



Renfrewshire  
Health & Social Care  
Partnership

# Annual Performance Report 2022/23

Renfrewshire IJB  
30 June 2023

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# Report Framework - Strategic Plan 2022-25 Themes



We reduce inequalities and improve health and wellbeing through early action and prevention.



People are supported to recover and manage their disabilities or long-term conditions within their communities and to stay at home.



We provide clinically safe services, within the community wherever possible, and people are able to access the appropriate specialist support to aid them in their recovery.



People access the right care at the right time and in the right place and are empowered to shape their support at every stage of life.



We work collaboratively to make sure Renfrewshire's resources are used to have the greatest impact on health and care.



Enablers



Housing Contribution Statement



Lead Partnership Working

**Appendices:** Performance Scorecard; National Core Integration Indicators; Inspection of Services

# Report Framework

Organised by theme, the main features of each section are detailed below and the Healthier Futures section is included as an example:

 Strategic Plan deliverable progress using RAG summary



 Detailed tables showing Year 1 progress against each Strategic Plan deliverable.

 Examples from SPG, care groups, relevant case studies and service user feedback.

 Scorecard key performance indicators – full Scorecard at Appendix 1.

 A table to show linkage to the nine National Health and Wellbeing Outcomes per below:

Work aligns with the following National Health and Wellbeing Outcomes								
1	2	3	4	5	6	7	8	9
✓	✓	✓	✓	✓	✓	✓	✓	✓

# Healthier Futures: An Overview

## Prevention and Early Intervention

Early intervention can include providing people with information about services and resources in their local areas - and promoting active and healthy lifestyles. We can also make an impact early in life, supporting our children to have the best start possible.

Community-led support and joint working with our partners, the third sector and community groups is vital. We want to build on the skills and experience of people in Renfrewshire to create capacity within our communities and help people maintain their health and independence.

### Healthier Futures - Progress Overview:

Red	Amber	Green
0	1	27

### Some Examples of Progress:



Our Community Link Team continues to work with people living and working in Renfrewshire's communities to find information and add it to 'A Local Information System for Scotland' (ALISS). There are over 550 up-to-date Renfrewshire resources on the site.



Nine HSCP staff members are trained as 'Promise Keepers' to support the priorities identified in 'The Promise Scotland' Plan. We continue to work in partnership with Renfrewshire Council's Children's Services.



### Case Study: Youth Health and Wellbeing Service

The Youth Health and Wellbeing Service provides confidential advice and information to young people aged 12-17 in Renfrewshire.

- Operating a drop-in service one evening per week, young people can ask health questions and have them answered by health professionals.
- Staff can refer the young person to another service or signpost to appropriate supports within the community.
- The service plans further promotion within schools and the development of a digital resource for young people to access the service.

# Healthier Futures

Highlights and additional case studies



## Case Study: Healthier Wealthier Children (HWC)

HWC aims to help reduce child poverty and offers income maximisation advice for impacted families. It also aims to prevent families from falling into child poverty by working with services to identify families at risk at an early stage. The number of HWC referrals from families from ethnic minority backgrounds has almost doubled from 11 in 2021 / 2022 to 20 in 2022 / 23, and referrals are currently being appointed on the day of receipt.

During 2022 / 23, 183 referrals were made, achieving a total of £531,782.62 in financial gains. This equates to an average of £2,905.91 in gains per family referred. The service provided support for 539 different cases involving benefits checks and applications, access to grants, and support with food, energy and fuel, providing invaluable support for families in Renfrewshire.



183  
referrals to  
HWC

## Case Study: Lived Experience Forum

Established in December 2022, the lived experience forum is for people with, or have a family member who has experience of using alcohol and drug services. The group meets monthly to share their experiences and help inform the work of the Alcohol and Drug Partnership.

*"The Lived Experience Forum is fantastic! It's a very relaxed informal space where people in addiction recovery come together to chat and help each other. They've got a great set-up, bringing in all the right folks and really listening to what everyone has to say. It's like they're totally open to new ideas and ways to improve things. I think it's a fantastic group. They're doing an amazing job of supporting each other and figuring out what works in the fight against addiction. Keep up the awesome work!"*

## Performance indicators:

The following two Performance Scorecard indicators show mixed performance. Alcohol related hospital stays is well within target and the target will be reviewed in 2023 / 24. Work is ongoing to improve Alcohol and Drug Waiting times to increase performance in this area.

