
Report To: Inverclyde Integration Joint Board **Date:** 21 June 2021

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Inverclyde Health & Social Care
Partnership **Report No:** IJB/24/2021

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Subject: STRATEGIC PLAN –YEAR 2 PROGRESS 2020/21

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the IJB with an update on progress achieved towards meeting the objectives and driving forward transformational change as outlined in, and in support of, the HSCP Strategic Plan and Big 6 Actions. This report provides an implementation progress report for year 2 to March 2021.

2.0 SUMMARY

- 2.1 The Strategic Plan (2019-24) and Big 6 Actions outlined the many commitments we set out to achieve through a programme of transformational change, and how this will be delivered over the next 5 years.
- 2.2 In light of the Covid 19 pandemic and the need for recovery, officers within the HSCP reviewed the existing Strategic Plan priorities and agreed a revised priority list to reflect new Covid 19 related themes and to reflect the deliverability of existing priorities in the midst of a pandemic. These new priorities were subject to community consultation and approved by the Strategic Planning Group. Appendix 1 outlines the good progress made against the revised priorities in 20/21 (now called the Transition Strategic Plan).
- 2.3 The original Strategic Plan (2019-24) will be refreshed throughout 2021/22 to ensure all previously agreed actions are progressed and new actions added as appropriate. To support this refresh, and provide evidence for new emerging areas of focus, an updated Strategic Needs Assessment will also be developed in 2021/22.

3.0 RECOMMENDATIONS

3.1 That the IJB notes:

- The progress made to date against the six big actions in 20/21
- The IJB approves the strategic direction to continue to monitor progress against the Transition Strategic Plan in 2021/22
- the plans to refresh the original Strategic Plan and Strategic Needs Assessment to continue to deliver transformational change in line with the original 5 year HSCP Strategic Plan 2019 – 2024

4.0 BACKGROUND

- 4.1 Inverclyde Health and Social Care Partnership (HSCP) services have been integrated since 2010 as we recognised that the health and care needs of our population are better met by delivering services in a more joined-up way. The benefits of working jointly have been evidenced with high performance in a number of areas resulting in improved outcomes and lives for our citizens.
The Strategic Plan 2019-2024, which is the second Inverclyde IJB Strategic Plan developed in partnership with local people, aimed to maintain and build on the high performance levels.
- 4.2 The Year 1 Strategic Plan and Big 6 Actions reported to IJB in 2020 outlined the many commitments and progress against these as part of the programme of transformational change,
- 4.3 The outbreak of the Covid 19 pandemic in March 2020 resulted in a range of activities being put in abeyance as the HSCP initiated its Business Continuity Plan. This was required to ensure focus on delivering essential services and support our staff and citizens during this unprecedented time.
Due to the pandemic, officers within the HSCP reviewed the existing Strategic Plan priorities and agreed a revised priority list to reflect new Covid 19 related themes; the need for recovery; and to reflect the deliverability of existing priorities in the midst of a pandemic.
- 4.4 29 key priorities were identified for 20/21 and beyond, agreed by the Strategic Planning Group, which covered a number of new priorities relating to Covid 19 live; Covid 19 recovery; anti-poverty work; support to the 3rd sector as to their readiness to bid for contracts; and a number of service specific priorities themed under each Head of Service area.
YourVoice and CVS Inverclyde were commissioned to consult with the wider communities as to these revised priorities with positive feedback received.
- 4.5 This Year 2 Strategic Plan Report identifies progress against these 29 key priorities (now referred to as the HSCP Transition Strategic Plan) mapped against each of the Big 6 Actions. Appendix 1 shows the excellent progress that has been made throughout 20/21 and also identifies areas for focus going forward.

Key achievements included:

- The establishment of the Humanitarian Group chaired by the HSCP to ensure appropriate support collaboratively by all partners to communities throughout Covid 19.
- The rapid transition to agile and blended working models across the HSCP with the “business as usual” model transferred to a Hub model with staff working remotely, from home and in a variety of blended ways
- The establishment of mass vaccination centres set up in Inverclyde for both flu and Covid 19 vaccinations. In addition, in December 2020, a team from the HSCP went to each Care Home in Inverclyde to vaccinate all of our Care Home residents against Covid 19.
- The HSCP supported social care providers during the pandemic, involving specific support around guidance, PPE, staffing, infection control advice, enhanced governance inspections and provider sustainability grant administration.
- The Distress Brief Interventions (DBI) programme commenced in December 2020 in collaboration with the national DBI programme and SAMH, with GP’s; Community Link Workers, Mental Health staff all trained to refer people in distress to SAMH for an intensive programme of support.

