


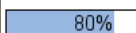



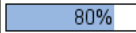
SAHSCP IJB Strategic Plan 2021-2031

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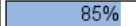



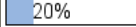




IJB SP 1.1	Gather learning from COVID-19 and adapt our services to suit future need.	Mark Inglis; Billy McClean	31-Mar-2022			04-May-2022 There have been staff surveys and learning collated over the period of COVID lock downs and this has informed present working practices, and will also inform future working models as the HSCP contribute to the Future Operating Models group.
IJB SP 1.2	Publish a revised community engagement strategy, outlining our approach to continuously listening to our communities and the people we support.	Phil White	31-Dec-2021			06-May-2022 The development of the strategy has been delayed because of wider system pressures. There is now an appetite to develop a broader Community Planning Partnership rooted Engagement Strategy and this might need to be considered in terms of the Partnership strategy.
IJB SP 1.3	Improve our approach to commissioning by building trust and collaborating with our providers to ensure we get enhanced quality of care and best value from our contracts.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Further resources have been recruited to for the team and will be in place by end June. A new Quality Assurance framework has been implemented and reports are taken to CSOG for approval and consideration. Regular online forums are held. Contracts are being updated and a new Flexible Contract for Care at Home has been implemented effective from 1st April 2022 for a period of 4 years. Further ongoing contract development for LD and MH frameworks have been scheduled for September 2022 and April 2023 respectively.
IJB SP 1.4	Build on and formalise existing good relationships with the third and independent sector by publishing a joint agreement with the sector and commissioning cross-cutting projects.	Sheila Tyeson	31-Dec-2021			09-Jun-2022 Meetings with 3rd and independent sector representatives to refresh and update agreements n place are planned for summer 2022. Relationships are positive and effective.
IJB SP 1.5	Focus on our people by developing and delivering on our HSCP Workforce Plan and publishing our People Plan.	James Andrew	31-Dec-2022			01-Apr-2022 Pre-development work started with a WFP survey for all managers. Specific SG guidance will be issued early April which will specify what needs to be included. Current submission date to SG is 31st July.
IJB SP 1.6	Publish a refreshed governance framework for the HSCP in keeping with our aims to drive excellence and transparency through good governance.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Action delayed due to changes in post holder. Revised target date December 2022.


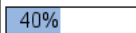



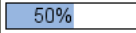



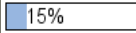
IJB SP 1.7	Embrace digital technology at a service level, supported by the delivery of Health and Social Care Partnership Digital Strategy.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 This work is ongoing through the Digital Strategy. Digital Strategy being tracked separately.
IJB SP 1.8	Gain a better understanding of our social, economic and environmental impact as an organisation through our performance framework and working with partners.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Response to Covid and Winter pressures has strengthened partnership working and interrogation of current data collection. Further development work required.
IJB SP 1.9	Enhance our partnerships by ensuring and encouraging strategic alignment with South Ayrshire Council, NHS Ayrshire and Arran and our Community Planning Partners.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Good progress continues to be made through SPAG, Wellbeing Pledge Board, proactive alignment with Caring for Ayrshire initiative, close involvement with CPP.
IJB SP 1.10	Contribute to community capacity building in collaboration with the community and Community Planning Partners.	Phil White	31-Dec-2022			06-May-2022 There is a significant range of new community based opportunities to support health and wellbeing. £340k has been invested in a third sector led Mental Health programme (with 3340k to be allocated this financial year) There will be devolved Wellbeing budgets to be deployed at locality level to support local wellbeing activity.
IJB SP 1.11	Pursue opportunities for co-production and look at creative solutions for unpaid carers.	Phil White	31-Dec-2022			06-May-2022 Work continues regarding implementation of Adult and Young Carer Strategies which is reported to Performance and Audit Committee six-monthly.
IJB SP 1.12	Improve mental wellbeing by understanding the broad HSCP services' impact on mental wellbeing and loneliness.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 This action is ongoing. Wellbeing sub-group of CPP formed and operational. Wellbeing Pledge Board developing survey questions to understand baseline which closes in June 2022. Suicide Prevention work to commence. Scoping further activity.
IJB SP 1.13	Enable individuals to decide how best they can be supported, taking account of their interests, wishes and commitment to health and wellbeing.	Gary Hoey	31-Dec-2022			04-May-2021 new policy and procedure implemented. A review will take place to reflect on this experience and make any further changes.
IJB SP 1.14	Whilst mainstreaming our approach to equalities, we will use our governance structures to ensure the impacts of policies and processes are positive for people of all protected characteristics.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Staffing changes for both Chief Social Work Officer and Senior Manager - Planning and Performance impacted on further progress.
IJB SP 1.15	Develop a performance framework which makes better use of qualitative information, how people experience our services and, ultimately, the impact we make as a HSCP on people's lives.	Sheila Tyeson	31-Dec-2022			09-Jun-2022 Revised target date of December 2022 due to staffing changes.


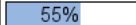





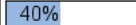
IJB SP 1.16	Deliver key system changes that are vital to the efficient functioning of our services i.e. Care First and CM2000 and a review of our administration service.	Sheila Tyeson	31-Dec-2021			09-Jun-2022 Admin review impacted due to staffing changes. Target date December 2022.
IJB SP 1.17	Develop and mainstream a quality improvement agenda across the HSCP.	Nicola Hunter	30-Jun-2022			<p>10-May-2022 A Quality Improvement Short Life Working Group was established in 2021 to consider how best to meet the objective to develop and mainstream a quality improvement agenda across the Partnership.</p> <p>A scoping exercise was carried out in April 2021 to identify what quality improvement capacity and capability existed within the partnership and establish a baseline. The output, combined with research undertaken by the Group, has culminated in the development of a draft strategy. A Strategy for Quality Improvement was presented to the DMT on the 29th April 2022 and following their input, will now be finalized prior to submission for final approval through our governance processes.</p> <p>The Strategy, alongside guidance on self-evaluation and planning will constitute our improvement strategy and will provide a framework to ensure that improvement activity is aligned to the Partnership's strategic objectives and planning processes, and is coordinated and effective. It describes our desire to embed a culture of continuous improvement within the Partnership - to support delivery of our strategic objectives and our commitment to deliver high quality health and care services.</p> <p>A delivery group, chaired by Billy McClean, is now in the process of being created to finalise work on the strategy and to take forward its implementation.</p>
IJB SP 2.1	Invest in and redesign our new Reablement Service to support delayed discharges and optimise service user's independence.	Eddie Gilmartin	31-Dec-2021			<p>05-May-2022 Recruitment has stalled over the last year. The goal remains to create a sector leading integrated Reablement Service which provides appropriate person-centred support by promoting service user recovery, independence and wellbeing through the principles of self-care and the use of timely and outcome focused intensive interventions.</p> <p>Concerns relating to progress are mainly around Covid 19 pandemic and the demands on the service and Professional Lead.</p>

