



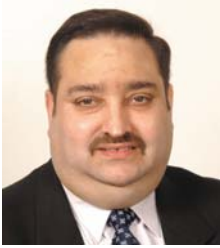
West Glasgow Community Health and Care Partnership

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Towards better health and care services*

**Draft Plan
2007 – 2010**

Short Version

FOREWORD



I am pleased to welcome you to the first three-year Plan, 2007-2010 for West Glasgow Community Health and Care Partnership (CHCP).

The title of the Plan *Towards better local health and care services*, sums up our primary objective and the Plan itself sets out in an explicit and transparent way how we intend to achieve that objective.

Over the last year our work has focussed on working in partnership with many organisations to improve the health and wellbeing of the resident population in West Glasgow. We have made considerable inroads towards improving the performance of services and in developing health-improving service models which focus on responding to the needs of vulnerable people and the most deprived local communities. The Plan will enable us to maintain a clear sense of direction as we approach the next phase of change and public sector reform in Glasgow, and I hope it will help you to understand our priorities. I hope you find the Plan interesting and informative.

I would urge you to engage with us as we roll out the various actions, tell us about your experiences of our services and help us to identify and shape future priorities as new information about needs comes to light. We look forward to hearing from you.

Bailie Hanzala Malik JP

Chair

West Glasgow CHCP Committee

Introduction

This is a short, accessible version of the three-year Plan for West Glasgow Community Health and Care Partnership (CHCP). It highlights our development priorities and aspirations for the next three years, 2007 to 2010. The full version of the plan is available on our web site www.chps.org/westglasgow or you can request a copy by 'phoning us on 0141 211 0270 or writing to us at:

West Glasgow CHCP
P.O. Box 1055
Glasgow G11 9BH

The CHCP provides local primary care, community health and social work services to a resident population of 136,458 and 174,000 people are registered with General Practitioners (GPs) in the area. Within our geographical area there are communities with widely contrasting need- forty one percent of the local population lives in the 15% most deprived areas, while 9% live in the most affluent areas. Our new three-year Plan explains the actions we will take to address their differing health and care needs and the range of issues we have identified. In order to produce this plan,

- We listened to and weighed up the feedback we received from stakeholders last year when we produced our first Development Plan for 2006/07
- We reviewed our progress and performance against the objectives and actions we set last year
- We considered what we needed to do to implement new legislation in relation to Equalities.
- We learned from our joint work with other local Partnerships such as the two Community Planning Partnerships, the Community Safety Forums and the Local Housing Forums

1. Delivering the vision

Our job as a CHCP is to deliver our parent organisations' (NHS Greater Glasgow and Clyde and Glasgow City Council) vision for a healthy, economically active and inclusive community where gross health and social inequalities in the status of residents are unacceptable, effectively challenged and remedied.

To achieve this vision, we will work in partnership with other organisations, service users, carers and the public to improve the health, wellbeing and quality of life of the local population by refocusing or re-designing our services.

2. Our objectives, values and principles

Everything we do is aimed at

- Delivering better outcomes for service users through joined up services at local level which offer value for money
- Improving health and tackling inequalities

All our services, programmes and activities will reflect the following values and principles:

Values

Openness and transparency
Responsibility
Respect and empathy
Fairness
Effectiveness

Principles

Equity
Self-reliance
Coordination
Participation and engagement
Quality and best value

3. How we plan to improve local health and social care services

Our three-year plan does two things: it identifies local priorities which impact on the whole organisation and it sets out the actions we will take to help achieve the corporate objectives and targets set by NHS Greater Glasgow and Clyde and Glasgow City Council Social Work.

Our local priorities focus on

- Continuing to develop partnership and joint working arrangements especially through the Public Partnership Forum so that we can work together to plan services for the future.
- Improving employability. As the links between unemployment and poor health have negative effects on children living in workless households, we will work with Equal Access and Opportunities (the Local Enterprise Company) to implement a range of initiatives.
- Tackling alcohol misuse by making it easier for those who need help with drink problems to get it easily and working with our partners to develop prevention and community safety initiatives.
- Continuing with our programmes to redesign, improve and join up health and social care services as well as community and hospital services because in doing so we will reduce waiting times and make our services more effective.

