

# North Lanarkshire Council Report

## Adult Care and Social Work Committee

Does this report require to be approved?  Yes  No

Ref RT/MF

Date 14/11/23

## Getting It Right for Everyone (GIRFE)

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### Executive Summary

This report explains Getting It Right for Everyone (GIRFE), highlights the principles and the aims and objectives of the national GIRFE Pathfinder process. It also presents the governance arrangements and a GIRFE Project Plan with timeline.

GIRFE builds on existing adult best practice and takes the learning from Getting It Right for Every Child (GIRFEC). Additionally, it gives the background and context of integrated working across the North Health and Social Care Partnership and why the GIRFE approach is appropriate to be undertaken. Also, it highlights the local and national strategies and developments aligned to GIRFE to support improved outcomes for people in our communities.

Finally, it explains the integral alignment with the Plan for North Lanarkshire and the Health and Social Care partnership (HSCP) Strategic Commissioning Plan.

### Recommendations

It is recommended that the Adult Care and Social Work Committee:

- (1) Have a further understanding of GIRFE.
- (2) Endorse and agree the GIRFE report content, approach and planned work activity of GIRFE across North Lanarkshire and the HSCP.
- (3) Agree a further update on the progress of the GIRFE work to be brought back to a future committee.

### The Plan for North Lanarkshire

Priority	Improve the health and wellbeing of our communities
Ambition statement	(12) Ensure our residents are able to achieve, maintain, and recover their independence through appropriate supports at home and in their communities
Programme of Work	Resilient People

## **1. Background**

- 1.1 The Plan for North Lanarkshire has a clear focus on improving health and wellbeing outcomes for, and with, citizens across North Lanarkshire.
- 1.2 Health & Social Care North Lanarkshire has a strong track record of integrated working. North Lanarkshire introduced the first multidisciplinary Hospital at Home Team in Scotland and are currently building on our existing best practice in adult services by embedding a Home First approach to hospital discharge through the establishment of a Home Assessment Team. In addition, to this we have implemented Integrated Rehabilitation Teams, along with our addiction teams. Over the past 2 years we have been piloting geriatrician supported multi disciplinary teams within GP practices as highlighted in the recent Chief Medical Officer report. We have a strong third sector which promotes welcoming communities, encourages connections and supports people in a range of ways when they require some assistance.
- 1.3 The Plan for North Lanarkshire also sets out a vision for town and community hubs whereby citizens have easier and earlier access to support and services in their local neighbourhood or town. It takes a place based, whole systems approach that mobilises all assets within a community, promoting equity and increasing people's control over their health and lives.
- 1.4 The NLHSCP Strategic Commissioning Plan further reinforces this by seeking to build on community capacity to take action together through collaboration and partnerships where approaches connect people to community resources and increase active participation through activities and volunteering. Concurrently, several transformational change programmes are underway and a number of these, in particular the refresh of the Home Support Redesign, Home Assessment Team/Discharge without Delay, Integrated Day Services Review, Community Alarm Review, Integrated Equipment and Adaptations Service Review and Community Nursing Review are intrinsically linked to the GIRFE pathfinder project. In addition, NHS Lanarkshire is currently developing a Strategy for Prevention and Management of Frailty as part of NHS Lanarkshire's 'Our Health Together – Living Our Best Life in Lanarkshire' strategy. A key aim of the strategy is supporting older people to remain well and active within our communities.
- 1.5 This GIRFE pathfinder proposal links to a range of national policies including Home First, Discharge without Delay, Realistic Medicine, Self Directed Support, Unscheduled Care and reducing the number of people whose discharge from hospital is delayed. Reshaping Care for Older People continues to influence our local work as does the Health Improvement Scotland Frailty Change Package and national and local Mental Health and Wellbeing Strategies. It is also a priority outlined in the Winter Planning Business Case agreed by the Integration Joint Board in February 2022.
- 1.6 GIRFE will support the person-centred, integrated and multi-agency approach required to support individuals. Within an overarching commitment to self-direction this will improve access and embed practice in shared decision-making and promoting self-determination, encouraging those with lived experience, including unpaid carers and families to be equal partners in their care and support, This is aligned to the Human Learning System approach.

