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**To: Renfrewshire Integration Joint Board**

**On: 31 January 2020**

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**Report by: Chief Officer**

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**Subject: Performance Management Report**

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**1. Summary**

1.1 The purpose of this report is to update members on performance benchmarking analysis against national indicators which was carried out in December 2019, and highlights some of the work being undertaken locally to better manage demand and improve outcomes.

1.2 Renfrewshire HSCP measured performance against the other Health and Social Care Partnerships within the Greater Glasgow and Clyde area (East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde and West Dunbartonshire) and also within our 'Family Group', as determined by Healthcare Improvement Scotland. Our Family Group consists of Stirling, Clackmannanshire, Dumfries & Galloway, Falkirk, Fife, South Ayrshire, South Lanarkshire and West Lothian. Councils are arranged in 'family groups' so the comparisons are similar in terms of the type of population (e.g. relative deprivation and affluence) and the type of area (e.g. urban, semi-rural, rural).

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**2. Recommendation**

It is recommended the IJB:

- Note the contents of this report.
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**3. Benchmarking Performance in 2019/20**

3.1 This analysis is based on the most recent National Core Suite of Integration Indicators data (Appendices 1 and 2) and the most up to date data from the ScotPHO Health and Wellbeing Profiles (Appendices 3 and 4), which are updated quarterly, annually and bi-annually depending on the frequency of the data. These present a range of indicators to provide an overview of health and its wider determinants at a local level.

3.2 Results from the 2019 Survey are expected to be published in April 2020 and we will bring a full comparison of results to a future IJB meeting once available.

3.3 In Appendices 1 and 2, the benchmarking tables provide Renfrewshire data for the National Core Integration Indicators, comparing our

performance against the national average, our HSCP family group (Appendix 1); and all NHS Greater Glasgow and Clyde HSCPs (Appendix 2).

- 3.4 In Appendices 3 and 4, the benchmarking tables provide Renfrewshire data for the Health and Wellbeing Profile Indicators, comparing our performance against the national average, our HSCP family group (Appendix 3); and all NHS Greater Glasgow and Clyde HSCPs (Appendix 4).
- 3.5 The tables are coloured to show where performance is similar, better or worse than the Scottish average and also show the best overall group result.
- Pink: the same as the Scottish average
  - Green: better than the Scottish average
  - Orange: less favourable than the Scottish average
  - Blue: the best Group result.

### **National Core Integration Indicators: Family Group and GGC HSCPs (Appendices 1 and 2)**

- 3.6 Indicators 1-9 from the Core Suite of Integration Indicators come from the National Health and Care Experience Survey which is carried out every two years and asks for people's experiences of: accessing and using their GP practice and Out of Hours services; aspects of care and support provided by local authorities and other organisations; and caring responsibilities and related support.
- 3.7 The analysis for indicators 1 – 9 is based on the most recent Health and Care Experience Survey carried out in 2017/18. In Renfrewshire we had a 20% response rate, below the national response rate of 22%. The sample size was 20,694 and 4,074 survey responses were completed in Renfrewshire.
- 3.8 Renfrewshire had the best Family Group result for two indicators:
- Readmission to hospital within 28 days (rate per 1,000 population)
  - Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population.
- 3.9 Renfrewshire is similar or above the Family Group average for another three indicators:
- The percentage of people with a positive experience of the care provided by their GP
  - Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections
  - The percentage of adults with intensive care needs receiving care at home.

3.10 Renfrewshire's performance is below the national average for 12 of the 19 indicators, although for some of these the difference is small e.g. indicator 8 on carers; indicator 12 on emergency admissions; and indicator 15 on the proportion of last 6 months of life spent at home or a community setting. Section 4 has more detail on what we are doing to improve performance on these indicators.

3.11 Of the NHS Greater Glasgow & Clyde HSCPs, the best results for the National Core Integration Indicators are in East Dunbartonshire HSCP.

