

North Lanarkshire Council Report

Adult Care and Social Work Committee

Does this report require to be approved? Yes No

Ref MD/MW/GC

Date 23/11/23

HSCP Strategic Commissioning Plan 2023-26 -Programme of Work

From Morag Dendy, Chief Officer / Head of Service (Performance, Planning & Quality Assurance)

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Executive Summary

The purpose of the report is to set out the partnership's Programme of Work which supports the delivery of the priorities within the Strategic Commissioning Plan 2023-2026.

Recommendations

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

- (1) Note and approve the Programme of Work included in appendix 1, and its associated scope and timescales for reporting.

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 Strategic Commissioning Plan 2020-2023 was approved and published in March 2023 on the assumption that a more detailed Programme of Work would be presented thereafter.
- 1.2 The Programme of Work has been compiled following consultation and engagement with stakeholders across the Health & Social Care Partnership and beyond. It is aligned with the key strategic drivers across both NHS Lanarkshire and North Lanarkshire Council, dovetailing with the developments associated with Operation Flow, the strategic developments in relation to Our Health Together, and the Council's refreshed Programme of Work (as part of the Plan for North Lanarkshire).

2. Report

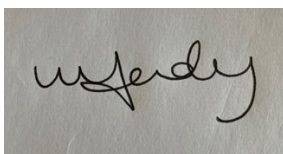
- 2.1 The Programme of Work seeks to include those programmes and activities which are intended to help transform and change the health and social care system. It is acknowledged that the partnership, and the organisations of which it is comprised, delivers a range of services and supports, many of which are not featured within the overall programme. These services/supports will still be subject to various governance requirements (e.g. financial, performance, quality, etc.) and will continue to feature in reports outside of the Programme of Work.
- 2.2 The Health & Social Care Partnership is seeking to adopt a Learning as Management Strategy (often called Human Learning System) approach, working with partners from Healthcare Improvement Scotland to make learning and experimentation the key force driving our work. While we engage in a range of programmes and redesign activity as part of this overall Programme of Work, we will seek to enact a process of understanding and experimenting with complex systems to try and get those systems to produce a different pattern of results and better outcomes. This approach will be developed and embedded as far as possible within each of the Programme of Work items, to ensure we learn from our tests of change.
- 2.3 The Programme of Work is a comprehensive plan of action for the partnership to deliver against the priorities within its Strategic Commissioning Plan 2023-26. It seeks to deliver programmes designed to transform and reshape health, social care and social work services in North Lanarkshire and meet the ongoing and future needs of North Lanarkshire's communities.

3. Measures of success

- 3.1 Embedded learning and experimentation evidenced in our work.
- 3.2 Adherence to programme and project management standards.
- 3.3 Reshaped health and care services in North Lanarkshire that support good outcomes for people.

4. Supporting documentation

- 4.1 Appendix 1: Programme of Work
- 4.2 Appendix 2: Background paper
<https://mars.northlanarkshire.gov.uk/egenda/images/att100339.pdf>



Morag Dendy
Chief Officer (Performance, Planning & Quality Assurance)

5. Impacts

<p>5.1 Public Sector Equality Duty and Fairer Scotland Duty 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 checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>An EQIA has been completed and published in relation to the Strategic Commissioning Plan 2023-26.</p> <p>If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>All aspects of the programme of work have been factored into the budget, with robust governance arrangement in place to monitor.</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>All recruitment activity related to the Programme of Work has been agreed through workforce steering.</p>
<p>5.4 Legal impact 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>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input checked="" type="checkbox"/> No <input 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"/></p>

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Each distinct POW has a DPIA where required.

Yes No

5.6 Technology / Digital impact

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 No

If Yes, please provide a brief summary of the impact?

All related digital activity has been agreed and approved through the relevant channels.

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 No

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes No

If Yes, please provide a brief summary of the impact?

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes No

If Yes, please provide a brief summary of the impact?

A series of engagement events have focused on the new Strategic Commissioning Plan and the Programme of Work. Information is contained on the HSCP website and within the appendix documents.

5.9 Risk impact

Is there a risk impact?

Yes No

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?

All risks have been captured on the risk register.

5.10 Armed Forces Covenant Duty

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 No

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.

5.11 Children's rights and wellbeing impact

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 No

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).

This will be considered and progressed under each relevant POW including but not limited to the CAMHS Recovery & Renewal, the Mental Health & Wellbeing Strategy and the Paediatrics Modernisation POWs.

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No



Health & Social Care
North Lanarkshire

Strategic Commissioning Plan 2023-26

Programme of Work

Introduction

This document provides an overview of the Programme of Work to deliver the Health & Social Care North Lanarkshire Strategic Commissioning Plan. It sets out the scope and objectives for each of the strands within the programme of work; the workstreams that make up the programme; the proposed governance structure and the duration and reporting timescales for each item.