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## **2. Report**

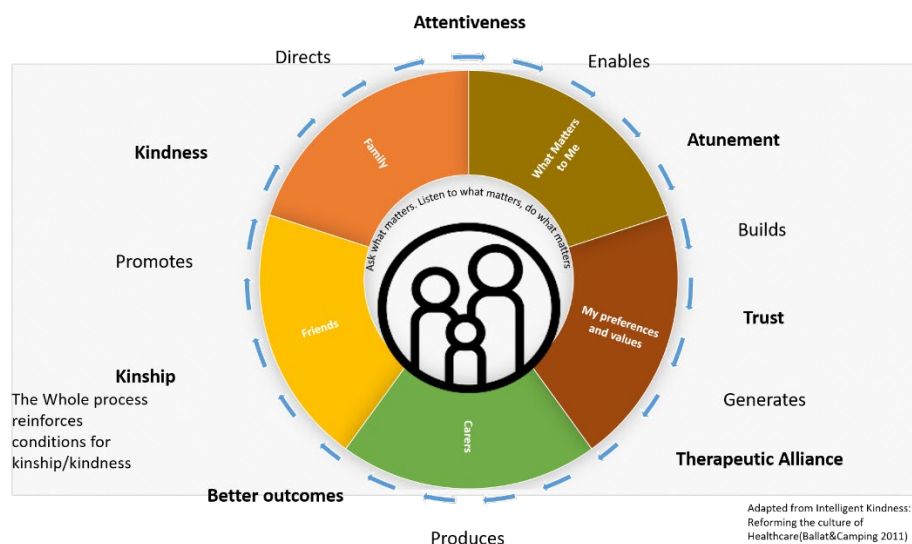
### **What is GIRFE?**

2.1 GIRFE provides a framework and a set of principles for person centred and community centred ways of working as outlined below:

- GIRFE is a proposed multi-agency approach of support and services from young adulthood to end of life care.
- GIRFE will help define the adult's journey through individualised support and services and will respect the role that everyone involved has in contributing to collaborative care and support planning, review and personalised interventions.
- Too often, adults and their families are excluded from assessment and support processes by complex bureaucracy. GIRFE is about providing a more personalised way to access help and support when it is needed – placing the person at the centre of all decision-making that affects them to achieve the best outcomes, with a joined-up, coherent and consistent multi-agency approach regardless of the support needed at any stage of life.

2.2 GIRFE:

- builds on existing adult best practice and Getting it Right for Every Child (GIRFEC)
- provides a national practice model to embed inter-agency working.
- does not replace the framework for Community Health and Social Care Integrated Services but provides a model to deliver the framework that supports person centred outcomes.



## GIRFE Principles

2.3 GIRFE is:

- Focused on individual care needs – it ensures that every person is empowered and involved in multi-disciplinary decision-making and the support available to them.
- Based on an understanding of the physical and mental well-being of individuals in their current situation – it adopts a holistic approach to ensure that individual needs are considered, and that appropriate support is provided while acknowledging that a person's needs will vary over time.

## GIRFE Pathfinder projects

- 2.4 GIRFE pathfinder work will be tested and developed in local areas, with practitioners and with the people the initiative is designed to benefit, to understand how it will be interpreted and implemented in different contexts.
- 2.5 The Pathfinder programme is taking a co-design approach with:
- GIRFE Learning Networks to support a national practice model.
  - GIRFE Design School - a support model which can help teams to come together, get ready for co-design work, and engage people with lived experience on a specific policy area, problem exploration or redesign challenge.
- 2.6 There are 11 place-based pathfinders across Scotland aligned to five thematic areas:
- i. People in prisons
  - ii. People in addiction services
  - iii. People registered at Deep end GP Practices
  - iv. Families with multiple and/or complex needs and young people in transition from GIRFEC to GIRFE
  - v. Older people and frailty

