

Older People, Carers and Unscheduled Care Performance

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Today's Presentation

- Performance Summary
- Key KPIs – Unscheduled Care and Carers Services
- Positives and Ongoing Areas of Focus
- Challenges and Key KPIs – Operational Care Services
- Positives and Ongoing Areas of Focus
- Spotlight Links to IJB Strategic Priorities

Performance Summary

- Improvement in overall performance throughout 2025/2026, and the most recent Quarter 3.
- Good performance across a range of areas including; Care Homes, Care at Home, Delayed Discharges (DD), Adults with Incapacity (AWI), Occupational Therapy assessment waiting times, and Telecare. Although areas of challenge remain.
- There remains a focus on strategic priorities and achieving agreed KPI targets, whilst continuing to deliver effective, person-centred, and quality services.

1. Key Performance Indicator Summary – Older People’s Services

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Indicator 6: Number of Clustered Supported Living tenancies offered to Older People.	75 p.a / 19 per quarter	54 (G) @Q1-3/19 for Q3	Q3 and cumulative to date (Q1+2+3)	Green	▼
Indicator 7: Intermediate Care: Percentage Occupancy.	90%	71%	Dec 25	Red	▼
Indicator 8: Intermediate Care: Average length of stay (Days) .	<42 Days (city and localities)	51 days	Dec 25	Red	▶
Indicator 9: Percentage of intermediate care users transferred home.	30% (Glasgow and localities)	40%	Dec 25	Green	▲

