support in 2017/18. This aims to ensure best value through a co-ordinated approach, led by communities at a locality level. The focus will be on early intervention and prevention and will address the priorities in the Community Capacity Building & Carer Support Strategy.

## 2. Implementation of the Carers (Scotland) Act 2016

The Carers Act came into effect on 1st April 2018, which places a duty on the partnership to:

- Provide support to carers based on their needs in line with a local eligibility criteria
- Ensure carers and young carers are at the centre of decision making on how services are designed, delivered and evaluated
- Develop an Adult Carer Support Plan and a Young Carer Statement to identify carers' needs and personal outcomes
- Provide an information service for carers on, amongst other things, emergency and future care planning, advocacy, income maximisation and carers' rights.

A lot of time and effort, including from service users and carers, was spent on developing North Lanarkshire's approach to the Act during 2017/18, to ensure we were ready for implementation on 1st April 2018.

## 3. Supporting the Redevelopment of Monklands Hospital

NHS Lanarkshire is progressing ambitious plans for the replacement or redevelopment of Monklands Hospital. Following Scottish Government approval of the Initial Agreement, an Outline Business Case is now in development.

In partnership with NHS Lanarkshire, we will plan and develop a model of community and emergency services and supports that will complement the design of the new hospital.

## 4. Complete Market Facilitation Plan

A Plan will be published in early 2018/19 that identifies the upcoming demand for care and support in North Lanarkshire, helping to inform the third and independent sectors on the future shape of the local health and social care market. The plan involves dialogue with service providers, service users, carers and other stakeholders around aspirations and changing needs of those living in North Lanarkshire.

## 5. Child and Adolescent Mental Health Services (CAMHS)

During 2017/18, performance against the Referral to Treatment target was a challenge in Lanarkshire, largely due to difficulties in recruiting staff. An action plan has been developed that will support the service to get back to the National Referral to Treatment Standard of 90% within 18 weeks.

## 6. Psychological Therapies

In 2017/18, performance against the Referral to Treatment target proved challenging, due to significant levels of maternity leave within the service and difficulties in being able to recruit cover. An action plan is in place to bring the service back in line with the National Referral to Treatment Standard of 90% within 18 weeks.

## 7. Forensic Medical Examinations

A national taskforce has been formed and new Standards produced for healthcare and forensic medical services for people who have experienced rape, sexual assault or child abuse. Each Health Board has been tasked with undertaking a self-assessment and gap analysis against the new Standards, which will be led by officers from the Health and Social Care Partnership.

# Intentions for 2019/20

We have identified ten more areas of service development that we will plan for implementation in 2019/20. These are:

## 1. New model of Mental Health Continuing Care

In line with the local bed modelling activity, plans are in place to create a new model of Mental Health Continuing Care within NHS Lanarkshire facilities for delivery from 2019/20.

## 2. New models of Mental Health Recovery/Rehabilitation

In 2017/18, we changed a 12 bedded unit in Beckford Lodge to cover Forensic Mental Health Services, allowing us to repatriate patients being cared for in out of area placements. This change was part of a wider review of mental health rehabilitation and recovery, covering both inpatient and community settings. We will finalise this review in 2018/19.

## 3. Enhanced Mental Health Liaison in University Hospitals

During 2018/19 we will review mental health liaison services across the three University Hospitals, with the aim of increasing capacity to ensure good mental health service provision at each site, alongside improving the mental health literacy of key staff. Patients often present at hospital with both physical and mental health needs and it is important that their mental health and wellbeing is addressed at the same time, free from stigma and discrimination.

## 4. Good Mental Health for All action plan

*Good Mental Health for All* is a national programme that asks local partnerships to continue to focus on improving mental health, equitably, across the population. We will create a North Lanarkshire action plan that focuses on the range of factors that can impact on our mental health and wellbeing, including access to the outside and green spaces; family and relationships; the home that we live in and our ability to find a job. The wide range of factors highlights the need to have a cross-sector response from all our partners in North Lanarkshire. Tackling stigma and discrimination will also be a priority within the plan.

## 5. New Kinship Care Framework

We recognise that, in order to meet increasing demand for placements and support relating to kinship care we need to adapt and redesign our services. In 2018-19 we will work with the Centre for Excellence for Looked After Children in Scotland (CELCIS) and apply the learning from our work to improve permanence planning and timescales and scope out opportunities. In 2019/20 we anticipate implementing new models of support.

