



Renfrewshire  
Health & Social Care  
Partnership

# Renfrewshire Integration Joint Board

## Annual Performance Report 2023-2024



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# Foreword

Welcome to Renfrewshire Integration Joint Board (IJB)'s Annual Performance Report (APR), which covers the period from April 2023 to March 2024.

The report provides an overview of health and adult social care performance across the broad range of services that are delivered in Renfrewshire by the Health and Social Care Partnership (HSCP), in collaboration with partner organisations.

The APR provides an overview of the Partnership's overall performance in 2023 / 24, along with Year 2 Strategic Plan delivery progress, highlighting key areas of achievement as well as areas for improvement.

The full 2023 / 24 Performance Scorecard, provided as an appendice to this report, provides an overview of our overall performance against national, NHS GGC and local key performance indicators.

## Positive Progress

While reviewing our progress, I felt immensely proud of the achievements highlighted within this report. Within another extremely challenging operating environment, some amazing examples of excellence have been delivered during this period.

These include maintaining Renfrewshire's position as the highest performing HSCP in Scotland for standard delayed discharges, a platinum implementation award for our Telecare Team, and a gold award for our Breastfeeding Friendly Scheme.

## Thank You

I would like to take this opportunity to thank our HSCP staff who, working alongside our partners, have continued to deliver essential services for those who need them most.

I would also like to thank the many community groups who have collaborated to make it all possible. These include service providers, volunteers within local communities, people with relevant lived and living experience, and unpaid carers, amongst many more.


Thank you all for your unrelenting hard work and for going that extra mile - it really is making a positive difference to people's lives.



**Cllr. Jennifer Adam**  
Chair, Renfrewshire IJB


# Report Framework

The purpose of the Annual Performance Report is to update on the IJB's overall performance during 2023 / 24, namely through progress against the objectives in our Strategic Plan 2022 - 25, the Performance Scorecard indicators, and any other developments captured over the past 12 months. Similar to last year, the report is structured by the themes outlined below with the full Performance Scorecard included at Appendix 1.




**Healthier** futures

We reduce inequalities and improve health and wellbeing through early action and prevention.



**Connected** futures

People are supported to recover and manage their disabilities or long-term conditions within their communities and to stay at home.




**Enabled** futures

We provide clinically safe services, within the community wherever possible, and people are able to access the appropriate specialist support to aid them in their recovery.




**Empowered** futures

People access the right care at the right time and in the right place and are empowered to shape their support at every stage of life.




**Sustainable** futures


We work collaboratively to make sure Renfrewshire's resources are used to have the greatest impact on health and care.



**Enablers**



**Housing Contribution Statement**




**Lead Partnership Working**

# Report Framework


2023 / 24: Year 2 Deliverables

Organised by theme, the main features of each section are detailed below:


 Strategic Plan deliverable progress overview using a RAG status summary: **Red** - delayed or postponed; **Amber** – underway but behind schedule; and **Green** – on track for completion by Year 3. We also have three additional categories this year: **Complete** - completed in Year 2; **Discontinued** – project has not continued as expected; and **For Noting** – delivery outwith HSCP control due to external factors.



 Detailed tables showing our progress against each Year 2 Strategic Plan deliverable.

 Examples from care groups, relevant case studies, and service user feedback.

 Scorecard key performance indicators – with the full Scorecard at Appendix 1.

 A table to show the linkage to the nine National Health and Wellbeing Outcomes which are detailed on page seven, with an example shown below:

Work aligns with the following National Health and Wellbeing Outcomes								
1	2	3	4	5	6	7	8	9
✓	✓	✓	✓	✓	✓	✓	✓	✓

# Report Framework

## National Health and Wellbeing Outcomes

Our themes are linked to Scotland's National Health and Wellbeing Outcomes, which are detailed below. The Outcomes ensure IJBs (and HSCPs), Local Authorities and Health Boards are clear about their shared priorities by bringing together responsibility and accountability, providing a framework for the planning and delivery of health and social care services.

### Outcome 1

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

### Outcome 2

People, including those with disabilities or 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.

### Outcome 3

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

### Outcome 4

Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

### Outcome 5

Health and social care services contribute to reducing health inequalities.

### Outcome 6

People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.

### Outcome 7

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

### Outcome 8

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

### Outcome 9

Resources are used effectively and efficiently in the provision of health and social care services.

# Executive Summary: Strategic Delivery Plan Year 2

## Progress Overview

This report updates on the IJB's progress in 2023 / 24 on our two key areas of performance:

- 1. Delivery of Year 2 of the Strategic Plan; and
- 2. 2023 / 24 Performance Scorecard.

### Strategic Plan

The success of our activity is measured across the five key themes, which include a range of targets and milestones aligned to National, NHS Greater Glasgow and Clyde (NHSGGC) and local priorities. We also measure the progress of our Enablers, Housing Contribution Statement, Equalities, and the areas for which we have Lead Partnership responsibility for the NHSGGC area: Podiatry, Primary Care Support, and GP Out of Hours services on an Interim basis. However, as the GP Out of Hours Service is not formally delegated it does not form part of this report.

Year 2 shows strong progress across the strategic objectives with 82% of deliverables on target or complete as illustrated in the table below:

Strategic Plan Deliverables	Red	Amber	Green	Complete	Discontinued	For Noting	Total
Total	3	10	49	33	1	4	100

Of the 13 deliverables not on track for completion by the end of Year 2, 10 are being monitored as we move into Year 3 of the plan, while three have been paused. A full breakdown can be found in the Executive Summary on page 10.

Please note the annual timeline for Year 2 of the Strategic Delivery Plan was brought forward to align with our Annual Performance Report, therefore the window for completion was reduced to six months: 1 October 2023 to 31 March 2024.

# Executive Summary: Strategic Delivery Plan Year 2

## Key Achievements

### Key achievements for Year 2 include:



The Delayed Discharge Team won the Chief Officer's Staff Award this year for their outstanding work to ensure that when discharged from hospital, every person who needs community support receives the right support, without delay, maintaining Renfrewshire's position as the highest performing HSCP in Scotland in 2023 / 24 for Standard Delays



We have maintained the UNICEF Baby Friendly Gold Award, now with 138 organisations in Renfrewshire signed up to the Breastfeeding Friendly Scotland Scheme and 386 staff trained.



The Anticipatory Care Plan\* staff training programme continues with 423 new plans recorded in 2023 / 24 against a target of 221. We also have 29 Future Care Plan Champions within the HSCP helping to promote the process (\* changing to Future Care Plan in 2024-25).



We have delivered on our actions for Year 1 of our Climate Change Action Plan to support Renfrewshire's Plan for Net Zero.



Primary Care Mental Health Team waiting times for patients referred to first appointment within 4 weeks have improved from 41.6% at March 2023 to 90% at March 24.



A Suicide Prevention Strategic Group has now been established. Chaired and led by the HSCP Chief Officer, the group brings together a range of partners to identify and progress key priority areas, aligning with national policy and direction, that reiterates our commitment to suicide prevention in Renfrewshire



The newly established Home First Response Team has assessed 910 patients in 2023 / 24, with an average of 58% discharged with referral onwards to community rehabilitation support.



The HSCP Telecare Team is the first ever provider to win the Platinum Implementation Award - the highest-ranking award available – for their hard work and dedication in providing high standards of service for the people we provide care for in Renfrewshire.



An Equalities Planner and Toolkit has been developed and implemented to ensure all staff have access to Equalities training and events.



We have implemented the Early Years Healthier Wealthier Children pathway to increase referrals for families and child poverty priority groups with highest levels of child poverty. There were 302 referrals in 2023 / 24, with 175 clients engaging with the service and £323,255.31 financial gains during this period.



# Executive Summary - Strategic Delivery Plan Year 2

Deliverables behind schedule or paused

## Delayed due to external factors:



National Care Service: HSCP Governance and Resourcing Plan proposals has been paused due to delays by Scottish Government.



Housing: evaluation of the MyLA Project is unavailable until September 2024, when it will be evaluated with all other Alcohol and Drug Commission Board funded initiatives.



Renfrewshire Council is currently reviewing the Connecting Communities programme therefore our role has not progressed as planned.

## Behind schedule due to capacity or resource constraints:



Renfrewshire Dementia Action Plan in line with National Strategy: A lead officer has now been identified and this work will progress in 2024-25.



Sensitive Routine Enquiry Audits to address Gender Based Violence.



Learning Disability Team's web-based transition information pack.



Increase Treatment Rooms: partly delivered. Self-referrals for ear irrigation began in November 2023.



Autism Action Plan: Significant collaboration work has been undertaken. Action will continue into Year 3 of the Plan.



Work to ensure GP Clusters have Quality Improvement Plans to support Quality Improvement (QI) initiatives.

## Other deliverables not on schedule:



ADP Strategic Plan: Draft to be discussed at ADP Executive Group in June 2024.



Family Wellbeing Hub launched in May 2024, slightly later than planned.



Renfrewshire Recovery Forum now established. Meetings planned and Development Day taking place in early June 2024.



Review of care pathways, co-produced with people with lived experience, being actioned as part of the Sustainable Futures Programme.



Work continues to explore Housing opportunities for individuals with social care needs.

# Executive Summary – Performance Scorecard

## Progress Overview: Scorecard Highlights

Alongside Year 2 progress against our Strategic Plan objectives, our financial year-end 2023 / 24 Performance Scorecard (Appendix 1) highlights performance against national, NHSGGC and local key performance indicators - and also the National Core Integration Indicators (Appendix 2).

### Performance Indicator Review


To ensure a more balanced Scorecard, a full review of all performance indicators was undertaken in 2022 / 23 with a particular focus on ensuring our social care indicators were more reflective of the breadth of activity across the HSCP. As such, we are unable to draw direct comparisons to the overall performance position at 2022 / 23 year-end. 2023 / 24 data will be used as a baseline position for these indicators to set targets where appropriate for 2024/25 and will allow us to compare performance moving forward.

### Areas Where Performance has Improved

Despite 2023 / 24 being another challenging year, we have seen significant service improvements and also maintained performance against a number of key performance indicators.

Performance status is assessed as either green, on or above target; amber, within 10% variance of target; or red, more than 10% variance from target. Of the 28 indicators with targets, at financial year end the Performance Scorecard showed 7 red indicators (25%), 8 amber (29%), and 13 green indicators (46%).

Please see the Performance Scorecard at Appendix 1 for more detail.

Performance Indicator Status	End-Year 2023 / 24	Percentage of indicators with targets
	Alert: 7	25%
	Warning: 8	29%
	Target achieved: 13	46%
	No targets: 20	-

### Waiting Time Improvements:

**Primary Care Mental Health Team:** waits for patients referred to first appointment within 4 weeks have improved from 41.6% at March 23 to **90%** at March 24 (target: 100%)

**Alcohol and Drugs:** % of patients referred to treatment within 3 weeks has seen performance increase from 84.7% at March 23 to **98.6%** at Q4 (Jan-Mar 24) (target: 90%).

**Psychological Therapies:** **88.5%** of patients started treatment within 18 weeks of referral at March 2024 compared with 70.0% at March 2023 (target 90%).

**Podiatry:** The percentage of foot ulcers seen within 2 working days in Renfrewshire increased from 78.8% at March 23 to 92% at March 24 (target 90%). NHSGGC performance is 89.1% compared with 75.2% at March 23.

# Executive Summary – Performance Scorecard

## Progress Overview

### Delayed Discharges

Renfrewshire has maintained its position as **the highest performing HSCP area in Scotland** for the period April 2023 - March 2024 for standard delayed discharges.

The total number of bed days lost was **2,032**, which equates to a rate of **1,348.3 per 100,000 population**. The national average rate for the same period was 7,583.0 and the Greater Glasgow and Clyde average was 10,844.4 per 100,000 population.

### Adult Carer Support Plans

The number of adult support plans completed for carers (18+) by Renfrewshire Carers Centre has increased significantly. 360 were completed in 2023 / 24 compared with 203 in 2022-23 against a target of 145. An additional 192 plans were completed by the HSCP.

### Areas for Improvement:

The following areas will continue to be closely monitored as we move into the 2024 / 25 reporting year:

### Sickness Absence

HSCP Adult Social Work Staff: **19.51** at March 2024, compared with **21.94** at March 2023 against a target of 15.3 days per full-time employee (FTE) – a reduction of 2.4 days.

HSCP NHS Staff: **5.62%** at March 24 compared with 6.73% at March 23 (Target: 4%). Rates have reduced slightly compared with 2022-23. Plans ongoing to address the challenge include; HR support and training; identification of areas that require additional support; and a new Staff Health and Wellbeing Group promoting health improvement activities and support.

### Number of new carers supported by Renfrewshire Carers Centre: 818

compared with 1,027 in 2022/23 (target: 1,027). Please see page 24 for details of our programme of carers' awareness sessions, workshops and Carer Community Champions, with 59 recognised by the Provost during Carers' Week. A significant improvement in the uptake of adult carer support plans also suggests support is being strengthened.

**A&E waits less than 4 hours: 71.6%** at March 24 compared with 70.1% at March 23 (target: 95%). Challenging to influence, initiatives continue to help reduce A&E attendances including; Home First Response service; Community and Nursing/Care Home Falls Pathways; Community Respiratory Team Project; and national campaign Right Care Right Place offering alternatives to A&E to reduce pressure on emergency departments.

**Babies with low birth weight (<2500g): 7.1%** at Q3 December 23 compared with 5.7% at March 23 (target 6%). Linked to smoking in pregnancy, recent increased costs of living may also impact pregnant women's ability to eat a healthy diet. We continue to promote NHSGGC Smoking Cessation services and target support in the most deprived areas of Renfrewshire. The Stronger Start programme also identifies support available for the most vulnerable women in the Blossom Service from 10 weeks in pregnancy.

**Emergency Admissions From Care Homes 2023 / 24: 549** compared with 497 in 2022-23 (Target: 450)

This indicator has changed status from green to red, however this is due to a retrospective mapping exercise carried out by NHSGGC and previous data is thought to have been under-reported. Data for 2023 / 24 shows 549 admissions compared with 497 in 2022-23. Work continues to reduce admissions with the Care Home Nursing Support Team providing proactive support across all 23 care homes in Renfrewshire. The team also won the Innovation of the Year Staff Award in March 2024.

## Healthier Futures: Prevention and Early Intervention

For every care group, and our wider population, we promote healthier lifestyles by encouraging activities that can help prevent physical and mental ill-health. These can also enable people to remain at home for longer, delay the need for medical intervention and ultimately, achieve better outcomes for people.

# Healthier Futures: An Overview

## Prevention and Early Intervention



Early intervention can include providing people with information about services and resources in their local areas - and promoting active and healthy lifestyles. We can also make an impact early in life, supporting our children to have the best start possible.

Community-led support and joint working with our partners, the third sector and community groups is vital. We want to build on the skills and experience of people in Renfrewshire to create capacity within our communities and help people maintain their health and independence.

### Healthier Futures - Progress Overview:

Red	Amber	Green	Complete
0	2	12	12

### Some Examples of Progress:



The Early Years Healthier Wealthier Children pathway realised £323,255 of financial gains for families in Renfrewshire.



There are now 20 HSCP staff members trained as 'Promise Keepers' – an increase of 11 on the number recorded in 2023 - to support priorities identified in The Promise Scotland Plan. We continue to work in partnership with Renfrewshire Council's Children's Services.

### Case Study: Tobacco and Vaping

The Health Improvement Team progressed a number of actions in line with the Scottish Government's Tobacco and Vaping Framework 2023.

