

**REPORT**

Item No: 4

<b>SUBJECT:</b>	Strategic Commissioning Plan Progress Report
<b>TO:</b>	<b>IJB Performance, Finance and Audit Sub-Committee</b>
<b>Lead Officer for Report:</b>	Chief Accountable Officer
<b>Author(s) of Report</b>	Head of Planning, Performance and Quality Assurance
<b>DATE:</b>	19.2.19

**1. PURPOSE OF REPORT**

This paper is coming to the Sub-Committee

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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This paper will set out progress against the 2018/19 Strategic Commissioning Plan.

**2. ROUTE TO THE SUB-COMMITTEE**

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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The paper was prepared by the Head of Planning, Performance and Quality Assurance and reviewed at the Senior Leadership Team meeting.

**3. RECOMMENDATIONS**

3.1 The Sub-Committee is asked to:

- Note the contents of the report
- Request further updates on progress.

**4. BACKGROUND/SUMMARY OF KEY ISSUES**

4.1 In March 2018, the Integration Joint Board approved the strategic commissioning intentions for 2018/19 within the letters of direction and approved the public facing Strategic Commissioning Plan 'Achieving Integration' at the June 2018 meeting.

4.2 The commissioning intentions and supporting pillars are described in appendix 1.

4.3 Progress against implementation of the 2018/19 intentions is described below:

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
1. Integrated Service Review Board	SCP Programme Board	<p>There has been a significant level of activity around the implementation of the Integrated Service Review Board.</p> <p>A number of linked projects such as the roll out of the Rehabilitation Model, Home Support Model and Discharge to Assess/Same Day Response have also been progressing. The new model of Home Support has shown a sustained reduction in Home Support related delayed discharge bed days, whilst a new leadership model has been agreed for the integrated locality rehab teams, and was roll out across the remaining 5 Localities in October 2018. The first tests of Discharge to Assess/Same Day Response have taken place since September 2018 and a full report on this development will be tabled when the learning from the tests has been more fully developed with stakeholders.</p> <p>A key aim of this intention was the roll out of integrated multidisciplinary locality teams around the three care groupings, alongside a new senior structure, however, this element has been put on hold pending the outcome of the review of the integration scheme.</p>	<p>The structure proposals are currently on hold pending the outcome of the review commissioned by the Chief Executive, NLC and Chief Executive, NHSL of the Integration model within North Lanarkshire which is considering Operations Performance Finance Human Resources Strategy Governance I.T</p>	May 2019	Amber
2. Bed Modelling	Bed Modelling Steering Group	<p>A full business case has been compiled to look at the feasibility of repatriating Mental Health Continuing Care provision back onto NHS Lanarkshire sites as part of a new model of service. The move will fulfil important clinical needs for this group of patients, who will exhibit high levels of stress and distress due to their dementia. Smaller, less stimulating wards are sought after in most cases. At times of increased risk, restraint and intramuscular medication is needed and, under the Mental Health Act, this can only be done in a hospital – limiting the utility of the current arrangement.</p>	<p>The business case requires clinical, staff and financial governance assurance within NHS Lanarkshire and IJB sign off before proceeding.</p>	Business case Dec 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		An implementation group has been formed to roll out the actions of the intermediate care review approved by the IJB in June 2018. A large element of the new model is predicated on the roll out of the new models of Home Support, Rehabilitation and Discharge to Assess. Good progress has been made with the closure of the Monklands House facility.	Monklands House facility closed in October 2018 Rehabilitation Teams rolled out to all 6 localities in October 2018	March 2019	
