

REPORT

Item No:

SUBJECT:	Celebration of Achievement
TO:	Integration Joint Board
Lead Officer for Report:	Ross McGuffie Interim Chief Officer
Author(s) of Report	Interim Head of Planning Performance and Quality Assurance
DATE:	12 June 2019

1. PURPOSE OF REPORT

This paper is coming to the IJB to celebrate the achievements of Councillor Paul Kelly as Chair of the Integration Joint Board.

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

This paper has been:

Prepared	x <input checked="" type="checkbox"/>	Reviewed	x <input checked="" type="checkbox"/>	Endorsed	x <input checked="" type="checkbox"/>
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By the Strategic Leadership Team in conjunction with the incoming Chair of the IJB, Dr Avril Osborne.

3. RECOMMENDATIONS

- 3.1 The IJB is asked to note the achievements outlined in the report
- 3.2 The IJB is asked to note thanks to Councillor Kelly for his hard work, enthusiasm and commitment to integration during his time as Chair of the IJB.

4. BACKGROUND/SUMMARY OF KEY ISSUES

- 4.1 The first three years of the Integration Joint Board have set a strong foundation to support continued progress in achieving active, healthy lives for the children, adults and older adults of North Lanarkshire.

4.2 The first three year term of Chair of the Integration Joint Board started with Councillor McGuigan and since 2017 has been held by Councillor Kelly. In this time a number of significant achievements should be noted, that are attached at Appendix 1.

5. CONCLUSIONS

5.1 The IJB is asked to note thanks to Councillor Kelly for his hard work, enthusiasm and commitment to integration.

6. IMPLICATIONS

6.1 NATIONAL OUTCOMES

The achievements of the IJB support all 9 national outcomes to be achieved in North Lanarkshire.

6.2 ASSOCIATED MEASURE(S)

There are no associated measures for this report.

6.3 FINANCIAL

This paper has been reviewed by Finance:

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

6.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	x <input checked="" type="checkbox"/>
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7. BACKGROUND PAPERS

8. APPENDICES

Appendix 1 Celebrating Achievements of the Integration Joint Board



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CHIEF OFFICER (or Depute)

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

Appendix 1

Celebrating Achievements of the Integration Joint Board Under the Chair of Councillor Kelly June 2019

Progress to date under integration

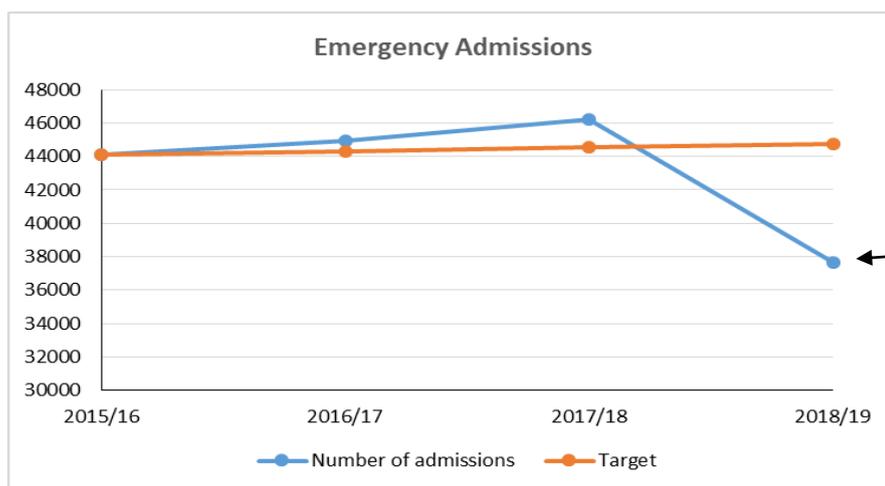
Since the inception of Integration Joint Board, significant progress has been made in North Lanarkshire, good progress has been made in improving the health and social care system and improving the outcomes for individuals.