### Alcohol Related Hospital Stays

At Q3 December 2022, the rate of alcohol related hospital stays per 1,000 population (rolling year data) was 6.3 and below the target of 8.9 - green status.

### Alcohol and Drug Waiting Times

At Q3 December 2022, Alcohol and Drug waiting times for referral to treatment within three weeks was 76.3% against a local target of 91.5% – red status.



# Executive Summary: Progress Overview

## Two key areas of performance:

1. 2022-23 Performance Scorecard.
2. Strategic Delivery Plan Year 1 progress;

### 1. Performance Scorecard

Our financial year-end 2022-23 Performance Scorecard (Appendix 1) highlights Renfrewshire's performance against national, NHS Board and local key performance indicators, and the National Core Integration Indicator set at Appendix 2.

Overall improved position compared to 2021-22 as shown below:

Performance Indicator Status	2022/23	2021/22
	Alert: 12	Alert: 13
	Warning: 6	Warning: 10
	Target achieved: 22	Target achieved: 16
	No targets: 11	No targets: 18

# Performance Scorecard: Highlights

## Achievements include:



A significant improvement in waiting times for our CAMHS (Child and Adolescent Mental Health) Service. Performance has increased from 58.8% at March 2022 to 100% at March 2023 for the percentage of patients seen within 18 weeks.



The number of Homecare hours provided (rate per 1,000 population 65+), has increased from 411 at March 2022 to 444 at March 2023 against a target of 420.



The percentage of routine Occupational Therapy referrals allocated within 9 weeks has increased from 68% at March 2022 to 92% at March 2023 against a target of 45%.



The percentage of new referrals to the Podiatry Service in Renfrewshire, seen within 4 weeks, has seen a substantial increase - from 41.4% at March 22 to 94% at March 2023 against a target of 90%.



The number of adult support plans completed for carers (18+) by the Carers Centre has increased from 148 at March 2022 to 203 against a target of 145.



The percentage of complaints we responded to within 20 days has been maintained at 90% at March 2023 against a target of 70%.

## Delayed Discharges

Within a national context, Renfrewshire was once again the highest performing HSCP area in Scotland at March 2023 for standard delays, with 137 bed days lost. This equated to a rate of 93 per 100,000 population. The national average rate at March 2023 was 874 and the Greater Glasgow and Clyde average was 676.6 per 100,000 population.

## Unscheduled Care

2022-23 performance is on track to see an improvement across all indicators (A&E attendances, emergency admissions, delayed discharges etc.) compared with 2021-22. The number of delayed discharge bed days lost in 2022-23 decreased by 23% to 7,066, compared with 9,177 for 2021-22. 9,122 were recorded for 2019-20. In 2020/21, during the peak of the pandemic, the number reduced to 8,759.



# Performance Scorecard: Areas for Improvement

2022-23 has been another challenging year for performance and the areas below will continue to be closely monitored as we move into the 2023-24 reporting year.



## **Service Waiting Times**

Challenges remain in Community Mental Health Services, Paediatric Speech and Language Therapy, and in some areas of Podiatry Services. Referrals continue to increase for these services, however actions are in place to manage the growing demand as urgent care remains a priority.



## **Sickness Absence**

Plans are in place to address ongoing sickness absence challenges. These include HR support for training and to identify areas that require additional support. Health improvement activities and support through Healthy Working Lives (HWL) is also ongoing to help raise employee awareness of health issues.



## **Anticipatory Care Planning**

Renfrewshire's Anticipatory Care Group is leading on performance improvement, with an action plan in place and a rolling programme of staff training underway across the Partnership. Linked to NHSGGC Board-wide improvement work, this aims to improve performance, staff confidence and the quality of ACP conversations. Plans will be recorded on Clinical Portal, so they are visible to all services.

# Executive Summary: Progress Overview

## 2. Strategic Plan

- Monitored by annual Strategic Delivery Plans;
- Year 1 - strong progress against the 120 deliverables per Table 1 below:

Strategic Plan Deliverables	Red	Amber	Green
Total	5	10	105

### 15 deliverables not on track for completion by the end of Year 1:

- 10 underway but delayed
- 5 paused due to resource constraints or requirement to reflect national strategies not yet published.

# Strategic Delivery Plan Year 1 – Key Achievements

## Highlights from Year 1 include:



An increase in referrals to the Healthier Wealthier Children programme from families from ethnic minority backgrounds.



Agreement of a pathway for the Home First Response Service across acute and community services.