- The commencement of the Wellbeing Service for Children in 2020 with Action for Children currently delivering and are nearing completion of the 1st year delivery. This provides all school aged children support with their emotional and mental wellbeing.
- The review of Access 1st was completed with the evaluation and recommendation to scale up the single point of access across all HSCP services.
- The Homelessness service's acceleration of the roll out of key aspects of the Rapid Rehousing Transition Plan and the successful set up of short term tenancies for large numbers of homeless clients within the first few weeks of the pandemic.
- The first Scottish HSCP Adult Support and Protection Inspection under the new model was undertaken in 2020 with positive feedback.
- A new test of change commenced through employing two Care Navigator posts working with the most vulnerable members of community known to Alcohol & Drugs; Criminal Justice and Homelessness
- The continuation of the new Greenock Health and Care Hub development due for completion in May 2021.

4.6 Progress will continue to be monitored against this Transition Strategic Plan throughout 2021/22 with quarterly reporting to the Strategic Planning Group. The year 3 Strategic Plan Report (June 2022) will therefore be against this current transition plan.

4.7 The original 5 year Strategic Plan (2019-24) was due to be reviewed and refreshed in year 3 (21/22). It is now proposed that this will be undertaken throughout 2022 to enable a refreshed Strategic Plan to be in place for April 2022, for the remaining two years of the original plan. To inform this review and refresh, the Strategic Needs Assessment which was developed in 2019 will also be updated throughout 2021.

5.0 IMPLICATIONS

5.1 FINANCE

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs / (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From	Other Comments
N/A					

LEGAL

5.2 There are no legal implications arising from this report.

HUMAN RESOURCES

5.3 There are no specific human resources implications arising from this report.

EQUALITIES

5.4 Has an Equality Impact Assessment been carried out?

x

YES

NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

5.4.2 How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	All HSCP services, and the development of Access 1 st , are designed to promote fairness and better outcomes for individuals and should make it easy for all to access services at the point of need.
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	All HSCP services are designed to promote fairness and better outcomes for individuals and should make it easy for all to receive services at the point of need.
People with protected characteristics feel safe within their communities.	Supported by Big Action 3
People with protected characteristics feel included in the planning and developing of services.	The Strategic Plan and 6 Big Actions has involved a range of partners and community in its development.
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Supported by Big Action 6.
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

CLINICAL OR CARE GOVERNANCE IMPLICATIONS

5.5 There are no clinical or care governance implications arising from this report.

5.6 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	The focus of Big Action 1 is to support individuals and communities with their health and wellbeing
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	The focus of Big Action 4 is to support people to live independently.
People who use health and social care services have positive experiences of those services, and have their dignity respected.	All the Big Actions are focussed on delivery person centred effective evidence based services
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	All the Big Actions are focussed on delivery person centred effective evidence based services
Health and social care services contribute to reducing health inequalities.	The focus of Big Action 1 is to work to reduce and mitigate health inequalities.
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	The focus of Big Action 6 is to support carers in the role they undertake.
People using health and social care services are safe from harm.	The focus of Big Action 3 is to protect the population from harm
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.	The focus of Big Action 6 is to support staff to deliver the best services they can
Resources are used effectively in the provision of health and social care services.	None

6.0 DIRECTIONS

6.1

Direction Required to Council, Health Board or Both	Direction to:	x
	1. No Direction Required	
	2. Inverclyde Council	
	3. NHS Greater Glasgow & Clyde (GG&C)	
	4. Inverclyde Council and NHS GG&C	

7.0 CONSULTATION

7.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP.

8.0 BACKGROUND PAPERS

8.1 None.

BIG ACTION 1

Reducing health inequalities by building stronger communities and improving physical and mental health