						<p>The Reablement Service is registered with the Care Inspectorate and includes the following:</p> <p>Reablement – (currently includes Palliative/End of Life care provision)</p> <p>Emergency Response Team (ERT)</p> <p>Telecare & Telehealth</p> <p>Mobile Attendant Service</p> <p>Hospital Homecare Assessment & Discharge</p> <p>What is working well</p> <p>85% of those requiring a POC from hospital come through reablement</p> <p>Mainstream CAH hours has reduced from 12,000 to around 10,000</p> <p>People being reabled is currently 40%</p> <p>Areas for improvement</p> <p>Recruitment remains a challenge at this time - Progress across all areas is hampered by the current operational commitments and staffing crisis across the sector</p> <p>Team are currently providing Palliative care. This will revert to mainstream CAH as recruitment allows</p> <p>Next Steps</p> <p>95% of those requiring care from community come through reablement</p> <p>Reduce delays to 0 by March 2023</p> <p>Increase the provision of deliverable care hours by Reablement through recruitment</p> <p>Current projects and bodies of work the service is involved in:</p>
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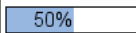



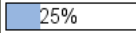

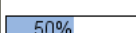

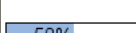

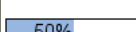

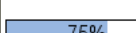

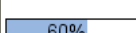
						<p>Reablement re-design</p> <p>Out of Hours Service design – Reablement/MAs/CAH/ERT</p> <p>Analogue to Digital transition – Includes Telecare and Telehealth provision and development</p> <p>Home First</p> <p>Hospital At Home Service</p> <p>Discharge Without Delay programme</p> <p>ERT – Upgrade to PNC 8.3</p> <p>Interim Care Home placements discharges</p> <p>Enhanced Intermediate Care Team care support</p>
IJB SP 2.2	Recommission care at home purchased services, including the implementation of CM2000	Helen Brown	31-Dec-2022			01-Apr-2022 framework live from April 1st as per the plan. the remobilisation will take place over 6 months including the roll out of CM2000 which is also on target
IJB SP 2.3	Implement CM2000 to in-house care at home to optimise the scheduling and monitoring of care delivered.	Helen Brown	30-Jun-2021			05-May-2021 This action is now complete.
IJB SP 2.4	Improving our approach to data analysis for delayed discharge and unscheduled care.	Nicola Hunter	31-Dec-2021			<p>11-May-2022 There has been a continued focus on delayed transfers of care. The senior team within South Ayrshire meet weekly to focus on those patients delayed for over 10 days as the operational teams work to identify actions to ascertain capacity across the system. The system remains challenged due to a number of factors and the HSCP remains in a position where demand continues to outstrip capacity.</p> <p>As a result of the work undertaken to date to review data source and reporting relating to Delayed Discharges, additional resource has been created within the Planning and Performance Team to support increased delayed discharge recording and reporting.</p> <p>Issues have been raised in relation to data sources used; and there are challenges in relation to recording and whether patients are medically fit for discharge. These are not straightforward fixes as issues are within the overall process. As a result of initial process mapping undertaken, a Test of Change is being implemented to use</p>


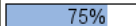







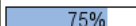
						<p>a Single Point of Contact to administrated and monitor delayed transfers of care, reducing the current administrative burden on the Community Health and Care Locality Service Manager and Social Work Team Leaders and allowing them to spend more time on addressing the reason for delays, as well as other areas of responsibility within their remit.</p> <p>It is assumed that the knowledge and understanding gained by the Single Point of Contact, will allow process improvements to be identified and implemented, and any duplication of effort removed from the system. It will also improve understanding in relation to the interdependencies of NHS Ayrshire & Arran processes on our own delay processes; and the impact this can have on our work to administrate delayed transfers of care.</p>
IJB SP 2.5	Increase our mobile attendant service to provide capacity to transport individuals home out of hours from University Hospitals Crosshouse and Ayr.	Eddie Gilmartin	31-Dec-2022			<p>05-May-2022 In October 2020, a paper was submitted to ELT to request the implementation of a Test of Change in the Mobile Attendant service to temporarily increase the establishment from 14 to 20 for a period of six months.</p> <p>The implementation of the TOC was delayed until January 2021 due to issues related to Covid-19 operational demand which impacted on recruitment to the posts. An extension was requested and agreed at ELT in July 2021. The intention was to provide a proposal for the future structure of the MA service and ERT but due to the operational demands of the last 6 months and the requirement for the Reablement Professional Lead to lead on a separate assignment, this has not been completed.</p> <p>There is no doubt that having the extra six staff is having a positive impact on our ability to respond to alarms, support telecare installation and discharges from the hospital. As we approach the Winter period where demand for our services will increase further, approval of a further extension of the extra staff is requested.</p> <p>Although the TCC has not delivered the expected results in terms of supporting people home from hospital, staff have been utilised to support the MA service and having two vans on the road has produced a number of benefits.</p> <p>Response times for mobile attendants have reduced significantly. Comparing April data from 2020 and 2021:</p> <ul style="list-style-type: none"> • There is an average improvement of 37 minutes for personal care (1hr 26mins in 2020 and 49mins in 2021)


