

EQUAL OPPORTUNITIES COMMITTEE  
SCRUTINY OF THE DRAFT BUDGET 2015-16  
SUBMISSION FROM NORTH LANARKSHIRE  
HEALTH AND CARE PARTNERSHIP

**THE RESHAPING CARE FOR OLDER PEOPLE PROGRAMME IN NORTH LANARKSHIRE: IMPACT ON EFFECTIVENESS OF CARE AND SUPPORT AT KEY AGE RELATED LIFE TRANSITION POINTS.**

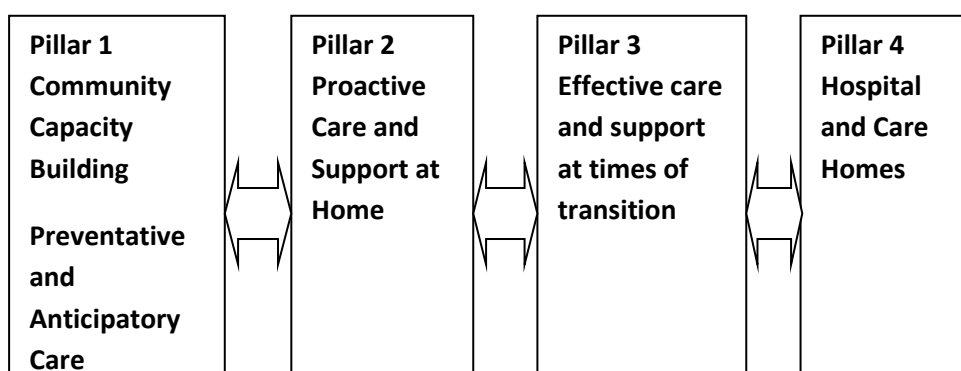
**1. Purpose of Report**

- 1.1 The purpose of this report is to respond to a call for evidence from the Scottish Parliament's Equal Opportunities Committee, who are considering the links between priority Government policy areas and key age related transition processes. The present report provides an account of progress made in respect of the Scottish Government's Reshaping Care for Older People programme in North Lanarkshire by the relevant partners, NHS Lanarkshire, North Lanarkshire Council, the Third Sector and the Independent Sector.

**2. Background**

- 2.1 Reshaping Care for Older People is a Scottish Government policy aimed at supporting an increasing proportion of older people at home, in keeping with the wishes of most older people. The programme has been accompanied by a Change Fund for a period of 4 years from April 2011 to March 2015. The North Lanarkshire Change Fund allocation of just over £4 million in the initial year and just under that amount in each of the subsequent three years has been hosted within the NHS Lanarkshire budget. Change Fund monies have been invested in 39 service and support initiatives across the four sectors. **Appendix 1** provides a summarised account of the main Reshaping Care of Older People developments in North Lanarkshire.
- 2.2 It is recognised that greater numbers of older people provide support to their local communities than require high levels of support or services. However the changing demographic profile does mean that there will be a higher number of people who are older and who will potentially require support or services at a time when available resources may be lower. In North Lanarkshire, the number of people aged 65 years and over is due to increase by 20.6% by 2024 with the numbers of people aged 75 years and over due to increase by 30% [National Records of Scotland].
- 2.3 Change Fund monies are non-recurring and therefore it is intended that they provide an opportunity to test out and implement approaches to developing effective community based supports and services to improve outcomes for older people. The sustainability of these new approaches depends on our ability to shift the balance of resources from Acute Care to community based alternatives. Figure 1 below depicts the Reshaping Care framework as a continuum, the primary

intention of the programme being to ensure that more resources are channelled towards the first three pillars.



**Figure 1 – Four Pillars of Reshaping Care in North Lanarkshire**

### **3. The Contribution of Reshaping Care for Older People Programme to Effective Support at Key Transition Points in North Lanarkshire**

3.1 A shared objective of the partners is that as people move between different stages depicted in figure 1, they should not experience those transitions as a series of interventions which are poorly coordinated and connected. A key principle is that opportunities are maximised for people to avoid having to move to the more intensive elements of the framework - to the right of the diagram – through a focus on prevention. Examples of our approach to prevention include the “Making Life Easier” website. This enables people and their carers at a very early point to engage in self assessment and to access a wide range of information as well as low level pieces of equipment, without having to follow traditional routes of involvement with formal services. Another illustration of our preventative approach is our investment in the area of falls prevention through a screening process which leads to tiered intervention around provision of information through to specialist clinician assessment.

3.2 The commitment to focusing on the avoidance where possible of potentially adverse transitions is reflected in the significant investment made through the Reshaping Care Programme in enhancing the quality of housing options for older people in North Lanarkshire. Initiatives have included investment in dementia friendly design in the sheltered housing stock and upgrading of support systems. We have created communal spaces in sheltered housing which have become community hubs bringing together residents of the sheltered housing and their surrounding area. Investment of this kind delays or prevents the transition to living in care homes, and facilitates the transition back from hospital.

3.3 Our prevention focus is also reflected in the investment in supporting local communities to have networks of support in place for older people as well as to have targeted services as and when these are required. North Lanarkshire partners have made a strong commitment to capacity building

in local communities to support older residents and ensure that they stay connected with local resources. 20% of the Change Fund has been invested in third sector initiatives, with a requirement that 50% of that investment be targeted at improving carer outcomes.

