# GLASGOW CITY IJB STRATEGIC PLAN 2023-26 HSCP ACTIVITY MEET THE PARTNERSHIP PRIORITIES

### Appendix 1: HSCP Activity to Meet the Partnership Priorities

#### Partnership Priority 1: Early intervention, prevention and well-being

Partnership Priority 1: Early intervention, prevention and well-being		100
Partnership Priority 1		
Activity	Objectives	Timeframe
Strengthen the partnership working between HSCP services, the third sector, communities and the Community Planning Partnership.	To support us to work together to identify and respond early to local needs and health inequalities experienced by families, and to prevent escalation to more complex need.	Years 1-3
Continue to promote the collection and use of equalities data, including the use of equalities monitoring forms, new research and literature and Equality Impact Assessments. Ensure staff understanding and awareness of these processes through our workforce development plan.	To ensure our work, through use of accurate research and information, supports our commitment to reducing health inequalities and identifying and eliminating barriers to early intervention and prevention for different communities within the city.	Years 1-3
Deliver the activity outlined in the Health Improvement Strategy 2023-28.	To contribute to the generation and sustainment of good health and reduced health inequalities.	Years 1-3
Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training.	To ensure the HSCP shows leadership in developing a trauma informed approach to practice and supports staff to deliver trauma informed care.	Years 1-3
Implement the 10 recommendations of the <b>People Achieving Change</b> (PAC) research into the mental health of young people with experience of care.	To act on the feedback given by young people on how to better identify and address the mental health needs of care experienced young people in the city.	Years 1-3
Alcohol and drug prevention and recovery.	<ul> <li>To reduce drug-related harms in the city by assertively engaging with all people who have experienced a non-fatal overdose through the Crisis Outreach Service.</li> <li>Improve alcohol and drug treatment and care services throughout the city by:</li> <li>implementing the 10 Medication Assisted Treatment (MAT) standards across community addictions services</li> <li>implementing the recommendations of the Glasgow Alcohol and Drug Services review</li> <li>implementing the alcohol recovery pathway</li> <li>involve people with lived and living experience and representation from families in quality improvement work.</li> </ul>	Years 1-3

Partnership Priority 1		
Activity	Objectives	Timeframe
Deliver the 100 actions within Glasgow's Keeping Glasgow's Promise Plan.	<ul> <li>To deliver on our commitment to our children, young people and their families that:</li> <li>They will have the support they need, for as long as they need it</li> <li>More of Glasgow's children will stay living with their families, where it is safe to do so</li> <li>Our children who live away from their families will belong to a loving home in Glasgow, and feel loved</li> <li>Children who cannot live with their families, will live with their brothers and sisters where it is safe to do so</li> <li>Children that we care for who live apart from their brothers and sisters are able to maintain relationships with them and other people who matter to them</li> <li>Young people in our care are able to keep living where they are until they reach adulthood (if they want to) and when ready to move on, get the support that they want and need to do so</li> <li>Young people that we have cared for continue to receive our parenting support as they move into adulthood.</li> </ul>	Years 1-3
Develop a trauma informed, strengths- based practice model for family support, which can be accessed through universal services at the point that it is recognised that families could benefit from additional support.	Work alongside families, understanding the impact of trauma, and seeing families as experts in their own lives. Provide seamless pathways to accessing support for families, via universal services (thereby allowing early intervention).	Years 1-3
Continue the development and delivery of Earlier Intervention Family Support Services.	Crisis prevention through family asset building and support / intervention with all family members. Consideration of all family members' needs, removing rigid eligibility criteria and responding to need flexibly.	Years 1-3
Reduce reliance on harmful substances.	Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking. Provide objections to licensing applications which pose a public health risk, support early interventions for harmful risks and enable those working with young people and those at risk to take action to prevent escalation.	Years 1-3 Years 1-3

