

Subject: **Strategic Plan 2021 – Bridging plan**

Purpose: To present the fully designed Strategic Bridging Plan and Summary Strategic Building Plan to IJB for review and approve for publication.

Recommendation: IJB to approve both full and summary Strategic Bridging Plans for publication in April 2021.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
SPG	Strategic Planning Group
EOG	Engagement Oversight Group

1.	EXECUTIVE SUMMARY
1.1	The draft Strategic Bridging Plan and Summary were presented to IJB on February 2021, for approval on content and submission for formal design.
1.2	The fully designed Strategic Bridging Plan for 2021/22 is now available for review at Appendix 1 . The designed summary Plan has also been produced and is available at Appendix 2 .
1.3	Some minor work to finalise the document may still be required, i.e., ensuring all web-links work. This will be completed prior to publication.
1.4	Approval is now sought from IJB to publish the Strategic Bridging Plan in April 2021 and to implement the plan throughout the 2021/22 service year.
2.	BACKGROUND
2.1	The Partnership Strategic Plan, 'Let's Deliver Care Together (2018-21)', will expire on 31 st March 2021. Due to the COVID-19 Pandemic, it was agreed to produce a one-year bridging plan that would provide focus on both service improvement and pandemic recovery.
2.2	Following development work undertaken by the Strategic Planning Group, Development Sub-group, the first drafts of the plan were submitted for consideration and feedback by IJB at its meeting of 11 th February 2021.
2.3	At the February meeting, IJB agreed the formal design of the plan document. A North Ayrshire based designer was commissioned for this work.

3.	PROPOSALS
3.1	The IJB are asked to review and approve the finalised Strategic Bridging Plan (2021-22), for publication and implementation from 1 st April 2021.
3.2	The implementation will be monitored through the Strategic Planning Group alongside the development of the longer term plan from April 2022.
3.3	<u>Anticipated Outcomes</u>
	The Strategic Bridging Plan will ensure the Partnership continues to work towards achieving the nine National Health and Wellbeing Outcomes established by the Scottish Government and the five strategic priorities.
3.4	<u>Measuring Impact</u>
	The Strategic Bridging Plan 2020-21 will be subject to the partnership's robust performance monitoring framework, with routine reports submitted to IJB, Performance and Audit Committee, SPG.
4.	IMPLICATIONS

Financial:	The Strategic Bridging Plan 2021-22 will be supported through agreed financial frameworks. Aligning strategic and financial planning is a key ambition of the partnership.
Human Resources:	As set out in the Strategic Bridging Plan, during 2021 an Integrated Workforce Plan will be created that will set out the Partnerships workforce requirements over the long term.
Legal:	The publication of the one-year bridging plan will ensure IJB is compliant with its legal obligation to produce a strategic commission plan.
Equality:	An Equality Impact Assessment was completed on the original plan 'Let's Deliver Care Together (2018-21)'. This has been reviewed in-line with the bridging plan.
Children and Young People	Informed by Children, Families and Justice Service, the plan sets out the Partnership's intentions to support the most vulnerable children and young people across North Ayrshire.
Environmental & Sustainability:	The pandemic period has placed pressures on many organisations, particularly in the independent sector. The plan sets out ambitions to ensure service provision to local people is appropriate, accessible and sustainable.
Key Priorities:	The Partnership's 5 Strategic Priorities will continue into 2021-22. These priorities will be subject to review before March 2022.
Risk Implications:	It is recognised the long-term impact of the pandemic is still mostly unknown. Hence the 12 month period for this bridging plan so that risks for services can be considered.
Community Benefits:	Not applicable.

Direction Required to Council, Health Board or Both	Direction to: -	
	1. No Direction Required	✓
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	<p><u>Engagement</u></p> <p>370 people have responded so far to North Ayrshire Wellbeing Conversation. This will continue to run for another 12 months.</p>
	<p>The following key stakeholder groups have reviewed the plan and provided feedback from members networks:</p> <ul style="list-style-type: none"> • Strategic Plan Development Sub-group (19-01-2021) • NAHSCP Engagement Oversight Group (20-01-2021) • Partnership Senior Management Team (21-01-2021) • Strategic Planning Group (26-01-2021) • Ayrshire & Arran Engagement Group (27-01-2021) • Care Home Providers Forum (29-01-2021) • Design concepts were presented to PSMT (18-02-2021)
6.	CONCLUSION
6.1	The North Ayrshire Strategic Planning Group has produced a one-year Strategic Bridging Plan to inform the direction of the Partnership throughout 2021 as it attempts to remobilise and recover from the COVID-19 Pandemic.
6.2	The plan extends 'Let's Deliver Care Together (2018-21)' for one year, while also providing a vision for the Partnership going forward beyond 2022.
6.3	The formal designed Strategic Plan document has now been produced and with IJB approval will be published on 1 st April 2021.

For more information please contact Michelle Sutherland (Strategic Planning and Transformation Lead) on 01294 317751 or msutherland@north-ayrshire.gov.uk or Scott Bryan (Planning, Policy and Inequalities Officer) on 01294 317747 or sbryan@north-ayrshire.gov.uk



BRIDGING STRATEGIC COMMISSIONING PLAN 2021-2022

We take great pride in the North Ayrshire Health and Social Care Partnership in our approach to co-producing our plans through meaningful engagement with our communities. Unfortunately, the pandemic has put barriers in place to doing that effectively.

The response to the pandemic is far from over and the longer-term effects on our communities are yet to be fully understood. This one-year strategic bridging plan reflects on our achievements, our Covid-19 experience, and the impact on our services. It outlines our approach to recovery and learning as we take stock and allow our services and communities to recover from what has been one of the most difficult years.



Over the years, there has been a significant shift towards prevention and early intervention approaches, as we recognise that continuing to react to demand in the same way is unsustainable. We face increasing demand and financial challenges in delivering the best services possible and must be creative and innovative in our approaches to fully meet the needs of our communities.

We have achieved much through the integration of health and social care, including developing new models of care through investment in modern, fit for purpose health and social care facilities, we have moved services closer to individuals own homes, in part by working with partners to provide specialist, fit for purpose housing, we have continued to maximise the use of our modern inpatient services and we have continued to integrate and join up our front line teams.

Whilst the pandemic has been immensely difficult and has stretched many of our services, our staff and our communities to the limit, we have continued to progress with our plans for integration with ongoing work underway to improve and develop services.

The response to the pandemic has led to significant opportunities, creative solutions, fleet of foot responses and a real renewed appetite and enthusiasm for partners to work together, which is what we need to truly improve people's lives.

North Ayrshire HSCP believes that our communities can flourish with access to health and social care support when they need it, and it is crucial that the services delivered reflect the needs of individuals. We are fully committed to planning and designing services in partnership with local people, our staff and our key partners across acute services, housing, community planning, independent contractors and the third and independent sectors.

I look forward to next year with optimism that we can support a positive recovery for our health and social care services through working with our partners to meet the needs of our communities.

Caroline Cameron

Caroline Cameron

*Director - North Ayrshire Health and Social Care
Partnership Chief Officer, North Ayrshire Integration
Joint Board*

Who are we and
what do we do?



North Ayrshire Health and Social Care Partnership (the Partnership) provides locality-based health and social care services for people throughout their life: from birth through childhood, teenage years and adulthood. Our services include:

Children, families
& justice services,

Adult health &
community care
services

Mental health,
addictions and
learning disability
services

Our teams include: allied health professionals (dietitians, physiotherapists, occupational therapists, speech and language therapists), addictions workers, care at home, care homes, child immunisation, community alarm and digital health, community link workers, money matters, nurses (including specialist nurses), paid carers, psychologists and psychiatrists, social workers (across all age groups), residential adult & childcare staff and volunteers.

In addition, dentists, GPs, optometrists and pharmacists (primary care professionals) work together with us.

We also work closely with Ayrshire wide partners, including, the Community Justice Authority, the Third sector, the Independent sector, Housing Services, NHS acute hospitals, Alcohol and Drug Partnerships, Ayrshire wide Partnerships, Police Scotland, local councillors, and many others.




We want to ensure people in North Ayrshire can access community support in their locality and, as required, contact the right health and social care professional, at the right time. We all work together to provide high quality, safe and sustainable care, as seamlessly as possible for the person needing support.



Lead Partnership Arrangements

Each Partnership in Ayrshire has a responsibility to lead and manage a care service on behalf of NHS Ayrshire and Arran. These are agreed within each Partnership's respective delegation scheme.

Across Ayrshire, the following services are managed by a lead partnership:

-  Primary Care Services (GP practices, Dentistry, Optometry) are managed by East Ayrshire HSCP
-  Mental Health Services (Psychiatry, CAMHS, Inpatient Services) and Childhood Immunisations, Community Infant Feeding and Child Health Administration Service are managed by North Ayrshire HSCP.
-  Integrated Continence Services, Joint Equipment Store, and Family Nurse Partnership are managed by South Ayrshire HSCP

Further information in relation to Ayrshire's lead partnership arrangements can be found in our joint Lead Partnership Statement. [\[insert weblink\]](#)

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Our Direction 2021/22





The Integration Joint Board (IJB) approved a continuation of our existing vision and five supporting strategic priorities to 31 March 2022:


Our vision is that all people who live in North Ayrshire are able to have a safe, healthy and active life.

Our five key strategic priorities to help us reach our vision are:



The Partnership will consult on, review and update our Vision and Strategic Priorities for our next full strategic plan by April 2022. The IJB also agreed that the Partnership would:

-  Align our five priorities to the three Scottish Government Covid-19 recovery priorities: Innovate and Integrate – Ensure Equity – Better Outcomes [\[see online link\]](#).
-  Ensure the strategic bridging plan meets our obligations in terms of working toward achieving the Nine National Health and Wellbeing Outcomes and continue to monitor the implementation and progress of our strategic plan through a robust performance framework using both national and local metrics. [\[see online link\]](#).

-  Ensure that the Partnership is an effective organisation and that during 2021, we will undertake a review of existing national & local policy, operational procedures and ensure that any implications from the Scottish Government commissioned Independent Review of Adult Social Care are included in our longer-term strategy.



Strategic Ambitions to 2030

To focus the future goals of the Health and Social Care Partnership, we engaged with our stakeholders to understand their ambitions.

Stakeholders, service areas and individual teams responded to our engagement and told us their ambitions over the short, medium and long term.

A summary of the findings can be found here [\(insert link\)](#) and will help refine this area of the bridging plan during 2021.



The pandemic has further highlighted the negative impact of deprivation and poverty on our communities and we will work collaboratively with partners to deliver shared solutions.

We recognise that the impact of child poverty, trauma, and disability can be significant and lifelong. We will work with individuals, families, carers and partner agencies - as early as possible - to reduce these impacts.



We will continue to work with local communities to improve both physical health and mental wellbeing.

We also recognise that our communities can design and implement their own local solutions and that we will commission services, where possible, which deliver local economic growth of the third, co-operative and social enterprises.

PREVENTION and EARLY INTERVENTION

Our services will continue to work with the most vulnerable in our communities, working to reduce the need for crisis interventions and unplanned hospital admissions.




This requires continued transformation across the whole health and social care system, ensuring we continue to shift the balance of care; where people receive the right support, at the right time within their community.

The Partnership are also committed to keeping people safe, ensuring people are supported by the Child and Adult Protection teams, Suicide Prevention and the Alcohol and Drug partnerships.



MOBILISING COMMUNITIES

In our earlier strategic plan, we developed the 'Partnership Pledge - working together for the future', asking North Ayrshire residents, or as a user of health and social care services, to help us manage the demand and the financial pressures we faced:

-  By taking care of your own health and wellbeing
-  By being more informed about how to best address your health concerns
-  By being mindful of the wellbeing of others in your community

In responding to the pandemic, our local communities mobilised as individuals, neighbours, friends, volunteers, community groups and local businesses. This demonstrates that we can rebalance our relationship with local communities in the delivery of care and support. Given the right tools and support, our communities can design and implement their own local solutions to improve health and wellbeing, without our long-term involvement.

Our bridging strategic plan

As a result of the worldwide Covid19 pandemic, the Partnership has developed a one-year bridging plan, to build on our strategic plan, ***Let's deliver care together***, found on our website at **NAHSCP Strategic Plan 2018-21**.