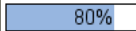





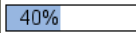
						<ul style="list-style-type: none"> • 5 minutes for no response (39mins in 2020 and 34 mins in 2021) • 5 minutes for falls (40 mins in 2020 and 35 mins in 2021) <p>Improved response times for personal care safeguards a person's dignity, reduces risk of skin breakdown and UTI, and reduces falls risk of service users trying to mobilise to the bathroom without support</p> <p>The 5 minute improvement for 'no response' calls and 'fallers' can reduce risk of delayed conveyance to hospital in cases of serious injury.</p> <p>In March 2022, ELT agreed to the creation of permanent 6 posts which have been recruited to.</p>
IJB SP 2.6	Implement a Home First model for complex discharges.	Lisa McAlpine	31-Dec-2021			23-Jun-2022 In late 2021 funding was provided from Scottish Government to support the delayed transfers of care. We have focused on this approach and used interim beds in care home facilities to support those individuals who are delayed in hospital due to capacity challenges in care at home services. Going forward we are continuing to work with our care home providers to progress an interim bed approach, this will be done in conjunction with the proposals of utilising the top floor in South Lodge as a "step down" preventative approach.
IJB SP 2.7	Participate in the improvements to Urgent Care across Ayrshire.	Lisa McAlpine	31-Dec-2022			23-Jun-2022 A different approach and other workstreams have been progressed. Discharge without Delay and specific work streams are now addressing improvements in this area.
IJB SP 2.8	Work with Allied Health Professions to continue to embed an enablement ethos across our services and with our provider partners.	Eddie Gilmartin	31-Dec-2022			05-May-2022 The Professional Lead for Reablement continues to work with Enhanced Intermediate Care Team, Occupational Health and Community Reablement Team to improve working partnerships. Multiple stakeholders attending Redesign/Review Prog and Project Boards to ensure joined up approach (delays in training provision related to focus on operational demand and capacity related to Covid so no change in progress).
IJB SP 2.9	Review day care services, incorporating findings of the Review of Adult Social Care.	Helen Brown	31-Dec-2021			01-Apr-2022 as previous
IJB SP 2.10	Focus on community led support building on enhanced third sector capacity.	Phil White	31-Dec-2022			06-May-2022 New Front Doors, linked to Social Work are under development (linked to Adult Social Work Learning Review) in the context of the development of wider Wellbeing Teams/Networks with




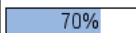









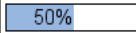
						a range of statutory and third sector partners.
IJB SP 2.11	Further embed our locality model and teams around the practice.	Phil White	31-Dec-2022			<p>06-May-2022 There continues to be significant investment of MDT staff linked or aligned to GP Practices including CTAC, Pharmacotherapy, Mental Health, Link Workers, Physiotherapy, OT, OT Assistants and ANPs as part of the local outworking of the Primary Care Improvement Plan.</p> <p>There will be more investment for this in 2022/23 and onwards.</p> <p>There are now more refined and defined plans for roll out of the Team around the Locality, linking to reform of the Management Structure for Adult Services and the re-focus on locality based working.</p> <p>A series of development events is taking place from late May 22 in each locality in order to build up local leadership.</p> <p>There are new Locality Profiles available to inform local priority setting.</p> <p>A challenge continues to be access to appropriate premises for co-location of staff and public facing services.</p>
IJB SP 3.1	Strengthen opportunities and arrangements for people with learning disabilities to use Self-Directed Support as a mechanism for more choice and control in their lives.	Alison Welshman	31-Dec-2022			<p>07-Jun-2022 Within the Learning Disability Team we continue to offer SDS at each assessment and review, we are now seeing an increased uptake of options 1 and 2. Assessments for over 12 hours now come to our RAG group where further discussions take place around options 1 and 2. We are hoping to work to encourage more individuals to share their budgets to maximise their supports. It would be good to try out Hansel Caravans for young people sharing their budgets.(this has been delayed due to Covid.</p>
IJB SP 3.2	Improve organisational culture via staff workforce development, training and the promotion of practice standards and ethics.	Alison Welshman	31-Dec-2022			<p>07-Jun-2022 This is an area that we keep working to develop this. In LD, all services are now co-located and share one building which has already improved culture and practice. We now have 1 permanent Senior Practitioner and 2 temp senior practitioners, this is making a difference in improving practice standards across the team and is reflected in audits.</p>
IJB SP 3.3	Work in partnership with South Ayrshire Council's Housing Service to identify housing need and to develop Social Housing specifically for people with Learning Disabilities.	Alison Welshman	31-Dec-2022			<p>07-Jun-2022 2nd core and cluster was opened in 2020 in Ayr, this has been a huge success. Recent LD strategy meeting to discuss housing should allow us to work more closely with Housing particularly in relation to Homelessness due to the vulnerabilities and needs of some people with learning disabilities. 3rd Core and</p>


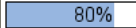

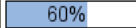

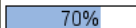
						Cluster scheduled to open late 2022, team have already identified priority cases for this and are linking in with Occupational Therapy for functional assessments.
IJB SP 3.4	Work in partnership with Locality Planning Groups to develop assets-based approaches to community inclusion.	Alison Welshman	31-Dec-2022			07-Jun-2022 This will be reviewed once the Locality Planning development and relaunch has been completed.
IJB SP 3.5	Develop partnership approaches to increasing the number of people in employment and engaged in different aspects of community life and activities.	Alison Welshman	31-Dec-2021			07-Jun-2022 This is an area for development. We recently met with Employability and Skills through LD strategy group, plan to invite Employability and skills Team Leader to team meeting. Would be good to utilise this particularly as they have funding for up to 30-year olds. Team have been updated however Team Leader hopes to invite to future team meeting.
IJB SP 3.6	Publish new Adult Learning Disability Strategy for South Ayrshire	Alison Welshman	31-Dec-2022			07-Jun-2022 SCLD supported the development of the new LD strategy which is currently in final draft. The League of Champions has been developed and supported the development of the Strategy. The final draft is being submitted to IJB on 15th June 2022 for approval.
IJB SP 4.1	Embed recognition that mental health and wellbeing are connected to services provided elsewhere, e.g. housing, education and employment support	Sharon Hackney	31-Dec-2022			07-Jun-2022 Mental Health Improvement subgroup has been convened and reports to the South Ayrshire Community Planning Communities and Population Health (CPH) Strategic Delivery Partnership. This group is chaired by Lesley Reid Public Health.
IJB SP 4.2	Use an extreme teams approach to reviewing how Child and Adolescent Mental Health Services (CAMHS).	Mark Inglis	31-Dec-2022			29-Oct-2021 The CAMHS extreme has now delivered on its commission and reported its findings into the NHS CMT and SPOG, with the recommendation that the extreme is now decommissioned. It was also recommended that the same team which made up the extreme team would support the Mental Health directorate in implementing the recommendation and assure themselves that the reform identified is fully implemented and results in an improved access and experience of CAMHS service in Ayrshire.
IJB SP 4.3	Enhance Mental Health Officer capacity.	Sharon Hackney; Sandra Rae	31-Dec-2022			07-Jun-2022 Recruitment is ongoing for MHO coordinator to establish a MHO team. Further updates will be provided by MHO coordinator when in post.
IJB SP 4.4	Work with housing to develop a range of supported accommodation models that will meet the needs of those with mental ill health.	Sharon Hackney	31-Dec-2022			07-Jun-2022 Fort street build is complete and provider commissioned. First tenants due to move in June 2022.
IJB SP 4.5	Work with others to invest in and further develop Distress Brief Intervention (DBI) in South Ayrshire.	Sharon Hackney	31-Dec-2022			07-Jun-2022 Ongoing roll out of service to additional GP practices. ED pathway nearing completion.