In 2017, the Scottish Government, in conjunction with integration authorities, introduced the Measuring Performance Under Integration performance framework, as a means of providing a consistent approach to understanding the impact of integration on the health and social care system across a small number of indicators. These indicators focused on:

1. Emergency admissions
2. Unscheduled bed days
3. A&E Attendances
4. Delayed Discharge
5. End of Life Care
6. Balance of Care

Emergency Admissions

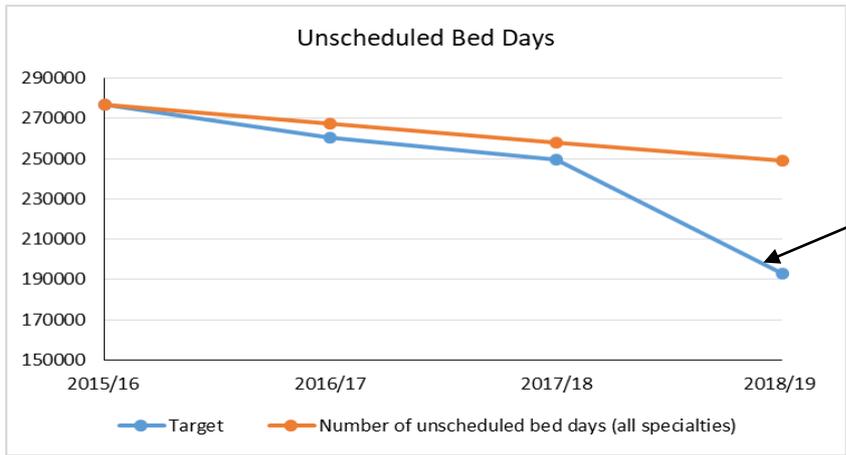
Our improvement objective is to reduce the annual rate of increase in emergency admissions to 0.5% per annum by March 2019. We used 2015/16 as our baseline, and the improvement objective came into effect from April 2017. During 2018/19, the number of admissions has shown a small reduction on the previous year, and year-to-date performance (up to January 2019) demonstrates a 2.8% reduction on the same period of the previous year.



*Please note figures up until end of January 2019

Unscheduled Bed Days

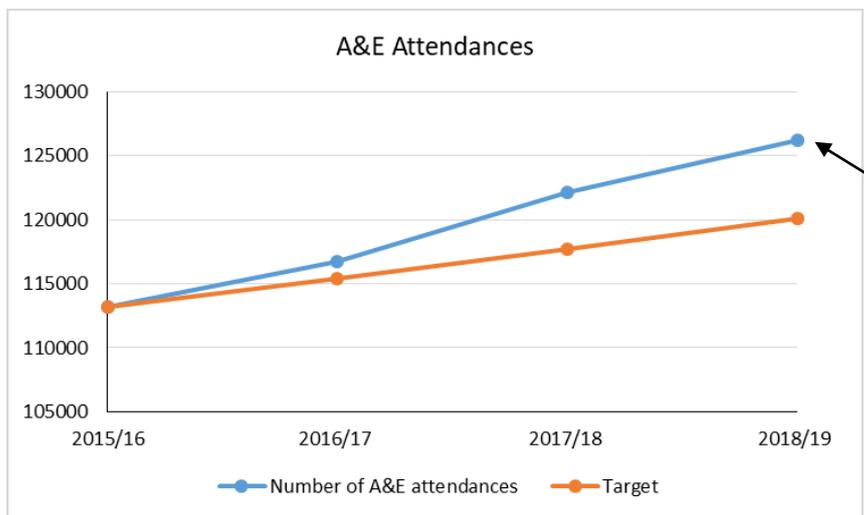
Our improvement objective is to reduce the number of unscheduled bed days (all specialties) by 10% by March 2019 (against a 2015/16 baseline). The number of unscheduled bed days has reduced year-on-year since 2015/16 and we are on track to surpass our improvement objective by the end of March 2019.



*Please note figures up until end of January 2019

A&E Attendances

Our improvement objective is to reduce the annual rate of increase in A&E attendances to 2% per annum by March 2019. This has been a challenging area with the number of attendances in 2016/17 and 2017/18 increasing beyond our 2% objective. This rate of increase has continued in 2018/19.