This bridging plan approach was agreed by Scottish Government, to meet our legislative requirements and aligns our strategic planning timetable, with many other IJBs across Scotland. Our new Strategic Commissioning plan, which will be our third, will be produced on the 1st April 2022.

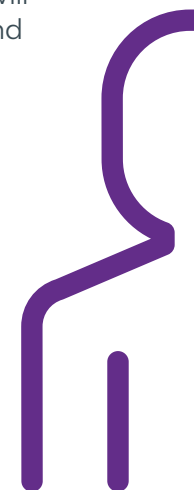
The Partnership wanted to ensure that people's voices and experiences were at the heart of our strategic planning process.

A wide range of stakeholders was essential in developing this bridging plan and these stakeholders and the public members of our Care Improvement Network will continue to provide their views and refine this plan to 31 March 2022.

Strategic Planning Group (SPG)

Our Strategic Planning Group has responsibility for producing and reviewing the Strategic Commissioning Plans. Our SPG is Chaired by the Vice-Chair of the Integration Joint Board (IJB) and the group has a wide-ranging membership, including representation from: senior management, Partnership services, Third Sector Interface, Independent Sector, partner organisations including Housing and Libraries, service users, elected members and carers.

Together, our Strategic Planning Group will agree on the strategic vision, direction and priorities for the Partnership, making recommendation for approval to the IJB for action.



Locality Planning Forums

We have six Locality Planning Forums (LPFs) across North Ayrshire, which bring together local people and staff from partnership services, partner and community organisations. Each forum chair becomes an IJB member and is supported by a Partnership Senior Manager and a local GP.

The LPFs identify priorities for action by listening to the views of local staff and community members, reviewing local health and care statistics, identifying key needs, issues and strengths (assets) in their local community. [See page 52 for further details on localities].

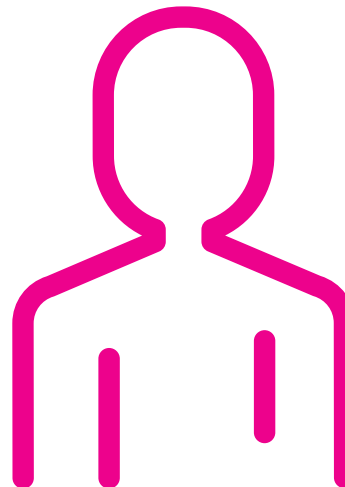
Strategic Planning sub-group

The strategic planning sub-group was established with the specific purpose of developing this Bridging Strategic Plan. The sub-group contained wide membership from Partnership services, Community Planning partners and third and independent sector representatives.

This group had been tasked with collecting and assessing all relevant information and to identify a coherent strategic vision and direction to 2030.

Engagement Oversight Group

The Engagement Oversight Group (EOG) is a multi-agency group, with a diverse mix of people who are experienced in community and/or staff engagement to ensure that our engagement is inclusive and meaningful. The North Ayrshire Wellbeing Conversation will support our 18-month engagement programme and is asking two questions of local people; **“What do you do to keep yourself well?”**, and **“Would you like to be more involved in the development of local services in the future?”**. Local people who wish to be involved will join our **Care Improvement Network**, to inform our longer-term plans. Public feedback has informed the development of the Bridging Plan 2021 and the longer-term ambitions from 2022.



New Policy Developments



In addition to the policy drivers identified in *Let's deliver care together*, found at www.nahscp.org, the following new strategic policy developments will influence our new Strategic Commissioning Plan from 1st April 2022.



Caring for Ayrshire














Caring for Ayrshire is a 10-year programme in partnership with NHS Ayrshire and Arran and the three Ayrshire HSCPs to redesign how we provide local health and care services in the future. The programme understands the many demands on health and care services nationally and the need to do things differently.

This strategic transformation programme that will build on developing an integrated health and care service model. This model will look at all aspects of health and care from birth, to end of life, with people being at the heart of the proposals ensuring our future services consider the changing population demographics (e.g. ageing population and increasing inequalities, particularly as a result of poverty).

Going forward the programme will develop clear health and care pathways for the people of Ayrshire and Arran. Greater emphasis and resources will be focussed on providing care as close to home as possible, ensuring people can access appropriate health and care support in their own communities.

This work will explore local Health and Wellbeing Hubs providing more localised alternatives to acute hospital attendances and admissions.

These could provide a wide range of services currently provided within acute hospital settings including:

- | | |
|---|--|
|  Treatment for minor injuries and illnesses |  Endoscopy |
|  Primary Care out of hours services |  Renal dialysis (day service) |
|  Rehabilitation after a stay in hospital (step-down beds) |  Blood analysis. |
|  Midwife-led maternity service |  Chemotherapy (day service) |
|  Day surgery and planned investigations |  An overnight stay in a bed if you can't be cared for at home but don't need to go into hospital (step-up beds) |
|  CT scanning | |

Where this is not possible, people will be cared for by more intensive services, such as a local health and wellbeing hub, local or regional hospital. ([Link](#))

North Ayrshire Council Plan 2019-24

The North Ayrshire Council Plan 2019-24 NAC sets out the Council's priority areas in order to achieve the vision of a "North Ayrshire that is 'Fair For All'". Community Wealth Building is a key driver behind the Council's three priorities which are:

-  Aspiring Communities – A society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.
-  Inspiring Place – An enterprising, vibrant and sustainable environment that is appealing to investors, attractive for visitors and a place where our residents are proud to live and work.
-  A Council for the Future – Ensuring the Council is forward thinking and motivated to improve the services we provide for our communities through innovation.



Public Health Scotland Strategic Plan (2020-23)

The recently formed Public Health Scotland has launched its first strategic plan, 'A Scotland where everybody thrives'. The strategy for Scotland recognises many of the same challenges to health and wellbeing as we do in North Ayrshire, including; inequalities, poor life expectancy and COVID-19.

To help address these challenges, it recognises the need for a different approach to lay a solid foundation to support long lasting health and wellbeing, especially for the most disadvantaged in our communities.

Through its strategy, Public Health Scotland will focus on four key areas:



Action in these areas will help make progress against the 6 public health priorities for Scotland:

- | | |
|---|---|
|  Place and communities |  Alcohol, tobacco and drugs |
|  Early years |  Mental wellbeing |
|  Inclusive economy |  Health weight and physical activity |

To achieve these goals, Public Health Scotland will work collaboratively at the national, local, and community level. This will be supported by adopting an outcomes focused approach and making better use of data, intelligence and evidence to inform health and wellbeing improvement.



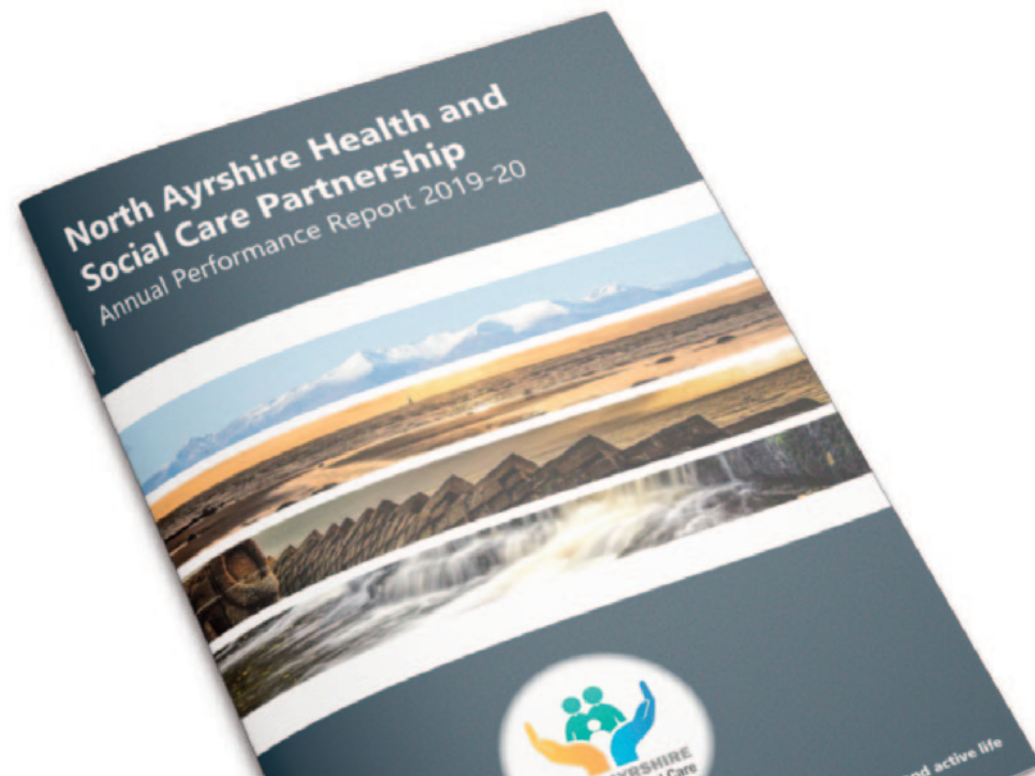
Partnership achievements



Over the last three years The Partnership has delivered positive achievements, which improve the health and wellbeing of local people.

More information can be found in our Annual Performance Reports and Chief Social Work Officer Reports which can be found here [\[link to HSCP website\]](#).

All of those working in the Partnership and our partners have learned a huge amount about effective partnership working over the last three years. The strength of our relationships and connections with the North Ayrshire community supported us to respond effectively during the pandemic. A few examples of our achievements are described on the following pages.



TACKLING INEQUALITIES



The North Ayrshire Alcohol and Drug Partnership (ADP) developed their new strategy and held a 'Drugs Death Summit' which identified key actions to prevent drug related deaths. £60,000 was also made available for a participatory budgeting process to local community groups for prevention and early intervention.

Implemented the post of Autistic Spectrum Disorder Coordinator within our Learning Disability Service to provide focussed support to those with a diagnosis of Autistic Spectrum Disorder.

Contributed to the Local Child Poverty Action Plan 2019/20 working with partners to address the inequalities which result as a direct result of poverty. This area remains a challenge. [\[Insert link\]](#)

Our Money Matters service supports local people to increase their income through benefit support. In the 2018/19 year the service generated £9.5 million for local people, and in 2019/20 the service generated a massive £15.3m million.

We finalised our Independent Advocacy Strategic Plan 'Empowering Inclusion'. We are committed to ensuring people have their voice heard, can express their needs, make informed decisions and have their rights and interests protected. [\[Insert link\]](#)

As part of the Ayrshire Equality Partnership, delivered the Shared Equality Outcomes plan. We worked closely with partners to implement actions to support and recognise people with a protected characteristic.

ENGAGING COMMUNITIES



The Partnership has engaged with over 3,450 people using a range of methods from community Chit-chats, engaging Parent Councils, Tenants Groups, 'What Matters to You?', Carers voices, Kindness Conference, Storytelling and Mental health & wellbeing conversations.

388 members of the public and health & social care students and over 2,000 members of staff took part in our 'Thinking Different, Doing Better' experience, designed in partnership with local community groups, businesses, volunteers, our Third and Independent Sector partners and staff working across the Partnership.

Young People's Citizenship and Participation Strategy - A refreshed and award winning approach has been created, ensuring our young people continue to have a voice in local and national decisions that affect them.

We reviewed our Locality Planning Forums (LPF) in 2018, to ensure they were equipped to be the 'ears and voice' of Partnership staff and local communities. [\[Insert link to terms of reference\]](#)

PREVENTION and EARLY INTERVENTION

The Community Link Worker Service was implemented across all GP practices in North Ayrshire to support people in relation to concerns over mental health and wellbeing, financial issues, or social issues (such as social isolation). From April 2019 to March 2020 the service received an increase in referrals of 58% from the previous year, totalling 3,327 people. [\[Insert link\]](#)

The Health & Well-being Service delivered by KA Leisure undertook 2,695 classes and received 773 new referrals, with a total of 42,132 attendances at supported physical activity sessions in 2019/20. The Mind and Be Active Service delivered by KA Leisure received 276 new referrals, undertook 490 supported classes and had 11,041

attendances at specific Mind and Be Active supported physical activity sessions in 2019-20. Across the year there were 885 follow-up consultations completed at 6/12 months and 114 referrals made to health care providers or external agencies. [\[Insert H&WB link\]](#)

Our Intermediate Care Team (ICT) supports people to regain their independence by helping them when they are either discharged from hospital, or in their own homes to prevent admission to hospital. This early intervention and prevention approach, providing a Single Point of contact for GP Practices, provided 10,537 days of ICT service (during 2019-20) as an alternative to hospitalisation, a continued improvement from 2018-19.