### **Aims and objectives of the North Lanarkshire GIRFE Pathfinder**

- 2.7 To agree a vision for GIRFE for Older People & Frailty in North Lanarkshire.
- 2.8 To establish a multi-agency approach of support and services for older people and adults living with frailty.
- 2.9 To define the person's journey through individualised support and services, respecting the role that everyone involved has in contributing to shared care and support planning, review and personalised interventions.
- 2.10 To create a single point of access within localities to ensure holistic assessment of people and coordination of services to support them achieve their personal outcomes, enabling them to be as independent as possible and live their best lives.
- 2.11 To ensure that, when people are admitted to secondary care (planned or unscheduled) their journey meets GIRFE principles.
- 2.12 To embed a Home First approach to enable timely discharge from hospital and prevent unnecessary admission to hospital or premature admission to long term care through the establishment of multi-disciplinary assessment and coordinated care, rehabilitation and support at home or closer to home:
- 2.13 Rapid access to the treatment, rehabilitation and support that people require to enable them to return home from hospital at the right time or receive their acute care and rehabilitation at home or closer to home as an alternative to emergency admission to hospital.
- 2.14 Time-limited support and rehabilitation to enable an assessment of each person's immediate and longer-term support needs in their own home, optimising use of personal and community networks and reablement to support recovery and optimise wellbeing and independence.
- 2.15 A designated workforce, equipped with the appropriate education, competence and capability, focussed on maximising functional ability in the home environment by

providing proactive anticipatory care, timely multi-disciplinary assessment and a rapid community response.

- 2.16 An agreed care plan based on what matters to the individual and shared decision making.
- 2.17 An integrated, multi-agency care coordination and review process.
- 2.18 Clear pathways and a range of resources to support unpaid/family carers.
- 2.19 Embedding a technology first approach to promoting independence and connectedness.
- 2.20 To take co-creation approaches to the design of support and services.
- 2.21 To identify if services could be strengthened through a community hub model and, if there are opportunities presented with the implementation of the Newmains & St Brigid's Community Hub (and linked network of support) as an early adopter.

### **Project plan**

2.22 Pathfinder activity will be divided into two phases:

#### **2.22.1 Phase 1:**

An Engagement Plan will be developed by each Health & Social Care Partnership for their pathfinder.

Journey Maps, developed from initial Engagement Sessions with service users within each pathfinder, will inform a National Sensemaking Process, which will determine 'How Might We...' statements for the second phase of Engagement.

#### **2.22.2 Phase 2:**

The Engagement Plan will be updated following involvement with the National Sensemaking Process and will detail further engagement sessions with people with lived experience to co-design ideas and concepts.

A further Sensemaking Session will take place following submission of each idea/concept.

2.23 The detailed timeline is as follows:

# GIRFE Timeline



## Project governance

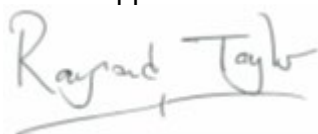
- 2.24 Following a Development Session with representation from both NHS Lanarkshire, HSCP and North Lanarkshire Council, an initial Operational Group in Wishaw locality has been established to ensure the GIRFE principles are incorporated into current workstreams moving forward, with a Steering Group providing overarching guidance and governance for specific GIRFE work activity. The learning from this work will determine further work across the other 5 localities.
- 2.25 A Facilitation team has been established to lead and co-ordinate the GIRFE pathfinder project in North Lanarkshire, linking to all relevant programme and workstreams, and to engage with the national GIRFE learning network and design schools.
- 2.26 The GIRFE Framework is set out in Appendix A.

## 3. Measures of success

- 3.1 GIRFE is understood across the HSCP and North Lanarkshire.
- 3.2 GIRFE principles and practice becomes embedded in everyday practice.
- 3.3 The frailty work in Wishaw locality with the learning will support further work across the other 5 localities.
- 3.4 Improved practice and outcomes for both the workforce and citizens.
- 3.5 Coproduction and design of service delivery.
- 3.6 Aligned to the Human Learning System approach.

## 4. Supporting documentation

- 4.1 Appendix A: North Lanarkshire GIRFE Framework.



**Raymond Taylor**  
Acting Chief Officer / Head of Service (Adult Social Work Services)

## 5. Impacts

<p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<p><b>5.6</b></p>	<p><b>Technology / Digital impact</b>  Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.7</b></p>	<p><b>Environmental / Carbon impact</b>  Does the report / project / practice contain information that has an impact on any environmental or carbon matters?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.8</b></p>	<p><b>Communications impact</b>  Does the report contain any information that has an impact on the council's communications activities?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.9</b></p>	<p><b>Risk impact</b>  Is there a risk impact?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p>
<p><b>5.10</b></p>	<p><b>Armed Forces Covenant Duty</b>  Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>
<p><b>5.11</b></p>	<p><b>Children's rights and wellbeing impact</b>  Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>



# Appendix A: GIRFE Framework