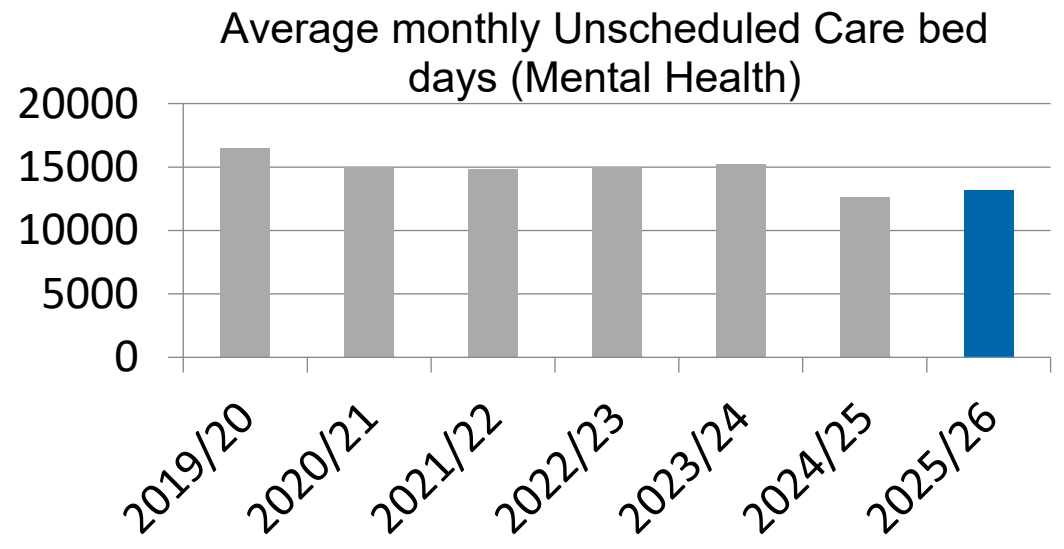
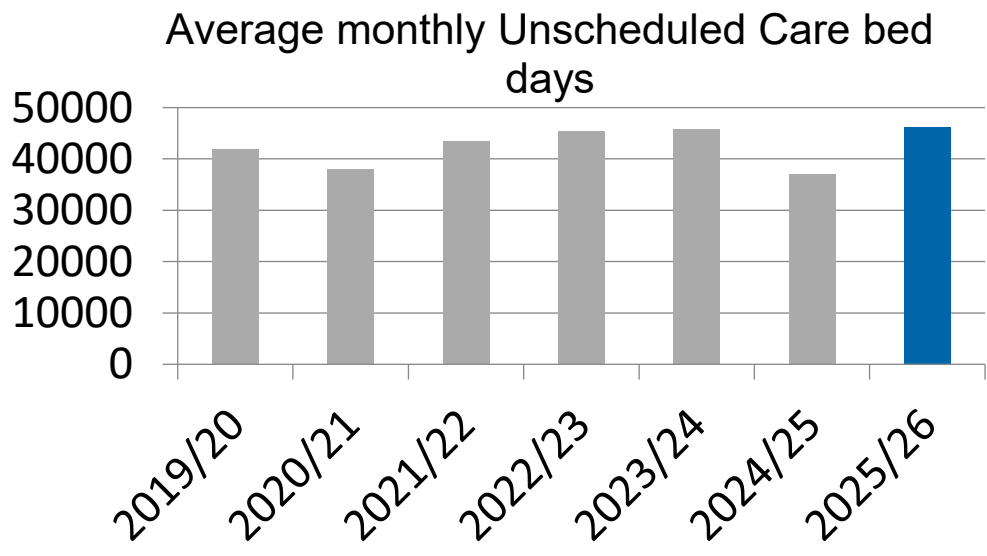
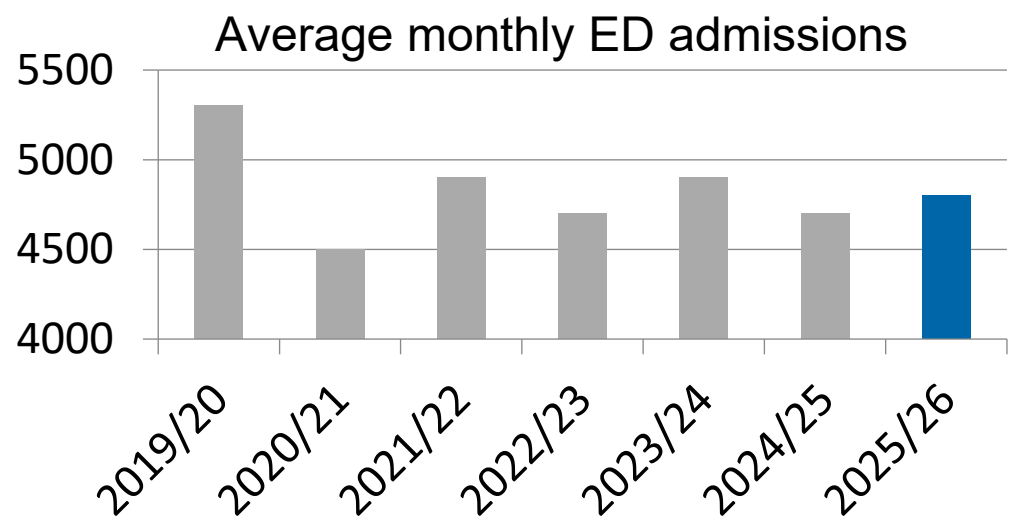
