

# Let's deliver care together

## SUMMARY Strategic Plan 2018-21



North Ayrshire  
Health and Social Care



**NORTH AYRSHIRE**  
Health and Social Care  
Partnership



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# Foreword

It is with great pleasure that I share our new North Ayrshire health and social care strategic plan 2018–21. It is designed to build upon the progress that has been made to date and lays out our key strategic priorities for the next three years.

The plan has been created in partnership with third and independent sector colleagues, public health, community planning partners, local communities and, most importantly, people who use our services.

The joining-up (integration) of community based health and social care services is still in its infancy and we have much to do in order to create services that will best support the people of North Ayrshire. The last three years have, nevertheless, seen significant advances in many areas of health and social care:

- We developed truly integrated Universal Early Years teams to better support parents of children under the age of five
- We opened our new hospital, Woodland View, in Irvine, which – as well as providing two community wards for older people – is primarily a state-of-the-art mental health hospital
- We have continued to develop our care at home workforce, ensuring that we can recruit and retain staff and ultimately support people to live at home
- To help support local carers, we have introduced a Carers Card that offers carers discounts at local businesses
- Partnership working with community planning partners has resulted in reduction in the levels of domestic violence, and more general crime, across North Ayrshire

All our achievements to date are far too lengthy to mention here, you can find out more about the progress being made in our **annual performance reports** at [www.nahscp.org](http://www.nahscp.org).

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**TSI** North  
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scottishcare   
The care of the independent sector in Scotland

  
North Ayrshire Council  
Coimhearsanachd Sòmhlaire & Eilean

**NHS**  
Ayrshire  
& Arran



Looking forward to the next three years, we remain aspirational in our desire to create health and social care services that are the very best they can be. We will continue being creative and innovative in our approach, particularly given the financial challenge we face and the increasing demand for our services.

I am consistently humbled by the motivation, dedication and compassion of our staff.

We have a vast amount of skill and experience within the Health and Social Care Partnership, this enables our staff to provide the right advice, care and support to people when they need it. We work with individuals and families most often at times when they are at their most vulnerable and our staff continue, every day, to make a difference.

I am proud of the partnerships we have fostered to help improve people's lives; from Police Scotland and the Fire and Rescue Service, to the third and independent sectors and with housing, education and economies and communities, to name but a few. I look forward to these relationships growing stronger over the next few years; no one organisation can make the difference on their own.

I am excited about the ever-evolving relationships we have with those people who use our services, who provide care for family and friends and with our local communities. Whilst our staff have the skill and knowledge necessary to ensure the highest quality services are delivered, we want to continue to draw upon the expertise of those with lived-experience to help us design and provide services and new models of care and support over the next few years.

All three of these strands, our people, our partnerships and our relationship with those who use our services and their communities, give me great optimism that we will deliver on the priorities contained within this plan over the next three years.

**Stephen Brown**

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

# Partnership Pledge – working together for the future



We are all facing a period of significant challenge. More people than ever need health and social care services. Changes in population age and health, combined with significant levels of deprivation experienced in North Ayrshire, mean that demands are likely to increase year on year.

We have smaller budgets available to meet this ever growing demand for services.

**We, North Ayrshire Health and Social Care Partnership (the Partnership)** will work differently; we will be more innovative. We will provide safe and effective services in an increasingly challenging financial environment.

**You, as a North Ayrshire resident, or as a user of health and social care services,** can help:

- 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

# Let's deliver care together

you

Can support vulnerable children and adults to live independently as part of your community

Will support vulnerable children and adults to ensure they are able to live as well and independently as possible

Can recognise the factors that cause inequalities and work with us to reduce these in your local community

Will work with other organisations to reduce inequalities in North Ayrshire

we

Can continue to support your family, friends, neighbours and wider community for as long as you are able

Will work with you when your needs can no longer be supported by your family, friends or community

Will access services when you need them

Will provide services that support you and keep you well, when you need them

Can share your views and those of family, friends and neighbours about health and social care support in North Ayrshire.

Will tell you about proposed changes to local health and social care services

**Being healthy is more than the absence of illness or disease. Good health and wellbeing is a resource that supports and sustains everyday life. It enables us to reach our potential and deal with changes and challenges in our lives.**

By working together, we can improve health and wellbeing in North Ayrshire and help to lessen the demand on local services. We hope that by working together with you, we can help build communities that are vibrant, resourceful and are places where people feel supported by family, neighbours and local services.