### **Health and Wellbeing Profile Indicators – Family Group (Appendix 3)**

3.12 Renfrewshire's results are poorer than the Scottish average in all but two indicators, Child Healthy Weight in Primary 1 (%) and Deaths from Suicide (rate per 100,000 population). Renfrewshire also has a number of indicators that are less favourable than the Family Group HSCP average e.g. Alcohol Related Hospital Stays and Alcohol Related Mortality. Reducing Alcohol Related Hospital Stays and Alcohol Related Mortality is a key priority for the HSCP and Section 4 details some of the work we are doing to improve on these indicators.

3.13 Overall, the best results for the Health and Wellbeing Profile indicators are in Stirling.

### **Health and Wellbeing Profile Indicators – Greater Glasgow & Clyde HSCPs (Appendix 4)**

3.14 Renfrewshire's results are better than the Greater Glasgow & Clyde average for Alcohol Related Mortality, Deaths from Suicide (rate per 100,000 population), and Drug Related Hospital Stays (rate per 100,000 population).

3.15 The best results for these indicators are in East Renfrewshire and East Dunbartonshire HSCPs.

### **2019/2020 Comparison**

3.16 Comparing results year on year, performance has deteriorated for two National Core Indicators in Renfrewshire: 'Proportion of last 6 months of life spent at home or in a community setting' which was 89% in January 2019 and is now 87% at January 2020; and Renfrewshire's 'Falls rate per 1,000 population', which increased from 19 to 22, although it remains in line with the Scottish average fall rate. Section 4 has more detail on our work to improve performance in relation to these 2 indicators.

3.17 There are two new indicators included in the Health & Wellbeing Profile, against which Renfrewshire is doing well when comparing our results against the Scottish average. For the 'Child Healthy Weight in P1' indicator Renfrewshire has a rate of 76.7% which is slightly above the Scottish average of 76.5%. Results for the 'Healthy Birthweight' indicator show Renfrewshire at 85.1%, above the Scottish average of

83.5%. However these results cannot be compared with 2019 data as they have replaced the previous indicators 'Child Obesity in P1 and 'Low Birthweight '.

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#### **4. Managing Demand and Improving Outcomes**

- 4.1 Renfrewshire HSCP remains committed to providing the best possible outcomes for our communities. We have adopted the Scottish Government's Health and Social Care Standards which are underpinned by the five principles of; dignity and respect; compassion; inclusion; responsive care; and support and wellbeing.
- 4.2 As a result individuals can expect to:
1. Experience high quality care and support that is right for them.
  2. Be fully involved in all decisions about their care and support.
  3. Have confidence in the people who support and care for them.
  4. Have confidence in the organisation providing their care and support.
  5. Experience a high quality environment.
- 4.3 The Partnership remains proactive in its approach to addressing performance in a variety of ways. Some key areas of focus including alcohol, support for carers, end of life care, and falls prevention are highlighted in sections 4.3 to 4.6.
- 4.4 Work is ongoing in Renfrewshire to help improve life outcomes for people in our communities affected by alcohol and drugs. Renfrewshire Community Planning Partnership's Alcohol and Drugs Commission, which is one of the first of its kind in Scotland, is working to build a true picture of alcohol and drug use across Renfrewshire. The Commission is engaging with service users to determine future priorities to address alcohol and drug issues.
- 4.5 We are also in the process of appointing to an Alcohol Brief Intervention post. Brief interventions have proven to be an effective and evidenced-based early intervention for individuals who are drinking at hazardous and harmful levels to moderate their level of drinking and thereby reduce their risk of developing more serious alcohol-related problems. Brief interventions provide an important opportunity to highlight potentially harmful behaviours and provide individuals with the tools to make informed choices about how they drink and reduce the risk to their health.
- 4.6 Two new alcohol out-reach nurse posts will also be appointed to in early 2020. These posts will target those individuals who do not currently engage with community services to help improve their life outcomes while reducing attendances at the Emergency Department. This will further enhance the work of the two Navigator posts who started at the Royal Alexandra Hospital in November 2019.