Some of the priorities and actions in the Plan will take longer to achieve than others. Some will only be achieved with additional financial investment – so we have identified investment priorities for each service area in the CHCP and will do our best to attract the extra funding we require.

The priorities and objectives for each service area with the CHCP are outlined below.

Health improvement and tackling inequalities

We will aim to reduce the health inequalities and improve the wellbeing of residents by:

- Increasing the number of five year olds without dental disease, so 60% will have no signs of dental disease by 2010
- Encouraging more mothers to breastfeed their babies
- Increasing the number of children being immunised by GP's
- Implementing sexual health programmes for young people aimed at reducing teenage pregnancy in 13-15 year olds by 20% by 2010
- Encouraging more women to take up breast and cervical screening services
- Implementing a variety of targeted programmes such as those aimed at improving men's health, the wellbeing of older people, for vulnerable children and young people and people with alcohol and/or drug problems
- Supporting our care and treatment services to develop health-improving service models

Two specific pilot initiatives, the Impact Project and the Minority Ethnic Vulnerable Women's Project, will help us to develop more effective service responses to women who experience domestic violence and enable women from black and minority ethnic communities to access services more easily.

Our Health Improvement and Inequalities teams will also work with agencies in the community to develop prevention programmes, help people to remain healthy or adopt healthier lifestyles and generally support people to gain control over their lives.

Primary care

In the area of primary care services we will

- Make sure that everyone has access to a primary health care professional within 48 hours
- Develop plans for chronic disease management linked to general medical services by looking at the roles of diabetic nurses, older people's liaison nurses and community pharmacies
- Work with hospital services, social work services and other CHCPs to improve the management of long term conditions
- Improve services for stroke and cancer patients and increase prevention initiatives

Children's services

In the area of Children's Services we will

- Integrate Children's Services by joining health and social work teams together
- Deliver services which protect and support the most vulnerable children and families, shifting the balance of care for children to services within the community, by for example, increasing the number of children in foster care and reducing the number in residential care
- Ensure that children looked after by us receive a high quality service, for example, by increasing the number of reports submitted to the Children's Hearing within 20 days and by increasing by 10% a year the number of children who leave care having entered education, training or employment
- Implement a range of initiatives to address Youth Justice issues and the needs of children with conduct disorders
- Build a new Drumchapel Integrated Child and Family Centre

Services for Older people and people with physical disability

In the area of services for older people and people with physical disability we will

- Improve access to services and ensure that all services for older people work together to protect and support those who are vulnerable
- Reduce the number of times older people are admitted to hospital and shorten the time they spend there.
- Support more people to live safely and independently at home, improving the quality of their care and providing better support to their carers
- Reduce waiting times for assessment and support services for older people and people with physical disabilities
- Build a new Older People's Day Care Centre in Drumchapel

Mental health services

In the area of mental health services we will

- Reduce the number of admissions and the amount of time people spend in hospital by developing a new crisis service
- Deliver effective support to enable people to live independently in the in the community
- Improve the quality and effectiveness of interventions by for example changing pattern of prescribing of anti-depressants and introducing an annual physical health check for patients through local GP's
- Improve access to services by providing mental health awareness training for young women from black and minority ethnic communities to deliver culturally sensitive mental health first aid training
- Build a new mental health facility as an extension of the Centre for Community Health in Partick.

Addictions services

In the area of addictions services we will

- Reshape the way services are provided so that they are evenly distributed across the CHCP area and accessed more easily
- Make services more effective by looking at the roles of nursing and social care staff, reviewing the therapies we use and joining addictions services with services for children and those in the criminal justice system
- Enhance services for people with alcohol problems
- Support more people in the community and help them to access health improvement programmes, employability programmes and where necessary to obtain a place in an appropriate residential rehabilitation unit

Services for people with learning disabilities

In the area of learning disability services we will

- Support more service users to live independently in the community with support from Direct Payments
- Improve the quality of support we provide by ensuring that service users have an annual review of their care, access to regular health screening, health improvement and employability programmes
- Increasing the number of one-to-one support sessions we can offer day service users
- Develop a new respite centre in Drumchapel