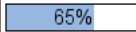



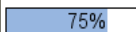



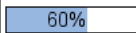
IJB SP 4.6	Examine and manage crisis situations with a focus on recovery planning, rather than reactive intervention.	Sharon Hackney	31-Dec-2022			07-Jun-2022 Limited group interventions now taking place. Current challenges include identification of suitable community premises for delivery of groups and clinical sessions. Additional infrastructure investment has been allocated to improve premises however funding relatively small in comparison to required need.
IJB SP 4.7	Independent services such as Advocacy will be made available to people to support them to make choices and take control of their lives.	Sharon Hackney	31-Dec-2022			07-May-2021 Update provided by Sharon Hackney 07.05.2021 Circles advocacy have been commissioned to deliver independent advocacy service.
IJB SP 4.8	Continue to strengthen the links with other agencies working with vulnerable people in our communities or other places such as hospitals or prisons to improve their opportunities on release or discharge.	Sharon Hackney	31-Dec-2022			07-Jun-2022 Links established with pan-Ayrshire unscheduled care and community mental health forensic services. Pathway being developed with newly established MH nurses in Police custody
IJB SP 5.1	Focus our support on working with families following the strategic direction of the Whole Family Approach of the Scottish Government.	Faye Murfet	31-Dec-2022			08-Jun-2022 Initial ADP workshops took place in May/June 2021. National WFA framework published November 2021. ADP commissioned research and audit activities reaching a conclusion with report to be presented to July 2022 ADP meeting for consideration and agreement on next steps.
IJB SP 5.2	Work with partners to develop earlier interventions to reduce alcohol and drug related deaths.	Faye Murfet	31-Dec-2022			08-Jun-2022 Connect 4 Change pilot and evaluation complete. Three year model, providing intensive and flexible support for individuals at risk of an alcohol or drug related death, approved by ADP. Further work underway to identify individuals at risk, including those experiencing a non-fatal overdose to provide rapid support. Research and scoping activities underway to develop a one-stop shop model, removing barriers to access support.
IJB SP 5.3	Implement supports for young people with alcohol or drug related issues.	Faye Murfet	31-Dec-2022			08-Jun-2022 ADP consultation and scoping activities reaching a conclusion with a report being presented to July 2022 ADP meeting for review and consideration of next steps.
IJB SP 5.4	Develop intensive and flexible support for people in times of transition.	Faye Murfet	31-Dec-2022			08-Jun-2022 Connect 4 Change pilot and evaluation complete. ADP agreed model and three year funding to embed in service offer. Pathways being further developed through emergency services. Residential Rehabilitation model including community infrastructure in place. Also see 5.5 re Navigator pilot.
IJB SP 5.5	Develop support for individuals affected by alcohol and drugs, involved with justice services, including prison.	Faye Murfet	31-Dec-2022			08-Jun-2022 HMP Kilmarnock Navigator extended to March 2023, long term sustainability to be explored. ADP Police Custody pilot ongoing and further Test of Change being developed with Police Scotland. ADP / Justice Peer Worker now in post. Stronger links in


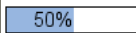

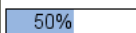



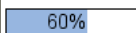
						place with HMP Kilmarnock, including Peers beginning to engage with men prior to liberation.
IJB SP 5.6	Support the ADP Learning Review and related improvement activities.	Faye Murfet	31-Dec-2022			08-Jun-2022 ADP Learning Review concluding with final report being presented to July 2022 ADP meeting. Further improvement activities, including the development of a new Commissioning Plan and Performance Framework being progressed over the next few months.
IJB SP 6.1	Develop a whole family approach to supporting families to live together safely by investing in additional health and social care staff working in the Belmont Cluster with pastoral care teaching staff.	Gary Hoey	31-Dec-2021			20-Oct-2021 Project is established and in now accepting referrals from Belmont and Cluster Primary's
IJB SP 6.2	Enhance the provision at the Children's House in Ayr to support short breaks and provide an independent flat.	Gary Hoey	31-Dec-2022			23-Jun-2022 Following approval from planning building work has gone out to tender and contractor has been identified. House staff are working on a comms and engagement plan with local neighbours and residents. Completion of work will see enhanced capacity in the children's house.
IJB SP 6.3	Implement the Signs of Safety approach (a relationship based, strengths focused approach to working with families).	Jackie Hamilton	31-Dec-2022			08-Apr-2022 Training completed and templates operational. Communication sessions being undertaken with partners and individual team plans ongoing
IJB SP 6.4	Develop mental health supports and services which help children and young people within their local communities to manage their own mental health with access to the right support at the right time.	Mark Inglis	31-Dec-2022			<p>24-May-2022 There are a range of supports that are delivering specific mental health support to young people and children South Ayrshire, namely; School nurse service provides Mental Health support and there is a fully integrated Mental Health support multiagency team which has a full menu of supports available. These supports are for all young people across South Ayrshire, This includes access to Penumbra who deliver self harm support and also provide support to GP surgeries to prevent Young People requiring CAMHS or their MH deteriorating and requiring other forms of intervention. There is a CAMHS unscheduled care service and eating disorder service being developed, SW/Health mental health support 18+ age group.</p> <p>The Action for Children blues programme, access to digital platform "Together all", Counselling through "break the silence" for those who have experienced sexual abuse. There is a mental Health Nurse attached to the YPST who is available to deliver mental health assessments and support to those who require this as well as to offer advice and support to locality teams around mental health for young people on Social Work case loads.</p>