Partnership Priority 1		
Activity	Objectives	Timeframe
Aim to establish and roll out mental health and well-being in primary care services.	To work with communities and a range of partners to improve access to holistic mental health and well-being advice, support and treatment for people in Glasgow City.	Years 1-3
Reduce the delay in access for children and young people to mental health supports within the 18-week timeframe.	To ensure child and adolescent mental health teams are supported and resourced to reduce waiting lists for access to the service. To ensure children and young people in need of support have access earlier to supports to deliver early intervention and prevention of escalation of need.	Years 1-3
Allocate Scottish Government funding to examine the impact and needs associated with Long Covid in relation to mental health.	To ensure the HSCP understands the prevalence of Long Covid, subsequent needs and what supports could be put in place to prevent escalation of need as a result of missed diagnosis and lack of treatment.	Years 1-2
Progress work with Police Scotland to ensure better information gathering at the initial point of contact with members of the public.	To identify and address the root causes of presentations to the police, ensure appropriate and timely interventions, signposting and referrals to the correct agencies and prevention of repeat presentations to the wrong agency for support.	Years 1-2
A healthy childhood	Meet the UNICEF Platinum Standard for breastfeeding and early nutrition.	Year 1
	Act to maximise the take up of childhood vaccination programmes.	Years 1-3
	Develop new mental health and well-being services with and for children and young people through Glasgow's Children's Services Plan.	Years 1-3
	Build the prevention confidence and skills of those that work with children e.g. Well- being App for evidence, information, training and resources on well-being for teaching and learning support staff in the city.	Year 2
	Advance the Youth Health Service for young people (12-18yrs) in Glasgow.	Year 3

Partnership Priority 1		
Activity	Objectives	Timeframe
Mitigate poverty and health inequalities.	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan.	Years 1-3
	Enable the delivery of financial advice and welfare rights advice across health and care services.	Years 1-3
	As a Local Employability Partnership member we will develop and extend the pathways for patients / service users to employability support.	Years 1-2
	As a provider and commissioner of employability services, we will ensure GCHCSP clients have access to specialist employability supports.	Years 1-3
Support healthy living.	Work with community planning partners to progressively implement the Glasgow Food Plan.	Years 1-3
	Learn and implement changes from the Thrive under Five pilot programme addressing good nutrition and food insecurity in early years.	Year 2
	With partners, progressively implement the 10 best practices for physical activity.	Year 3
	Improve access to weight interventions for young people and those at increased risk of type 2 diabetes.	Year 2
Continue the implementation of the 10 <u>Medication Assisted Treatment</u> (MAT) Standards.	To meet the Scottish Government's ambition to enable the consistent delivery of safe, accessible, high-quality drug treatment across Scotland and specifically to deliver initiatives and priorities designed to tackle and reduce alcohol and drug harms in the city.	Year 1

Partnership Priority 1		
Activity	Objectives	Timeframe
Develop and launch the Older People's Mental Health Strategy.	<ul> <li>Key aims are to:</li> <li>Align in-patient bed numbers to local population needs</li> <li>Manage delayed discharge</li> <li>Work more closely with community services</li> <li>Support the work of the HSCP to enable and support older people to exercise greater autonomy in decisions affecting their care</li> <li>Streamline dementia management pathways and transitions of care where required</li> <li>Build a dementia friendly Glasgow</li> <li>Enhance support for carers.</li> </ul>	Year 1
Monitor and review the recently launched <u>Health and Social Care</u> <u>Connect</u> service to provide enhanced first point of contact arrangements for Adults, Older People, Children & Families and Homelessness social care services.	Provide more straightforward and timely signposting and information for those looking for support, through one point of contact, by utilising third sector / commissioned or community supports. To connect people and those they care for to the right supports, in the right place and at the right time and to ensure the promotion of early intervention and prevention approaches that promote independence, reablement and rehabilitation at first point of contact.	Year 1
Expand mental health awareness training opportunities for all HSCP all staff groups.	Increase awareness and understanding of mental health and increased basic mental health support skills. To support tackling issues such social isolation (for adults and older people), trauma informed care, Adverse Childhood Experiences awareness, one good adult, mental health first aid, suicide prevention.	Year 1

Partnership Priority 1		
Activity	Objectives	Timeframe
Suicide prevention	Continue to support suicide prevention training and multi-agency co-ordination and input to Suicide Prevention Partnership.	Year 1
	Provide support for people bereaved by suicide, those who support people at risk of suicide and staff and volunteers.	
	Update Glasgow City Suicide Prevention Partnership's <u>Action Plan</u> in line with Scotland's new Suicide Prevention Strategy 2022 - 2023 "Creating Hope Together" and Action Plan launched 29th September 2022.	
Carry out a comprehensive review of the homelessness Flexible Outreach	Improve access to housing support for households at risk of homelessness.	Year 1
Service, which provides housing support to homeless households.	Ensure those in greatest need access housing support services.	
	Improve access to housing support for households in private rented accommodation.	
Develop and implement the Flexible Homelessness Prevention Fund.	Provide funding that can be used flexibly to support small scale grants to people at risk of homelessness in order to sustain their existing accommodation.	Year 1
Work in partnership with <u>Who Cares</u> <u>Scotland</u> to support staff and carers working with care experienced children and young people.	Improve the knowledge and understanding of staff and carers to offer better care and support to people accessing sexual health services.	Year 1