Support for Carers

In relation to support for carers we will

- Improve access to services by working with Glasgow West Carers Centre to increase their capacity and pilot new models of support
- Ensure that the North West Carers Centre provides an effective service to our residents
- Monitor demand for services and unmet need and try to attract additional resources
- Do more to involve carers by setting up a Carers Forum for the CHCP, ensuring that they are actively engaged in the Public Partnership Forum as well as in other service planning groups
- Provide better information on services

Criminal Justice Social Work Services

In relation to criminal justice social work services we will

- Revise our team structures to improve working with other CHCP teams and external agencies to deliver joined-up services so that service users can begin to tackle the problems linked with their offending behaviour
- Improve risk assessment and introduce structured programmes that tackle offending behaviour and so that we focus our resources on the highest risk offenders
- Implement quality assurance measures by addressing the training needs of staff, and implement performance management arrangements to ensure we meet National Objectives and Standards

Homelessness and Housing

In relation to homelessness and housing, we will

- As part of implementing the Health and Homelessness Action Plan, develop joined up services for people who have experienced homelessness to make it easier for them to access the support they need to live independently in the community
- Support the most vulnerable families to maintain their tenancies and put in place arrangements to ensure that the views of service users are properly heard those providing services
- Re-focus and re-establish the local Homelessness Providers forum
- Develop mutually beneficial working relationships with local Housing Providers and the Local Housing Forum

Hosted services

We also manage some services that are delivered across the whole of the city or NHS Board area such as those for Sexual Health, Smoking Cessation, Primary Care Support and the Challenging Behaviour and Rehabilitation Service.

The priorities for each of these services over the next twelve months are outlined in the more detailed version of this Plan.

Other key initiatives

We have prioritised a number of initiatives because of the potential impact on and benefit to the CHCP as a whole and to service users in particular. They include

Integrated Transport

- Improving the coordination of, and access to Demand-Responsive Transport, that is transport which is determined by service users needs and is offered in areas that would not normally benefit from a regular bus service.

Prescribed medicines

- Improving prescribing practice to make better use of resources and reduce the number of patients receiving repeat prescriptions for anti-depressants.

4. Developing the organisation

To ensure the CHCP operates effectively, continuously develops and delivers good quality services, we will take action in the following areas

The Administrative infrastructure

- A range of actions designed to ensure that our administration processes, organisational systems and back-office functions are stream-lined, effective, fit-for-purpose and that they are customer focussed.

Human Resource management and Organisational Development

- Implement a range of actions to support staff health and well being to reduce the level absence due to illness
- Ensure that our staff are adequately trained, informed and supported to do their jobs by putting in place Personal Development Plans and producing a Learning and Development Plan.
- Implement an Organisational Development programme so that the CHCP and our staff are equipped to deliver what is expected and can adapt to new ways of working.

5. Partnership and communication

Developing partnerships, engaging with communities and creating good channels of communication with a variety of people, agencies, groups and communities are important to us. Therefore we will continue to develop the CHCP as an inclusive organisation by

- Supporting the Public Partnership Forum to develop and operate effectively and be inclusive of hard-to-reach and the so-called 'equalities' groups
- Implementing the National Standards for Community Engagement and incorporate them into the everyday practice of the CHCP, especially when we plan, redesign and review services
- Using a variety of methods and means to communicate with staff, service users and the wider community which will involve redesigning our website, producing new information and promotional material about our services, and organising a variety of targeted engagement events.

6. Finance and capital works

The CHCP's spends around £136 million a year on staffing and services. We are accountable to the health board and the city council for our expenditure. Our detailed Plan highlights:

- How this money is spent and the amounts allocated to the various services
- The cost pressures for 2007/08 and the efficiency savings we have to make in order to fund new investment priorities.
- Our capital programme. That is the amount of money we have been granted to build new facilities or for re-furbishing existing properties. We will produce a Capital Plan which sets out our priorities for new accommodation to fit in with the redesign of local services.

7. Monitoring performance and quality assurance

In order to ensure that we implement this plan over the next three years, achieve the objectives for the various services and deliver good quality services, we will:

- Implement a performance management and reporting framework to track progress
- Review our services against quality standards agreed at national level and,
- Use a variety of methods to get feedback from service users about their experiences

We will review the priorities in this plan on an annual basis and make the necessary changes in the context of new demands on the health service and the Council and the budget allocated to us by those organisations.

We would value your comments.