The restructured Children and Families Services, including School-based Social Workers, ensures there is greater integration between education and health and social care. We are in the process of creating three multi-disciplinary Locality Teams based in local secondary schools. A framework for locality working is also being co-produced across a number of directorates.







The Ayrshire **MENTAL HEALTH** Conversation

We developed a local Mental Health Strategy, following the Ayrshire Mental Health Conversation, across Ayrshire to which 777 people responded. In response National Action 15 monies funding has been targeted to employ eight mental health practitioners (MHP) in GP practices, enhancing the prison healthcare team and expanding of the role of The Crisis Resolution Team by introducing the Police Pathway 24/7 which gives Police Scotland direct access to CRT. This prevents them taking an individual they feel has a mental health problem to The Emergency Department when there is no physical cause.

In November 2020 mental health Unscheduled Care services were a key partner in the redesign of urgent care service, and are continuing to look at providing a 24 hour a day, 7 day a week mental health pathway for those with urgent mental health concerns, away from Emergency Departments.

Our Community Link Worker Service was involved in the creation of a mental health and well-being group called 'Opening the Shutters'. The group is made up of health and social care and Third sector supports including CEIS, the Living Room and the Recovery College, and two Cognitive Behavioural Therapy (CBT) college students also performed a 6-week anxiety awareness course.

Within Children's Services, a key piece of work taken forward by the Young People's Suicide Taskforce has been the 13 Ways campaign. Education, Children & Adolescent Mental Health Services and Parent Councils have worked together to develop the Wellbeing model in Kilwinning and the North Coast. As result of this work a Positive Mental Health and Wellbeing pocket guide was implemented across North Ayrshire.



We implemented an adult low secure forensic unit and will now develop a new National Secure Adolescent Inpatient Service (NSAIS), with building work expected to start in late spring 2021. This will be a 12-bedded unit for children aged 12 to 17 years who have complex difficulties and need a high level of care. It will provide the first secure adolescent inpatient service for young people in Scotland.

We have developed more community based supported accommodation opportunities within Trindlemoss Court, as well as a new facility for extended assessment and support within Trindlemoss House.

The construction phase of the new Respite House and the new ASN School Campus has seen us work together and our state-of-the-art facilities due to open in summer 2021.



BRINGING SERVICES TOGETHER

We worked with the North Ayrshire Children's Services Strategic Partnership (CSSP) to develop the North Ayrshire Children's Services Plan 2020-23 which sets out our aims and priorities to safeguard, support and promote the well-being of children and to make North Ayrshire the best place in Scotland to grow up. [\[Insert link\]](#)

Summer & Education Hubs - HSCP & Education staff worked together to support our vulnerable children and young people. There are 8 hubs across North Ayrshire.

We integrated our Universal Early Years team which brought together social workers, health visitors, speech and language therapists, welfare rights advisors, mental health nurses and employability workers.

Integrated Island Services on Arran developed their initial business case for Scottish Government, to develop a new site for hospital services, primary care, social care and community health services to be delivered.

Supported the roll out of the Primary Care Implementation Plan - Primary Care continues to move its model to a multidisciplinary approach based in GP practices with the provision of practice-based pharmacists, MSK physiotherapists and mental health practitioners.

Explored the wider multidisciplinary team model with primary care, working within the Garnock valley with the Scottish Futures Trust, as commissioned by Scottish Government.



Integrated the Police Scotland community team at Brooksby Health centre in Largs, meeting the ambitions of integrated public sector.

The partnership Carers Team and Learning & Development Team supported two North Ayrshire unpaid adult carers to successfully complete their Level 2 SVQ in Social Services and Healthcare based on their caring role and expanded training options available to unpaid carers. Carers remain equal partners in care and experienced in the care they provide to their family, friends or neighbours.

Adult Community Mental Health Service and the Social Work Mental Health Team have now integrated together after a robust period of staff and stakeholder engagement and testing of the pathways to support the new model.

In Learning Disability Services the NHS Community Learning Disability Service and the Social Work Learning Disability Team are now co-located and further work is progressing to further integrate processes.






An effective organisation





The Partnership strives to implement effective approaches to meet both the needs of its population and those of individuals, whilst ensuring delivery of personalised responses which support people to live independently in their communities.

The Partnership also seeks to be an effective and efficient organisation, delivering high quality, safe effective care and best value.

The Scottish Government Ministerial Steering Group (MSG) undertook a review, to both enable and improve the effectiveness and pace of integration. In May 2019, the Partnership submitted a self-assessment, highlighting areas of both good practice and improvement across the following key areas:

-  Collaborative leadership and relationship building
-  Integrated finance and financial planning
-  Effective strategic planning for improvement
Governance and accountability

-  Ability and willingness to share information
-  Meaningful and sustained engagement



Collaborative leadership and Relationship Building

The Partnership contributes to the Community Planning Partnership which includes North Ayrshire Council, Police Scotland, Fire & Rescue, Department of Work & Pensions, Community Justice Ayrshire, here are a few examples of successful joint work:



North Ayrshire
Community Planning Partnership

Third Sector

The Partnership has continued to work with the Third Sector Interface (TSI) to link effectively with community groups with an interest in growing community capacity to support health and social care. The third sector also hosted a room at the 'Thinking Different, Doing Better' experience to highlight their strengths and local assets.

The TSI has been supporting growth of mental health capacity by delivering the 'Mental Health Improvement: A Practical Approach' to many community groups, including: Ailn, Café Solace, CEIS Ayrshire, Coastwatch, Dalry Community Development Hub, Garnock Valley Men's Shed, KA Leisure, Key, Organic Growers of Fairlie, TACT, Tass Thistle F.C. and Unity Enterprise.

"This is a great idea to get the word out that it is okay not to be ok. It gives you better awareness of the feelings of others and the tools and services to help should it be required."

The TSI has also been supporting local befriending projects and below is feedback from a service user:

'I enjoy our chats on the phone, it's a comfort to know she will call each week. Her companionship has made a huge difference to my life and I appreciate all she does. I call her my angel.'

The TSI, in partnership with the HSCP, hosted a researcher to explore the Arran Alcohol and Drug Study on the Isle of Arran and the recommendations are being considered in 2021 by the Alcohol and Drugs Partnership. The third sector interface has been working with Connecting Scotland to ensure digital devices were provided to community groups to ensure digital access.

TSI North
Ayrshire

Independent Sector

The Partnership continued to work closely with independent care home and care at home providers, delivering shared training to support health and safety and falls prevention. In care homes the Independent Sector Lead promoted the delivery of the 'Care About Physical Activity' (CAPA) programme to improve the quality of life, mobility and increased independence for many older care home residents.

The Independent sector also created part of the 'Thinking Different, Doing Better' experience. The Partnership working with the Independent sector lead and Care Home representatives had begun to explore a new Care Home Commissioning strategy, to improve the breadth of models of care available, including dementia and challenging behaviour support, respite support for carers, palliative/end of life beds. However, this work was paused due to the pandemic.

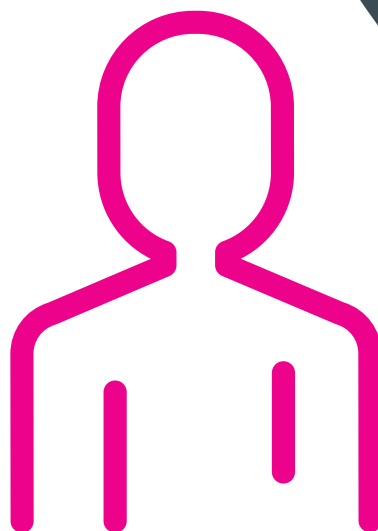


Participatory Budgeting

The Partnership worked with North Ayrshire Council Connected Communities Team to deliver Participatory Budgeting, which enables local people to make decisions about what is important to them in their local area. The Partnership has over the last three years made a contribution of £236,000 to empower communities to build locality health and wellbeing capacity, enhance mental health and wellbeing, fairer food, island issues, Alcohol and Drug Partnership prevention capacity and young people activities.

Find out more here:

<http://northayrshire.community/get-involved/participatory-budgeting-in-north-ayrshire/>



Mental Health Improvement – A Practical Approach

The Partnership and Third Sector Interface now delivers this cascade training awareness session, which provides attendees with useful tools and techniques to help them look after their mental wellbeing. The session is delivered online using MS Teams and Zoom.

The sessions have been offered to CPP Partners and Locality coordinators, staff groups, local community groups and services. The sessions have been attended by nearly 100 people and feedback has been very positive and this builds our community's ability to respond to people's needs quickly and effectively.

"Mental health wellness is not new to me as I've done WRAP but I found it really good to remind myself of some of the simple tools to share with others"

"I found the delivery method good and actually probably better than a face to face"

"Opportunities to engage, through discussion and bringing our own experiences really helped, thank you."

Fairer Food Strategy

The issue of poverty has been further heightened during the recent pandemic. To assist individuals and families access food more easily, over the last three years the Partnership and North Ayrshire Council Communities Team have jointly funded a food bank coordinator post.

The Partnership Service Access teams provide vulnerable individuals and families with support to access food bank support.



Co-Creating Libraries for Wellbeing

The Partnership has been working with the North Ayrshire Libraries Team, Alliance Scotland and the Scottish Library and Information Council (SLIC) to develop wellbeing sites within local libraries to support young people's mental health and reduce the social isolation of older people. After a Fun Day for the Transitions Group of P7/S1 on 13th August 2019, students from Kilwinning Academy, who have all completed Mental Health first aid training, volunteered to be part of the organising group.

Their ideas were used to develop the pathways from the community to HSCP services and the wellbeing space and support resources in Kilwinning library.

As a result of the positive working relationship developed with libraries staff, we developed a shared response to the pandemic with libraries offering community hub and HSCP staff wellbeing support.

Housing

The Partnership has worked closely with North Ayrshire Council Housing Services and local Registered Social Landlords to enhance the options available to people with a learning disability or complex health & social care need to remain in a suitable housing solution within their locality. The Partnership will continue to work with Housing colleagues on their Strategic Housing Investment Plans and we are delighted with the supported accommodation at Trindlemoss, Irvine and Watt Court, Dalry, which have now opened and looking forward to Flatt Road, Largs, St Michael's Wynd, Kilwinning and Caley Court, Stevenston opening soon.

In the context of "Home First", the Partnership is working with CPP Partners to deliver the Rapid Rehousing Plan reduce levels of homelessness by putting in place a multidisciplinary team.



Transformation programme and Financial sustainability

The Partnership has worked hard over the last three years to support the shift in the balance of care, towards more locality based solutions, which also ensure the financial sustainability of the partnership. In the last three years the partnership has also implemented a range of approaches to manage demand, investing in primary care and mental health services.



Partnership Awards

As the partnership culture and relationships have developed, it was acknowledged that having an annual staff awards should grow to represent the breadth and vitality of all the people who enable local health and social care. Previously the recognition process had awarded staff and volunteers from NAC, NHS, Third Sector and Independent Sector.

Now the Partnership Awards process involves members of the public and community champions. The Partnership awards event - 'Breakfast for Champions' is the highlight of the year for many and 'everyone is a winner'. It is an opportunity to see all of examples of the great work taking place and in 2019 a higher number of winners came for volunteers, community groups and individual members of the public, not only Partnership services. This recognises the continuing shift towards approaches support the whole person and community approaches.



Our Team

The Partnership has always recognised that those who work for the partnership are our greatest strength. The partnership had a clear ambition to support those that worked for us to achieve their ambitions and had early sight on the need to move staff to locality working, to close gaps in some specialist services and develop the workforce to better meet our strategic priorities, particularly around mental health support. In the last three years we have seen a growth in both staff working for the partnership with NHS staff and NAC staff.

The main development areas have been:



Intermediate care and reablement,



Mental health services,



Integrating services in the following areas;

Occupational Therapy; Universal Early Years; Mental Health; Learning Disabilities; and Children's Locality Teams working in schools.