Strategic Commissioning Plan 2023-26

The Strategic Commissioning Plan 2023-26 approved by the Integration Joint Board in March 2023 sets out 5 key priorities:

- Increased focus on prevention, early intervention and tackling inequalities by working with people and communities
- Do the right thing first time
- Develop and support a workforce for the future
- Improve mental health and wellbeing
- Support people through a whole family approach

All programmes of work link to these priorities, with many contributing to several of the strategic priorities.

The Integration Joint Board is responsible for the strategic planning of the functions delegated to it, and therefore plays a crucial role in the strategic oversight of the entire programme of work and its interdependencies. The programme sets out the timetable for reporting to provide clarity to the Board, the progress reports it can expect to receive and when.

Programme Management Approach

We are putting in place a robust programme management structure to ensure that each of the many initiatives and transformations being developed is fully defined and that there is clarity on the changes and new capability that each will deliver and how this will contribute to reshaping the future of health and care services in North Lanarkshire.

The key principles which will support this programme management approach are:

- Identifying and managing programme interfaces and dependencies;
- Maintaining communications between programmes;
- Establishing adherence to programme and project management standards, including effective, consistently applied approaches to identifying and managing benefits, stakeholder engagement, risk and issue management and monitoring and control;
- Coordinating reporting to the Strategic Commissioning Plan Programme Board, Strategic Leadership Team and IJB on progress and the delivery of benefits.

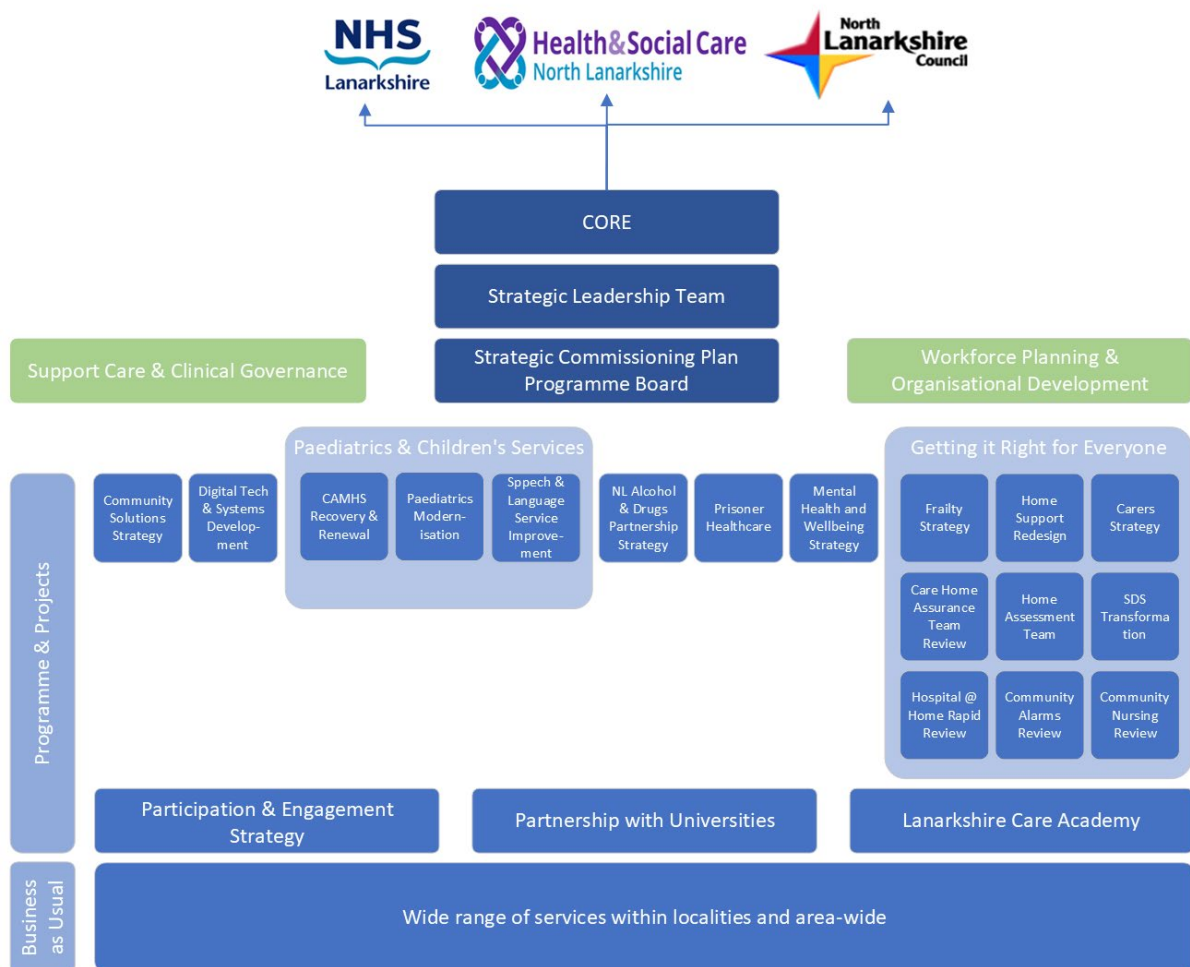
The Programme of Work seeks to include those programmes and activities which are intended to help transform and change the health and social care system. It is acknowledged that the partnership, and the organisations of which it is comprised, delivers a range of services and supports, many of which are not featured within the overall programme. These services/supports will still be subject to various governance requirements (e.g. financial, performance, quality, etc.) and will continue to feature in reports outside of the Programme of Work.