We hope that you will consider these pledges and join us so that our combined commitment ensures that **all people who live in North Ayrshire are able to have a safe, healthy and active life.**

Our health and wellbeing is influenced, positively and negatively, by factors such as:

- Experience in early years
- Level of support from friends and family
- Opportunities for learning
- Employment and income
- Feeling part of a community
- Environment
- Safety
- Lifestyle
- Access to appropriate resources
- Access to services

These social, emotional, environmental and relationship factors can shape how effectively we are able to prevent ill health, promote good health and sustain wellbeing.

Improvements in health and wellbeing can only be achieved when people, services and communities work together to make changes that will help to enable better health and wellbeing for local people.

# North Ayrshire Health and Social Care Partnership – who we are and what we do



## We are responsible for all community-based health and social care services in North Ayrshire, providing services for children, adults and older people.

Some services are provided across Ayrshire. Services are provided by the Partnership or are commissioned by us from another provider of community-based health and social care services.

Working together, the Partnership, is made up of:

- NHS Ayrshire & Arran
- North Ayrshire Council
- Third sector organisations (represented by Third Sector Interface (TSI) North Ayrshire)
- Independent care organisations (represented by Scottish Care)

### Vision, values and priorities

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

To help us to reach our vision, we will continue to focus on:

- Tackling inequalities
- Engaging communities
- Prevention and early intervention
- Improving mental health and wellbeing
- Bringing services together

We hope you experience our values in the way we engage with you and how we behave. We will:

- Put you at the centre
- Treat you with respect
- Care
- Be inclusive
- Embody honesty
- Demonstrate efficiency
- Encourage innovation

We will achieve our vision by working together in partnership with you!

- Communities are at the heart of our decision making – we want your involvement
- We want to build new and stronger relationships to take a fresh approach to health and wellbeing
- We want to work with you to tackle some of the inequalities experienced in North Ayrshire
- We want to improve your health as a local person

# Partnership people and the future



We realise that many of the challenges that face you cannot be addressed solely by any one organisation. We want to work with communities, groups and other organisations to improve the lives of people in our local communities. We make a bigger impact together.

We want to work closer with you, to help design and develop the health and care services that are right for you and your communities.

To help us deliver better local services, we will continue to work closely with all our partners.



## Tackling the priorities in localities

We know our local communities are a vitally important asset in improving the health and wellbeing of local people.

We have established locality planning forums (LPF) in each locality. Their role is to identify the health and social care needs and priorities of their locality, by building on their existing local contacts and local knowledge. The LPF then tells us what needs to be done and we work together to find solutions.

Going forward, LPFs will build more relationships with local people and community groups.

We want to:

- Help LPFs identify and understand issues facing local people
- Actively involve you in local decision making about our services
- Increase awareness of LPFs, the Partnership and partnership working
- Work with North Ayrshire Community Planning Partnership (CPP) Locality Partnerships on common goals

The LPF priorities, as identified by each locality are listed on the map.



## North Coast

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



## Kilwinning

1. Engage with early years centres
2. Provide GP visiting sessions to nursing homes
3. Provide occupational therapy in local pharmacy

Addressing our  
strategic priorities  
– the future



# Tackling inequalities

Service area	To tackle inequalities, we expect to:
Communities	Co-produce high quality services to support you to stay well and self-manage your condition
	Support you to gain confidence by developing skills, particularly if you have complex needs
	Provide advocacy support to those who are not always able to speak for themselves
Partnership wide	Raise the profile of the impact of inequalities and the impact on health and wellbeing
	Enhance the opportunities available to ensure everyone can achieve positive outcomes
	Improve translation and interpretation services, including the development of North Ayrshire British Sign Language Plan
	Deliver our requirements to meet Carers (Scotland) Act 2016
Children and families	Implement the Children's Services Plan and Corporate Parenting Plan
	Develop teams around the family to respond more efficiently to the needs of children
	Continue to deliver Family Nurse Partnership to support young mothers
	Ensure health visitors carry out routine assessments to ensure families receive the support they need
Health and community care	Expand Community Link Worker service
	Work with housing to enable people to remain in their own home as long as they wish
Mental health and learning disability	Develop plans to ensure people with complex needs can access community supports that are right for them
Justice	Challenge stigma around people who have offended, enabling access to employment opportunities

You can help by

- Developing a firm understanding of inequalities and their potential impact on your long term health and wellbeing.
- Encouraging those around you to think positively about changes they can make to improve their own long-term health and wellbeing.

