

Lanarkshire NHS Board
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NHS Board Meeting
 28th November 2018

NHS LANARKSHIRE HEALTHCARE STRATEGY “ACHIEVING EXCELLENCE” – PROGRESSING IMPLEMENTATION

1. PURPOSE

This paper is coming to **the NHS Board**

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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The final version of Achieving Excellence was approved by the Lanarkshire NHS Board on 1st March 2017, and endorsed by the Cabinet Secretary on 28th April 2017. This paper reports the current position on the Plans for Service Change set out in Section 7 of Achieving Excellence.

NHS Board Members are asked to note the service improvements made to date and note future service changes as detailed in the “Pipeline” table at Appendix 1.

2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
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By the Corporate Management Team on 21st November 2018.

3. SUMMARY OF KEY ISSUES

Since the NHS Board considered the Achieving Excellence Programme progress report on 29th August 2018, subsequent progress reports/updates have been fully considered on the following occasions:

- the Achieving Excellence Forum – Inaugural Meeting on 5th October 2018 (further details at Item 3.1);
- the Strategic Delivery Team (SDT) on 11th October 2018; and
- the Board Development Day on 31st October 2018.

The NHS Board is asked to note the updated “Pipeline” table at Appendix 1 which provides details of projects from inception to completion.

3.1 ACHIEVING EXCELLENCE FORUM – INAUGURAL MEETING FRIDAY 5 OCTOBER 2018

The Achieving Excellence (AE) Forum was established to provide an opportunity for the Senior Executive Leadership Team to meet with the wider leadership across Health & Social Care Partnerships and the Acute Division with the objective of:

- reviewing progress against the Achieving Excellence Programme;
- developing the work plan looking towards 2019/20 and beyond;
- gaining a wider understanding of the whole system approach to achieving our strategy objectives.

The intention was that the Forum would form part of the new planning and implementation group “architecture”, providing an effective way for clinical and general leaders to engage with and influence the AE Programme. The Forum would meet twice a year, with participants drawn from the current Strategic Delivery Team (SDT) and beyond to enable a wider whole system engagement.

The inaugural meeting of the AE Forum took place on Friday 5th October 2018 at Hamilton Park Racecourse and aimed to provide clinical and general leaders from AE work streams with an opportunity to reflect upon progress and provide a mini master class session on work force planning to aid the development of associated workforce plans. Delegates at the event were drawn from the SDT/NHSL Corporate HQ (12), and nominated by the Chief Officers from NL (30) and SL HSCPs (30) and the Acute Division (46).

The format of the Event was a series of formal presentations providing updates on achievements to date and key ambitions for 2019/20. Thereafter, the focus of the day was on Workforce Planning with a formal presentation on the purpose and benefits. This was followed by group workshops which were asked to:

- ***define a sound Advanced Practitioner (AP) Model*** – tasks, determining numbers, supervision, funding, training plans & backfill and retention;
- ***discuss your work stream’s current workforce planning capacity*** –identified workforce planner/lead, WTE required for planning, support systems in place or required, data sources identified or required and review model to match annual cycle.

Some 74 delegates attended the meeting and were asked to evaluate the event by completing a feedback card answering two specific questions:

- Please provide feedback about the event
- What topic or area should be the focus for the next event

Overall, feedback from delegates was very positive and the SDT will consider the detail when planning the second AE Forum which is scheduled to take place in May 2019.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	LDP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AE/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

“Achieving Excellence” sets out a plan for person-centred, innovative healthcare to meet the current and future needs of the people of Lanarkshire.

7. FINANCIAL IMPLICATIONS

Costs associated with the implementation of “Achieving Excellence” will be reflected in the NHS Board’s Annual Operational Plan (AOP).

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Strategic Delivery Team will be responsible for the ongoing evaluation and mitigation of risks to the strategic programme as a whole.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

EDIAs have been completed for the work so far, and will be regularly reviewed and updated by the short-life working groups. For further information please contact Roslyn Rafferty, Planning & Development Department.

11. CONSULTATION AND ENGAGEMENT

“Achieving Excellence” was subject to full public consultation. Further engagement and communications plans will be prepared and implemented through the Strategic Delivery Team in partnership with the Scottish Health Council and other stakeholders.

12. ACTIONS FOR THE NHS BOARD

The NHS Board is asked to:

- note the updated “Pipeline” table;
- agree to receive further updates in due course.