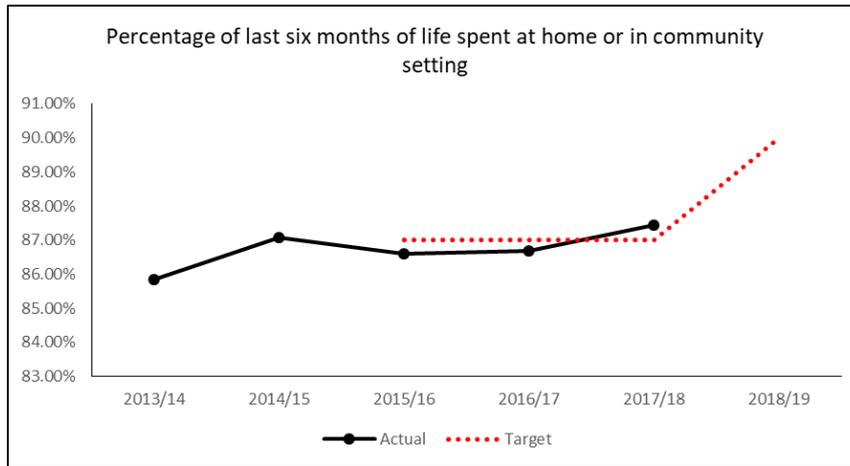
*Please note 2018/19 is a projected out-turn

Delayed Discharge Bed Days

From July 2015 to March 2016, the average number of delayed discharge bed days (excluding code 9s) per month in North Lanarkshire was 2,735. Our improvement objective is to reduce the monthly number of bed days to 2,000 by March 2019. This has proved to be an ambitious aim, however, progress has been made. In 2017/18, the average number of bed days due to delayed discharge reduced to 2,571 and reduced further in 2018/19 to 2,519.

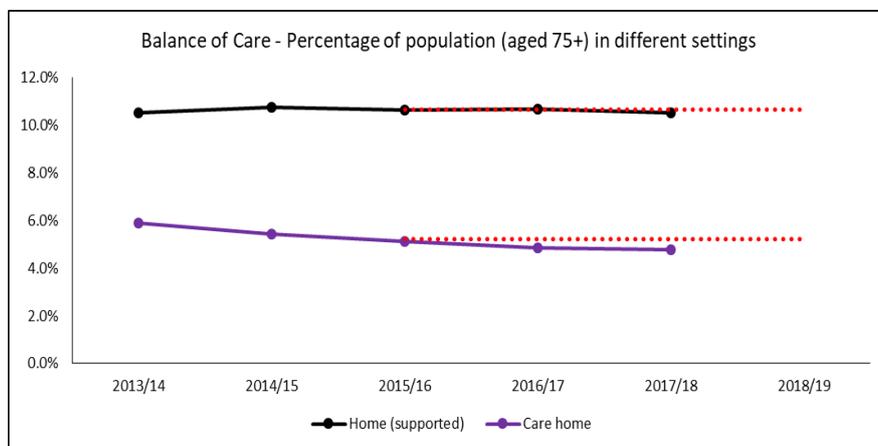
End of Life

Our improvement objective is to increase the percentage of the last 6 months of life spent in community settings from 86% to 90% by March 2019.



Balance of Care

Our improvement objective is to sustain the percentage our population aged 75 and over who are supported at home or supported within a care home setting.



Health & Social Care Academy

The Health and Social Care Academy has recently been established with a view to developing and promoting a range of entry routes into health and social care roles that offer valued, sustainable and satisfying jobs with many opportunities and progression pathways. Membership of the Health and Social Care Academy include NHS Lanarkshire, North Lanarkshire Council, Third and Independent Sector, Further Education and Higher Education organisations.

The Health and Social Care Academy, based within the Coltness High School campus provides curriculum opportunities linked to the health and social care sector to young people in the senior phase of learning from the nine secondary schools in the south locality.

