



South Lanarkshire Integration Joint Board

Directions to South Lanarkshire Council and NHS Lanarkshire Board

Financial Period 2019/20

1) Purpose and Context

In accordance with the requirements of the Public Bodies (Joint Working) (Scotland) Act, 2014, Integration Joint Boards (IJBs) are required from 01 April, 2016 to issue Directions to Local Authorities and NHS Boards regarding the functions and services listed within the Act and Integration Schemes. This is set out in Sections 26 and 27 of the Act.

This document sets out the South Lanarkshire Integration Joint Board Directions to South Lanarkshire Council and NHS Lanarkshire Health Board.

2) Functions and Services to be Delivered by South Lanarkshire Council

South Lanarkshire Council are directed to continue to deliver the services specified in 2.1 below pursuant to the functions delegated to the IJB in line with the Integration Scheme and Integration Joint Board's Strategic Commissioning Plan.

This direction will remain in force until it is varied, revoked or superseded by a later direction in respect of the same function.

The Council, will be responsible for the operational delivery of the following functions:

- Social Work Services for Adults and Older People
- Services and support for adults with physical disabilities and learning disabilities
- Mental Health Services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers Support Services
- Community Care Assessment Teams
- Support Services
- Care Home Services
- Adult Placement Services
- Aspects of housing support, including aids and adaptations
- Day Services
- Local area co-ordination
- Respite provision
- Occupational Therapy Services
- Re-ablement Services, equipment and telecare

3) Functions and Services to be Delivered by NHS Lanarkshire Health Board

NHS Lanarkshire Health Board are directed to continue to deliver the services specified below pursuant to the functions delegated to the IJB in line with the Integration Scheme and Integration Joint Board's Strategic Plan.

This direction will remain in force until it is varied, revoked or superseded by a later direction in respect of the same function

NHS Lanarkshire Health Board will be responsible for the operational delivery of the following functions:

Hospital Services

- Accident and Emergency Services provided in a hospital
- Inpatient Services related to general medicine, geriatric medicine, rehabilitation medicine, respiratory medicine and palliative care service provided in a hospital
- Paediatrics
- Psychiatry of learning disability (Learning Disability Services)
- Inpatient Hospital Services provided by General Medical Practitioners
- services in relation to addiction or dependence on substances
- Mental Health Services with the exception of Forensic Mental Health Services

Community Health Services

- District Nursing Services
- Health Visiting
- Addiction Services
- Allied Health Professionals in an outpatient department, clinic, or out with a hospital
- Public Dental Services
- Primary Medical Services
- General Dental Services
- Ophthalmic Services
- Pharmaceutical Services
- Primary care out-of-hours
- Geriatric Medicine
- Palliative Care
- Community Learning Disability Services
- Mental Health Services (including Community Forensic Services)
- Continence Services
- Kidney Dialysis Services
- services provided by health professionals that aim to promote public health
- Community Paediatrics

Hosted Services

Services to be hosted by the South Lanarkshire Integration Joint Board	Services to be hosted by the North Lanarkshire Integration Joint Board
Community Dental Services Diabetes Health and Homelessness Primary Care Administration Palliative Care GP Out of Hours Traumatic Brain Injury Occupational Therapy Physiotherapy	Care Home Liaison Community Children's Services Paediatrics Dietetics Mental Health and Learning Disability Psychology Continence Services Podiatry Sexual Health Speech and Language Substance Misuse Prisoner Health Care

4) Delivering the Functions and Services

The Council and NHS Lanarkshire Health Board will carry out the functions and deliver services in a way which complies with and achieves the following:

- (a) The integration delivery principles
- (b) The Integration Scheme
- (c) The Strategic Plan
- (d) The National Health and Wellbeing Outcomes
- (e) All legal and regulatory requirements

5) Budget Allocation for the Delegated Functions

The financial resources which will be delegated by the IJB to each partner are as follows:

