

EXECUTIVE SUMMARY

GLASGOW CITY INTEGRATION JOINT BOARD'S
**STRATEGIC PLAN
FOR HEALTH AND
SOCIAL CARE 2019 – 22**

Flourishing Communities,
Healthier Lives



PURPOSE

The following briefing provides a summary of the Strategic Plan 2019 – 22 for health and social care services in Glasgow City. It also includes background information on the arrangements for Integration in Glasgow.

BACKGROUND

What is Health and Social Care Integration?

The way in which health and social care services are planned and delivered across Scotland has changed. This is referred to as 'Health and Social Care Integration,' or 'Integration' for short.

Integration is when Councils and Health Boards work closely together to jointly plan and deliver health and social care services. The Public Bodies (Joint Working) (Scotland) Act 2014 (known as the 'Act') made this a legal requirement.

At its heart, Integration is about ensuring that those who use health and social care services get the right care and support whatever their needs, and that this is at the right time and in the right setting.

What does Integration look like in Glasgow City?

The Act made it a legal requirement to integrate adult health and social care services as a minimum, including services for older people. Glasgow City Council and NHS Greater Glasgow and Clyde agreed to go further, and they have also integrated other services such as Children's, Homelessness and Criminal Justice services.

Some of the services integrated in Glasgow include, among many others, Fostering and Adoption, Child Protection, Adult Support and Protection, Homecare, Day Care, Residential Care, Carers Support, Disabilities, Alcohol and Drugs, Mental Health, District Nursing, School Nursing, Dental, Pharmaceutical and Public Health and Improvement.

The full range of services integrated are included in Glasgow City's **Integration Scheme**.

Glasgow City Integration Joint Board

Before Integration, Health Boards had separate responsibility for health services, and Councils had separate responsibility for social care services. Now this is jointly done through a legal public body that is separate from them – the Integration Joint Board, or 'IJB' for short. Scotland has 31 IJBs within Council areas, and Glasgow City IJB was established in February 2016.

The IJB meets on a regular basis to discuss, plan, decide and monitor how health and social care services are delivered in Glasgow.

More information on the IJB is available on **Glasgow City Health and Social Care Partnership's website**.

Glasgow City Health and Social Care Partnership

Following decisions that are made at IJB meetings, the Council and Health Board are then directed by the IJB to jointly work together to deliver health and social care services based on those decisions.

The Council and Health Board working together in this way is known as the 'Glasgow City Health and Social Care Partnership,' which is sometimes shortened as the 'Partnership,' 'Glasgow City HSCP,' 'GCHSCP' or 'HSCP.'

Glasgow City HSCP comprises of around 12,000 staff from the Council and NHS. This includes staff providing a frontline service such as social workers, residential workers, home carers, occupational therapists, district nurses, mental health officers and health improvement officers among many other professionals. There are also staff who provide business support.



STRATEGIC PLAN 2019 – 22



WHAT IS THE STRATEGIC PLAN?

We (Glasgow City IJB and HSCP) have an annual budget of around £1.2 billion to plan and deliver health and social care services in Glasgow. The budget is a contribution from Glasgow City Council and NHS Greater Glasgow and Clyde Health Board.

One of the things we are required to have is a Strategic Plan for our services. Glasgow City IJB approved our second Strategic Plan for the 2019 – 22 period at its March 2019 meeting. Our first Plan had covered the 2016 – 19 period.

Our Plan sets out the direction of travel for health and social care services in Glasgow, and it shows how the nine National Health and Wellbeing Outcomes for Health and Social Care Integration will be delivered locally.

The National Outcomes focus on improving health and wellbeing; supporting independent living within communities; ensuring positive experiences of services; planning and delivering person-centred services; reducing health inequalities; supporting unpaid carers; ensuring patients and service users are safe from harm; supporting an engaged workforce and ensuring the effective and efficient use of resources.

How was the Strategic Plan developed?