## Partnership Priority 2: Providing greater self-determination and informed choice

Partnership Priority 2		
Activity	Objectives	Timeframe
Continue to develop community mental health supports, including the Children and Young People's Networking Team, to help children, young people and families to navigate the system of supports and to promote engagement.	To address the needs of specific cohorts of children and young people, including children and young people with neurodiversity, and LGBT+ children and young people, and to support children's families to understand their needs and to provide appropriate and consistent support. To support the move away from passive signposting in order to more proactively engage families in the range of supports available.	Years 1-3
Continue the work of the <u>Improving</u> <u>Cancer Journey</u> team to provide a non-clinical holistic model of support. This involves trained staff co-producing unique care plans with the person affected by cancer, focussing on what matters to them most.	To ensure timely conversations with individuals about what is important to them and ensuring people play an active and meaningful role in making decisions about the care and support they receive.	Years 1-3
Promote community link workers attached to primary care teams as a means to support timely and effective signposting of people to options for appropriate services.	To support person-centred approaches by helping our citizens to access the right service at the right time, and to enable people to consider the options available to them.	Years 1-2
Implement 'navigation hubs' to support patients seeking access to urgent / unscheduled care.	Use NHS24 as a mechanism to access GP Out of Hours, triage and direction to minor injuries, community pharmacy and other alternatives to Accident & Emergency.	Years 1-2
Carer Services will develop their approach to improving the carers experience of hospital admission, stay and discharge for the person they are or will be caring for.	To fully involve unpaid carers at all stages of the journey through hospital of the person they are or are going to be caring for as equal and expert partners.	Years 1-2
Work closely with the Scottish Government and partners to reduce timescales for processing Adult with Incapacity (AWI) applications, including investment in an additional Glasgow City Council Team. Promote Power of Attorney to mitigate AWI requirements on an ongoing basis.	To support the empowerment of people to participate in the decisions affecting their current and future care needs, and to remove additional barriers to discharge from acute settings where individuals are fit to return to their homes and communities.	Year 1
Carry out a review of Self-Directed Support (SDS) policies, processes and procedures for Adult and Older People & Primary Care social work services.	Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes.	Year 1

Partnership Priority 2		
Activity	Objectives	Timeframe
Evaluate and consider extending the pilot of Recovery Peer Support Workers, who are people with lived	To enable those with lived experience to offer social, emotional and practical support.	Year 1
experience of mental health issues.	To help those about to come out of hospital to prepare for being back in the community and those already in the community to continue their recovery.	
Promote Patient Initiated Follow Up (PIFU),	To give patients and their carers the opportunity to initiate their own appointments as and when they need them (e.g. when they have a flare up of their symptoms or there is a change in their circumstances).	Year 1
	To reduce unnecessary appointments and make it easier to book appointments when they are really needed.	
	To support people:	
	• who no longer require the same level of support from their Community Mental Health Team but who have been with the team for a long time	
	<ul> <li>who are at a positive point in their recovery, but might be at risk of relapse</li> </ul>	
	<ul> <li>who have conditions where it is likely that relapse might occur but has long periods of stability.</li> </ul>	
Redesign temporary accommodation	<ul> <li>Improve the range and quality of temporary accommodation to enhance people's experience of homelessness and enhance choice</li> </ul>	Year 1
	<ul> <li>Meet statutory and regulatory requirements in relation to the provision of temporary accommodation</li> </ul>	
	Improve placement management.	

Partnership Priority 2		
Activity	Objectives	Timeframe
Improve access to information and advice across a range of media platforms to prevent homelessness.	Ensure access to high quality information & advice that will assist people to avoid homelessness and access support when it occurs.	Year 1
Expansion of Cognitive Behavioural Therapy (CBT) and computerised Cognitive Behavioural Therapy (cCBT).	Expand approaches to delivering CBT that help people problem-solve through understanding the relationship between one's beliefs / thoughts, feelings & behaviour.	Year 1
	Provide flexible round-the-clock access to the treatment through computerised CBT (cCBT).	
	Expand cCBT service using new national delivery platform to improve the range of treatment modules and increase clinical input	
	Expand the access opportunities to engage with more diverse communities.	Years 2 & 3
Bipolar Hub which offers:	To provide a single source of up-to-date	Year 2
<ul> <li>Peer support groups (run by Bipolar Scotland)</li> </ul>	information, advice and support for carers and people with Bipolar Disorder	
<ul> <li>Group psychoeducation programme being delivered for patients</li> </ul>		
Physical health checks		
• Access to a pharmacist for support with medicines.		

