



EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP STRATEGIC PLAN 2015-2018

PRIORITIES

The East Ayrshire Health and Social Care Partnership(HSCP) Strategic Plan sets out the ambition for East Ayrshire to deliver on the aims of the Public Bodies (Joint Working) (Scotland) Act. The plan seeks to provide a framework that supports improvements in the quality, efficiency and consistency of health and social care services, alongside outlining our vision, values and priorities for the partnership as it develops. Our Strategic Plan sets out an ambition of where we expect to be in three years, how we plan to get there, and what we will accomplish along the way.

The HSCP partnership vision statement is: ***Working together with all of our Communities to improve and sustain well-being, care and promote equity.*** We have aligned our vision with those of other partners and stakeholders which will strengthen our capacity to deliver improved outcomes for the people of East Ayrshire.

In East Ayrshire, like many other communities, there are significant challenges in respect of the health and wellbeing of our communities and this is reflected within our Community Plan, the Council’s Strategic Priorities and the HSCP Strategic Plan. These challenges include:

- the impact of changes in demography with a growing older population requiring higher levels of support;
- the inequalities in health, life expectancy and healthy life expectations experienced in our community;
- the negative impact of misuse of alcohol and drugs has on individuals, their children, their families and communities; and
- the need to support and nurture children in their early years and beyond.

The integration of health and social care will be a further opportunity to address the deep seated health inequalities by focusing social care and wellbeing in the regeneration of our communities. The emphasis on early intervention and prevention will be key to addressing these inequalities.

By adopting a focus on locality planning we aspire to place our communities at the heart of service development and delivery in East Ayrshire. There are 35 existing communities, in East Ayrshire, and in order to develop joint working at as local level as possible, but with a link to a more manageable service area, it has been agreed to develop localities around the existing five locality hubs; Kilmarnock; Galston, Stewarton, Cumnock / Auchinleck, and Dalmellington/Patna.

| Locality | Linked neighbourhoods | |
|------------|---|---|
| Kilmarnock | Bonnyton Crosshouse Gatehead Grange / Howard | Piersland / Bentinck New Farm Loch Riccarton Shortlees |

| Locality | Linked neighbourhoods | |
|------------------------------|--|---|
| | Northwest Kilmarnock Knockentiber | Bellfield Hurlford and Crookedholm Southcraigs and Dean |
| Galston, | Darvel and District Fenwick Galston | Moscow and Waterside Newmilns and Greenholm |
| Stewarton | Dunlop and Lugton Kilmaurs | Stewarton and District |
| Cumnock / Auchinleck, | Auchinleck Catrine Cumnock Lugar and Logan Mauchline | Muirkirk Netherthird New Cumnock Ochiltree Sorn |
| Dalmellington/Patna | Dalmellington and Bellsbank Dalrymple | Drongan / Rankinson / and Stair Patna |

The most important partnership is the one between the partners and the people living in our communities. The Health and Social Care Partnership are committed to working together with communities, voluntary organisations and the independent sector more effectively to deliver real and lasting change. Through sharing resources, planning and agreeing priorities we will make even more efficient and effective use of the resources which are available.

The H&SC Partnership has also agreed some core values, which will support how as partners will work together to plan, co-ordinate and deliver action to meet these identified priorities:

- Safe
- Caring

- Inclusive
- Empowering
- Seamless
- Supporting
- Respectful.

Scotland Performs - the National Performance Framework underpins the delivery of the Scottish Government agenda and supports an outcomes-based approach to performance. Within this framework there are sixteen national outcomes of which nine relate specifically to the integrated care outcomes and children and young people's health and wellbeing. These are:

- Our children have the best start in life and are ready to succeed
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens
- We have improved the life chances for children, young people and families at risk
- We are better educated, more skilled and more successful, renowned for our research and innovation;
- We live longer, healthier lives;
- We have tackled the significant inequalities in Scottish society;
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;
- Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it; and
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our Scottish Government have outlined an additional 9 National Health and Wellbeing Outcomes which provide the performance framework for the partnership; the East Ayrshire Partnership have also agreed to include 3 national outcomes for Children, which gives the Partnership 12 outcomes to deliver.

- **Healthier Living**

People are able to look after and improve their own health and wellbeing and live in good health for longer.