1. The NHSL recurring budget allocations for in-scope Health Care Services including Hosted Services. For 2019/2020, the total indicative budget allocation for directly managed services, including hosted services, is £390.950m. This is based on the 2018/2019 budget as at December 2018. This indicative budget allocation will be adjusted to reflect the changes in the non-recurring funding and the relevant share of the additional funding of £15.738m as noted at (3) below.
2. The SLC recurring budget allocations for in-scope services. For 2019/2020 the total budget allocation for in-scope Social Care Services is £127.479m. For clarification, this includes the relevant share of the additional funding of £15.738m as noted at (3) below.
3. Additional funding in 2019/2020 totals £15.738m and will be allocated to each partner as appropriate in line with the IJB Financial Plan for 2019/2020.
4. Additional funding received in-year from NHS Lanarkshire which is ring-fenced for areas covered by the IJB will be delegated to the partner responsible for service delivery. These in-year allocations will be agreed with each partner as appropriate.
5. NHS Lanarkshire Health Board and South Lanarkshire Council will implement as appropriate any agreed efficiency savings plans.
6. The acute services set-aside budget will be adjusted to reflect the 2016/2017 activity levels and the 2019/2020 price levels in line with the Scottish Government Guidance. The notional value of the set-aside budget has therefore been calculated to be £57.079m.

Notwithstanding the above allocations, it may be necessary for the Chief Financial Officer to vary the 2019/2020 allocations to reflect the detailed budget set in process undertaking by each partner. Any such accounting adjustment to assist with budget monitoring arrangements will be undertaken in consultation with the Director of Finance of NHS Lanarkshire and the Executive Director of Finance and Corporate Resources of South Lanarkshire Council.

Strategic Priority	Strategic Commissioning Intention	Is there an existing Direction (Y/N)	Direction Complete Yes / No / Ongoing	Detail
Early intervention, prevention and health improvement	Work with partners to deliver an increased range of activities to mitigate the negative health consequences of poverty and welfare reform	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building
	Work with key partners to implement the Strategic ambitions of Rights, Respect and Recovery – Scotland’s strategy to improve health by preventing and reducing alcohol and drug use, harm and related deaths	Y	Ongoing	Utilise additional investment from Programme for Government 2018/19 Scottish Government to reduce the impact of problem alcohol and drug use
	Contribute to the South Lanarkshire Child Poverty Action Plan and deliver the relevant actions to address child poverty	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building
	Support improvement programmes identified and in practice, as part of the Children and Young People Improvement Collaborative	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building

Strategic Priority	Strategic Commissioning Intention	Is there an existing Direction (Y/N)	Direction Complete Yes / No / Ongoing	Detail
	Working with VASLan and South Lanarkshire Leisure and Culture Trust, develop a local framework and pathway that offers a range of social and community based alternatives and supports from the third sector organisations that provide a flexible and innovative approach to health and care that reach the most in need of support. These supports will reduce reliance on health and social care and provide early intervention and prevention approaches that improve health and wellbeing and provide a cohesive social prescribing approach.	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building Through Integrated Care Fund Investment, increase capacity within the Third Sector and Leisure to promote alternatives to formal services
	Provide a range of programmes in conjunction with SLL&C and other partners that support people to keep physically and mentally active, live life well, maintain community connections and so reduce isolation and the subsequent health consequence	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building
	Deliver on the ambitions in the Green Health Partnership action plan and Our Natural Health Service ambitions given the noted benefits to mental health and wellbeing	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity building
	Align our key health improvement programmes and strategies to the National Public Health Priorities	Y	N/A	
	Deliver the actions in the Lanarkshire Healthy Weight Strategy and the Diabetes Prevention Framework to support people to be of a healthy weight and reduce the incidence of Diabetes	Y	Ongoing	Directs NHS Lanarkshire and South Lanarkshire Council to participate in the development of the Local Outcome Improvement Plans (LOIPS) with a particular focus on early years, tackling social isolation, health inequalities, early intervention/prevention and community capacity

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				building
Delivering Statutory / Core Duties	Enhance the Self-directed Support (SDS) journey for service users and carers as part of increasing the choice and options available to people in accessing supports	N	N/A	
	Target social care resources to the most vulnerable through the implementation of a prioritisation/eligibility framework	Y	Ongoing	Implement Prioritisation Framework in line with the four national categories of Low, Moderate, Substantial and Critical
	Continue to design / develop the Primary Care Transformation plan and ensure readiness to align to the new GMS contract effectively	Y	Ongoing	Directs NHS Lanarkshire to develop alternative and sustainable models within Primary Care to address existing challenges, for example General Practitioner capacity
		Y	Ongoing	Reduce prescribing activity for South Lanarkshire to achieve a level which is more comparable with the national averages through: <ul style="list-style-type: none"> 1) Increased social prescribing 2) Alternative medicines and drugs 3) Changes to practice and culture
		Y	Ongoing	Implement Primary Care Transformation programme in relation to general practice and community redesign, urgent care, the house of care model, pharmacy support in practice and GP sustainability
		Y	Ongoing	Implement the new requirements with regards to General Medical Services 2018 Contract. Specifically the development of a Primary Care Improvement Plan (PCIP) by June 2018 to outline how existing and new services which affirm the role of GPs as expert medical