The Partnership working with East Ayrshire, has also seen a significant increase in the Primary Care workforce delivering pharmacy, Physiotherapy and Mental Health practitioners in GP Practices.

We have also worked hard to support our people and our sickness absence working days lost have improved from 15.38 days in 2017/18 to 12.93 days (for the 12-month period to September 2020) for NAC staff and over the same period from 6.19% to 4.08% for NHS staff.

New Leader Programme

The Partnership developed and delivered a bespoke leadership programme to support the development of shared approaches, vision and culture, for new leaders - building on an asset-based approach. The Partnership has also developed a Succession planning approach, which will be reviewed again during 2021.

Quality - Care Inspectorate

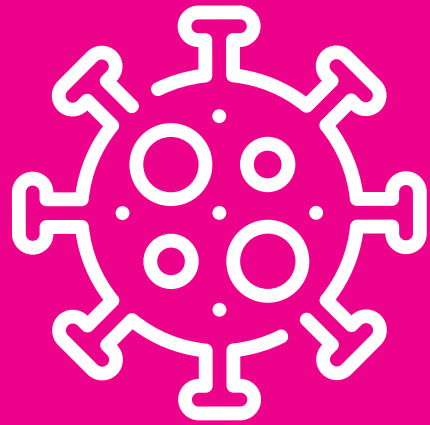
The National care Inspectorate has continued to inspect all our registered services to ensure that we offer safe and effective support. Our Care at Home Services achieved a grade of 'Excellent' following independent inspection. Grades were awarded to Three Towns, North Coast and Arran Care at Home services and Irvine, Garnock Valley and Community Alarm for leadership.

Staff Engagement

Teams in the partnership normally take part in the iMatter team-based engagement process each year. Teams look at how to enhance staff engagement and agree action plans with the aim of improving outcomes for clients, service users and patients. In 2020 the iMatter process was paused nationally due to the pandemic. However, a national pulse survey replaced the team-based process. The Partnership had a high response rate to the pulse survey.

Whilst the pandemic had clearly impacted on some staff (such as concern for patients/service users, working remotely and Covid safety) overall staff felt positive about working in the Partnership and noted the support they received from managers, their immediate team and other colleagues.





Our Pandemic experience





The Partnership offers its deepest condolences to the families of those affected directly by Covid19 and we recognise that managing the pandemic will continue well into 2021.

The Pandemic – Our experience

The Partnership – and our partner organisations – faced and continue to face considerable challenges due to the Covid-19 pandemic. Near the start of the Pandemic, the Partnership leadership team asked the core question: **‘How do we keep our service users, carers, staff and communities safe during this pandemic?’** This question was also asked by all our partners, communities and individuals.

We are thankful for the kindness, collaboration, flexibility and speed of the response of our staff, partners and communities, which ensures that support continues to the most vulnerable in our communities.

Responding to the needs of our Communities

The Partnership, working with North Ayrshire Council Connected Communities team, redeployed Service Access Social Care and Community Link Worker staff to support the new Community Hubs which provided food and prescriptions to people self-isolating. As the restrictions continued those teams also provided signposting to financial, housing, social isolation, wellbeing and mental health support, including a direct pathway to Crisis Services.

The Partnership is in awe of the community response – volunteers, community group, local businesses all played a vital role in supporting people, neighbours and friends – we continue to salute you!

Our Pandemic Experience

Responding to the needs of People Shielding

During the first lockdown 5,695 people were asked to shield as a result of underlying health conditions. Working with North Ayrshire Council and its contact centre, the Partnership developed information response sheets for callers to be signposted to Community Hubs, financial, housing, social isolation, wellbeing and mental health support. Locality Social Work Teams and Allied Health professionals supported shielding people with weekly welfare calls and calls to those most at risk continue.

Mobilising our services

The partnership updated its pandemic response plan, business continuity plans and developed detailed mobilisation plans which highlighted the governance, decision making and escalation points to respond effectively to demand pressures.

Our new approaches enable flexible remote working, reduce the need for some buildings, enhance information sharing across partner organisations, and support people in managing their own conditions safely at home. Mobilisation plan information to end March 2022 are detailed in the actions section of this plan and will be subject to constant change and review to ensure an effective response.



Health and Community Care

Delivery of home visiting services (e.g. Care at home and District Nursing Services) and Community hospital services on the mainland and to our islands have continued during the pandemic. Staff have been very flexible to ensure that support continued to be delivered to those most in need e.g. working in other service areas and delaying leave. The locality social work team continued visits in people's homes and responded to Adult Support and Protection work effectively. Hospital social work teams worked with acute hospital colleagues to support safe hospital discharges. To ensure the safety of staff, service users, care home providers, carers and unpaid carers a Personal Protective Equipment (PPE) hub was developed.

The teams also made contact on a weekly basis with individuals receiving partnership support and where Day Services were closed outreach was put in place, including working with with Alzheimer Scotland for people affected by dementia. GP practices redesigned their services to ensure safe access for patients and greater access for patients through technology. The practices continue to be supported by Mental Health Practitioners and Community link workers. Working with Connecting Scotland to ensure that digital devices and access was provided to support older people in our supported accommodation.

Mental Health Services

Inpatient services at Woodland View continued, but have faced significant pressures due to covid community prevalence and the high acuity of patients. People identified as being at highest risk receive care in their homes or at day centres. Risk stratification helps teams make contact on a weekly basis with individuals receiving partnership support. Where Day Services for Learning Disability are closed, outreach has used redeployed HSCP staff and digital technology to continue supporting service users.

The most vulnerable individuals have continued to receive weekly support, as a minimum, via telephone, near me technology and face to face, in person support.

Acute Service

The partnership supports acute teams with safe hospital discharges and their Covid response by the redeployment of nursing and allied health professionals to acute services. We have enhanced our hospital based social work team who work alongside acute colleagues on a daily basis to safely discharge individuals ready to go home or to a longer term care placement.

The Partnership also facilitates supported hospital discharges and has been supporting unscheduled care responses to reduce attendance at A&E and hospital admissions. Significant progress has been made to reduce delays, supported by additional resources to fund care and also by using interim placements in the community for those awaiting longer term care.

Our Pandemic Experience

Children, Families and Justice Services

We maintained the delivery of family contact visits, putting in place remote play areas to ensure child development was supported during visits. We continued to undertake home visits for the purpose of child protection, and supported those young people living in children's houses to stay well. We worked with Education colleagues to support the creation of Child Care Hubs for vulnerable children and those of key workers.

We worked with Connecting Scotland to ensure digital devices were provided for ongoing support of vulnerable children and those who are looked after. A range of work was also undertaken by Justice Social Work and Community Justice Ayrshire to support offenders and their families.

Commissioning Support

The Partnership works on a daily basis with care homes, care at home and other support providers during the pandemic:



Working closely with key partners, particularly Public health colleagues to ensure appropriate support, guidance, advice and governance,



Sourcing and supplying Personal Protective Equipment,



Providing support through Quality Assurance visits,



Helping with staffing where needed,



Supporting the financial sustainability of the sector through nationally agreed principles of financial support



Wellbeing of staff, carer providers and carers

A key component during the pandemic was to ensure the continued health and wellbeing of staff, care providers and carers. Staff wellbeing hubs were established at the Ayrshire Central hospital site and four community sites, using library buildings. Our thanks to NAC library and Allied health professionals for their support.

The psychology service also provided support to the Listening Service which continues to provide support to staff across all sectors and carers. The Partnership created and maintains a website with information on, and links to, mental health and wellbeing resources for staff, carers and volunteers. Visitors to the site can leave suggestions for the PSMT on how to support mental health and wellbeing of individuals and teams in the Partnership.

Organisational learning from the pandemic

A summary of our achievements during this period include:

-  We recognised, developed and utilised the strengths of local communities,
-  We collaborated with our local partners, establishing strong mutual support,
-  We recognised that the HSCPs strategic priorities remained relevant during the crisis,
-  Our staff, partners, volunteers and members of the public demonstrated their flexibility to working in the 'new normal',
-  Partners exhibited enabling and flexible leadership with an enabling approach to responding very quickly and
-  We have managed the financial impact of the pandemic well

Throughout the period, the issue of poor mental health was underpinned as a key and growing priority for the HSCP and local partners. From feedback received, it is expected this need for Mental Health support will grow. Further information on our system wide learning during the pandemic period can be found here

[\[Link to pandemic reflections report\]](#)



Sharing our Learning

thinking
different
doing better



The Partnership welcomed the opportunity to hear about and be involved in sharing learning.

There have been a range of issues where the Partnership has raised awareness of new models, approaches and solutions.



Best Value – providing examples of best practice in partnership with North Ayrshire Council <https://www.audit-scotland.gov.uk/report/best-value-assurance-report-north-ayrshire-council>



Health & Social Care Scotland Conferences 'Creativity, Culture and Courage' 2018 and 'Collaboration, Compassion and Ambition' 2019 contributing to Scotland Voices – telling the stories of health & social care and delivering workshops on 'Islands of innovation: embracing new ways and new roles (Arran)' and our 'Wellbeing & Recovery College' supporting people with mental health issues. <https://hscscotland.scot/events/>



Locality Planning Forums approach – sharing our learning with The Alliance Scotland the with the Scottish Commissioning and Improvement network,



Adult Support and Protection approaches – the partnership has shared our learning extensively with Agencies across North Ayrshire and with key colleagues in East and South Ayrshires. As we have also Chaired the Social Work Scotland National ASP Leads Practice Network since 2018, we have used this opportunity to share learning across Scotland.



Mental Health Improvement – A Practical Approach – we continue to deliver this preventative community-based programme to Community Planning Partners to improve mental health capacity at locality level,



Directions – working with NHS Ayrshire & Arran, East Ayrshire HSCP, South Ayrshire HSCP and the Scottish Government a review of the Directions approach to support service commissioning was shared with the Scottish Chief Finance Officers,



Thinking Different, Doing Better – experience shared with national partners, local and national groups and Scottish Government representatives.



Strategic Planning Group – working with Inverclyde HSCP to review existing arrangements in each area to support improvements.



Trindlemoss Day Opportunities – have been involved with a learning collaborative along with seven other service across Scotland, organised by Healthcare Improvement Scotland and aimed at sharing experiences and planning for developing learning disability day services.



North Ayrshire – Needs Assessment

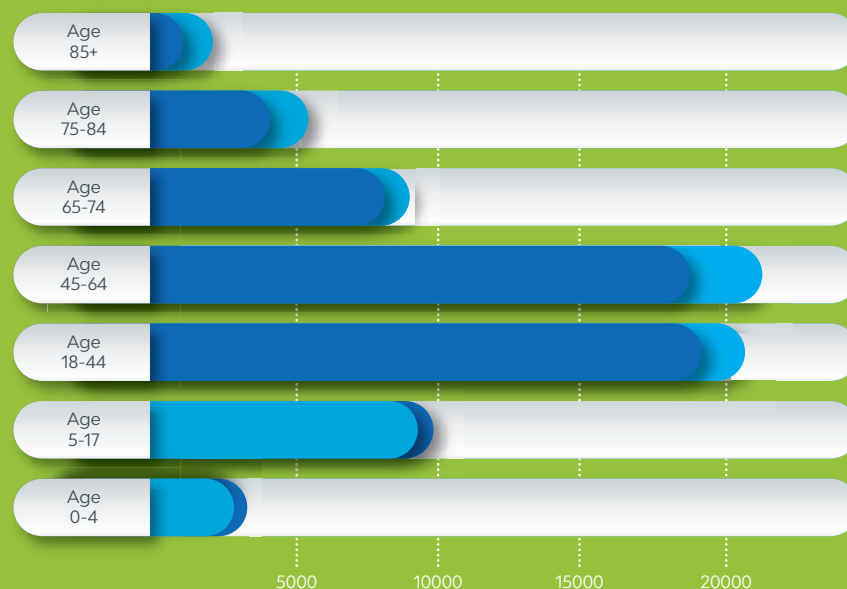


To better understand the health and care needs of North Ayrshire, we produced a Strategic Needs Assessment. The following summary provides some of the key areas for action.

