

ANNUAL PERFORMANCE REPORT 2020/21 SUMMARY





Overview

The **Glasgow City Integration Joint Board (IJB)** was established in February 2016 and provides strategic direction and leadership for community health and social care services in the city, which are jointly delivered through the **Health and Social Care Partnership (HSCP)**. The IJB is required to publish an **Annual Performance Report (APR)** and this summary focuses on key highlights from the 2020/21 report.

Our Vision and Priorities

We believe that Glasgow's people can flourish, with access to health and social care support when they need it. This will be done by transforming health and social care services for better lives. Our Strategic Priorities are:

- Prevention, early intervention, and harm reduction
- Providing greater self-determination and choice
- Shifting the balance of care
- Enabling independent living for longer
- Public Protection

Key Achievements in 2020/21

- Woodside Health and Social Care Centre which opened in 2019 was recognised for its innovative design in the **Health Building category** at the Scottish Design Awards. Plans for the new £67 million **Health and Social Care Hub** in the North East were also progressed with the Scottish Government approving the Outline Business Case.
- A COVID-19 Community Assessment Centre was opened at Barr Street, Maryhill in March 2020 as part of the wider **COVID-19 Community Pathway**. HSCP staff also supported the mass vaccination programme at 5 **Vaccination Centres** across the city.
- A brand-new **multi-agency advice and support hub** for people who are homeless or at risk of homelessness opened in September 2020 in Argyle Street.
- Glasgow City became the first local authority in Scotland to achieve the **LivingWorks Suicide Safer Community Designation** in recognition of progress made in the city in respect of suicide prevention and awareness.
- Two brand new purpose built **acute mental health wards**, Elgin and Appin, were opened in Stobhill which provide services for adult mental health patients and older adults with functional mental health issues. Their innovative design led to **an award** in the Health Building or Projects category at the Scottish Design Awards
- Recovery Communities, which operate alongside mainstream treatment services and are supported by the city's Alcohol and Drug Recovery Service, won the **Volunteers Category** at the Scottish Health Awards.
- A **Don't Wait** smoking cessation social media campaign ran in early 2021 to increase public awareness of smoking harms and the support services available locally, and to encourage self-referrals.



- The city's approach to dementia has been **hailed as world leading** in a prestigious global study and was ranked second out of 30 cities across the world for dementia innovation
- Over the past year our **Youth Health Service has been expanded** with more bases for young people to access support.
- A multi-platform campaign to recruit Home Care Services staff was launched last year. This campaign was a finalist in the Association for Public Service Excellence (APSE) awards in the category '**Best Efficiency and Transformation Initiative**'.

Responding and Recovering from COVID-19

Across the HSCP, in response to the pandemic, services have had to be innovative and adapt their service models. While face to face contacts have continued where required, alternative delivery methods have been introduced. Telephone and a range of online solutions have been used to interact with service users on a one to one basis and to enable other types of activities to continue, including group work, training and service audits. Further details of specific responses and recovery plans can be found in the **Glasgow City HSCP Recovery Strategy** and the full **Annual Performance Report (APR)**.

As Recovery plans have been implemented, services across the HSCP have been assessing where there may be opportunities to consolidate some of the most effective practices which have been implemented over the last 12 months and incorporate these within mainstream service delivery going forward. Examples of such service models which have proven to be effective and have been well received by service users, carers and staff include the **Discharge to Assess Pathway** in Older People's Services, **Mental Health Assessment Units** and the **Learning Disability Outreach Service**.



Key Performance Improvements in 2020/21

Indicators where performance has shown the greatest improvement over the past 12 months.

INDICATOR	BASELINE YEAR END 19/20	YEAR END 20/21
Older People		
Number of people in supported living services	789	813
Intermediate Care: % users transferred home	19%	25%
Percentage of service users who receive a reablement service following referral for a home care service: Community Referrals	75.5%	81.5%
New Accident and Emergency attendances (18+)	159,916	113,513
Children's Services		
Access to specialist Child and Adolescent Mental Health Services (CAMHS): % seen within 18 weeks	51.9%	60.8%
Mumps, Measles and Rubella (MMR) Vaccinations: % uptake in Children aged 24 months	93.2%	94.2%
% of young people currently receiving an aftercare service who are known to be in employment, education or training	68%	80%
Number of children in out of authority placements	46	34
Health Improvement		
Women smoking in pregnancy (general population)	9.8%	8.2%
Women smoking in pregnancy (most deprived quintile)	14.6%	12.4%
Homelessness		
Number of households reassessed as homeless/potentially homeless within 12 months.	437	420
Human Resources		
NHS Sickness Absence rate (%)	6.37%	5.1%