- 4.7 Renfrewshire is slightly below the national average for Indicator 8 – total combined % carers who feel supported to continue in their caring role (Renfrewshire: 36%; Scotland: 37%). Carers make a significant and highly valued contribution to those they care for and the wider community of Renfrewshire. In collaboration with carers and our partners, the HSCP is developing a Carers' Strategy for 2020-22. The Strategy recognises the contribution carers make and sets out how we will support carers to continue in their caring role whilst not compromising their own health and wellbeing. Previous local surveys have indicated higher levels of satisfaction with support received.
- 4.8 Renfrewshire is slightly above the national average for Indicator 12 - emergency admission rate per 100,000 population for adults (Renfrewshire: 12,404; Scotland: 12,195) and slightly below the national average for Indicator 15 – proportion of last 6 months of life spent at home or in a community setting (Renfrewshire: 87%; Scotland: 88%). The HSCP is developing a Palliative Care Strategy to improve the quality of life of patients and support their families, living and dealing with a life limiting illness, ensuring everyone receives person centred, dignified and compassionate care and individual choices are respected. We also work closely with the two hospices in Renfrewshire, Accord and St. Vincent's and have a planning session in February organised to review future hospice service provision and palliative and end of life care in Renfrewshire.
- 4.9 Our work with partners to reduce falls in Renfrewshire includes three local Falls Prevention Groups. Each group has a slightly different focus, although the overarching principles are to support active ageing, promote self-management, physical activity and person-centred plans in order to help reduce or prevent injuries from falls, particularly in our older population.
- 4.10 Work is also underway to produce a Strategic Commissioning Plan for Unscheduled Care Services in NHS Greater Glasgow and Clyde. Our services are facing an unprecedented level of demand and major change is required to meet this demand and provide patient centred care.
- 4.11 The plan includes a major public awareness campaign to ensure people know what services to access for their needs, so they are seen by the right person, at the right time, and in the right place. We want people to remain at home or be supported in other community settings where appropriate, in order to reduce demand on emergency departments.
- 4.12 Renfrewshire's GMS Contract/Primary Care Improvement Plan (PCIP) - work is ongoing to expand teams of HSCP and NHS Board employed health professionals to support patients who do not need to be seen by a General Practitioner (GP).

- 4.13            There has been positive progress made in Renfrewshire including:
- Almost 2,000 housebound patients/carers vaccinated by the HSCP Flu Team in 2019.
  - Pre-school Community Immunisation Clinics are in place.
  - School-based vaccinations are being provided by the NHSGGC School Health Immunisation Team.
  - Additional Pharmacist & Pharmacy Technician support is freeing up more GP time.
  - 19 GP practices are benefiting from a new Phlebotomy Service.
  - 2.6 new Advanced Nurse Practitioners have been aligned to 5 GP practices.
  - 2.6 new Advanced Physiotherapy Practitioners have been aligned to 5 GP practices
  - Community Link Workers have been aligned to all 29 GP practices in Renfrewshire.
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## **5.                Next Steps**

- 5.1            Through our emerging Transformation Programme, the HSCP Senior Management Team will work with partners to identify and implement evidence-based approaches that seek to improve outcomes for individuals and communities in Renfrewshire.
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## **Implications of the Report**

1.            **Financial** – None
  2.            **HR & Organisational Development** – None
  3.            **Community Planning** – None
  4.            **Legal** – Meets the obligations under clause 4/4 of the Integration Scheme.
  5.            **Property/Assets** – None
  6.            **Information Technology** – None
  7.            **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report.
  8.            **Health & Safety** – None
  9.            **Procurement** – None
  10.          **Risk** – None
  11.          **Privacy Impact** – None
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**List of Background Papers** – None.

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## National Core Integration Indicators - HSCP Family Group - October 2019

