

**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>	28.5.19

**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 Strategic 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>The review will report to the NHSL CMT and the NLC CMT in late May/early June, and will then report to the Policy and Strategy Committee and NHS Lanarkshire Board in June 2019.</p> <p>The review consists of three main elements: themed workstreams; self-assessment exercise and structural review.</p> <p>The seven <b>themed workstreams</b>, facilitated by the Directors/leads within North Lanarkshire Council and NHS Lanarkshire were:</p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• IT/Digitalisation</li> <li>• Strategic Planning</li> <li>• Governance (Support, Care and Clinical Governance and wider governance)</li> <li>• HR and Workforce Planning</li> <li>• Performance</li> <li>• Operations</li> </ul> <p>The workstreams were tasked with documenting existing systems and regulations; benefits, risks and challenges associated with current practice; research alternative delivery models in place across Scotland; and identify potential solutions to challenges found.</p> <p>Two Audit Scotland Reports informed a national <b>self-assessment</b> tool which required all partnerships to report back to the Scottish Government by 15th May 2019. The findings from the self evaluation highlight areas of exceptional achievement, work well embedded and areas of work requiring further actions.</p> <p>Through the <b>operational workstream</b> of the review, a significant engagement exercise was undertaken across all Locality and service areas, in conjunction with trade unions. The final report offers recommendations around future Locality and area wide/ hosted services structures for approval.</p>	<p>The final report offers recommendations around future locality and area wide/ hosted services structures for approval.</p> <p>Formal approval of the report will facilitate the progress of further developing an integrated approach to promoting the health and wellbeing of children and adults living in North Lanarkshire.</p>	May 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
2. Bed Modelling	Bed Modelling Steering Group	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.	Rehabilitation Teams rolled out to all 6 localities in October 2018 2 Discharge to Assess Co-ordinators have been appointed as a test of change to facilitate quick discharge.	October 2019	Green
3. Primary Care	PC Strategy Board	Two key groups have been created to continue to the development of transformational change in primary care. Representatives from the Strategic Leadership Team from an area wide and locality perspective populate the Community Treatment & Care and Urgent Care In Hours (CTC UC) Planning and Modelling Group and the CTC UC Operational Group which we are in the process of setting up. The groups are responsible for planning the clinical model for the delivery of the Community Treatment & Care (including APS) and Urgent Care and aligning this to NHS Lanarkshire's 'Achieving Excellence' and the North and South Strategic Commissioning Plans.  A steering group continues to monitor the implementation Plan set out in Action 15: Transforming Mental Health Services in Lanarkshire.	The CTC UC meeting structures will operationalize the clinical model, ensuring adherence to the overarching Primary Care Improvement Plan (PCIP)  A programme plan against Action 15 was submitted to Scottish Government in July 2018 and work is ongoing in relation to: <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>	September 2019	Green
4. Mental Health Strategy	Addictions, Justice, LD & MH	Development of the Lanarkshire Mental Health & Wellbeing Strategy started in September 2018 with the rigorous planning and engagement approach has been approved by the Integrated Joint Board, North Lanarkshire in mid-October 2018. Creation of a Mental Health Strategy Group and developing the Governance and Infrastructure for the strategy development has been important because of the system wide nature of the strategy and the number and	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 2019 and will require approval of the Integration Joint Board.	October 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<p>range of stakeholders to be included. A key early outcome has been to develop a first draft strategy document which outlines what is in scope of the strategy and begins to describe; where we are now, where we intend to be, what activity we will undertake to get there and set out what success will look like over the period of the strategy 2019-2024.</p> <p>Between now and the end of June 2019 the programme team will work with all leads and key stakeholders to ensure that infrastructure and membership is representative of key organisations such as Health and Social Care, Education, Social Work, Scottish Ambulance Service, NHS24, Voluntary organisations/3rd sector to commence implementation of the strategy in the summer of 2019.</p>			
5. H&SCNL Contribution to Children's Services Plan	Children and Families	<p>The North Lanarkshire Children's Services Plan was published in 2017, covering the period April 2017 – March 2020.</p> <p>The governance structures of the Children's Services Partnership have been reviewed. Further consideration is also being given to the impact of the removal of children and families social work from the integration scheme and the formation of the Education and Families Service.</p> <p>Four task groups have been established to drive forward work in the identified priority areas of Prevention, Mental Health Wellbeing and Resilience, Looked After Children and Neglect, Domestic Abuse and Substance Misuse, the latter also reporting to the Child Protection Committee. Key strands of work currently being progressed by these groups include reviewing the Corporate Parenting Strategy and our framework and delivery for wider parenting support. Since our plan was developed there has clearly been an increased national focus on the mental health, wellbeing and resilience of children and young people and our local task group will connect to the development of both the wider</p>	<p>The Children's Service Plan and Partnership continues to set a clear direction for Children's Services in North Lanarkshire as the key vehicle for multi-agency planning and improvement activity. As such and to ensure continuity and coherence of planning for children's services through the forthcoming period of structural change it will be vital that the Health and Social Care Partnership fully engage with and support the CSP in developing further commissioning intentions for children's services.</p>	October 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<p>Lanarkshire Mental Health Strategy and the delivery plan of the Children and Young People's Mental Health Taskforce.</p> <p>Key achievements over the past year include:</p> <ul style="list-style-type: none"> <li>•The updating of the Children and Young People's Pathway for Planning and Support</li> <li>•The conclusion of a Partnership Agreement establishing ongoing principles for engagement with children and young people under the brand of # NLC Ask Me</li> <li>•The engagement of 12 teams in the Lanarkshire Improvement Practicum, part of the wider Children and Young People's Improvement collaborative.</li> </ul> <p>The Children's Services Partnership has also continued to participate in a number of other improvement programmes including:</p> <ul style="list-style-type: none"> <li>•Realigning children's Services</li> <li>•Psychology of Parenting Programme</li> <li>•Scottish Attainment Challenge</li> <li>•Permanence and Care Excellence (PACE)</li> <li>•Transforming Pathways/Edges of Care</li> </ul>			
6. H&SCNL Contribution to Community Justice Plan	Addictions, Justice, LD & MH	The Community Justice Partnership is in the process of finalising its first annual report which will be published in September 2019		September 2019	Green
		The success of the focus on employment opportunities, employability skills, literacy and numeracy skills through Restorative Justice and the Women's Service has achieved important outcomes for people evidenced through the use of the Outcome Star.		October 2019	Green
		Work is ongoing to promote the Structured Deferred Sentencing Pilot Programme. This project targets 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 only a small number of young people have been	This pilot is ongoing and will act on recommendations from the Community Justice Scotland evaluation to further promote this work.	October 2019	Amber