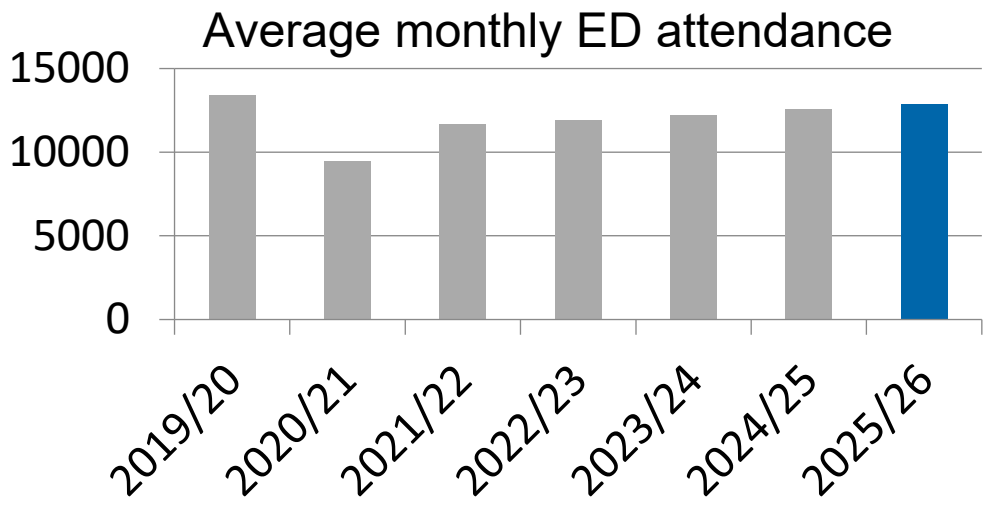
2. Key Performance Indicator Summary – Older People’s Services