3. Primary Care	PC Strategy Board	The Primary Care Improvement plan (PCIP) was completed in June 2018. The plan sets out a number of work streams, projects and tests of change that are ongoing within Lanarkshire which will transition to support the new models of care as agreed under the GMS 2018 contract. H& SC NL is fully engaged in the Programme Plan and is progressing roll out of agreed community treatment models e.g Treatment rooms across North Lanarkshire.  A steering group has been established to progress the implementation Plan set out in Action 15: Transforming Mental Health Services in Lanarkshire.	A programme plan against Action 15 was submitted to Scottish Government in July 2018 and work is ongoing to develop bids for funding from S Govt. Likely bids being submitted will include; <ul style="list-style-type: none"> <li>• Custody Suite service enhancement</li> <li>• Prison service enhancement</li> <li>• Locality mental health &amp; wellbeing staff</li> <li>• Specialist mental health services including CAMHS, perinatal service, community pharmacy</li> </ul>	March 2019	Green
4. Mental Health Strategy	Addictions, Justice, LD & MH	The newly formed Programme Board for Addictions, Mental Health, Learning Disabilities and Justice has been given delegated responsibility to develop a MH strategy for Lanarkshire. Development of the Mental Health Strategy is progressing well. 5 Themed groups have been drawn together to involve a wide range of stakeholders in the development of the strategy.	The development of a Lanarkshire mental health strategy is a significant piece of work requiring input from a wide range of stakeholders. The strategy will be developed in stages and will not be fully complete until the end of March 2019 and will require approval of the Integration Joint Board.	March 2019	Green
5. H&SCNL Contribution to	Children and Families	The Children's Services Partnership have revised the governance structures, and agreed to progress core	The revision was deferred from 2016-17 until 2017-18 to ensure that the model	December 2018	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
Children's Services Plan		<p>membership changes with a view to enhancing awareness, coherence and co-ordination in the planning of children's services across key bodies including the IJB.</p> <p>4 Task Groups have been established to support delivery of the key Children's Services Plan priorities and are currently establishing work plans and refining outcome measures. HSCNL officers are contributing to all of these and leading work on the review of the Corporate Parenting Plan as well as linking with MH leads and other partners to develop a holistic approach to MH, Wellbeing and Resilience aligned to the MH strategy and current national reviews.</p> <p>It has been agreed that new responsibilities in respect of Child Poverty will be addressed in partnership with NLP's Tackling Poverty Leadership and Action Groups in which HSCP officers are also key members.</p>	was responsive to significant changes in the landscape, information from improvement programmes and identification of priorities.		
		<p>The children and families workstream of the Integrated Service Review Board Area Wide Service Implementation Group has met on 4 occasions and to date have:</p> <ul style="list-style-type: none"> <li>Identified relevant strategic plans and priorities</li> <li>Considered the vision, outlined in the ISRB report, and described this for children's services within the Getting it Right for Every Child approach</li> <li>Identified services and supports based centrally or in localities, natural alignments and opportunities for a more integrated approach</li> </ul>	Associated structure proposals are currently on hold pending the outcome of the review commissioned by the Chief Executive, NLC and Chief Executive NHSL of the Integration model within North Lanarkshire.	March 2019	Amber
		<p>The annual report on the North Lanarkshire Children's Services Plan 2017-2020 will be published at the end of September.</p>	One of the duties of local authorities and health boards in Children and Young People (Scotland) Act 2014.	September 2018	Green
6. H&SCNL Contribution to Community Justice Plan	Addictions, Justice, LD & MH	<p>The Community Justice Partnership is in the process of finalising its first annual report which will be published following approval at the CJP meeting on 3<sup>rd</sup> October 2018.</p>		October 2018	Green
		<p>Good progress has been made in respect of the Step Forward Project, a collaboration between Love Learning</p>	<p>This project is currently funded until March 2019 and will be evaluated and is</p>	March 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		Scotland and Criminal Justice Social Work established to address literacy and numeracy skills but extended to address IT, employability and training needs. The project has received a high number of referrals and early outcomes have been positive in relation to the engagement with supports, the achievement of personal development awards and impact on reoffending. In August the project was commended in the Scottish Parliament.	part of a wider partnership focus on employability as a vehicle to improve individual outcomes and reduce reoffending.		