All GP practices in Renfrewshire now have an aligned Community Link Worker.



The number of new carers supported by the Carers Centre increased from 963 at March 2022 to 1,027 at March 2023 against a target of 913.



We developed a Market Facilitation Plan to help existing partners, and prospective provider organisations, to make informed business decisions about future service delivery.



A Culture, Arts, Health and Social Care (CAHSC) Co-ordinator has been recruited to increase opportunities for people to take part in arts and cultural activity.



13 new treatment rooms have been opened in Renfrewshire to enable residents to receive the right care at the right time and in the right place.



Alcohol, Drugs and Mental Health Recovery Hub, CIRCLE officially opened and is fully operational receiving over 200 referrals since its launch.



We developed a Climate Change Action Plan to support Renfrewshire's Plan for Net Zero.



We launched the pilot phase of the Home First Response Service, taking a NHSGGC whole system approach to the management and assessment of frailty – see page 24 for more information.

# Strategic Delivery Plan Year 1 – Deliverables Behind Schedule or Paused

## External factors:



Due to the delay in the national strategy, Renfrewshire's Dementia Strategy will now be progressed in Year 2.



HSCP governance and resourcing plan to respond to National Care Service proposals will be developed once next steps are confirmed by the Scottish Government.



Housing: 1) Increase the number and % of social rented lets to homeless people – relevant data to be confirmed as currently provisional.

Housing: 2) undertake a review of advice services across Renfrewshire; 3) evaluate the social prescribing model of housing support. These are both subject to Council review. See notes HC5.1 and 5.2 on page 46.

## Capacity or resource constraints:



Transition from CAMHS to Adult Mental Health Services. Monthly meetings in place but pilot paused due to resource issues. See note ENF6.2 on page 29.



Reduce podiatry pressure ulcers and avoidable pressure damage. An Improvement Plan and Learning Health Systems Network is in place. See Note LP3.2 on page 49.



Agree next phase of Health and Wellbeing initiatives. SPG is considering our priorities in light of financial pressures. See Note SF4.2 on page 38.



HSCP Digital Vision, objectives and priorities agreed with partners. Work underway but behind schedule. See Note EN2.2 on page 42.



LGBTQ+ Charter delayed due to resource prioritisation.

## Other deliverables not on schedule:



Winter Funding: 45.84 WTE posts have been filled from winter monies. Some posts have been reallocated to other projects and the remaining are being recruited to.



Refresh the HSCP's Participation, Engagement and Communication (PEC) Strategy and implement a supporting PEC group. Delayed due to resource prioritisation.



Deliver Sensitive Routine Enquiry training as part of our commitment to tackling Gender Based Violence (GBV). Embedded in Children and Families teams but resource prioritisation has paused further rollout. See Note HF3.1 on page 15.



Increase short break hours for unpaid carers. Efficient self-directed support process has reduced requirement for Carers' Centre respite. See Note SF6.2 on page 39.

## Next Steps

- Subject to IJB approval, 2022-23 Annual Performance Report will be published by 31 July 2023
- In September 2023, the IJB will be asked to approve:
  - 2023-24 Performance Scorecard
  - Year 2 Strategic Delivery Plan
- Mid-year performance update brought to January 2024 IJB meeting
- 2023-24 Annual Performance Report presented at the June 2024 meeting.