In partnership with Renfrewshire Council Education colleagues, the team developed Early Years Packs, which focus on second-hand smoke and are available to all early years' providers. The packs feature Jenny and the Bear books along with a lesson plan, interactive resources, nursery rhyme and poem. The team also facilitated a vaping and young people workshop in February 2024, bringing together key partners to inform the development of an action plan for Renfrewshire.

Funding was available through a small bids process for third sector organisations, with Barnardo's, Pachedu and Renfrew YMCA securing funding. Following bespoke training all three organisations will develop programmes to raise awareness of the harms of smoking, second-hand smoke and, or, vaping. They will also promote local Quit Your Way community venues to increase uptake with parents and carers in Renfrewshire.

### Smoking Cessation

Performance at Q3 December 2023, showed **123 quits** at the 3-month follow-up in the 40% most deprived areas against an annual target of 182 - compared with 119 at March 2023.

# Healthier Futures: An Overview

Prevention and Early Intervention



## Breastfeeding Friendly Scotland Scheme

The Health Improvement Team have been engaged with a number of businesses and organisations to promote sign up to the Scottish Government's Breastfeeding Friendly Scotland Scheme. A total of **138** organisations have now signed up to the scheme, with **156** staff trained on breastfeeding and the law in 2023 / 2024, and **386** staff trained in total.

## UNICEF Baby Friendly Gold Award

In March 2024, we were also successful in maintaining the UNICEF Baby Friendly Gold Award. It aims to provide parents with the best possible care so they can build close and loving relationships with their baby and feed their baby in ways which will support optimal health and development. To maintain gold status, we must submit annual evidence to show standards are being maintained and progressed.

### Low Birth Weight Babies

Performance at Q3 October-December 23 showed 7.1% of babies in Renfrewshire had a birth weight of under 2500g compared with 5.7% at March 23 (Target 6%).

### Exclusive Breastfeeding at 6-8 Weeks – Most Deprived

Performance at Q3 December 2023, showed 20% of new mums in the most deprived areas were still exclusively breastfeeding at 6-8 weeks against a target of 19.9% – compared with 25% at March 2023.

## Case Study: Additional Funding Success

The Health Improvement Team has actively sourced over £190,000 of funding to allow the following new programmes of work to be implemented at a time when budgets and funding are challenging:

- **Thrive Under Five:** pilot in Johnstone to reduce child poverty, increase healthy eating, physical activity, and reduce likelihood of diabetes in the under 5s working with partners Active Communities and Citizens' Advice Bureau.
- **Stronger Start:** a pilot service in the RAH maternity unit to tackle money worries and identify support for the most vulnerable women in the Blossom Service from 10 weeks in pregnancy.
- **Community Food Plan:** enables cooking programmes, training for community chefs and food and cooking equipment to be distributed across third sector partners at no cost.
- **Community Needs Assessment:** aims to create an infrastructure to support health and wellbeing in Gallowhill, Paisley, which has been identified as having the highest levels of child poverty in Renfrewshire.
- **Health & Wellbeing Survey Action Planning:** funding secured to work. Community Planning partners and the Lived Experience Panel to develop Renfrewshire's responded to the 2022-23 Adult Health and Wellbeing Survey results.

# Healthier Futures: An Overview

Prevention and Early Intervention



***Renfrewshire Alcohol and Drug Partnership (ADP) recognises that prevention and early intervention is key to preventing alcohol and drug harm in communities, with the following activity underway in Renfrewshire.***

## ADP: New Independent Chair

John Goldie is the new Independent Chair of Renfrewshire's ADP, who joined us on 30 August 2023.

Previously Head of Addiction (South Sector) at NHSGGC, John is the first Independent Chair of the ADP. His appointment follows a decision to carry out an independent review of the role and function of the ADP, to ensure an objective and independent perspective is threaded throughout the work of the ADP going forward.



## Alcohol Specific Deaths Prevention

Renfrewshire's ADP recognises that alcohol specific death figures are concerning and have taken a forward-thinking approach by recruiting an Alcohol Specific Deaths Prevention Lead Officer.

This post, which began this year, is funded for 12 months and will provide a unique opportunity to examine alcohol-specific deaths data and explore ways to reduce harm by carrying out thematic reviews to inform future service delivery.

## Renfrewshire Lived Experience Forum

The Renfrewshire Lived Experience Forum meets monthly to give people who have or had experience of using alcohol and drug services in Renfrewshire the opportunity to share their views and experiences. With the appropriate support and training, forum members will feel empowered to connect, share their views and knowledge and have their voices heard to influence how services are developed and delivered.

Forum members have been involved in many new ADP activities and campaigns such as the Connected & Caring at Christmas Campaign, Overdose Awareness Day, Medication Assisted Treatment (MAT) Standards experiential work, and have recently begun planning how they can tackle the stigma associated with alcohol and drugs in Renfrewshire.

### Naloxone Kits

To help prevent drug deaths, our services provided 662 take-home Naloxone kits, a life-saving medicine that reverses an opioid overdose, to people in our communities in 2023 / 24.

### Alcohol and Drug Waiting Times

At Q4 March 2024, Alcohol and Drug waiting times for referral to treatment within three weeks was 98.6% against a target of 90% – compared with 84.7% at March 2023.

# Healthier Futures: An Overview

## Prevention and Early Intervention



**The Culture, Arts, Health, and Social Care (CAHSC) Partnership is Renfrewshire’s innovative approach to bringing arts and culture to residents (18+) engaging in social care services.**

*By funding an Arts and Culture Co-ordinator within the HSCP, this programme is creating opportunities for the most disadvantaged adults (18+) in Renfrewshire to improve their health and wellbeing.*

In 2023 / 24, with the support of Renfrewshire Council's Future Paisley Initiative, CAHSC was able to:

- Develop a network of **164** local people and organisations interested in supporting social and cultural activity for people involved in health and social care services.
- Host training sessions for artists and the third sector, bringing them together to explore shared interests and issues.
- Support the Scottish Mental Health and Arts Festival’s Renfrewshire branch of activity.
- Manage two grant programmes which provided funding to over **40** local organisations to create accessible cultural programmes for Renfrewshire residents living with the impact of inequalities.

*CAHSC has created opportunity for over 4,000 instances of cultural participation and 1,349 attendances at cultural events for people engaged in health and social care services.*

**Quotes from some of the people who took part in a range of activities to show the impact they have had on participants:**

*“I found the whole experience really relaxing. Time just flew by. I love working with my hands, working towards an end and achieving something”.*

**(Disability Resource Centre Arts Group attendee (for adults with disabilities))**

*“I never dreamed to be in such environment. I cannot afford this. Sometimes I do night shift and juggle study and looking after children and sometimes I am very sad. I laughed so much at the show and afterwards. Through humour..(the comedian..) made me see the challenges I face in life are not mine alone. Thank you very much and can you please make this possible again?”*

**(Resident from group supporting ethnic minorities who attended a comedy event at the Hydro in Glasgow)**



# Healthier Futures: An Overview

## Prevention and Early Intervention

### CAHSC Case Study 1: Adult & Family Learning Service English as a Second Language (ESOL) Group

Renfrewshire Council's Adult and Family Learning Service provides English language learning opportunities for refugees arriving in Renfrewshire. With a grant from the Creative Wellbeing Fund, overseen by the CAHSC Co-ordinator, the Group hosted a 7-week programme of arts for English language learners including painting, collage, felting, and embroidery. The programme was open to all ESOL learners but mainly attended by Ukrainian refugees. Feedback was particularly positive with attendees specifically mentioning how the programme positively impacted their mood or emotional wellbeing.

7 arts and culture workshops = 85 instances of cultural participation.

### CAHSC Case Study 2: Jubilee House

Jubilee House is a registered charity working with domestic abuse victims, which more broadly supports women in Renfrewshire. The charity has three core strands: recovery from domestic abuse, teaching skills that promote an abuse free life, and improving women's mental health and wellbeing. A Creative Wellbeing Fund grant enabled a bi-monthly craft café for 12 months, with six special sessions run by professional artists. Sessions explored embroidery, crocheting, flower crown making and gift wrapping, and were open to all women in the community, offering a space to meet, connect, and learn a new skill. 75% of feedback commented on the companionship and conversation, and the positive impact the safe space had on the women who attended.

24 crafting sessions = 102 instances of cultural participation.



# Healthier Futures

## Priority Activities



Objective		Year One Deliverables		RAG
HF1	Implement a local Strategic Group for suicide prevention and collaboratively develop a Renfrewshire suicide prevention strategy.	HF1.1	Establish a local Suicide Prevention Strategic Group and develop an initial plan for a Renfrewshire Strategy.	C
HF2	Work collaboratively to tackle stigma and encourage early engagement with services and support recovery.	HF2.3	Embed peer support and volunteers across Mental Health, and Alcohol and Drugs Recovery Service (ADRS) and Continuing In Recovery Changes Lives Entirely (CIRCLE).	C
		HF2.4	Undertake research to determine demand and interest in a standalone new Mental Health & Wellbeing Reference Group.	C
		HF2.5	Establish Staff Reference Group for tackling stigma which will include membership from all key partners across Renfrewshire.	G
		HF2.6	Explore ways in which to strengthen lived experience input including linking with existing groups such as ACUMEN and Carers Centre.	G
HF3	Work with partners to review existing information and advice sources for people in Renfrewshire, such as ALISS.	HF3.5	Continue to develop ways of providing information on community supports in accessible formats, including ALISS.	G

### Healthier Futures work aligns with the following National Health and Wellbeing Outcomes

1	2	3	4	5	6	7	8	9
✓	✓	✓	✓	✓	✓	✓		✓

# Healthier Futures



Objective		Year Two Deliverables		RAG
HF4	Continue to work with partners to support the health and wellbeing of young people and contribute to the Scottish Government's mission to end child poverty.	HF4.3	Implement Early Years Healthier Wealthier Children Referral Pathway to increase referrals for families' child poverty priority groups with highest levels of child poverty.	C
		HF4.4	Embed audit on routine enquiry of money worries and report on HWC referrals made through Universal Pathway.	C
		HF4.5	Work with Fairer Renfrewshire Group on a multi-agency approach to target areas, and child poverty priority groups, with highest levels of child poverty.	C
		HF4.6	Complete scoping, planning, and set up Steering Group to identify Thrive Under Five areas for progress. Establish links with housing regeneration and neighbourhood renewal groups to embed planning.	C
		HF4.7	In Partnership with Education, Police and Trading Standards scope out a best practice approach to inform an education resource for prevention of use of vapes/ e-cigarettes in children and young people.	C
		HF4.8	Complete scoping and planning, and set up Steering Group to identify funding, best practice approach including trauma informed and The Promise for implementation of Stronger Start at RAH.	C
		HF4.9	Complete scoping with Council Partners to develop and implement an emergency infant formula pathway for children under 1.	G

Objective		Year Two Deliverables		RAG
HF5	Work collaboratively to deliver the Whole Family Support Framework 2021, and to meet the priorities identified in The Promise Scotland Plan.	HF5.3	Establish Whole Family Wellbeing Hub alongside commissioned services and (i) commence service re-design; and (ii) Pilot Assistance process.	G
		HF5.4	Recruit data analyst to support evaluation of need and demand for Whole Family Wellbeing Support.	C
		HF5.5	Grow and increase the number of Promise Keepers across our services.	G
		HF5.6	Ensure that the Renfrewshire Language Policy (guidelines for how we speak about and describe Care Experience and Care Experienced children and young people) is communicated, shared and disseminated across our teams and networks.	G
		HF5.7	Carry out an HSCP-specific Promise Self-Evaluation Exercise to assess progress and areas for development in key areas across different services. This evaluation will inform our future HSCP Promise action plan.	G
HF6	Work with partners within the ADP to prevent alcohol and drug related deaths across Renfrewshire.	HF6.3	Establish Staff Reference Group which will include membership from all key partners across Renfrewshire.	C
		HF6.4	Recruit to dedicated Alcohol-related deaths post.	C
		HF6.5	Develop ADP Strategic Plan (subject to guidance awaited from Scottish Government which may extend development timescales). <b>Note:</b> the ADP Support Team is currently preparing the Strategic Plan and the first draft will be discussed at the next meeting of the ADP Executive Group scheduled for June 2024.	A
HF7	Develop our joint approach to frailty and falls prevention pathways within communities and acute settings.	HF7.5	Continue to monitor pathway for Home First Response Service and the use of the Frailty Identification Tool across acute and community services.	G

# Healthier Futures



Objective		Year Two Deliverables		RAG
HF8	Address teenage pregnancy and Sexually Transmitted Infection (STI) rates in Renfrewshire and focus on helping children and young people have positive, healthy and mutually respectful relationships.	HF8.6	Implement sustainable 'Early Protective Messages' Train the Trainer model based on the evaluation in 2022.	G
		HF8.7	Revise Terms of Reference and identify Renfrewshire Sexual Health priorities. Identify priorities based on data and evidence of need.	G
HF9	Through our Culture, Arts, Health and Social Care (CAHSC) Group, we will lead work with colleagues and partners involved in the Future Paisley programme.	HF9.3	CAHSC Co-ordinator to create a practical resource to support HSCP workers and partners to identify and use arts and cultural activities for wellbeing.	G
HF10	As part of our commitment to tackling Gender Based Violence (GBV), ensure that Sensitive Routine Enquiry is embedded in key HSCP services (or settings).	HF10.2	Establish Lead for audit and baseline across Community Mental Health, Alcohol & Drug Recovery services and Children and Families teams. <b>Note:</b> Routine Sensitive Enquiry (RSE) is embedded within Health Visiting, Community Mental Health and ARDS assessments. Audits to understand current baseline and outcomes will begin with the Children and Families Service in Year 3, and a working group will be established to complete audits across other services.	A



Connected futures

## Connected Futures

Supporting people to manage long-term conditions - including physical and mental health. Enabling them to live as independently as possible, for as long as possible, is central to how we provide care and support.

info@aberdeen.gov.uk  
07936 000000

# Connected Futures: An Overview

## Community Support



A vibrant community-led approach to supporting people, alongside the services provided by the HSCP and partners, can make a significant contribution to prevention and early intervention and improve the health and wellbeing of our communities.

The benefits of community-led support were clear throughout the pandemic and the HSCP, partners, and unpaid carers continue to strengthen the thriving network of advice, support and care provided in our local communities.

### Connected Futures: Progress Overview:

Red	Amber	Green	Complete
1	2	1	3

### Some Progress Examples:



We have now aligned Community Wellbeing Workers to 15 GP Practices in Renfrewshire.



We evaluated the CIRCLE Recovery Hub – see page 26. Launched in 2022, CIRCLE provides enhanced support to people on a recovery journey from issues relating to mental health and drug or alcohol addiction.



We are on track to deliver on the Year 1 Actions from our Unpaid Carers Strategy.

### Case Study: Working Together for a Carer Friendly Renfrewshire

In partnership with Renfrewshire Carers Centre, a programme of carers awareness workshops and events were held across Renfrewshire during 2023 / 24, with organisations including Kairos, Active Communities, the IN-Ren Network, We Are With You, the Chamber of Commerce, Northcroft Medical Centre, and Sight Veterans Scotland.

The sessions led to an increase in referrals and organisations were encouraged to work towards achieving the Carer Positive Award. In addition, a programme of training was undertaken with individuals to support them to become Carer Community Champions. 59 Champions support the carer friendly Renfrewshire work by raising awareness as they go about their work in communities and were recognised by the Provost at a recent Carers Week event.



# Connected Futures: An Overview

## Community Support



### CIRCLE Update

2023 saw the completion of an evaluation on the effectiveness and impact of the CIRCLE Recovery Hub, which was developed to provide enhanced support to local people on a recovery journey from issues relating to mental health and drug or alcohol addiction.