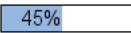
						Justice have access to an OT for women in the justice system for those 16 + who come through to them requiring this level of support
IJB SP 6.5	Extend our South Ayrshire foster carer provision	Gary Hoey	31-Dec-2022			23-Jun-2022 Through targeting and recruitment we now have surplus of carers in certain age registration. Fostering prep session and training have ran successfully through the pandemic as have panel approvals. UASC short life working group has been established and is currently identifying two supported care placements to meet our targets, Despite the surplus recruitment should continue and SG sponsor scheme in respect of Ukraine War will see a rise in demand.
IJB SP 6.6	Enhance support to our Kinship Carers and increase the likelihood that when children cannot live with birth parents, there are other family members who feel resourced and supported to step in and care.	Gary Hoey	31-Dec-2022			23-Jun-2022 Kinship workers are now in post and are developing supports on an individual and group level to kinship carers.
IJB SP 6.7	Ensure our care leavers have access to supportive, empowering and compassionate Throughcare services, as well as commissioned services which support young people towards adulthood.	Gary Hoey	31-Dec-2022			04-Nov-2021 All young people have access where entitled to Throughcare and Aftercare Support via YPST and area teams. The one singular service to in respect of housing support has been commissioned. Extended nurture model has also been established in our children's houses.
IJB SP 6.8	Ensure effective implementation of the Independent Care Review's "The Promise" and that it underpins the transformative direction of how we deliver care.	Mark Inglis	31-Dec-2022			10-Jun-2022 The Promise has been accepted as a South Ayrshire change project. We have now identified 10 Promise Improvement areas for across South Ayrshire from now until 2024 with 32 associated actions. Project plans have been created for each improvement area and the benefits associated with each Promise action have been projected to help accurately measure the impact of our Promise activity. Thirteen benefit holders have been identified from across the workforce to oversee the change activity. Three Corra funded promise officers have been in post since September 2021 they have been instrumental in supporting a participation network of young people with care experience and raising a motion to extend the cut off age free travel for people with care experience from 21 up to 30 years. Young people with lived experience of care have played a major role in designing and delivering promise information sessions and bespoke workshops across South Ayrshires workforce including all relevant commissioned services. To date 643 participants from across South Ayrshire have taken part in 37 Promise sessions.



						South Ayrshire's Parenting Promise has replaced South Ayrshires Corporate Parenting Plan and details South Ayrshires commitment to young people with care experience and their families
IJB SP 6.9	Improve outcomes for our care experienced children through the development of our new Corporate Parenting Plan 2021-2031.	Mark Inglis	31-Dec-2021			07-Jun-2022 The new South Ayrshire's Parenting Promise was approved by CPP in January 2022 and was then submitted to IJB for noting on 22 February 2022. The Parenting Promise is aligned clearly to the Promise and there is a focus on ten key improvement actions. Integration Joint Board (IJB) - 16 February 2022 - Health and Social Care Partnership (south-ayrshire.gov.uk)
IJB SP 6.10	Ensure young people who require support with their drug and alcohol use have access to services, to support a whole system plan of care.	Jackie Hamilton	31-Dec-2022			08-Apr-2022 Service review conducted with ADP and action plan in progress. YPST drugs and alcohol worker has commenced and is attending pilot project at Prestwick Academy. Next steps to roll out to other schools
IJB SP 6.11	Ensure children and families who become in crisis can access family supports, through our Social Work teams and Intensive Family Support Team and Functional Family Therapy teams.	Gary Hoey	31-Dec-2022			07-May-2021 Update provided by Mark Inglis 07.05.2021 This is now fully embedded within the Children and Families service and families in crisis are able to access evidence based and timeous family supports through the two teams named.
IJB SP 6.12	Improve outcomes for children who have additional needs and require support from specialist social workers and commissioned services and ensure that there are smooth transitions into adult services for those that require it.	Jackie Hamilton	31-Dec-2022			27-May-2022 This is completed. Transition guidance been through Governance and now operational. Transitions pathway is operational.
IJB SP 6.13	Improve support to our Young Carers with our partners ensuring that they have what they need through access to individualised the Young Carers Statements.	Gary Hoey	31-Dec-2022			23-Jun-2022 Young carers lead officer has been appointed. Early work has involved meeting school contacts and others to raise awareness of strategy and our duties. Small groups have been established in schools with young carers moving toward forming the young carers reference group to provide direction regarding the design and delivery of local services resources.
IJB SP 6.14	Embed the United Nations Convention on the Rights of the Child in our support to children and families.	Gary Hoey	31-Dec-2022			23-Jun-2022 The driving legislation in respect of statutory involvement with children and families is complaint with UNHCR.
IJB SP 6.15	Ensure our practice is aligned with the review of National Child Protection Guidelines.	Jackie Hamilton	31-Dec-2022			08-Apr-2022 Pan Ayrshire implementation group has commenced to oversee full implementation. First section regarding planning