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Indicator 10: Number of Anticipatory Care Plan (ACP) summaries completed and shared with the patient’s GP.	360 p.a / 90 per quarter	192 for Q3 and 649 for total of Q1-3	Q3 and cumulative to date (Q1+2+3)	Green	▲
Indicator 11: Occupational Therapy (OT) Assessments: % completed within 12 months of request.	98%	99.6%	Q3	Green	▲
Indicator 12: Number of Telecare referrals received by Reason for Referral.	Annual 1,310 and 328 per quarter	2461 ytd and 880 for Q3	Q3 and cumulative to date (Q1+2+3)	Green	▲
Indicator 15: Number of Carers identified during the quarter that have requested or accepted the offer of a Carers Support Plan or Young Carer	1900 / 475 per quarter	1913 ytd and 608 for Q3	Q3 and cumulative to date (Q1+2+3)	Green	▼

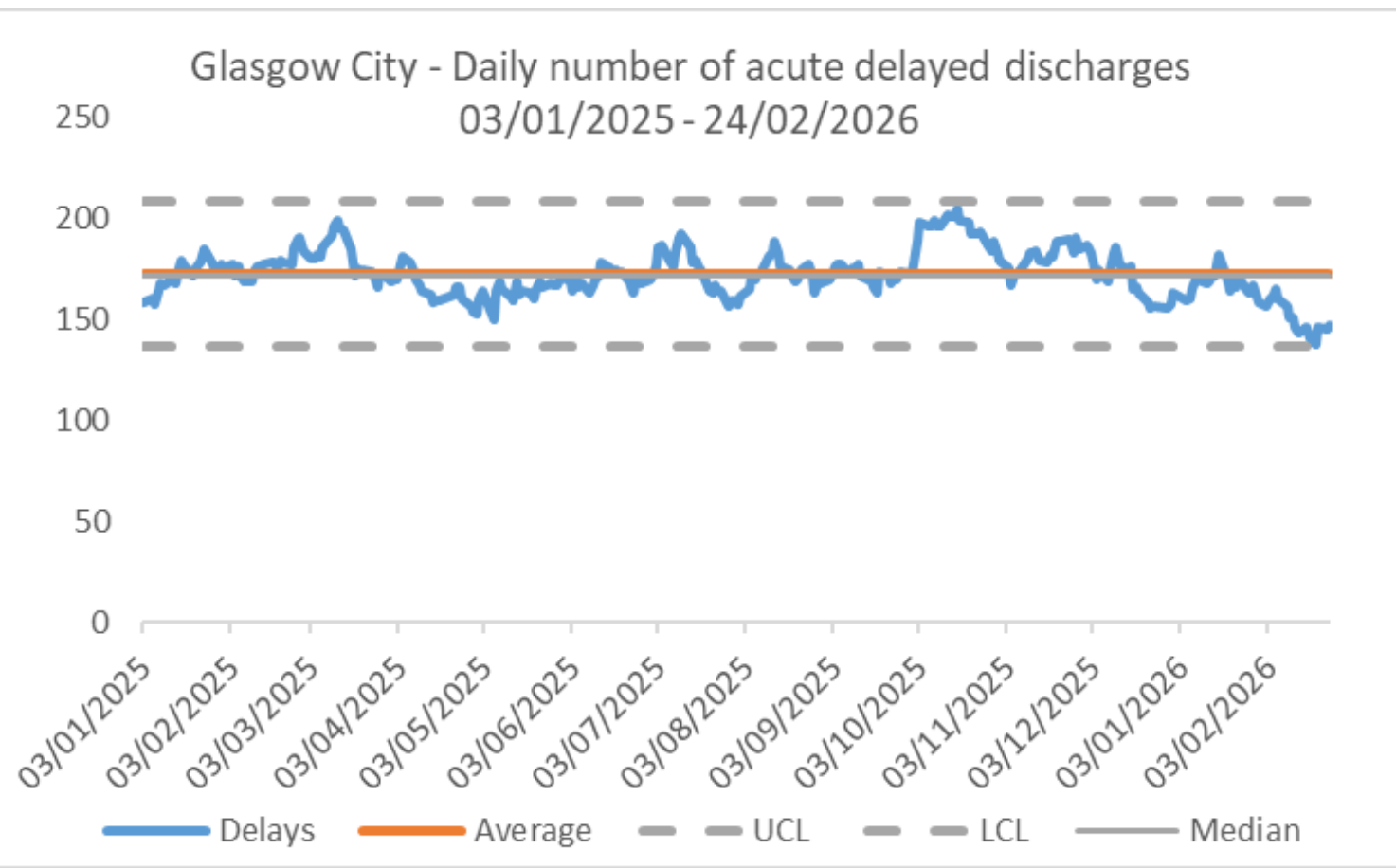
3. Key Performance Indicator Summary – Older People’s Services

