

Our Health Together



Living Our Best Lives in Lanarkshire

2024–2031



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01: Welcome

A message from Martin Hill, Chair & Professor Jann Gardner, Chief Executive



This new healthcare strategy lays out our plan for the future as we work alongside our communities to address current and future challenges. We know we need to do things differently.

Our journey is only beginning. With your support we will continue to develop plans to transform care as we work to address the challenges that exist. We would like to thank all those who contributed to our strategy. There will be further opportunities for you to help shape the future of NHS Lanarkshire.

We listened to your feedback and know we need to take action.

We will

- improve access to our services
- improve health outcomes
- focus on health improvement
- reduce the health inequalities that exist across Lanarkshire
- focus on wellbeing for our staff and communities
- continue to build on previous successes, delivering improvements that are important to you.

We must do this while being sustainable and financially viable.

Our whole system is working together to improve access and return to our pre-pandemic position. We have experienced unprecedented rises in the cost of goods, services and utilities. This may mean that we have to make some decisions that change the way we deliver services. We will do this through collaboration and innovation.

Our Vision

To enable healthier, longer lives.

We will deliver compassionate, innovative, sustainable and high-quality health and care services that empower people and reduce inequalities

02: Introduction

This is a simplified version of the full strategy which can be found [here](#).

Our new healthcare strategy, is called ‘*Our Health Together – Living Our Best Lives in Lanarkshire*’.

We will work with our staff, communities and partners to deliver services that provide person centred high quality care. We have started this process by involving our communities and staff in an engagement process during 2023.

A lot has changed since we published our previous strategy, ‘Achieving Excellence,’ in 2017. The pandemic and cost of living crisis’ impact has been greatest on our most vulnerable groups.

We have identified 4 priority areas to focus on:-

- Urgent and Emergency Care,
- Planned Care (including outpatients and surgery),
- Mental Health and
- Primary Care (which includes general practice).

Adopting new approaches for health care provision across our whole system will deliver a better experience for our

patients and service users.

Delivering the best quality of care is at the heart of all we do as an organisation and our [Quality Strategy 2023-2029](#) sets out the key principles of person centred, safe and effective care.

Our Aims & Objectives

We know we need to do things differently. We want to build on existing partnerships and work to improve your health and wellbeing.

We have developed four corporate objectives that underpin everything we do in Lanarkshire.

1. **Better Health** – we will work together to improve the health and wellbeing of our local communities.
2. **Better Care** – we will re-design and reform our services.
3. **Better Value** – we will improve efficiency and ensure we make best use of our limited resources
4. **Better Workplace** – we will identify opportunities to improve the day to day experience of our staff.

Right care, Right place, Right time, First time

ANCHOR INSTITUTION



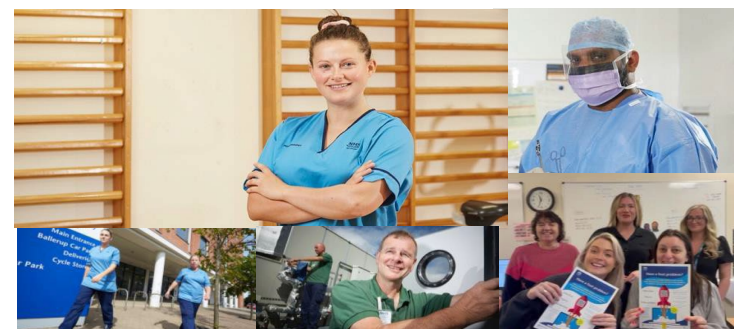
Our role as an **‘Anchor Organisation’** means we can affect the wellbeing of the community beyond just healthcare. The term “anchor institution” means that we deliver crucial services, employ large numbers of local people and use our resources for the benefit of our communities.



03: Why We Need to Change

Our services face major challenges and we must deliver a modern service that meets the needs of our communities.

Our current position is very different to where we were before the pandemic despite the recovery we have made so far.



1. Our Population is Changing

From 2021 to 2031...