IJBs and HSCPs are required to develop their Strategic Plans in collaboration, and they must consult on a draft version with specified groups of people known as 'stakeholders.' Some of these stakeholders include patients, service users, carers, staff, third and independent providers and contractors of health and social care services and IJB Members. We would always do this regardless of there being a statutory requirement, so that our Plan reflects the partnership approach to health and social care in Glasgow.

The formal consultation on our draft Plan took place between October 2018 and January 2019.

Consultation activity was designed to increase opportunities for stakeholders to contribute to our Plan's development, and to ensure that this was done in an inclusive and supportive way.

Awareness-raising emails, websites, social media and our newsletter were used to promote the consultation, and stakeholders shared their views through an online survey or by email. We also hosted seven events.

The reach of the consultation was wide. There were:

- 3,585 page views on our website
- 1,354 downloads of the draft Strategic Plan
- 88 tweets and Facebook posts, with 305 retweets and shares
- 12,085 views of Facebook posts on Glasgow City Council's profile
- 2,603 views of the Chief Officer's Twitter video and
- 1,229 clicks on the web link to start the survey.

This resulted in 429 responses to the consultation survey and 546 participants in our seven consultation events.

What is the vision for health and social care in Glasgow?

Our vision for health and social care in Glasgow continues to focus on supporting people to flourish, transforming services for the better and engaging with communities to improve their health and wellbeing and make them more resilient:

"Our medium- to long-term vision is that:

The City'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. We believe that stronger **communities** make healthier lives."

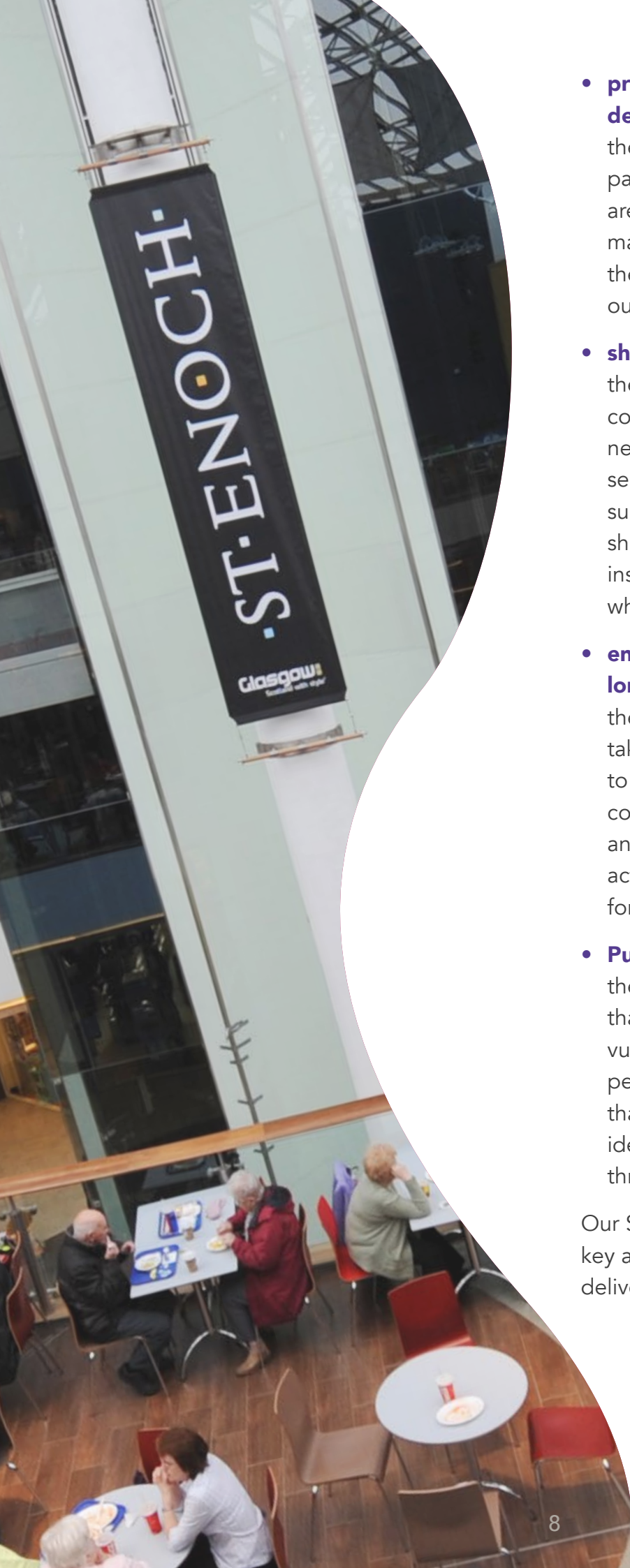
The vision is summarised as '**Flourishing Communities, Healthier Lives.**'

