
Report To:	Inverclyde Integration Joint Board	Date:	9 September 2024
Report By:	Kate Rocks Chief Officer, Inverclyde Health & Social Care Partnership	Report No:	IJB/37/2024/KR
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Subject:	Strategic Partnership Plan Outcomes Framework		

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this report is to provide an update to Integration Joint Board on the development of an Outcomes Framework to compliment the new Strategic Partnership Plan, published in May 2024.

1.3 Following development workshops with each HSCP service area, the development of a new outcomes' framework has been progressed.

1.4 The Outcomes Framework is structured around the four strategic priorities and all identified measures are in direct alignment with agreed strategic actions.

1.5 In complying with Public Bodies (Joint Working) (Scotland) Act 2014, work has been undertaken to align the Outcomes Framework with the 9 National Health and Wellbeing Outcomes.

1.6 The new outcomes framework will be the foundation for future performance reports.

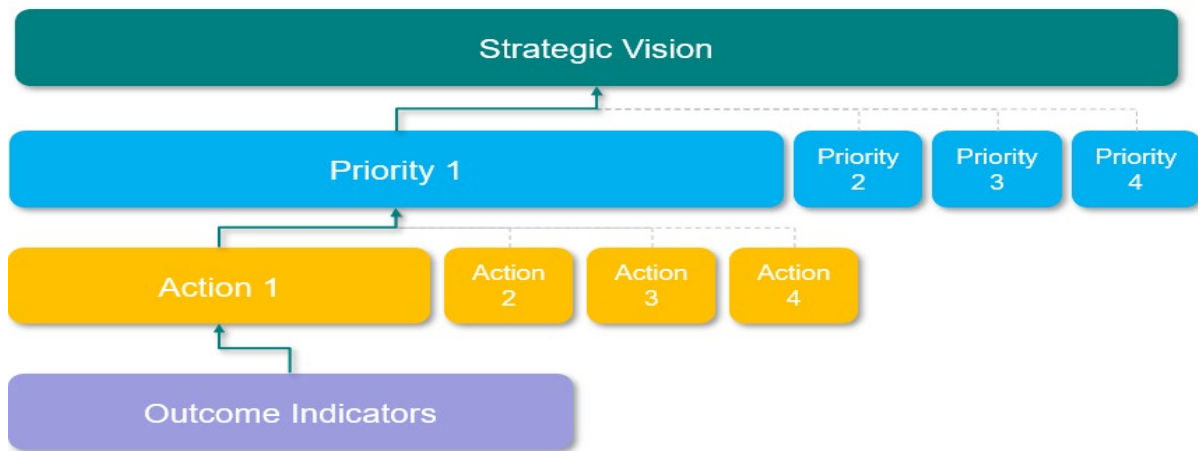
2.0 RECOMMENDATIONS

2.1 It is recommended that Integration Joint Board (IJB) notes the contents of this report and endorse the proposed Outcomes Framework for further development and future reporting.

Kate Rocks
Chief Officer
Inverclyde Health and Social Care Partnership

3.0 BACKGROUND AND CONTEXT

- 3.1 The Integration Joint Board approved a new Health and Social Care Strategic Partnership Plan in May 2024. This plan, 'People and Partnerships, Making a Difference (2024/2027)' identified four new strategic priorities to inform the direction of the HSCP going forward. This new plan succeeded the previous plan, 'Improving Lives (2019/24)' and retired the 6 Big Actions.
- 3.2 Due to local capacity concerns during development, it was not possible at the time to produce a meaningful Outcomes Framework for the plan.
- 3.3 Since publication, development has taken place on an outcomes framework that will evidence progress and impact of the Strategic Partnership Plan.
- 3.5 During July and August, workshops were held with each of the operational service areas to identify performance and outcome measures against each their identified strategic actions.
- 3.6 In development of the strategic plan, we agreed a suite of 32 deliverable actions to be progressed over the lifetime of the plan. Each strategic action also included a specific desired outcome, that identified what success would look like.
- 3.7 In developing our outcomes framework, we considered the identified 'desired outcomes' identified in the Strategic Partnership Plan, and identified appropriate measures that would evaluate impact.
- 3.9 The visual below, demonstrates the rationale of this approach, and highlights how our indicators will feed through to our strategic visions:



- 3.10 Over the course of the workshops, a range of measures were identified by service leads and partners. The measures identified included a range of existing indicators, or proposed measures with established data sources. They also included new measures that will require a level of further development.