More information can be found in our full strategic needs' assessment [\[link xxx\]](#)

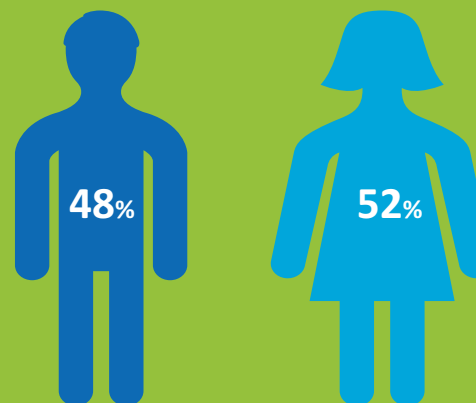


North Ayrshire - Needs Assessment

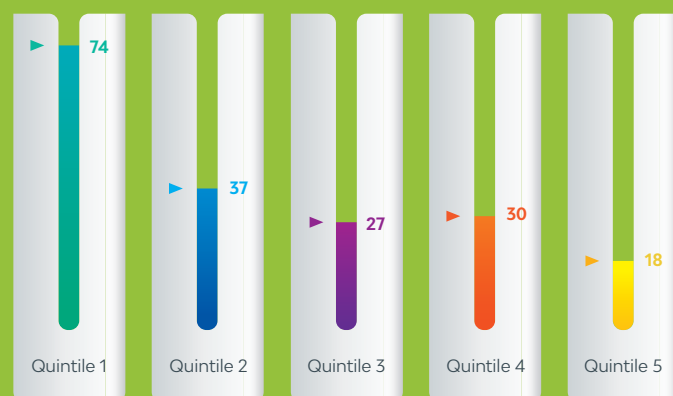


Total population (2018 based) –

135,280

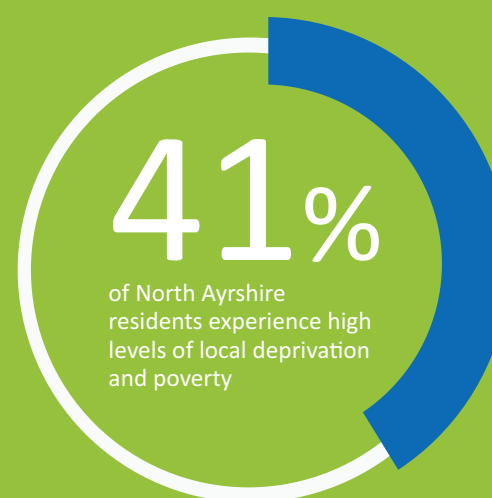


Deprivation

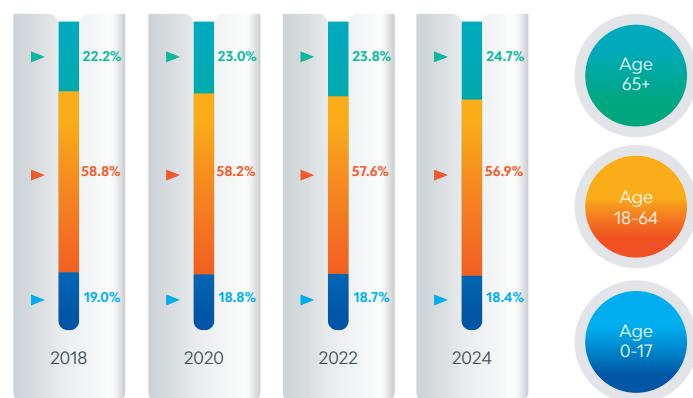


According to the Scottish Index of Multiple Deprivation, 41% of local people live in areas that are considered among the most deprived 20% in Scotland (55,951 people)

Levels of Deprivation

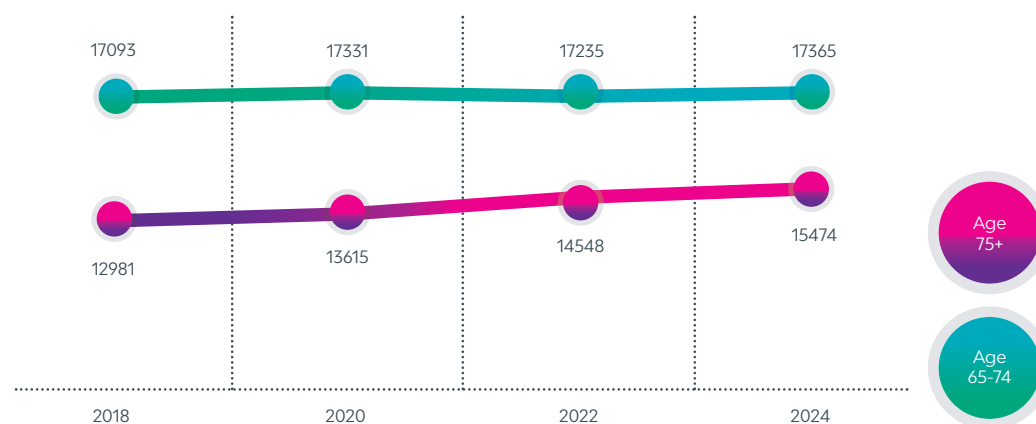


Population structure change (2018-2024)



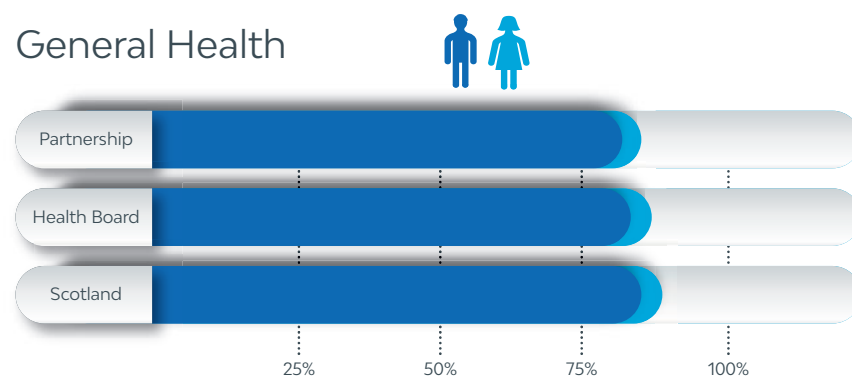
By 2024, those 65 plus will account for 24.7% of the North Ayrshire population.

Population change 65+

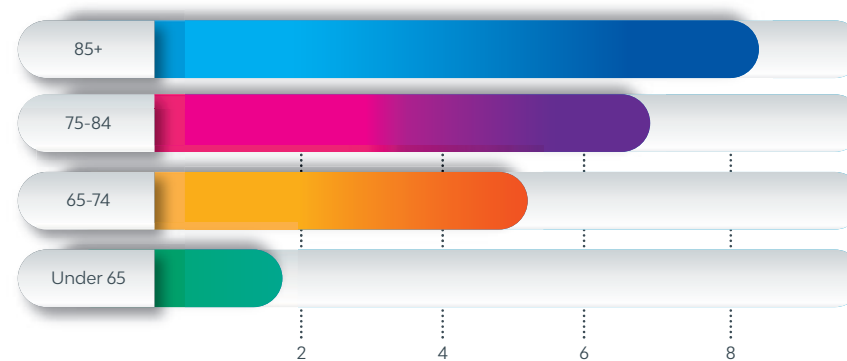


Of this over 65, those 75-plus are the fastest growing group.

General Health



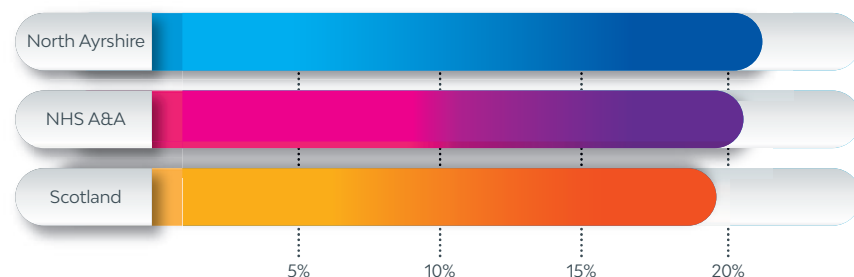
Life expectancy by gender.



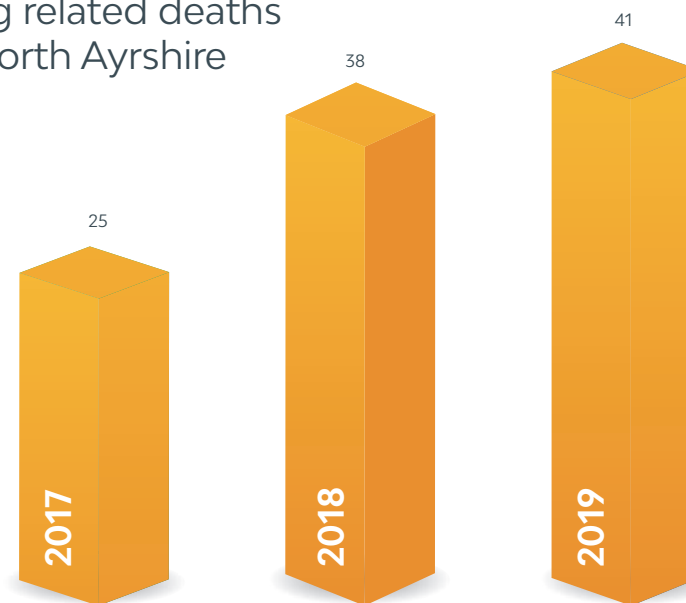
Number of people (in 10) with a Long Term Condition, by age

Behaviours

Local population with prescription for medication to support mental health

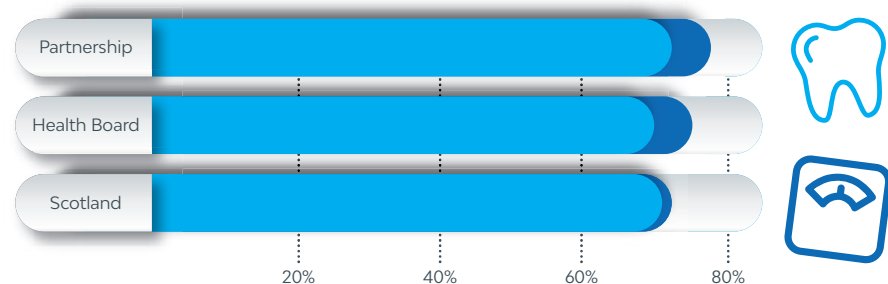


Drug related deaths in North Ayrshire



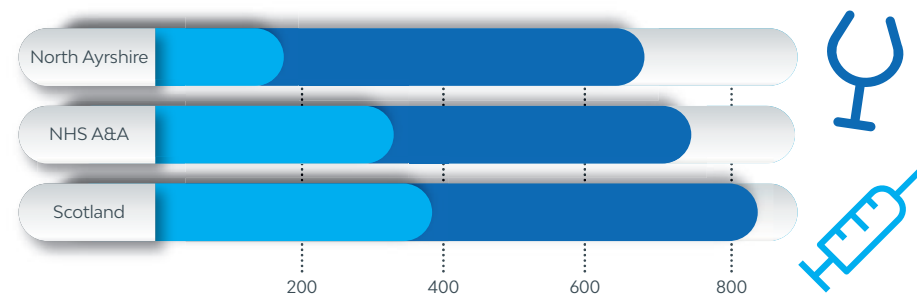
Recent rise in drug related deaths in North Ayrshire.