- **Independent Living**

People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

- **Positive Experiences and Outcomes**

People who use health and social care services have positive experiences of those services, and have their dignity respected.

- **Quality of Life**

Health and social care services are centred on helping to maintain or improve the quality of life of service users.

- **Reduce Health Inequality**

Health and social care services contribute to reducing health inequalities

- **Carers are Supported**

People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and well-being.

- **People are Safe**

People who use health and social care services are safe from harm.

- **Engaged Workforce**

People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged with the work they do.

- **Effective Resource Use**

Resources are used effectively in the provision of health and social care services, without waste

- **Our children have the best start in life and are ready to succeed**

- **Our young people are successful learners, confident individuals, effective contributors and responsible citizens**

- **We have improved the life chances for children, young people and families at risk**

The above 12 outcomes and their associated indicators will be reported through nationally gathered data, supported by some local measures which will be monitored more frequently to support performance management arrangements within the partnership. This will be developed using a partnership performance framework, and reported through the Covalent performance management system.

We have aligned the priorities of the partnership with the strategic priorities of our partners, in particular to the priorities of Community Planning Partnership

- All citizens are supported to lead an active healthy life and to make positive lifestyle choices
- Children and Young People, including those in early years and their carers are supported to be active, healthy and to reach their potential at all life stages
- Individuals and families living in more deprived communities are identified and supported recognising the impact the health inequalities gap has on the health and wellbeing of our more vulnerable citizens
- Older people and vulnerable adults and their carers are supported, included and empowered to live the healthiest life possible.

Within East Ayrshire, the Community Planning Partnership has delegated responsibility to the Health and Social Care Partnership as the vehicle for the coordination of the Wellbeing theme of our Community Plan, from April 2015.

East Ayrshire Health and Social Care Partnership as a new corporate body will lead in the coordination and delivery of workstreams contained within the Community Planning Partnership Wellbeing Delivery Plan, working alongside partners to ensure a collaborative approach to tackling the challenges that face our communities.

WORKSTREAMS

NATIONAL HEALTH AND WELLBEING OUTCOME 1

People are able to look after and improve their own health and wellbeing and live in good health for longer

Links to SOA/CPP

- National Outcome(s)

National Outcome 6 : We live longer, healthier lives

HSCP PRIORITY 1

All citizens are supported to lead an active healthy lifestyle and to make positive lifestyle choices

This outcome will be achieved through the key workstreams described below:-

KEY WORKSTREAM 1.1

Physical Activity and Healthy Weight

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|---|-----------|--------------|
| a. | | <ul style="list-style-type: none">• | | |
| b. | | <ul style="list-style-type: none">• | | |
| c. | | <ul style="list-style-type: none">• | | |

| KEY WORKSTREAM 1.2 | | Tobacco | | |
|--------------------|--|--|-----------|--------------|
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |
| KEY WORKSTREAM 1.3 | | Sexual Health | | |
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| KEY WORKSTREAM 1.4 | | Oral Health | | |
|--------------------|--|--|-----------|--------------|
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |
| KEY WORKSTREAM 1.5 | | Mental Health And Wellbeing | | |
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | | | | |
|---------------------------|--|--------------------------------------|--|--|
| KEY WORKSTREAM 1.6 | | Alcohol and drug related Partnership | | |
| a. | | • | | |
| b. | | • | | |
| KEY WORKSTREAM 1.7 | | Learning Disability Services | | |
| a. | | • | | |
| b. | | • | | |

| | Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|----|--|----------|---------------------|---------------------------------------|
| 1. | Premature mortality for ages 40-60 and / or by deprivation | | | |
| 2. | Life expectancy at birth - males/females Annual/NHS Ayrshire and Arran (General Register Office for Scotland – Life Expectancy for Administrative Area within Scotland) | | | |
| 3. | Deaths per 100,000 population from coronary heart disease (CHD) (under 75 years) Annual/NHS Ayrshire and Arran (ISD Scotland) | | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|--|----------|---------------------|---------------------------------------|
| 4. | Deaths per 100,000 population from all cancers (under 75 years) Annual/NHS Ayrshire and Arran (Scottish National Statistics) | | | |
| 5. | Smoking prevalence Every 2 years/Scottish Public Health Observatory (ScotPho) – East Ayrshire CHP Health and Wellbeing Profiles | | | |
| 6. | Teenage pregnancies (under 16 years) Every 2 years/NHS Ayrshire and Arran (ISD Scotland) | | | |
| 7. | Percentage of adults able to look after their health very well or quite well (to be confirmed) | | | |
| 8. | Rate of emergency inpatient bed days for adults | | | |