		The Structured Deferred Sentencing Pilot Programme has been running since Spring 2018 targeting young people under 21 convicted of a serious offence or who are considered frequent offenders with a view to intensive engagement to address causal factors. To date however only a small number of young people have been identified as suitable.	This pilot is scheduled to run for 18 months and is being undertaken within existing resources.	September 2019	Amber
		HSCNL remains a key partner within the CJP and in addition to the two projects noted above significant developments over the last six months have included the reconfiguration and enhancement of the DTTO service, jointly delivered by locality justice and the Addiction Recovery Team and the joint delivery of a Solihull group work programme by social work and health improvement within the WCJS. Through consultation, access to health and mental health services in particular has remained a key theme and this will be reflected in the updated CJOIP priorities for 18/19.		March 2019	Green
7. Inequalities, Prevention and Anticipatory Care	Inequalities, Prevention and Anticipatory Care	The IPAC steering group has been meeting bi-monthly to progress work across the following commissioning intentions: 1. Further developing the Making Life Easier (MLE) website 2. Mitigating impact of Adverse Childhood Experiences 3. Implementing a test of change to reduce DNA's	The work to embed routine enquiry is now being taken forward under the First Point of Contact cross cutting work stream. Development of MLE will also link between these two workstreams.  The Houldsworth advice and information hub test of change will also	March 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<p>4. Increasing uptake of Anticipatory Care Plans</p> <p>5. Rolling out the Healthy Schools Approach to all primary schools</p> <p>6. Testing a health hub in Houldsworth Centre</p> <p>7. Embedding Routine enquiry in Generic assessments</p> <p>8. Rolling out of Tobacco swim time programme</p> <p>Projects plans with key milestones have been developed for each intention and progress has been made for each however all are at different stages and delivery will continue into 2019/20 across all 8 intentions.</p> <p>Notable achievements to date include:  MLE - over 3000 sessions per month (target of 1500 users per month).  Healthy schools - 63% of North primary schools using the approach at 31 January 2019 which has exceeded the year-end target of 60%.  Houldsworth advice and information hub is on track to be launched before end March 2019.</p> <p>Healthy schools - 58% of North primary schools using the approach (target of 55% by Sept 2019).</p>	<p>link to the First Point of Contact workstream and the Action 15 workstream of the Mental Health Strategy. It will also help inform the Primary Care Transformation programme.</p> <p>Awareness raising of anticipatory care plans will still be taken forward but short life working group report submitted to LTC group of Achieving Excellence highlighted that IT solutions are required to support information sharing.</p>		
<p>8. H&amp;SCNL Contribution to the Local Outcome Improvement Plan</p>	<p>Community Planning Partnership</p>	<p>The focus of the HSCP contribution to the LOIP in 2018/19 has been on taking forward actions within the Health and Homelessness action plan. This work is on track and includes the following:</p> <p>A programme to increase uptake of screening by those experiencing homelessness. This has been funded through a successful bid to the Scottish Government Screening Inequalities Fund.</p> <p>A partnership initiative with the third sector to embed a psychologically informed environment (PIE) and trauma informed approaches within key health service.</p>	<p>A key development to note is the publication of the national Homelessness and Rough Sleeping Action Group Report in June 2018 and the acceptance of all the recommendations of the report by the Scottish Government.</p> <p>Each Local Authority area is now required to produce a 5 year Rapid Rehousing Transition Plan (RRTP) by 31<sup>st</sup> December 2018 outlining how they will ensure people presenting as homeless are provided with settled</p>	<p>March 2019</p>	<p>Green</p>