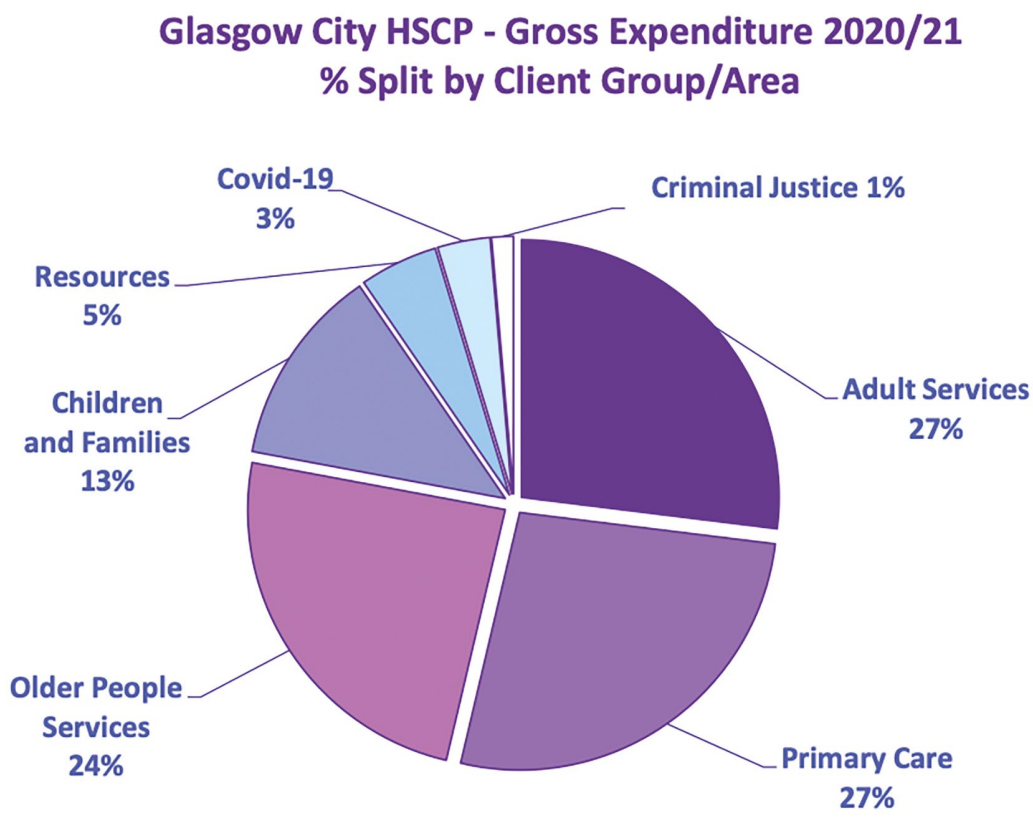
Areas for Improvement in 2021/22

Specific areas where we would like to improve performance over the next 12 months include the following:

INDICATOR	Target	Actual
Older People		
Number of Anticipatory Care Plan (ACP) conversations and summaries completed and shared with the patient's GP	800 Conversations 200 Summaries	227 Conversations 58 Summaries
Intermediate Care: Percentage of users transferred home	>30%	25%
Total number of Acute Delays and Bed Days Lost to Delays (All delays and all reasons 18+)	0 Delays 39,919 Bed days	103 Delays 49,902 Bed days
Total number of Acute Bed Days lost to delayed discharge for Adults with Incapacity (Older People 65+)	1,910	11,163
Children's Services		
Access to specialist Child and Adolescent Mental Health Services (CAMHS): % seen within 18 weeks	100%	60.8%
Adult Mental Health		
Total number of Adult Mental Health delays	0	25
Criminal Justice		
Percentage of Community Payback Order (CPO) unpaid work placements commenced within 7 days of sentence	80%	76%
Health Improvement		
Alcohol Brief Intervention delivery (ABI)	5,066	4,269
HR		
Sickness Absence Rates (Health and Social Work)	<4% NHS <10.2 ADL (Average Days Lost) SW	5.1% NHS 15.9 ADL SW

Managing Our Resources

The total financial resources available to the Partnership for 2020/21 were around £1.3 billion. These were allocated across service areas as shown below.