#### Partnership Priority 3: Supporting people in their communities



Partnership Priority 3		<b>367 010</b>
Activity	Objectives	Timeframe
Through Promise Participation Workers (PPW's), ensure the meaningful involvement of children, young people and their families in shaping our services and decisions that affect them.	To ensure services for young people in our care who are ready to move on to more independent living are tailored to their needs and informed by the views of people with lived experience.	Years 1-3
Continue to deliver the objectives outlined in the IJB's <b>Rapid Rehousing</b> <u>Transition Plan</u> as part of our contribution the Scottish Government's ambition to end homelessness in Scotland.	<ul> <li>The Rapid Rehousing Transition Plan continues to focus on:</li> <li>Responding quickly to support homeless people into a settled, mainstream housing option where homelessness cannot be prevented</li> <li>Supporting people to sustain their accommodation</li> <li>Reduce the time households spend in temporary accommodation by speeding up the time it takes to secure settled accommodation</li> <li>Offering a comprehensive, multi-agency approach for those with multiple &amp; complex needs.</li> </ul>	Years 1-3
Create a single system of support for families, aligning poverty, mental health and family support pathways to ensure seamless access at a neighbourhood level.	Ensure that families' immediate distress is addressed in order to help to build families' readiness for meaningful change work. Engagement in approaches which will be able to address longer term outcomes in relation to building resilience and employability.	Years 1-3
Implement the priorities and activities outlined within the housing contribution statement (a statement of how our housing partners will work with us to deliver the Partnership Priorities), the digital housing strategy and <u>Glasgow's</u> <u>Housing Strategy</u> .	<ul> <li>To ensure a range of housing solutions to meet the needs of people across the city, including:</li> <li>Provision of housing and support for people with complex health needs</li> <li>Tenancy sustainment</li> <li>Long term funding of the Care and Repair Service</li> <li>Supporting people seeking asylum / refuge in Glasgow</li> <li>Delivering housing stock which meets the evolving needs of the city's people.</li> </ul>	Years 1-3

Partnership Priority 3		
Activity	Objectives	Timeframe
Build on the work undertaken to date to explore further, the opportunities that technology enabled care and support (TECS) can bring to support independent living.	<ul> <li>Ensure service users and practitioners can make informed choices around the use of technology to receive care and support that facilitates independent living.</li> <li>This will include:</li> <li>Integration of the consideration of TECS as a core element of the assessment process</li> <li>Training for staff in the uses and availability of TECS solutions</li> <li>Expanding and evolving the availability of TECS solutions across the city, including the potential for greater use by young people in transition to adult services</li> <li>Mainstreaming the consideration of TECS within service redesigns and future commissioning</li> <li>Clear and timely information for service users, carers and families to help make informed choices on TECS.</li> </ul>	Years 1-3
Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms.	To ensure those receiving telecare services continue to have access to the most modern and efficient equipment to support them to live independently in their own homes.	Years 1-2
Work with partners to ensure commissioned accommodation and housing is future proofed for TECS availability and accessibility.	Ensure the housing stock of the future is ready to embrace innovation and provide modern solutions to meet people's housing and social care needs.	Years 1-3
Consider whether best practice in other HSCP areas could be implemented in Glasgow City. For example in relation to compassionate community approaches that seek to ensure that nobody dies alone.	To facilitate more time spent in the community in the last year of life and less in acute settings and support our commitment to enabling and empowering people to die well in their communities if that is what they choose.	Years 1-3
Continue investment in, and review of, alcohol and drugs commissioned residential and community services.	To continue to focus on developing services designed to address the impact of alcohol and drug use within the city including; crisis intervention; stabilisation; abstinence and; recovery.	Years 1-3

Partnership Priority 3		
Activity	Objectives	Timeframe
Widening the scope of day opportunities for people with a learning disability (LD) and improving the model and standard of services.	<ul> <li>To ensure:</li> <li>Transition towards a model for LD day services that has a greater focus on community and alternative supports for individuals who are assessed as not requiring a building-based service</li> <li>That service users' assessed day support needs are met, whether that be in a building-based service, community supports or a blended combination of both</li> <li>Improved environments for service users within building-based day services, as well as better access to other supports, such as on-site healthcare clinics.</li> </ul>	Years 1-3
Work with the Improving Cancer Journey service to continue to shift from hospital-led services to supporting people living with cancer to live within their communities.	<ul> <li>To support and enable people living with cancer to experience:</li> <li>Improvement in quality of life</li> <li>Person-led post-treatment rehabilitation and</li> <li>Ability to better self-manage.</li> </ul>	Years 1-3
Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.	<ul> <li>To support women in the community to access abortion services outwith clinical settings. This will include:</li> <li>Full transition to EMAH (Early Medical Abortion at Home) service for all women who opt for this (and who are eligible)</li> <li>A community based Manual Vacuum Aspiration (MVA) service allowing women to access a safe method of surgical abortion</li> <li>Rationalising provision of in-patient abortion care, ensuring a choice of medical or surgical abortion when medically appropriate</li> <li>Ensuring that all women requiring abortion up to 20 weeks gestation are able to access this locally.</li> </ul>	Years 1-2