General Health of Young people



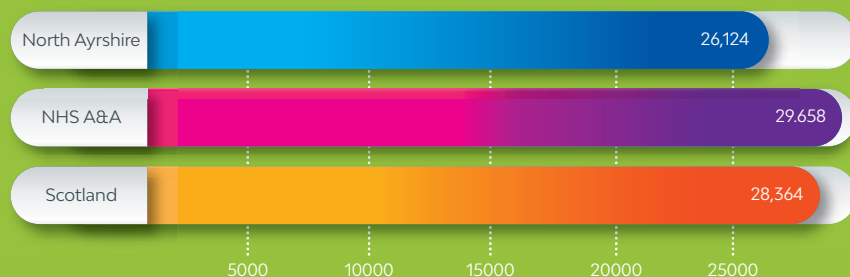
Children's Health (at P1) ● Healthy Weight ● No Dental Caries

Substance Related Admissions to Hospital

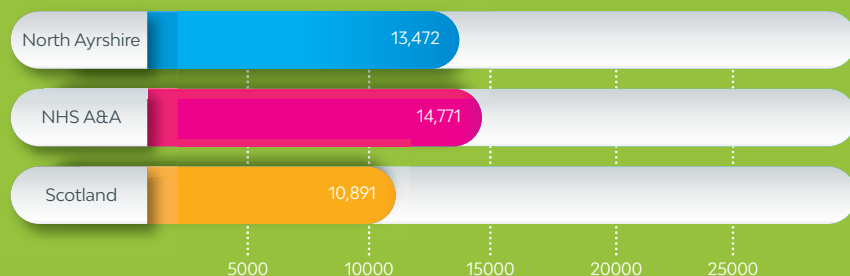


Substance related Hospital Admissions (per 100,000)

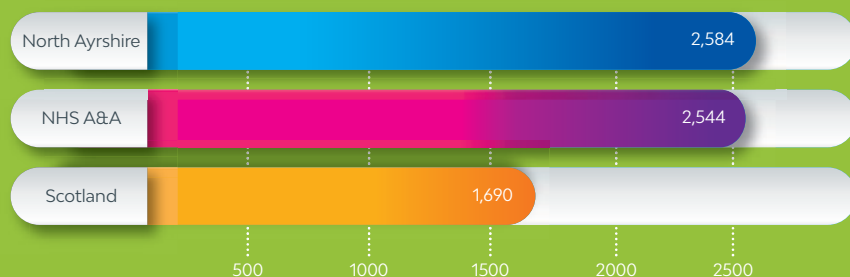
Hospital Care (per 100,000)



Number of Emergency Department attendances

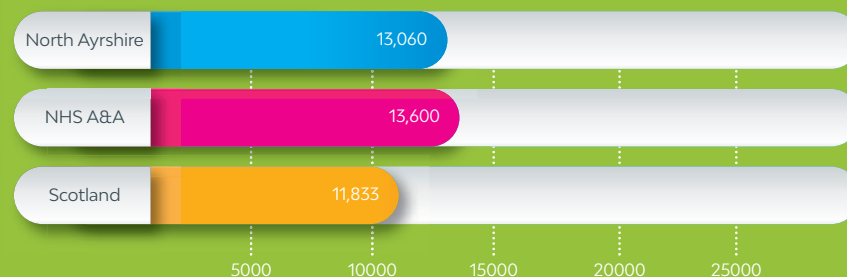


Emergency Admissions to Hospital

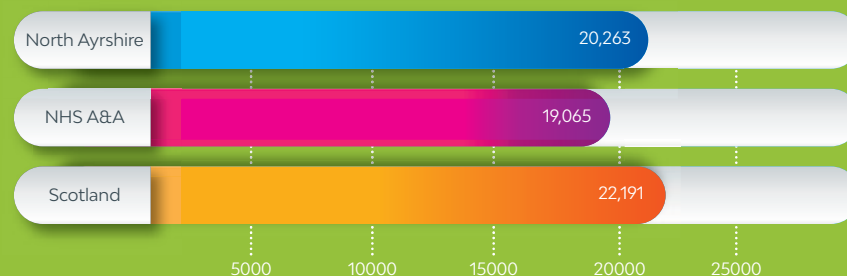


Number of potentially preventable Admissions

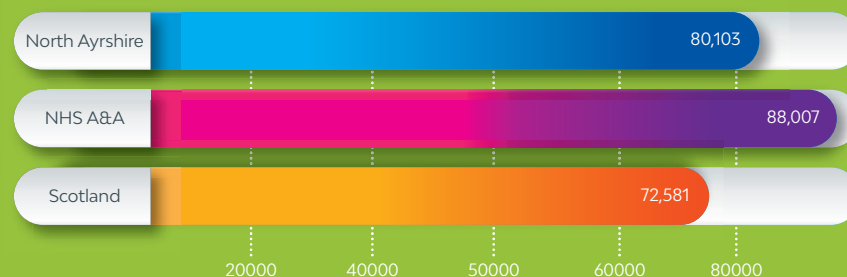
Hospital bed days (per 100,000)



Number of people experiencing Delayed Discharge



Bed days used for Unscheduled Care (Mental Health)



Bed days used for Unscheduled Care (Acute)

What our needs assessment tells us

1

Population projections continue to suggest two population changes which will have an impact on health and social care in the future:

- a) The North Ayrshire population continues to decrease and is expected to shrink by 2% between 2018 and 2025.
- b) Within this falling population, we will continue to see a growing older people population, with those 65+ accounting for over 25% of the population by 2025. This also implies a shrinking younger (0-15) and working age (16-64) population.

Between 2018 and 2025, those between 65 and 74 will increase by 0.7% to account for 13.3% of the population. However, those 75 plus will increase by 2.3% over the same period and will account for 11.9% of the population in 2025 (or 15,757 people).

2

North Ayrshire continues to be an area of high deprivation resulting in both social and health inequalities across the population. The most recently published Scottish Index of Multiple Deprivation figures suggest as much as 42% of North Ayrshire's population live with areas that are considered among the most deprived areas in Scotland. Information published by the charity EndPovertyNow, suggests that 28.3% of children in North Ayrshire live in poverty, greater than 1 in 4 children.

3

27% of local people are living with a long-term condition (LTC) (which could include; Arthritis, Asthma, Diabetes, Chronic obstructive pulmonary disease (COPD)). Long-term conditions are more common in older age groups, with the proportion of people living with one or more LTC increasing with age.

Only 1.7 people in 10 under 65 have a long-term condition, unlike those 85+ where 9.2 people in every 10 live with a LTC. Those living with more than one long-term condition (multi-morbidity) increases with age, with approximately 15% of over 65s with multi-morbidities, compared with less than 5% of under 65s.

4

Across most acute hospital measures (including, Emergency Admissions, Unscheduled Bed days, Delayed Discharges and preventable admissions), we see higher proportions of people from older age groups, and as highlighted before, those proportions increase with age. As such, those aged 75 or over account for the greatest volume of emergency admissions, unscheduled bed days, delayed discharges. When taking this in context with the population projections (as outlined at point 1 above), a growing population of those 75+ is likely to place additional demands on local health and care services.

However, those 75+ also account for the greatest volume of potentially preventable admissions, which suggests more community-based services could help reduce demand on acute hospitals.

5

Mental Health concerns continue to rise, with the percentage of the local population receiving medication for some form of mental health condition increasing each year. In 2018, 21.7% of local people were receiving some form of Mental Health medication. North Ayrshire is continually higher than the overall percentage for the health board area and Scotland. This suggests a greater demand for local Mental Health support.

When looking at hospital admissions, North Ayrshire's rates are below that of Scotland as a whole, and mostly in line with the NHS Ayrshire and Arran health board area. However, unlike general acute admissions, the highest proportion of Mental Health admissions are among adults aged 18-44, suggesting a demand within this age group for mental health services.

6

In 2018, 73% of primary 1 children in North Ayrshire were reported as being of a healthy weight and as having no dental caries. While this is a positive figure, it suggests that 27% of local children are not of a healthy weight and have concerns over their dental health. For healthy weight, North Ayrshire compares unfavourably with the health board area (75%) and with Scotland as a whole (77%). For dental caries, North Ayrshire compared favourably with the health board area (70%) and with Scotland as a whole (72%).

7

A further priority for action is in relation to substance misuse. While alcohol related admissions to hospital appear to decrease year on year (2016-2018), North Ayrshire reports higher volume of admissions compared to the Health Board Area and Scotland as a whole. In addition, alcohol related deaths were reported as increasing (at the latest reported data) with North Ayrshire experiencing a higher proportion of deaths when compared to the health board area and Scotland as a whole.

Like alcohol related hospital admissions, admissions related to drugs are also continually higher in North Ayrshire when compared with the health board and Scotland. Drug related admissions are increasing year on year in North Ayrshire, the health board and across Scotland. Drug related deaths across Scotland have steadily increased year on year. In both North Ayrshire and the health board area, the proportion of drugs deaths has fluctuated each year. However, despite fluctuations, in most years North Ayrshire has reported a higher number of drug related deaths against both the Health Board area and Scottish average.



Our Locality Priorities

Our Locality Planning forums will be revisiting their priorities in 2021 to ensure that they still reflect the views of people living and working in that locality and the local health and wellbeing data.

The updated priorities will inform the partnerships local actions and will be shared with our Community Planning Partners for their locality priority setting in June 2021.



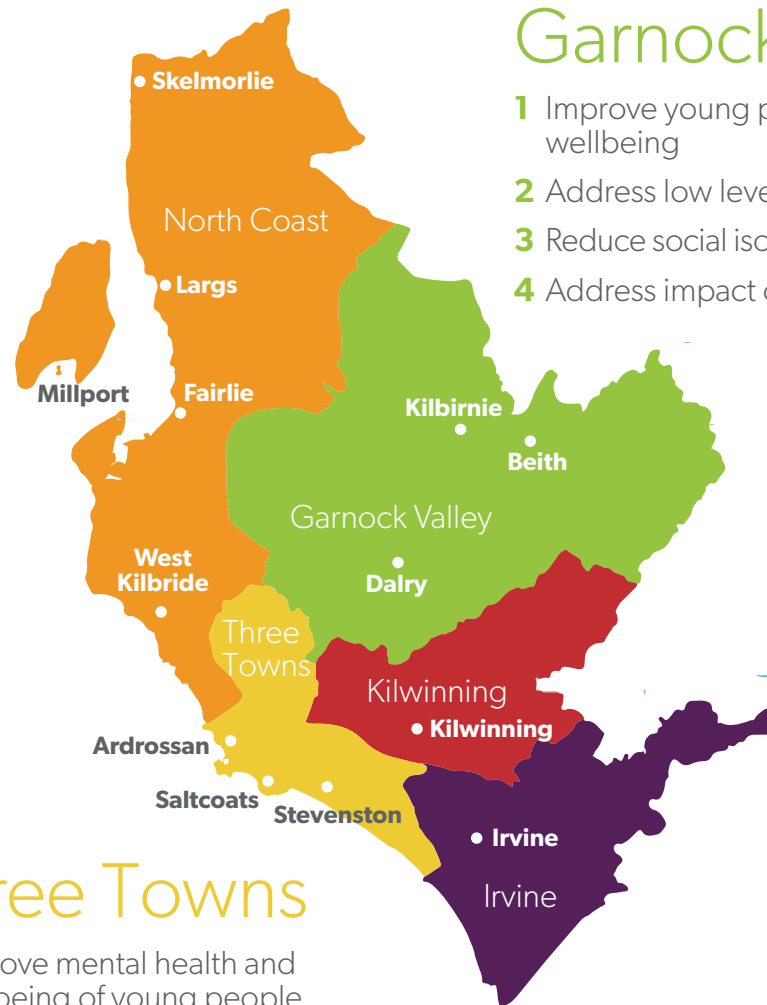
Arran

- 1 Develop transport solutions
- 2 Reduce social isolation
- 3 Improve support to those with complex needs



North Coast & Cumbrae

- 1 Reduce social isolation for older people
- 2 Improve support for stress/anxiety
- 3 Address impact of musculoskeletal issues
- 4 Promote financial inclusion



Garnock Valley

- 1 Improve young people's mental health and wellbeing
- 2 Address low level mental health (all ages)
- 3 Reduce social isolation across all age groups
- 4 Address impact of musculoskeletal issues

Kilwinning

- 1 Engage with Early Years Centres
- 2 Provide GP visiting sessions to nursing homes
- 3 Provide occupational therapy in local pharmacy

Three Towns

- 1 Improve mental health and wellbeing of young people
- 2 Reduce social isolation
- 3 Improve support to those with complex needs
- 4 Promote financial inclusion

Irvine

- 1 Reduce social isolation
- 2 Improve low level mental health issues
- 3 Provide access to physiotherapy

Enabling our Strategic Ambitions



To help achieve our Strategic Ambitions, we will have the following enablers in place:

Transformation, Service Improvement and Financial Sustainability

The Partnership will develop a detailed Transformation Plan which will support both service improvement and financial sustainability by shifting care and support, to early intervention and prevention locality-based models. To enable this, a Medium-term financial plan, strategic and operational risk management plan and the use of Directions with NHS Ayrshire & Arran and North Ayrshire Council will be developed.