## 6. Enhance early intervention through Edges of Care programme

Edges of Care is an improvement programme, in partnership with the Centre for Excellence for Looked After Children in Scotland (CELCIS) and the Robertson Trust. The programme considers how local services can make changes so that children and families get the right support at the right time. The focus is on early intervention to reduce the potential for escalation later on in children's lives.

**7. Lead development of integrated frameworks of support to address (a) prevention; (b) neglect, domestic abuse and substance misuse; (c) children and young people's mental health, wellbeing and resilience; and (d) looked after children and young people.**

During 2018-19, as part of the restructuring of the Children's Services Partnership, we will form multi-agency task groups to identify action plans around each of the 4 priorities. These will use the learning from current improvement programmes and the outcomes of the Realigning Children's Services programme. In 2019-20, Health and Social care will lead on (c) children and young people's mental health, wellbeing and resilience and (d) looked after children and young people.

**8. Review of 24/7 Working**

During 2018/19, we will undertake a review of 24/7 working to the correct volume and mix of services around the clock in North Lanarkshire. We currently have a range of services that run in the out of hours period and the review will look to identify any gaps that require to be resolved to support improved performance around areas such as unscheduled care, delayed discharge and public protection.

**9. Review of inpatient brain injury services**

At present, NHS Lanarkshire does not have a specialist centre for brain and spinal injuries, with patients supported in the community via the Community Brain Injury Team, within the three University Hospitals or in out of area specialist units. We will undertake a scoping exercise in 2018/19 to review the future provision of these services, looking at both local and regional options.



# The difference we will make

These commissioning intentions will contribute to the delivery of the nine national health and well-being outcomes, the three national outcomes for children and families and the seven national criminal justice priorities.

National health and wellbeing outcomes	National outcomes for children and families	National criminal justice priorities
<ol style="list-style-type: none"> <li>1. People are able to look after and improve their own health and wellbeing and live in good health for longer.</li> <li>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.</li> <li>3. People who use health and social care services have positive experiences of those services, and have their dignity respected.</li> <li>4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.</li> <li>5. Health and social care services contribute to reducing health inequalities.</li> <li>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.</li> <li>7. People using health and social care services are safe from harm.</li> <li>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.</li> <li>9. Resources are used effectively and efficiently in the provision of health and social care services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Our children have the best start in life and are ready to succeed;</li> <li>2. Our young people are successful learners, confident individuals, effective contributors and responsible citizens; and</li> <li>3. We have improved the life chances of children, young people and families at risk.</li> </ol>	<ol style="list-style-type: none"> <li>1. We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities</li> <li>2. We enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats</li> <li>3. We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st century</li> <li>4. We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use</li> <li>5. We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation</li> <li>6. We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence</li> <li>7. We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration</li> </ol>



The outcomes will also have an impact on how the health and social care system performs, in particular improving performance against the 'big six' indicators associated with the Scottish Government's *Health and Social Care Delivery Plan*.

- Unplanned admissions
- Occupied bed days for unscheduled care
- A&E performance
- Delayed discharges
- End of life care
- The balance of spend across institutional and community services.

Further information is available within our performance plan.



# learning more about health and social care north lanarkshire

To find out more about what we do, please visit our website at  
<http://www.hscnorthlan.scot/>

You will be able to find key documents at  
<http://www.hscnorthlan.scot/key-documents/> including:

**Strategic Plan** – our ten year strategic plan outlines what we aspire to achieve.

**Annual Report** – each year we publish an annual report that covers a range of information including our progress against the national outcomes, how we have allocated and spent our budget, how we are performing against a range of national targets and our successes

**Locality Profiles** – we have undertaken individual needs assessments for the six locality areas in North Lanarkshire to support local planning and service improvement

The North Lanarkshire Integration Joint Board oversees integration in North Lanarkshire. The agendas, minutes and papers of the Board and its Performance, Finance and Audit Sub-Committee can be found at this link

<https://mars.northlanarkshire.gov.uk/egenda/public/kab71.pl>

If you cannot find the information you are looking for, or would rather speak to a member of the team, you can get in touch with us on **01698 858 320**.





prevention  information & advice  locality engagement  self management  support and care  clinical interventions  reablement & rehabilitation  end of life care