4.0 PROPOSALS

- 4.1 The Outcomes Framework aims to provide an insight into the implementation of the Strategic Partnership Plan by providing a range of indicators that are clearly aligned to the identified strategic priorities and actions.

- 4.2 It was agreed at each workshop the outcomes framework would be 'live' and subject to iterative development and review. This will help to ensure it continues to meaningfully measure the impact of the Strategic Plan.
- 4.3 Following IJB endorsement, Strategic Services will continue to develop and implement the Outcomes Framework, establishing clear reporting mechanisms and timescales.
- 4.4 To support the implementation of the Strategic Partnership Plan and the Outcomes Framework, we will establish a Performance Board, which will be chaired by the Chief Officer of the Health and Social Care Partnership.

5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		✓
Legal/Risk		✓
Human Resources		✓
Strategic Plan Priorities	✓	
Equalities, Fairer Scotland Duty & Children and Young People		✓
Clinical or Care Governance	✓	
National Wellbeing Outcomes	✓	
Environmental & Sustainability		✓
Data Protection		✓

5.2 Finance

There are no costs implications arising from the implementation of this Outcomes Framework.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

5.3 Legal/Risk

There are no legal implications arising from the development of this Outcome's Framework. The framework will complement and support the overall delivery of the IJBs Strategic Partnership Plan.

5.4 Human Resources

There are no Human Resource Implications

5.5 Strategic Plan Priorities

The Outcomes Framework will be the key mechanism by which we evaluate the implementation of the Strategic Partnership Plan and the 4 strategic priorities. Going forward, the performance and outcomes framework will be the basis for future Annual Performance Reports and internal performance reporting.

5.6 Equalities

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
✓	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Equality Outcomes

How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	Several of the actions included in the Strategic plan also support the Integration Joint Board's Equality Outcome Plan and new equality outcomes. This outcomes framework will also help support evaluation of the IJB equality outcomes.
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	As above
People with protected characteristics feel safe within their communities.	As above
People with protected characteristics feel included in the planning and developing of services.	As above
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	As above
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	As above

Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	As above
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(c) **Fairer Scotland Duty**

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report’s recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
✓	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(d) **Children and Young People**

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
✓	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

5.7 **Clinical or Care Governance**

It is intended that the Outcomes Framework will support the overall performance management approaches of the Health and Social Care Partnership. As such, it will support the provision of robust strategic performance measures that will better inform Strategic Planning, and Clinical and Care Governance.

5.8 **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 Integration Joint Board Strategic Partnership Plan is obliged to demonstrate how it will progress the National Health and Wellbeing Outcomes. The outcomes framework aligns the actions within the strategic plan, demonstrating how they contribute to the national outcomes.
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	As above.

People who use health and social care services have positive experiences of those services, and have their dignity respected.	As above.
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	As above.
Health and social care services contribute to reducing health inequalities.	As above.
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.	As above.
People using health and social care services are safe from harm.	As above.
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.	As above.
Resources are used effectively in the provision of health and social care services.	As above.

5.9 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
✓	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

5.10 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
✓	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 DIRECTIONS

6.1	Direction Required to Council, Health Board or Both	Direction to:	
		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 Outcomes Framework was developed in collaboration with HSCP service areas. During July/August 2024, HSCP Strategic Services hosted 3 workshops with each operational service area to review their agreed actions and identify appropriate performance and outcome measures.