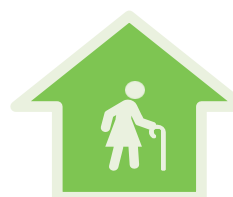
Lanarkshire's population will **increase** by:



approximately
3,000

That's over 0.5% over the next 10 years

People ages 75+ are expected to **increase**



approximately
14,000

That's 25.7% by 2031

Children under 15 will **decrease** by:



approximately
10,000

That's approx. 9.1% fewer 0–14s by 2031.

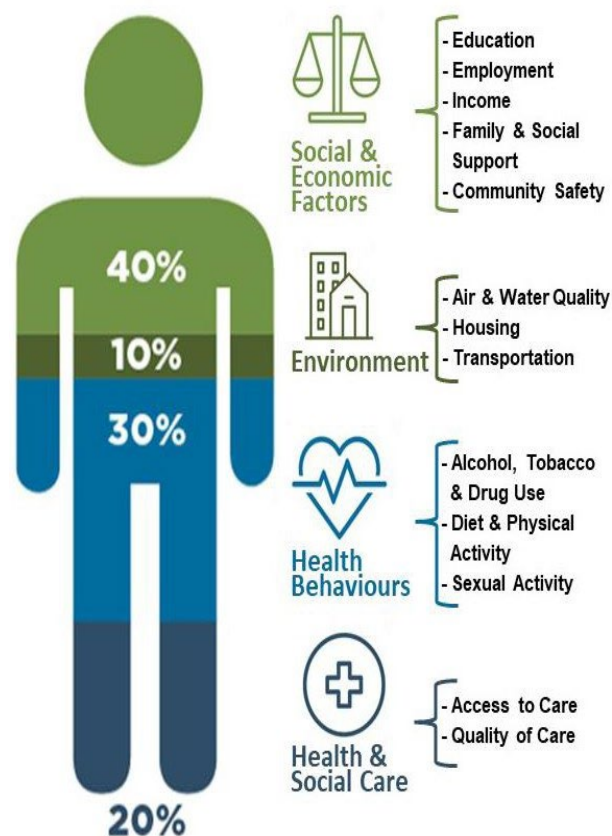
Population projections are modelled from census data and subject to change

- An increase in caesarean sections and average age at which mothers give birth can bring more complexities
- More elderly people and less people of working age across our communities. An aging population means we will have more people who:
 - need support with their health issues
 - have more than one long term health condition
 - have complex medical needs which will increase demands on our services.



2. More People Experiencing Poorer Health

Drivers of health and wellbeing



Source: Scottish Government (2023), Realistic Medicine: Doing the Right Thing: Chief Medical Officer for Scotland, Annual Report 2022-2023, June 2023

We have a growing gap between the most and least deprived:

- A **large part of** our population is **negatively** impacted by the cost of living crisis
- We have the **second lowest life expectancy** in Scotland
- We have **more areas of deprivation** than other areas of Scotland
- We **were affected more** by the pandemic than other areas of Scotland
- We have a higher rate of **babies born early** than other areas of Scotland
- **More of our children** are delayed reaching important milestones following the pandemic

People living in the poorest areas have **over 3 times the levels of multiple long term conditions** than others. Ill Health will most affect those aged 65 to 85 years which will increase by 21% over the next 20 years.

Our Commitment:

We will continue to build on our existing strong partnerships and support each other to make the changes and improvements that can deliver a reduction in health inequity that we know exists across Lanarkshire.

3. Make the Best Use of Our Resources



Our services must be efficient, deliver value for money and be sustainable for future generations. We will work together with our staff and communities to ensure that we make best use of our limited resources. To address these challenges, we **MUST** improve efficiency and effectiveness. We will:-

- Align our priorities to meet the needs of our population-
 - Prioritise delivery of core services
 - Focusing resources where they make a difference to health and the quality of life
- Develop the use of resources to achieve best value
- Ensure that we deliver services that are resilient, sustainable and affordable
- Transform and modernise care



Workforce

Many of our staff live in the local area, and many are long term employees. Like other Boards, we are facing high levels of turnover and have challenges filling some roles. In some areas, we have to rely on agency staff. Our staff have told us that they continue to experience stress and burnout. Wellbeing remains a key priority.