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Indicator 1: New Accident and Emergency (A&E) attendances (18+).	161,155 Monthly average 13,430	76,612 Apr-Sep 12,769 monthly average	Apr-Sep 25	Green	▼
Indicator 2: Number of Emergency Admissions (18+).	63,855 Monthly average 5321	14,230 Apr-Jun 4743 monthly average	Apr-Jun 25	Green	▼
Indicator 3: Number of Unscheduled Hospital Bed Days - Acute (18+).	507,633 Monthly average 42,303	125,180 Apr-Jun 41,727 monthly average	Apr-Jun 25	Green	▼
Indicator 5: Total number of Acute Delays.	Previously reported as 120 but is agreed as 160	155	Dec 25	Green	▼
Indicator 6: Total number of Bed Days Lost to Delays (All delays and all reasons 18+).	45,318 Monthly average 3776	42,711 Apr-Sep 7119 monthly average	Apr-Sep 25	Red	▼

Unscheduled Care Trends Summary (18+)

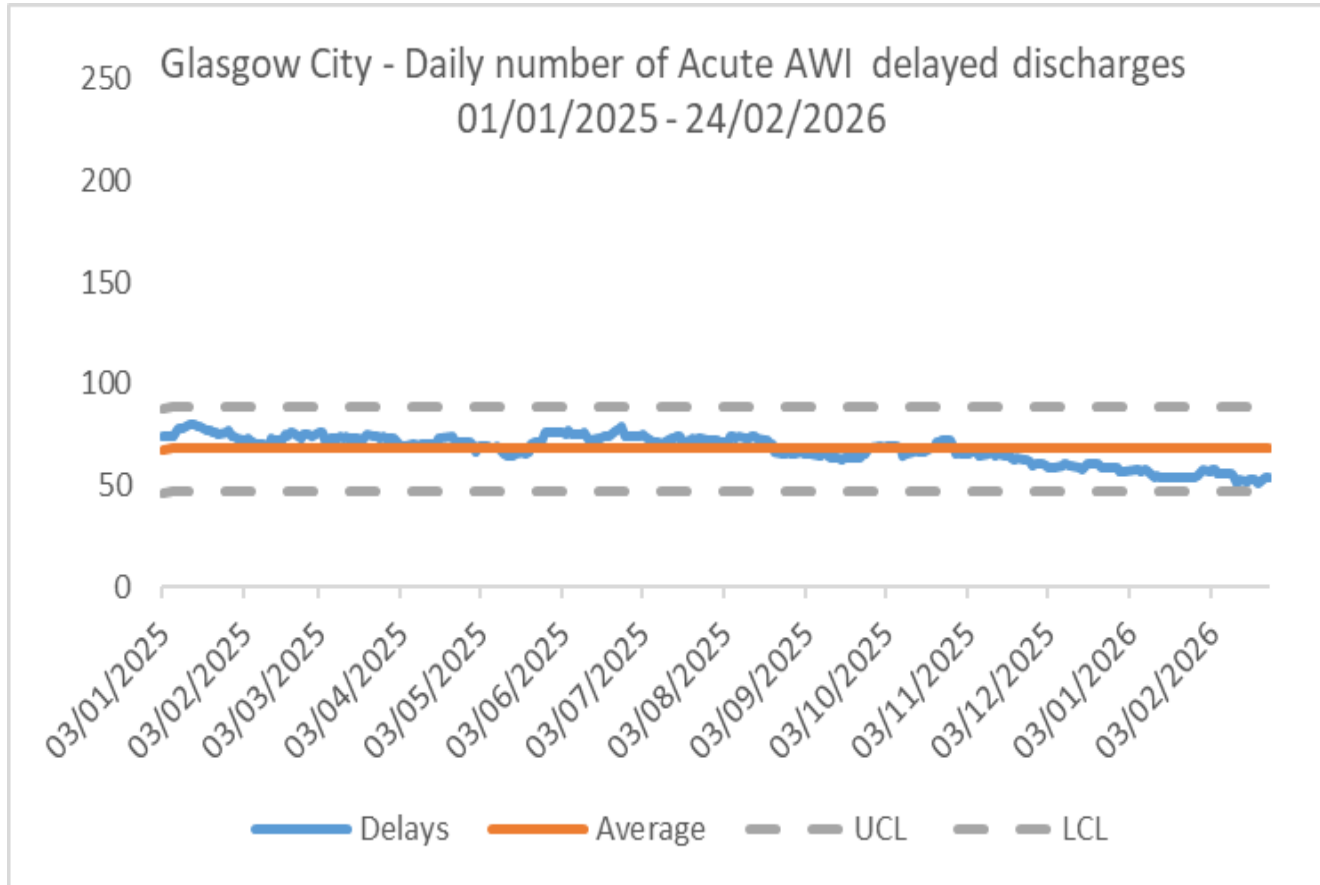


Delayed Discharges



- Static over time but showing a significant downturn in more recent periods despite high referral numbers
- Target of 160 agreed with NHSGGC and met on time
- Additionality supporting good performance

AWI Delayed Discharges



- Slowly improving picture on AWI DDs
- Focussed supports from legal services which will be supplemented by input funded by recent successful Scottish Government bid, and a sharpened focus on case tracking
- Target of 40 by June 2026

Unscheduled Care Performance Summary

Key Positives:

- Delayed discharge performance has been steadily improving and the target agreed with NHSGGC of 160 has been met since the target date
- While AWI related delays remain an area for focus there has been progress and there has also been a successful bid to SG for funding to continue to support this work
- The continuation of Future Care Planning activity is successfully embedding anticipatory care conversations across District Nursing, Community Rehab and Social Work.

Unscheduled Care Performance Summary

Ongoing areas of focus:

- Performance across A&E attendances and emergency admissions, while remaining stable and within the agreed trajectories, remains above targets despite sustained system management and partnership working.
- Some areas of additionality have only been able to achieve short term funding, limiting our ability to fulfill their potential.

4. Key Performance Indicator Summary Operational Care Services

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Indicator 1: Percentage of service users who receive a reablement service following referral for a home care service	Hospital Discharges: 75%	85.5%	Q3	Green	▲
	Community Referrals: 75%	89.6%		Green	▲
Indicator 2: Percentage of service users leaving the service following Reablement period with no further home care support.	City >35%	38.6%	Q3	Green	▼
Indicator 13: Telecare Direct Response Team – % of Arrivals Within 45 Minutes of the Decision to Deploy (Emergency Calls) .	90%	99%	Q3	Green	▲
Indicator 14. Telecare Call Handling – % Answered Within 60 Seconds	97.5%	97.3%	Q3	Green	▲