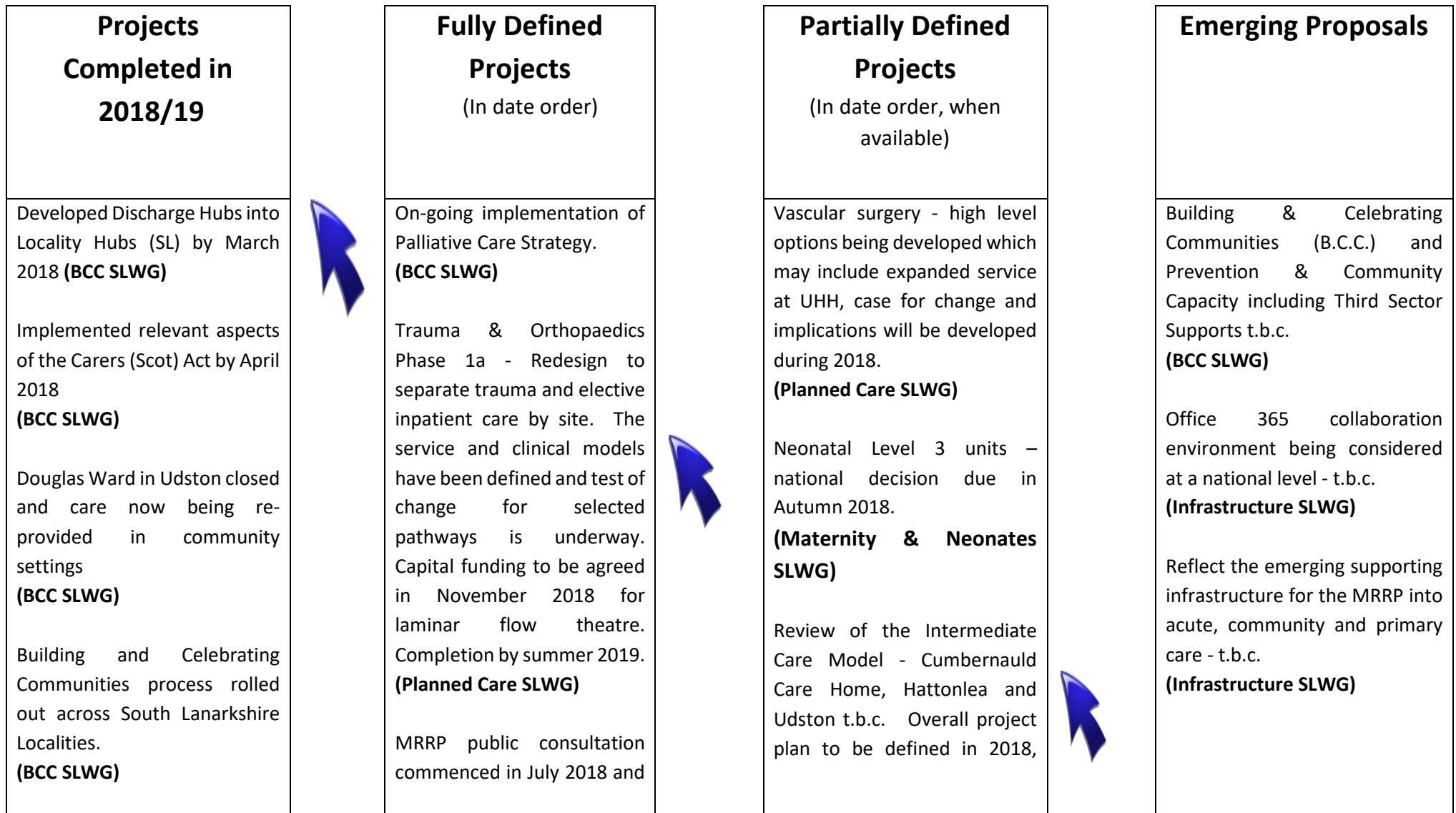
13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact

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Colin Lauder
Director of Planning, Property & Performance

SERVICE CHANGE “PIPELINE” AS AT 20th NOVEMBER 2018



Projects Completed in 2018/19
Completed phase 1 of home care review. (BCC SLWG)
Sale of Hartwood site concluded. (Infrastructure SLWG)
Long Term Conditions Hub established in May 2018. (LTC SLWG)
MRRP – Option Appraisal completed by June 2018. (Infrastructure SLWG)
MRRP Public consultation programme commenced by July 2018 (Infrastructure SLWG)



Fully Defined Projects (In date order)
will be completed and reported on to the NHS Board in November 2018. (Communications & Engagement SLWG)
Modernising Outpatients Programme Phase 1 implemented by November 2018. (Planned Care SLWG)
Review model of intermediate care provision and associated use of care home beds in South Lanarkshire by November 2018. (BCC SLWG)
Undertake a review of community service provision



