

# North Lanarkshire Health and Social Care Partnership



North Lanarkshire's integration newsletter • Issue 1



## No ward like home

Award-winning integrated health and social care project improving lives - by harnessing the power of the mind.

See page 7

## Contents

- 3 North Lanarkshire's H&SCP Chief Accountable Officer Janice Hewitt has a vision - and a six point plan to realise it.
- 4 Key partners have their say about what integration means to them.
- 6 Read our essential Q&A about integration in North Lanarkshire.
- 7 Find out why an innovative programme - that combines integrated working with mind power - is helping to improve lives across North Lanarkshire.
- 8 Some of the main points and questions you have made at integration events across North Lanarkshire.

### Contact

Euan Duguid  
Newsletter editor  
NHS Lanarkshire  
Kirklands  
Fallside Road  
Bothwell G71 8BB  
[integration@lanarkshire.scot.nhs.uk](mailto:integration@lanarkshire.scot.nhs.uk)



This publication has been printed on a recycled paper.

# Welcome

Welcome to the first North Lanarkshire Health and Social Care Partnership (H&SCP) newsletter.

The shape of Scottish society is changing.

People are living longer lives and as the needs of our society evolve, so too must the nature and form of public services.

Here in North Lanarkshire, and indeed across the nation, the next year will bring a significant reform in the way adult health and social care services are provided.

On 1 April 2014 new legislation, in the form of the Public Bodies (Joint Working) (Scotland) Act 2014, came into force.

The Act requires health boards and local authorities to integrate their adult health and social care services.

In April 2015 integration goes live, led in this area by the North Lanarkshire Health and Social Care Partnership.

So, what does that mean?

In essence, local teams of professionals across health and social care will work together to deliver quality, sustainable care and services. Integration is about understanding different professional perspectives, sharing existing expertise and coordinating resources.

Integration is also about listening to – and working in partnership with – those who know the local areas best from unpaid carers, the voluntary sector, the independent care sector, sports coaches, GPs and trade union colleagues.

Work on various key plans pulling all the elements of integration together is currently underway. A Board of decision makers in North Lanarkshire will keep an eye on these plans to ensure they are delivered.

That is critical; more of the same - or failure - is not an option.

The overriding aim of integration is to provide a seamless response to everyone who uses health and social care services, putting the person at the heart of all decisions made.

The aim of this newsletter is to provide a regular update of what is going on, charting developments that matter to you whether you are a member of staff, work for a partner organisation or a recipient of health, social care or other services.

Crucially, this newsletter is also designed to give you a voice. We want to hear your views and news – see our contact details.

North Lanarkshire  
Health and Social Care  
Partnership



## Our logo

Integration isn't just about the health board and local authority working together.

Partnership working from a diverse network of agencies, organisations, professions and people has long been a feature of care and support in North Lanarkshire.

The integration of adult health and social care is about building on a well-established, collaborative ethos and consolidating existing links, as the logo denotes.

There's a boldness and strength in our logo too, symbolising how integration seeks to strengthen decision-making across localities.

Ultimately, one of the main principles will be to put the patient at the heart of all decisions made, with integration working seamlessly in response to everyone who uses health and social care services.

Accordingly, our logo also embodies this spirit of joined-up working.



# from the Chief Officer

Our aim is to improve the health and wellbeing of people in North Lanarkshire

Janice Hewitt  
Chief Officer

North Lanarkshire HSCP



In changing times, Janice Hewitt has a clear vision – and a plan to realise it.

As the new Chief Accountable Officer of the North Lanarkshire Health and Social Care Partnership (H&SCP), Janice will be ultimately responsible for integrating all adult health and social care in the area.

As well as NHS Lanarkshire and North Lanarkshire Council, the partnership will also encompass a host of agencies and individuals, from voluntary groups to unpaid carers.

It's part of the most substantial reform to Scotland's health and social care services in a generation.

Accordingly, at a time of unprecedented population growth as people live longer, the challenges are many.

Yet Janice's overriding vision for integration is simple; to improve the health and wellbeing of people in North Lanarkshire.

So how will that be realised?

The Scottish Government has set down nine national outcomes charting how partnerships will support people. Since coming into post in August 2014 to lead shadow arrangements before integration goes live in April 2015, Janice has distilled these outcomes into her own six-point journey.

The first four points - which are as much an empathetic statement of intent as they are a strategic blueprint - are:

- Stop me going in (to a hospital or care setting)
- If I go in (to hospital or care setting) make it timely and safe
- Don't let me get stuck
- Let me die with dignity.