The Programme of Work will continue to evolve and flex during the three year period, and as part of its ongoing review and reporting cycle outlined on page 17 any proposed changes or updates to the programme will be reported via the Integration Joint Board. This will assist in ensuring alignment with the emerging priorities of Operation Flow 3, the Council’s Programme of Work (as part of The Plan for North Lanarkshire), NHS Lanarkshire’s Our Health Together, and any other priorities which may develop in the coming months and years.

Human Learning System

The Health & Social Care Partnership is seeking to adopt a Learning as Management Strategy (often called Human Learning System) approach, working with partners from Healthcare Improvement Scotland to make learning and experimentation the key force driving our work. While we engage in a range of programmes and redesign activity as part of this overall Programme of Work, we will seek to enact a process of understanding and experimenting with complex systems to try and get those systems to produce a different pattern of results and better outcomes. This approach will be developed and embedded as far as possible within each of the Programme of Work items, to ensure we learn from our tests of change.

Governance Diagram



Getting It Right For Everyone (GIRFE)

- As part of a national GIRFE pathfinder programme, to establish a **multi-agency approach of support and services** for older people and adults living with frailty
- To work with Wishaw Locality Planning Group to establish a local pathfinder in to develop and test North Lanarkshire GIRFE model
- 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**.
- To create a **single point of access** within localities to ensure holistic assessment of people and coordination of system wide services to support them achieve their outcomes, enable them to be as independent as possible and live their best lives.
- To ensure that, when people are admitted to secondary care (planned or unscheduled) their journey meets GIRFE principles
- 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:
 - 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;
 - 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;
 - 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
 - An agreed care plan based on what matters to the individual and shared decision making;
 - An integrated, multi-agency care coordination and review process
 - Clear pathways and a range of resources to support unpaid/family carers
 - Embedding a technology first approach to promoting independence and connectedness
- To take co-creation approaches to the design of support and services
- 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.

Governance

GIRFE Steering Group
 GIRFE Facilitation Group
 Wishaw GIRFE Operational Group

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting to IJB (November)

Current Status

Scoping/programme definition
 Establishing GIRFE programme organisation and governance
 Identifying and analysing stakeholders
 Developing benefits profiles

Community Nursing Review

- Develop a Vision for Community Nursing in Lanarkshire.
- Map demography, local need and current service provision
- Engage the community, staff and service users
- Develop a revised clinical model
- Develop a workforce plan
- Develop a training and development plan to support the new staffing model
- Review Governance for Community Nursing
- Identify and implement any quick wins
- Implement recommendations of review and monitor impact on patient outcomes

Governance

GIRFE Steering Group
GIRFE Facilitation Group
Wishaw GIRFE Operational Group

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting to IJB (November)

Current Status

Scoping/programme definition
Establishing GIRFE programme organisation and governance
Identifying and analysing stakeholders
Developing benefits profiles

Development and Implementation of the Frailty Strategy

- Develop a system wide strategy to prevent and manage frailty at home and in all care settings across Lanarkshire;
- Ensure a flexible and inclusive approach;
- Forecast and undertake capacity planning on a system-wide basis;
- Coordinate agreed changes with related workstreams – e.g. Mental Health, Dementia; Palliative and End of Life Care, Rehabilitation, Falls; TEC;
- Compile system-wide change plans with agreed priorities, programme and resources;
- Plan how to implement the *My Health - My Care - My Home* framework for older adults living with frailty in care homes

Governance

Our Health Together Frailty Strategy Group

Programme Duration

2023 - 26

Reporting Timescales

Annual reporting from November 2023

Current Status

Carers Strategy

- Refresh of the Carers Strategy
- Develop a short breaks statement
- Introduce Joint Partnership Statement around Adult Carer Support Plans.
- Explore ways to improve access to Carer budgets linked to low/medium Adult Carer Support Plans and look further develop Anticipatory Care Planning arrangements
- Further development of carers support for Post Diagnostic Support (PDS) for dementia
- Provide better reach to under-represented carers
- Reintroduced Hospital Discharge Carer Payment project following positive feedback.
- To develop and enhance break support options. Expanded carer breather project.
- Increase support to people caring for someone with profound and complex needs. Enhanced funding for PAMIS.
- To introduce additional supports to carers caring for someone with dementia.
- Enhanced support for carers of people with Autism.
- Increased accessibility and availability of Carer Individual Budgets to meet low or moderate caring related need.