Partially Defined Projects (In date order, when available)
with delivery in 2019/20. (BCC SLWG)
Parking Management - proposals paper to be considered by the SDT by March 2019. (Infrastructure SLWG)
Review of Day Care & Residential Care by March 2019. (BCC SLWG)
Modernising Outpatient Programme Phase 2 – t.b.c. (Planned Care SLWG)
Further implementation of Out Of Hours Review t.b.c . (BCC SLWG)



Emerging Proposals

Projects Completed in 2018/19
<p>Cardiac catheterisation laboratory replacement – upgraded regional service completed in July 2018. (Infrastructure SLWG)</p> <p>Primary Care Improvement Plan completed and submitted to SG in July 2018. (BCC SLWG)</p> <p>eCasenote Project complete. (Infrastructure SLWG)</p> <p>Neonatal Unit Family Accommodation at UHW – funding secured for the next 8 years. (Best Start Strategy Steering Group) (Best Start SSG)</p>



Fully Defined Projects (In date order)
<p>as part of wider locality planning /BCC processes across South Lanarkshire by December 2018. (BCC SLWG)</p> <p>Adult Mental Health Community Services - scope out model & develop business case re. "Centres of Excellence" in the community by December 2018. (MH Strategy Group)</p> <p>SACT unit - ward 15 at UHM identified for the Cancer Unit "test of change". Business case to be submitted to CIG by December 2018. (Planned Care SLWG)</p>



Partially Defined Projects (In date order, when available)
<p>Determination of possible outcomes following completion of PFI contracts at UHW/UHH – t.b.c. (Infrastructure SLWG)</p> <p>Development of a business case for community IT systems – now the subject of discussions at a national level. Local Business Case being developed for interim solution in Nov/Dec 2018. (Infrastructure SLWG)</p> <p>General Surgery/ Gastroenterology Redesign - a set of service standards has been produced and a series of site meetings have been held to support assessment against the standards. The assessment</p>



Emerging Proposals

Projects Completed in 2018/19
<p>Acute Adult admissions and Old Age Psychiatry is complete. (MH Strategy Group)</p> <p>North review of Home Support completed, with implementation plan in place for 2018/19 (BCC SLWG)</p> <p>North review of Intermediate Care completed in June 2018. (BCC SLWG)</p> <p>“Transforming Mental Health in Lanarkshire” was submitted to the SG in July 2018 and outlines NHSL’s proposals to deliver on Action 15 of the Mental Health Strategy. (MH Strategy Group)</p>



Fully Defined Projects (In date order)
<p>Identify technology requirements for information sharing – further discussions to take place with NL & SL HSCPs with a view to a strategy being completed by December 2018. (Infrastructure SLWG)</p> <p>Property - space utilisation surveys concluded, with information shared and actions agreed by December 2018. (Infrastructure SLWG)</p> <p>Working with the Scottish Ambulance Service (SAS) and Strathclyde Partnership for Transport (SPT) in a test of change to be completed and</p>



Partially Defined Projects (In date order, when available)
<p>has highlighted areas the redesign needs to address. Stakeholder engagement event planned for the 16th November 2018 with the aim of developing a set of options to take forward. (Planned Care SLWG)</p> <p>Adult Mental Health Community Services - scope out model & develop business case re. "Centres of Excellence" in the community by December 2019. (MH Strategy Group)</p> <p>Mental Health Strategy to be developed by March 2019. Stakeholder development sessions scheduled and core</p>



Emerging Proposals
<p></p>

Projects Completed in 2018/19
<p>New Kilbryde Hospice opened in August 2018. (BCC SLWG)</p> <p>Specialist groups established to focus on areas of long term condition pathways and management by August 2018. (LTC SLWG)</p> <p>Cyber Essentials compliance achieved October 2018 (Infrastructure SLWG)</p> <p>New North Locality model of Rehabilitation created. Rehabilitation pilot commenced in Motherwell locality in September 2017, with OT and Physiotherapy staff from acute and community (including SW)</p>



Fully Defined Projects (In date order)
<p>reported on by December 2018. (Infrastructure SLWG)</p> <p>Conclude test of change in relation to the development of a Transport Hub by December 2018. (Infrastructure SLWG)</p> <p>Implementation of Home Support by December 2018 (North). (BCC SLWG)</p> <p>Complete Phase 2 of home care review by December 2018 (South). (BCC SLWG)</p> <p>Aseptic pharmacy – concentration of service from</p>