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		identified as suitable but has been successful for those participating. All stakeholders (Sheriffs, young people social workers) recognised the value of this work through which evaluated positively by Community Justice Scotland.			
		HSCNL remains a key partner within the CJP. Another significant developments over the last twelve months has included the reconfiguration and enhancement of the DTTO service, jointly delivered by locality justice and the Addiction Recovery Team. The changes to the service are now well embedded resulting in increased uptake of service and positive feedback from staff, people who use the service and the Sheriff. Additional monies from the ADP have been secured to enhance the social work service within DTTO.	The Community Justice Partnership continues to set a clear direction for Justice Services in North Lanarkshire as the key vehicle for multi-agency planning and improvement activity. As such and to ensure continuity and coherence of planning for justice services through the forthcoming period of structural change it will be vital that the Health and Social Care Partnership fully engage with and support the CSP in developing further commissioning intentions for children's services.	October 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 4. Increasing uptake of Anticipatory Care Plans 5. Rolling out the Healthy Schools Approach to all primary schools 6. Testing a health hub in Houldsworth Centre 7. Embedding Routine enquiry in Generic assessments 8. Rolling out of Tobacco swim time programme	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 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.  Awareness raising of anticipatory care plans will still be taken forward but	September 2019	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<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 has been launched and performance will be analysed.</p> <p>Healthy schools - 58% of North primary schools using the approach (target of 55% by Sept 2019).</p>	<p>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 Plan for North Lanarkshire</p>	<p>Community Planning Partnership</p>	<p>The Plan for North Lanarkshire offers a refresh of the five local priorities for key partners, incorporating the previous LOIP action plans.</p> <p>The focus of the HSCP contribution to the Plan for 2019 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>Testing a case management model in Motherwell and Wishaw localities for those individuals who are identified</p>	<p>Each Local Authority area is now required to produce a 5 year Rapid Rehousing Transition Plan (RRTP) outlining how they will ensure people presenting as homeless are provided with settled 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>	<p>September 2019</p>	<p>Green</p>

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<p>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 2019. 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 Plan including the development of a Tackling Poverty Framework for North Lanarkshire and the development of an overarching Performance Management Framework which will continue be presented to NLP Board.</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> <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>	Recruitment of HV continues to be challenging.	January 2020	Green



Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
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.	Outcomes will be reported back to the IJB.	September 2019	Amber
4. Family Nurse Partnership	Children and Families	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.		Ongoing	Green

Intention	Workstream	Progress	Issues/Comments	Completion Date	RAG
		<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>			

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 Improvement Service supported a review of the governance around the Community Capacity Building and Carer Support structure in North Lanarkshire. The review robustly scrutinise the work of the CCB&amp;CS activity to assurance the IJB of the effectiveness of this work.</p> <p>The review highlighted that:</p> <ul style="list-style-type: none"> <li>the CCB&amp;CS programme outcomes link to all 9 of the national outcomes, with achieving outcomes as the highest area of performance</li> <li>by working together, the CCB&amp;CS has delivered improvements which would not have been delivered by individual organisations</li> <li>the CCB&amp;CS strategy demonstrates an understanding of local needs and opportunities</li> </ul>	The independent review is subject to a separate IJB report for the May/June 2019 meeting.	March 2019	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. Actions agreed through the Strategic Leadership Team agreed progressing with commissioned services and revised representation through the governance and engagement groups.	December 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>	Work continues to inform the Business Case to Scottish Government.	Business case Summer 2019	Green
4. Market Facilitation Plan	SCP Programme Board	A full Market Facilitation Plan which was created in conjunction with Scottish Care was incorporated into a Strategic Commissioning framework agreed by the IJB in March 2019		March 2019	Green

4.7 The Strategic Planning Group continues to represent a wide range of stakeholders with active engagement in considering the main areas for development and change as well as consider performance against agreed actions. The session on 6 May sought participation in the development of a three year strategy for 2020-2023, inviting ideas on new and different forms of engagement.

**5. CONCLUSIONS**

5.1 An update on the 2018/19 Commissioning intentions is offered in this report.

**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 NLJB 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>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>Bed Modelling</b>  <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>Primary Care</b>  <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>Mental Health Strategy actions</b>  <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>North H&amp;SCP Contribution to the Children's Services Plan</b>  <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>North H&amp;SCP Contribution to the Community Justice Plan</b>  <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>Inequalities, Prevention and Anticipatory Care</b>  <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>North H&amp;SCP Contribution to the Local Outcome Improvement Plan</b>  <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.	<b>Universal HV Pathway</b>	Mental Health Continuing Care	
									<b>Technical Solutions for Data Sharing</b>	Mental Health Recovery and Rehabilitation
										Mental Health Liaison in Hospitals
								<b>Community Transport</b>	Good Mental Health for all action Plan	
									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.