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				generalists
		Y	Yes	Develop Memorandum of Understanding to support the production and implementation of the Primary Care Improvement Plan (PCIP)
	Deliver all services in line with statutory requirements as set out in the legislation cover Health and Social Care Services e.g. legislation pertaining to Public Protection; Mental Health, Learning Disability and Carers	Y	Ongoing	Global Direction issued in relation to the delivery of all delegated functions
		Y	Ongoing	Maintain existing commitments to ensure that all statutory and legal duties are delivered, for example adult support and protection, child health surveillance, immunisation, Self-directed Support (SDS), Community Empowerment and mental health requirements, safeguarding the interests of the most vulnerable within our society
	Deliver locality based home care services which support the delivery of personal care and maximise the opportunity for people to be maintained at home	Y	Ongoing	Directs that South Lanarkshire Council will deliver home care services in terms of the new contractual framework agreement; that mobile working and efficiencies in scheduling will be introduced
		Y	Ongoing	Implement the recommendations of the home care service review to maximise capacity to support people at home
	Support the personal outcomes and preferences of people in 'end of life' through the delivery of palliative care services which focus on being: Safe; Person centred; Accessible; Efficient; Affordable; Deliverable	Y	Y	Commission inpatient Palliative Care services (12 beds) within the South Lanarkshire geographical area
Mental Health and	Develop a single service approach for community based mental health services across the four localities of South	Y	Ongoing	Integration and co-location of mental health services for health and social care across the four localities within

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Wellbeing	Lanarkshire			South Lanarkshire
	Implement the Good Mental Health for All local action plan to support mental health and wellbeing in the population	N	N/A	
	Review the range of 'Link' workers already working across primary care and mental health service and agree model to maximise posts – and to link people to alternative supports in the community	N	N/A	
	Review the provision of mental health beds for adults and older people in South Lanarkshire.	N	N/A	
Seven Day Services	Implement a programme of work to maximise efficiency within the care at home sector	N	N/A	
	Develop the number and range of services provided over 7 days.	Y	Ongoing	Develop proposals for IJB approval which consolidate and co-locate out of hours services across health and social care
	Work with acute hospital colleagues to maximise 7 day working and support flow across all areas	N	N/A	
	Implement a model of day opportunities which support people's personal outcomes and preferences	Y	Ongoing	Develop and commission a day opportunities model for Adult and Older People which promotes enablement, independence, self-care and self-management
Carers	<p>Increase support to carers in maintaining their caring role through the implementation of the duties outlined in the Carers Act 2016 pertaining to:</p> <ul style="list-style-type: none"> • Information and advice • Adult carer support plans • Young carer statements 	Y	Ongoing	<p>Implement the requirement of the Carers (Scotland) Act 2016 pertaining to:</p> <ul style="list-style-type: none"> • A new adult carer support plan with personal outcomes focus • A new young carer support plan with a personal outcomes focus • A duty to support carers including by means of

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	<ul style="list-style-type: none"> Short breaks 			a local eligibility criteria <ul style="list-style-type: none"> A duty to prepare a local Carers Strategy A duty to provide an information and advice and publish a short breaks services statement A duty to involve carers in the discharge from hospital of the people they care for
	Strengthen the 3 rd Sector support model for carers through reviewing how existing services are commissioned in relation to carers support services, information and advice, consultation and engagement, training, practical support and consultation and engagement	N	N/A	
Suitable and Sustainable Housing	Increase housing supply and improve access to and choice of housing options that suit people's needs and which they are able to afford and sustain	N	N/A	Actions being picked up through Local Housing Strategy 2017-22 and Rapid Rehousing Transition Plan (RRTP)
	Ensure people with particular needs and their carers are better supported to live independently within the community in a suitable and sustainable home, reducing requirement for institutional care and risks of homelessness	N	N/A	Actions being picked up through Local Housing Strategy 2017-22 and Rapid Rehousing Transition Plan (RRTP)
Preventing and Reducing Homelessness	Improve and increase provision of housing support for households to live independently within communities	N	N/A	Actions being picked up through Local Housing Strategy 2017-22 and Rapid Rehousing Transition Plan (RRTP)
	Expand the scope and capacity of Housing First approach to be the first response for households with multiple complex needs.	N	N/A	Actions being picked up through Local Housing Strategy 2017-22 and Rapid Rehousing Transition Plan (RRTP)
	Increase awareness and reach of health and social care services to help early identification of need and subsequent prevention of homelessness			Actions being picked up through Local Housing Strategy 2017-22 and Rapid Rehousing Transition Plan (RRTP)