Partnership Priority 3		
Activity	Objectives	Timeframe
Reduces instances of delayed discharge through: Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.	To remove barriers to patients leaving acute settings who are fit to return to their communities with the appropriate supports in place.	Year 1
Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings.		
Implement a 7-day discharge model, supporting acute planning to deliver 7-day discharge and including 7 day admission and discharge within intermediate care home placements.		
Hospital at home. Increase throughput and activity, and develop additional referral pathways and interventions to enable people to receive treatments that would otherwise require them to be admitted to hospital.		
Borderline Personality Disorder Network	To co-ordinate training to inpatient staff and rolling out to community mental health teams to increase awareness amongst staff and provide them with knowledge and tools to better help people with this disorder.	Year 1
	To ensure that people can be offered at least one form of evidence-based therapy within their own community to avoid unnecessary hospital admissions and help people leave hospital more quickly than before.	

Partnership Priority 3		
Activity	Objectives	Timeframe
Develop and tender for an enhanced community living service for adults with a learning disability.	Provide an intermediate bridge in service provision between those people assessed as suitable for discharge from hospital care, but for whom existing community accommodation is at present unlikely to be a suitable or sustainable option.	Year 1
	In particular, the enhanced community living service will aim to:	
	• Support individuals in positive ways	
	<ul> <li>Help people to find good and safe ways to manage their challenging behaviours</li> </ul>	
	<ul> <li>Help people to develop independent living skills and self-management skills.</li> </ul>	
	Over time, support people to move on to less intensive services, such as supported living, wherever possible and in line with assessed need.	
Review provision of emergency accommodation for homeless households leaving hospital.	To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.	Year 1
Evaluate the impact of a Test of Change to administer small grants to community / neighbourhood services and organisations supporting children,	Supporting local community organisations to provide easy access and a range of support options to meet families' well- being needs.	Year 1
young people and families to address their mental health and well-being needs.	Achieve an increase in family support and mental health and well-being supports accessed through universal services.	

#### Partnership Priority 4: Strengthening communities to reduce harm



Partnership Priority 4		7 <b>1.</b> G. <b>H. H.</b> H
Activity	Objectives	Timeframe
Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and Clyde area to reduce reliance on harmful substances.	Reduce the incident of deaths related to drug use in Glasgow.	Years 1-3
Alcohol and Drugs Harm Reduction.	Engage with new service users and increase the uptake of harm reduction interventions by extending the WAND initiative (Wound management, Assessment of injecting risk, Naloxone provision, and Dry blood spot testing for Blood borne viruses) across Glasgow's localities and by ensuring that harm reduction interventions are available in all Alcohol and Drugs Recovery Service settings.	Years 1-3
Work collaboratively with key partners to ensure a commitment to adequate housing provision for people being released from custodial sentences to support reintegration into society and the prevention of re-offending.	Ensure adequate housing provision for people being released from custodial sentences to support reintegration into society and the prevention of re-offending.	Years 1-3
Work to ensure people across the city experiencing or at risk of harm / self-harm, or who know somebody who is, know where they can access information about supports available to them.	To ensure people know where to find the information required to seek support for themselves or people they know to protect them from harm.	Years 1-3
Work with social enterprise organisations to increase the provision of personal placements throughout the city to deliver unpaid work opportunities for offenders as an alternative to custodial sentences.	To support local communities through working with social enterprises and third sector organisations and meet the individualised needs of the service user.	Years 1-3
Continue to work closely with Glasgow City Council Neighbourhoods, Regeneration and Sustainability and external partners to maximise opportunities for offenders engaged in unpaid work activity to develop new skills and secure employment pathways.	To provide personal unpaid work placements that facilitate opportunities for individuals to develop new skills, secure employment and volunteering opportunities, and ultimately to support desistence from offending behaviours, ensuring benefits to individuals and the wider community.	Years 1-3

