

Subject: **Draft Strategic Commissioning Plan 2022-30**

Purpose: To seek IJB endorsement of the draft Strategic Commissioning Plan for 2022-30.

Recommendation: IJB to approve to the vision, values and priorities and strategic direction of the new Strategic Commissioning Plan 2022-2030. IJB to approve the finalisation of the document to include current information gaps and improve design elements.

| Glossary of Terms | |
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| NHS AA | NHS Ayrshire and Arran |
| HSCP | Health and Social Care Partnership |
| SPG | Strategic Planning Group |
| CPP | Community Planning Partnership |
| LPF | Locality Planning Forums |
| PSMT | Partnership Senior Management Team |
| LOIP | Local Outcome Improvement Plan |

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| 1. | EXECUTIVE SUMMARY |
| 1.1 | Following the publication of the one-year Strategic Bridging Plan in April 2021, preparations began on the development of a new longer-term plan that would provide the North Ayrshire Health and Social Care Partnership Strategic direction over the next eight years from April 2022 to March 2030. |
| 1.2 | Following a period of engagement and consultation with stakeholders, partners and local people, a new strategic plan has been developed with strategic priorities and service ambitions to 2030 identified. From April 2021, the North Ayrshire Health and Social Care Partnership will seek to: <ul style="list-style-type: none"> • Enable Communities • Develop and Support our Workforce • Provide Early and Effective Support • Improve Mental and Physical Health and Wellbeing, and • Tackle Inequalities |
| 1.3 | The plan identifies our key assets and challenges, our local and national policy landscape and identifies our key enablers for success. It will be supported through a detailed action plan that has been developed through engagement with service areas. |
| 2. | BACKGROUND |
| 2.1 | The Partnership's previous medium-term plan, 'Let's Deliver Care Together 2018-21' expired in March 2021. Due to the uncertainties and limitations resulting from the Covid-19 pandemic, it was agreed to postpone the development of a longer-term plan and focus on the publication of a one-year bridging plan. |

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| | This bridging plan, which was published in April 2021, maintained much of the key elements of the previous plan, including the five strategic priorities. |
| 2.2 | <p>Following publication of the bridging plan attention was focused on the development of a longer-term strategic plan. The work carried out in the production of the bridging plan, identified key areas of development for a longer-term plan including:</p> <ul style="list-style-type: none"> • Reviewing the partnerships vision and values • Reviewing the five strategic priorities and identifying long-term ambitions • Support our locality planning forums to identify new locality-based priorities • Further enhance our strategic needs assessment • A consideration of the wider policy environment |
| 3. | FORMAT AND CONTENT |
| 3.1 | <p>The Plan follows a clear structure:</p> <ul style="list-style-type: none"> • Introducing the Health and Social Care Partnership • Highlights from our bridging year (tbc) • Identifying our Ambitions and Priorities, including our Vision and Values • Identifying our Locality priorities • Our Assets and Challenges, highlighting local strengths, challenges and strategic needs assessment • Key policy developments • Key enablers, outlining our key resources and assets for delivering our plan • Measuring our performance. |
| 3.2 | <p><u>Vision and Values</u></p> <p>Through engagement with stakeholders, it was agreed that the Partnership's Vision that:</p> <p><i>'People who live in North Ayrshire are able to have a safe, healthy and active life'</i></p> <p>was still relevant and would be retained.</p> <p>However, it was agreed to retire and review the Partnership's value set. The previous set of seven values were considered too long. As such, during our consultation (see section 5) we asked local people to identify what values, they wish to see in local health and social care professionals. They identified the following three values:</p> <ul style="list-style-type: none"> ▪ Caring, Empathy, and Respect <p>It is proposed that these values are adopted by the IJB and HSCP.</p> |
| 3.3 | <p><u>Strategic Priorities</u></p> <p>Again, following stakeholder engagement, the strategic priorities have been revised. Now, as a priority, the partnership will seek to:</p> <ul style="list-style-type: none"> • Enable Communities • Develop and Support our Workforce • Provide Early and Effective Support • Improve Mental and Physical Health and Wellbeing, and • Tackle Inequalities <p>Key changes include the addition of a priority in support of the HSCP workforce, as well as the inclusion of improving physical as well as mental health.</p> <p>These priorities are seen as inter-dependent, by enabling our communities and supporting our workforce, we can help provide early and effective support, which in</p> |