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<p>Testing a case management model in Motherwell and Wishaw localities for those individuals who are identified as using health and social care services disproportionately.</p> <p>A health needs assessment for children and young people affected by homelessness is currently being led by Public Health and will report in the final quarter of 2018/19. The findings of this needs assessment will inform future commissioning intentions for this vulnerable group.</p> <p>HSCP staff are also contributing to the other areas of the LOIP including the development of a Tackling Poverty Framework for North Lanarkshire and the development of an overarching Performance Management Framework for the LOIP which will be presented to NLP Board in November 2018.</p>	<p>accommodation as quickly as possible and avoid lengthy stays in temporary accommodation. The Health and Social Care partnership have contributed to the proposed Partnership Plan and are working with Housing and other partners to develop a joint RRTP delivery and resource plan which will outline how we will work collaboratively to support those most vulnerable to sustain their tenancies and have improved health and wellbeing outcomes.</p>		

4.5 In addition to the commissioning intentions, some intentions have continued from 2017/18, with progress as follows:

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
1. Universal HV Pathway	Children and Families	<p>A HV Implementation Group is now well established and we have implemented an additional two assessments from the Universal Health Visiting Pathway to the assessments children currently receive in Lanarkshire. This group is now focusing on the outcomes and quality of these assessments prior to implementation of the remaining two contacts. A workforce review is currently underway to ensure that we have the capacity and skill mix to meet requirements. In 2019 the focus will be on implementation of the remaining two contacts within the Universal Pathway.</p>	<p>Recruitment of HV continues to be challenging.</p>	January 2020	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<ul style="list-style-type: none"> <li>• Antenatal home visit - latest start date January 2020</li> <li>• 8 months - delivered based on need. Latest date for full implementation January 2020</li> </ul>			
2. Technical Solutions for Data Sharing	IT Federation Project Board	<p>Strong progress has been made in the creation of a federated IT trust across NHS Lanarkshire, North Lanarkshire Council and South Lanarkshire Council. A Project Board is in place and an action plan signed off for the next 3 years of delivery.</p> <p>By December 2018, there will be:</p> <ul style="list-style-type: none"> <li>• Skype connections between partners</li> <li>• Global address list sharing</li> <li>• Basic connectivity across partner sites for a limited group of users (senior managers)</li> <li>• Exercise to finalise future security requirements</li> </ul> <p>In 2019, the focus will then turn to allowing all eligible staff to access partner networks and in 2020, systems will be in place to allow targeted access to partner applications such as clinical record systems.</p>	The initial budget identified for the project between the three partners was £400k. Following NHS Scotland's decision to procure Microsoft Office 365 for all NHS Boards, the costings require to be reviewed and could potentially reduce.	March 2021	Green
3. Community Transport	Achieving Excellence	Through NHS Lanarkshire's Achieving Excellence working group, a 1 year pilot of a community transport hub commence in June 2017 and was extended through to September 2018. A SPT transport hub has been created, which manages all external transport requests with the aim of streaming requests to the most appropriate mode. This has already seen benefits in supporting patients to access services and has reduced the demand for private taxis. One of the main areas for focus has been supporting patient transport between the acute sites, supporting the model of centres of excellence. Service user representation has been identified for North Lanarkshire to support the work of the group.	A full report is due to be compiled at the end of the pilot period (now end Sept 18) and the outcomes will be reported back to the IJB.	September 2018	Amber

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
4. Family Nurse Partnership	Children and Families	<p>Family Nurse Partnership (FNP) is a licensed preventative programme with extensive research and development evidence. Since 2013 this intensive strength based programme has been delivered to first time teenage pregnant mums.</p> <p>FNP remains part of National Policy and an expansion plan is supported by Scottish government to ensure that all entitled clients have access by end of 2018 alongside a rigorous improvement Programme to march 2019.</p> <p>Under a strict SLA, expansion of FNP team was undertaken in late 2017 with staff commencing in March 2018. Two discreet FNP teams are now operating in North Lanarkshire; team B and Team C.</p> <p>Team B's caseload immediately prior to Team C's recruitment was between 22-25 clients per nurse. Team C is in the recruiting phase and their growing caseloads are predicted to be at capacity by February 2019, which coincides with the start of the graduation phase of Team B clients and will offer ongoing capacity.</p> <p>Fidelity and dosage of the programme continues to be monitored closely by Scottish Government</p>		Ongoing	Green

#### 4.6 Previously Agreed Intentions for Delivery in 2018/19

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
1. Review of Community Capacity Building and Carer Support	SCP Programme Board	<p>The service user and carer review took place and was reported to the September meeting of the IJB. Work will now commence through the Participation and Engagement working group to create an action plan and drive the identified changes.</p> <p>A second phase is now underway to review the governance around the Community Capacity Building and Carer Support structure in North Lanarkshire. The review is being independently led by The Improvement Service to ensure robust scrutiny and assurance for the IJB.</p>	The independent review process involving a widely distributed questionnaire, consensus session and improvement planning session are being undertaken in February 2019.	<p>March 2019</p> <p>March 2019</p>	Green
2. Implementation of Carers (Scotland) Act	Frailty and Long Term Conditions	<p>Extensive work has taken place to ensure the effective implementation of the Carers Act, supported by the Carers Strategy Implementation Group., including developments around direct support, short breaks, adult carer support plans and young carer statements.</p> <p>An open procurement exercise has been concluded which establishes services to support carers in North Lanarkshire.</p>	Further work is required around section 28 of the Act, which supports carers in respect of hospital discharge. Due to the geography of Lanarkshire and the three acute sites, a whole system approach is required to ensure a consistent and equitable provision across the area.	March 2019	Amber
3. Supporting the redevelopment of Monklands	SCP Programme Board	<p>The Health and Social Care Partnership has been heavily involved in the current consultation around the new Monklands Hospital, supporting a range of public engagement events.</p> <p>Detailed planning work has been undertaken around the Care of the Elderly workstream and the partnership continues to actively participate in a range of working groups supporting the delivery of the business case.</p>	The decision on the location of the future Monklands is due to be taken at the November meeting of the Health Board, following completion of the current consultation exercise, which will inform the Business Case to Scottish Government.	Business case Summer 2019	Green

4. Market Facilitation Plan	SCP Programme Board	A full draft of the Market Facilitation Plan has been created in conjunction with Scottish Care and will be incorporated into a Strategic Commissioning framework to be presented to the IJB in March 2019		March 2019	Green
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4.7 The Strategic Planning Group session took place on Friday 23 November 2018 involving a revised membership to better reflect the broad ranging commissioning intentions, including a wider range of service users and carers. The event provided an update on the outturn of the 2018/19 Commissioning Plan and sought views on the review of the Integration Scheme and Commissioning intentions for 2019/20.