3.4 An illustration of the approach to building community capacity has been the creation of a post of Third Sector liaison officer working within the acute hospitals. This post helps to identify those older people who may benefit on discharge from hospital from being helped to link with a range of opportunities in their communities for involvement in social networks. This is a post which also facilitates prevention of admission to hospital through the offer of supported transport to the person's home from the Emergency Department, the support including assistance with supplies of essential provisions and a telephone wellbeing check on the following morning.

3.5 An important strand of our work has been the development of rehabilitation and reablement / enablement – emphasising that transitions can take place in both directions, with people being supported to regain skills following temporary loss of abilities for example in consequence of a fall. The reablement approach is reflected in our redesign of home support services and in the shift towards intermediate care within local authority operated care homes. At the other end of a spectrum of intensity of care need the ASSET [Age Specific Services for Elderly Team] has been developed as a hospital at home model, enabling the provision of Consultant Clinician led acute medical support in the person's home thereby avoiding admission to hospital.

## 4 Conclusion

4.1 In the context of the above approach to Reshaping Care for Older People and the imminent integration of health and social care services, the North Lanarkshire partners are taking a phased approach to whole system integration at locality level through a locality modelling approach. To support this work, a number of locality modelling principles have been developed and agreed across the partners, including older people and carer representatives.

4.2 This approach is based on bringing together resources to better help those requiring support and care to maximise their independence and achieve better outcomes. The locality model builds on integrated services that are already in place, such as:- integrated day services for older people, integrated addiction services and integrated equipment and adaptations service. The Locality Model is being developed as a continuum of care, through which adults should receive information, support and services seamlessly, and not a specific service or professional model of care and as such is intended to support effective care and support through key transition points.

Joe McElholm  
Manager Older Adult Services  
North Lanarkshire Health and Care Partnership  
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## **Appendix 1: Summary of Reshaping Care Investment Initiatives in North Lanarkshire. Progress by North Lanarkshire partners in 2011-2014**

North Lanarkshire partners have invested Reshaping Care monies in a number of themed work streams to improve outcomes for older people and their carers. These include:

Community Capacity Building / Preventative and Anticipatory Care – resourced through Change Plan Funding, an extensive RCOP Locality Development Programme has been put in place across the 6 localities in North Lanarkshire through local host organisations (CACE, Voice of Experience, Glenboig Neighbourhood Centre, Orbiston Neighbourhood Centre, North Lanarkshire Carers Together, and Getting Better Together).

A local partnership consortium has been established in each locality to enhance partnership working across all sectors – this includes membership from all sectors, namely local authority, health, third and independent sectors. These arrangements build on the personal outcomes and individual asset approaches for older people, carers and local communities.

A range of initiatives have identified improved outcomes for carers. Specific initiatives to support carers include: development of a Short Breaks Development Programme; post of Carer's Development Officer.

Enhancement of reablement and rehabilitation resources in the community, through home support staff and occupational therapy services, as well as in the Community Assessment and Rehabilitation Service (CARS) Increased resources have also been provided to the Integrated Equipment and Adaptations Service as well as the falls service; telecare; on-line support and equipment through Making Life Easier

Improved accessibility and facilities in sheltered and amenity housing for older people - in both North Lanarkshire Council housing as well as two Registered Social Landlord housing providers

Additional posts in old age mental health services to develop liaison psychiatry in acute hospital; psychological therapies and early onset dementia services

Intermediate care is provided in 2 recently refurbished local authority homes in Monklands and Muirpark to provide assessment and rehabilitation for people who need some time to maximise their capacity. Each care home provides 21 placements, a total of 42 placements with capacity to deliver the three strands of step down, step up and respite placements.

- Step down intermediate care from hospital facilitates timely discharge and avoids premature admission to permanent care home placement
- Step up intermediate care from the community enables admission prevention both to hospital and to care home
- Scheduled respite care: provides planned short breaks for carers.

ASSET (Age Specific Services for Elderly Team) is a prevention of hospital admission service that has been implemented in Airdrie, Coatbridge and most of the Cumbernauld/North locality. This service provides short term acute care to individuals who are still living in their own home/care home. ASSET is made up of consultants, nurses, rehabilitation staff, occupational therapists, physiotherapists and a trained psychiatric nurse. The team also have an agreement with North Lanarkshire Council Social Work Department to enable patients to receive immediate and additional home care if needed.

Independent sector Care Home and Care at Home services There are 28 independent care homes in North Lanarkshire, 26 of these are nursing homes providing care and support to older people with high levels of frailty and complex health care needs. Nine care homes, who look after a combined total of over 400 older people, have participated in the *MY Home Life* Leadership and Community Development Programme. This is an intensive evidence based programme that supports managers to enhance the quality of life for those living, dying, visiting and working in care homes for older people. A further 14 care homes (local authority and independent) are participating in a second cohort of the programme during 2014-15. All Care Home and Care at Home providers are committed to partnership working and are engaged in implementing a whole systems approach at locality level through a locality modelling approach in such a way that will improve outcomes for adults and their carers.