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| | <p>turn can improve Mental and Physical Health and Wellbeing. Working towards all of these, will help tackle local inequalities.</p> <p>Feedback from our consultation suggested strong support for these revised priorities.</p> |
| 3.4 | <p><u>Locality Priorities</u></p> <p>Throughout 2021, our Locality Planning Forums reviewed their local priorities. This review was informed by the provision of robust locality profiles, local engagement and the knowledge and expertise of forum members. In total, nine locality priorities were identified. Seven priorities related to areas of concern, and two related to capacity building. Note, not all priorities were adopted by all LPFs</p> <p>Priorities of concern:</p> <ul style="list-style-type: none"> ○ Improving Mental Health and Wellbeing (All LPFs) ○ Reducing social Isolation (All LPFs) ○ Prevention, early intervention and recovery from drug and alcohol related harms and deaths (All LPF) ○ Recovering from the COVID experience (All LPFs) ○ Enabling financial inclusion and tackling poverty (Three Towns LPF) ○ Enabling digital inclusion, and preventing suicides (Three Towns LPF) ○ Preventing Suicides (North Coast LPF) <p>Capacity building priorities (adopted by all LPFs):</p> <ul style="list-style-type: none"> ○ Capitalising on the Covid experience – continuing the legacy of the great partnership working that was developed in the early stages of the pandemic ○ Developing personal self-care/ self-management, coping skills and health literacy <p>During the life of the plan, LPFs will continue to work with service areas and local partners to identify and support local action to address the agree priorities.</p> |
| 3.5 | <p><u>Strategic Needs Assessment</u></p> <p>Analysts from Public Health Scotland provided an updated Strategic Needs Assessment to the one provided to support the Bridging Plan in 2021. This assessment included greater levels of information in order to also support the development of the Local Outcome Improvement Plan (LOIP).</p> <p>To help better identify future demand, the revised assessment also offered statistical projections and forecasts where it was possible to do so.</p> <p>Some highlights from the needs assessment include:</p> <ul style="list-style-type: none"> • The projected change in local population, with a large, expected increase in the local population of people 75 years and over. • The continuing high levels of local deprivation • A projected increase in the number of local people living with long-term conditions • Increased demand on unscheduled care services and delayed discharges for older people • A decrease in admissions for unscheduled mental health services despite the volume of local mental health concerns continuing to rise • Rates of children and young people on the Child Protection Register or Looked After by the local authority are higher compared to Scotland wide and Ayrshire rates • The on-going levels of harmful drug and alcohol deaths and harms <p>Where projections have been made, it was noted that they do not account for any proposed service model changes or the long-term impact of Covid-19.</p> |