Property

Our buildings are central to the provision of safe modern healthcare. We have a combination of newer and older buildings, all of which require to be maintained. Our communities can continue to access our green spaces as part of our drive to improve wellbeing.



Our **new University Hospital Monklands** gives us an incredible opportunity to modernise. We will also continue to work with our Local Authority partners, exploring opportunities that local communities can enjoy.

4. We know our facilities, and services impact climate change. Our Net Zero ambitions are in our [Sustainability & Climate Change Strategy](#). **Medical Advances and Innovation**

Advances in medicine and technology have changed the way we deliver care to our patients and service users. This has led to a better quality of life for many people who live across Lanarkshire. Medicine, technology and research advances deliver many opportunities:

- Using technology to support care – for example, remote monitoring and patient consultations
- Development of new medicines and therapies
- Better sharing of information in robotic assisted technology
- Developments in understanding of genetics - causes of disease, and therapies so you get the treatments and advice that works best for you.
- Our recently published [Digital Plan](#) sets out how we will utilise technology to support your care.



04: What Matters to you -

We have **engaged and involved** our stakeholders at an early stage, involving patients, unpaid carers, our staff and local communities. A number of methods were used to gather views which included: online events; surveys; in person meetings and presentations. Over the course of our engagement programme we **reached almost 2000 people**. We have used this information to:

- Identify common themes
- Understand what is working well and what needs to improve
- Identify gaps in our services
- Shape our priorities

What you told us

We learned that:

There is broad support for self-management of health conditions.

This includes education courses, community support networks, mental health resources (including for younger people) and remote or digital options.

There is general comfort with digital approaches.

Willingness to engage with digital technology was high among our staff and the public.

There were a range of views captured and the feedback can be summarised into 4 key themes:

Address Service Access Challenges – We need to improve GP access, reduce long waits and remove barriers. This includes more patient appointment scheduling and digital outreach.

Improve Patient Experience – We need to provide a flexible appointment systems and use virtual and online appointments . Stakeholders also asked that we reduce the need for multiple appointments with different specialties.



Enhance Mental Health & Wellbeing in

Communities – Poor mental health and wellbeing was highlighted as a concern by both the public and staff. Working with our voluntary sector and partners will be key to improving the mental health and the physical health of the people of Lanarkshire

Improve Staff Wellbeing and Morale – Wellbeing remains a key priority to address staff stress and burnout. Achieving a good work life balance and building in time for reflection and learning is desirable.

What matters to you? – The impact of inequalities



We reached out to communities who do not traditionally engage with us. We heard that some of our population experience challenges with our services. These challenges could be

- financial,
- physical, cultural or a
- result of life circumstances

Choice –

You have told us that inequalities mean choice is often removed or reduced.

Respect –

You have told us you want us to be more **empowering and supportive**

Dignity –

Our systems present difficulties for some of our patients. This is a particular issue for those with a physical or mental disability. Digital solutions could help to **increase independence**.



Despite the barriers that were described, we were encouraged to hear from the same groups that **small changes can make a difference**.

Based on the feedback our stakeholders have told us we should:

- Create an **ongoing feedback loop** by listening, learning and leading change. When we can't make the changes requested, we should be clear and honest, sharing relevant information.
- **Communicate** the benefits and outcomes to the **widest possible audience**.
- Use **simple language** that everyone can understand.
- **Text messaging** with a wider range of stakeholders.



05: Transformation in Practice

Refreshing our Focus

We will be informed by your feedback and will work alongside our communities to plan **together** how to best address the challenges. We will embed resilience to ensure the future service can withstand challenge and disruption.

A lot has changed since we published our previous healthcare strategy 'Achieving Excellence'. The pandemic, closely followed by the cost of living crisis, has increased costs beyond what we can afford within our allocated budget. This means we need to look at our spending and reduce costs to manage within our budget.

We will need to prioritise core services that make the biggest difference to the health of our communities.