Enabling our Strategic Ambitions






Effective Partnership

To enable the effectiveness of the partnership we will:

-  Undertake a full Brexit impact assessment and put in place mitigation approaches to limit the impact on services which may be negatively affected,
-  Consider the findings of the Scottish Government Review of Adult Social Care and respond as required.
-  Build on the digital solutions adopted during Covid and enhance digital access for people in our communities who do not have easy access to technology e.g. smart phones, laptops or computers and internet access working with Connecting Scotland,
-  Develop a new Older Peoples Strategy, building on the momentum to keep people as safe as possible in their own home or a homely setting using the 'Home First' model,
-  Update the Carers Strategy in partnership with the Carers Advisory Group, ensuring effective personalised approaches are enabled by the growth of our Self-Directed Support approach,



-  Update our Integrated workforce Strategy, highlighting the workforce planning and development priorities across health & social care, including the third and independent sectors, to the end of March 2025,
-  Updated Organisational Development Plan, highlighting the required shifts in leadership approaches and positive behaviours,
-  Refine the partnership Communication and Engagement Strategy, to ensure ongoing transparency, building on the existing strong relationships with partners and our contribution to the Consultation Centre of Excellence.

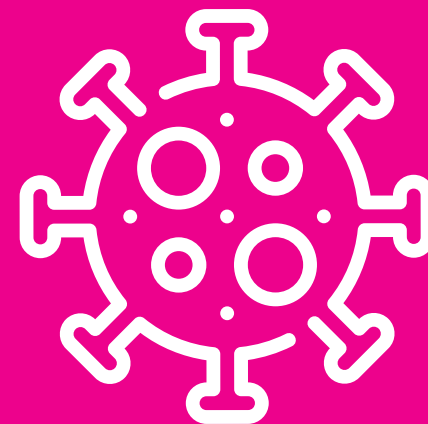
Commissioning

The Partnership will support Community Wealth Building and develop a three-year commissioning cycle to 2025 that maximises mental health and wellbeing benefit and local economic growth of the Third Sector, co-operative and social enterprises.

Covid-19 Pandemic Impact

Although the Partnership has in place pandemic mobilisation, testing and vaccination plans to 31 March 2022, which support the management of the response to Covid19, the pandemic will continue to have an impact in the year ahead and as a result this plan will continually change.

The longer-term impact on both individuals and services remains unclear. The full strategic commissioning plan will explore these issues in more detail, and our analysts are currently undertaking projections of the effect of Covid19 on people with longer-term health conditions who may have received their care in a different way during the pandemic.



Key Actions 2021/22



We asked our partnership teams to identify what their key strategic aims are in the short, medium and longer term and a range of actions. The full report with ambition descriptions, full responses and summary can be found here [\[insert link\]](#).

The key remobilisation actions to support our pandemic response in the coming year are:

Mental Health, Learning Disability and Addiction Service





In order to support the remobilisation of Mental Health, Learning Disability and Addiction Services, the following priorities have been identified.

-  Collaborative leadership and relationship building
-  Prioritisation of children and young people receiving support from Child and Adolescent Mental Health Services;
-  Community mental health services supporting people within their communities;
-  North Ayrshire Drug and Alcohol Recovery service to support people with complex addiction issues;
-  Review of unscheduled care mental health services, supporting individuals within their own communities, or as close to home as possible;
-  Provision of a community based Brief Intervention Service;
-  Lead Partnership Allied Health Professionals providing rehabilitation support;
-  Psychological support for staff wellbeing across our whole system including third and independent sectors and carers;
-  Work closely with colleagues in Acute Services and Police Scotland to address the levels of unscheduled care in mental health;
-  Expanding access to the increased range of supported digital options for Mental Health as part of a tiered model for service delivery.

Key Actions 2021/22

Children, Families and Justice Service

In order to support the remobilisation of Children, Families and Justice Services, the following priorities have been identified.

-  Protect and invest in Early Intervention and Prevention work (e.g. scoping extended families/family group conferencing and signs of safety approaches and wrap-around interventions at an earlier stage);
-  The Promise - continue plans to reduce external placements and support young people back to North Ayrshire;
-  Grow fostering and kinship placements;
-  Build on partnership working with a wide range of services to support young people and families;
-  Transitions of care to be planned and improved;
-  Refocus the role of school nursing to ensure timely, effective and joined up responses to support young people.

Health and Community Care

In order to support the remobilisation of Health and Community Care services, the following priorities have been identified.

-  Unscheduled Care – Investment & Improve Delays;
-  Re-design of Older Peoples Services – ‘Home First’ Approach;
-  Grow Care at Home Capacity;
-  Care Home Commissioning Strategy;
-  Day Services Model and Support for Carers;
-  Step up and step-down beds;
-  Integrated Island services, including unscheduled care;
-  Rehabilitation;
-  Sustainability of Services (including providers) and Workforce;
-  Caring for Ayrshire – including Primary Care Improvement Plan;
-  Locality Multidisciplinary Teams

Transformation Focus for 2021-22

Continue to progress our integration ambitions, including shifting the balance of care, alongside meeting increased demand and need in our communities. During remobilisation period 2021/22 the key Transformation and Service Improvement actions, which support our response to our needs assessment, have been prioritised for action:

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There will be further conversations and different ways to get involved, and the Wellbeing Conversation will run until 31 March 2022. As a result, we expect the content of this bridging plan to continue to be updated.

At the moment, 75% say that the most important things they do to keep well are 'spending time with friends and family' and 69% have said 'walking'. Just 6% (one of the lowest responses) have said 'see a health and social care professional'.

When asking if people would like to be more involved in shaping health and social care services, 37% said 'yes', 26% said 'maybe in the future' and 36% said 'no'. Those who have answered 'yes' (152 people at the time of writing) will be invited to join our Care Improvement Network, which is a virtual network of people who are keen to help us shape and design the future of health and social care in North Ayrshire.

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



Ayrshire
Area Support Team





BRIDGING STRATEGIC COMMISSIONING PLAN SUMMARY 2021-2022

We take great pride in the North Ayrshire Health and Social Care Partnership in our approach to co-producing our plans through meaningful engagement with our communities. Unfortunately, the pandemic has put barriers in place to doing that effectively.

The response to the pandemic is far from over and the longer-term effects on our communities are yet to be fully understood. This one-year strategic bridging plan reflects on our achievements, our Covid-19 experience, and the impact on our services. It outlines our approach to recovery and learning as we take stock and allow our services and communities to recover from what has been one of the most difficult years.



Over the years, there has been a significant shift towards prevention and early intervention approaches, as we recognise that continuing to react to demand in the same way is unsustainable. We face increasing demand and financial challenges in delivering the best services possible and must be creative and innovative in our approaches to fully meet the needs of our communities.

We have achieved much through the integration of health and social care, including developing new models of care through investment in modern, fit for purpose health and social care facilities, we have moved services closer to individuals own homes, in part by working with partners to provide specialist, fit for purpose housing, we have continued to maximise the use of our modern inpatient services and we have continued to integrate and join up our front line teams.

Whilst the pandemic has been immensely difficult and has stretched many of our services, our staff and our communities to the limit, we have continued to progress with our plans for integration with ongoing work underway to improve and develop services.

The response to the pandemic has led to significant opportunities, creative solutions, fleet of foot responses and a real renewed appetite and enthusiasm for partners to work together, which is what we need to truly improve people's lives.

North Ayrshire HSCP believes that our communities can flourish with access to health and social care support when they need it, and it is crucial that the services delivered reflect the needs of individuals. We are fully committed to planning and designing services in partnership with local people, our staff and our key partners across acute services, housing, community planning, independent contractors and the third and independent sectors.

I look forward to next year with optimism that we can support a positive recovery for our health and social care services through working with our partners to meet the needs of our communities.

Caroline Cameron

Caroline Cameron

*Director - North Ayrshire Health and Social Care
Partnership Chief Officer, North Ayrshire Integration
Joint Board*

Who are we and
what do we do?



North Ayrshire Health and Social Care Partnership (the Partnership) provides locality-based health and social care services for people throughout their life: from birth through childhood, teenage years and adulthood. Our services include:

Children, families
& justice services,

Adult health &
community care
services

Mental health,
addictions and
learning disability
services

We want to ensure people in North Ayrshire can access community support in their locality and, as required, contact the right health and social care professional, at the right time. We all work together to provide high quality, safe and sustainable care, as seamlessly as possible for the person needing support.

-More detailed information on our services and achievements is available in our full Strategic Bridging Plan 2021/22 that can be found [here](#).

Our bridging strategic plan

As a result of the worldwide Covid19 pandemic, the Partnership has developed a one-year bridging plan, to build on our strategic plan, ***Let's deliver care together***, found on our website at **NAHSCP Strategic Plan 2018-21**.

This bridging plan approach was agreed by Scottish Government, to meet our legislative requirements and aligns our strategic planning timetable, with many other IJBs across Scotland. Our new Strategic Commissioning plan, which will be our third, will be produced on the 1st April 2022.

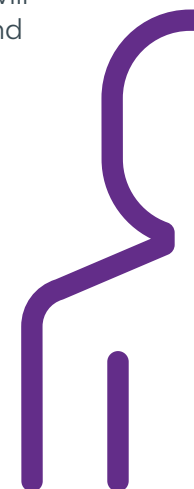
The Partnership wanted to ensure that people's voices and experiences were at the heart of our strategic planning process.

A wide range of stakeholders was essential in developing this bridging plan and these stakeholders and the public members of our Care Improvement Network will continue to provide their views and refine this plan to 31 March 2022.

Strategic Planning Group (SPG)

Our Strategic Planning Group has responsibility for producing and reviewing the Strategic Commissioning Plans. Our SPG is Chaired by the Vice-Chair of the Integration Joint Board (IJB) and the group has a wide-ranging membership, including representation from: senior management, Partnership services, Third Sector Interface, Independent Sector, partner organisations including Housing and Libraries, service users, elected members and carers.

Together, our Strategic Planning Group will agree on the strategic vision, direction and priorities for the Partnership, making recommendation for approval to the IJB for action.



Locality Planning Forums

We have six Locality Planning Forums (LPFs) across North Ayrshire, which bring together local people and staff from partnership services, partner and community organisations. Each forum chair becomes an IJB member and is supported by a Partnership Senior Manager and a local GP.

The LPFs identify priorities for action by listening to the views of local staff and community members, reviewing local health and care statistics, identifying key needs, issues and strengths (assets) in their local community. [See page 16 for further details on localities].

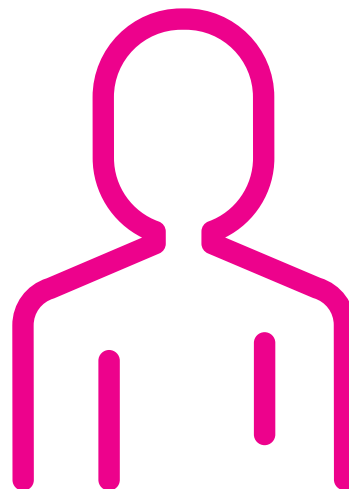
Strategic Planning sub-group

The strategic planning sub-group was established with the specific purpose of developing this Bridging Strategic Plan. The sub-group contained wide membership from Partnership services, Community Planning partners and third and independent sector representatives.

This group had been tasked with collecting and assessing all relevant information and to identify a coherent strategic vision and direction to 2030.

Engagement Oversight Group

The Engagement Oversight Group (EOG) is a multi-agency group, with a diverse mix of people who are experienced in community and/or staff engagement to ensure that our engagement is inclusive and meaningful. The North Ayrshire Wellbeing Conversation will support our 18-month engagement programme and is asking two questions of local people; **“What do you do to keep yourself well?”**, and **“Would you like to be more involved in the development of local services in the future?”**. Local people who wish to be involved will join our **Care Improvement Network**, to inform our longer-term plans. Public feedback has informed the development of the Bridging Plan 2021 and the longer-term ambitions from 2022.



Our Direction 2021/22




The Integration Joint Board (IJB) approved a continuation of our existing vision and five supporting strategic priorities to 31 March 2022:


Our vision is that all people who live in North Ayrshire are able to have a safe, healthy and active lifestyle.


Our five key strategic priorities to help us reach our vision are:



The Partnership will consult on, review and update our Vision and Strategic Priorities for our next full strategic plan by April 2022. The IJB also agreed that the Partnership would:

 Align our five priorities to the three Scottish Government Covid-19 recovery priorities: Innovate and Integrate – Ensure Equity – Better Outcomes [\[see online link\]](#).