8.0 BACKGROUND PAPERS

8.1 N/A

Appendix 1

Strategic Outcomes Framework

PEOPLE AND PARTNERSHIPS, MAKING A DIFFERENCE
(2023-27)

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Introduction

In May 2024, Inverclyde Integration Joint Board (IJB) approved the publication of the Strategic Partnership Plan, 'People and Partnerships, Making a Difference' (2023-27). This plan introduced four Strategic Priorities that would support the IJB and the Health and Social Care Partnership (HSCP) to achieve its vision. This vision is that:

“Inverclyde is a compassionate community, working together to ensure people live active, healthy and fulfilling lives.”

The four strategic priorities that will inform our direction over the next three years are:

- Provide Early Help and Intervention
- Improve Support for Mental Health, Wellbeing and Recovery
- Support Inclusive, Safe and Resilient Communities
- Strengthen Support to Families and Carers

Each priority is supported by a suite of strategic actions, with each having an identified desired outcome, telling us what success for each outcome will look like.

This document details the Outcomes Framework that has been developed to assess and evaluate the impact of the Strategic Partnership Plan. This framework will allow us to effectively measure and evaluate the impact of the strategic plan and help us in our future service planning.

We intend for our Outcomes Framework to be a 'live' resource to assist us in linking what we do (our activities) with what we want to achieve (our outcomes),

It is anticipated that this framework will inform future performance reports to Integration Joint Board, Strategic Planning Group, Senior Management Team and other relevant governance groups and will be the key framework for future Annual Performance Reports.

Background and Method

In developing the plan, we worked with colleagues in the HSCP and with partners to identify a set of key deliverables and measurable actions against each of the four strategic priorities. In total, 32 Strategic Actions were identified

In constructing these actions, we also identified the desired outcome for each. Identifying the desired outcome, allowed us to better understand what success would look like for each action and support us in identifying appropriate performance and outcome measures to assess impact.

Collaboration with our colleagues is key in building a successful Outcomes Framework. In developing the framework Strategic Services delivered three development sessions. Sessions were delivered in an external venue, away from the office, allowing for the delivery of a focussed workshop style environment. The development sessions were attended by each Head of Service, Service Managers and Team Leads who will have responsibility for strategic actions.

The session was supported by members of the Performance and Information Team who could advise on data availability and performance reporting methods.

The development sessions were held as follows.

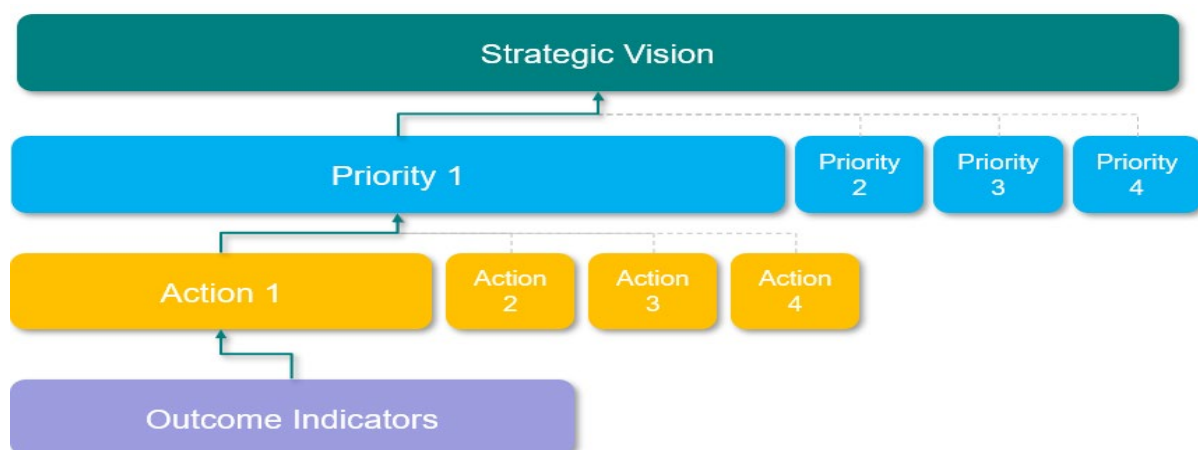
- 1) Health, Community Care and Homelessness – Thursday 25th July 2024.
- 2) Children, Families and Justice Social work – Wednesday 31st July 2024.
- 3) Mental Health and Addictions – Thursday 1st August 2024.