# Engaging communities

Service area	To engage with communities, we expect to:
Communities	See communities taking greater responsibility for health and wellbeing and consider, including a range of activities that will help you to keep well, be sociable, stay active and remain independent
	Involve people who use services and carers in changes to services, ensuring they are more visible, familiar and accessible
Partnership wide	Ensure locality planning forums are more active in communities
	Implement our Participation and Engagement Strategy
	Provide a range of peer support options, providing support from others with lived experience of specific issues
Children and families	Develop locality based early years leadership teams to identify early years priorities and feed into locality planning forums
	Create greater opportunity for children, young people with care experience and their families, to be heard
	Help build circles of support around children and families, including mechanisms to identify and support young carers
Health and community care	Encourage you to seek the correct professional (dentist, GP, pharmacist, optometrist) for your health concern advice
	Develop multidisciplinary teams that target resources at the earliest stage
Mental health and learning disability	Work with communities and third and independent sectors to encourage independence, activity and social inclusion
	Work with communities and third and independent sectors to develop community based addiction support services
	Inform you of changes to mental health services and check with you that the changes are working well and are beneficial
Justice	Appoint a dedicated Desistance Officer to support people in the justice system to integrate within local communities

You can help by

Thinking about what you can do to make your local community a better place, for example, by joining or starting a social group or hobby club.

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Actively engaging with the Partnership and your locality planning forum to help inform decisions that are right for your area.

# Prevention and early intervention

Service area	To embed prevention and early intervention, we expect to:
Communities	Support communities to make decisions to help keep people active and well
	Develop services within localities to provide the right health and social care support when you need it
	Help identify opportunities to prevent you from re-offending, if you have been involved in the justice system
Partnership wide	Proactively identify concerns to ensure multi-disciplinary team (MDT) support for people who are at greatest risk
	Deliver training to promote prevention, self-help and early intervention for staff and those who use services
	Support you adopt healthy lifestyle choices
Children and families	Ensure health visitors offer 11 visits to all families from pre-birth to 5 years
	Work with partners to raise awareness of 'No alcohol, No risk' in pregnancy messages
	Continue to progress the Positive Family Partnership Strategy
	Continue Multi Agency Assessment and Screening Hub (MAASH) to ensure fast response to domestic abuse and child welfare concerns
Health and community care	Ensure you have access to the best support as early as possible including, GP, pharmacy, dentist and optometrist
	Implement early intervention and prevention approaches on Arran and Cumbrae
	Provide more Community Link Workers in GP practices
Mental health and learning disability	Develop low level community-based supports for those with experience of mental ill-health or addictions
	Develop a new model of primary care mental health, including low intensity psychological therapy service
	Continue to develop child and adolescent mental health services
	Provide greater choice for short breaks and day services
Justice	Provide bail supervision to address needs related to risk

You can help by

Continuing and expanding on the healthy activities you already do, like walking regularly, exercising and cooking healthy meals.

# Improving mental health and wellbeing

Service area	To improve mental health and wellbeing, we expect to:
<b>Communities</b>	Work with communities to develop alternatives to statutory services
	Support you to choose community based supports that will support you better to maintain improved mental health
	Ensure that if you misuse alcohol and drugs, you will be offered support and appointments close to where you live
	Help remove barriers and provide less intrusive care to ensure safety as well as independence, especially overnight
<b>Partnership wide</b>	Deliver the Mental Health Strategy 2017–2027 and Scotland’s National Dementia Strategy 2017–2020
	Work to reduce the occurrence of social isolation
	Help people to have better choice and control by reinvigorating self-directed support (SDS) and charging policy
<b>Children and families</b>	Create a team of multi-skilled professionals in one primary school and one secondary school to develop intensive supports
	Ensure vulnerable children and young people have clear pathways to access CAMHS
<b>Health and community care</b>	Continue to develop person-centred care and support for you if you are diagnosed and living with dementia
	Provide high quality co-ordinated end of life care and support
	Enact carers assessments/young carers statements to support you in your caring role
<b>Mental health and learning disability</b>	Complete Tarryholme Drive/Warrix Avenue to provide community based mental health services and rehabilitation
	Build the National Secure Adolescent Inpatient Service as a Scotland-wide resource for young people (12-18 yrs old)
	Maximise community hospitals to ensure they meet local need
	Provide learning disability day services in a different, more targeted way, to help you meet your personal goals
<b>Justice</b>	Pilot GP-based mental health practitioners in Three Towns and Kilwinning
	Engage with people in the justice system to develop events to inform practice and service delivery

You can help by

Being understanding and empathetic towards those affected by poor mental health or addictions. Removing stigma and discrimination around these issues can help people in their recovery

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Being more sociable in your community; getting to know your neighbours and helping to combat social isolation and loneliness