Objective	Lead
We will promote health and wellbeing by reducing inequalities through supporting people, including carers to have more choice and control	Head of Finance, Planning and Resources
Key Priorities <ul style="list-style-type: none">• We will establish a framework and methodology to invest £1m anti-poverty funds, tackling fundamental causes of poor health.• We will prioritise and develop Key Mental Health Services that are critical to the sustained delivery and improvement of services.• We will prioritise and develop Key Mental Health Programmes that are critical to the sustained delivery and improvement of Dementia services• We will establish the DBI (Distress Brief Interventions) Programme within Inverclyde• We will ensure third sector are facilitated and 'ready' to bid for HSCP contracts.• We will continue to progress the Big Lottery funded project, engaging women in the justice system in communities.• Technology enabled care & record-management will be prioritized. This will include roll out of remote technology 'and developing a preferred option for the SWIFT replacement recording system in Social Care	
Progress <ul style="list-style-type: none">• Collaboration with Inverclyde Council has been progressed in 2020/21 to develop a number of anti-poverty initiatives which will aim to reduce inequalities. These are focussed on employability, food, fuel and financial insecurity and involve a range of public and 3rd sector delivery partners.• The Mental Health Officer (MHO) Review has been concluded and the action plan now being implemented.• The NHS GGC Mental Health Assessment Unit model is now in place and referral pathways being developed to ensure appropriate care as required• The SG/HIS funded Care Coordination for Dementia Programme was put on hold during Covid 19 however recommenced in October 2020 and has developed the advanced dementia practice model• Distress Brief Interventions (DBI) in collaboration with the national DBI programme and SAMH commenced in December 2020 with GP's; Community Link Workers, MH staff all trained to refer people in distress to SAMH for an intensive programme of support.	

<ul style="list-style-type: none"> • The Engaging Women in Criminal Justice system has continued, to gather data to inform the future options for a test of change. • Range of HSCP services now being delivered virtually through phone, Near Me video conferencing and text reminders. 	
<p>Key areas for future focus</p> <ul style="list-style-type: none"> • The SWIFT IT project has been impacted by issues with the Scotland Excel framework and further impacted by the pandemic. The framework went live late February 2021 and work has commenced on evaluating the information now available in order to move forward with local procurement throughout 2021. • The work with NHSGGC partners to try stabilise mental health consultant workforce within Inverclyde continues within a challenging landscape. Specific work to review current consultant capacity across inpatients and community to stabilise the consultant workforce is ongoing with proposals for new system wide roles in consideration. 	

BIG ACTION 2

A nurturing Inverclyde will give our children and young people the best start in life

Objective	Lead
<p>We will ensure our children and young people have the best start in life with access to early help and support, improved health and wellbeing with opportunities to maximise their learning, growth and development. For the children we take care of, we will also ensure high standards of care, housing and accommodation.</p>	Head of Children, Families & Criminal Justice
<p>Key Priorities</p> <ul style="list-style-type: none">• We will review and develop Key Children and Families Services that are critical to the sustained delivery and improvement of services.• We will use newly secured funds to establish a Wellbeing service for children in Inverclyde.	
<p>Progress</p> <ul style="list-style-type: none">• The Independent Care Review published The Promise Feb 2020 with the Promise Partnership established which included a funding stream of £4million. Inverclyde HSCP in partnership with CVS and Inverclyde Drug and Alcohol Partnership made a successful bid for £250,000 funding to facilitate the delivery of I Promise (Inverclyde's Promise).• The work to review Kinship/Fostering rates and support in line with National guidance was paused in 2020 by COSLA and Scottish Government and recently recommenced in Feb 2021. It will further consider the financial challenges along with the findings of the Independent Care Review and the incorporation of UNCRC into law.• The Wellbeing Service for Children commenced in 2020 with Action for Children currently delivering and are nearing completion of the 1st year delivery. This provides all school aged children support with their emotional and mental wellbeing• We have developed Transition Housing for up to 8 young people aged 18-21 who are moving on from residential or foster care.	
<p>Key areas for future focus</p> <ul style="list-style-type: none">• The ongoing development of the IPromise and the establishment of the IPromise team who will commence stakeholder and community engagement and listening, to gain greater understanding of the needs of children and their families and the cultural and system changes required to ensure that children and families receive the right support at the right time for as long as required.	

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| <ul style="list-style-type: none">• Continue the Transition Housing approach and support more young people into this accommodation. | |
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BIG ACTION 3

Together we will protect our population

Objective

We will reduce the risk of harm to everyone living in Inverclyde by delivering a robust public protection system with an emphasis on protecting the most vulnerable in our communities

Lead

Head of Children, Families & Criminal Justice /Head of Health & Community Care

Key Priorities

- Covid 19 Live: We will develop and administer a flexible and responsive plan for Covid 19 assessment and testing. (Winter 2020 + beyond)
- Winter plan will be developed to facilitate effective delivery of key services including a largescale programme of seasonal Flu immunization.
- Covid 19 recovery: To facilitate recovery we will implement effective lockdown arrangements (where appropriate) cognizant of local and national Tiered Interventions
- We will develop a key Clinical and Care Governance Action Plan to support delivery and improvement of services ensuring learning from significant events and significant case review takes place timeously.
- We will consider and review report from national review adult care.
- Strategic Commissioning Team will continue to provide support and enhanced monitoring to the care home sector for the duration of the pandemic.