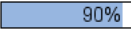

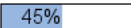
						meetings has been changed and shared with staff. CPC updates on a regular basis
IJB SP 7.1	Develop improved support for families in areas such as parenting support, emotional health and wellbeing, financial inclusion.	Jayne Miller	31-Dec-2022			<p>25-May-2022 Support for families continues through the delivery of the Universal Health Visiting Pathway and Family Nurse Partnership programmes. Additional support is provided by Health Visiting Support workers across South Ayrshire and the Ayrshire wide community Infant team. Further support for maternal and infant nutrition and breastfeeding is planned by the recruitment of an Infant Feeding Support Nurse specific to South Ayrshire.</p> <p>Work continues to support families of young people with poor emotional health and wellbeing through services commissioned by South Ayrshires Children and young peoples mental health strategy. Realignment of Health Visiting and School Nursing resource within the HSCP to enable focus on the needs of families with school aged children who are affected by poor emotional and mental health is also underway.</p> <p>The South Ayrshire financial inclusion pathway is now embedded within Childrens Health, Care and Justice services, and reporting processes in place.</p>
IJB SP 7.2	Improve joint working with partner agencies and services to support children and young people impacted by poor mental health and emotional wellbeing.	Jayne Miller	31-Dec-2021			<p>04-Apr-2022 A Mental health Strategy has been developed and services identified to support children and families impacted by poor mental health as part of the Childrens Services Plan. This will be strengthened by the increase in school nursing posts anticipated by 2023 in line with the commitment given by Scottish government.</p> <p>Work is also underway to link services who support children and families impacted by self harm, with GP practices through Primary Mental Health practitioners.</p> <p>The newly developed NHS Corporate Parenting Taskforce has identified a specific workstream led by CAMHS to improve the experience of Looked after children and young people affected by poor mental health.</p>
IJB SP 7.3	Focus on maternal and infant nutrition and increase in breastfeeding rates.	Jayne Miller	31-Dec-2021			<p>25-May-2022 Focus continues to improve Maternal and Infant Nutrition through the NHS Ayrshire and Arran Maternal and Infant Nutrition programme board action plan. This includes a focus on initiatives to increase breastfeeding initiation and reduce drop off rates. Recruitment of a South Ayrshire Infant Feeding Support Nurse within the health visiting service is underway to support improved access for families and the development of a specific</p>

						South Ayrshire action plan
IJB SP 7.4	Implement the National School Nursing Pathway and delivery of the associated 10 key priority pathway areas by increasing school nursing workforce.	Jayne Miller	31-Dec-2022			25-May-2022 There has been an increase in the School Nursing workforce in line with funding provided by Scottish Government. It is anticipated that recruitment of the 5.77 additional posts will be complete during 2022/23, and support the delivery of the 10 identified key priority areas.
IJB SP 7.5	Transfer of the National Pre-school Immunisation Programme from GP lead model to full responsibility of Children's Health service in line with the Vaccination Transformation Programme	Jayne Miller	31-Dec-2022			25-May-2022 The National Pre- School Childrens Immunisation Programme is delivered by the HSCP Childrens Health team for all practices within South Ayrshire. Further work is underway as part of the Vaccination Transformation Programme Action plan in areas such as premises and appointment processes.
IJB SP 7.6	Deliver the national 2 to 5-year-old Children's Flu Programme	Jayne Miller	31-Dec-2022			25-May-2022 Delivery of the 2 to 5 year old children's flu programme was fully supported by the Childrens Health service during 2021/22. This will continue during 2022/23 with additional financial investment provided by Scottish Government in line with the Vaccination Transformation Programme Board action plan. Further work is also required to secure premises for the delivery of the programme, and will be take forward by the service during 2022.
IJB SP 7.7	Delivery of the Universal Health Visiting Pathways	Jayne Miller	31-Dec-2022			06-May-2021 Delivery of the Universal Health Visiting Pathway is now fully implemented across South Ayrshire.
IJB SP 7.8	Improve key developmental outcomes for pre-school aged children	Jayne Miller	31-Dec-2022			25-May-2022 Outcomes from the 27 to 30 month review are routinely reviewed and improvement activity tailored to support progress. The figures for 2020/21 takes into the COVID pandemic which affected the number of reviews completed due to contact being more limited with families during this time. There was a slight decrease in the number of 27-30 month reviews with meaningful data recorded against each developmental domain in the past year. Overall Performance in South Ayrshire reduced from 86% in 2019/20 to 83% in 2020/21. The national figures also reduced from 86% to 85% and the Family group average reduced from 84% to 82%. South Ayrshire performed higher than the family group average and higher than both North Ayrshire (82%) and East Ayrshire (80%) for the reporting year 2020/21.




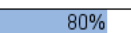
IJB SP 7.9	Develop a task force and review the service designed to support the health care needs of looked after children.	Jayne Miller	31-Dec-2021			23-Jun-2022 The NHS Ayrshire and Arran Corporate Parenting task force has been established with 9 work streams. Governance and reporting arrangements have been finalised and key result areas identified. An annual report on progress of the taskforce will be published within the next few months.
IJB SP 7.10	Build closer links with Children's Houses and private providers	Jayne Miller	31-Dec-2022			25-May-2022 Work is underway to strengthen links with residential providers through the NHS Corporate Parenting Taskforce action plan. This includes streamlining the notification process for children who become looked after and accommodated from South Ayrshire as well as children and young people from other local authority areas.
IJB SP 8.1	Continue to prioritise public protection by delivering effective interventions to prevent and reduce the risk of reoffending	Louise Shearer	31-Dec-2022			29-Apr-2022 Due to the easing of covid restrictions we have been able to resume the delivery of MFMC and Caledonian group-work interventions. Additionally, the service continues to provide significant work on a one to one basis with service users, assessing and identifying risk and designing intervention responses which are responsive to individual need but cognizant of relevant risk factors. Additionally staff maintain good working relationships with partners in the Police, Health, SPS, Alcohol and Drugs services and Housing and use these relationships to plan and respond to known and emerging risks.
IJB SP 8.2	Engage with service users and work on addressing the stigma and marginalisation they face.	Louise Shearer	31-Dec-2022			<p>29-Apr-2022 We continue to work closely with ADP peers and the service user engagement group PING to better understand the experience of service users. Justice Services currently contribute to the PING development worker post and have additionally funded a peer worker linked to ADP specifically for Justice service users. This creates opportunities for peer workers to link directly with service users.</p> <p>The PING development worker and Justice peer worker are linked to the ADP stigma group. Additionally a member of the Justice team was nominated to attend this group.</p> <p>The UPW team are developing how they can support service users to increase their employability skills. The UPW Team Manager is also working closely with Employability and Skills services to increase opportunities for service users attending UPW and looking at clear pathways for service users, building on their skills and opportunities developed during UPW.</p> <p>Justice are core members of a number of ADP groups and contribute to joint discussion about the impact of drug and alcohol in terms of</p>