# Bringing services together

Service area	To bring services together, we expect to:
Communities	Bring teams together and co-locate services to create a single point of access
Partnership wide	Support our IJB to enact full responsibility in strategic planning, commissioning, unscheduled care and set aside budget
	Support our IJB to effectively commission specialist hospital care services, on a regional basis, through the West of Scotland regional planning arrangements
	Strengthen communication and working relationships with staff groups, acute colleagues, third and independent sectors and East and South Partnerships
	Implement General Data Protection Regulation (GDPR) requirements and develop a digital strategy
	Implement the review of Business Support services
Children and families	Develop 'Teams around the Family' in localities to ensure access to the right support when it's needed
	Ensure universal early years teams are based within localities and aligned to GP practices
Health and community care	Ensure care is co-ordinated so that you can go home from hospital as soon as you are well
	Ensure community-based care, incl short-term hospital care and reablement, and See & Treat in Three Towns
	Implement Review of Island Services for Arran and Cumbrae
Mental health and learning disability	Bring together mental health services to create a local seamless mental health service
	Extend the 24hr, 7 days a week, police triage pathway within the Crisis Resolution Team to help prevent hospital admission and ensure timely access to the right person at the right time
Justice	Develop desistance officer and employability mentors to promote involvement and maximise opportunities
	Develop a commissioning plan with third and independent sectors

You can help by

- Sharing your views and influencing the design and development of services, to ensure they are right for you and your community
- .....
- Telling us when things could be done better
- .....
- Accessing services, only when you really need to

## Lead Partnership arrangements

Each Ayrshire Partnership (East, North and South) leads on a different Ayrshire-wide area of health and social care. The Partnerships are continually reviewing and discussing these arrangements to make sure we are all providing effective and efficient services for everyone in Ayrshire and Arran.

- **East Partnership** leads on Ayrshire-wide primary care services (dentist, GP, pharmacy and optometrist)
- **North Partnership** leads on Ayrshire-wide mental health services and child immunisation programmes, child health administration and community infant feeding service
- **South Partnership** leads on provision of allied health professional (AHP) services, technology enabled care (TEC), joint equipment store, falls prevention and sensory impairment

### As lead partner for mental health services across Ayrshire, we will:

Develop mental health workforce in line with multi-disciplinary team working

Continue to develop cluster modelling in schools and communities for children and young people

Develop and deliver an intensive support services in CAMHS to provide a timely response to young people most in need

Develop and implement the Ayrshire Mental Health Strategy

Implement the findings of the psychological service review

Review the Psychiatric Emergency Plan with partners

Deliver pan-Ayrshire Crisis Resolution Team (CRT) review with acute hospital and police partners

Provide mental health services that respond quickly and ensure people an access community based support when possible

Deliver North Ayrshire Learning Disability Strategy actions

More information on lead Partnership services across Ayrshire and Arran is available in the full strategic plan. This is available on the Partnership's website at [www.nahscp.org](http://www.nahscp.org)

## Our financial plan



**Partnerships are operating in an increasingly challenging environment. As financial settlements to the Council and NHS reduce, the financial challenges the Partnership faces become more difficult. Future funding will not keep pace with increasing demand and increasing costs.**

Our medium term financial plan is key to supporting the delivery of the strategic plan and setting out our plans to start to deliver a shift in the balance of care from hospital care to more care for people in their own homes. The ability to plan, based on the totality of resources across the health and care system to meet the needs of local people, is one of the hallmarks of integrated care. Medium term financial planning supports this process and identifies the transformation that is required to provide sustainable services to the local community over the medium term.

The Partnership had a total budget of £248.6 million for 2017–18: North Ayrshire Council funded £88.4 million and NHS funded £160.2 million.

The way we provide services and how we pay for these services are directly linked. We cannot continue to provide services in the way we have before – we don't have enough money to do so.

The medium term financial plan estimates a £39.2 million indicative funding gap for the Partnership for the period to 2019–20.

The financial plan has four main parts:

- Better ways of working
- Shifting the balance of care (from hospital to home, homely settings and the community)
- Prioritisation of services
- Demand management

Below are some examples of work that will help us to meet the financial challenges the Partnership faces.



These areas are explored in more detail in our medium term financial plan. This is available on the Partnership's website at

[www.nahscp.org](http://www.nahscp.org)



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Tha gach sgrìobhainn againn rim faotainn ann an diofar chànanan, clò nas motha, Braille (Beurla a-mhàin), teip claidinn no riochd eile a tha sibh airson a thaghadh.

हमारे सब प्रकाशन अनेक भाषाओं, बड़े अक्षरों की छपाई, ब्रेल (केवल अंग्रेज़ी), सुनने वाली कसेट या आपकी पसंदनुसार किसी अन्य फॉरमेट (आरूप) में भी उपलब्ध हैं।

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