Janice explained: "We want North Lanarkshire to be a great place to be born and grow up in, where people are supported to live well at home or in the community whilst ensuring that they have a positive experience of health and care services when they need it.

"We want those services to be responsive, we want services to have taken account of people's need and, crucially, the need of local communities.

Janice continued: "If you do go into hospital or care, it's got to be at the right time and safe.

"Of course, nobody wants to get stuck there so building on and improving effective discharge and community-based supports to stop readmission is vital.

"When asked, most people would prefer to die in a setting of their choice in peace and with dignity and perhaps with those around who mean the most to them."

Janice's final two points are critical to that journey and are about the communities, carers, staff, partner organisations, buildings and money the partnership has.

These are:

- Have the best people look after me
- Use our resources wisely.

"Integration isn't just about two staff groups in health and social care. Integration is about a whole system, a whole journey and having the best people in place to provide support that's needed.

"Over everything else, the six-point journey puts the person at the heart of all decisions made. That's crucial to achieving our vision."

## Janice factfile

Janice previously worked as an advisor to the Scottish Government across early years and health and social care integration agendas.

She also held the role of assistant chief executive of Stirling Council until earlier this year and has an extensive portfolio of experience that spans senior roles in the Scottish Prison Service, CoSLA and the voluntary sector where she worked as chief executive of Apex Scotland.

# Key partners

Integration isn't just about health and social work working together.

It's also about listening to – and working in partnership with – those who know local areas best.

Here, some of our partners talk about the valuable contribution they will make as we integrate health and social services.

“ have  
their say”



## North Lanarkshire Carers Together – Sean Harkin, Carer Development Officer

“Carers have been recognised as equal partners in care with health and social care professionals which means that their experience and expertise in providing care is valued and they should be included in the national and local decision making processes. North Lanarkshire Carers Together has carer representation within the Strategic Planning Groups as part of the integration agenda, to ensure the views of local carers are represented. Through North Lanarkshire Carers Together we can support carer engagement by providing training, induction, mentoring and support with clear structures to exchange views and information.”

## Voluntary Action North Lanarkshire (VANL) – Kenny Moffat, CEO

“Voluntary Action North Lanarkshire has the privilege of being the representative body for the third sector which, in North Lanarkshire, is vast and vibrant. Through working on the Reshaping Care for Older People (RCOP) programme, the sector has been able to build a sound infrastructure which has allowed countless supports and interventions to be built up, e.g. physical activity classes, advocacy support, dementia information sessions, tea dances and other social groups, home visiting and befriending and local events. These are just some of the examples of the preventative and isolation-reducing interventions and supports that the sector can offer. All of these programmes can now be found in one place through our online Locator tool. We are certain that through partnership working in integration that we can build on this work and make the supports like these available - and accessible - to everyone in North Lanarkshire.”



## North Lanarkshire Public Partnership Forum (PPF) – David Summers, Chairman

“The North Lanarkshire PPF is a network of individuals, carers, community groups and voluntary organisations who are passionate about the development and design of local health and social care services and has been a main link to the Community Health Partnerships. The future of PPFs has yet to be confirmed in guidelines received thus far but both councils and NHS Lanarkshire have expressed a desire to maintain these as a key route of engagement with the public in health service planning and provision. The PPF will continue to support wider public involvement in planning and decision making about services that are delivered locally. Crucially, we will also represent the public view at meetings pertaining to the integration of health and social care in North Lanarkshire and will continue working in partnership with the South Lanarkshire PPF.”



**Princess Royal Trust (PRT)  
Lanarkshire Carers Centre Ltd,  
Barbara MacAuley, Manager**

“Integration of health and social care aims to make services and support better for individuals and their carers. PRT Lanarkshire Carers Centre aims to provide a valuable resource to carers, carers groups and organisations throughout Lanarkshire. We have experience of supporting carers throughout the carer’s journey and we know what makes a difference to carers. Carers often say that they would like services to be more joined up. We will continue to listen to, involve and support carers, working with them and our partners in integration to ensure that carers are better supported and able to maintain their own health and wellbeing.”