Governance

SCP Programme Board

Programme Duration

2023 - 2026

Reporting Timescales

Annual reporting from May 2024

Current Status

In progress

Home Support Redesign

- Develop a whole system approach to home support, including the interface with localities, acute, community nursing, independent sector and third sector partners.
- Develop a whole system approach to care and support adopting self directed principles which incorporates Home Support clearly within that.
- Work with the DigitalNL programme to implement the best dynamic scheduling solution, not solely for home support, but fit for purpose for all council services that would need to make use of this resource.
- Develop individualised responses based on individualised budgets via Self Directed Support

Governance

Home Support Redesign Project Board reporting to the Home Support and Discharge Without Delay Programme Board

Programme Duration

2023 - 2025

Reporting Timescales

Annual reporting from May 2024

Current Status

Timescales for implementation extended due to pandemic.
Workstreams and delivery plan revised.
New plan on track

Development of Home Assessment Team

To enable timely discharge from hospital and prevent unnecessary admission through the establishment of a multi-disciplinary Home Assessment Team that will provide:

- Rapid access to the support that people require to enable them to return home or avoid admission to hospital;
- Time-limited support to enable an assessment of each person's immediate and longer-term support needs in their own home, taking into account and optimising use of personal and community networks;
- A designated workforce focussed on enabling discharge and maximising function in the home environment by providing timely post-discharge multi-disciplinary assessment and a rapid community response
- An agreed care plan; and
- Access to wider services and links to Community Connectors

In Year 2 (2024/25), develop integrated service model of assessment, reablement, rehabilitation and review

Governance

HAT Steering Group reporting to the Home Support and Discharge Without Delay Programme Board

Programme Duration

2023 - 2025

Reporting Timescales

Annual reporting from May 2024

Current Status

In progress.
Focus to date on hospital discharge. Scoping underway with H@H leads re admission avoidance pathways

Community Alarm Service Review

- To agree a vision for North Lanarkshire's Community Alarm and Telecare Services
- To review the current operating model and demand on the service to understand its strengths and weaknesses from the point of view of both service users and staff.
- To engage communities, service users, families, carers and other key stakeholders in the development and appraisal of options for the future service model and develop a business case for the preferred option.
- To empower individuals and communities by involving them in the design and delivery of the services they use.

Governance

Steering Group to be established reporting to Home Support and Discharge Without Delay Programme Board

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from May 2024

Current Status

Scoping/project definition
Finalising project organisation and governance
Some work underway in support of Analogue to Digital Transition

Hospital at Home Rapid Review

- Participation in Operation Flow (Firebreak) with report and data on results of expanding service across 7 days and later into the evenings.
- Winter additionality funded by STAR chamber to expand service into evenings and across 7 days, with improved pathways.
- Bid made for additional funding (permanent) submitted in August 2023, for permanent expansion as above and for a separate (sideways) expansion into Heart Failure services.
- Permanent expansion of current serve into Clydesdale area commenced on 28 August 2023.

Governance

Unscheduled Care
Programme Steering Group

Programme Duration

2023 – 2024

Reporting Timescales

Recommendations report in
November 2023

Current Status

Review of H@H service commenced
January 2023
Terms of Reference agreed
Programme of workshop sessions, data
gathering/analysis, process mapping and
scoping of potential developments
implemented

Review of Care Home Assurance & Support

Establish and renew arrangements for providing continuing enhanced support to adult and older people's care homes

- Ensure assurance and support to care home sector continues in context of Excellence in Care, including IPC direct Support and embedding of the National Infection Prevention and Control manual
- Oversee whole system support to care homes to improve health and wellbeing of adults living in care homes through implementation of My Health, My Care, My Home – healthcare framework for adults living in care homes and Health and Social Care Standards in Scotland
- Ensure collaborative improvement model is utilised in all developments with care homes
- Ensure systems and processes are in place to share intelligence between agencies to identify and allow support to be provided to care homes at risk.
- Ensure systems and processes are in place to provide immediate response to serious concerns to mitigate risks
- Monitor overall capacity of sector – identify risks and mitigate where possible
- Ensure contingency plans are in place for the sector and regularly updated.