NATIONAL HEALTH AND WELLBEING OUTCOME 2**INDEPENDENT LIVING: People, including those with disabilities, long term conditions or who are frail, are able to live as far as reasonably practicable, independently and at home or in a homely setting in their community****Links to SOA**

- National Outcome(s)

National Outcome 15: Our people are able to maintain their independence as they get older and are able to access the appropriate support when they need it**HSCP PRIORITY 2****People, including those with disabilities, long term conditions or who are frail, are able to live as far as reasonably practicable, independently and at home or in a homely setting in their community**

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 2.1**Reshaping Care for Older People Programme**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | | • | | |

WORKSTREAM 2.2**Equipment and Adaptations**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|---|-----------|--------------|
| | | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |

WORKSTREAM 2.3**Supporting People with Multiple Health Conditions**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|---|-----------|--------------|
| a. | | <ul style="list-style-type: none">• | | |
| b. | | <ul style="list-style-type: none">• | | |
| c. | | <ul style="list-style-type: none">• | | |

WORKSTREAM 2.4
SMART Supports

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|--|---|--|---------------------|---------------------------------------|
| | | • | | |
| | | • | | |
| | | • | | |
| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
| 1. | Number of patients waiting more than 4 weeks for discharge to appropriate setting <small>Annual/NHS Ayrshire and Arran (Change Fund Metric)</small> | | | |
| 2. | Percentage of older people aged 65 years and over living in housing (rather than a care home or hospital setting) <small>Annual/East Ayrshire Council</small> | | | |
| 3. | Emergency inpatient bed day rates for people aged 75+- NHS HEAT 2011/12 <small>Annual/NHS Ayrshire and Arran (Change Fund Metric)</small> | | | |
| 4. | Percentage of time in the last 6 months of life spent at home or in a community setting (as appropriate to the individual) <small>Annual/NHS Ayrshire and Arran (Change Fund Metric)</small> | | | |

| | | | | |
|----|--|--|--|--|
| 5. | Percentage of adults supported at home who agree that they are supported to live as independently as possible | | | |
| 6. | Percentage of adults with intensive needs receiving care at home | | | |
| 7. | Readmissions within 28 days | | | |
| 8. | 14 days for discharge from hospital into a more appropriate care setting/ % discharged within 72 hours / bed days lost (tbc) | | | |

DRAFT 1.10.14

NATIONAL HEALTH AND WELLBEING OUTCOME 3**POSITIVE EXPERIENCES AND OUTCOMES: People who use health and social care services have positive experiences of those services, and their dignity respected****Links to SOA**

- National Outcome(s)

National Outcome 16**Our public services are high quality, continually improving, efficient and responsive to local people's needs.****HSC PRIORITY 4****Older People, vulnerable adults and their carers are supported, included and empowered to live the healthiest life possible**

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 3.1**Self Directed Supports**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | | • | | |

WORKSTREAM 3.2

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|---|----------|---------------------|---------------------------------------|
| 1. | Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated | | | |
| 2. | Percentage of adults receiving any care or support who rate it as excellent or good | | | |
| 3. | Indicator on people's experience of their GP practice (tbc) | | | |
| 4. | % of care and care at home services rated at 3 or above in Care Inspectorate inspections | | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|---|----------|---------------------|---------------------------------------|
| 5. | Proportion of last 6 months of life spent at home or in community setting | | | |

DRAFT 1.10.

NATIONAL HEALTH AND WELLBEING OUTCOME 4

QUALITY OF LIFE: Health and Social Care services are centred on helping to maintain or improve the quality of life of service users.