Partnership Priority 4		
Activity	Objectives	Timeframe
Continue to utilise 'Your Voice' in the design, development and management of justice services. Your Voice was set up to give a voice to those engaging with justice services to provide feedback from the perspective of those with lived experience of being supervised on community payback orders or engagement with services such as the <u>Caledonian Programme</u> .	To continue to develop as a learning organisation and hear directly from people with lived experience of justice services in the design and delivery of those services. To ensure that services are adequately tailored to the needs of those who engage with them and enable the HSCP to enhance its response to those we work with. To ensure that service provision has the dual impact of benefiting individuals in relation to their offending behaviour and addressing risk to and needs within communities. Ultimately the aim is to contribute to making communities safer and reducing harm.	Years 1-3
Develop a flexible and specific support provision to women undertaking unpaid work. Gender responsivity issues will be considered within the service so that women are able to complete their Community Payback Order without difficulty based on their gender or individual circumstances.	To provide a trauma informed approach and environment, establishing trusting relationships with women to support them away from the justice system.	Year 1
Work with men engaged with the Caledonian Programme, as a requirement of a Community Payback Order or post release license, to engage meaningfully with men who use violence against women and carry out safety planning work with men who are assessed as unsuitable for the Caledonian Programme. As part of the programme the Women's Service provides safety planning, information, advice, advocacy and emotional support to female partners and ex-partners of the men who participate in the programme. The Children's Service seeks to ensure that the needs of the children whose parents are involved with the	To support men to address their offending behaviours towards women and to ensure the risk of harm to women and children are reduced and managed. Whilst holding the man to account for his behaviours is integral to the programme, a trauma informed approach, with positive relationship building between the man and his worker, is key to enabling the process of change. To ensure the needs and the rights of the family members of men involved with the programme are taken into account and met using a right-based approach.	Years 1-3
whose parents are involved with the programme are met, and their rights upheld		

Partnership Priority 4		
Activity	Objectives	Timeframe
Ensure the city's housing options can support the role Glasgow City is playing in supporting people seeking asylum / refuge living in Glasgow.	To ensure that all citizens living within Glasgow City have access to safe and secure housing options that enable them to feel safe and to live as part of our communities.	Years 1-2
Expand the Housing First service to undertake a Mental Health Test of Change, including working to secure tenancies with the Mental Health Unit at Stobhill Hospital and Leverndale.	To offer alternative options for people in receipt of mental health services to enable them to live safely and independently within their communities, rather than in hospital settings.	Years 1-2
Continue the implementation of the 10 <u>Medication Assisted Treatment</u> (MAT) Standards.	To meet the Scottish Government's ambition to enable the consistent delivery of safe, accessible, high-quality drug treatment across Scotland and specifically to deliver initiatives and priorities designed to tackle and reduce alcohol and drug harms in the city.	Year 1
Establish, alongside Glasgow Sheriff Court, a Women's Problem-Solving Court.	To ensure women's experience of the criminal justice system is trauma informed and focussed on their specific needs and risks. To offer holistic, person centred, community- based alternatives to custody such as Structured Deferred Sentences that seek to create a direct link between the sentencing Sheriff and the women involved.	Year 1
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	To ensure people affected by domestic abuse receive the best possible care and deliver the actions required to support staff to achieve this. To improve how we work with our partners and involve those with lived experience in the design and evaluation of domestic abuse services. To ensure a more joined up, consistent, compassionate and timely collaborative approach across the HSCP and the wider health and social care sector.	Year 1

#### Priority 5: A healthy, valued and supported workforce



Partnership Priority 5		-acoust
Activity	Objectives	Timeframe
Promote the principle of rest, recovery and connection to support staff recovering from the effects of working through the pandemic	Enable staff to take stock of how working through the pandemic affected them and give them the time and support to understand any assistance they require to recover.	Years 1-3
Work to ensure our workforce and our partners are treated fairly and consistently, with dignity and respect in an environment where diversity is valued.	Ensure that diversity and inclusion is embedded in all that we do.	Years 1-3
Build a robust infrastructure of support (with aligned training and coaching opportunities) to allow practitioners to engage with families using a strengths- based approach.	To provide staff with protected time to develop relationships with families through building on their strengths, seeing families as experts in their own lives, in order to support meaningful long-term change through building families' resilience and assets.	Years 1-3
Work with partners within Macmillan Cancer Support and Improving the Cancer Journey to provide staff diagnosed with cancer or caring for someone with cancer with support.	To ensure staff can access supports such as; help at home; help to make blue badge applications; attend gentle movement classes; access money advice, counselling, clinical psychology and occupational therapy.	Years 1-3
Work in partnership with Who Cares Scotland to support staff and carers working with care experienced children and young people.	To ensure staff and carers working with children and young people are equipped to provide the best advice and support in relation to online sexual health.	Years 1-3
Develop a coordinated action plan to support staff to provide support to adults with learning disabilities with their relationship and sexual health needs.	To enable staff to support adults with learning disabilities to have informed positive and safe relationships and sexual health lives if they so choose.	Years 1-3
Explore options with our partners to identify training and development opportunities that would support our staff to support people across the city. For example, explore access to training provided by the Prince and Princess of Wales Hospice on End-of-Life Aid Skills for Everyone.	To ensure our staff are equipped to work in partnership with other organisations across the city to deliver integrated health and social care supports to people in the city as part of the wider workforce in Glasgow. To help staff become more comfortable and confident in thinking and talking about dying, death and bereavement and then supporting family and community members with the issues they may face.	Years 1-3