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| | For final publication, the needs assessment section will include infographics for clear messaging that are also compliant with accessibility protocols. |
| 3.6 | <p><u>Information Gaps</u></p> <p>The current plan still contains some information gaps that will be addressed in the coming weeks. These include:</p> <ul style="list-style-type: none"> • A bridging plan review, highlighting performance and activity throughout 2021-22 • A section on key lessons learned over 2021-22 • An overview of the new Local Outcome Improvement Plan, also under development • A Housing Contribution Statement • An overview of the Medium-Term Financial Plan • An overview of the HSCP Transformation Plan |
| 3.7 | <p><u>Next Steps</u></p> <p>To finalise the plan the following steps will be taken.</p> <ul style="list-style-type: none"> • Include information identified in paragraph 3.1.3 • Finalise supporting action plan • Review document for accuracy • Improve design elements of the document for an accessible online publication |
| 3.8 | <p><u>Approval of Plan</u></p> <p>The new Strategic Plan will be presented to the following groups for feedback and endorsement:</p> <ul style="list-style-type: none"> • Strategic Planning Group - 01st Feb 2022 • Partnership Senior Management Team - 03rd Feb 2022 • Integration Joint Board - 10th Feb 2022 • Strategic Plan Development sub-group – To be confirmed • Integration Joint Board - 17th Mar 2022 |
| 4. | PROPOSALS |
| 4.1 | <p>It is proposed that Integration Joint Board:</p> <ul style="list-style-type: none"> • Approve the adoption of the new partnership Values • Approve the adoption of the new Strategic Priorities • Approve overall content and direction of the Strategic Plan • Agree for the draft version to be finalised to include, identified information gaps, improved design elements and relevant leadership feedback • Agree for the final version to be presented to IJB in March 2022 for sign-off an publication |
| 4.2 | <p><u>Anticipated Outcomes</u></p> <p>We anticipate that through delivery of the plan, we can improve the long-term health and wellbeing of the people of North Ayrshire.</p> <p>Over the life of the plan, we intend to ensure health and social care services meet the needs of local people. Through our various programmes and projects, people will be able to access the right health and care support for the need at the right time in the right place. This will include improved community supports for low level concerns, and improved access to health and social care professionals when needed.</p> <p>We also have developed an effective workforce that is ready to support the current and future health and care demands of local people.</p> |

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| | In terms of the Partnership's statutory obligations, the longer-term strategic plan will ensure North Ayrshire continues to meet its obligations in achieving the nine National Health & Wellbeing Outcomes, and other identified outcomes throughout its duration. | |
| 4.3 | <u>Measuring Impact</u> | |
| | <p>North Ayrshire HSCP has a robust performance, commissioning and financial management framework incorporating multiple levels of scrutiny. This includes:</p> <ul style="list-style-type: none"> • Publishing an Annual Performance Report • Quarterly Performance and Audit Committee Reports • Strategic Plan progress reports to Strategic Planning Group • National Scottish Government returns on workforce and commissioning. <p>We will continue to monitor our progress against the nine national health and wellbeing outcomes as well as the key indicators set out by the Ministerial Strategic Group for Health and Social Care</p> <p>To support progress towards the plan, a 3-year strategic action plan is under development. All actions within this support plan will align to our strategic priorities and service ambitions. Where possible, actions will be supported by appropriate performance metrics.</p> <p>Progress against this action plan will be regularly monitored through the internal performance reporting processes listed above.</p> | |
| 5. | IMPLICATIONS | |
| Financial: | The Strategic Plan will be aligned to the updated Medium-Term Financial Plan (MTFP). The MTFP is currently under development following confirmation of the Scottish Governments budget position. | |
| Human Resources: | The Strategic Plan provides a focus on current workforce pressures and future workforce planning. The plan underlines the importance of valuing and supporting the HSCP workforce. The Strategic Plan will be supported by a medium-term workforce plan that will be published in July 2022. | |
| Legal: | In publishing this plan, the IJB are complying with the legal obligation to produce a new strategic plan with set timescales. | |
| Equality: | An Equality Impact Assessment will be completed on the new Strategic Plan prior to publication to ensure our intentions do not discriminate or adversely impact on any protected group. The plan aligns to the high-level equality outcomes set forth by the Ayrshire Equality Partnership | |
| Children and Young People | In the development of this strategy, input was provided from all service areas, including Children, Families and Justice Services. As such, implications for children and young people have been considered. | |
| Environmental & Sustainability: | No environment or sustainability issues have been identified as a result of the strategic plan. However, many programmes outlined within the plan will seek to improve the overall HSCP estate (including improvements to GP practices, re-design of Woodland View and locality-based working) or support the sustainability of local services and providers. | |