**Unison representatives John Mooney and  
Mary Samson**

“Good quality staff are the key to any service that is being delivered. No service will meet the needs of the patient and service users if staff are not properly trained, equipped and supported. It is crucial that staff are properly represented in the discussions taking place on how best to shape service delivery for the future. Ensuring that this happens is the role of the trade unions working as key partners within the frameworks set up by the NHS and local councils. We are able to speak up for staff working in all sectors of health and social care at the highest levels of decision making. We take this role very seriously and ensure that managers, executives and politicians take heed. We also attend various forums and committees putting forward our members’ views and challenging proposals which undermine our ability to deliver the highest quality of services as well as our own jobs, terms and conditions. We also seek to ensure that staff working in all sectors, NHS, local councils, the voluntary and private sector are able to engage directly with the discussions which will shape the future. ”

**Partnership for Change, Liz Seaton, Chairperson**

“Partnership for Change has representation at strategic planning level from carers, older people, disability, mental health and addictions, therefore our skills and knowledge are wide and varied. We consult with this wide cross section of people and feedback on what matters. Since health and social care integration is a very new concept I’m sure there may be hiccups along the way. However, the ability to consult and get a clearer understanding of integration will lessen the impact of such a massive change in the way services are provided to our members. Of course, we continue to work at strategic planning level within North Lanarkshire.”



**Scottish Care – Ronald Mair, CEO**

“Scottish Care is the umbrella body for the independent and third sector care home, care at home and housing support provision across Scotland.

The independent sector is central to the development of new care pathways and delivery of improved outcomes for service users. We are committed to building on the RCOP experience in North Lanarkshire to ensure continuing provider engagement and participation at all levels of health and social care integration, particularly strategic joint commissioning.

The independent sector is linked to national policy development, has awareness of what is happening across the country and contributes to a growing evidence base of what works well.

As with the third sector, we strongly believe that the independent sector is seen as a full partner within the new health and social care arrangements. Without this, there is a real danger of not realising the full potential of integration.”



When does integration happen in North Lanarkshire?

In April 2015, integration goes live in local areas led by the North Lanarkshire Health and Social Care Partnership (H&SCP). Full integration of services is expected by April 2016. In North Lanarkshire shadow arrangements have been established so this transition can be made effectively.

How will this work?

NHS Lanarkshire and North Lanarkshire Council will delegate relevant functions and resources to an Integrated Board. The Board will have accountability for shaping and agreeing the priorities of the H&SCP.

Who's involved in this process?

Work on various key plans pulling all the elements of integration together is currently underway.

A Board of decision makers - currently referred to as the Transition Integration Board (TIB) - in North Lanarkshire will keep an eye on these plans to ensure they are delivered. Janice Hewitt is Chief Officer of the North H&SCP. Janice, who was appointed in August 2014, will be ultimately responsible for integrating all adult health and social care in the area. The Board membership also includes Councillors Jim Smith (Chair), Tommy Lunny, Gary O'Rorke and William Shields. North Lanarkshire Council attendees are Gavin Whitefield, Chief Executive, Duncan Mackay, Executive Director of Housing and Social Work Services, Bobby Miller, Head of Community Care. The NHS Lanarkshire Board Directors who are Members of the TIB are Avril Osborne, Non-Executive Director, Michael Fuller, Non-Executive Director, Margaret Morris, Non-Executive Director, and Harpreet Kohli, Director of Public Health and Health Policy. Calum Campbell, NHS Lanarkshire Chief Executive is an attendee as is Stephen Kerr, Interim Head of North Lanarkshire Community Health Partnership.

Joint statement from Councillor Jim Smith (Chair) and Dr Avril Osborne (Vice Chair):

"Our vision is that the population of North Lanarkshire will lead safe, healthy and long lives, in financial security.

However, should anyone need support, health and social care staff will ensure, that by working together, it is provided quickly, with seamless communication and efficiency. Also:

- We will work with our partners in the third sector to enhance the lives of our population
- We will assist people to achieve their potential and be safe, healthy and included, by providing access to high quality housing and support
- No one should need to be in hospital when support and treatment can be provided at home or as an outpatient
- No one should have to use emergency services because health and social care services are not available
- No one should be in hospital for longer than their medical, surgical or nursing treatment is required
- We should recognise that the vast majority of us want to live out our lives at home
- Our carers will receive the support they need to also lead long and healthy lives.

Whatever we provide, our services should be of the highest quality that we can achieve within resources. To achieve this, we need to build on what already works well and develop our plans so that our expectations are seamless with no gaps between services. Our values will reflect open and respectful working between professional groups, with as little disruption as possible to staff. We believe this is achievable and the integration agenda we are embarking on is perhaps the final leg of a journey that began many years ago."

What's the Board's vision on integration as plans are shaped?

A comprehensive FAQ document on integration offers a jargon-free explanation on questions ranging from what happens next to what integration will mean in practice.



# No ward like home



The award-winning Psychology Team scooped the Herald Society's Health and Social Care Integration Award.

An innovative programme - that combines integrated working with mind power - is helping to improve lives across North Lanarkshire.

The pioneering Health Psychology Project has seen frontline health and social care staff trained in basic psychology techniques by a small team of NHS psychologists.