Development Approach

In developing the Strategic Partnership Plan (2024-2027), we agreed a suite of key strategic actions for delivery. Each Strategic Action identified a ‘Desired Outcome’, that highlighted what success for each action would look like.

Throughout the workshops, conversations prioritised the identification of Outcome Measures, those that would best evidence impact and measure success against each desired outcome.

The visual demonstrates how the collection of the identified outcome indicators will feed into each strategic priority, and ultimately support the Partnership’s Strategic Vision:



Next Steps

Going forward, the Partnership will establish a 'Performance Board' to oversee the implementation of the Outcomes Framework.

It is anticipated that this will be a 'live' framework and will be subject to iterative processes as we continually seek to refine and improve how we effectively measure our performance and report on outcomes.

Following Integration Joint Board and Senior Management endorsement, Strategic Services will begin sourcing information for the measures identified and establish a performance reporting framework.

Outcomes Framework

The tables below show, for each strategic priority, the identified strategic actions, the desired outcomes, the proposed outcome measures and the alignment to the nine National Health and Wellbeing Outcomes. The full list of the National Health and Wellbeing Indicators can be found at [appendix A](#).

Provide Early Help and Intervention				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
1.1	We will develop our earlier intervention approaches, with partners, which build on the strengths of families to give their children the best start in life and to provide the right support to families who need it, at the right time.	Families and children are supported earlier and effectively to achieve positive outcomes	a) Reduction in volume of children requiring statutory involvement b) Number of Families successfully completing early help programme	1, 4
1.2	We will deliver to people and stakeholders a series of workshops that promote self-help and recovery for people who experience mental health and wellbeing concerns.	People are aware of what to do to support their own mental health and wellbeing and of those around them.	Percentage of people who report feeling more informed about Mental Health concerns and resources (post outreach session surveys)	1,2
1.3	We will streamline the HSCPs 'front door' pathways, supporting people to get to the service they need as soon as possible.	Local people are supported to access the services that are right for them.	a) Percentage of People supported to the right service in line with their priority need. b) Reduction in percentage of repeat referrals for adults and children who are at risk of harm.	3, 9

Provide Early Help and Intervention				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
1.4	We will ensure people with complex health conditions or disabilities are supported proactively to ensure they remain independent and maintain good health.	People are provided with the right timely support and live independently in their own community.	<ul style="list-style-type: none"> a) Number and percentage of service users fully independent post-reablement intervention. b) Number/Percentage of service users in receipt of a reduced support post-reablement. c) Number/percentage of hospital admissions avoided from point of referral d) Increase in percentage of individual outcomes met. e) Increase in the number of completed Future Care Plans. 	1, 4
1.5	We will develop with our partners an outreach strategy for those experiencing harm from alcohol and drug use improving pathways for treatment.	We will continue to improve accessibility and pathways to treatment for people experiencing harm from alcohol and drug use.	<ul style="list-style-type: none"> a) Increase in number of referrals that meet the threshold for Universal Supports by the Community Mental Health Team and Alcohol and Drug Recovery Service. b) Increase in the number of people that appropriately require a referral to Community Mental Health Team and Alcohol and Drug Recovery Service 	1, 4, 7
1.6	We will review our local commissioning arrangements to ensure there is an appropriate breadth of available local support for	There is a range of available support options for people experiencing harm from alcohol and drug use in their recovery.	ACTIVITY ONLY	3, 5, 9