Governance

Healthcare Quality,
Assurance & Improvement
Committee (HQuAIC) (NHSL)

Reporting Timescales

Current Status

Self Directed Support Transformation

Personalisation : SDS maximising our support and targeting it most effectively

Reviewing and redesigning systems and processes

- To review all systems and processes and redesign the process to reflect the principle that self-directed support is everything that we do.
- The new processes will be reflective of a shift towards more local decision making, autonomy and accountability.
- To develop a portal/system that will record provider capacity and allow this information to be shared with frontline workers.

Public Information and Marketing

- To review and update all current public information and marketing resources thus ensuring that materials deliver a clear, consistent, and meaningful message around SDS that is widely accessible, easily understood, user friendly, transparent, dispels myths and supports informed choice and control.

Performance Information

- To review current performance information and indicators to allow us to determine what information we want to capture and in what format.
- To devise a mechanism/system as a central point that will allow this information to be collated and presented in a variety of formats.
- To show trends, patterns, and projections.
- To gather feedback and views from those using services or support to shape our plans going forward.

Complex Care

- Reduce the delayed discharges of people with complex care. Repatriate those people inappropriately placed out-of-area. Review the way services are provided for people with complex care.

Digital / IT Systems Workstream

- To contribute to the design and implementation of the new information recording system with a focus on how we can record and measure outcomes, impact, and good conversations. The aim is that the new Mosaic system will reflect the self-directed support strategy.

Reviewing the Guided Self-Assessment

Training and Development

- Ensure that we have a skilled, trained workforce who are able to deliver a quality service.
- Aim for citizens and partners to have a full understanding of the SDS Transformational Agenda.
- Develop comprehensive training plans for citizens, partners and Social Work staff.

Coming Home

- Recommendations of Coming Home Implementation Report and the allocation to North Lanarkshire HSCP of funds from the Community Living Change fund, over a three year period (2021-2024), a programme of work is being undertaken to support the strategic objectives of: Reducing delayed discharges of people with complex needs, Repatriate those people inappropriately placed outside of Scotland, Redesign the way services are provided for people with complex needs.

Local Dynamic Support Register

- Support Local Case Management – a tool used by HSCPs to inform planning and provision for people with learning disabilities and complex care needs.
- National Data Reporting – Create systems and processes to measure progress against the Coming Home vision.

Governance

SDS Transformation Board

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from May 2024

Current Status

Board established
Implementation Plan live

Mental Health & Wellbeing Strategy

The joint strategic aims, aligned with partner organisations, of Getting It Right for Every Person (GIRFEP), a Mental Health and Wellbeing Strategy for Lanarkshire, are to:

- Improve healthcare and wellbeing;
- Strengthen effective leadership and governance for mental health services across all sectors;
- Reduce health inequalities and improve health and healthy life expectancy;
- Support people to live independently at home through integrated health and social care services;
- Provide comprehensive, integrated and responsive mental health and social care services and supports in community based settings;
- Support all children and young people to live as full and healthy a life as possible and to realise their full potential;
- End mental health stigma and discrimination

The aim is that people in Lanarkshire live in a community where everyone understands that there is no good health without mental wellbeing, where we know how to support and improve our own and others' mental well-being and act on that knowledge, and where our mental well-being contributes to a healthier, wealthier, fairer, smarter, greener and safer Lanarkshire for all.

nhs.uk/mental-health-wellbeing-strategy-2019-2024/?wpdmdl=6621&ind=1570699079112

Governance

Mental Health and Wellbeing Strategy Board

Mental Health and Wellbeing Exec Group

Programme Duration

Current strategy 2023-24

New Strategy from 2024

Reporting Timescales

Annual reporting from March 2024

Current Status

Existing Strategy nearing the end of its lifecycle.

Refresh underway to develop 2024-29 Strategy which will align with new national Mental Health and Wellbeing Strategy

Prisoner Healthcare

- Undertake a review of prisoner healthcare at Shotts Prison.
- Develop and implement an action plan to address concerns raised by Healthcare Improvement Scotland in relation to the Prison Health and Wellbeing Standard in the course of the HMIPS inspection of Shotts Prison.
- Establish baseline and monitor action to comply with Medication Assisted Treatment (MAT) Standards in Justice

Governance

Prisoner Healthcare Programme Board

Programme Duration

2023 - 2025

Reporting Timescales

Annual reporting from March 2024

Current Status

- Bringing together existing workstreams - scoping/programme definition underway
- Establishing programme organisation and governance
- Identifying stakeholders and developing comms and engagement plan

Support the delivery of the North Lanarkshire Alcohol & Drugs Partnership Strategy