Progress

- The HSCP has worked with the wider NHS and Council systems to deliver an extensive programme to support Covid 19 pandemic. Assessment Centres were established in the early weeks of the pandemic followed by Testing Centres, all of which were initially staffed by HSCP staff. The successful Vaccination programme within Inverclyde has been coordinated and supported by the HSCP.

<ul style="list-style-type: none"> • A daily Care Huddle was established to support the Older People's and Adult Care homes in terms of a Covid 19 response with Infection Control, testing, PPE and staffing and weekly oversight group put in place. • The HSCP delivered all flu vaccinations for those over the age of 60 and those over 18 who were housebound. More than 13,000 vaccinations were delivered to those over 60, representing an uptake of 82%. Historic uptake is around 73%. General Practices delivered the majority of flu vaccines for those in the under 65 at risk cohorts achieving an uptake of 53%, again higher than the historic uptake. • The Inverclyde HSCP Clinical & Care Governance strategy, was approved and an action plan developed. The overarching Clinical & Care Governance group has been established and service led governance groups also established. • Chief Officer Group has been stepped up to 6 weekly during the pandemic to oversee and monitor public protection. • The Inverclyde Joint Adult Protection Inspection commenced in early 2020 and was completed in early 2021 with formal feedback provided which was very positive particularly around practice, partnership working and outcomes for vulnerable adults subject to the ASP process 	
<p>Key areas for future focus</p> <ul style="list-style-type: none"> • The National Adult Social Care Review was published in January 2021 with recommendations to establish a National Care Service and proposes significant reforms for IJB's. Awaiting further information from Scottish Government as to the next steps. • The action plan from the Adult Protection Inspection has been developed and is being monitored by Chief Officer Group. • The learning from the Significant Case Review will be disseminated once available. 	

BIG ACTION 4

We will support more people to fulfil their right to live at home or within a homely setting & promote independent living

Objective

We will enable people to live as independently as possible & ensure people can live at home or in a homely setting including people who are experiencing homelessness, enhancing their quality of life by supporting independence for everyone

Lead

Head of
Health
Community
Care

Key Priorities

- We will complete our review of the Access 1st test of change.
- Care at Home: We will commence the review of our internal care at home service.
- Unscheduled Care: We will prioritise an efficient system-wide approach to improving patient services and managing demand effectively.
- OOH review: We will work with Out of Hours team to develop a local solution for the OOH review.
- New Learning Disability Hub: We will deliver our new Learning Disability Hub in Inverclyde by 2022 as planned.
- We will prioritise and develop Key Housing and Homelessness services that will offer community support and will reduce homelessness.
- We will work towards delivering the 5 year Rapid rehousing Transition Plan

Progress

- The review of Access 1st was completed with the evaluation and recommendation to scale up the single point of access across all HSCP services
- Due to the pandemic, the Homecare review was postponed and the current contracts extended for a further year until April 22. The Home Care Review Board is being established and will be meeting regularly to develop the new specification. This review will provide an appropriate opportunity to review the service through a medium to long term lense.
- Work continues at a steady pace on the design of the new learning Disability Community Hub with a site identified at the former Hector McNeil Baths site.
- OOH review implementation plan making good progress and the Glasgow out of Hours Hub is now live. The Inverclyde part of this is now live.

<ul style="list-style-type: none"> Continued to work with partners across NHSGGC to continue to manage demand for unscheduled care services and also work to provide a local response to OOH support which is currently delivered NHS 24 & RAH. Throughout Covid 19 the homelessness services faced increased demand for accommodation coupled with a slowdown in available accommodation from RSLs. Closer working with the RSLs developed to ensure turnover of voids with a view to stop the “bottleneck” of service users in temporary accommodation and support them into appropriate settled tenancies Bed and breakfast accommodation usage initially increased at the start of the pandemic however since January 2021, no Bed and breakfast accommodation has had to be utilised. The Rapid Rehousing Transition plan was progressed with working groups to implement Housing First approaches and Housing Options. 	
<p>Key areas for future focus</p> <ul style="list-style-type: none"> The potential scale up of Access 1st across Inverclyde HSCP will be a key area of development for the IJB to consider in 2021/22. Focus on developing new models for homelessness provision to meet the future needs. 	