Provide Early Help and Intervention

No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
	those experiencing harm from alcohol and drugs.			
1.7	Work with partners to deliver early intervention approaches which help divert people away from involvement in offending.	People are supported to move away from offending at the earliest opportunity.	Increase in the number of people completing Diversion activity who avoid further repeat offending.	3, 4, 7
1.8	We will undertake a future needs assessment to ensure that we able to provide a range of housing supports that reduces homelessness.	More people in Inverclyde are supported to avoid homelessness.	Increase in the of homelessness prevented	4, 5

Improve Support for Mental Health, Wellbeing and Recovery				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
2.1	We will improve access to mental health and emotional wellbeing services for children, young people, and their families.	Children and young people get the right support at the right time and right place.	a) Reduction in inappropriate referrals to Child and Adolescent Mental Health Services (aim to reduce) b) Increase in the number of children and young people who report their mental health has improved with the right support at the right time (source/method needed)	3, 4
2.2	We will work with partners to improve access to mental health and wellbeing support.	People will receive timely support from the most appropriate service.	ACTIVITY ONLY	3, 4, 9
2.3	We will support our people to self-manage the impact that mental ill health has on their life.	People will be able to self-manage their mental ill health.	a) Increase in the number of people completing Computerised Cognitive Behavioural Therapy b) Decrease the number of people who re-refer to service c) Decrease in the number of people that do not complete Primary Care Mental Health Team intervention	1, 4
2.4	We will implement new person centred and rights-based processes to support people in receipt of mental health care plans	People with complex mental health conditions are fully involved in the design and delivery of their own care plans.	Increase the number of people completing a 'Wellness Recovery Action Plan' (WRAP)	3, 4, 5
2.5	We will develop processes for capturing information about the outcomes of people living with mental illness and their unpaid carers.	We will aggregate our outcome data to support the development of services that improve service user outcomes.	Increase in the use of wellbeing tools. (Data only)	3, 6

Improve Support for Mental Health, Wellbeing and Recovery				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
2.6	We will deliver tiered suicide prevention training across the HSCP and partners, through local delivery of the Creating Hope Together Strategy.	Our workforce and partners are more informed when supporting those at risk of suicide.	a) Increase in the number of staff completing suicide prevention courses. b) Increase in the number of staff reporting greater awareness of suicide prevention approaches in post-training follow-up.	7, 8
2.7	We will deliver a test of change to improve the interface between Alcohol and Drugs Recovery Services (ADRS) and emergency mental health services.	People with urgent care needs relating to mental health and substance use have improved support with the right care at the right time.	a) Reduce the number of people referred to Mental Health inpatient Services	3, 7, 8
2.8	We will work with partners to review and improve our pathways to residential rehabilitation, for those experiencing harm from alcohol and drug use.	People who need residential rehabilitation for treatment for alcohol and drug use have timeous access to this service.	a) Increase in number of people completing Residential Rehab b) Reduction in number of people completing residential rehabilitation who do not return to service within six-months.	8, 9
2.9	We will support the mental health and wellbeing of those experiencing homelessness by improving access to third sector services.	People experiencing homelessness have access to effective mental health and wellbeing supports.	a) Decrease in the number of service users presenting back to Homelessness reporting issues with MHWB b) Increase in the number of service users satisfied with outcome of referral (Outcome STAR)	3, 5, 7, 9