Staff, including North Lanarkshire Council home support workers, are then using the core skills to improve outcomes – and the lives – of older people in local communities.

The first of its kind in Scotland, and funded by the Reshaping Care for Older People (RCOP) programme, the team recently won the Herald Society's Health and Social Care Integration award.

Jenny Hutton, Service Manager, Older Adults Team at North Lanarkshire Council, has played a lead role in the nationally recognised project.

She explained: “The nature of the wider support at home services has changed radically over the past few years, with more service users who are frail, elderly and have complex support needs.

“Home support workers, who can assist with tasks such as washing, dressing and domestic duties, for example, are vital in terms of the relationships they develop with service users and their families.

Jenny continued: “The weeks following a significant event such as a hospital admission, a fall or a sudden episode of poor health are critically important in terms of people's health beliefs.

“They also present a window of opportunity to change expectations about coping and the future in positive and empowering ways.

“The psychologists are well placed to work with staff groups, like Home Support, on equipping them with psychological approaches that support and empower people to live well at home.”

The NHS Lanarkshire psychology team consists of a senior psychologist, Dr Susan Ross, and two health psychology trainees, Heather Locke and Catherine Murray, and are embedded within the North Lanarkshire Council Older Adults Team.

Dr Ross said: “In essence, we're training staff to try and understand the thoughts and emotions behind the behaviours – and then seek to address these to change the behaviours.

“The general focus is on self care, working closely with an individual over a limited time to build up skills and confidence and maximise their ability to live independently, safely and well.”

## A project in action

One approach is teaching frontline staff to enhance their communication using techniques from ‘motivational interviewing’.

Catherine Murray, trainee psychologist, explained: “After a stroke, for example, someone may be feeling frustrated and angry at their loss of mobility. These thoughts and feelings can lead to help being rejected.

“Instead of telling that person what to do, which can increase their resistance, we encourage staff to support motivation through their approach.”

Heather Locke, trainee psychologist, added: “This involves asking the person questions like what they think they could do to make them feel better about their situation.

“It can be quite simple things like managing your own personal care or becoming a bit more mobile. But it's also about feeling in control of your life, feeling valued, listened to, empowered, often feeling more optimistic and positive about the future and improving or maintaining key aspects of quality of life.”

## Every step of the way

Across Lanarkshire a huge network of health and social care practitioners, volunteers, third and independent sector organisations, family members, friends and unpaid carers are already working together under the Reshaping Care for Older People programme. Each partner makes a different contribution but all share a common long-term goal; to help older people live independent, active and healthy lives in their own communities. Find out how that goal is being made a reality in a new and exclusive film, Every Step of The Way.

<https://vimeo.com/98319221>



# Integration events feedback

People and their communities – collectively known as the locality – are the very focal point of integration.

In order to recognise discreet communities, under the North Lanarkshire H&SCP there will continue to be six localities, shown in the map below.

These are North Locality (Cumbernauld, Kilsyth and the Northern Corridor), Airdrie, Coatbridge, Bellshill, Motherwell and Wishaw.

Over the last few months a series of focus groups on integration and what it means for individuals and organisations was commissioned across the six localities. Staff from health and social care, as well as key partners and stakeholders, attended the events.

A crucial part of the integration process is about decision makers understanding what local issues are. A key aim of the events was to glean candid feedback as plans for the future are forged.

Staff willingness to embrace integration was a consistent theme across all localities.

## Here's a snapshot of some of the other headline points made at these events:

### North Locality

- Staff are our biggest asset and are aware, willing and keen for change as frustration exists with the current way of working
- We could be more aware of what other organisations – like the third sector – can provide to help the service user build on what we are doing already

### Coatbridge

- Staff want the opportunity to develop better relationships with GPs
- There are areas of poor health and living conditions that need to be taken into account

### Airdrie

- Let's build on what we do already
- We need to reduce bureaucracy and referral paths

### Bellshill

- We need to get smarter about paperwork as it can be repetitive and time consuming
- Does the acute sector understand and appreciate the role of community nursing, social work and third sector staff?

## Feedback

What are your views on integration? As we go forward what can be improved? What's working well? What's not working? What needs an overhaul? You can email – in confidence – [integration@lanarkshire.scot.nhs.uk](mailto:integration@lanarkshire.scot.nhs.uk)

Please entitle your email 'feedback' and state your position (staff/stakeholder/partner/public) and location.



### Motherwell

- Communication is an issue – we need to make it easier to speak to the right person at the right time
- Loneliness is an issue for many clients and we are linking with befriending volunteers

### Wishaw

- Staff need time to build upon current good working relationships and trust
- We need to avoid joining up bad systems which would create one big bad system