Partnership Priority 5		
Activity	Objectives	Timeframe
Annual staff survey (i-Matter) carried by all HSCP teams to explore the views of staff.	To identify areas of good practice and improvement for team well-being, development opportunities, training, morale, working models and overall working experience.	Years 1-3
	To develop yearly actions plans to address these opportunities and implement the learning from the outcomes.	
Review, update and implement the Staff Mental Health & Well-being Action Plan in relation to the four key themes (Culture, Communication, Activity and	To ensure the four key principles laid out in the plan by the HSCP's Mental Health & Well-being group for staff health and well- being are progressed and monitored:	Year 1
Environment).	Staff mental health becomes part of the HSCP's local strategies and action plans	
	Staff mental health and well-being is everybody's responsibility	
	All staff deserve to work in a mentally healthy workplace where discussions about mental health and well-being are valued and met with kindness and compassion	
	All staff have the opportunity to talk about mental health and well-being with their manager to ensure they receive the appropriate supports.	
Raise awareness and ensure accessibility of mental health and well-being resources for HSCP staff.	To ensure staff feel supported to understand and manage the challenges they face at work and the trauma they experience / have experienced.	Year 1
	To provide staff with options to talk about mental health and well-being with their manager or peers and receive the appropriate support.	
Develop a re-induction strategy, acknowledging the impact of the pandemic, and revisiting the vision for services in light of the learning from it.	To bring staff together in person to discuss the impact of the pandemic, and integrate the learning and new ways of work.	Year 1
Support staff who are absent from work and are experiencing Long Covid and other health conditions.	To ensure have the support they need to recover from absence and ill-health and manage a stable and sustainable return to work.	Year 1

Partnership Priority 5		
Activity	Objectives	Timeframe
Implement and promote NHS and Glasgow City Council menopause guidance / policies.	Support the mental health and well-being of women that are experiencing the peri / menopause and provide support to manage symptoms.	Year 1
Implement a process of regular protected time for staff development and ensure all HSCP staff have PDP / Career Development conversations.	To ensure a culture of continuous improvement and provide support and guidance for staff to seek development opportunities.	Year 1
Conduct a full training needs analysis in relation to improving the effectiveness of justice social work staff in understanding the required theory, skills, and knowledge to further reduce offending behaviour.	To assist the HSCP to contribute to the wider objectives of the IJB for reducing offending behaviour and supporting communities to reduce harm, and to enable the HSCP to contribute to delivering the national training strategy and justice social work objectives.	Year 1
Promote national trauma informed leadership training for managers and personal resilience training through existing digital platforms.	To support the development of a culture of compassionate leadership and kindness and ensure a resilient, stable and supported staff group.	Year 1
Increase our capacity for coaching and mentoring at all levels and improve leadership and management development opportunities across the HSCP.	To ensure we are succession planning by preparing the next generation of managers from within our existing staff group as well as recruitment.	Year 2
Continue to support the <u>Healthy</u> <u>Working Lives programme</u> including empowerment of local service areas to access funding for health and well-being initiatives for local activity based upon staff need.	To ensure the supports and resources are available for staff across the city and are reflective of their needs.	Year 3
Continue to promote and support training for staff to attain further qualifications.	To promote a culture of development and career progression, for example Band 5 Nurses to District Nurses and Social Workers to Mental Health Officers and to enable existing staff to train as social workers.	Year 3