What are the strategic priorities for health and social care in Glasgow?

Our five key strategic priorities for health and social care in Glasgow continue to be:

- **prevention, early intervention and harm reduction**

there is a commitment to improve overall health and wellbeing and prevent ill-health of the people of Glasgow. Positive health and wellbeing, prevention, early intervention and harm reduction will continue to be promoted. People need to get the right levels of advice and support to maintain their independence and reduce the instances of them having to engage with services at points of crisis in their life



- **providing greater self-determination and choice**
there is a commitment to ensure patients, service users and their carers are supported and empowered to make their own choices about how they will live their lives and what outcomes they want to achieve
- **shifting the balance of care**
there is a commitment to continue to invest in local people, neighbourhoods and communities for services to be delivered locally and support people in the community, shifting the balance of care away from institutional, hospital-led services where appropriate
- **enabling independent living for longer**
there is a commitment to work taking place across all care groups to empower and support people to continue to live healthy, meaningful and more personally satisfying lives as active members of their community for as long as possible
- **Public Protection**
there is a commitment to ensure that people, particularly the most vulnerable children, adults and older people, are kept safe from harm, and that risks to individuals or groups are identified and managed appropriately through good professional practice.

Our Strategic Plan outlines some of the key areas and activities that will support delivery of the five strategic priorities.

What is some of the other work under way to transform health and social care services?

Transformation of services is one of the central elements of our vision for health and social care.

Transformation is not simply about changing how services are structured or a 'tinkering of their edges' to improve them. Transformation is about making significant changes to how they are planned and delivered in partnership, and how they are received and experienced by the people who are supported.

There is a commitment to develop and deliver innovative models of care and support that focus on better supporting people to achieve their personal outcomes and aspirations. This includes a different attitude towards risk and its management: better supporting people to enable them 'to do more for themselves' and live more independently, rather than the historical tendency 'to do more for them' and create a culture of dependency. At the same time, transformation is an opportunity to deliver more efficient services.