 Ensure the strategic bridging plan meets our obligations in terms of working toward achieving the Nine National Health and Wellbeing Outcomes and continue to monitor the implementation and progress of our strategic plan through a robust performance framework using both national and local metrics. [\[see online link\]](#).

 Ensure that the Partnership is an effective organisation and that during 2021, we will undertake a review of existing national & local policy, operational procedures and ensure that any implications from the Scottish Government commissioned Independent Review of Adult Social Care are included in our longer-term strategy.



Strategic Ambitions to 2030

To focus the future goals of the Health and Social Care Partnership, we engaged with our stakeholders to understand their ambitions.

Stakeholders, service areas and individual teams responded to our engagement and told us their ambitions over the short, medium and long term.

A summary of the findings can be found [here](#) (insert link) and will help refine this area of the bridging plan during 2021.



The pandemic has further highlighted the negative impact of deprivation and poverty on our communities and we will work collaboratively with partners to deliver shared solutions.

We recognise that the impact of child poverty, trauma, and disability can be significant and lifelong. We will work with individuals, families, carers and partner agencies - as early as possible - to reduce these impacts.



We will continue to work with local communities to improve both physical health and mental wellbeing.

We also recognise that our communities can design and implement their own local solutions and that we will commission services, where possible, which deliver local economic growth of the third, co-operative and social enterprises.



PREVENTION and EARLY INTERVENTION

Our services will continue to work with the most vulnerable in our communities, working to reduce the need for crisis interventions and unplanned hospital admissions.




This requires continued transformation across the whole health & social care system, ensuring we continue to shift the balance of care; where people receive the right support, at the right time within their community.

The Partnership are also committed to keeping people safe, ensuring people are supported by the Child and Adult Protection teams, Suicide Prevention and the Alcohol and Drug partnerships.



MOBILISING COMMUNITIES

In our earlier strategic plan, we developed the 'Partnership Pledge - working together for the future', asking North Ayrshire residents, or as a user of health and social care services, to help us manage the demand and the financial pressures we faced:

-  By taking care of your own health and wellbeing
-  By being more informed about how to best address your health concerns
-  By being mindful of the wellbeing of others in your community

In responding to the pandemic, our local communities mobilised as individuals, neighbours, friends, volunteers, community groups and local businesses. This demonstrates that we can rebalance our relationship with local communities in the delivery of care and support. Given the right tools and support, our communities can design and implement their own local solutions to improve health and wellbeing, without our long-term involvement.



North Ayrshire – Needs Assessment



To better understand the health and care needs of North Ayrshire, we produced a Strategic Needs Assessment. The following summary provides some of the key areas for action.

More information can be found in our full strategic needs' assessment [\[link xxx\]](#)



North
Ayrshire



What our needs assessment tells us

1

Population projections continue to suggest two population changes which will have an impact on health and social care in the future:

- a) The North Ayrshire population continues to decrease and is expected to shrink by 2% between 2018 and 2025.
- b) Within this falling population, we will continue to see a growing older people population, with those 65+ accounting for over 25% of the population by 2025. This also implies a shrinking younger (0-15) and working age (16-64) population.

Between 2018 and 2025, those between 65 and 74 will increase by 0.7% to account for 13.3% of the population. However, those 75 plus will increase by 2.3% over the same period and will account for 11.9% of the population in 2025 (or 15,757 people).

2

North Ayrshire continues to be an area of high deprivation resulting in both social and health inequalities across the population. The most recently published Scottish Index of Multiple Deprivation figures suggest as much as 42% of North Ayrshire's population live with areas that are considered among the most deprived areas in Scotland. Information published by the charity EndPovertyNow, suggests that 28.3% of children in North Ayrshire live in poverty, greater than 1 in 4 children.

3

27% of local people are living with a long-term condition (LTC) (which could include; Arthritis, Asthma, Diabetes, Chronic obstructive pulmonary disease (COPD)). Long-term conditions are more common in older age groups, with the proportion of people living with one or more LTC increasing with age.

Only 1.7 people in 10 under 65 have a long-term condition, unlike those 85+ where 9.2 people in every 10 live with a LTC. Those living with more than one long-term condition (multi-morbidity) increases with age, with approximately 15% of over 65s with multi-morbidities, compared with less than 5% of under 65s.

4

Across most acute hospital measures (including, Emergency Admissions, Unscheduled Bed days, Delayed Discharges and preventable admissions), we see higher proportions of people from older age groups, and as highlighted before, those proportions increase with age. As such, those aged 75 or over account for the greatest volume of emergency admissions, unscheduled bed days, delayed discharges. When taking this in context with the population projections (as outlined at point 1 above), a growing population of those 75+ is likely to place additional demands on local health and care services.

However, those 75+ also account for the greatest volume of potentially preventable admissions, which suggests more community-based services could help reduce demand on acute hospitals.

5

Mental Health concerns continue to rise, with the percentage of the local population receiving medication for some form of mental health condition increasing each year. In 2018, 21.7% of local people were receiving some form of Mental Health medication. North Ayrshire is continually higher than the overall percentage for the health board area and Scotland. This suggests a greater demand for local Mental Health support.

When looking at hospital admissions, North Ayrshire's rates are below that of Scotland as a whole, and mostly in line with the NHS Ayrshire and Arran health board area. However, unlike general acute admissions, the highest proportion of Mental Health admissions are among adults aged 18-44, suggesting a demand within this age group for mental health services.

6

In 2018, 73% of primary 1 children in North Ayrshire were reported as being of a healthy weight and as having no dental caries. While this is a positive figure, it suggests that 27% of local children are not of a healthy weight and have concerns over their dental health. For healthy weight, North Ayrshire compares unfavourably with the health board area (75%) and with Scotland as a whole (77%). For dental caries, North Ayrshire compared favourably with the health board area (70%) and with Scotland as a whole (72%).

7

A further priority for action is in relation to substance misuse. While alcohol related admissions to hospital appear to decrease year on year (2016-2018), North Ayrshire reports higher volume of admissions compared to NHS A&A and Scotland as a whole. In addition, alcohol related deaths were reported as increasing (at the latest reported data) with North Ayrshire experiencing a higher proportion of deaths when compared to the health board area and Scotland as a whole.

Like alcohol related hospital admissions, admissions related to drugs are also continually higher in North Ayrshire when compared with the health board and Scotland. Drug related admissions are increasing year on year in North Ayrshire, the health board and across Scotland. Drug related deaths across Scotland have steadily increased year on year. In both North Ayrshire and the health board area, the proportion of drugs deaths has fluctuated each year. However, despite fluctuations, in most years North Ayrshire has reported a higher number of drug related deaths against both the Health Board area and Scottish average.

Our Locality Priorities

Our Locality Planning forums will be revisiting their priorities in 2021 to ensure that they still reflect the views of people living and working in that locality and the local health and wellbeing data.

The updated priorities will inform the partnerships local actions and will be shared with our Community Planning Partners for their locality priority setting in June 2021.

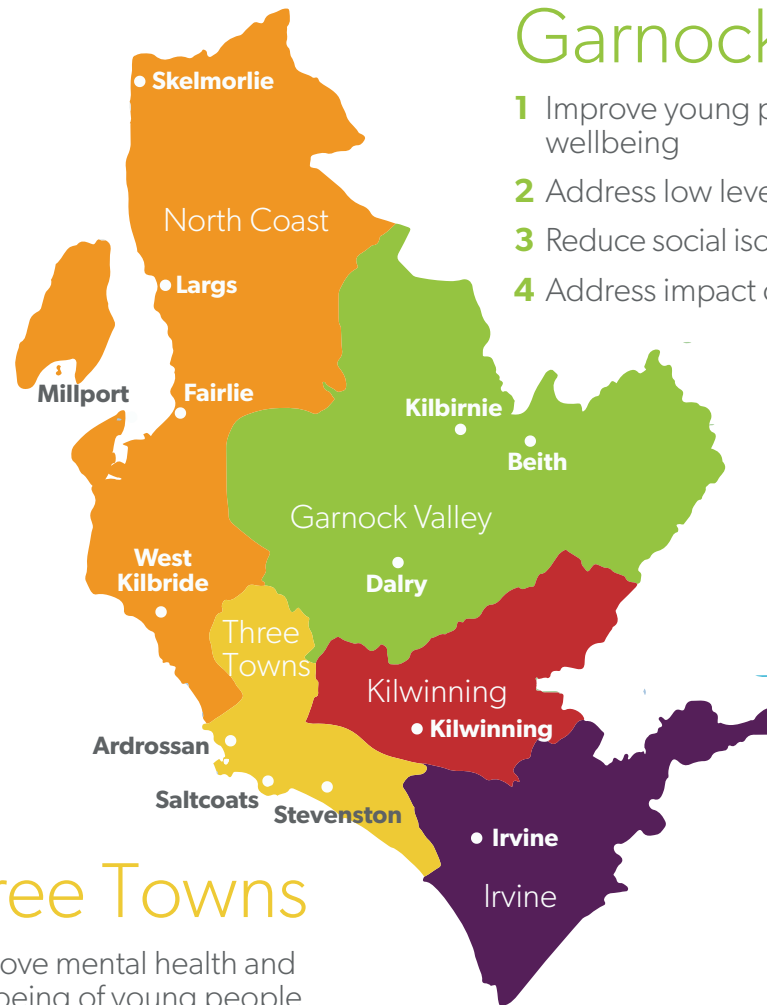
Arran

- 1 Develop transport solutions
- 2 Reduce social isolation
- 3 Improve support to those with complex needs



North Coast & Cumbrae

- 1 Reduce social isolation for older people
- 2 Improve support for stress/anxiety
- 3 Address impact of musculoskeletal issues
- 4 Promote financial inclusion



Garnock Valley

- 1 Improve young people's mental health and wellbeing
- 2 Address low level mental health (all ages)
- 3 Reduce social isolation across all age groups
- 4 Address impact of musculoskeletal issues

Kilwinning

- 1 Engage with Early Years Centres
- 2 Provide GP visiting sessions to nursing homes
- 3 Provide occupational therapy in local pharmacy

Three Towns

- 1 Improve mental health and wellbeing of young people
- 2 Reduce social isolation
- 3 Improve support to those with complex needs
- 4 Promote financial inclusion

Irvine

- 1 Reduce social isolation
- 2 Improve low level mental health issues
- 3 Provide access to physiotherapy

Key Actions 2021/22



We asked our partnership teams to identify what their key strategic aims are in the short, medium and longer term and a range of actions. The full report with ambition descriptions, full responses and summary can be found here [\[insert link\]](#).

The key remobilisation actions to support our pandemic response in the coming year are:

Mental Health, Learning Disability and Addiction Service

In order to support the remobilisation of Mental Health, Learning Disability and Addiction Services, the following priorities have been identified.

-  Collaborative leadership and relationship building
-  Prioritisation of children and young people receiving support from Child and Adolescent Mental Health Services;
-  Community mental health services supporting people within their communities;
-  North Ayrshire Drug and Alcohol Recovery service to support people with complex addiction issues;
-  Review of unscheduled care mental health services, supporting individuals within their own communities, or as close to home as possible;
-  Provision of a community based Brief Intervention Service;
-  Lead Partnership Allied Health Professionals providing rehabilitation support;
-  Psychological support for staff wellbeing across our whole system including third and independent sectors and carers;
-  Work closely with colleagues in Acute Services and Police Scotland to address the levels of unscheduled care in mental health;
-  Expanding access to the increased range of supported digital options for Mental Health as part of a tiered model for service delivery.

Key Actions 2021/22

Children, Families and Justice Service

In order to support the remobilisation of Children, Families and Justice Services, the following priorities have been identified.

-  Protect and invest in Early Intervention and Prevention work (e.g. scoping extended families/family group conferencing and signs of safety approaches and wrap-around interventions at an earlier stage);
-  The Promise - continue plans to reduce external placements and support young people back to North Ayrshire;
-  Grow fostering and kinship placements;
-  Build on partnership working with a wide range of services to support young people and families;
-  Transitions of care to be planned and improved;
-  Refocus the role of school nursing to ensure timely, effective and joined up responses to support young people.

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Ayrshire
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TSI North
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