A client survey, carried out as part of the evaluation process, showed overwhelmingly positive results: **100% of respondents** agreed the service was accessible, kept people safe, and offered interventions to reduce harm and support recovery. Respondents were also positive in terms of staff experience and their ability to involve clients in the decision-making process to aid their support and recovery.

CIRCLE was designed and continues to be shaped by those who use it, through feedback and client focus groups. Effective partnership working was also evident, complemented by continued close collaboration with Mental Health and Alcohol and Drug Recovery services.

334  
referrals  
to  
CIRCLE  
in 2023 /  
24

### Overdose Awareness Day 2023

A range of activities took place to mark Overdose Awareness Day in Renfrewshire on 31 August 2023. Staff were on hand at the Cenotaph, the Piazza Shopping Centre and the Tannahill Centre to provide information on services available to those who have had their lives changed by an overdose.

A commemorative walk also took place from the Cenotaph to Dunn Square and landmark buildings, including Bascule Bridge and Renfrew Town Hall were lit up in purple to commemorate the day.



### Number of Adult Support Plans Completed for Carers (Age 18+)

Renfrewshire Carers Centre completed **376** adult support plans with carers in 2023 / 24 compared with 203 in 2022-23 against a target of 160. A further **192** Plans were completed by HSCP Adult Services, which is a new indicator for 2023 / 24.

### Primary Care Mental Health Team Waiting Times

The number of patients referred to first appointment within 4 weeks has improved from **41.6%** at March 2023 to **90%** at March 2024 (Target: 100%).



# Connected Futures: An Overview

## Community Support



### Dykebar Inpatient Art Exhibition

In December 2023 Renfrewshire Mental Health inpatients from Dykebar Hospital created an Art Exhibition called 'Recovery – What Does It Mean to Me?'. Showcased in the art department exhibition space in the Paisley Centre.

The art project demonstrated the patients' use of art to help express their journey through their mental health recovery. Patients from all seven mental health wards worked hard to create a variety of different projects to illustrate what recovery and wellbeing means to them.

The exhibition was a huge success running for six days with over 100 attendees, ranging from patients, carers and families, members of the public, and staff - including Laura Howat our Head of Mental Health, Learning Disability and Alcohol & Drug Recovery Services, pictured here with some service users and Occupational Therapy staff.

The impact of the exhibition is ongoing, as patients are still saying how much they enjoyed being able to display their art and how it positively impacted their recovery and instilled hope and aspirations for the future.



*"I liked doing this because sometimes I feel like a bare tree in winter then some days I feel like a full tree in spring. It's good to know that I will feel like the spring tree again soon"*

*"Wow I can't believe I did that, I can't wait to show the kids they are never going to believe it's mine"*

*"Never thought I could do art, now look at me – I'm in an exhibition"*

### Accessibility Forum

The HSCP's Community Partnership's Manager established the Towns and Villages Accessibility Forum (TVAF) with colleagues from Renfrewshire Council's Housing, Environment and Infrastructure team to address access issues for people with reduced mobility, physical disabilities and visual impairments. The Forum also includes representatives from Renfrewshire Council Events Team and Town Centre management to ensure accessibility is considered as early as possible in planning decisions. To date, specific concerns raised by the likes of Shopmobility, Renfrewshire Access Panel and Renfrewshire Visually Impaired Forum have been successfully resolved, and other matters raised by older people through various other groups have also been raised and resolved.

Objective		Year Two Deliverables		RAG
CF1	<b>Develop and implement a Renfrewshire Dementia Strategy, reflecting the objectives and priorities of the forthcoming National Dementia Strategy.</b>	CF1.2	Review the new National Strategy, undertake a self-evaluation and develop a local action plan for implementation in Renfrewshire. <b>Note:</b> a range of proactive activity and development is taking place across Renfrewshire which aligns to the National Strategy, with a lead officer identified to progress the development of the Action Plan early in 2024.	R
CF2	<b>Support people to live well by strengthening links between community resources and primary care, through testing and evaluation of new roles in several GP Practices.</b>	CF2.3	Align Community Wellbeing Workers to a further four GP Practices.	C
CF3	<b>Build unpaid carer-friendly communities across Renfrewshire so that unpaid carers can access the support they need to continue to care.</b>	CF3.3	In line with the IJB's Unpaid Adult Carers Strategy, developed in year 1 of the Strategic Plan and approved in September 2022, the Carers Planning Group will deliver the actions in the Carers Strategy Year 2 Delivery Plan.	G
CF4	<b>Embed the Recovery Orientated System of Care (ROSC) in Alcohol and Drug Recovery Services (ADRS) to promote individuals' recovery through access to, and benefit from, effective, integrated person-centred support.</b>	CF4.2	Re-establish a Renfrewshire Recovery Forum/Group. <b>Note:</b> the Recovery Lead for Alcohol & Drugs and Mental Health has been appointed as Chair of the Group. Initial meetings are scheduled to progress with membership and a work plan, with a Development Day planned for members in early June 2024.	A
		CF4.3	Evaluate the impact of CIRCLE, and Peer Recovery Worker development.	C

Objective		Year Two Deliverables		RAG
CF5	<p><b>Help children and young people and their families get appropriate and timely support to improve their mental wellbeing through a multi-agency community-based family support service.</b></p>	CF5.2	<p>To continue to monitor progress and evidence the impact of the approaches and interventions available to support children and young people’s mental health and wellbeing. <b>Note:</b> <i>Family well-being hub due to launch April 2024. Team in place and work progressing to develop the team to date. All school nurses are trained in LIAM (Let’s Introduce Anxiety Management) and provide this where appropriate. School Nursing Service has purchased Wellbeing Bags to support the School Nurse in gaining trust and aiding discussion about the young person’s emotional health and wellbeing, with training to begin in May. This is being rolled out across NHSGGC to allow for a consistent approach to the delivery of the School Nursing Service. Agreed process in place to redirect appropriate CAMHS referrals to School Nursing for input including LIAM. Monthly meeting between CAMHS Consultant Psychologist and School Nursing Team to discuss referrals.</i></p>	A
		CF5.3	<p>Develop Renfrewshire-specific CAMHS Education Officer role and working in partnership; (i) enhance advice and guidance on Tier 2 mental health and wellbeing supports to schools; (ii) develop improved universal understanding of referral criteria and referral process to CAMHS; (iii) develop improved signposting to appropriate pathways/services for schools and families who have concerns about a child or a young person and their current mental health.</p>	C

## Enabled Futures

Sometimes, we all need to access specialist support to help us recover from illness, to manage long-term conditions, and to keep us safe. This could include access to primary care services, support with our mental health, or support to recover from alcohol or drug-related addictions. Helping people get back on their feet and supported at home and in their community is essential.

# Enabled Futures: An Overview

## Clinically Safe and Specialist Services



We will help people access appropriate specialist support in the most suitable setting. Ideally, we want to provide care as close to home as possible and avoid any unnecessary or preventable attendances or admissions to hospital. We will also continuously improve service quality, supported by Clinical and Care Governance. Working with partners, we will build on individuals' strengths, skills and abilities to aid their recovery.

### Enabled Futures: Progress Overview:

Red	Amber	Green	Complete	For Noting
0	1	5	3	2

### Some Examples of Progress:



Renfrewshire has maintained its position as the top performing HSCP in Scotland for standard delayed discharge with a 4.71% reduction on 2022-23 performance.



The Home First Response Service assessed 910 patients in 2023 / 24, with an average of 58% discharged. Of those discharged, an average of a third (66%) referred to community rehabilitation support.



We have partly delivered on an increase in treatment rooms in Renfrewshire with self-referrals for ear irrigation launching in November 2023 at Renfrew Health and Social Work Centre.

### Case Study: Care Home Nursing Support Team

Our Care Home Nursing Support Team and the Care Home Collaborative (CHC) were spotlighted at the prestigious NHS Scotland showcase event in June 2023, which highlights best practice across all Health Boards. The team also won the Innovation of the Year Award at our Staff Awards Ceremony in March 2024.

The team provide proactive support across all 23 older people care homes in Renfrewshire plus two residential Quarrier care homes in Inverclyde, allowing optimal care to be provided within the residents' homes. The team helps improve the lives of residents and have supported 45 care home staff to complete Anticipatory Care Planning\* sessions, resulting in 17 staff becoming ACP Champions. The team also delivered RESTORE2 sessions to support early identification of deteriorating residents, with additional sessions provided by the Care Home Collaborative.

In 2023 / 24, the team managed 5,245 consultations, with 1,081 care home residents assessed, and only 2.3% needed onward referral to acute services\*\*.

In conjunction with the CHC, the CHNST have worked in partnership with Scottish Ballet supporting those living with neurological conditions, and Project Milkshake, which is lowering the risk of malnutrition among residents in Renfrewshire.

*\* Renamed Future Care Planning for 2024-25; \*\* provisional data*



# Enabled Futures: An Overview

## Clinically Safe and Specialist Services

Enabled Futures covers a diverse range of services from Children's Health to enabling people to live independently and be treated close to home, as highlighted in the following examples...

### *Community Treatment and Care Team (CTAC)*

Primary Care Services within Renfrewshire's Primary Care Improvement Plan have been transformed thanks to the new Community Treatment and Care Team. 130 GP phlebotomy clinics are held per week, with 14 Treatment Rooms available Monday to Friday every week for all 27 GP practices in Renfrewshire.

The team has revolutionised interventions such as leg ulcer clinics, wound care, and a new self-referral ear care service, enabling independent residents of Renfrewshire to access the right care at the right time in the right place.

### *Delayed Discharge Team*

The Delayed Discharge Team work closely with Acute colleagues to ensure every adult who needs community support on discharge from hospital receives the right support, without delay. The team work closely with the person and their family to place the wishes and expectations of all concerned at the centre of their planning, and ensure they are treated with care and compassion.

A 'one-team' approach has been adopted across all community support services, including external providers, to make each individual a priority for the whole service.

Since its establishment, the team has shown commitment and motivation with an outstanding performance record, maintaining Renfrewshire's position as the highest performing HSCP in Scotland for Acute standard delayed discharges for the period April 2023 to March 2024.

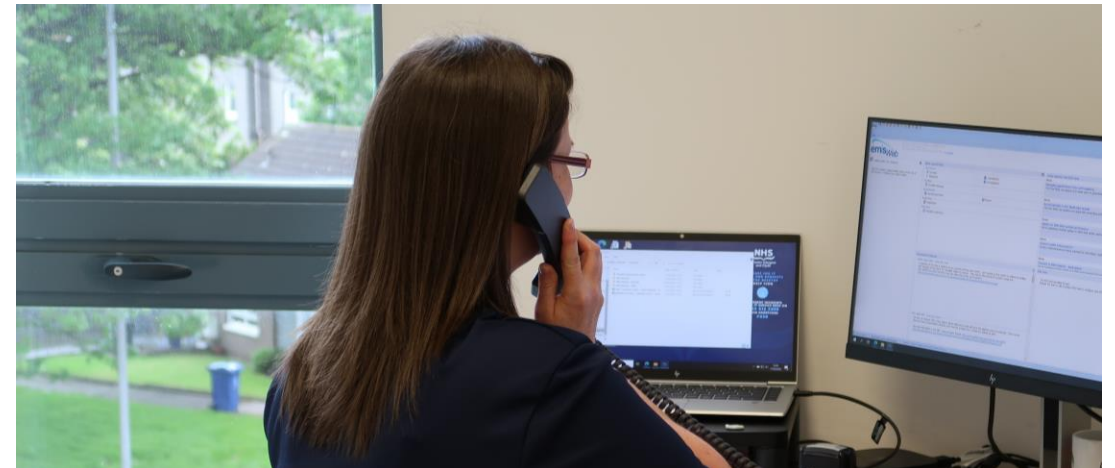


### *Launch of Paediatrics Advice Line*

The Specialist Children Services (SCS) team launched a new telephone advice line for parents in Renfrewshire. The service provides advice and guidance on speech and language, occupational therapy, and physiotherapy for children and young people.

The advice line is staffed by experienced therapists and aims to provide parents with easy access to information and support, helping them make informed decisions about their child's health and wellbeing. The advice line will also help reduce waiting times for appointments, allowing children to receive the support they need more quickly. The advice line number is **0141 314 4624**.

Find out more on our website: [www.renfrewshire.hsc.scot/AdviceLine](http://www.renfrewshire.hsc.scot/AdviceLine)



# Enabled Futures



Objective		Year Two Deliverables		RAG
EnF1	Work collaboratively, continuing activity to reduce unnecessary attendance at A&E, reduce hospital admissions and lengths of stay in hospital.	Note	Progress against this objective will be tracked under HF7.5.	Note
EnF2	Build on and further coordinate the positive developments achieved in reforming urgent care during the pandemic.	EnF2.2	Build on and further coordinate the positive developments achieved in reforming urgent care within the new Local and NHSGGC governance structures. The local Joint Commissioning Plan will promote and drive service change and innovation.	G
EnF3	Continue to embed multidisciplinary team working across HSCP services to enhance person-centred care.	EnF3.4	Enhance Treatment Room offering across Renfrewshire and to support areas such as Ear Care through the Primary Care Improvement Plan (PCIP). <i>Note: Partly achieved - from 22 November 2023, referrals for Ear Irrigation went live within Renfrewshire through self-referral at Renfrew Health and Social Work Centre for patients able to travel. The service continue to monitor demand. Additional equipment has been ordered to support potential expansion in April 24, but the date has not been formally confirmed.</i>	A
EnF4	Deliver the Strategic Pharmacy Framework.	EnF4.1	The objectives of the Strategic Pharmacy Framework have been agreed through NHSGGC-wide governance. Delivery against agreed actions will be monitored through this process. Local updates will be brought to the IJB as appropriate.	Note
EnF5	Seek to minimise delayed discharges through the HSCP's programme of work to support prompt discharge from hospital.	EnF5.1	Continue to meet local delayed discharge targets as agreed through NHSGGC delayed discharge planning discussions.	G
		EnF5.2	Seek to maintain Renfrewshire's positive position and remain within the Top 3 nationally for the Standard Delayed Discharge bed days rate.	G

Objective		Year Two Deliverables		RAG
EnF6	Work in partnership with Renfrewshire Council's Children's Services to implement the National Neurodevelopmental Pathway (NDP) and ensure linkages are developed to support transition across services.	EnF6.3	Implement the Neurodevelopmental (ND) pathway for Children's Services in Renfrewshire in October 2023, with a focus on four initial priorities: (i) Ensuring children and young people are on the correct pathway (CAMHS or ND); (ii) Establishing referral processes and criteria for the ND pathway; (iii) Communication with referrers and key partners regarding the ND pathway and referral processes; (iv) Ensuring robust assessment process are in place for all ND assessments and corresponding training of staff.	C
EnF8	Continue to modernise the (i) nursing, midwifery and (ii) allied health professions (AHP) workforce to be fit for the future and maximise their contribution to shifting the balance of care to community and primary care settings.	EnF8.3	<b>Modernise the AHP workforce:</b> <ul style="list-style-type: none"> <li>Implement the AHP Learning and Development Plan.</li> </ul>	G
		EnF8.5	<b>Continue to modernise the nursing and midwifery workforce:</b> <ul style="list-style-type: none"> <li>Continue to evaluate the effectiveness of the DN ANP role and its impact on patients</li> <li>Substantiate the Care Homes PDN post to enhance learning and education competencies across Care Homes to continue with tests of change in partnership with the Care Home Collaborative and align to the My Health My Care My Home Framework.</li> </ul>	G
		EnF8.6	<b>Continue to modernise the Nursing and Midwifery workforce:</b> Identify actions to increase the contribution of the team and further develop the service by working with LIST colleagues to gather and evaluate data.	C
		EnF8.7	<b>Children's Health Services:</b> <ul style="list-style-type: none"> <li>Develop new trainee advanced nurse practitioner roles in line with service need.</li> </ul>	C



# Unscheduled Care

## Ministerial Strategic Group Performance Indicators



The table below shows data for Unscheduled Care performance indicators for the five-year period April 2019 to March 2024.