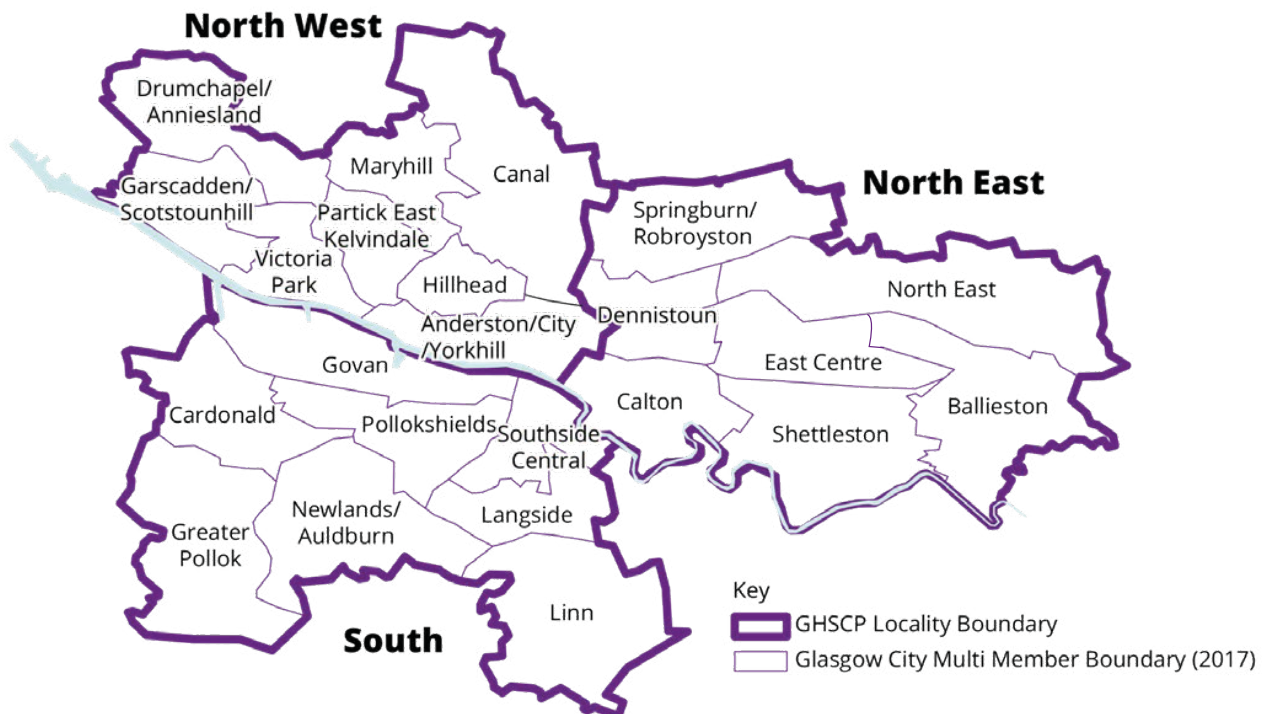


Budget Monitoring throughout 2020-21 had forecast an operational underspend of £14.3m. However, it was recognised that this outturn had been completed with a high level of uncertainty. The IJB operated under the powers introduced by the emergency legislation in relation to COVID-19 during

2021-21. As a result, we had expected our final position to change as we continued to respond to the challenges of the pandemic over the winter months and awaited confirmation of future funding allocations from the Scottish Government. The final operational position secured was an underspend of £17.9m.

Our Localities

The Partnership is divided into three areas, known as localities, to support operational service delivery and respond to local needs. These localities - North East, North West and South - are shown below.



Each locality has developed a **Locality Plan**, which details how they are taking forward the IJB's **Strategic Plan (2019-22)** and responding to locally identified needs and priorities.

Each area has their own Locality Engagement Forum (LEF) which brings together community representatives and local networks and groups. These are a key part of the **HSCP's participation and engagement arrangements**.

COVID-19 significantly impacted the LEFs ability to engage with stakeholders on a face to face basis during 2020/21. However, a range of opportunities for 'virtual' engagement have been delivered and were positively received. In March 2021, three city-wide online **Spring Engagement Sessions** were held, which enabled patients, service users and members of the community to hear about how the HSCP services have been responding to the pandemic and to share their views and suggestions.

Equalities

Updated **Equalities Outcomes** have been produced following the publication of the IJB **Equalities Mainstreaming Report (2020-24)** in March 2020. The new outcomes are more clearly aligned with the **Strategic Plan 2019-2022** and aim to enable the HSCP to reduce inequality caused by socio-economic disadvantage, in line with the Fairer Scotland Duty, 2018. Full details of the 7 new equalities outcomes along with their corresponding actions, measurements and evidence of progress are provided in our **Equalities Outcomes Report (2020-2024)**.