Better Health

- Tackle access issues
- Maximise health improvement activities
- Target services to those most in need to help reduce health inequity
- Maximise the uptake of screening and vaccination programmes
- Reduce the climate impact of our services
- Empower people to manage their own health conditions



Better Care

- Ensure care is delivered in the right place
- Reduce the waiting list backlog
- Streamline care by having a more person centred approach
- Maximise opportunities to deliver care as close to home as possible
- Reduce/remove care that has minimal clinical value
- Remove unnecessary hospital stays
- Reduce the length of time people have to stay in our hospitals



Better Value

- Increase efficiency
- Make best use of our estate
- Improve the energy efficiency
- Reduce reliance on agency and locum staff
- Streamline corporate processes/functions
- Reduce levels of sickness absence



Better Workplace

- Support our staff to improve their day to day work
- Improve health and wellbeing
- Deliver flexible working practices
- Increase learning and development
- Provide support to improve attendance at work



Our Corporate Objectives

Developing our Reform Programme

Our 4 **Transformation and Reform** groups will oversee the development of proposals for change in the following areas:

- Primary Care (including General Practice)
- Mental Health (young people and adult)
- Urgent and Emergency Care (“Operation FLOW”)
- Planned Care (scheduled clinics and treatment)

Delivering change

In taking this forward our groups will be asked to:

- consider the **feedback**
- address the issues highlighted
- work with stakeholders to plan reform
- develop a workforce model that is sustainable and affordable
- plan for the future

We need to consider ways to do things differently and prioritise where we focus our resources. This includes:

- Supporting patients to maintain good health and manage their own health conditions
- Creating online resources and education materials for patient use
- Modernising approaches to patient access and appointments
- Being seen by the appropriate health care professional



Examples of the professionals who deliver Primary Care



We need to ensure that our patients access the most appropriate professional for their needs. This means that the expertise of staff within general practices is focused on those patients whose needs they can best meet.

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We will work with partners (including Colleges and Universities) to help us to understand the current and future demand and need for primary care services. This work and a further engagement programme will enable us to design a future Primary Care service based on population need. As part of this reform programme we will:

- Promote the sustainability of all GPs.
- Ensure stability and development of other services such as community dentistry, optometry and pharmacy.
- Strengthen the working relationships between primary care and acute hospital based care.

We recognise that the public must have confidence that they can access appropriate primary care services when needed. This will be crucial to success.



Mental Health & Wellbeing



It is vital that we do all we can to support and improve the mental health and wellbeing of our population. Providing support and creating ways that improve mental health and wellbeing was identified as a key feature from our stakeholders.

We know people's needs for mental health support and care vary. Social factors have a direct impact on mental health and wellbeing. It is essential that we continue to work with our partners to address the social factors that effect and worsen mental health. We must also address the stigma and discrimination that exists. By working in partnership, together we can raise awareness of how poverty, deprivation, addiction, homelessness and social isolation impact.

Lanarkshire developed Scotland's first [Mental Health and Wellbeing Strategy \(2019-2024\)](#). We will continue to work with our partners, recognising that *"mental health is everyone's business"*. We opened our new Children's Centre at Udston Hospital in September 2022. This new facility provides a valuable resource supporting delivery of our CAMHS and Neuro Developmental Services.

Supporting **'Good Mental Health for All'** can only be delivered with positive collaboration across sectors. This is important given the increased demand for support along with the need to operate within budget.



Good Mental Health for All –Delivery Plan priorities:

- Addressing Mental Health inequalities
- Early intervention and preventing mental health conditions
- Improving/increasing access to Mental Health Supports and Services
- Children and Young People's Mental Health and Wellbeing Services
- Specialist Mental Health Services

Good Mental Health For All

Tackling Stigma

Mentally healthy infants, children & young people

Mentally healthy later life

Mentally healthy environments & communities

Mentally healthy employment

Reducing prevalence of suicide, self harm, distress & common MH problems

Improved Access

Digital innovations

Prioritising patients with long waits between teams

Class based activities

Peripatetic team to support areas and reduce geographical inequity

Waiting list clinics

University partnerships

Children & Young People

Improving transition to adult mental health services

Embedding Choices and Partnership Approach model

Neuro Developmental Service open access workshops for families while they wait

Extend roll out of Neuro Development Service projects in schools.