- People have early access to support for problem substance use –early intervention strategies will be put in place to prevent problem use with support offered through a range of community-based responses.
- North Lanarkshire Alcohol & Drugs Partnership (NLADP) will facilitate efforts to embed a Whole Systems Approach – including families and a broader range of stakeholders to reach those not already known to services.
- Strengthen the links between physical/mental health & substance use taking a ‘No wrong door approach’ focussed around the needs of the individual and not solely focussed on the substance use or disorder/s. As part of this there should be trauma informed care, and a clear understanding of people’s emotional and psychological needs at the heart of all recovery plans and evidence-based low intensity psychosocial interventions should be routinely available.
- Young people and families receive evidence based, effective education on substances, harm reduction and how to access help when problems develop. Through the provision of effective, evidence-based education both within and beyond school.
- Workforce capability is increased through learning via a strategic workforce development plan including needs analysis to identifying gaps and opportunities to strengthen the workforce knowledge, skills and confidence to respond. Drawing on local experience, knowledge and assets to support quality improvement and best value. A rapid review commissioned by the ADP highlighted trauma informed care and a holistic assessment and careplan as being key to future service provision. There is recognition that there are workforce development needs around delivering psychologically informed and trauma informed care
- People are supported to make informed decisions about their own care through a range of treatment options including residential rehabilitation for all those who will benefit. Including all those who want, and for whom it is deemed clinically appropriate, to access residential and/or community rehabilitation.
- People are supported to remain in treatment for as long as requested – MAT standard 5, individuals are supported to remain in the treatment that is right for them, for as long as they want or need.
- Improved early identification, assertive outreach & increased engagement (MAT standards – opiate/benzo with rapid access) so people at high risk are proactively identified and offered support – MAT standard 3 targeting at-risk groups.
- Overdoses are prevented from becoming fatal – increasing provision of naloxone, strengthening proactive outreach for at-risk groups improving near fatal overdose pathways.
- All people are offered evidence based harm reduction – MAT standard 4. Provision of harm reduction materials such as injecting equipment, BBV and wound care for those who need it.
- People who use drugs have access to information about risks and harm reduction – in person, digital and via phone information on drugs and harm reduction including WAND, EIP and DBST.
- More families are involved in the care and treatment of their loved ones with access to support in their own right – even where their loved one is not engaged with treatment. This includes choice and wider access to opportunities locally for adult family members, young adults as well as children and young people.
- Effective pathways between justice and community services are established including prison through-care and diversion pathways. This will take account of housing, advocacy and connections to the community.
- Less harm is caused by stigma for people who use alcohol and drugs and their families in North Lanarkshire. NLADP will lead on a local stigma plan recognising individuals, families and communities should have access to a range of opportunities to support improved well-being, resilience and reduced feelings of isolation caused by stigma.
- NLADP will develop an alcohol specific framework recognising the impact alcohol has on individuals, families and communities implementing targeted interventions to reduce harm, change attitudes to alcohol consumption and improve health & wellbeing.
- NLADP Drug-Deaths Prevention Action Plan is refined and linked with key outcome areas from DDTF priorities using evidence of based practice whilst targeting those most at risk.

Governance

NL Alcohol & Drugs Partnership

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from March 2024

Current Status

Implementation plans live

CAMHS Recovery & Renewal

- Review CAMHS referral and assessment pathways and implement the Choices and Partnership Approach (CAPA) service transformation model for CAMHS.
- Full implementation of the national CAMHS Specification to include extension of age range, requirements for eating disorder patients, intensive home treatments and closer working relationships with regional centres for children and young people who require inpatient care and/or additional support due to complex level of support needed (forensic and learning disability).
- Robust planning for transition of care.
- Elimination of long waits for CAMHS.
- Agree a workforce model to utilise the funding provided by the Mental Health Recovery Fund to enable the effective implementation of CAPA
- Implement the Neurodevelopmental Pathway
- Engage all key stakeholders to achieve consensus and clarity and enhance communication of new ways of working across all CAMHS teams and Neurodevelopmental Pathway.
- Delivery of an electronic documentation system that is capable of sharing information across the service and with other partner health care colleagues who are sharing care.
- Delivery of appropriate psychologically informed environments for children, young people and families to be seen.

Governance

CAMHS Recovery & Renewal Programme Board

Programme Duration

Under review

Reporting Timescales

Current Status

Current Board has been meeting for 18 months. 3 of the 5 work streams are moving towards a business as usual model

Speech & Language Therapy Service Improvement

Work streams have been established. Work planned to be progressed: -

- Implementation of Trakcare
- Waiting List management processes including support of a Waiting List Initiative that will progress a positive improvement in treatment time trajectory
- Implementation of a clinical documentation platform that is capable of sharing information internally within the Speech & Language Therapy service and with wider health colleagues.
- Development of links with further education to support a positive pathway between NHS Lanarkshire Speech & Language Therapy and associated academic partners.
- Upgrade of Speech & Language Therapy website that will host support materials
- Review of administration process
- Review accommodation against future need
- Engagement and communication process to be established with children, young people and families

Governance

SLT Service Improvement Steering Group

Programme Duration

2023 - 2025

Reporting Timescales

Monthly reports available, annual reporting to IJB from September 2024

Current Status

- Scoping/programme definition underway
- Establishing programme organisation and governance
- Identifying and analysing stakeholders
- A Steering Group has been established, chaired by the General Manager for Specialist Children's Health Services Unit with oversight from the AHP Director

Paediatrics Modernisation

Aim

To review and, where appropriate, redesign Paediatric clinical and service models, including pathways between Community and Acute Paediatrics to ensure an effective whole systems approach.