It allows pupils to gain qualifications as well as work related learning experiences which will assist them in gaining employment and will assist in meeting the workforce requirements of this sector, particularly in the areas of health and social care, general nursing and allied health professions.

The Health and Social Care Academy curriculum is overseen by the Head Teacher of Coltness High School and supported by school staff, FE and HE staff, employers and other partners including Skills Development Scotland and the Prince's Trust.

From August 2018 the Health and Social Care Skills Academy has offered:

- Skills for work Level 4/5 Health and Social Care
- Skills for Work Level 4/5 Early Education and Childcare
- Foundation Apprenticeship Social Services and Health Care
- Foundation Apprenticeship Social Services Children and Young People
- Prince's Trust Get Into Health and Social Care

The health and social care portal is a single entry point for those seeking a career in health and care allowing them to connect them to existing online resources. It also highlights further and higher education opportunities and volunteering opportunities within North Lanarkshire.

NHS Lanarkshire has an established partnership with a number of Higher Education establishments such as University West of Scotland to proactively recruit newly qualified Registered Nurses from them. A test of change to host a Recruitment Fair at New College Lanarkshire at the end of May 2018. The event was attended by nearly 200 students graduating from the Collages Health and Social Care Programmes in June 2018 as well as those going onto to do a higher level qualification who will graduate in June 2019.

The event will be repeated in May this year and will include interactive workshops. It is being coordinated by Health and Social Care North Lanarkshire in partnership with New College Lanarkshire the third and independent sector with the aim of recruiting to a range of vacant posts. The intention is to evaluate the impact thereafter.

Making Life Easier

Making Life Easier (MLE) is a self-assessment platform which provides a consistent approach of advice, signposting and support to individuals living in North Lanarkshire. This unique, easy to use and accessible resource means that early intervention and prevention is a reality for the people of North Lanarkshire. MLE provides personalised responses to individuals following their completion of a self-assessment. It provides a gateway to advice in the form of hints and tips, signposting to local services and when required equipment provision.

North Lanarkshire is seen as an exemplar for guided self-management in Scotland. Many organisations from Health and Social Care across Scotland visit NL to see the impact of Making Life Easier.

Last year, of the 4379 assessments completed 1629 of them had a potential of signposting the individual to a resource. Of these, 539 resulted in a personalised solution and the individual being directed to a service. The rest provided advice, support and when required direction into service only when essential.

In addition, the local Information section which is the directory of resource was viewed 5384 times. The top 5 most viewed modules were; Addiction, Carers, Hearing, Mind and Memory.

The national group, led by a Lead Officer from Scottish Government helps support other areas of Scotland to develop similar systems using the same technology. North Lanarkshire as pioneers, have supported national development and have shown ongoing commitment and support to other H&SC partnership areas.

Integrated Rehabilitation Teams

In September 2017, the partnership introduced a demonstration site in the Motherwell locality bringing together therapists from the acute sector, community and local authority in an integrated community team using a unique joint system of triage and prioritisation. The demonstration site ensured service users received timely access to the appropriate service and practitioner and reduced

overlap and duplication of provision, while placing rehabilitation and reablement principles at the heart of social service and care delivery.

The Motherwell demonstrator project has realised the potential to achieve these ambitions, beginning with one small integrated therapy team that has now evolved over a 20 month period to Integrated Rehabilitation Teams in all six HSCNL localities. The overarching aim is to develop and strengthen rehabilitation services within HSCNL by shifting 25% of capacity. This redirection of resource will allow service users to be seen by the right person, at the right time in the right place and will allow for greater focus on early intervention and prevention strategies. Achievement of this aim should help balance the increasing demands required with an ageing, frailer and more expectant population.

The roll out across all 6 Localities was accomplished due to a tremendous team effort from multi-disciplinary colleagues: Human Resources, Finance, IT, Trade Unions, Admin Team and Senior Management.

The work in Motherwell has shown significant service benefits, particularly around shorter waiting times and increased coordination of activity, in line with our aspirations for creating a single service from the point of view of the service user which we anticipate over the next few months and years the other localities service users and staff will also benefit from this way of working.