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| Key Priorities: | Through consultation and engagement with stakeholders, partners and local people, the HSCP strategic priorities have been revised. The new priorities provide a key focus for services to work towards in improving the health and wellbeing of local people and achieving the HSCPs Vision. |
| Risk Implications: | It is recognised that the Health and Social Care sector is facing unprecedented demand at present. The on-going challenges of the Covid-19 pandemic continue to place pressure on services, staff and local people. Changes in Government advice and guidance can impact our ability to deliver aspects of this plan. In addition, the long-lasting impacts of the pandemic are yet unknown and also present a possible future risk to the delivery of services. The plan has attempted to set out how we will mitigate the medium and long-term challenges we face. |
| Community Benefits: | Not applicable. However, the plan contains an overview of commissioning intentions and the requirement to ensure any services procured or employed by North Ayrshire HSCP subject to ethical procurement practices, ensuring no detriment to local people and positively contributing to the local economy. |

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| 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 | |

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| 6. | CONSULTATION |
| 6.1 | <p>A public consultation on the main elements of the Strategic Commissioning Plan was undertaken between the 1st December 2021 and 21st January 2022. Due to limitations on face-to-face engagements, the majority of responses were received online.</p> <p>A flash report of the results is attached at Appendix A.</p> <p>In short summary, the consultation:</p> <ul style="list-style-type: none"> ○ Received responses from 240 local people ○ Suggested high levels of support for our strategic priorities ○ Found local people agreed with the priorities set out for our localities ○ Told us what values people wish to see in people who deliver health and social care services. <p>In addition, the North Ayrshire Wellbeing Conversation has been live since October 2020. During that period, 726 have provided a response, telling us what they do to keep themselves healthy and well.</p> <p>Through the conversation, we have launched the North Ayrshire Care Improvement Network, a group of local people who expressed interest in being more involved in helping to shape local health and care services. Over 240 people expressed interest in being more involved, and so far, 90 people have joined the Care improvement network. This group is supported by the Partnership Engagement Officer, who will develop it further and ensure it is an effective resource for future engagement activity.</p> |

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| 7. | CONCLUSION |
| 7.1 | <p>The North Ayrshire Health and Social Care Strategic Commissioning Plan (2022-2030) is now close to completion and due to be published in April 2022. The plan provides the strategic vision, priorities, and ambitions for the HSCP to work towards over the next eight years as we continue to support and improve the health and wellbeing of local people. It sets out our key assets and challenges, our local and national policy landscape and identifies our key enablers for success.</p> <p>IJB are asked to approve the proposed content and direction of the plan, which will be finalised to include identified information gaps and improved design elements.</p> <p>The final version of the Plan will be presented to IJB for approval in March 2022.</p> |

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NORTH AYRSHIRE HSCP



ENGAGEMENT REPORT

NORTH AYRSHIRE STRATEGIC PLAN
ENGAGEMENT SURVEY FEEDBACK SUMMARY
2022-2030

METHODOLOGY



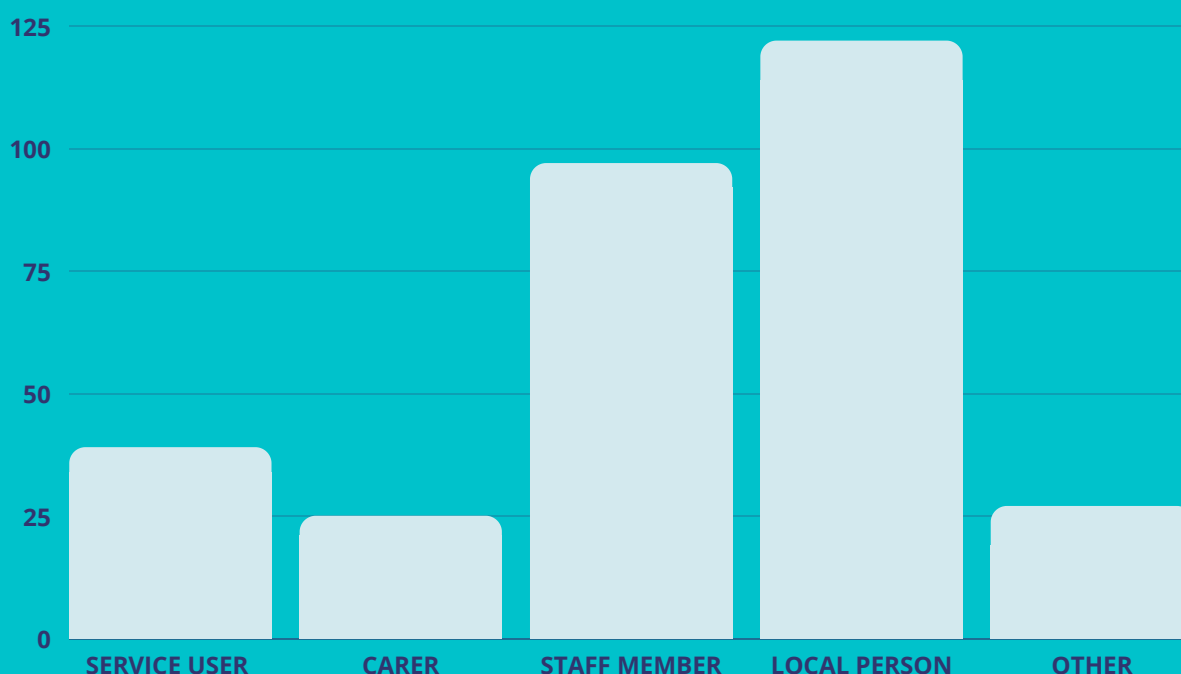
The main method used to engage with people to enable them to inform the strategic plan was via an online survey. The current covid-19 restrictions have meant there have been very limited opportunities for face-to-face engagement.