# Renfrewshire IJB Market Facilitation Plan 2023-2025

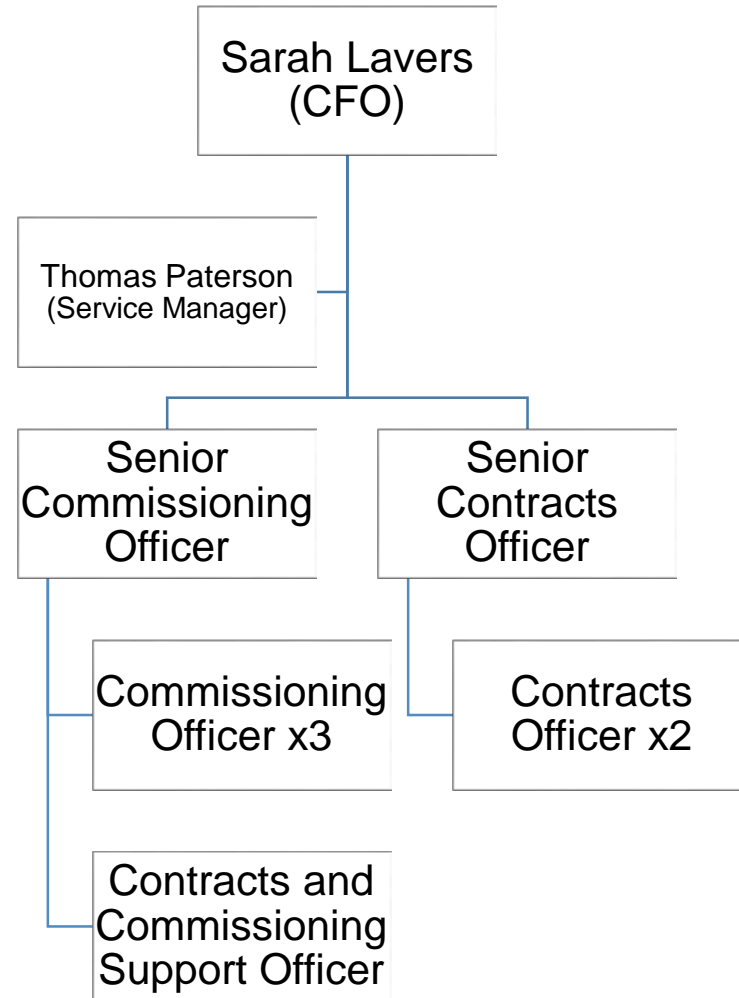
Renfrewshire IJB  
30 June 2023

Thomas Paterson  
Service Manager (Contracts and Commissioning)



Renfrewshire  
Health & Social Care  
Partnership

# Contracts and Commissioning Team



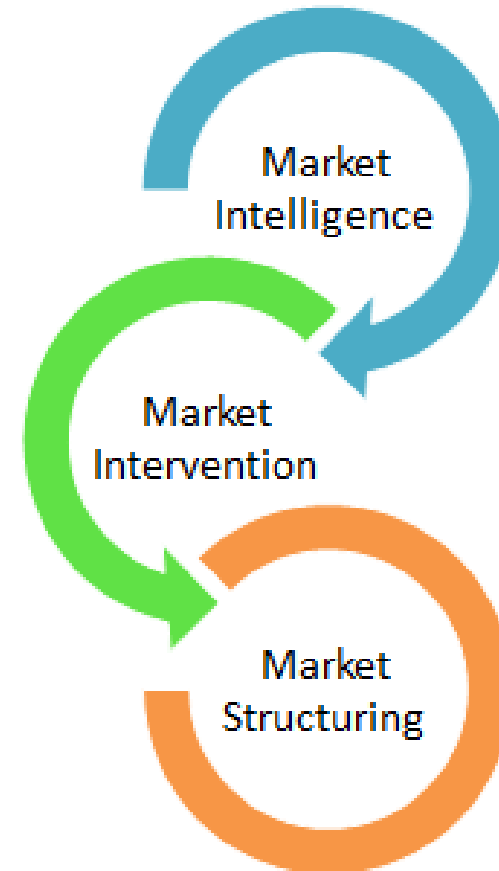
*“Based on a good understanding of need and demand, market facilitation is the process by which strategic commissioners ensure there is diverse, appropriate and affordable provision available to meet needs and deliver effective outcomes both now and in the future”*

**Scottish Government Procurement of care and support services: best practice guidance.**



# Market Facilitation Planning

- The development of market facilitation plans or statements, is a requirement under the Public Bodies (Joint Working) (Scotland) Act 2014.
- In March 2022, we published our Strategic Plan “Shaping Our Future” where we made a commitment to update our Market Facilitation Plan, taking into account the impact of the COVID 19 pandemic on the nature and demand for our services.
- The purpose of this market facilitation plan is to help providers of health and social care services make informed business decisions and plan for future service delivery in Renfrewshire.



# Developing our Market Facilitation Plan

## Collaboration and development

- RHSCP Provider Event (December 2022). This event was attended virtually by 40+ individuals from a range of organisations
- Focussed discussions with 5 national providers who do not currently deliver services in Renfrewshire
- Presentation to the RHSCP SPG (Strategic Planning Group) Third Sector Group – February 2023
- RHSCP Provider Event May 2023 – 50+ individuals attended from a range of contracted and non-contracted provider organisations operating in Renfrewshire
- Review of all published MF plans in Scotland in last 5 years
- Close working across all Operational teams, Commissioning, Change and Improvement as well as input from Public Health Scotland



## Key areas of Plan

- Overview of Strategic context
- Demographics
- Renfrewshire Geography
- Finance
- Service Area Priorities
- Renfrewshire Contracts and Commissioning Approaches
- Key Market Messages

# Key Market Messages

## Demand



The demand for social care services will continue to increase in Renfrewshire. However, as noted in section 3, this will not be matched by an equivalent increase in public spending. It is our collective duty to continue to deliver sustainable models of care and support within this context.