Discharge to Assess

Closely related to the development of the Rehabilitation Teams, is the more recent appointment of two temporary Discharge to Assess Co-ordinators, one based in University Hospital Monklands the other in University Hospital Wishaw. These temporary appointments facilitate the opportunity to test the effectiveness of identifying people who are medically well and no longer require an acute hospital bed, but may still require care services and support to be discharged to their own home. The approach involves assessment in the person's most appropriate/familiar setting – their own home. Since March 2019 173 referrals have been made to the co-ordinators and 74 people have been supported home significantly earlier than would otherwise have been the case.

The immediate benefits of the approach, apart from a reduction in bed days is the positive outcomes for people themselves and their family/carers, who are able to be present during assessments. For older people in particular, longer stays in hospital can lead to worse health outcomes and can increase chances of long term care.

Third Sector

Community Capacity Building and Carer Support (CCB&CS) is Health and Social Care North Lanarkshire's well established Third Sector delivery branch. Through the CCB&CS Strategy the Third Sector's contribution is co-ordinated, robustly monitored and works to the regional logic model based on a series of programme outcomes. The CCB&CS work is based on co-production (which includes co-commissioning at a community level); giving people choice and control and connecting people to their communities.

The programme has a devolved budget of approximately £1.1million which is directly invested in a wide range of organisations and community groups with countless others receiving support through other means. The governance arrangements ensure that best value is achieved by approving and monitoring investment, large or small, based on its clear contribution to the programme outcomes.

This investment has allowed the structure to leverage significant additional funding each year

as well as additional in-kind contributions from key partners.

Each year the programme is able to evidence tens of thousands of individuals' outcome achieved across a range of programmes.

CCB&CS have recently undergone a review facilitated by the Improvement Service at which key strengths were identified in Strategic Planning; Focus on Outcomes and Impact (working in partnership achieving more than could have been achieved individually).

Four improvement actions were agreed:

- Engaging with HSCNL structures to share community informed qualitative data
- Work through existing HSCNL Governance to apply better funding processes including CCB&CS governance; longer term funding and realignment of other, existing Third Sector Investment.
- The branding of Community Capacity Building and Carer Support including renaming the programme through a process of co-production
- Supporting the exploration of a dedicated communications resource for the Programme

Care Home Continence Improvement Project

During 2017/18, the Care Home Continence Improvement project set out to improve approaches to continence care across two care homes in North and South Lanarkshire, Summerlee House in Coatbridge and David Walker Gardens in Rutherglen. The initiative allowed care home staff to improve the quality of care through better recording of processes and introducing small changes including medication reviews and reducing caffeine intake.

The outcomes of the project have led to improvements including a reduction in falls by 65%, urinary infections being halved and skin damage reduced by one third. The project has also significantly reduced the amount of continence pads used at the homes.

The pilot was developed by teams in and North and South Lanarkshire's Health and Social Care Partnerships, NHS Lanarkshire and NHS National Services Scotland and work is underway to explore rolling the project out across Lanarkshire.

The project celebrated success in the UK-wide GO Awards which recognise excellence in public procurement, winning the top prize in the innovation category.

Integrated Service Review Board

In 2017/18, the partnership established the Integrated Service Review Board. The Board's remit was to review all services within the partnership with a view to optimising the use of all available resources and coordinating developments on a whole system basis.

At the core of the Board's remit was the wish to identify how to invest and disinvest from current service provision to maximise the outcomes of people in our communities. This included proposing structural opportunities for service delivery that would maximise the impact of integration and ultimately recommend a transformational programme of service model redesign.

Over the course of three months, the board reviewed the wide range of health and social care services considering their operation, the challenges they face and most importantly the opportunities that exist to integrate and improve. The Integrated Service Review Board report was approved by the IJB in November 2017, setting out the basis for the partnership's commissioning intentions for delivery in 2018/19 and beyond. The Integration Review conducted in 2019 has used much of the findings and key learning points from the work of the ISRB, in setting out the future direction for the strategic and operational management of the health and social care partnership.