The survey asked people their thoughts on; our proposed strategic and locality priorities; the actions that we should take to work towards addressing our priorities; and the values that they look for in their health and social care services.

Additionally, we facilitated online sessions with our staff and the Care Improvement Network. The data collected via the consultation on the proposals for the National Care Service for Scotland will also inform the strategic plan.

WHO TOOK PART IN THE SURVEY?

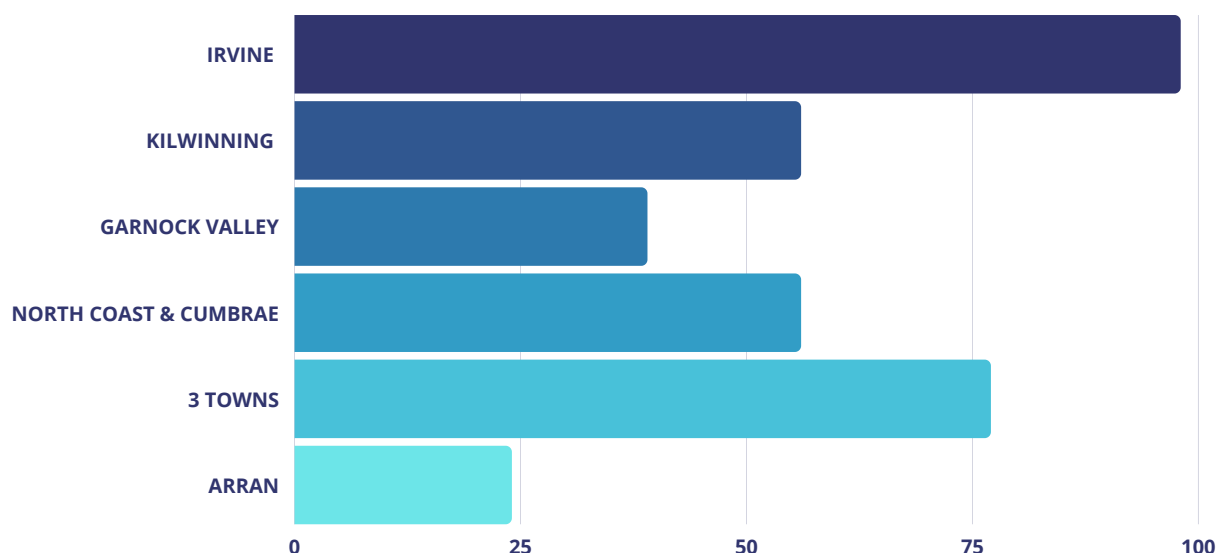
A total of 240 people completed the survey. The graphic below identifies the type of relationship people have to the HSCP.