Specialist Mental Health Services

Review of the Custody Suite Model of Service delivery

Develop and Deliver a dedicated Adult Neurodevelopmental Pathway

Review Ligature Reduction across the inpatient estate

Service Model Review of Therapeutic Emotional Support Services (TESS)

A number of initiatives are already underway:-

Some of our next steps

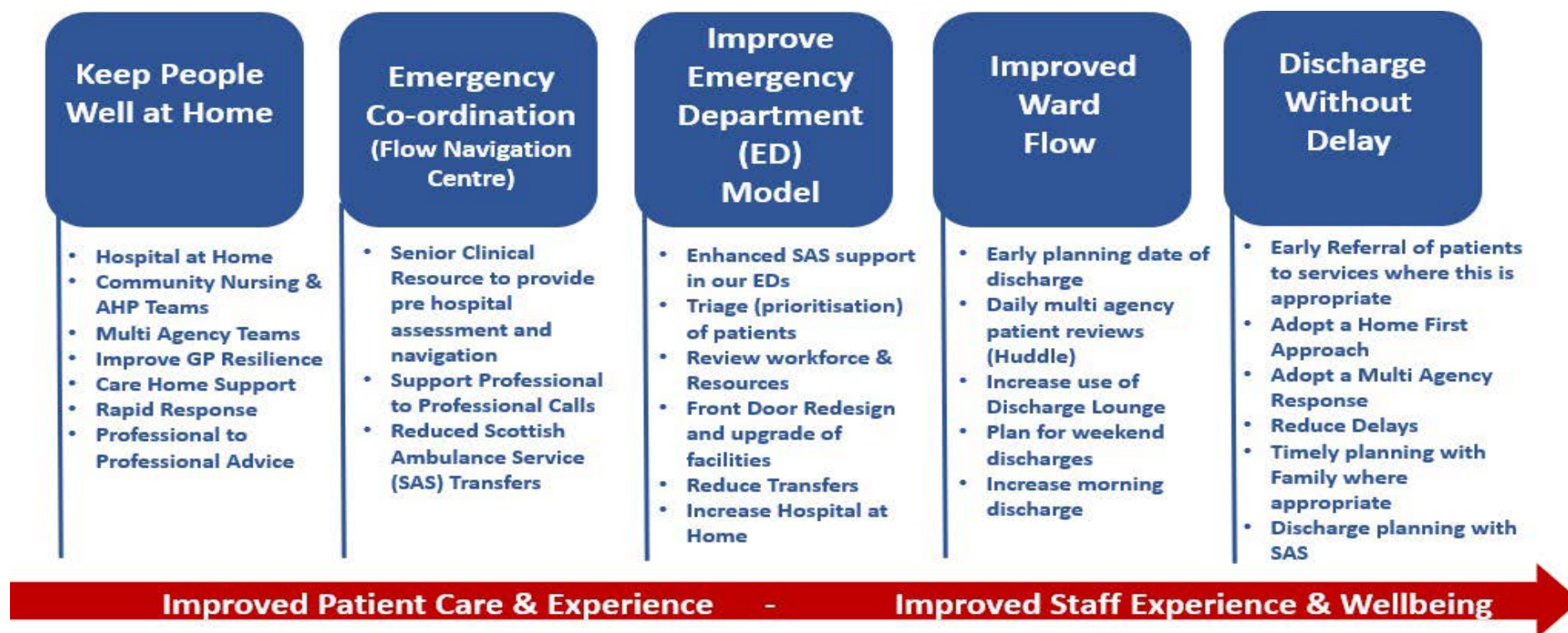
- Deliver a range of supports that prevent illness, improve health and wellbeing and reduce health inequality
- Development of Neuro Developmental Service (NDS)
- Stakeholder engagement to inform a new model for Primary Care
- Deliver Falls Prevention Pop Up engagement