New Model of Home Support

In March 2018, the Integration Joint Board agreed to adopt a new model for home support focusing on five major elements:

- Integrated Model (Discharge to Assess in Localities)
- Same Day Response/Reablement/First Support (Intensive and time limited)
- Specialist Teams (e.g. supporting people with frequently changing needs and end of life / Palliative Care)
- Ongoing Paid Support (allocation of an individual budget to deliver individual outcomes as part of SDS)
- Quality Assurance (improving standards of care)

The new model of Home Support is a key element of the future integrated model in North Lanarkshire. Implementation of the new model will improve the outcomes that the service is able to deliver to people, improve system performance, meet requirements as they relate to relevant acts, policies and guidance and reduce projected increases in cost.

The roll out of the SDS approach for those requiring ongoing paid support will create a more person centred approach in North Lanarkshire, where younger adults and families of children with a significant disability are already supported with an individual budget. As the uptake of older adult SDS increases, the balance of support and care that will be provided through the in-house or other providers, will determine the level of recruitment of staff required in either sector. This is now being rolled out in a systematic basis from the beginning of April.

We continue to increase the capacity of our reablement teams in each of our localities working towards all new service users and those with significantly increased packages of care going through reablement. The service is currently meeting the target of 50% of service users going through reablement no longer requiring a service at the end of their reablement period. This is one of the main strategies for managing demand on the service. During 2018/19, we supported more people through the reablement process than in previous years.

Breastfeeding

NHS Lanarkshire has had full UNICEF accreditation for many years, this together with a specialised breastfeeding support service and clinic, has improved practice, reducing attrition rates thereby increasing sustainment of breastfeeding.

Maternity and Health Visiting services across Lanarkshire are currently accredited as a Baby Friendly service with UNICEF. At the recent Health Visitor reaccreditation UNICEF recommended that we progress to become accredited as a Gold Baby Friendly Service which focuses on achieving sustainability of standards. This award is designed as the next steps for those accredited services whose audit results are consistently showing that the Baby Friendly standards are largely being met.

The work that requires to be undertaken to achieve the Gold Award acts as an incentive for services to properly embed the achieving sustainability standards, consolidating and protecting the work undertaken to date. The award recognises that the service is not only implementing the baby friendly standards but that we have the leadership, culture and systems to maintain this over the long term.

Lanarkshire Breastfeeding Group has been established, providing strategic support to make breastfeeding the norm in Lanarkshire, enabling our babies to have the best possible start in life.

Two projects have been funded through Programme for Government.

1. To improve the quality and meaning of antenatal conversations
2. To achieve Neonatal Unit (NNU) breastfeeding accreditation through recruitment of an infant feeding advisor

North Lanarkshire Council is also committed to supporting our efforts and has agreed to embed supporting and enabling breast feeding within their day to day business. This includes supporting staff returning from maternity leave to continue to breast feed, building breast feeding into the education curriculum from nursery through to secondary school, ensuring all public facing NLC buildings are breast feeding friendly, inclusion within the education curriculum from nursery to high school as well as ensuring development of local community infrastructure including the £500 million community investment delivers breast feeding friendly environments throughout North Lanarkshire as standard practise.

Launch of Online Dementia Post Diagnostic Resource

The mental health and learning disability service have developed a new online dementia post-diagnostic support tool for carers, patients and health practitioners. The online resource provides people living with dementia, their families and carers with the tools, connections, resources and plans to allow them to live as well as possible with dementia and prepare for the future. The online tool, developed in partnership with a number of agencies including Alzheimer Scotland, also highlights the local supports and resources available in Lanarkshire. The support tool is accessible via mobile phone, tablet or computer and has been designed as an alternative method of accessing information. The tool is supported by a range of other materials which were designed around Alzheimer Scotland's 5 pillars of post diagnostic support:

- Planning for future decision making
- Planning for future care
- Understanding the illness and managing symptoms
- Supporting community connections
- Peer support

Following a range of launch events across Lanarkshire in March of this year, feedback from service users and carers has been extremely positive.