Links to SOA

- National Outcome(s)

National Outcome 6 : We live longer, healthier lives

HSCP PRIORITY 4

Older People, vulnerable adults and their carers are supported, included and empowered to live the healthiest life possible

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 4.1

Palliative Care Services

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

WORKSTREAM 4.2**Working with vulnerable groups, including those with a sensory impairment, learning disability, mental illness, or who are homeless**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |
| d. | | • | | |

WORKSTREAM 4.3**Working with those affected with drugs and alcohol**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |

| c. | | • | | |
|--|---|-----------------|----------------------------|---|
| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
| 1. | Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. | | | |

DRAFT 1.10.24

NATIONAL HEALTH AND WELLBEING OUTCOME 5**REDUCE HEALTH INEQUALITY: Health and Social Care services contribute to reducing health inequalities****Links to SOA**

- National Outcome(s)

National Outcomes 7: We have tackled the significant inequalities in Scottish society**HSCP PRIORITY 3****Individuals and families living in more deprived communities are identified and supported recognising the impact health inequalities gap has on the health and wellbeing of our more vulnerable citizens**

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 5.1**Through the Health and Social Care Partnership as an Employer**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|---|-----------|--------------|
| a. | | <ul style="list-style-type: none">• | | |
| b. | | <ul style="list-style-type: none">• | | |
| c. | | <ul style="list-style-type: none">• | | |

| WORKSTREAM 5.2 | | Through the Health and Social Care Partnership as a service provider | | |
|-----------------------|--|---|------------------|---------------------|
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |
| WORKSTREAM 5.3 | | Through the Health and Social Care Partnership as a partner | | |
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|--|----------|---------------------|---------------------------------------|
| 1. | Premature mortality for ages 40-60 and/or by deprivation | | | |
| 2. | | | | |

DRAFT 1.10.14

NATIONAL HEALTH AND WELLBEING OUTCOME 6**CARERS ARE SUPPORTED:** People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and well-being**Links to SOA**

- National Outcome(s)

National Outcome 6 – We live longer healthier lives

HSC PRIORITY**Older people, vulnerable adults and their carers are supported, included and empowered to live the healthiest life possible**

This outcome will be achieved through the workstreams described below:-

WORKSTREAM 6.1**Carers supported to continue in their caring role**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|---|---|-----------|--------------|
| | | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |
| | - | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |

| | | | | |
|--|--|---|--|--|
| | | • | | |
|--|--|---|--|--|

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|--|----------|---------------------|---------------------------------------|
| 1. | Percentage of carers who feel supported to continue in their caring role | | | |

DRAFT 1.1

NATIONAL HEALTH AND WELLBEING OUTCOME 7

PEOPLE ARE SAFE: People who use health and social care services are safe from harm

Links to SOA

- National Outcome(s)

National Outcome: Our public services are high quality, continually improving, efficient and responsive to local peoples' needs

HSC PRIORITY

Older people, vulnerable adults are supported, included and empowered to live the healthiest life possible

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 7.1

Multi-agency Adult Protection

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | | • | | |

WORKSTREAM 7.2

Criminal Justice

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
|---------|--|--|-----------|--------------|

| | | | | |
|----|--|---|--|--|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | |
|-----------------------|------------------------------------|
| WORKSTREAM 7.3 | Safety of Vulnerable Adults |
|-----------------------|------------------------------------|

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|---|----------|---------------------|---------------------------------------|
| 1. | Percentage of adults supported at home who agree they felt safe | | | |

| | Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|----|---|----------|---------------------|---------------------------------------|
| 2. | Safety indicator – adult support and protection and/or safety of community health provision (tbc) | | | |

DRAFT 1.10.

NATIONAL HEALTH AND WELLBEING OUTCOME 8**COMPETENT AND DEVELOPED WORKFORCE:** People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged with the work they do**Links to SOA**

- National Outcome(s)

National Outcome 16

Our public services are high quality, continually improving, efficient and responsive to local people's needs.

HSC PRIORITY**Competent and Developed Workforce**

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 8.1**Our people are highly skilled and motivated workforce to deliver quality services**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|---|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | - | • | | |
| | | • | | |

WORKSTREAM 8.2**Our people are supported to adhere to professional and clinical standards of care**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | |
|-----------------------|---|
| WORKSTREAM 8.3 | We communicate and engage with our workforce through Staff Partnership and Union representation arrangements |
|-----------------------|---|

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|----------|---------------------|---------------------------------------|
|--|----------|---------------------|---------------------------------------|

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|--|----------|---------------------|---------------------------------------|
| 1. | Percentage of staff who say they would recommend their workplace as a good place to work | | | |

DRAFT 1.10.