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Single Points of Contact	Reducing the impact of people being delayed in hospital through the implementation of <ul style="list-style-type: none"> • rapid response short-term care at home teams • integrated care and support teams • Remodelled assessment and care management systems • Technology Enabled Services 	N	N/A	
	Across the four locality planning areas maximise opportunities to streamline how we support people who require health and social care support. This will include: <ul style="list-style-type: none"> • closer alignment of community based health and social care staff, including further co-location • integrated support planning and review • Sharing information across I.T systems • workforce planning to identify areas of need and development 	Y	Ongoing	Directs both South Lanarkshire Council and NHS Lanarkshire to implement an integrated locality planning and management model for the Partnership which has broad consistency across each of the four localities
		Y	Ongoing	Develop whole system working approach to locality planning
		Y	Ongoing	Implement a locality operational model across the 4 geographical localities of South Lanarkshire
Intermediate Care	Implement the new care facilities model across the four localities to provide people with more choice and options to	Y	Y	Directs both South Lanarkshire Council and NHS Lanarkshire to complete a feasibility study which review care pathways and maximises use of existing community

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	be maintained at home and in the community			based resources – including all beds, regardless of setting
		Y	Ongoing	Reduce reliance on Nursing and Residential Care through the development of proposals to remodel a proportion of residential care beds to focus on transitional support and the ‘home for life’ principle
	Enhance community based rehabilitation and re-ablement interventions as part of shifting delivery of services away from the hospital	Y	Yes	Strengthen community based services resulting from the re-allocation of resources from acute to community as a result of the agreed IJB Direction to close the Douglas Ward in Udston Hospital (30 beds)
		Y	Ongoing	Support people to maximise their independence through the delivery of reablement (SYI)
		Y	Ongoing	Redesignate off-site acute hospital beds within Udston and Stonehouse hospitals to support step down intermediate care patients undergoing a guardianship (AWI) process
		Y	Ongoing	Integrate the Hospital at Home Service with other community based intermediate care services such as Integrated Community Support Teams (ICST)
		Y	Y	Redesignation of Lockhart inpatient beds to a community based facility
Unscheduled Care	Agree target for average length of stay across South Lanarkshire HSCP with regards to Older Peoples unscheduled care to reduce overall demand on the use of hospital beds	Y	Ongoing	Establish and implement an agreed average length of stay for emergency admissions related to Care of Elderly
	Agree and introduce Unscheduled Care Plan to include:	Y	Y	Directs NHS Lanarkshire Acute Services to work jointly with the Health and Social Care Partnership to develop

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	<ul style="list-style-type: none"> Frailty Front Door Senior Decision Making Frequent Attendees 			proposals which more effectively supports a reduced number of A&E attendances, associated admissions and generally shifts the balance of care and reduces unplanned care requirements in a hospital setting
	Implement re-ablement approach to care across acute hospital ward settings.	N	N/A	
Models of self-care and self-management	Further extend the use of Technology Enabled Care to support people to be active participants in managing their own health and wellbeing	N	N/A	
	Through improved awareness and visibility of the 'Locator' tool link local health and social care professionals to a wider network of alternative interventions and support options. Note: this would equally link to intermediate care (step down), single point of contact, mental health and wellbeing and transitions	N	N/A	
	Support the introduction of new unscheduled care pathways which maximise the use of Technology Enabled Care			
Transitional Arrangements	Review current transitional arrangements from Children's Service to Adult Services with a view to achieving better outcomes for vulnerable young people	N	N/A	
	Work with carers as key partners in the review of 'Transitional arrangements'	N	N/A	
Enablers	Ensure that integration arrangements have the necessary	Y	Y	Develop and implement a performance management

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	support services capacity to underpin the delivery of better integrated strategic and operational delivery of health and social care services			approach for the Partnership
		Y	Ongoing	Further integration of I.T and information sharing to allow access to partner I.T systems