KNOWLEDGE OF LOCALITIES



We asked people to identify which localities within North Ayrshire they felt they knew best. This was to acknowledge that people participating might not live-in certain localities but have a good knowledge of them.



IDENTIFYING LOCAL PRIORITIES

We asked people to identify their top 3 priorities for their local area. From the responses the top 3 priorities were:

- 1.Improving Mental Health and Wellbeing*
- 2.Recovering from the Covid-19 'experience' and tackling the backlog/surge in demand for services*
- 3.Reducing social isolation and loneliness*

We asked people to tell us if there were health and social care priorities that we hadn't included as part of the list. Some examples include:

- “More access to up to date information on local support services, particularly around Self Directed support and the 4 options available”
- “Ensuring that the people who use services and their carers are supported and empowered to make their own choices about how they will live their lives and what outcomes they want to achieve.”
- “Ensuring those with a disability or additional support need are truly included within society and have access to the right support from services in Education, Health and social care.”

OUR STRATEGIC PRIORITIES



We asked people if to state to what extent they agreed or disagreed with our proposed strategic priorities.

IMPROVE MENTAL HEALTH & PHYSICAL HEALTH AND WELLBEING

87.3% of respondents strongly agree with this being a priority

PROVIDE EARLY & EFFECTIVE SUPPORT

88.9% of respondents strongly agreed or agreed with this priority

ENABLE COMMUNITIES

82.9% of respondents strongly agreed with this being a priority

TACKLE INEQUALITIES

85.4% of people strongly agreed or agreed with this being a priority

DEVELOP AND SUPPORT OUR WORKFORCE

86.3% of people strongly agreed with this being a priority

ADDITIONAL COMMENTS



All are great priorities but if we enable the workforce they are then more capable of providing better support to the local community.

Social isolation is often associated with elderly people, however I work with many children and young people who's life's are impacted by isolation and loneliness.

I think these are all generally good priorities but as they are quite broad, how they are implemented is more important especially with limited resources. For example, I think the idea of having more community based services is great in theory but not if we lose capacity or create longer waiting times by de-centralising services.



OUR PARTNERSHIP VALUES

We asked participants to identify **3 values** they look for in people who work in health and social care .

The top 3 answers were:

CARING
EMPATHY
RESPECT

WHO TOOK PART IN THE SURVEY

We asked people some personal questions because it is important for us to recognise the diversity of people in North Ayrshire. By providing this information, we can gain a better understanding of the needs and aspirations of diverse and often under-represented groups.



58 Males

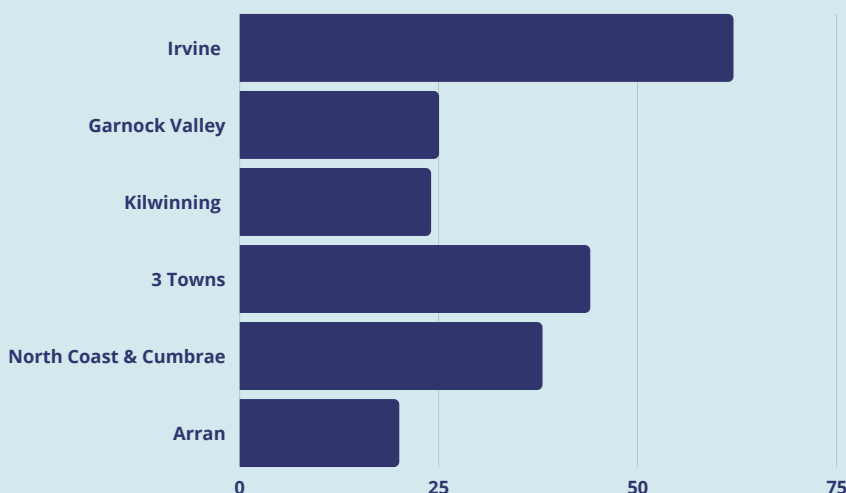


171 females



42 people
with a
disability

Where people live



Age