	INDICATOR	SCOTLAND	Renfrewshire	Family Group Average	% difference between Renfrewshire & Family Group Average	Stirling	Clack'shire	Dumfries & Galloway	South Ayrshire	South Lanarkshire	West Lothian	Fife	Falkirk
1	Percentage of adults able to look after their health very well or quite well	93	93	93	-	94	93	93	94	92	92	94	92
2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	81	79	81	-2	84	77	85	82	81	80	82	83
3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	76	73	75	-2	73	74	80	77	69	77	74	76
4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	74	71	77	-6	76	77	83	85	74	76	75	72
5	Total % of adults receiving any care or support who rated it as excellent or good	80	76	80	-4	79	75	85	85	78	84	81	81
6	Percentage of people with positive experience of the care provided by their GP practice	83	84	83	1	86	87	86	88	81	75	81	81
7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	80	79	81	-2	81	76	86	87	82	82	80	78
8	Total combined % carers who feel supported to continue in their caring role	37	36	37	-1	38	39	40	36	32	42	32	37
9	Percentage of adults supported at home who agreed they felt safe	83	81	84	-3	88	83	87	85	82	85	84	84
10	Percentage of staff who say they would recommend their workplace as a good place to work	INDICATOR UNDER DEVELOPMENT											
11	Premature mortality rate per 100,000 persons; by calendar year	432	465	408	14% higher	353	402	318	419	421	434	410	449
12	Emergency admission rate per 100,000 population for adults	12,195	12,404	12,751	2.7% lower	9,157	11,128	13,114	17,899	14,594	11,853	13,215	11,391
13	Emergency bed day rate per 100,000 population for adults	116,485	129,952	122,290	6.3% higher	96,973	119,305	132,707	158,844	117,090	101,083	118,593	126,067
14	Readmission to hospital within 28 days (rate per 1,000 population)	103	88	105	16.2% lower	99	109	90	127	98	109	114	114
15	Proportion of last 6 months of life spent at home or in a community setting	88%	87%	87%	-	89%	86%	88%	86%	88%	88%	89%	86%
16	Falls rate per 1,000 population aged 65+	22	22	21	4.8% higher	20	19	18	24	22	20	26	22
17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	82%	87%	86%	1% higher	92%	97%	81%	80%	83%	85%	86%	86%
18	Percentage of adults with intensive care needs receiving care at home	62	63	63	-	64	71	62	61	61	69	55	65
19	Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population	793	246	827	336% lower	540	654	608	1,354	1,025	1,214	628	1,178
20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	24%	26%	25%	1% higher	22%	24%	26%	29%	24%	23%	26%	23%

Same as Scottish average  
 Better than Scottish average  
 Worse than Scottish average  
 Best result of Group







## National Core Integration Indicators - Greater Glasgow and Clyde HSCPs - October 2019

No.	INDICATOR	SCOTLAND	Renfrewshire	Glasgow City	East Renfrewshire	East Dunbartonshire	West Dunbartonshire	Inverclyde
1	Percentage of adults able to look after their health very well or quite well	93	93	90	94	96	91	91
2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	81	79	82	74	84	81	80
3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	76	73	80	64	86	80	77
4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	74	71	77	60	84	79	79
5	Total % of adults receiving any care or support who rated it as excellent or good	80	76	79	77	84	81	83
6	Percentage of people with positive experience of the care provided by their GP practice	83	84	86	84	90	85	83
7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	80	79	80	76	83	79	77
8	Total combined % carers who feel supported to continue in their caring role	37	36	38	37	41	40	40
9	Percentage of adults supported at home who agreed they felt safe	83	81	85	82	87	89	84
10	Percentage of staff who say they would recommend their workplace as a good place to work	INDICATOR UNDER DEVELOPMENT						
11	Premature mortality rate per 100,000 persons; by calendar year	432	465	625	308	274	556	530
12	Emergency admission rate per 100,000 population for adults	12,195	12,404	13,021	10,330	11,454	13,994	14,838
13	Emergency bed day rate per 100,000 population for adults	116,485	129,952	132,839	111,604	110,137	128,185	152,797
14	Readmission to hospital within 28 days (rate per 1,000 population)	103	88	98	79	74	93	93
15	Proportion of last 6 months of life spent at home or in a community setting	88%	87%	87%	86%	89%	89%	87%
16	Falls rate per 1,000 population aged 65+	22	22	30	23	25	26	25
17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	82%	87%	86%	84%	81%	89%	87%
18	Percentage of adults with intensive care needs receiving care at home	62	63	58	64	63	68	66
19	Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population	793	246	458	170	357	332	87
20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	24%	26%	25%	22%	23%	23%	24%

Same as Scottish average  
 Better than Scottish average  
 Worse than Scottish average  
 Best result of Group