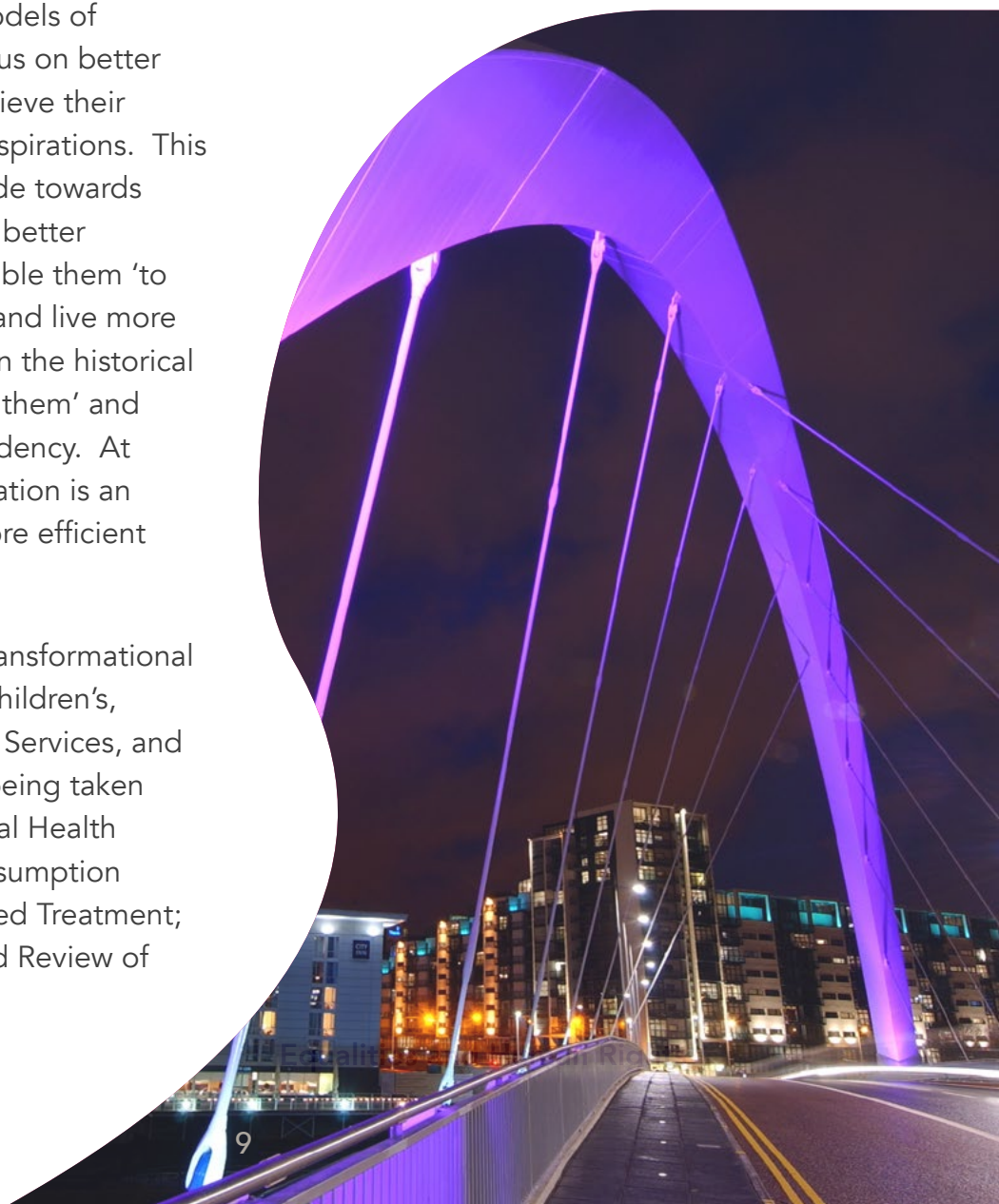
We have put in place a transformational change programme for Children's, Adult and Older People's Services, and a range of other work is being taken forward such as the Mental Health Strategy; Safer Drug Consumption Facility and Heroin Assisted Treatment; Primary Care Strategy and Review of Out of Hours Services.

What is the context of our Strategic Plan?

Our Strategic Plan takes account of the context within which we are working with partners. This includes the demographic, equalities and human rights, strategic planning and financial and resourcing contexts among other areas.

Demographics

Glasgow City has the largest population among the HSCP areas, and its health and social care needs are wide and diverse.



POPULATION AND PROJECTIONS



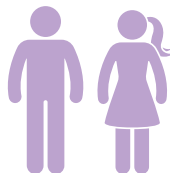
GLASGOW CITY POPULATION

615,070

(2016 National Records of Scotland), which is **11.4%** of the population of Scotland



children aged 0-17



adults aged 18-64



older people aged 65 and over



Estimated population growth of just under 24,600 by 2026

This is an increase of **4%** compared to a projected increase of **3.2%** for Scotland as a whole

LIFE EXPECTANCY

72.9 years



2016-17 life expectancy for a Glasgow male

compared to **77.4** years for a Scottish male (a difference of **4.5** years)

78.2 years



2016-17 life expectancy for a Glasgow female

compared to **81.3** years for a Scottish female (a difference of **3.1** years)

POVERTY AND DEPRIVATION

19.9% of Glasgow's population,

more than **120,000** people, lives in an **income deprived area** compared to **12.2%** for Scotland



DEMOGRAPHIC PROFILE STATISTICS

More than **170,000** adults live with a **limiting long-term illness or condition**