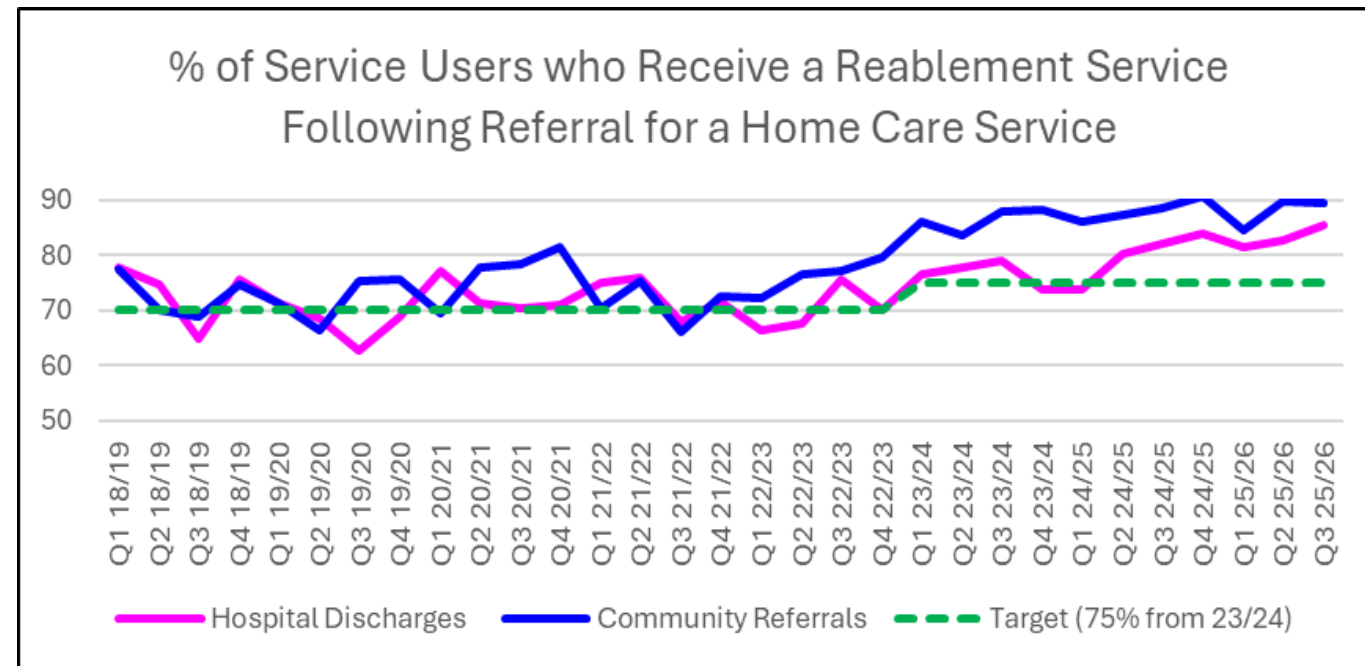
5. Key Performance Indicator Summary Operational Care Services

KPI	Target	Actual	Period	RAG Status	Direction in Last 12 Months
Indicator 3: Day Care (provided) - Review Rates	95%	93%	Q3	Green	▲
Indicator 4: Provided Residential Care Homes – Occupancy Rate	95%	94.7%	Q3	Green	▲
Indicator 5: Provided Residential Care Homes for Older People - Review Rates	95%	93%	Q3	Green	▲

Care at Home: Performance - Achievements

Reablement:

- On average 5030 service users receiving a service, 93000 visits each week
- All referrals receiving Reablement assessment consistently above KPI target.
- 38.6% leaving Reablement with no ongoing home care (Citywide, Q3); above 35% target.
- 964 individuals required no further support following Reablement YTD.



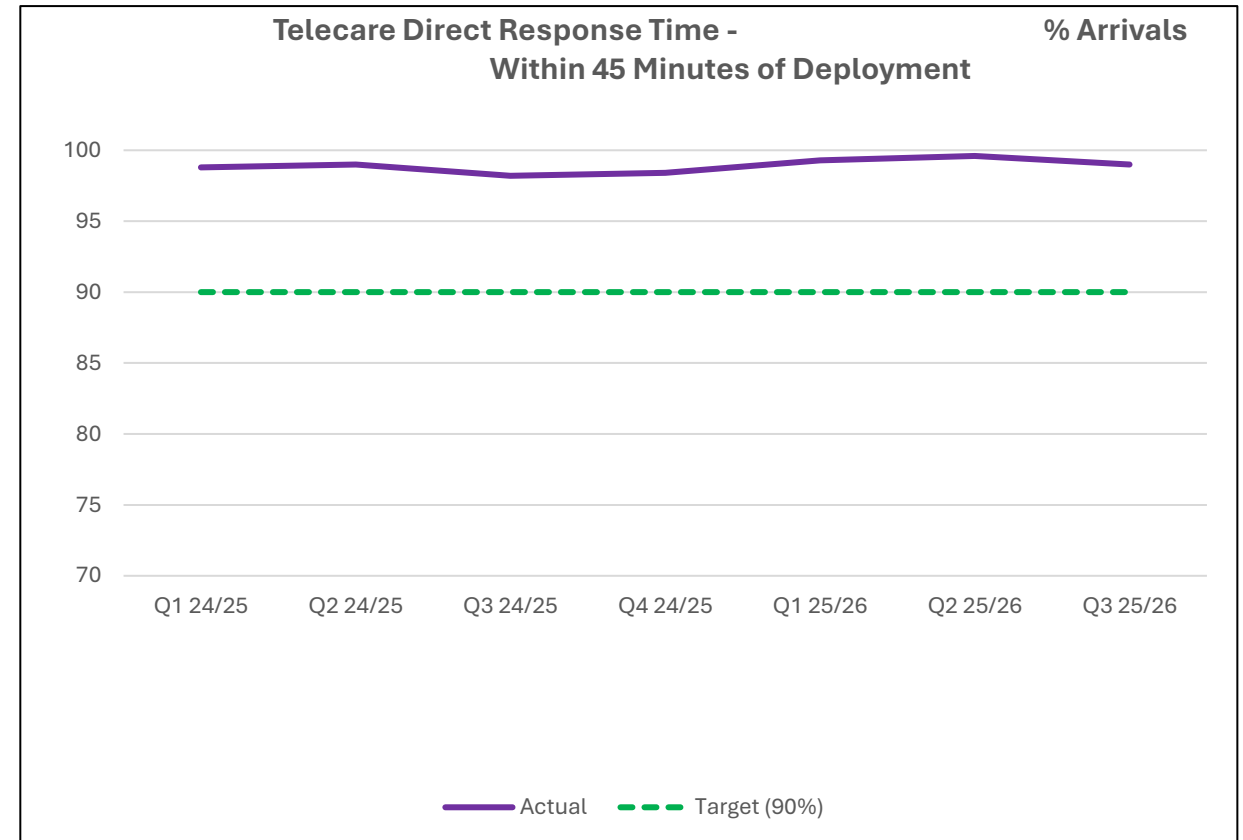
Care at Home: Performance - Achievements