Ministerial Strategic Group Indicators	2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	Direction of travel
Number of emergency admissions	20,432	15,798	17,373	17,304	18,787p	↓
Number of unscheduled hospital bed days (acute specialties)	130,982	115,019	130,298	137,629	135,621p	↑
A&E attendances (18+)	47,775	31,892	40,620	38,889	42,019	↓
Acute Bed Days Lost to Delayed Discharge	9,221	8,759	9,117	7,006	5,194	↑
Percentage of last six months of life spent in Community setting	86.9%	89.3%	88.7%	88.7%	88.0%p	↓
Balance of care: Percentage of 65+ population living at home (unsupported)	90.7%	91.6%	91.7%	91.1%	Under Development	—

Comparison to previous year:	Improved performance	↑	Decline in performance	↓	*p: provisional data
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# Enabled Futures

## Inspection of Services Summary



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The HSCP provides services subject to a rolling programme of independent inspection from the Care Inspectorate.

Inspection assures us that services are working well and highlights areas for improvement. Inspectors examine the overall quality of care and support, the staffing, the management and leadership, and the environment in which the care is provided.

During 2023 / 24, unannounced inspections were carried out at the following HSCP operated services with positive results, using the 'Six Point Quality Scale'.

### Hunterhill Care Home

A registered care home for up to 60 people.

**Score: 4** overall for supporting people's wellbeing.

**Score: 4** for leadership.

### Anchor Centre

Provides a day service for a maximum of 52 adults with profound and complex learning disabilities.

**Score 5:** overall for supporting people's wellbeing.

**Score: 4** for leadership.

Full Inspection results can be viewed at Appendix 3.

### Six Point Scale

The six-point quality scale is used when evaluating the quality of performance across quality indicators:

- 6 Excellent -Outstanding or sector leading
- 5 Very Good - Major strengths
- 4 Good - Important strengths, with some areas for improvement
- 3 Adequate - Strengths just outweigh weaknesses
- 2 Weak - Important weaknesses – priority action required
- 1 Unsatisfactory - Major weaknesses – urgent remedial action required

Inspectors will look at a selection of the quality indicators depending on the type of inspection, the quality of the service, the intelligence they hold about the service, and any risk factors they may identify.



## Empowered Futures: Choice, Control and Flexibility

We want to ensure the support provided by the HSCP, and in communities, gives people more choice and flexibility in terms of when and where they access services. Support will be built around individuals' needs and where appropriate, provide options which move beyond more traditional, often building-based, service models.

# Empowered Futures: An Overview

Choice, Control and Flexibility



**Our Strategic Plan Commitment:** As we shape our services, we will ensure support provided by the HSCP and in communities gives people more choice, so they can access the right care at the right time and in the right place and are empowered to shape their support at every stage of life.

## Empowered Futures: Progress Overview:

Red	Amber	Green	Complete
0	2	8	3

## Some Examples of Progress:



An Equalities Planner and Toolkit has been developed to ensure all staff have access to Equalities training.



We are on track to deliver on the actions in Year 1 of our Palliative Care Strategy.



We have 28 Anticipatory Care Plan (ACP)\* Champions in Renfrewshire across a variety of HSCP services including District Nursing, Dietetics, Care Home Nursing, and Rehabilitation and Enablement Services (RES).

\* Re-named Future Care Plan from 2024-25.

## Case Study: Respiratory Ambulatory Project

The Respiratory Ambulatory Project is a multi-disciplinary team whose aim is to reduce hospital admissions for people experiencing an exacerbation of Chronic Obstructive Pulmonary Disease (COPD), by taking a person-centred approach and promoting self-management and independence to maintain people in a homely environment.

**Of 92 referrals in 2023 / 24, 86 people avoided hospital admission, equating to 93.5% of referrals.**

Due to the expertise and skills of the team, most of these patients were assessed, treated and cared for in their own home which can contribute to recovery. Patients are encouraged to complete an Anticipatory Care Plan where appropriate, to allow a comprehensive understanding of patient wishes regarding future care management.

**It is expected that once all GP practices are engaged 210 admissions could be avoided annually, equating to 1,890 bed days, contributing to significant financial savings.**

Initial feedback has been very positive, and the success of the project has led to the team's posts being made permanent in Spring 2024. The Team also received a Highly Commended Award at the recent HSCP Staff Awards.

# Empowered Futures: An Overview

## Choice, Control and Flexibility



Self-directed Support (SDS) is a term that describes the ways in which eligible individuals and families can have more informed choice and control over how their social care is provided to them. SDS gives people control over an individual budget and lets them choose how it is spent to meet their assessed outcomes.

The **SDS Direct Payment Team** promotes, develops and supports frontline staff and service users regarding Direct Payments for Renfrewshire HSCP and Renfrewshire Council's Children's Services. The team also;

- Provide a range of information, advice, training and practical support, including direct payments, individual budgets, and mixed budgets.
- Plan to develop and deliver SDS training within the HSCP and to our partner agencies.
- Developed a process for frontline staff to allow them to apply for on behalf of potential service users with complex needs - who meet Independent Living Fund's eligibility criteria - to access additional supports they may require to live independent lives.



### *Case Study: SDS*

A service user who originated from outside the UK was unable to prepare and cook her own meals. She arranged with the local restaurant, who served her own traditional food, to deliver her meals three times per week at a similar cost to community meals. The service user had choice and control of a variety of nutritional meals, which helped her to maintain good health and wellbeing. The service user was extremely happy that she was listened to, that we had facilitated something which was important to her, and had also contributed to the costs of this service.

### **Service-User Feedback:**

*"I employ my own personal assistants and we have a great working relationship. They assist me to continue in employment. Without self-directed support I would not be able to get to work on time or attend social or business events."*

*"Self-directed support has helped me go to university and follow my chosen career path. I hope to get employment when I'm finished."*

# Empowered Futures: An Overview

Choice, Control and Flexibility



## Examples of Choice, control and flexibility within HSCP services

### Anticipatory Care Planning Group\*

Anticipatory Care was identified as any area for improvement in 2022-23. Work gathered pace in 2023 / 24, and we have seen a huge improvement in performance with 423 new plans recorded compared with 156 in 2022-23, against a target of 221.

An Anticipatory Care Plan\* is a record of preferred actions, interventions and responses care providers should make following a clinical deterioration or a crisis in a person's care or support. This is a person centred care plan that also can involve those close to the individual. It is reviewed and updated as the condition or personal circumstances change, and different things take priority.

The Anticipatory Care Planning Group has led on improvement work across the HSCP with an action plan in place and an ongoing programme of staff training. Linked to a NHSGGC Board-wide improvement programme, this work has led to an increase in staff confidence and the quality of Anticipatory Care Plan (ACP) conversations, resulting in overall improved performance.

ACP are now recorded on Clinical Portal, a system that services can all access. This ensures that peoples wishes and plans for future care are now able to be shared with all who are looking after them and therefore are taken into consideration during times of crisis or deterioration.

\*renamed Future Care Planning Group for 2024-25.

### Preferred Place of Death

District Nursing (DN) and Palliative Care Excellence In Care (EIC) measures can now be viewed on a MicroStrategy Dashboard, reported nationally by the National Care Assurance and Information Resource (CAIR). An NHSGGC-wide group has been established to support the local data review and improvement approach. The overall aim is to promote meaningful conversations at every visit to ensure patients' Anticipatory Care Plans\* are achieved. Renfrewshire's rate of Preferred Place of Death Documented was 84.6% at March 2024, with Preferred Place of Death Achieved at 92.3%, against NHSGGC target trajectories of 85% by March 2025. The national target is 60% so the GGC target is more ambitious.

\* re-named *Future Care Plans* for 2024-25.

### Pressure Ulcers

The DN Team has continued to improve on compliance with the pressure ulcer policy ensuring patients have preventative care plans in place to minimise risk of pressure damage. An Action Plan is in place including focused staff education sessions. From October to December 2023 no avoidable ulcers developed on a District Nursing caseload in Renfrewshire. In addition, there has been a reduction in the median for caseload acquired avoidable pressure ulcers from 0.35 to 0.24.

# Empowered Futures: An Overview

Choice, Control and Flexibility



## Autism Tabletop Gaming Group

Autism Connections provide Adult and Family Learning with autism training, to increase the confidence of staff supporting autistic individuals, and are available as a link for Adult and Family Learning if any issues or questions arise from supporting the group.

A group of autistic adults from the Lived Experience Group asked the HSCP's Community Partnerships Team for help setting up a regular board gaming group. The Autism Senior Resource Officer, with help from Adult and Family Learning colleagues, secured a space for the group and they have been meeting weekly since November in Stock Street, Paisley.

Feedback has been positive with attendees enjoying meeting regularly, with the frequency giving them something to get out of the house for each week. Attendees feel the group is meaningful and would welcome similar groups and opportunities in the future.

The Tabletop Gaming Group has also been included in the monthly Autism Connections newsletter sent to local professionals, colleagues and autistic people in the community.



## Reconnect Project

The Reconnect project funds organisations ROAR and STAR Project to provide support to locality social work teams and Autism Connections clients who need help with basic tasks. The project's aim is to reconnect people back into activities they may have lost confidence in doing during the pandemic, and to build their capacity to continue these on their own or, where appropriate, to signpost them to, or arrange other services with an example highlighted below:

### *Case Study: Reconnect Renfrewshire*

*84-year-old lady, Mrs T, referred via Reconnect Renfrewshire with undiagnosed dementia with Lewy Bodies. Daughter lives nearby and visits regularly, however carers stress was beginning to set in, and the relationship was becoming difficult. Mrs T also complained of loneliness and isolation since her husband died nine years ago.*

*Visit was arranged for June 2023. Mrs T was very chatty and keen to use the service but also slightly apprehensive. Daughter messaged following visit, saying she loved hearing her mum having a wee chat.*

*Mrs T was matched with volunteer Ann in July 2023. After the first visit, Mrs T told her daughter all the things they had spoken about and revealed she really enjoyed Ann's company.*

*Daughter was delighted: "I can categorically say it's been a hit! Please pass this on to Ann because her company has really perked mum up!"*

# Empowered Futures



Objective		Year Two Deliverables		RAG
EmpF1	Recover and develop day opportunities and explore wider flexible community-based models which, where appropriate for each person, provide additional choice beyond existing services and support innovative use of our buildings.	EmpF1.2	Explore and document other service models across Scotland to inform and shape future service delivery locally. <b>Note:</b> this work will now be captured within the scope of Sustainable Futures.	G
		EmpF1.4	Continue the programme that has been established to review care packages, embedding processes as BAU by end of Year 3.	G
EmpF2	Develop the HSCP's approaches and mechanisms for supporting and enabling people with lived experience to contribute to the improvement of existing services and development of new forms of support.	EmpF2.4	Commence review of care pathways, co-produced with people with lived experience. <b>Note:</b> linkage to Sustainable Futures programme.	A
		EmpF2.5	Participation Officer and operational leads to work with LD and Autism reference groups to promote and enhance representation by people with lived experience and carers at Care Planning Groups.	G
EmpF3	Improve the experience of young people with autism or with a learning disability making the transition to adult services.	EmpF3.4	Embed the Dynamic Support Register and the Assertive Outreach approach in practice to manage risk, support change, maintain governance, performance information, and ensure advancement of key deliverables. Note: please see transition pack update at HCS7.1	G
EmpF4	Deliver a Renfrewshire Autism Action Plan to improve opportunities and outcomes for people with autism.	EmpF4.3	Work with people with lived experience and carers and with Community Development, Employability and Housing to promote access to universal services and support co-production initiatives which empower individuals to co-design and run specific and bespoke Autism groups. <b>Note:</b> Autism Action Plan has been agreed. Significant collaborative work has been undertaken with Community Development and Employability to establish community-based groups for autistic adults and develop tailored employability pathways, respectively. This action will continue into Year 3 as will further collaboratively working with Housing.	A



# Empowered Futures



Objective		Year Two Deliverables		RAG
EmpF5	Continue to prioritise equalities and human rights to ensure our services are inclusive and provide equality of access to information, support and involvement. We will aim for our services are fully accessible to people with a physical disability or sensory impairment.	EmpF5.2	Further development the Communications Toolkit created in Year 1 to incorporate additional guidance e.g. correct use of language.	C
EmpF6	Develop an LGBTQ+ charter, continue to co-fund the IN-Ren Network Officer post hosted by our partner Engage and deliver training for our staff.	EmpF6.4	Review equalities training for staff within Care at Home and consider training needs in relation to the Equalities Act and Hate Crime Legislation.	C
		EmpF6.5	Develop and implement an Equalities planner and training toolkit to ensure all staff have access to Equalities training.	G
EmpF7	Anticipatory Care Planning (ACP) is a priority. We will work with staff groups to have the competence and skill to have sensitive discussions with patients.	EmpF7.5	Continue to deliver ACP training programme for staff.	G
		EmpF7.6	Quality audit scheduled for Autumn 2023 for Quarter 1 to be completed.	C
		EmpF7.7	Nominate further Champions within service not yet engaged in the process.	G
EmpF8	Deliver Renfrewshire's updated Palliative Care and End of Life Care Strategy.	EmpF8.3	Deliver actions for Year 2 in Palliative Care Strategy ( <b>Note:</b> Year 2 of the Strategy will extend beyond Year 2 of the IJB's Strategic Plan which runs to March 2024).	G

## **Sustainable Futures**

Ensuring available resources in the health and social care system across Renfrewshire are used effectively within a challenging financial environment.

# Sustainable Futures: An Overview

## Effective Use of Renfrewshire's Resources



The Sustainable Futures theme of the IJB's Strategic Plan aims to ensure local services are financially and environmentally sustainable. The programme focuses on ensuring the IJB's resources are used effectively and value for money is achieved through how services are delivered.

### *Sustainable Futures Programme:*

In recognition of the financial challenges facing Renfrewshire IJB and other IJB's across Scotland, the Sustainable Futures programme was implemented in 2023 / 24 to provide a consistent, project-based approach to identifying and developing savings proposals to bridge the projected budget gap in 2024 / 25 and future financial years. As part of this programme, the IJB is required to make complex and difficult decisions on potential savings, most recently doing so at its meeting in March 2024.

### *Sustainable Futures: Progress Overview:*

Red	Amber	Green	Complete
1	0	4	5

### *An Example of Progress:*



We have delivered on Year 1 of our Net Zero actions, with a focus on raising awareness, supporting sustainable travel and reducing the environmental impact of vapes and e-cigarettes.



£2.77 Million of savings were delivered in 2023 / 24

Beyond the immediate focus on savings the HSCP has continued to work on a range of actions to support the development of our people and ensure the efficient and effective delivery of integrated services in Renfrewshire. Some examples are highlighted in our supporting case studies

### *Case Study: Staff Health and Wellbeing Support*

Health improvement activities and support are being promoted through the new Staff Health and Wellbeing Group with an Action Plan in place addressing key priorities: Mental Health and Wellbeing, Financial Wellbeing, Addressing Health Inequalities, Active Staff, and active travel programmes.