#### Priority 6: Building a sustainable future

Partnership Priority 6		
Activity	Objectives	
Work with partners to understand and alleviate the concerns of citizens in relation to transport, where face to face interaction and attendance is needed in order to access specific services and to reduce isolation (e.g. for patients with life threatening illness with a high burden of investigation, treatment, and outpatient appointments).	To understand and seek solutions to issues with the transport infrastructure and costs, which can be prohibitive, to allow people to actively engage in self- care and in the attendance at health consultations.	Years 1-3
Support the implementation of the "A <u>Socially Connected Glasgow</u> " strategy.	To acknowledge and advocate for social connections for all people, cognisant of poverty, inequalities and their intersectionality. To reduce isolation and foster the resilience necessary for healthy, vibrant, sustainable communities.	Years 1-3
Develop, implement and closely monitor the HSCPs transformation programmes through the IJB's Integration Transformation Board.	To provide rigour, scrutiny and challenge in relation to the progress of transformation programmes, ensuring they are realistic in terms of delivery but still delivering an ambitious programme of change activity.	Years 1-3
Utilise the IJB's engagement processes and the principles of meaningful involvement to involve service users, patients and providers in the development and implementation of new and existing services.	To ensure the IJB are considering the views of people and groups with experience of services when considering changes to existing services and planning of new services. To enable decisions made about services to reflect need and encourage the development of sustainable services that are or remain fit for purpose.	Years 1-3
Continue to align resources to the priorities of the Strategic Plan through medium term financial planning.	To ensure resources are effectively aligned with the delivery of the objectives of the Plan and that ambitions are realistic and achievable in light of the challenges faced.	Year 1-3
Ensure key IJB strategies such as the Workforce Strategy and Property Strategy are reviewed and updated.	To ensure resources are appropriately and effectively directed to the delivery of our priorities based on an up to date understanding of demand.	Year 1-3

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Partnership Priority 6		
Activity	Objectives	
Ensure annual budget setting processes, budget decisions and regular budget monitoring processes are informed by the most relevant, accurate and appropriate data.	To enable informed decisions on where resources should be targeted to deliver sustainable service provision and to inform measurement and review of budget decisions and their impact on services and outcomes.	Year 1-3
Continue to develop the work agreed with the Glasgow City HSCP Succession Planning Programme Board and Senior Management Team.	To support succession planning by developing a Culture, Workforce and Leadership development plan collaboratively with staff, leaders and partners. To develop a workforce and environment where everyone has the opportunity to flourish and thrive.	Years 1-3
Develop our early intervention and prevention family support services in order to prevent crisis, and to ensure families requiring more targeted support receive timeous, high-quality intervention for as long as required to build resilience and support meaningful change.	To identify and address families' needs at an earlier stage, in line with Getting It Right For Every Child (GIRFEC); to build families' resilience through consistent, high quality strengths-based practice; to reduce 'failure demand' and reinvest in earlier intervention supports; and to create capacity within targeted services to offer the support required to sustain positive change over time.	Years 1-3
Support the development of the NHSGG&C Sustainability Strategy and the implementation of Glasgow City Council's <u>Climate Plan</u> .	To support our partners and our services to become environmentally, financially and socially sustainable. To deliver health and social services that improve the opportunities, life chances, health and well-being of all citizens and that contribute to a more cohesive, resilient and net-zero society.	Year 1
Implement plans to predict vacancies and recruit as early as possible and consider the use of 'evergreen' advertisements across a range of talent attraction platforms.	To avoid resource gaps for large scale recruitment and support a stable workforce to support meeting demand for services and reduce the impact on people that receive services.	Year 1
Develop a strategy for promoting the attraction of candidates from a range of backgrounds.	Ensure the workforce within the HSCP reflects the diversity within the city and promote greater understanding of the different cultural backgrounds of people that receive services.	Year 1

Partnership Priority 6		
Activity	Objectives	
Link with external partners such as colleges and job centres to explore opportunities for placements and pre- employment courses.	To support the attraction of candidates for positions within the HSCP and to ensure retention of new members of staff.	Year 1
Create targeted campaigns aimed at groups with specific backgrounds (e.g. young people).	To encourage groups such as young people to consider careers in health and social care and ensure the future sustainability of the workforce.	Year 1
Actively promote 'Retire and Return' and Flexible Retirement among the workforce.	To improve the knowledge base of the workforce, assist retention and facilitate succession planning.	Year 1
Implement a comprehensive leavers process for staff that opt to leave the service.	To gather intelligence from exit questionnaires / interviews and to promote a future return to Glasgow City HSCP.	Year 1
Carry out a comprehensive review of vacancy approval and pre-advert recruitment processes.	To identify options for simplification of the processes and reducing timescales, thereby ensuring posts are filled quickly and with reduced disruption to service delivery.	Year 1
Devise a bespoke talent attraction approach to support service areas with hard to fill posts.	To understand the barriers to successful recruitment for specific posts and identify measures to mitigate the challenges faced.	Year 1
Continue to participate in Social Work Student Hub Model to provide work experience for student social workers.	To attract and retain qualified Social Workers.	Year 3
Reduce reliance on agency, bank, overtime to fill vacancies.	To ensure a stable and reliable staff group and sustainability in managing staff costs.	Year 3