Operational performance:

- Call handling performance remains within target range overall,
- Responder arrival times and activity consistently exceed target, demonstrating robust emergency response capability and a strong frontline impact in managing falls and crisis situations within the community

Digital transition milestones:

- Analogue to Digital migration 98% completed with Alarm Receiving Centre fully digital.
- Transition delivered alongside continued service performance with; no systemic deterioration in KPIs.



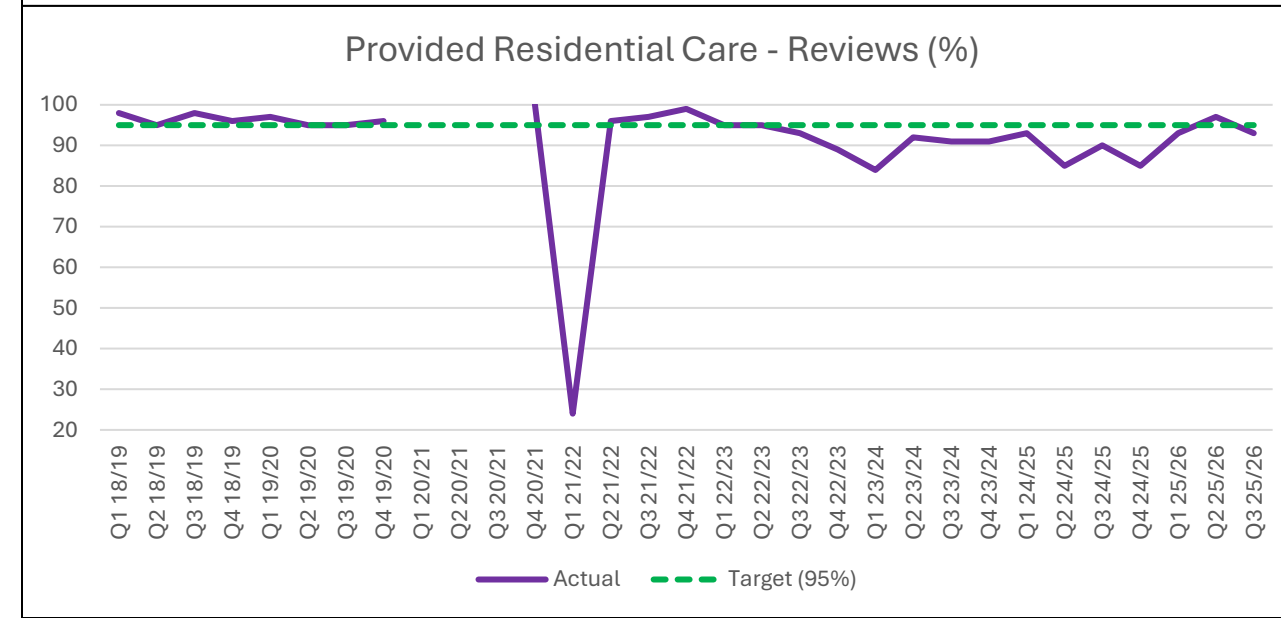
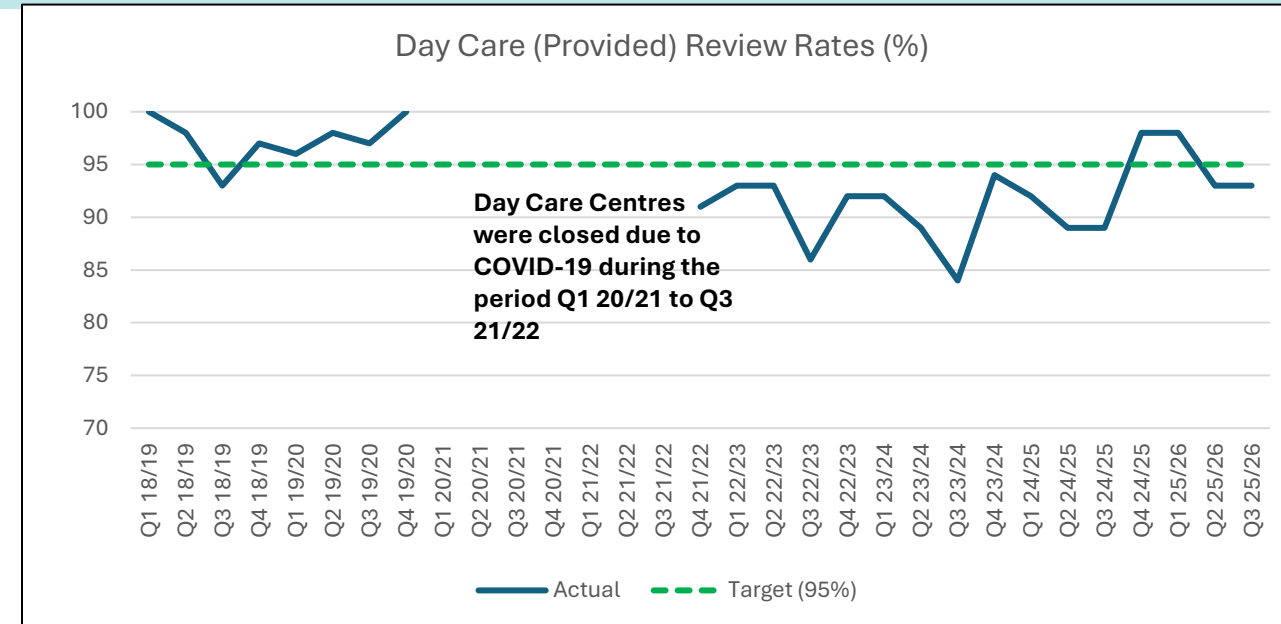
Residential and Day Care

Strong recovery and sustained occupancy:

- Residential occupancy improved significantly across 2025, rising from early in the year to sustained performance at or above target.
- High occupancy supported system flow and delayed discharge priorities.

Improved review compliance:

- Residential and Day Care review rates improved across 2025.
- Marked improvement from earlier periods where performance had dipped below target.



Key Positives:

- Strong and sustained performance evidenced by Telecare response times and referrals; supporting avoidance of admission and early discharges.
- Reablement performance remains consistently strong, with a focus on maximising independence following a hospital discharge.

Ongoing areas of focus:

- Care Inspectorate activity during 2025 was the single most successful inspection year for Glasgow City HSCP's Care Services.
- Recruitment and staff retention on going challenges across the sector national challenge.

Taking Forward the HSCP Strategic Priorities – Spotlight on Key Priorities

Priority 1: Prevention, early intervention and well-being

- A continued shift toward Reablement, discharge to assess and home-first pathways supported by a wide range of responsive services in the community
- Expansion of Technology Enabled Care to support admission avoidance and promote an earlier discharge.
- Strengths-based assessment model embedded across all services.

Priority 4: Strengthening communities to reduce harm

- Continued integration of Telecare, Community Alarms and responder services.
- Strengthened Adult Support & Protection governance arrangements.
- Partnership working in response to homelessness-related referrals.
- Management of risk and safeguarding within a high-demand system.
- Focus for improvement: Addressing the rising acuity and vulnerability across both older people and under-65 cohorts.