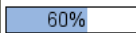



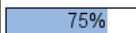
						<p>stigma and marginalisation. Justice are currently active members of the ROSC sub group, the Reducing Drug Related Death sub group, previously the Connect 4 Change and Community Navigator sub groups and the ongoing Residential Rehab implementation group, where Justice have been active in identifying possible service users who might benefit from this opportunity.</p> <p>We have liaised routinely with a range of services to help them better understand the stigma and marginalisation they face. This has included liaison with health to plan for BBV nurses to offer input to both men's and women's groupwork; linking service users with PING; linking service users with Employability and Skills for support in overcoming stigma and marginalisation; developing closer links with Newton primary and agreeing for Justice staff to link directly with the community work being undertaken there.</p> <p>Furthermore, there have been early discussions with Newton Primary regarding the feasibility of considering specific individuals, subject to robust assessment, being considered to undertake their UPW hours within the food and clothing bank there.</p>
IJB SP 8.3	Focus on supporting families and the wider implications of a service user being imprisoned on the family working closely with partners.	Louise Shearer	31-Dec-2022			<p>29-Apr-2022 Justice Services continue to attend the weekly community reintegration meetings with SPS. These are opportunities to consider the issues relating to prisoners being released and any planning required or additional considerations.</p> <p>We consider issues of imprisonment routinely and in some cases are required to work closely with colleagues in Children's Services to consider the implications for other family members.</p> <p>Involvement with the families of service users subject to long term prison sentences is a central aspect of undertaking home leave and home background reports. There is a national development in terms of TARL which is fundamentally an opportunity for SPS and community based Justice social work to undertake joint reports when assessing risks and suitability for release from custody, While this has been delayed somewhat due to covid, pilot sites are to progress this test of change and then training will be expanded to all local authorities. Staff from South Ayrshire will be nominated to undertake this training and improve the quality of such assessments. There are currently 2 staff identified who will undertake train the trainer opportunities and therefore be champions for this learning locally.</p> <p>We continue to offer voluntary throughcare support to those leaving</p>



						custody. These approaches are made via our ADP peer worker roles who use the email a prisoner scheme and offer a range of supports on release for individuals.
IJB SP 8.4	Build on the links with adult services to ensure that older service users receive the support they need.	Louise Shearer	31-Dec-2022		<input type="text" value="35%"/>	<p>29-Apr-2022 Individual staff maintain good working relationships with those in Adult Services. We benefit from a number of staff members with previous experience of working within older people/adult services with increased experience of relevant care considerations and needs.</p> <p>Staff attend ICM meetings for long term prisoners and will consider health and care needs in preparation for release.</p> <p>Staff have recently attend the ASP council officer training which will further enhance the skill and knowledge of the team and will further improve our links with adult services.</p>
IJB SP 8.5	Develop robust communications with local community groups to respond to their needs and to provide service users with Unpaid Work opportunities which improve their links to their local communities.	Louise Shearer	31-Dec-2022		<input type="text" value="95%"/>	<p>29-Apr-2022 Justice social work have been pro-active in the synergy/wallacetown group. Staff have routinely attended Newton Primary to respond to requests and further develop communications with other community services.</p> <p>Additionally staff , both frontline and Team Leaders are routinely involved in the regular meetings regarding wallacetown and have engaged with Housing to consider creative responses, utilising the Unpaid Work team.</p> <p>Covid impacted the ability of Unpaid Work to deliver their service. The return to being able to use vans to transport service users to a variety of locations will allow the service to respond to the requests of community groups more readily.</p> <p>The service is currently recruiting a new post which will further enhance the opportunities of the team to develop robust communications with local community groups. The post will link directly with Unpaid Work supervisors and the Team Leader to consider the resources available and how best to respond to community need.</p> <p>Additionally the Unpaid work workshop is almost complete. The significant renovation has taken almost two years and has been significantly hampered by Covid restrictions. The new workshop will provide a large, flexible workspace, creating year round opportunities to provide items for local community groups.</p>

IJB SP 8.6	Deliver a trauma informed Justice Service	Louise Shearer	31-Dec-2022			<p>29-Apr-2022 The Justice Service maintains links with Trauma training providers and has now trained a majority of the team in the bespoke Epione training designed specifically for staff in Justice Services.</p> <p>We have liaised with the now appointed Trauma Informed Practice Officer to begin considering how the Justice response to delivering a trauma informed service can be further developed.</p> <p>We have staff who are trauma skilled and we will seek to have all Justice staff trauma skilled.</p> <p>Furthermore we are accessing training for Team Leaders in Justice (which will also be offered to other Team Leaders in Children's Health, Care and Justice) to better understand how to support staff managing vicarious trauma.</p> <p>We continue to access specific support for Justice service users in terms of counselling both in terms of alcohol counselling and in terms of experience of trauma from different third sector providers.</p> <p>We continue to provide our Court screening service with a trauma informed response to women in custody with specific staff identified to offer additional support to women on bail.</p> <p>Justice also continue to support the service user engagement group PING and support staffing of this project to further create trauma informed opportunities for service users to communicate about their experiences of service delivery.</p>
IJB SP 9.1	Improve system-wide tiered approach to accessing specialist clinical assistance across AHP services.	Elaine Hill	31-Dec-2022			<p>08-Jun-2022 Improvement work underway within CYP SLT to reduce waiting times. Additional staff in post and waiting times reducing. Help line in place and further work underway to continue to improve effective triage and responsiveness to requests for assistance.</p> <p>Recruitment underway for additional community rehabilitation posts for Speech and language therapy and Physiotherapy including some Admin resource to release clinical time and improve pathways. Joint triage of referrals within community rehab team and with Intermediate care team to improve response times and ensure service users seen by right person</p> <p>Introduction of Clinical lead Physiotherapy post in Stroke to improve provision of stroke rehabilitation within community and provide in-reach into stroke rehabilitation unit in order to support individuals</p>