We will continue to prioritise people with the highest level of need and ensure vulnerable people are supported. As a result, we must maximise the use of other community resources to help support individuals with lower-level needs.

We are committed to co-producing solutions with provider organisations with a transparent view of the resources available. Section 2 of this plan provides detailed information to the marketplace on the demographics of Renfrewshire, which will assist provider organisations with their future business planning.

## Technology Enabled Care and Support



We recognise the developments being made in the TECS sector and are keen to increase our use of technology in the coming years. We are keen to work with provider organisations who specialise in the use of technology to discuss how this may be of benefit to Renfrewshire residents.

## Commissioning for Outcomes



We recognise the work carried out by the Coalition of Care and Support Providers in Scotland (CCPS) and others regarding Commissioning for Outcomes. Our intention was to move towards an outcome-focused model during the lifetime of our current Supported Living contracts, however this was put on hold during the COVID response.

We are currently considering a revised approach which would include the inclusion of outcome focused commissioning in the next iteration of our Supported Living Contracts. This will however require significant changes to established practice.

## Innovation



As previously noted in this plan, we recognise and value the skills and experience of partner organisations and commit to an open-door policy on new and innovative social care responses. Our contracts and commissioning team are keen to engage with providers who are involved in innovative responses elsewhere.

# Key Market Messages

## Accommodation based services



Like many other areas of Scotland, demand for new property in Renfrewshire is significant. We are working with Renfrewshire Council and Registered Social Landlords to identify new accommodation for social care services. We also welcome prospective providers who can source new accommodation, which would meet the needs of individuals who have been assessed as requiring support in these settings.

## Care at Home



Demand for care at home services in Renfrewshire outstrips supply. We will be going to tender to establish a new Care at Home and Housing support framework commencing in early 2024.

Our intention is to increase capacity and ensure the delivery of high-quality service provision to individuals supported in their own home.

It is also important to recognise the increasing demand for more complex care at home service provision.

Effective provider engagement at an operational and strategic level is crucial in ensuring our ability to plan and deliver Care at Home services

## Self-Directed Support



In our 2019 Market Facilitation Plan, we alerted the market that increasingly, the purchaser of social care will be the service user as opposed to the HSCP. As such, providers should consider how to best market their services. The use of SDS Option 1 (a direct payment, which is a payment to a person or third party to purchase their own support) and Option 2 (the person directs the available support and the HSCP pays) has increased in the last four years and this trend is likely to continue over the lifetime of this plan.

## Staff Support



It is crucial that social care staff are properly supported and remunerated by their employers and paid at least the living wage.

Ensuring the mental health and wellbeing of our workforce is also a key priority of Renfrewshire HSCP - and we will seek to ensure that all contracted providers fulfil their own obligations to their workforce in line with national standards.

This area links closely to our [Workforce Plan 2022-25](#) and the [Scottish Government's National Workforce Strategy for Health and Social Care](#), published in March 2022 which describes 5 Pillars (Plan, Attract, Employ, Train, Nurture). It is our collective duty to ensure the health and social care workforce in Renfrewshire can respond effectively to changing needs, and the expectation is that partners and providers work with us to that end.

# Key Market Messages

## External Factors



The rising cost of living in Scotland will have an impact on people who use services, as well as the staff who work in them. Public Health Scotland published a Rapid Health Impact Assessment in December 2022 (<https://publichealthscotland.scot/media/16542/population-health-impacts-of-the-rising-cost-of-living-in-scotland-a-rapid-health-impact-assessment.pdf>) which evidences a range of issues that are likely to occur as a result of price inflation and the impact these will have on health inequalities and mortality rates.

The report specifically identifies Older People, People with Disabilities and Carers as groups which are likely to be impacted most severely.

Our collective duty therefore is to ensure that our resources are targeted where they are most required and that both the HSCP and partner organisations are aware of, and responsive to, the impact of cost-of-living pressures on the population.