Partially Defined Projects (In date order, when available)
<p>group charged with delivery in place. (MH Strategy Group)</p> <p>Implement Primary Care Mental Health Liaison Nurse Service by March 2020 (MH Strategy Group)</p> <p>Introduce mental health link workers in line with the Action 15 plan by March 2020. (MH Strategy Group)</p> <p>Introduce Mental Health ANPs within a Primary Care setting by March 2020 (MH Strategy Group)</p> <p>Review and refresh ADP infrastructure within North Lanarkshire developing a plan</p>



Emerging Proposals

Projects Completed in 2018/19

within a single integrated team. Roll out of the new rehab model across all 6 NL Localities took place on Monday 29th October. **(BCC SLWG)**

PPRC considered an evaluation paper on T&O Phase1 in September 2018. **(Planned Care SLWG)**

The Badger Electronic Neonatal Record System went live in August 2018. **(Best Start SSG)**

Best Start Programme – NHSL is an early adopter site and work is progressing via the Achieving Excellence -



Fully Defined Projects
(In date order)

4 locations to 1 will be completed in March 2019. **(Infrastructure SLWG)**

Implement Discharge to Assess - to reduce delayed discharges by March 2019. **(BCC SLWG)**

Northern corridor clinics - feasibility study reported in July 2018 and a business case will be considered by the CIG in March 2019. **(BCC SLWG)**

Produce new Strategic Commissioning Plan by March 2019. Engagement events scheduled in September and December 2018 to assist with the



Partially Defined Projects
(In date order, when available)

to address national and local imperatives by March 19 **(MH Strategy Group)**



Emerging Proposals

Projects Completed in 2018/19
<p>Best Start Strategy Steering Group. (Best Start SSG)</p> <p>Laundry Business Case options paper approved by CIG in March 2018 and equipment procurement underway. (Infrastructure SLWG)</p> <p>Technology Enabled Care Programme developed. (BCC SLWG)</p> <p>General Surgery/ Gastroenterology Redesign - a set of service standards has been produced and work is underway to access NHSL units against the standards. (Planned Care SLWG)</p>



Fully Defined Projects (In date order)
<p>development of a revised Strategic Commissioning Plan (2019-22) for South Lanarkshire. (BCC SLWG)</p> <p>Implementation of Universal Health Visiting Pathway by March 2019. (BCC SLWG)</p> <p>Roll out of new Integrated Locality Teams by March 2019 (South). (BCC SLWG)</p> <p>Introduction of Intermediate Care/Reablement/ Adults with Incapacity (AWI) by March 2019 (South). (BCC SLWG)</p>



Partially Defined Projects (In date order, when available)



Emerging Proposals

Projects Completed in 2018/19
<p>Review of Forensic and Rehabilitation and Recovery Psychiatry Services – the inpatient element is complete and revision of the community model for rehabilitation is ongoing. (MH Strategy Group)</p>



Fully Defined Projects (In date order)
<p>Create a new MH Crisis and Distress Interventions service model by March 2019. (MH Strategy Group)</p>
<p>HEPMA (Hospital Electronic Prescribing Management System) Go-Live – UHM General Inpatients by March 2019. (Infrastructure SLWG)</p>
<p>LIMS (Laboratory Information Management System) implemented by May 2019. (Infrastructure SLWG)</p>
<p>MRRP Outline Business Case (OBC) by July 2019. (Infrastructure SLWG)</p>



Partially Defined Projects (In date order, when available)



Emerging Proposals

Projects Completed in 2018/19

Fully Defined Projects (In date order)
<p>HEPMA Go-Live – UHH General Inpatients by December 2019. (Infrastructure SLWG)</p> <p>Implementation of various aspects of the Carers (Scot) Act by December 2019. (BCC SLWG)</p> <p>HEPMA Go-Live – UHW General Inpatients by March 2020. (Infrastructure SLWG)</p> <p>Conduct a major upgrade to the IM&T infrastructure - Windows 10 roll-out project confirmed, with funding and plan in place for completion by February 2020. (Infrastructure SLWG)</p>

Partially Defined Projects (In date order, when available)

Emerging Proposals



Projects Completed in 2018/19

Fully Defined Projects (In date order)
<p>Hospital at Home (H@H) – on-going evolution of service / redefinition of management arrangements (2yr project) completion by March 2020. (BCC SLWG)</p> <p>HEPMA Go-Live – Complex Specialties and Outpatients by March 2020. (Infrastructure SLWG)</p> <p>Implementing New GMS Contract (Primary Care Improvement Programme) 2018 -2021 (BCC SLWG)</p>

Partially Defined Projects (In date order, when available)

Emerging Proposals