Objectives

- Develop a Vision for Acute and Community Paediatrics in Lanarkshire.
- Assess current provision against the Royal College of Paediatrics and Child Health (RCPCH) standards for Short Stay Paediatric Assessment Units.
- Develop models for Acute and Community Paediatrics that keeps the young person at the centre. Use a 3 horizons model to address immediate challenges, while aligning a longer term plan which aligns to the RCPCH standards, setting out workforce, clinical models of care, service models, accommodation, information management, performance management and governance arrangements.
- Engage children, young people and their families, and staff in redesigning services.
- Develop a Transition Programme and Operating Procedures to allow those using Paediatric Services to smoothly transition into Adult Care
- Initial projects for Horizons 1 and 2:
 - o Re-open clinics and out-patient opportunities using a blend of virtual and face to face consultations pending availability of physical space for face-to-face consultations.

Governance

Paediatrics Modernisation Board

Programme Duration

2023 - 2025

Reporting Timescales

Annual reporting from September 2024

Current Status

Scoping/programme definition underway
Establishing programme organisation and governance
Identifying and analysing stakeholders

Digital Technology & Systems Development

- Deliver and implement the HSCP elements of the NHS Lanarkshire Digital Plan and the NLC Digital NL programme
- Implement Mosaic, the new social work/social care case management system
- Develop and implement project to deliver a new dynamic scheduling tool for care at home services
- Continue support for analogue to digital switchover for community alarms
- Further develop assistive technology offer
- Implement a digital first approach where appropriate. Explore and implement new models of care that enhance pathways and improve access.
- Integration of systems to assist in enabling people to optimise the management of their own health and care
- Joining up systems to ensure appropriate sharing of electronic information
- Use technology to support people to remain well and independent in the place they call home, for as long as possible

Governance

Various, including:

- NLC Digital NL PoW Board
- New Social Care Management System Board
- HSCP Technology Group

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from November 2023

Current Status

Community Solutions Strategy and Investment Plan

The Community Solutions Programme takes a holistic and integrated approach to health, wellbeing, quality of life and equality encompassing:

- mental and physical health and wellbeing and their connection
- the social, economic, and environmental influences on health, wellbeing, and equality and the actions needed to tackle these

A strategic investment approach prioritises the following in line with HSCNL's ambitions:

- investment in health improvement, prevention, and early intervention activities, which reduce inequalities and protect human rights
- investment in crisis and ongoing support, with a focus on recovery and reablement, self-directed support, and self-management.
- cost-effective, community-based support and services provided by CVS organisations.
- capacity building within the CVS and wider community by supporting key CVS 'anchor' organisations and volunteering to build the community infrastructure and capacity to support provision of good community-based support over time

Governance

SCP Programme Board

Community Solutions Governance Sub Group

Programme Duration

2023 – 2025

Reporting Timescales

Annual reporting from May 2024

Current Status

Engagement & Participation Strategy

- Strengthen engagement, participation, and empowerment across communities to develop an integrated service offer that meets needs of communities, with communities directly involved in the delivery of supports and services.
- Develop a host organisation approach to engagement and participation to ensure activity is well planned and co-ordinated.
- Implement a governance structure to support transparency, fairness, and accountability
- Implement a robust monitoring, evaluation, and reporting framework with both qualitative and quantitative measures of success
- Develop a broad approach that works to reach supported people including minority and underrepresented groups.

Governance

HSCNL Engagement & Participation Group

[NLC Resilient People PoW Board]

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from May 2024

Current Status

Further development of Trauma-informed Practice

- Deliver Trauma Informed Roadmap 2023-25
- Develop a comprehensive local Trauma Plan to ensure that trauma informed practice and systems are embedded
- Implement the Trauma Plan with a focus on creating the culture and conditions to enable staff to respond in ways which recognize the impacts of trauma, promote recovery, prevent retraumatisation and ensure services and supports are accessible and effective to those who need them most
- Leadership: Appoint an elected member as Trauma Champion to support the work of the steering group develop plans for North Lanarkshire becoming a trauma-informed Council to support the fulfilment of the ambition of the Plan for North Lanarkshire and the new Programme of work. Health Board members would assist this also. Likewise further SLT to support the SCP ambitions and embed trauma informed practice across the partnership. Re-refresh governance and membership of the of steering group.
- Workforce Wellbeing: The actions to deliver the NHSL and Council’s Mental Health Strategy for staff are underpinned by the 5 principles of a trauma-informed organisation.
- Workforce knowledge and skills: Each service across the partnership should assess the level at which staff need training and a base line is established in order to update the training strategy for trauma informed practice.
- Experts by experience: Individuals, families and communities drive our approach to becoming a trauma informed organisation using existing structures for participation and engagement and, where possible, develop other opportunities and structures for meaningful participation and aim to embed influence of experts by experience across all service delivery.
- Data and Feedback Loops: Base lines and outcome data for trauma informed practice are integrated and aligned with measures of success within the SCP and the Council’s new Programme of Work.