NATIONAL HEALTH AND WELLBEING OUTCOME 9

EFFECTIVE RESOURCE USE: Resources are used effectively in the provision of health and social care services, without waste

Links to SOA

- National Outcome(s)

National Outcome 16

Our public services are high quality, continually improving, efficient and responsive to local people's needs.

HSC PRIORITY

Effective Resource Use

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 9.1

We utilise our resources to maximise the outcomes for people who use our services, including our buildings, our staff and our finance

| | Actions | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|--|---------|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | | • | | |

WORKSTREAM 9.2**We will work with partners to develop, deliver and commission services which are efficient, safe and evidence based**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

WORKSTREAM 9.3**We will work with partners to procure services which are efficient, safe and evidence based.**

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| Indicator/s (Frequency/Type/Source) | | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|--|--|----------|---------------------|---------------------------------------|
| 1. | Delayed discharge (see 2 above) | | | |
| 2. | Balance of resource between institutions and community | | | |
| 3. | Opportunity costs within the system – Cost for delayed discharge / emergency admissions / end of life care | | | |

| | |
|--------------------------------------|---|
| LOCAL OUTCOME FOR CHILDREN 10 | Our children have the best start in life |
|--------------------------------------|---|

| | |
|---|--|
| Links to SOA | National Outcome 5 |
| <ul style="list-style-type: none"> National Outcome(s) | Our children have the best start in life and are ready to succeed |

| | |
|---------------------|---|
| HSC PRIORITY | Children and young people, including those in early years and their carers are supported to be active, healthy and to reach their potential at all life stages |
|---------------------|---|

This outcome will be achieved through the key workstreams described below:-

| WORKSTREAM 10.1 | | Improving the health and wellbeing of children | | |
|------------------------|--|--|------------------|---------------------|
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| WORKSTREAM 10.2 | | Corporate Parenting | | |
|------------------------|--|--|------------------|---------------------|
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| WORKSTREAM 10.3 | | Early Years | | |
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |
| b. | | • | | |
| WORKSTREAM 10.4 | | Getting it Right for Every Child (GIRFEC) | | |
| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
| a. | | • | | |

| | | | | |
|----|--|---|--|--|
| b. | | • | | |
|----|--|---|--|--|

DRAFT 1.10.14

LOCAL OUTCOME FOR CHILDREN 11

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Links to SOA

- National Outcome(s)

HSC PRIORITY

Children and young people, including those in early years and their carers are supported to be active, healthy and to reach their potential at all life stages

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 11.1

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|---|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | - | • | | |

WORKSTREAM 11.2

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

WORKSTREAM 11.3

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|----|--|----------|---------------------|---------------------------------------|
| 1. | | | | |

DRAFT 1.10.

LOCAL OUTCOME FOR CHILDREN 12

We have improved the life chances for children, young people and families at risk

Links to SOA

- National Outcome(s)

HSC PRIORITY

Children and young people, including those in early years and their carers are supported to be active, healthy and to reach their potential at all life stages

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 12.1

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|---|-----------|--------------|
| | | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |
| | | <ul style="list-style-type: none">• | | |

WORKSTREAM 12.2

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

WORKSTREAM 12.3

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|----|--|----------|---------------------|---------------------------------------|
| 1. | | | | |

DRAFT 1.10.

**LEAD PARTNERSHIP
PRIORITY 13**

Primary Care, Out of Hours, ADOC

Links to SOA

National Outcome

- National Outcome(s)

HSC PRIORITY

This outcome will be achieved through the key workstreams described below:-

WORKSTREAM 13.1

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|---|--|-----------|--------------|
| | | • | | |
| | | • | | |
| | - | • | | |

WORKSTREAM 13.2

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

WORKSTREAM 13.3

| Actions | | Projected Outputs (Linked to Local Outcome) | Timescale | Action Owner |
|---------|--|--|-----------|--------------|
| a. | | • | | |
| b. | | • | | |
| c. | | • | | |

| | Indicator/s (Frequency/Type/Source) | Baseline | 'Progress' Target/s | 'End' Target/s Direction of travel |
|----|--|----------|---------------------|---------------------------------------|
| 1. | | | | |

DRAFT 1.10.