## 5. CONCLUSIONS

5.1 An update on the 2018/19 Commissioning intentions is offered in this report. Approval for the Commissioning intentions for 2019/20 will be sought from the March IJB.

## 6. IMPLICATIONS

### 6.1 NATIONAL OUTCOMES

This work has implications for all nine national outcomes

### 6.2 ASSOCIATED MEASURE(S)

A performance plan setting out the strategic measures, and associated trajectories for delivery, that the NLJIB is required to deliver will be presented once the Scottish Government have confirmed the measures that are to be used.

### 6.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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### 6.4 PEOPLE

The H&SCP workforce plan sets out the implications of the implementation of the commissioning intentions.

### 6.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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Each commissioning intention will develop an EQIA as required.

## 7. BACKGROUND PAPERS

## 8. APPENDICES

Appendix 1: Achieving Integration Delivery



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CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Ross McGuffie on telephone number 01698 858 143

## Appendix 1: Achieving Integration Delivery

# health and social care north lanarkshire 2018/19 intentions



1	2	3	4	5	6	7	8	Continued from 17/18	2019/20
<b>Implementing the Integrated Service Review Board Report</b>	<b>Bed Modelling</b>	<b>Primary Care</b>	<b>Mental Health Strategy actions</b>	<b>North H&amp;SCP Contribution to the Children's Services Plan</b>	<b>North H&amp;SCP Contribution to the Community Justice Plan</b>	<b>Inequalities, Prevention and Anticipatory Care</b>	<b>North H&amp;SCP Contribution to the Local Outcome Improvement Plan</b>	<b>Universal HV Pathway</b>	Mental Health Continuing Care
<b>What we will do</b> We will create multi-disciplinary teams in each Locality, and for pan-North Lanarkshire services, in line with the Integrated Service Review Board Report.	<b>What we will do</b> We will implement the findings of the Intermediate Care Review, ensuring a greater focus on reablement and rehabilitation in off-site beds and greater links with Locality teams.	<b>What we will do</b> We will publish and implement our Primary Care Improvement Plan to create additional multi-disciplinary teams in GP Practices and communities.	<b>What we will do</b> We will continue to integrate the Community Mental Health teams into Localities, roll out Distress Brief Interventions and build on the work of Stigma Free Lanarkshire.	<b>What we will do</b> We will implement a range of improvement actions through the Realigning Children's Services and Permanence and Care programmes.	<b>What we will do</b> We will establish a Learning Hub to assist clients with literacy and numeracy issues and pilot the delivery of Structured Deferred Sentences for 16-12 year olds in the Justice System.	<b>What we will do</b> We will include key health improvement questions in the generic assessments for all staff and continue to develop and promote Making Life Easier and Community Supports.	<b>What we will do</b> We will identify and support those at risk of homelessness or experiencing homelessness, including support to uptake preventative screening programmes.		Mental Health Recovery and Rehabilitation
								<b>Technical Solutions for Data Sharing</b>	Mental Health Liaison in Hospitals
									Good Mental Health for all action Plan
								<b>Community Transport</b>	Kinship Care Framework
									Edges of Care Programme
								<b>Family Nurse Partnership</b>	Children & Families Task Groups
									Review of 24/7 Working
									Review inpatient brain injury services

Supporting Pillars							
1	2	3	4	5	6	7	8
<b>Joint Strategic Needs Assessment</b> that tells us how the needs of the population are expected to change over the next ten years.	<b>Prioritisation model</b> that supports our work to identify which changes are likely to deliver the greatest benefits.	<b>Financial plan</b> that sets out our estimated budget for the next three years.	<b>Workforce plan</b> that sets out the current workforce challenges and the implications of implementing the changes we are looking to make for staff.	<b>Performance plan</b> that sets out the strategic performance goals for health and social care North Lanarkshire.	<b>Engagement plan</b> that sets out how we will engage with our stakeholders.	<b>Technology strategy</b> that will ensure we have the right integrated technology to deliver new models of care.	<b>Care Academy</b> We will lead opportunities for all ages in North Lanarkshire to have a career in care.