Some of our next steps

- Work with primary care providers to improve access to GP services
- Deliver on Operation FLOW to reduce hospital occupancy
- Improve access to Emergency Departments
- Promote closer to home consultations using Near Me
- Development of Neuro Developmental Service (NDS)
- Continue to roll remote monitoring of patients with long

Urgent and Emergency Care

Urgent and emergency care is delivered across our whole system 24 hours a day 7 days per week. **Urgent care** needs can be met in communities by our **pharmacists, dentists, opticians** and through **general practice**. **Emergency care** for our sickest patients is delivered in our 3 **emergency departments**. We launched our whole system redesign of unscheduled care, '**Operation FLOW**', at the start of 2023. The aim of Operation FLOW is to ensure that our patients receive the care they need in the right setting, reducing pressure on our emergency department



Key to **enhancing patient experience** is improving their journey through our hospitals.

The initial focus is on frailty and rehabilitation. Rehabilitation services support quicker recovery. They also reduce the time people need to spend in hospital. Reducing delays and ensuring patients return home timeously, reduces risks which may include falling, catching infections and reduced mental and physical wellbeing. This is a particular risk to our elderly population.

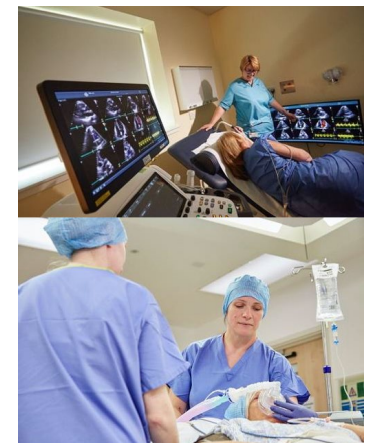
Reducing occupancy levels provides a number of additional benefits which would include:

- enhanced quality of care for patients
- reduced pressure on staff
- maximise care delivered in the community closer to patients' homes.
- opportunity to review the configuration of our beds
- allows us to use our resources more efficiently

Planned Care

Planned care is the provision of services with planned appointments, such as outpatient appointments or surgical procedures.

We know that the demand for more specialist care and surgery will grow in the future due to the changing age profile of our communities and an increasing elderly population.



Our focus is to:

- Reduce waiting times for our patients back to pre Covid levels
- Maximise the use of the National Treatment Centres such as the Golden Jubilee National Hospital to support a reduction in waiting times
- Reduce longest waits for patients waiting over one year
- Improve cancer outcomes through better prevention and diagnostics

To deliver against these aims we need to review all aspects of our planned care pathways:

Outpatient Redesign

Clinical triage (prioritisation) and advanced vetting to assign more appropriate pathway

Review of return appointments maximise use Patient Initiated Returns where appropriate

Standardise pre operative assessment to reduce unnecessary face to face appointments

In patient and Day Case

Protect Planned Care
(hospital within a hospital)

Optimise Theatre booking and scheduling

Consider options for high volume hub

Right procedure Right Place

Workforce

Maximise non doctor roles to free up consultant capacity (Surgical Care Practitioners, Surgical First Assistants)

Develop the theatre workforce

Through our engagement we learned that our patients are concerned about long waits. We also learned that they are willing to travel if it means quicker access to treatment. Current areas of reform include:

Surgery

- Increase activity through our Day Surgery Units
- Embed the 23 Hour Care model (extended time for recovery)
- Maximise use of robotics in surgery
- Optimise theatre use and implement digital solutions

Outpatients

- One-stop Gynaecology out-patient clinics (see and treat)
- Redesign of Neurology services, increasing outpatient capacity and nurse led-activity
- Embed an approach where patients can make follow-up appointments for the same condition when required. (Patient Initiated Review)

Cancer

Our active cancer reform programme is focused on a number of areas:

- Detecting Cancer Early Programme
- Rapid Cancer Diagnostic Service
- Development of a Urology Hub
- Improved validation & multi-disciplinary team input
- Active Patient Tracking
- Introduction of Cancer Care Navigators to Breast, Upper GI & Lung.
- Embedding Prehabilitation sessions to focus on physical, psychological and nutritional health behaviour change
- Introduce Advanced Nurse Practitioner-led virtual clinics for low risks cancer patients



06: Next Steps

Our commitment

We will continue to involve patients, carers & staff, as we work together to develop reform plans that deliver the best possible outcomes within our available resources.