					<p>on discharge.</p> <p>Introduction of Dietetic Assistant practitioner Roles within Dietetics to improve access – New posts developed, recruitment now complete with successful candidates commencing in June.</p> <p>Dietetics have also introduced a new service for diabetes prevention (TDR) and improved referral pathways to diabetes prevention and weight management services</p> <p>Podiatry have undertaken improvement work to streamline access routes and have removed multiple mailboxes for podiatry reducing delays and improving access.</p> <p>Development of Occupational Therapy Frailty Service that will link with GP practices and Multidisciplinary teams and offer early intervention for people identified as having mild to moderate frailty</p> <p>Service planning and induction underway. Some posts now in place and started to receive referrals Recruitment to OT frailty posts continuing.</p> <p>Recruitment to primary care OT posts complete providing early intervention for adults experiencing difficulties with function due to Physical and /or mental ill health.</p> <p>Work underway to align OT posts above to GP practices to provide GP practices with an identified OT.</p> <p>AHP's within Learning Disability have relocated premises into shared premises and are working with LD colleagues in Nursing and Social work to develop an Integrated Single Point of Contact</p> <p>Planning re configuration of AHP provision through acute services on pan ayrshire with remobilisation and development of acute specialist patient pathways (Trauma and Orthopaedics, Vascular, Gastric, National Treatment Centre)</p> <p>Redesigning pathways to improve virtual rehabilitation for individuals and groups post-covid within Cardiac Rehabilitation and Pulmonary Rehabilitation.</p> <p>All AHP services are using blended approach using telephone , 'near me' video consultations and face to face across professions to maximise access</p>
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						All services working to improve use of data to understand and respond to changes in demand post covid.
IJB SP 9.2	Improve access to information and opportunities for earlier assistance to improve health and wellbeing for individuals, families and communities	Elaine Hill	31-Dec-2022			<p>08-Jun-2022 Recruited to pan-Ayrshire care home posts who will provide information, advice and early assistance to care home staff, residents and families</p> <p>Improving digital resources for AHP's through social media, NHS and HSCP website to increase universal reach such as the Facebook page Cardiac Rehabilitation and Pulmonary Rehabilitation.</p> <p>Introduction of Healthcare Support worker posts to improve skill mix and create capacity within AHP teams for early intervention and health improvement and education and training of wider MDT</p> <p>Improved access within CYP SLT via social media and helplines</p> <p>Videos and apps developed within SLT adult services</p> <p>Podiatry refreshed pan-Ayrshire public website providing local and national resources for Musculo- Skeletal (MSK) and personal foot-care advice to support self-management and signpost where and how to access services locally.</p> <p>MSK AHP service continue to develop self-management info via social media and website</p>
IJB SP 9.3	Promote strengths-based reablement and self-management approaches across whole system	Elaine Hill	31-Dec-2022			<p>08-Jun-2022 Updates from actions 9.1 and 9.2 will all promote strengths based reablement and self-management approaches.</p> <p>Core approach within all professions with service users and families. Working with Colleagues and partners and volunteers across health care and education system to improve reach.</p> <p>Development of Occupational Therapy Frailty Service and primary care OT's that will link with GP practices and Multidisciplinary teams and offer early intervention and strengths based approach for adults experiencing difficulties with function due to frailty Physical and /or mental ill health and advice for families</p> <p>Remobilising Pulmonary Rehabilitation and Cardiac Rehabilitation is underway and other groups have restarted.</p>

						Community Rehabilitation team have been working with Reablement team to enhance strengths based and self-management approach MDT Goal setting project within stroke AHP recommenced post Covid
IJB SP 9.4	Redesign models of service delivery for Specialist and Core rehabilitation services across Ayrshire and Arran	Elaine Hill	31-Dec-2022			08-Jun-2022 Rehabilitation commission phase 1 complete - workforce requirement identified, additional investment secured for some posts and recruitment continues. Community Rehabilitation Team (CRT) redesign work continuing with identified AHP's aligned to GP practices. New neuro/ stroke clinical lead Physiotherapist for CRT Introduction of Dietician Assistant Practitioner Post within dietetics Planning re configuration of AHP provision through acute services on pan ayrshire with remobilisation and development of acute specialist patient pathways (Trauma and Orthopaedics, Vascular, Gastric, National Treatment Centre) Redesigning pathways to improve virtual rehabilitation for individuals and groups post-covid within Cardiac Rehabilitation and Pulmonary Rehabilitation. Redesign of podiatry workforce to streamline pathway across community and acute and improve continuity of person centred care
IJB SP 9.5	Address the inequities relating to Healthy Weight including public health priorities undernutrition for clinical and non-clinical reasons	Elaine Hill	31-Dec-2022			08-Jun-2022 Introduction of Dietetic Assistant practitioner Roles within Dietetics to improve access and free capacity for early intervention and universal approaches. Dietetics have also introduced a new service for diabetes prevention (TDR) and improved referral pathways to diabetes prevention and weight management services. App and Information available. Business plan for tier 3 healthy weight being developed
IJB SP 9.6	Train AHP's as non-medical prescribers leading to independent prescribing in the lifespan of this strategic plan.	Elaine Hill	31-Dec-2022			08-Jun-2022 Consultant AHP training complete awaiting registration as independent prescriber Advanced Stroke Physiotherapist undergoing further training for treatment of Spasticity Dietetic service now has 2 Dieticians qualified as supplementary

						<p>prescribers within dietetics</p> <p>2 non – medical prescribers within Podiatry and 1 almost complete</p> <p>Developing and Updating Governance frameworks to support independent and supplementary prescribing in each area</p>
IJB SP 9.7	<p>Improve skill mix including advanced practitioners/first contact practitioners, and higher proportion of assistant practitioners/support workers within teams.</p>	Elaine Hill	31-Dec-2022			<p>08-Jun-2022 Rehab commission phase 1 identified areas where assistant practitioners required – Some funding identified and recruitment almost complete. Additional funding from Scottish Gov and review of skill mix reviewed in core budgets have allowed the following new roles.</p> <p>Additional 2 HCSW in Community rehabilitation in post</p> <p>Increased band 2 post to band 3 HCSW in vascular. Creation of Band 4 Assistant practitioner and Generic HCSW in orthopaedics</p> <p>New clinical lead Band 7 posts in SLT CYP, OT LD and Physiotherapy for neuro/ stroke and one within Parkinsons disease</p> <p>Development of Occupational Therapy Frailty posts and assistant practitioner posts</p> <p>Development of Primary care OT posts</p> <p>Team Lead for Dietetics and Dietetic Assistant practitioner posts</p> <p>We were unable to recruit to advanced practitioners OT/ Physiotherapist posts at front door as they were temporary posts.</p>