A **third** of Glasgow adults, similar to **32%** of Scotland's adults



It is estimated that more than

100,000 people in Glasgow have a **physical disability**

17% of the population



21% of adults have common **mental health problems**

A **fifth** of Glasgow adults compared to **16%** of Scotland's adults



More than **8,000** people are estimated to be living with **dementia** in Glasgow



Around **3,700** people are recorded as having a **learning disability**

0.6% of Glasgow's population



Almost **13,000** people are reported as having a **learning difficulty**

2.1% of Glasgow's population



Glasgow has more than **13,000** **problem drug users**

3.2% of the adult population - almost double the national average of **1.7%**



Over a fifth (**23%**) of Glasgow adults are estimated to drink **hazardous/harmful levels of alcohol**

slightly less than the national average of **25%**

The Equalities (Scotland) Act 2010 requires a wide range of public sector organisations to plan and report on equalities outcomes. Our **Equalities Mainstreaming and Outcome Plan** focuses on three priority areas:

- foster good relations and remove discrimination
- contribute to closing 'gaps' and
- listen to, and work with, people and communities.

When planning and designing services, we are committed to equalities and human rights legislation, and meeting requirements to eliminate unlawful discrimination, advance equality of opportunity and promote good relations.

Strategic Planning

Our Strategic Plan has been developed in the context of a range of related national, regional and local strategies. Some of them include:

- **Glasgow City Council Strategic Plan 2017 – 22**
- **NHS Greater Glasgow and Clyde's Moving Forward Together Programme**
- **Glasgow Community Plan**
- **West of Scotland Regional Planning**
- **Glasgow Integrated Children and Young People's Service Plan 2017 – 20**
- **NHS Greater Glasgow and Clyde Public Health Strategy 2018-28 and**
- **Scotland's Digital Health and Care Strategy.**

Finance and Resources

The financial position for public services continues to be challenging, and we operate within significant budget restraints and pressures. A financial gap of £100 million over the next three years is estimated.

We have developed a **Medium Term Financial Outlook for 2019 – 22**. This provides us with an opportunity to plan services based on our total available resources, and it supports a balanced budget.

We will continue to work with partners to focus resources on sustainable services that are targeted to those with the greatest need.

We will need to make best use of our resources so that service delivery is effective and efficient. This includes both our property and our most valuable resource, staff.

Our investment priorities are set out within our **Property Strategy**, and there is a commitment to:

- gain best value from the use of property
- ensure that health and social care services are provided in and from fit-for-purpose, modern buildings
- enhance provision of services in local communities and
- rationalise our estate in order to reinvest savings into frontline services.

We also have a **Workforce Plan** with an Organisational Development Plan to support the redesign of services around communities and ensure that they have the right capacity, resources and workforce. The Organisational Development component focuses on the four strands of culture, service improvement and change, establishing integrated teams and leadership development.

What is the 'Partnership' in Glasgow City Health and Social Care Partnership?

We do not operate in isolation, and partnership working is at the very centre of what we do. We reaffirm our continued commitment to and investment in partnership working throughout our Strategic Plan.

Partnership means working together – everyone has a role and shared responsibility in the planning and delivery of services. This includes people who are supported by them, those who support the planning and delivery of them or those who may have an interest in them. The public, private and third sectors and local communities share responsibility for providing services to meet public needs, and the meaningful engagement of them, patients, service users and carers in the planning of services is essential.

People who are supported by services have a unique perspective on how services need to change to meet the needs of others throughout the City. These people are often referred to as people with 'lived experience.'

We will continue to support partnership working, so that services reflect the priorities and needs of our local people and communities. This is supported through:

- the IJB's diverse membership including stakeholder representatives for patients, service users, carers, the third and independent sectors and staff
- our **IJB Public Engagement Committee**
- our **Locality Engagement Forums**
- our **Participation and Engagement Strategy** and
- our consultation and engagement opportunities.

HOW CAN YOU FIND OUT MORE INFORMATION?

Our Strategic Plan and more information about health and social care in Glasgow is available on our website at the following link

www.glasgowcity.hscp.scot