Several staff health sessions have also been facilitated by the Health Improvement Team joined by Home Energy Scotland to help staff reduce energy use at home to save money and lower energy bills. These sessions were also supported by Renfrewshire's Citizens' Advice Bureau, to help advise and support staff with any money worries.

### **Sickness Absence**

Performance at March 2024 was **5.62%** for NHS HSCP staff against a target of 4% - a 1.11% improvement on the March 2023 figure of 6.73%.

**19.51** FTE work-days were lost for Adult Social Work HSCP staff against a target of 15.3 days – an improvement of 2.4 days on the March 2023 position of 21.94

# Sustainable Futures: An Overview

Effective Use of Renfrewshire's Resources



## 2023 / 24 Staff Awards

*In March, our Staff Awards Programme for 2024 showcased 45 nominations across eight categories. This annual event is a beacon highlighting the outstanding efforts within our services. We encourage all HSCP staff to nominate their peers who have made a difference, gone above and beyond, or made a significant impact.*

*These awards recognise the achievements of those nominated and also raise awareness and acknowledge the efforts of individuals throughout the HSCP.*

*All winners are invited to the NHSGGC Excellence Awards in May 2024 where they will be shortlisted for the overall Renfrewshire HSCP winner.*

## Scottish Health Awards: Leader of the Year

The annual Scottish Health Awards ceremony took place in Edinburgh in November 2023, with many colleagues from NHSGGC and other HSCPs nominated for awards. None more so that our very own Derek Kennedy, Team Leader at CIRCLE Recovery Hub, who was shortlisted as Leader of the Year.

*Derek said: "It was an honour just to be nominated, never mind to win the award. I wouldn't be in this position if it wasn't for the team at CIRCLE and ADRS. They deserve credit for providing a quality service in difficult times. The night itself was quite an experience - and it was great to have my colleagues and family there with me to celebrate".*



# Sustainable Futures: An Overview

Effective Use of Renfrewshire's Resources



## Community Wellbeing Network

The HSCP, along with Engage Renfrewshire, established the Renfrewshire Community Wellbeing Network which now has over 150 members, with the aim of sustaining and future-proofing the Culture, Arts, Health, and Social Care (CAHSC) Programme.

Participants include people from local community groups, third sector organisations and statutory bodies, offering a huge range of resources and skills mix, all with a focus on health and wellbeing in its broadest sense. This in turn has led to a number of connections made between group members who might otherwise never have met.



## Launch of Staff Mental Health and Wellbeing Resource

Our focus remains on delivering the best possible care to those we support. However, it is also important, now more than ever, to look after our own mental health and wellbeing.

The Health Improvement Team has created a new resource for staff which provides a helpful range of local support for mental health and wellbeing, bereavement support, and money advice – accessed via the following link:

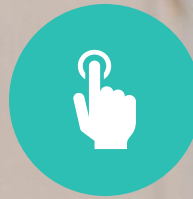
[www.renfrewshire.hscp.scot/StaffWellbeing](http://www.renfrewshire.hscp.scot/StaffWellbeing)

# Sustainable Futures



Objective		Year Two Deliverables		RAG
SF1	Prioritise recovery from COVID at a consistent pace and develop transformation plans to reflect a range of criteria.	SF1.3	Develop HSCP Governance and Resourcing Plan to respond to National Care Service proposals. <b>Note:</b> <i>The National Care Service (Scotland) Bill passed Stage 1 in the Scottish Parliament on 29 February. The Bill now moves into Stage 2 where amendments will be considered by the Health, Social Care and Sport Committee, with continued engagement with those with lived experience of community health and social care. This means no immediate action is required during Year 2 as a result.</i>	R
		SF1.4	Progress Sustainable Futures programme and present savings options to IJB from November 2023 onwards.	G
SF2	Gather available data on health and social care demand and provision in Renfrewshire and develop a refreshed Market Facilitation Plan.	SF2.3	Promote the recently published Market Facilitation Plan 2023 - 2025 to all provider organisations in Renfrewshire and disseminate to prospective providers via national networks.	C
SF3	Develop a Climate Change Net Zero Action Plan for HSCP services.	SF3.2	Implement agreed Renfrewshire Plan for Net Zero and deliver year 1 action plan.	C
SF4	Further develop how the HSCP works in partnership with the third sector, partners and providers.	SF4.3	Revisit and refresh the SPG Terms of Reference and membership to ensure a continuing focus on priorities.	C

Objective		Year Two Deliverables		RAG
SF5	Work with our partners to deliver joint strategic objectives and plans.	SF5.1	The key deliverables from these plans have been captured within other objectives within the Strategic Plan and are managed through existing governance and reporting structures within NHSGGC, Renfrewshire Council, and on a partnership basis. Any additional commitments or actions which arise will be added to our Delivery Plan and highlighted to the IJB.	G
SF7	Work with partners to develop and implement a Workforce Plan for 2022-25	SF7.3	Year 1 progress assessment submitted to Scottish Government.	C
		SF7.4	Confirm and commence Year 2 Action Plan from November 2023.	C
		SF7.5	Building on the success of the Adult Social Care Recruitment event in March, continue to work closely with independent sector organisations and Scottish Care to support endeavours to overcome local recruitment and retention challenges.	G
		SF7.6	Set up a Steering Group to develop and implement a staff health action plan.	G



## **Enablers... Making it Possible**

We have a range of critical enabling policies and plans which provide the foundations for us to deliver on our objectives and priorities. They inform our Strategic Plan and also help us to deliver on our priorities. Central to this is workforce planning - because our staff are our greatest asset - and we are committed to supporting them through access to development opportunities and empowering them to maximise the contribution they can make.



# Enablers

Making it possible...

We have identified several key 'enablers'. These are areas of activity which apply across all services provided and activity undertaken by the HSCP. These enablers inform the Strategic Plan and are the foundations which ensure we are equipped to deliver on our objectives and priorities.

## Enablers Progress Overview:

Red	Amber	Green	Complete	For Noting
0	0	4	2	1

## Some Examples of Progress:



On track to deliver Year 1 actions from our Workforce Plan.



Annual Quality, Care and Professional Governance Report for the preceding year produced for the IJB and NHSGGC.



The iMatter employee engagement index (EEI), which measures overall staff work satisfaction increased from 75% in 2022 to 77% in 2023 against an NHSGGC average of xxxx.



## Case Study: Telecare Platinum Award

The Digital Telecare Implementation Award Scheme is designed to celebrate the success of Telecare service providers when reaching one of the five milestones in the analogue to digital Telecare journey.

Renfrewshire HSCP's Telecare Service is the first ever provider to win the Platinum Implementation Award, the highest-ranking award available!

Congratulations to the Telecare team for all the hard work they have put into the project over the past year. This recognition demonstrates the team's dedication to implementing continually high standards of service for the people we provide care for in Renfrewshire.



# Enablers

Making it possible...

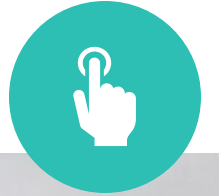
**Property as an Enabler...** Renfrewshire IJB has a responsibility to plan and manage partnership property assets under delegated authority from its parent organisations to enable effective, efficient, and safe delivery of services for the people and communities of Renfrewshire.

The IJB does not own any property assets, so respective budgets sit centrally within the two parent organisations, with limited in-year funding made available for local requirements for minor repairs, decor and improvement works.

During the COVID-19 pandemic, the HSCP had to use its delegated property estate differently, with patient and service user requirements prioritised to ensure continued access to appropriate accommodation to meet clinical and other needs across multiple frontline services.

In June 2022, the IJB agreed the creation of a premises and accommodation reserve to act as an enabler for the HSCP to upgrade, enhance and optimise key areas of its delegated estate, and to accommodate expansion and establishment of new teams and services. In addition, with the evolution of hybrid working, further investment was made forming part of wider improved ways of working across the organisation and taking on board lessons learned during the pandemic.

The reserve has allowed the HSCP to deliver a comprehensive investment schedule to support key local and national priorities, including GP Contract and Primary Care Improvement Plan (PCIP) commitments. Significant investment has been made in the upgrade of several locations such as Foxbar Clinic, to increase and expand capacity to meet demand. Front and patient-facing areas have been prioritised, with clinical and consultation space upgraded and modernised where possible to improve the experience of both service users and the staff who are delivering a range of HSCP and wider NHS/social care services across these locations.



## Foxbar Clinic Upgrade

Foxbar Clinic in Paisley was closed whilst an extensive programme of work was completed to replace the boiler and heating system. As a result of these these works, there was a subsequent need to redecorate throughout, which offered the opportunity to repurpose and redesign the space to improve clinical and consultation spaces for patients (pictured), and office accommodation for staff.



# Enablers



Objective		Year Two Deliverables		RAG
En1	<b>Develop a Workforce Plan for 2022-25 setting out how we will address identified challenges.</b>	Note	This objective will delivered and tracked under SF7.	Note
En2	<b>We will agree digital priorities with our partners, reflecting the updated national Digital Health and Care Strategy and local needs.</b>	En2.3	Review results from Digital Maturity assessment process and confirm resulting priority actions with partners.	C
En3	<b>We will work with NHSGGC and Renfrewshire Council to agree joint property priorities.</b>	En3.4	Agree HSCP strategic property objectives and priorities.	G
En5	<b>Produce an Annual HSCP Clinical and Care Governance Report for the preceding year for the IJB and NHSGGC.</b>	En5.1	Annual Report will be submitted to IJB for consideration at September 2023 meeting. The next report will be submitted in September 2024 in Year 3 of the Strategic Plan.	C
En6	<b>Implement Fairer Scotland Duty within HSCP ways of working.</b>	En6.1	Establish new equality outcomes for the HSCP for 2024 -2028 and seek approval from the IJB.	G
		En6.2	Complete an equality outcomes and mainstreaming progress report and publish on the HSCP website.	G
		En6.3	Implement the newly-developed Anti-Racism Policy within Care at Home services (both internal and external).	G



# Housing Contribution Statements

# Housing Contribution Statements



Good housing is central to tackling some of the most pressing health challenges and plays a critical role in improving health, wellbeing and social care outcomes for people in Renfrewshire.

Our aim is to ensure that people have access to the right home: one that is accessible, warm, safe, secure and affordable, in the right place, with the right support, to ensure that people live longer, healthier lives in their own community.

## Housing Contribution Statements Overview

Red	Amber	Green	Complete	For Noting / Discontinued
1	2	11	5	2

## Some Examples of Progress:



Our Mental Health Inpatients team has developed personal profiles for long term Mental Health inpatients to clearly identify their needs and are working with the Commissioning Team to plan appropriate accommodation and support.



The use of Housing First based wraparound support approach has been upscaled from 60 to 75 service users at any one time.



Renfrewshire Learning Disability Services (RLDS) has implemented its Dynamic Support Register, which is a national programme to help people with learning disabilities avoid living in hospitals or in out of area placements. It identifies and monitors risks of admission and supports the development of local community placements.



## Case Study: Housing as a Health Issue

Representatives from the HSCP Health Improvement and the Community Partnership teams have joined Housing and Regeneration colleagues to enable the connection to local third sector anchor organisations in housing renewal and regeneration areas. Making these connections allows meaningful consultation to take place around local area housing plans.

This also facilitates Community Wealth Building with the One% Arts budget in housing an example of co-production to develop health improving community initiatives such as art installations and fostering local apprenticeships or employment opportunities. This partnership approach contributes to our role in creating and developing healthy and sustainable places and communities.

# Housing Contribution Statements



## Health and Homelessness: Oral Health - Smile4Life

Homeless service users often experience barriers to accessing health services and Scotland's National Oral Health Training and Support Programme Smile4Life (S4L) aims to enable health and social care staff and support workers to provide evidence-based oral health advice to meet the needs of homeless people in Scotland.

The programme is being implemented across the majority of Health Boards in Scotland and continues to run well in Renfrewshire. Dental Health Support Workers liaise with homelessness services' staff and support homeless service users to access a General Dental Practitioner or specialist NHS dental health services.

Barriers faced by homeless service users accessing dental health services often include feeling stigmatised, being anxious about receiving dental treatment, or not having paid a fee following a missed appointment. The Dental Health Support Workers visit homelessness services every six weeks to meet service users and offer support to register with a dentist; and accompany anxious service users to their dental appointments.

## Mouth Cancer Awareness

During November 2023 (Mouth Cancer Awareness Month), an Extended Duties Dental Nurse who is also an Oral Health Educator made several visits to homeless service users to raise awareness of mouth cancer, and the positive difference early detection can make. The aim was to educate on the signs and symptoms of oral cancer, and the importance of attending for dental check-ups.

A S4L Training Programme, designed for homelessness services' staff to support service users in relation to their oral health, delivered by NHSGGC, Oral Health Directorate continues to be available via face-to-face or on-line delivery.



## *The Housing (Scotland) Bill*

Introduced to the Scottish Parliament on 26 March 2024, the Bill is noted within the HSCP's Equality Outcomes Mainstreaming Report 2024 and the Equality Outcomes Action Plan 2024-2028 (Appendix 2 of the Mainstreaming Report) and will be reviewed as the Bill passes through Parliament. New Homelessness Prevention Duties, including the duty to 'ask and act' where it is believed patients or service users may be at risk of becoming homeless, are included within the Bill, and the HSCP has confirmed its support of the implementation of the new duties within its response to the Scottish Parliament's Call for Views. It is recognised over the lifetime of the Equality Outcomes Action Plan, priorities and new legislation may have a direct impact on statutory requirements, and the actions within the Plan will be revised to reflect these, with the Housing (Scotland) Bill being one such action.

