

REPORT

SUBJECT:	Strategic Commissioning Plan 2019/20
TO:	Integration Joint Board
Lead Officer for Report:	Interim Chief Officer
Author of Report:	Interim Head of Planning Performance and Quality Assurance
DATE:	26 March 2019

1. PURPOSE OF REPORT

1.1 This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE IJB

2.1 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 Interim Head of Planning, Performance and Quality Assurance and reviewed at the Strategic Leadership Team meeting.

3. RECOMMENDATIONS

3.1 The IJB is asked to:

- Approve the narrative for the 2019/20 public facing Strategic Commissioning Plan, titled “Achieving Integration”, as set out in appendix 1;
- Note that the document is currently with graphic design and once finalised, will be published on the Health and Social Care Partnership website.

4. BACKGROUND/SUMMARY OF KEY ISSUES

4.1 Health and Social Care North Lanarkshire published its ten-year strategy “Safer, Healthier, Independent Lives” in 2016 and each year a Strategic Commissioning Plan is produced to outline the key intentions to be delivered in year.

4.2 In 2017/18, the partnership published its Strategic Commissioning Plan titled ‘Achieving Integration’ and this is the third in the series of annual documents building on the agreed direction of travel. The 2019/20

document is included in appendix 1. Please note that the document is currently with graphic design and once finalised, will be published on the Health and Social Care Partnership website.

4.3 During 2019/20, an extensive engagement process will commence in summer to develop our next three year commissioning plan, which will run from 2020-23.

4.4 Progress against the identified commissioning intentions will be regularly reported to the IJB and the IJB's Performance, Finance and Audit Sun- Committee throughout the year ahead.

5. CONCLUSIONS

5.1 The 2019/20 public facing Strategic Commissioning Plan, "Achieving Integration" sets out the partnership's key deliverables for 2019/20.

5.2 Once designed, the final version will be published on the Health and Social Care Partnership website.

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 NLIJB 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 associated 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
None

8. APPENDICES
Appendix One – Achieving Integration 2019/20

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INTERIM CHIEF OFFICER

Members seeking further information about any aspect of this report, please contact Morag Dendy on telephone number 01698 332075

Achieving integration 2019/20

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

March 2019

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.

Since 2017/18, the partnership has published its annual commissioning intentions for delivery in a series of documents titled 'Achieving Integration'. This iteration for 2019/20 is the third year of the cycle and during 2019/20, an extensive consultation exercise will take place to develop our next three-year commissioning plan for 2020-23. We publish 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/>

These areas have all been included in the 2019/20 Commissioning intentions:

- Actions around children's services including transition
- 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/Quick Response

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, effectively and efficiently, 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
- Carer's 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 resource
- Staff feel valued and that their work

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.

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 and young people to realise their full potential
- Improving health and wellbeing of our communities
- Enhance participation, capacity and empowerment across our communities
- Improving North Lanarkshire’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

North Lanarkshire Local 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
- Primary Care Improvement Planning

Our engagement with you

Strategic Planning Group

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 2019/20 were:

- Focus on young people's mental health
- Promote breast feeding
- Increase integration with locality teams
- Improve home support services
- Publish the Mental Health Strategy for Lanarkshire
- Focus on supports for people with addiction

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.

Intentions for 2019/20

1. Review of Integration Scheme

Reason for change

In September 2018 North Lanarkshire Council and NHS Lanarkshire agreed to carry out a review of the integration scheme to identify whether any changes to the scheme are necessary and desirable, following the move to create a new Education and Families service.

The review is considering the experiences of integration to date from within North Lanarkshire and across the wider health and social care sectors in Scotland.

The review will seek to refine the model and ensure the original focus upon improved health and care outcomes remains at the centre of all future enhancements.

What we will do

The review has identified seven key workstreams, including workforce, finance, digitalisation and governance.

A self-assessment will also be undertaken against the second Audit Scotland progress report on integration and the Ministerial Strategic Group national integration review.

The review will consider the synergies that exist between the work of education, children and families to progress and improve outcomes. Children's health services remain within the Health and Social Care Partnership and we will build on existing foundations and partnerships while facilitating new ones to enhance a whole system approach that ensures a clear focus on the child or young person and their wider families.

What will success look like

There will be full consideration of the changes to the Integration Scheme which would improve the impact of integration. There will have been good staff engagement and consultation within sector partners as well as people with lived experience of disability and their families.

The outcome of the review will be reported by summer 2019.

What does this mean for me

I will get the best start in life

I will be supported by joined up teams

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. Addictions, Learning Disability and Mental Health Services

Reason for change

Lots of work has been undertaken over the past year to develop the Lanarkshire Mental Health Strategy to 2027. The strategy considers how new money from the Scottish Government will be used to increase:

Prevention and early intervention

Increase access to treatment and joined up accessible services

Promote physical wellbeing of people with mental health problems

Promote people's rights, access to information and forward planning

What we will do

We will launch the Mental Health Strategy

We will prevent and treat mental health problems with the same commitment, passion and drive as we do with physical health problems

We will introduce and test ways of integrating mental health services more fully into community provision and promote more proactive and preventative interventions

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.