Governance

North Trauma Informed Practice Group
NHSL Implementation Group
[NLC Resilient People PoW Board]

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from September 2024

Current Status

Staff Health & Wellbeing Programme

- Establish a NL HSCP working group to agree priorities for the staff health and wellbeing agenda for the partnership, whilst aligning with the key wellbeing strategies from our partners (NHSL / NLC)
- Promote wider support services that are available through NHSL and NLC

Governance

SCP Programme Board

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from March 2024

Current Status

- The partnership working group had the first meeting in August 2023
- Both NHSL and NLC have staff health and wellbeing strategies agreed and launched.

Further Develop Lanarkshire Care Academy

Care Academy Objectives

Evidence

Take an evidence-based approach to identify the short, medium and long term supply and demand profile for the health and social care sector in North Lanarkshire

Recruitment

Further develop recruitment strategies with university and college campuses to discover and inspire upcoming talent and generate more qualified applications to fulfil current and future demand needs

Reach

Develop a plan to reach and inspire passive candidates or potential career changers and returner, with the right values to take their first steps towards exploring a career in social care. Ensuring an inclusive approach to reaching those who are furthest removed

Identity

Build the Health and Social Care Partnership employer identity and improve how the entire reward and compensation package is marketed for all roles

Presence

Create a social media strategy to build a stronger online presence around the Care Academy, breaking down any misconceptions around the sector and providing practical tools and resources for people to discover potential future roles

Next gen

Inspire the next generation by taking the in-school academy education to the next phase, creating pathways from school to employment and looking at new digital delivery models to inspire young people with the right values to pursue a career in the sector

Pathways

Establish career pathways and underpin these with qualifications and development routes, influencing further and higher education strategies to secure and maximise available funding.

Governance

Care Academy Steering Group
[NLC Brighter Futures PoW Board]

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from September 2024

Current Status

Partnership with Universities

- Agree Memorandum of Understanding with the University of Strathclyde, setting out commencement of close collaboration in projects between the partnership (HSCNL) and the university, building on the multiple honorary positions in place with University of Strathclyde and University of Glasgow
- Agree a process for identifying, defining and progressing potential opportunities for engagement through collaboration
- Scope of MoU to include research collaborations, honorary appointments, Graduate Apprenticeships, student placements, jointly funded posts, secondments of staff, student recruitment, student projects, education and continuing professional development and policy and practice.
- Pursue university status for the partnership (HSCNL)
- Develop partnership agreements with Glasgow Caledonian University and the University of the West of Scotland

Governance

To be established

Programme Duration

2023 – 2026

Reporting Timescales

Annual reporting from March 2024

Current Status

Memorandum of Understanding has been drafted, with approval being sought from all parties in 2023.

Reporting Timescales

Date/Timeline	Programme of Work Items for Reporting	
September 2023	IJB signs off Programme of Work	
November 2023	<ul style="list-style-type: none"> • GIRFE • Community Nursing Review • Frailty Strategy • Hospital @ Home Rapid Review • CHAT Review 	<ul style="list-style-type: none"> • Digital Technology & System Developments
March 2024	<ul style="list-style-type: none"> • Mental Health Strategy • Prisoner Healthcare • Alcohol & Drugs • MAT Standards 	<ul style="list-style-type: none"> • Staff Health & Wellbeing • Partnership with Universities
May 2024	<ul style="list-style-type: none"> • Home Support Redesign • Home Assessment Team • Community Alarm Service Review • SDS Transformation • Carers Strategy 	<ul style="list-style-type: none"> • Engagement & Participation Strategy • Community Solutions Strategy & Investment Plan
September 2024	<ul style="list-style-type: none"> • CAMHS Recovery & Renewal • Paediatrics Modernisation • SLT Improvement 	<ul style="list-style-type: none"> • Trauma Informed Practice • Care Academy
November 2024	<ul style="list-style-type: none"> • GIRFE • Community Nursing Review • Frailty Strategy • Hospital @ Home Rapid Review • CHAT Review 	<ul style="list-style-type: none"> • Digital Technology & System Developments
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