# Housing Contribution Statements



Objective		Year Two Deliverables		RAG
HCS1	Support the development of Renfrewshire Council's innovative Regeneration and Renewal Programme.	HC1.1	Progress Phase 1 investment in Auchentorlie and Seedhill areas in line with agreed plans. <b>Note:</b> Focus in next six-month period will be on the Auchentorlie area.	G
		HC1.2	Progress establishment of Neighbourhood Renewal Groups for eight Housing Regeneration Areas (in line with plans and target date of 2029).	G
HCS2	Support the delivery of energy improvements to existing social housing stock across all tenures and support owners to undertake energy efficiency improvements through Area-Based Schemes.	HC2.1	Progress housing investment programmes to improve energy efficiency of social rented housing stock while working towards higher standards for Net Zero.	G
		HC2.2	Secure funding from Scottish Government EES:ABS programme.	G
		HC2.3	Increase the role of environmental sensors within council housing to monitor air quality and quickly identify mould risk for intervention.	G
HCS3	Build on the rapid rehousing approach to ensure access to specialist services is readily available via robust pathways for homeless people with complex needs, including mental health and harmful alcohol and / or drugs use.	HC3.2	CIRCLE continue to link with various housing and homelessness services. The Link Workers will continue to build and strengthen these joint working arrangements.	G
		HC3.5	The use of Housing First based wraparound support approach to be upscaled to 75 service users at any one time, subject to continued funding from Scottish Government.	C
		HC3.6	Number and proportion of lets to homeless applicants to remain at the same level of increase as 2022-23 level (490 lets – 41% of Council lets, 29% of RSL lets).	G

# Housing Contribution Statements



Objective		Year Two Deliverables		RAG
HCS4	Continue to strengthen our approach to prevention and repeat homelessness by providing holistic wraparound support to households in Renfrewshire.	HC4.4	Carry out evaluation of MyLA project by September 2024 if additional funding is received from Alcohol & Drug Commission Programme Board. <b>Note:</b> no update available until September 2024 so was not completed by 31/3/24.	R
		HC4.5	Target number of service users confirmed as 25 at any one time by April 2024.	G
		HC4.6	Submit application to Alcohol & Drug Commission Programme Board for funding to extend MyLA to end 2024 to allow impact and benefits of service to be fully evaluated.	C
HCS5	Develop an integrated approach to housing advice across Renfrewshire, building on existing offerings from the Council and the Linstone Housing Hub, funded by the HSCP.	HC5.2	Evaluate the social prescribing model of housing support. <b>Note:</b> this model will be evaluated by the HSCP.	C
		HC5.3	Progress the Connecting Communities programme (as a successor to Developing Communities) including completion of Phase 1 (focused on family and schools' advice and reprovisioning of the Renfrewshire Citizens Advice Bureau (RCAB) contract), and development of Phase 2 considering wider advice provision and locality working options.	D
HCS6	Across all care groups, build on our existing intelligence and assess future demand for specialist accommodation in light of the COVID-19 pandemic and the Scottish Government's proposal to introduce a new Accessible Standard by 2025/26.	HC6.1	Work with the Strategy and Place Team to explore opportunities within Strategic Housing Investment Programme (SHIP) context for innovative solutions for individuals with specific social care housing needs. <b>Note:</b> collaborative work continues, however no opportunities have as yet been identified.	A
HCS7	Ensure the transition pathway for young people with a learning disability includes early engagement with them and their carers regarding supported living requirements.	HC7.1	Work with a range of stakeholders to develop a web-based transition information pack for young people and their families who may require support from Adult Services. <b>Note:</b> Initial scoping has progressed with a short life working group to be progressed later in 2024 to include children's social work/adult services (RLDS)/families/young people reps/HSCP Communications/Speech and Language Therapist/RLDS Participation Officer.	A



# Housing Contribution Statements



Objective		Year Two Deliverables		RAG
HCS8	Developing pathways for long-term mental health inpatients to be discharged from hospital to appropriate supported accommodation.	HC8.1	Our Mental Health (MH) Inpatients' Team will develop personal profiles for long term MH inpatients, which will ensure needs are clearly identified; and work with the Commissioning Team to enable planning for appropriate accommodation and support.	G
HCS9	Increase our capability for technology-enabled care and undertake an analogue to digital transition programme for community/ group alarms.	HC9.1	Continue rollout of digital alarms in line with project plans agreed in Year 1.	G
		HC9.2	Undertake baseline research to document additional options available within the external market for provision of Technology Enabled Care (TEC) support.	C
HCS10	Work in partnership with care providers to undertake joint recruitment drives to ensure we can have the capability to meet future service needs and demands.	HC10.1	Expand the scope of the Adult Social Care Recruitment events, covered under SF7.5, to include participation of, and joint working with, housing providers in Renfrewshire.	Note
HCS11	Build upon our existing work to develop models of creative and innovative supported living opportunities for people with learning disabilities of all ages, which ensures anticipatory care planning with a focus on the needs of older carers.	HC11.1	RLDS and the HSCP Commissioning Team to work collaboratively with local third sector provider in its development of a new model of care for adults with very complex needs.	G
HCS12	Support the implementation of the recommendations from "Coming Home Implementation: A report from the working group on complex care and delayed discharge" to improve delayed discharge and reduce inappropriate out-of-area placements for people with learning disabilities and complex needs.	HC12.1	Implement the national Dynamic Support Register, as covered by Emp3.4, and work with HSCP Data Assurance Team to develop a performance data set for required reporting to Scottish Government.	C



# Lead Partnership Working

# Lead Partnership Working

## Podiatry and Primary Care Support



Renfrewshire HSCP is responsible for the strategic planning and operational budget of all issues relating to Podiatry across the six Health and Social Care Partnerships within NHSGGC.

Primary Care Support (PCS) is also hosted by Renfrewshire HSCP. The team works across NHSGGC to support GP and Community Optometry contractors. This includes managing contracts and payments, any changes to practices, and linking with eHealth and Premises on support to contractors. The team also works with HSCPs on future planning and the Primary Care Improvement Plans (PCIPs).

Renfrewshire HSCP also has interim responsibility for the GP Out of Hours Service. However, as the service is not formally delegated it does not form part of this report although we have included some patient feedback below.

### Lead Partnership Working Overview

Red	Amber	Green
0	1	4

### Some Examples of Progress:



We worked with partners across NHSGGC to develop a Board-wide Primary Care Strategy, which has now been approved by NHSGGC and was published in May 24.



Podiatry Waiting Times Improvements: the percentage of foot ulcers seen within 2 working days in Renfrewshire has increased from 78.8% at March 23 to 92% at March 24 (target 90%). NHSGGC performance is 89.1% compared with 75.2% at March 23.



### Patient Feedback: GP Out of Hours Service

***“I had to take my 3-year-old son to the Out of Hours Service at the New Victoria Hospital, as he was very poorly. A normally very active, hungry wee boy was lethargic, not eating, had a high temperature and rash. The staff were so great with both him and us. Very caring and professional, especially when dealing with a small child. Well done guys, you put everyone at ease. The doctor and nurse looked after us and they were exceptional.”***

# Lead Partnership Working



Objective			Year Two Deliverables		RAG
LP1	Equalities	Implement Fairer Scotland Duty within HSCP ways of working.	LP1.3	This objective has been moved and will be delivered and tracked under En6.1	
			LP1.4	This objective has been moved and will be delivered and tracked under En6.2	
			LP1.5	This objective has been moved and will be delivered and tracked under En6.3	
LP2	Primary Care Support	Delivering on our lead partnership responsibilities.	LP2.2	Ensure each GP Cluster (x 6) has a quality improvement plan in place to support quality improvement initiatives. <b>Note:</b> <i>formal plans are not currently in place due to demands at present. However, Cluster activity and initiatives are currently reported through regular Cluster Quality Leads/Clinical Director meetings that are in place.</i>	A
			LP2.3	Continue to work with partners across NHSGGC to develop a Board-wide Primary Care Strategy (PCS). <b>Note:</b> <i>the PCS is due to be published in May 24.</i>	G
LP3	Podiatry	Delivering on our lead partnership responsibilities.	LP3.2	Reduce pressure ulcers and avoidable pressure damage (30% target). <b>Note:</b> <i>Improvement Plan is in place and review of policy documents undertaken. To ensure best practice is shared widely, the Pressure Ulcer Prevention Steering Group is engaged around a Learning Health Systems Network. This is at an early stage and should show an impact over the next six months.</i>	G
			LP3.3	Improve longest waiting times for Tier 1 new patient appointment in line with NHSGGC targets (90%).	G
			LP3.4	Ensure and monitor ongoing patient experience work.	G

# Financial Performance and Best Value

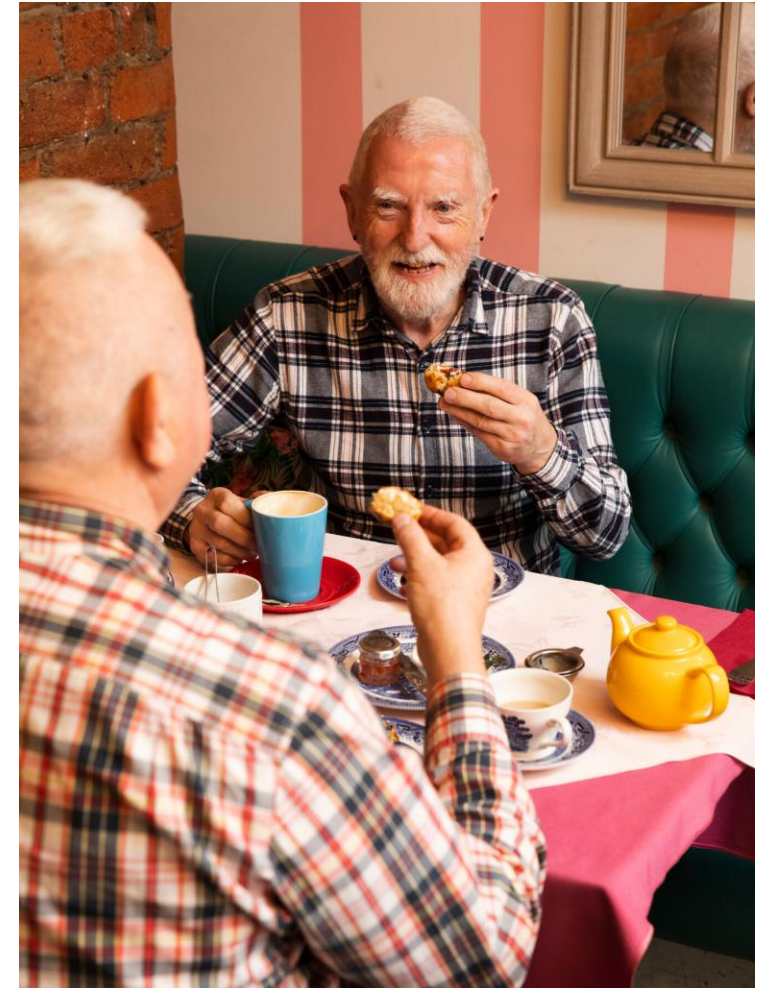
*In this section of our report, we present an overview of financial performance for 2023 / 24 and trend data looking back to the first year the Integration Joint Board (IJB) was fully operational, in 2016/17. We also revisit our commitment to Best Value, reflect on progress against our Medium-Term Financial Plan, and look ahead to Future Challenges for 2024/25 and beyond.*

## Financial Performance

Successive reports to the IJB have highlighted the increasingly challenging financial and economic environment the IJB is facing, principally linked to continually increasing costs and the impact of high levels of inflation. Although economic forecasts suggest that inflation will gradually reduce during 2024, price increases which have been experienced are very unlikely to be reversed – however, the ongoing uncertainty regarding pay inflation may impact these forecasts.

Similar to the past couple of years it is likely that the level of cost pressure uncertainty will remain high due to continuing factors including the war in Ukraine, the outcome of pay settlements, and the impact of UK and Scottish Government spending and taxation decisions. This continually evolving and volatile operating environment, coupled with potential demand spikes for services, has and will continue to exert significant pressures on operational delivery and finances, posing challenges to the execution of the IJB's Strategic and Workforce plans.

Financial performance is an integral element of the HSCP's overall performance management framework. Through regular financial updates and variance analyses from the CFO, the IJB has maintained visibility into this rapidly shifting situation.



## Our Commitment to Best Value

Renfrewshire IJB is accountable for the stewardship of public funds and ensuring that its business is conducted under public sector best practice governance arrangements, including ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively and with due regard to equal opportunities and sustainable development. The IJB has a duty of **Best Value**, by making arrangements to secure continuous improvements in performance, while maintaining an appropriate balance between quality and cost, and it does so in the following ways:

Accountability	The IJB, its committees, the Chief Officer, Chief Finance Officer, Senior Management Team, leadership groups, and parent organisations (Council and Health Board) are all accountable for securing Best Value.
Assurance	Assurance is received through the IJBs Local Code of Corporate Governance Arrangements, performance management reporting, financial and service planning linkages, performance reporting and risk management frameworks, audit and inspection reports, governance and care planning groups, and scrutiny from partner organisations.
Partner Buy-in	Buy-in is achieved through close linkages with our partners and involvement in a wide range of fora, including: the CFO Network, Strategic Planning Group, Staff Partnership Forum, Care Planning Groups, Carers Forum, Community Planning Partnership, Housing Providers' Forum, Clinical and Care Oversight Group, Third Sector Forum and the Towns and Villages Accessibility Forum.
Demonstrating Value for Money	Value for money is demonstrated through budget monitoring, IJB development sessions, financial implication sections in IJB papers, and IJB directions to parent organisations.
Continuous Improvement	Continuous improvement is achieved through the IJB's Quality, Care and Professional Governance Framework, Strategic Planning Group, Care Planning Groups, service improvement plans, stakeholder consultation, audits, self-evaluation activities, and opportunities for Quality Improvement development.
Service Reviews	Service reviews are regularly undertaken to ensure quality, efficiency and sustainability of services. In 2023 / 24 reviews of HSCP Residential Care Homes and Day Services were carried out as part of the IJB's <b>Sustainable Futures</b> programme.
Prioritisation of Improvement Actions	Effective scrutiny and prioritisation of service improvement activities is supported by the formal submission of reports, findings and recommendations by Inspectorates and the appointed Internal Audit service to the HSCP's SMT, the IJB and the IJB ARSC, as appropriate.
Impact Assessment	All savings proposals undergo assessments for alignment with the Strategic Plan, quality care governance, professional standards, equalities impact, risk assessment, and stakeholder engagement. Evidence-based approaches or tests of change are used when possible.
Reporting	Robust reporting processes are in place including regular budget and performance monitoring reports provided to the IJB, an Annual Performance Report, Annual Accounts, and consideration of financial implications in all reports.
Resource Management	The IJB has an approved Strategic Plan, Medium-Term Financial Plan, Workforce Plan, Market Facilitation Plan, staff partnership representation in service reviews, budget and performance monitoring, financial planning updates, and reserve reviews.

## Our Commitment to Best Value

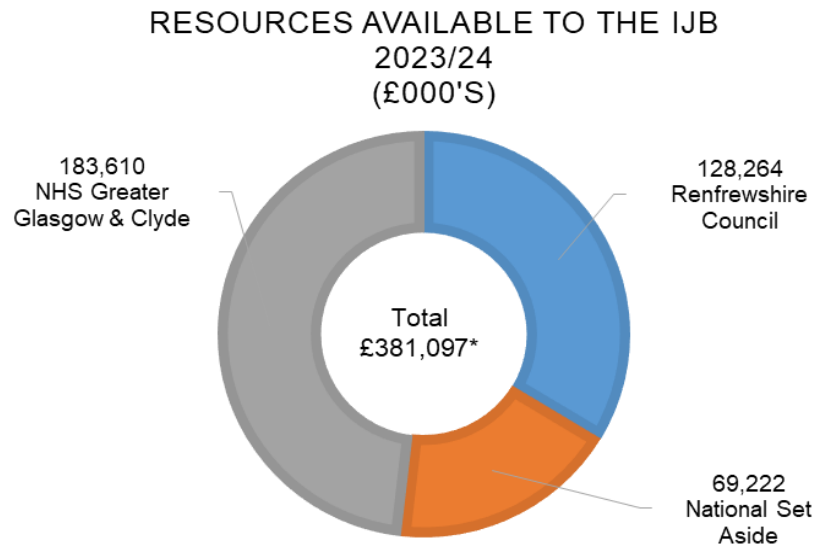
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<b>Accountability</b>	The IJB, its committees, the Chief Officer, Chief Finance Officer, Senior Management Team, leadership groups, and parent organisations (Council and Health Board) are all accountable for securing Best Value.	<b>Service Reviews</b>	Service reviews are regularly undertaken to ensure quality, efficiency and sustainability of our services. In 2023 / 24 reviews of HSCP Residential Care Homes and Day Services were carried out as part of the IJB's Sustainable Futures programme.
<b>Assurance</b>	Assurance is received through the IJB's Local Code of Corporate Governance Arrangements, performance management reporting, financial and service planning linkages, performance reporting and risk management frameworks, audit and inspection reports, governance and care planning groups, and scrutiny from partner organisations.	<b>Prioritisation of Improvement Actions</b>	Effective scrutiny and prioritisation of service improvement activities is supported by the formal submission of reports, findings and recommendations by Inspectorates and the appointed Internal Audit service to the HSCP's Senior Management Team (SMT), the IJB, and the IJB Audit, Risk and Scrutiny Committee (ARSC), as appropriate.
<b>Partner Buy-in</b>	Buy-in is achieved through close linkages with our partners and involvement in a wide range of fora including: the CFO Network, Strategic Planning Group, Staff Partnership Forum, Care Planning Groups, Carers Forum, Community Planning Partnership, Housing Providers', Forum, Clinical and Care Oversight Group, Third Sector Forum and the Towns and Villages Accessibility Forum.	<b>Impact Assessment</b>	All savings proposals undergo assessments for alignment with the Strategic Plan, quality care governance, professional standards, equalities impact, risk assessment, and stakeholder engagement. Evidence-based approaches or tests of change are used when possible.
<b>Demonstrating Value for Money</b>	Value for money is demonstrated through budget monitoring, IJB development sessions, financial implication sections in IJB papers, and IJB directions to parent organisations.	<b>Reporting</b>	Robust reporting processes are in place including regular budget and performance monitoring reports provided to the IJB, an Annual Performance Report, Annual Accounts, and consideration of financial implications in all reports.
<b>Continuous Improvement</b>	Continuous improvement is achieved through the IJB's Quality, Care and Professional Governance Framework, Strategic Planning Group, Care Planning Groups, Service Improvement Plans, stakeholder consultation, audits, self-evaluation activities, and opportunities for Quality Improvement development.	<b>Resource Management</b>	The IJB has an approved Strategic Plan, Medium-Term Financial Plan, Workforce Plan, Market Facilitation Plan, staff partnership representation in service reviews, budget and performance monitoring, financial planning updates, and reserve reviews.