A range of staff at emergency departments and GP practices will help to provide a quick, compassionate response which will help with loneliness, money worries, housing issues or pressure as a result of caring responsibilities.

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 joined up teams

I will be able to access community based supports and will visit hospital less

I will receive an immediate and quick person-centred response, with onward referral to more intensive response if required

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

3. Frailty and long term conditions

Reason for change

The development of more integrated approaches to people who experience frailty or long term conditions will improve shared assessment and the allocation of work, reducing duplication and making services more streamlined for service users and carers.

Better integrated services will support a rapid response at a locality level which will help people be supported well at home, preventing unnecessary hospital admissions.

What we will do

We will continue to develop locality multi- disciplinary teams, which will be heavily influenced by the Primary Care Improvement Plan

The creation of the integrated Rehabilitation teams will be consolidated over the year in each of the Locality areas

The redesign of the home support will be a core element of local, flexible responses expanding the principles of self-directed support to promote greater choice and control over individual supports

Quick responses will support early discharge from hospital and prevent admission. The model of Discharge to Assess will continue to roll out, supported by a new project with Monklands Hospital on improving the primary and secondary care interface.

We will learn more about why a small number of people use a lot of resources and attend emergency departments or GP's frequently and we will recommend changes to improve our responses

The roll out of the new Intermediate Care Model will continue, seeing in-reach of Rehabilitation staff to our off-site beds

What success will look like

Integrated frailty and long term conditions teams will mean we can better co-ordinate 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.

A continued focus on rehabilitation and recovery through access to the right support at the right time will increase the quality of life for people living longer in the community as full and active citizens.

People will feel confident about self managing their long term condition and frailty to avoid relying on unscheduled use of emergency departments and GP appointments.

What does this mean for me

I will be supported by joined up teams

I will be able to access community based supports and will visit hospital less

I will receive an immediate or quick, person centred Response, to help me out of hospital quickly, or to prevent admission

I will have increased choice and control over the support I receive

Health and social care staff will be able to use a range of resources, including intermediate care deals to best effect

4. 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 revisit our current structures to ensure the best outcomes for children and families and make the best use of resources available.

What we will do

New structures will be implemented

We will remain child and family centred

We will shift to prevention

We will work with our partners to ensure children and families get the support they need when they need it

We will contribute to multi agency planning within localities and the Children's Services Partnership task groups, supporting work structure around communication, workforce development and resources

A focus on improvement programmes will be maintained including RCS, PODP and transforming partnerships

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 need additional supports and a small number will need specialist or intensive services to meet their needs.

Children and young people's mental health and wellbeing will be improved.

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

5. 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.makkinglifeeasier.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.

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

People 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 supports

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 understanding 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 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.

Intentions continuing from our 2018/19 plan

1. Review of community capacity building and carer support

We currently provide a significant level of resources to a range of additional third and independent sectors providers supporting people locally. We have been reviewing our arrangement with Voluntary Action North Lanarkshire who support the work around community capacity building and carer support. The Improvement Service have contributed by independently facilitating this review. The aim is to ensure best value through a co-ordinated approach, involving communities at a locality level. This review will recommend actions to further promote community capacity building and carer support locally. The report from the review will be shared widely.

2. Implementation of the Carers (Scotland) Act 2016

Implementation of the Carers Act is a key priority for the Integration Joint Board, recognising the vital role carer's play on a day to day basis in the health and social care system. We will continue 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.

The range of independent supports to adult and young carers will be established fully in 2019/20 with information about their success shared widely.

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 continue to plan and develop a model of community and emergency services and supports that will complement the design of the new hospital.

4. Improved performance of Child and Adolescent Mental Health Services

In 2018/19, a deep dive exercise was undertaken on the NHS Lanarkshire CAMHS service due to the increasing pressures being experienced on the service.

The outputs from this review, alongside the national Children and Young People's Mental Health Task Force recommendations, will be developed into an action plan in 2019/20.

5. 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 be a priority within the plan.

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.

6. First Point of Contact

We understand the importance of having a much more joined up way of people accessing information, advice, assessment, treatment and support. Work to develop a consistent response so a first rather than a single point of contact is progressing. It is expected that improvements to access is a phone and the internet will be much more joined up and that recommendations will be made to align assessment and review.

7. Technical Solutions and data sharing mechanisms to improve core 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 2019/20.

In 2018/19, an IT federation programme supported developments in sharing email address lists between North Lanarkshire Council and NHS Lanarkshire along with improved connectivity in partner buildings.

In 2019/20, this programme will continue, further developing connectivity, including video conferencing capability and exploring how best to support linkages and data sharing between systems. The technical solutions sharing and core delivery will also play a key part in the ambitious digital developments being led through the Councils' Digital NL work.

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

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
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 the community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing
7. People using health and social care services are safe from harm.
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.
9. Resources are used effectively and efficiently in the provision of health and social care services.

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/>

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 <http://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 858320