## Health and Wellbeing Profile Indicators - HSCP Family Group - October 2019

No.	INDICATOR	SCOTLAND	Renfrewshire	Family Group Average	% difference between Renfrewshire & Family Group Average	Stirling	Clack'shire	Dumfries & Galloway	South Ayrshire	South Lanarkshire	West Lothian	Fife	Falkirk
1	Alcohol related hospital stays (rate per 100,000 population)	676.3	853.4	625.0	36.5%	419.5	614.3	477.3	758.1	706.6	600.2	651.9	543.8
2	Alcohol related mortality (rate per 100,000 population)	20.2	23.3	17.7	31.6%	16.5	19.7	11.8	14.1	21.9	18.4	17.3	16.5
3	Babies exclusively breastfed at 6-8 weeks (%)	29.7	22.2	24.9	-2.7%	38.4	19.4	25.8	21.2	21.7	27.3	27.5	20.3
4	Child healthy weight in Primary 1 (%)	76.5	76.7	76.6	0.1%	78.5	75.6	74.9	78.0	77.0	75.5	76.6	77.0
5	Deaths from suicide (rate per 100,000 population)	13.2	11.3	13.3	-15.0%	10.7	19.1	12.1	11.9	12.1	11.8	13.5	17.0
6	Drug related hospital stays (rate per 100,000 population)	180.5	184.5	182.2	1.3%	143.3	184.1	191.6	242.7	157.0	173.0	219.5	143.8
7	Life expectancy females	81.1	80.2	81.0	-1.0%	82.3	80.6	81.8	80.8	80.7	80.8	81.2	80.6
8	Life expectancy males	77.1	76.4	77.5	-1.4%	78.7	76.7	77.8	77.5	76.8	78.3	77.6	77.3
9	Healthy birth weight (%)	83.5	82.4	82.6	-0.2%	84.2	82.4	82.2	79.9	83.0	81.5	83.3	84.7
10	Patients with emergency hospitalisations (rate per 100,000 population)	7,601.0	8,504.2	7,799.6	9.0%	6,415.6	7,004.4	7,482.7	9,451.2	8,423.4	8,118.5	7,407.5	7,389.3
11	Population prescribed drugs for depression/anxiety/psychosis (%)	18.8	20.4	19.9	0.5%	16.6	21.8	19.01	21.3	20.9	19.2	19.6	20.1

Same as Scottish average  
 Better than Scottish average  
 Worse than Scottish average  
 Best result of all areas





## Health and Wellbeing Profile Indicators - Greater Glasgow &amp; Clyde HSCPs - October 2019

No.	INDICATOR	SCOTLAND	Renfrewshire	Greater Glasgow & Clyde	Glasgow City	East Renfrewshire	East Dunbartonshire	West Dunbartonshire	Inverclyde
1	Alcohol related hospital stays (rate per 100,000 population)	676.3	853.4	990.8	1,232.8	413.3	468.9	1,065.1	1,050.2
2	Alcohol related mortality (rate per 100,000 population)	20.2	23.3	27.6	34.9	12.9	11.9	27.4	31.1
3	Babies exclusively breastfed at 6-8 weeks (%)	29.7	22.2	26.7	27.6	39.7	35.5	17.2	15.1
4	Child healthy weight in Primary 1 (%)	76.5	76.7	77.5	75.8	83.0	80.0	79.5	77.7
5	Deaths from suicide (rate per 100,000 population)	13.2	11.3	12.7	14.4	9.5	9.1	13.2	12.6
6	Drug related hospital stays (rate per 100,000 population)	180.5	184.5	248.7	315.8	71.6	85.4	244.3	331.9
7	Life expectancy females	81.1	80.2	80.1	78.9	83.5	83.5	78.9	80.1
8	Life expectancy males	77.1	76.4	75.3	73.4	80.1	80.1	74.7	75.6
9	Healthy birth weight (%)	83.5	82.4	85.1	85.9	85.0	84.4	84.7	85.7
10	Patients with emergency hospitalisations (rate per 100,000 population)	7,601.0	8,504.2	8,594.5	9,404.2	6,762.1	7,212.1	8,499.6	8,753.0
11	Population prescribed drugs for depression/anxiety/psychosis (%)	18.8	20.4	20.2	20.6	16.4	17.7	22.3	22.5

Same as Scottish average  
 Better than Scottish average  
 Worse than Scottish average  
 Best result of all areas