# Financial Performance and Best Value

## Resources Available to the IJB 2023 / 24

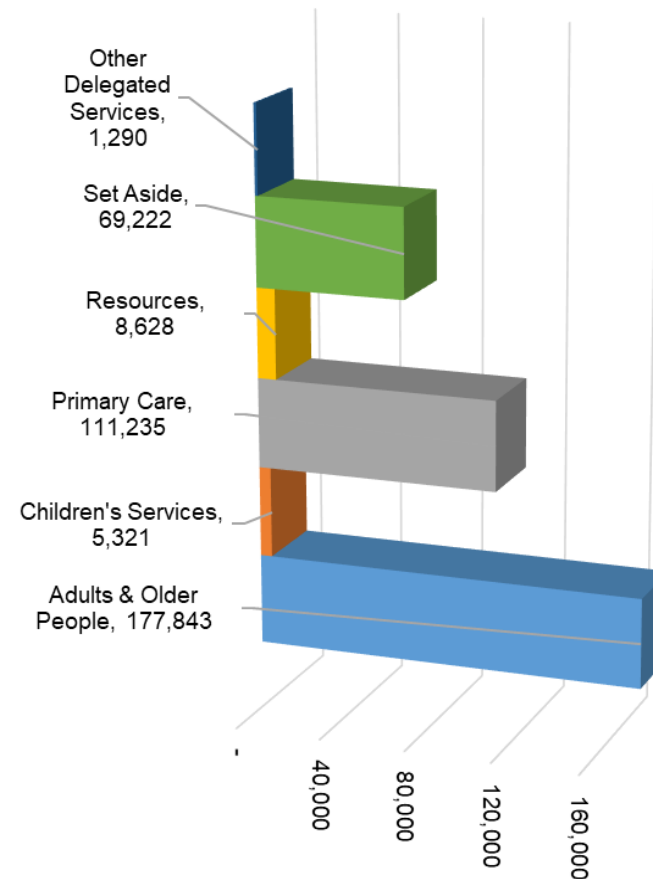
Renfrewshire IJB delivers and commissions a range of health and adult social care services to the population of Renfrewshire. This is funded through budgets delegated from both Renfrewshire Council and NHS Greater Glasgow and Clyde (NHSGGC). The resources available to the IJB in 2023 / 24 to take forward the commissioning intentions of the IJB, in line with the Strategic Plan, totalled **£381,097k**. The following charts provide a breakdown of where these resources come from, and how it is split over the range of services we deliver.



\*Difference due to rounding.

Included within the Resources Available to the IJB is a 'Large Hospital Services' (Set Aside) budget totalling **£69,222k** (based on actual spend and activity). This budget is in respect of those functions delegated by the Health Board which are carried out in a hospital within the Health Board area. The IJB is responsible for the strategic planning of these services but not their operational delivery.

## Our Funding (£000's)\*



\*Does not include the reserves available to the IJB.



## Financial Performance and Best Value

The following tables show how the resources available to the IJB have changed over the past seven years, providing a breakdown of where these resources come from; as well as a summary of how resources were spent over the past three years.

(Please note: The following figures are taken from the IJB Annual Accounts Comprehensive Income and Expenditure Statement).

Funding Type	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
	£000's						
Renfrewshire Council	128,264	119,610	110,453	104,573	93,797	89,107	82,500
NHSGGC	183,610	171,755	177,012	166,081	143,218	134,432	133,343
Set Aside	69,222	67,258	63,579	64,738	56,497	57,461	29,582
<b>TOTAL</b>	<b>381,097*</b>	<b>358,623</b>	<b>351,044</b>	<b>335,392</b>	<b>293,512</b>	<b>281,000</b>	<b>245,425</b>

\*Difference due to rounding.

Care Group	Actual Outturn		
	2023/24	2022/23	2021/22
	£000's		
Adults & Older People	182,262	166,515	143,666
Children's Services	6,233	7,246	6,325
Primary Care	111,279	104,905	98,662
Resources	10,811	9,717	6,723
Covid-19	-	1,769	6,951
Set Aside	69,222	67,258	63,579
Other Delegated Services	1,290	1,213	1,095
Movement in Reserves	(7,557)	(17,416)	24,043
<b>TOTAL</b>	<b>373,540</b>	<b>341,207</b>	<b>351,044</b>

## Financial Performance and Best Value

### Summary of Financial Position 2023 / 24

The overall financial performance against budget for the financial period 2023 / 24 was an underspend of £2,236k, prior to the transfer of ring-fenced years-end balances to Reserves. The final outturn position for all delegated HSCP services in 2023 / 24 net of transfers to Reserves is summarised in the following table.

Once all ring-fenced balances have been transferred to the relevant earmarked reserve in line with Scottish Government guidance the revised outturn for the IJB is an overspend of (£790k).

The overspend includes a drawdown of £9,984k from earmarked reserves. A final drawdown of reserves of £599k was carried out in order to deliver breakeven. Leaving an overspend of (£191k) within delegated services.

Care Group	Budget	Spend to Year End (before Movement to Reserves)	Variance	Movement to Reserves	Revised Variance
	£000's	£000's	£000's	£000's	£000's
Adults & Older People	87,499	85,756	1,743	(1,615)	128
Mental Health	33,043	33,654	(611)	(104)	(715)
Learning Disabilities	25,796	25,565	231	(69)	162
Children's Services	5,720	4,889	831	(432)	399
Prescribing	39,898	42,518	(2,620)	-	(2,620)
Health Improvement &	1,427	985	442	(114)	328
FHS	63,200	63,332	(132)	-	(132)
Resources	9,039	7,949	1,090	(681)	409
Hosted Services	13,139	11,686	1,453	(11)	1,442
Resource Transfer	-	-	-	-	-
Social Care Fund	-	-	-	-	-
Set Aside	69,222	69,222	-	-	-
<b>NET EXPENDITURE (before</b>	<b>347,983</b>	<b>345,556</b>	<b>2,427</b>	<b>(3,026)</b>	<b>(599)</b>
<b>Other Delegated Services</b>	<b>1,099</b>	<b>1,290</b>	<b>(191)</b>	<b>-</b>	<b>(191)</b>
<b>NET EXPENDITURE</b>	<b>349,083</b>	<b>346,846</b>	<b>2,236</b>	<b>(3,026)</b>	<b>(790)</b>

# Financial Performance and Best Value

## Capital Investment

Further to the significant upgrade works to Bishopton Health Centre completed in 2022, the Integration Joint Board has worked closely with NHS Greater Glasgow and Clyde to bring forward further capital investment plans for the Bishopton and Dargavel area.

Planning permission for a new build satellite centre, to augment the existing Bishopton Health Centre, was granted by Renfrewshire Council in November 2023. Work has now commenced, with an anticipated completion date of Summer 2025.

Based on extensive independent population modelling, it is expected both locations will be able to deliver services to the growing Bishopton population until 2035. However, it is important to note the new facility has been planned in a way that allows for future extension if demand exceeds current planning considerations.

In support of our ongoing commitment to tackling climate change, the project aims to deliver a facility for the community with a 'Targeted Net Zero' energy operation, as well as striving to reduce emissions caused by extraction, manufacturing, transportation, and assembly within the proposal.

Engagement with the local community will continue throughout the duration of the project and will feature a range of community activities. As part of this, local artists and members of the public will be invited to contribute to the project's integrated arts strategy.



# Financial Performance and Best Value

## Medium-Term Financial Plan

This financial year also saw the IJB deliver Year 2 of its Medium-Term Financial Plan 2022-25 (MTFP) against an ongoing period of economic change.

Using a scenario-based approach, the MTFP models a range of potential fiscal outlooks over the 10-year horizon from 2022/23 to 2031/32, considering potential outcomes over: low, medium, high and worse-case projected positions. The low projection provides a more optimistic outlook, while the worse-case indicates the position if pressures emerge at the higher end of current projections.

At the time of its publication and based on the medium case position, the MTFP projected a gross budget gap – prior to any mitigating actions – within a range of **£11.8m** to **£15.3m** for 2023 / 24. This was determined on a range of assumptions based on the economic situation and information available at that time. As at March 2023, the revised gross budget gap for 2023 / 24 was circa **£17m**, the increase reflecting the impact of the rise in the Adult Social Care Living Wage, which was beyond initial projections.

Longer-term projections inherently carry greater uncertainty, particularly during periods of economic volatility or structural change and, as such, are subject to fluctuation. Similarly, annual budgets are based on the economic situation and information available at the time. At the close of 2023 / 24, and reflecting the fluctuating situation, the projected gross budget gap for 2024/25 was estimated at circa **£24m**, exceeding the higher end of the range predicted in the MTFP for 2024 / 25 of **£12.6m** to **£16.3m**. Again, as in 2023 / 24 this increase reflects the higher than anticipated increase (move to £12 per hour) for the Adult Social Care Living Wage.

Throughout the year, as in previous years, the Chief Finance Officer kept IJB members and funding partners fully apprised of the volatility of the economic outlook and projected outturn, undertaking active review to manage emerging financial risks and challenges and the likely impact these could have on the financial position of the IJB, amending and updating the MTFP models with the most current information available.

Savings to the value of £2,490k were approved by the IJB in March 2023 for delivery in 2023 / 24, a summary of which is below. As at the end of March 2024, these savings have been delivered in full.

2023/24		Health	Social Care	TOTAL
		£000s		
<b>Reform</b>		-	1,000	<b>1,000</b>
<b>Savings</b>	Vacancy Management	475	370	<b>845</b>
	General Efficiencies	55	95	<b>150</b>
	Process Efficiencies	-	460	<b>460</b>
	Contract Management	-	35	<b>35</b>
<b>Total Identified for 23/24</b>		<b>530</b>	<b>1,960</b>	<b>2,490</b>

As was the case prior to the pandemic, the IJB's financial planning arrangements remain subject to active review, to enable us to continue to plan for a range of potential outcomes and scenarios. This helps us manage emerging financial risks and challenges and the impact these could have on the financial position of the IJB.

# Financial Performance and Best Value

## Future Challenges

In the context of ongoing financial challenges and facing a significant projected budget gap for 2024/25, in June 2023 the IJB approved the implementation of the Sustainable Futures programme, intended to identify and develop options to address the projected budget gap.

In progressing the Sustainable Futures programme, the HSCP undertook a programme of engagement during summer and early autumn 2023 / 24, to raise awareness of the intent and scope of the programme with staff, Care Planning Groups and the Carers Forum, and work continued to progress projects within the scope of the programme.








Whilst multiple options were developed during this process, the anticipated value and timescale of delivery of the potential savings will not be sufficient to meet the projected budget gap for 2024/25.







Consequently, similar to 2023 / 24 and as agreed with the IJB at their March 2024 meeting, to deliver financial balance in 2024/25 the IJB will need to further draw down from its reserves. The impact of this will undoubtedly affect the IJB's financial resilience moving forward.











# Appendix 1

Renfrewshire IJB Scorecard 2023 / 24

Performance Indicator Status		Direction of Travel		Target Source	
	Alert		Improvement	<b>N</b>	National
	Warning		Deterioration	<b>B</b>	NHSGGC Board
	Target achieved		Same as previous reporting period	<b>L</b>	Local
	No targets			<b>M</b>	MSG
p	Provisional data				

7 Red Indicators	Performance is more than 10% variance from target						
Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
1. A&E waits less than 4 hours (Outcome 3)	67.1%	70.1%	71.6%	95%			<b>N</b>
2. % of health staff with completed TURAS profile / PDP (Outcome 8)	50.50%	55.89%	70.55%	80%			<b>B</b>
3. Sickness absence rate for HSCP Adult Social Work staff (work-days lost per FTE) (Outcome 8)	17.79	21.94	19.51	15.3 days (annual)			<b>L</b>

Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
4. Sickness absence rate for HSCP NHS staff (Outcome 8)	6.52%	6.73%	5.62%	4.00%			N
5. Number of new Adult Carers supported by Renfrewshire Carers Centre (Outcome 6)	963	1,027	818	1,027			L
6. Emergency admissions from care homes (Outcome 4)	489	497	549	450			L
7. Reduce the percentage of babies with a low birth weight (<2500g) (Outcome 4)	6.8%	5.7%	7.1% (Dec 23)	6%			B





7 Amber Indicators	Performance is less than 10% variance from target						
Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
8. Percentage of patients who started treatment within 18 weeks of referral to Psychological Therapies (Outcome 3)	90.9%	70.0%	88.5%	90%	↑	⚠	B
9. Percentage of Primary Care Mental Health Team patients referred to first appointment offered within 4 weeks. (Outcome 3)	88.0%	41.6%	90%	100%	↑	⚠	N
10. % of foot ulcers seen within 2 working days in NHS GGC (Outcome 9)	83.7%	75.2%	89.1%	90%	↑	⚠	B
11. Percentage of NHS staff who have passed the Fire Safety LearnPro module (Outcome 3)	80.2%	85.7%	86%	90%	↑	⚠	B
12. Improve the overall iMatter staff response rate (Outcome 8)	58%	58%	58%	60%	-	⚠	B
13. Formulary compliance (Outcome 9)	76.56%	76.90%	73.94%	77%	↓	⚠	B
14. Reduce the rate of pregnancies for those under 16 years of age (rate per 1,000 population) (Outcome 4)	1.1 (2019)	1.2 (2020)	1.7 (2021)	1.6	↓	⚠	L



14 Green Indicators	Performance is on or exceeds target						
Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
15. Smoking cessation – non-smokers at the 3 -month follow-up in the 40% most deprived areas (Outcome 5)	176	119	180	180	↑	✓	B
16. Exclusive breastfeeding at 6-8 weeks in the most deprived areas (Outcome 1)	11.8%	25.0%	20.0% (Dec 23)	19.9%	↓	✓	B
17. % of new referrals to the Podiatry Service seen within 4 weeks in NHS GGC (Outcome 9)	41.0%	90.2%	90.4%	90%	↑	✓	B
18. % of new referrals to the Podiatry Service seen within 4 weeks in Renfrewshire (Clyde) (Outcome 9)	41.4%	94.0%	90.1%	90%	↓	✓	B
19. Number of adults with a new Anticipatory Care Plan (Outcome 2)	185	156	423	221	↑	✓	L
20. % of foot ulcers seen within 2 working days in Renfrewshire (Clyde) (Outcome 9)	84.6%	78.8%	92%	90%	↑	✓	B
21. Alcohol and Drugs waiting times for referral to treatment. % seen within 3 weeks (Outcome 4)	90.8%	84.7%	98.6%	90%	↑	✓	B
22. Exclusive breastfeeding at 6-8 weeks (Outcome 1)	19.7%	27.4%	28.6% (Dec 23)	21.4%	↑	✓	B
23. At least 80% of pregnant women in each SIMD quintile will have booked for antenatal care by 12th week of gestation (Outcome 4)	93.7%	88.5%	86.8%	80%	↓	✓	N









Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
24. Percentage of children vaccinated against MMR at 5 years (Outcome 4)	96.8%	97.0%	96.5%	95%	↓	✓	N
25. Percentage of children vaccinated against MMR at 24 months (Outcome 4)	97.3%	94.3%	96.3%	95%	↑	✓	N
26. Uptake rate of child health 30-month assessment (Outcome 4)	94.9%	95.0%	98.2%	80%	↑	✓	N
27. Number of adult support plans completed for carers (age 18+) by Renfrewshire Carers Centre (Outcome 6)	148	203	376	160	↓	✓	L
28. % of complaints within HSCP responded to within 20 days (Outcome 8)	90%	90%	87.7%	70%	↓	✓	B

### Ministerial Scottish Government Indicators (5)



Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
29. Number of Acute delayed discharge bed days (Outcome 2)	9,177	7,006	5,194	-	↑		M
30. Number of emergency admissions (18+) (Outcome 2)	15,378	15,068	16,543p	-	↓		M
31. Number of unscheduled hospital bed days; acute specialities (18+) (Outcome 2)	127,217	134,125	131,741p	-	↑		M
32. Number of A&E attendances (18+) (Outcome 9)	40,620	38,889	42,019	-	↓		M
33. Total number of A&E attendances (Outcome 9)	54,142	53,019	55,773	-	↓		M

*p: provisional*











### Safe from Harm Indicators (4)






Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
34. Number of Chief Social Worker Guardianship applications (as at position) (Outcome 7)	125	132	124	-			-
35. Number of suicides (Outcome 7)	25 (2021)	33 (2022)	N/A (Due Aug 24)	-			-
36. Percentage of Children registered in this period who have previously been on the Child Protection Register in the last two years (Outcome 7)	14.7%	4.8%	11.1%	-			-
37. Total Mental Health Officer service activity (Outcome 7)	1,222	1,362	1,499	-			-

### Prescribing Indicator (1)

Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
38. Prescribing variance from budget (Outcome 9)	3.43% Under budget	5.52% Over budget	6.57% Over budget	-			-

### New Adult Social Care Indicators (10)

Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
39. Balance of Care: Home Care - total number of hours provided for clients receiving personal care versus non-personal care (Outcome 2)	-	PC: 14,699 NPC: 318	PC: 18,521 NPC: 375.5	-			L
40. Balance of Care: Number of open community placements vs open residential placements for 65+ (Care at Home vs residential) (Outcome 2)	-	CP: 1,554 (61.5%) RP: 971 (38.5%)	CP: 1,786 (64%) RP: 1,006 (36%)	-			L
41. Population of clients receiving Telecare all ages – rate per 1,000 (Outcome 2)	4.4	4.2	4.8	-			L
42. Population of clients receiving Telecare (75+) – rate per 1,000 (Outcome 2)	58	61	40	-			L
43. Number of people accessing Community Alarms (75+) (Outcome 2)	1,969	2,121	2,827	-			L

Performance Indicator	21/22 Value	22/23 Value	23/24 Value	Target	Direction of Travel	Status	Target Source
44. Number of people accessing Community Alarms (all ages) (Outcome 2)	2,503	2,791	3,767	-			L
45. Number of adult support plans completed for carers (age 18+) by HSCP (Outcome 6)	40	25	192	-			L
46. Number of Adult Support and Protection referrals (by source) (Outcome 7)	1,068	1,314	1,527*	-			L
47. Number of Private Guardianship applications (as at position) (Outcome 7)	47	158	126	-			L
48. Percentage of Adult Support and Protection referrals where investigatory powers are used (Outcome 7)	-	From 2023 / 24 only	43%	-			L

\*see Table 1

**Notes**

*P denotes Provisional Data*

**Table 1**

<b>Indicator 45:</b> Number of Adult Support and Protection referrals (by source) (Outcome 7)	<b>Apr-Jun</b> Q1 2023 / 24	<b>Jul-Sep</b> Q2 2023 / 24	<b>Oct-Dec</b> Q3 2023 / 24	<b>Jan-Mar</b> Q4 2023 / 24
<b>Mental Welfare Commission for Scotland</b>	0	0	0	0
<b>Care Inspectorate</b>	8	8	4	12
<b>Healthcare Improvement Scotland</b>	0	0	0	0
<b>Office of the Public Guardian</b>	2	2	2	0
<b>Police Scotland</b>	86	70	60	78
<b>NHS 24</b>	6	4	6	8
<b>NHS Primary Care</b>	13	8	9	14
<b>NHS Acute Services</b>	10	20	20	22
<b>NHS Specialist Drug and Alcohol Services</b>	0	0	0	2
<b>Community Health Services</b>	1	6	1	3
<b>Mental Health Services – Hospital and Community</b>	14	11	12	12
<b>Other health (e.g., public health, private healthcare, prison healthcare)</b>	1	3	0	1
<b>Social Work - Adults (including MHOs)</b>	26	40	34	43
<b>Social work - Children and Families</b>	5	6	0	1
<b>Scottish Ambulance Service</b>	1	5	0	2
<b>Scottish Fire and Rescue</b>	21	16	20	15
<b>Scottish Prison Service</b>	0	0	0	0
<b>Care Home</b>	78	94	105	93
<b>Care at home provider</b>	48	43	42	50
<b>Housing</b>	30	34	24	32

**Table 1 (cont.)**

<b>Indicator 45:</b> Number of Adult Support and Protection referrals (by source) (Outcome 7)	<b>Apr-Jun</b> <b>Q1 2023 / 24</b>	<b>Jul-Sep</b> <b>Q2 2023 / 24</b>	<b>Oct-Dec</b> <b>Q3 2023 / 24</b>	<b>Jan-Mar</b> <b>Q4 2023 / 24</b>
Education	0	0	0	1
Children’s Services	0	0	0	0
Self (adult at risk)	0	4	1	1
Unpaid carer	1	0	0	0
Friend, relative or neighbour (who is not an unpaid carer)	4	4	5	8
Other member of the public (not covered by 20 or 21)	0	1	0	0
Third sector organisation	5	3	4	5
Financial institution	0	0	0	0
Anonymous	0	1	1	0
Other (please specify below)	6	9	5	11
<b>Total</b>	<b>366</b>	<b>392</b>	<b>355</b>	<b>414</b>



# Appendix 2

## National Core Integration Indicators (NCII) Indicators 1- 9

NCI: Health and Care Experience Survey	2019-20 Renfrewshire (Scotland)	*2021-22 Renfrewshire (Scotland)	*2023-24 Renfrewshire (Scotland)	Direction of Travel From 2021-22
<b>National Core Integration Indicator 1:</b> Percentage of adults able to look after their health very well or quite well.	92.0% (92.9%)	89.6% (90.9%)	88.7% (90.7%)	↓
<b>National Core Integration Indicator 2:</b> Percentage of adults supported at home who agree that they are supported to live as independently as possible.	80.3% (80.8%)	75.2% (78.8%)	65.5% (72.4%)	-*
<b>National Core Integration Indicator 3:</b> Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided.	73.1% (75.4%)	73.2% (70.6%)	54.3% (59.6%)	-*
<b>National Core Integration Indicator 4:</b> Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated.	77.0% (73.5%)	70.5% (66.4%)	55.3% (61.4%)	-*
<b>National Core Integration Indicator 5:</b> Percentage of adults receiving any care or support who rate it as excellent or good.	83.3% (80.2%)	72.5% (75.3%)	66.1% (70.0%)	-*
<b>National Core Integration Indicator 6:</b> Percentage of people with positive experience of care at their GP practice.	81.8% (78.7%)	64.7% (66.5%)	63.3% (68.5%)	↓
<b>National Core Integration Indicator 7:</b> Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.	81.8% 80.0%	75.8% (78.1%)	64.2% (69.8%)	-*
<b>National Core Integration Indicator 8:</b> Percentage of carers who feel supported to continue in their caring role.	32.9% (34.3%)	25.9% (29.7%)	28.5% (31.2%)	↑
<b>National Core Integration Indicator 9:</b> Percentage of adults supported at home who agree they felt safe.	84.8% (82.8%)	74.8% (79.7%)	66.9% (72.7%)	-*

*\*Please note results for indicators 2, 3, 4, 5, 7 and 9 for 2023/24 are not comparable to previous years due to changes in survey wording. Also results for 2019/20 and 2021/22 for indicators 2, 3, 4, 5, 7 and 9 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology.*

KEY: Current Year	Better than Scotland average	Poorer than Scotland average
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Comparison to previous year:	Improved performance ↑	Decline in performance ↓
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# Appendix 2

## National Core Integration Indicators 11-20

National Core Suite of Integration Indicators	2018-19 Renfrewshire (Scotland)	2019-20 Renfrewshire (Scotland)	*2020-21 Renfrewshire (Scotland)	*2021-22 Renfrewshire (Scotland)	*2022-23 Renfrewshire (Scotland)	*2023-24 Renfrewshire (Scotland)	Direction of Travel From 2022-23
11. Premature mortality rate (per 100,000 people aged under 75)	465 (432)	463 (426)	507 (457)	494 (466)	463 (442)	Available August 2024**	-
12. Emergency admission rate (per 100,000 people aged 18+)	12,447 (12,284)	13,014 (12,529)	10,551 (10,963)	10,968 (11,643)	10,778 (11,275)	11,721* (11,707)	↓
13. Emergency bed day rate (per 100,000 people aged 18+)	133,980 (121,174)	137,769 (119,753)	123,730 (102,874)	132,417 (115,307)	130,471 (119,806)	121,557* (112,882)	↑
14. Readmission to acute hospital within 28 days of discharge rate (per 1,000 population)	88 (103)	93 (105)	100 (120)	81 (107)	80 (102)	85* (104)	↓
15. Proportion of last 6 months of life spent at home or in a community setting	87.5% (88.0%)	86.9% (88.1%)	89.3% (89.8%)	88.7% (89.8%)	88.8% (88.9%)	88.0%* (89.1%)	↓
16. Falls rate per 1,000 population aged 65+	22.1 (22.5)	21.3 (22.8)	19.0 (21.7)	20.4 (22.6)	25.1 (22.6)	24.5* (23.0)	↑

<b>KEY:</b> (current year)	<b>Better than Scotland average</b>	<b>Poorer than Scotland average</b>	<b>Comparison to previous year:</b>	<b>Improved performance</b> ↑	<b>Decline in performance</b> ↓
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National Core Suite of Integration Indicators	2018-19 Renfrewshire (Scotland)	2019-20 Renfrewshire (Scotland)	2020-21 Renfrewshire (Scotland)	2021-22 Renfrewshire (Scotland)	*2022-23 Renfrewshire (Scotland)	*2023-24 Renfrewshire (Scotland)	Direction of Travel From 2021-22
17. Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	87.3% (82.2%)	85.2% (81.8%)	85.5% (82.5%)	81.5% (75.8%)	78.5% (75.2%)	75.4%*** (77.0%)	↓
18. Percentage of adults with intensive care needs receiving care at home	63.4% (62.1%)	65.5% (63.0%)	64.7% (63.0%)	68.2% (64.6%)	64.3% (63.5%)	63.8%* (64.8%)	↓
19. Number of days people spend in hospital when they are ready to be discharged, per 1,000 population**	246 (793)	383 (774)	368 (484)	296 (748)		150*** (902)	↑
20. Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	23.8% (24.1%)	23.9% (24.0%)	Not available	Not available	Not available	Not available	-

**INDICATOR DATA STATUS – DATA PUBLISHED (updated) in July 2024.**

\*2022-24 data is currently reported as 2023 calendar year for indicators 12-16, and 18. p = provisional data

\*\*Indicator 11 data will be released by National Records Scotland (NRS) in August 2024.

\*\*\*Indicators 17 & 19 data is financial year 2023 / 24

Previous years (2018 / 19 to 2021 / 22) are reported as financial years for all indicators 11-20.

**\*\* NI 19:**

1. Please note definitional changes were made to the recording of delayed discharge information from 1 July 2016 onwards. Delays for healthcare reasons and those in non-hospital locations (e.g., care homes) are no longer recorded as delayed discharges. In this indicator, no adjustment has been made to account for the definitional changes during the year 2016/17. The changes affected reporting of figures in some areas more than others therefore comparisons before and after July 2016 may not be possible at Partnership level. It is estimated that, at Scotland level, the definitional changes account for a reduction of around 4% of bed days across previous months up to June 2016, and a decrease of approximately 1% in the 2016/17 bed day rate for people aged 75+.

**\*\* NI 20:**

2. NHS boards were not able to provide detailed cost information for 2020/21 due to changes in service delivery during the pandemic. As a result, PHS have not provided information for indicator 20 beyond 2019/20. PHS previously published information to calendar year 2020 using costs from 2019/20 as a proxy but, given the impact of the COVID pandemic on activity and expenditure, PHS no longer consider this appropriate.

**Source: PHS Delayed Discharge data collection**

# Appendix 3

## Inspection of Services: Anchor Centre

An unannounced inspection by the Care Inspectorate took place at the HSCP operated Anchor Centre between 12 and 13 March 2024. The Inspection Team reported that people who are cared for at the Anchor Centre can expect to receive a very good level of care and highlighted the following key messages:

- People received reliable and consistent support from a familiar staff team with whom they had positive, trusting and caring relationships.
- People benefited from flexible, personalised and responsive support..
- Staff skilfully used their knowledge of people to manage and minimise risks.
- Support was provided by a skilled staff team, who received specialised training particular to the needs of people.
- Family members felt involved and well informed, telling us they were very satisfied with the care and support provided.
- Specialised resources within the centre enable people to participate in a range of sensory, physical, and meaningful activity to improve their quality of life.
- Quality assurance systems should be developed to ensure quality of support and ongoing development of practice.

The Care Inspectorate evaluation of the Anchor Centre service was as follows:

How well do we support people's wellbeing?	5 - Very Good
People experience compassion, dignity and respect	5 - Very Good
People get the most out of life	5 - Very Good
People's health and wellbeing benefits from their care and support	5 - Very Good
How good is our leadership?	4 - Good
Quality assurance and improvement is led well	4 - Good

# Appendix 3

## Inspection of Services: Hunterhill Care Home

An unannounced inspection by the Care Inspectorate took place at HSCP operated Hunterhill Care Home between 12 September and 14 September 2023. The Inspection Team reported that people who live in Hunterhill Care Home can expect to receive a good level of care and highlighted the following key messages:

- Staff were motivated and dedicated to their roles.
- There was a newly appointed manager in post who had begun to make some improvements in the service.
- The provider was actively engaged in further improving the environment and the menus.
- People were cared for by staff who knew them well and there was a good degree of consistency.
- The service benefitted from skilled activity staff who offered a very good range of high-quality, meaningful activities.

The Care Inspectorate evaluation of Hunterhill Care Home service was as follows:

How well do we support people's wellbeing?	4 - Good
People experience compassion, dignity and respect	4 - Good
People get the most out of life	5 - Very Good
People's health and wellbeing benefits from their care and support	4 - Good
How good is our leadership?	4 - Good
Quality assurance and improvement is led well	4 - Good