We will work together with planning partners to identify opportunities that support improvement in the health and wellbeing of our population.

07: Measuring Success

How will we do this?

There are several ways we look at how our whole system is performing.



Performance Targets - There are a series of performance targets set by the Scottish Government and our Board. These are intended to give guarantees as to what people should expect when they access services.



Performance & Benchmarking –

We will:-

- Benchmark against high performing health systems
- Determine achievement of targets
- Measure improved access



Population & community

outcomes - We want to improve:

- Patient experience
- Staff experience
- Health outcomes
- Healthy life expectancy
- Community Mental Health & Wellbeing

08: Summary & Conclusion

'Our Health Together – Living Our Best Lives in Lanarkshire' has set out our ambitions to deliver the positive change needed. This will ensure we have a modern fit for purpose services that meet the needs of our communities now and in the future.

We have listened to our staff, communities and partners and explored **together** how we can support improvements to health and wellbeing.

We are proud of our role as an '**Anchor Organisation**' and will continue to use this to influence the wellbeing of local communities beyond the delivery of healthcare. By ensuring that we look after their health and wellbeing we can be recognised as an exemplar employer and continue to attract new people to our health and social care family.

As we implement our healthcare strategy, we will ensure that any changes to our services deliver against our ambitions. We know that we are operating in a challenging environment, but it remains our aim to achieve better outcomes and improvements for everyone in our communities.

We would like to extend our thanks to everyone who contributed to the development of *Our Health Together*. We are very grateful to everyone involved.

This would not have been possible without the support of our partners in Voluntary Action North Lanarkshire (VANL) and Voluntary Action South Lanarkshire (VASLAN) and our Health

Improvement Team who helped us to reach stakeholders who don't normally engage in this type of process.

Thank you



09: Supporting Documents



NHS LANARKSHIRE STRATEGIC PLANS/REPORTS

[Digital Plan 2023 - 28](#)

[Quality Strategy 2023-2029](#)

[Research & Development Strategy 2023-2026](#)

[Sustainability & Climate Change Strategy](#)

[Director of Public Health Annual Report 2022–2023](#)

STRATEGIC COMMISSIONING PLANS

University Health & Social Care North Lanarkshire (UHSCNL) - [Strategic Commissioning Plan 2023-2026](#)

South Lanarkshire University Health & Social Care Partnership (SL UHSCP) - [Strategic Commissioning Plan 2022-2025](#)

CHILDREN'S PLANS

NHS Lanarkshire - [Children and Young People's Health Plan, Lanarkshire 2021-2023](#)

North Lanarkshire Council - [Children's Services Plan 2021-2023](#)

South Lanarkshire Council - [Children's Services Plan 2021-2023](#)

North Lanarkshire Council – [Child Poverty Action Report 2022-2023](#)

South Lanarkshire Council – [Child Poverty Action Report 2022-2023](#)

[The United Nations Convention on the Rights of the Child \(Incorporation\) \(Scotland\) Act 2024](#)

LOCAL AUTHORITY PLANS

North Lanarkshire - [The Plan for North Lanarkshire - Live Learn Work Invest Visit](#)

North Lanarkshire Council – [Towards A Fairer North Lanarkshire, Tackling Poverty Strategy 2023 – 2026](#)

South Lanarkshire - [South Lanarkshire Community Plan 2022 - 2032](#)

NATIONAL PLANS

[National Mental Health and Wellbeing Strategy June 2023](#)

[National Mental Health and Wellbeing Strategy: Delivery Plan Nov 2023](#)

[New Dementia strategy for Scotland: Everyone's Story](#)

[New Dementia strategy for Scotland: Delivery Plan 2024](#)

[Women's Health Plan](#)