BIG ACTION 5	
Together we will reduce the use of, and harm from alcohol, tobacco and drugs	
<p>Objective</p> <p>We will promote early intervention, treatment & recovery from alcohol, drugs & tobacco & help prevent ill health, we will support those affected to become more involved in their local community.</p>	<p>Lead</p> <p>Head of Mental Health, Alcohol and Drugs & Homelessness</p>
<p>Key Priorities</p> <ul style="list-style-type: none"> • We will complete the review of alcohol and drugs with a clear focus on building recovery communities, delivering key actions of the Inverclyde Drug Related Death Prevention Strategy. • We will implement the Alcohol & Drug Recovery Service workforce redesign and implementation by March 2021 (dependant on Organisation Change process being agreed) 	
<p>Progress</p> <ul style="list-style-type: none"> • The new Inverclyde Alcohol and Drug Partnership Strategy and Delivery plan was developed with a key focus on recovery • Recovery Strategy developed and new areas of focus commissioned from the 3rd sector included Early Interventions; development of volunteer peer mentors and specific support for families affected by drug and alcohol related harm • Test of change undertaken through employing two Care Navigator posts working with the most vulnerable members of community known to Alcohol & Drugs; Criminal Justice and Homelessness • The Inverclyde Drug Death Prevention Strategy was updated to ensure focus on supporting Non Fatal overdose pathways; increased Naloxone provision within communities and reviewing drug deaths for any learning that could be incorporated into practice. • The Alcohol & Drug Recovery Service (ADRS) redesign was halted in March 2020 due to Covid 19 and was recommenced in October 2020. Lessons learned through Covid 19 are being implemented as part of the core service model going forward. 	
<p>Key areas for future focus</p> <ul style="list-style-type: none"> • Need to complete the final stages of the redesign of the ADRS service focussing on the workforce redesign. This will focus on implementing the new service model including embedding recovery from initial engagement between the service & service users. 	

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| <ul style="list-style-type: none">• A need to focus on the further implementation of the Drug Death Prevention Strategy and Action Plan | |
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BIG ACTION 6

We will build on the strengths of our people and our community

Objective

We will build on our strengths. This will include our staff, our carers, our volunteers & people within our community, as well as our technology & digital capabilities

Lead

Chief Executive, Inverclyde CVS

Key Priorities

- Develop Inverclyde Cares – a social movement based on being neighbourly and kind, engaging communities and connecting people.
- Progress programme of Localities Planning work, establishing virtual structures to support 6 Localities.
- We will continue to develop Capital Investments that are critical to the sustained delivery and improvement of services
- Community outreach will be supported through enhanced virtual/remote inclusion where feasible.
- Digital Support programme to secure agile working for staff will be accelerated.

Progress

- Despite Covid 19 work has continued on the New Greenock Health and Care Hub which will be completed in May 2021
- Covid 19 has allowed new ways of working to be developed with many services now being delivered by a blended approach of face to face, and virtually through phone and near me/attend anywhere video conferencing
- HSCP digital strategy work was extended and accelerated to support agile working across the HSCP. Agile working and the ability to deliver services remotely has been a key aspect of responding effectively to the pandemic.
- Humanitarian Board established to support the local community throughout Covid 19.
- Inverclyde Cares Board was developed to reach the vision of ensuring that Inverclyde is a caring, compassionate community working together to address inequalities and assisting everyone to live active, healthy and fulfilling lives.
- Initial scoping work carried out by Inverclyde Cares Programme Board Coordinator who was in post for 6months during 20/21
- Compassionate Inverclyde and Inverclyde Cares Programme Board combined into one for an initial two-year period to build capacity and momentum.
- Communication and engagement by the HSCP with communities has continued throughout Covid 19 supported by CVS Inverclyde; YourVoice and the Council's CLD team.

<ul style="list-style-type: none"> • Locality planning has been affected by Covid 19 with 4 out of the 6 Locality Community and Engagement Groups meeting online. Facebook sites; listening events all progressed as part of locality development. • Port Glasgow Locality Planning group held their inaugural meeting in November 2020 with support from YourVoice and discussed key issues related to recover including mental wellbeing; social isolation and food and fuel insecurity. 	
<p>Key areas for future focus</p> <ul style="list-style-type: none"> • Increased focus is required to further develop all the Communication and Engagement Group in the six localities and plans are underway, working with the Council’s CLD service and other key partners, for future HSCP Locality planning groups to be developed in Port Glasgow and Greenock. 	