Support Inclusive, Safe and Resilient Communities				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
3.1	We will ensure more children and young people who are looked after away from home are able to remain in Inverclyde	Children are cared for and supported in their local communities	Increase in the percentage of Children looked after in a community setting who remain in Inverclyde.	3, 4, 7
3.2	We will work with partners to challenge stigma within services and communities across Inverclyde.	People are kinder to each other, and the harmful impact of stigma is reduced.	ACTIVITY ONLY	3, 5, 7
3.3	We will deliver awareness sessions across Inverclyde communities that promotes self-management and self-care.	People feel more knowledgeable and confident, in improving their health and no how to access the right services.	Measure to be confirmed	1, 3, 4
3.4	We will create public content and campaigns across a range of different platforms (both face to face and online) across the partnership to improve awareness of supports available within our community.	People have greater access to information on health and wellbeing services and are more informed on available supports.	Increase in the number of self-referrals to community/third sector services	1
3.5	We will work in partnership with people with lived and living experience of harmful alcohol and drug, to ensure they are involved in future service development.	The views of people with lived or lived experience of alcohol and drug harms are valued and used to inform improvements in local services.	ACTIVITY ONLY	3, 9
3.6	We will support more people completing unpaid work to benefit the local area as part of their community sentences.	Our community will recognise the benefit of unpaid work in improving their local environment.	a) Number of people/groups who report positively for the work received from Unpaid Work Orders. (data only). b) Number of requests for unpaid work from the community (data only)	4, 9

3.7	We will ensure our communities have improved opportunities in sustainable employment, education, or volunteering opportunities.	We have improved opportunities for people to access meaningful education, employment of volunteering opportunities.	<ul style="list-style-type: none"> a) Amount of income maximised for service users b) Reduction in in-work poverty through Income Maximisation (data only) c) Increase number of referrals to income maximisation services d) Increase in number of people known to HSCP referred into CLD employability programmes. 	5
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Strengthen Support to Families and Carers				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
4.1	We will, in partnership, develop whole family models of support to strengthen family capacity and provide early help/support.	More families accessing community-based early help and support services.	ACTIVITY ONLY	1, 4, 6
4.2	We will develop ways of working that build and support the capacity of families.	We have supported families to increase their confidence in their caring role.	<ul style="list-style-type: none"> a) Reduce the average time on Child Protection Register b) Reduction in the average time under Looked After Legislation c) Number of children subject to compulsory measures of supervision whose orders are terminated within 12 months (data only). 	1, 4, 6
4.3	We will ensure people's plans include the view of families and carers.	Families and carers feel more involved in the decision making and planning for the cared for.	<ul style="list-style-type: none"> a) Percentage of service users / families / carers satisfied with their involvement in the discussions / design (Data only). b) Number of children's views captured in the child's plan (data only). 	3, 6
4.4	We will consult and develop our Inverclyde Carers Strategy for adults and young carers	There is wider awareness of the supports available to carers including respite and short breaks.	ACTIVITY ONLY	5, 6
4.5	We will ensure all families and people who provide care and support to a loved one will have access to a carers assessment.	Families and carers who undertake the caring task will be offered a carers assessment.	<ul style="list-style-type: none"> a) Number of new Adult Carer Support Plans Completed (data only) 	5, 6

Strengthen Support to Families and Carers				
No.	Strategic Actions	Desired Outcome	Outcome Measure(s)	Health and Wellbeing Outcomes
			b) Number/Percentage of service users / families who declined support and reason (data only)	
4.6	We will ensure our staff are confident in the principles and practice of self-directed support, to maximise choice and control for people and unpaid carers.	More people access self-directed support options following positive and supportive conversations with our workforce.	a) Increase in SDS options 1 - Direct Payments and 2 - Directing the Individual Resource. b) Increase in percentage staff who report feeling more confident in discussing the range of SDS Options with Service Users (data only)	8, 9
4.7	We will support families to help avoid homelessness.	People who must leave their family home will be supported in finding another tenancy option. People will be provided access to mediation that provides a range of options that supports their wellbeing	a) Prevent the number of people who at risk of homelessness, through the provision of mediation. (data only) b) Increase in the number of people who, subject to mediation and are unable to remain at home are provided alternative accommodation (data only) c) Increase in the number of people who, subject to mediation and can remain at home. (data only)	4, 5, 7
4.8	We will work with partner agencies to ensure families of people involved with offending are effectively supported.	Families of people involved with offending experience improved support.	ACTIVITY ONLY	4, 5, 6

Appendix A

National Health and Wellbeing Outcomes

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. 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.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including support to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. 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.
9. Resources are used effectively and efficiently in the provision of health and social care services.

