
Report To:	Inverclyde Integration Joint Board	Date:	23 June 2025
Report By:	Kate Rocks Chief Officer Inverclyde Health & Social Care Partnership	Report No:	IJB/82/2025/KR
Contact Officer:	Kate Rocks Chief Officer Inverclyde Health & Social Care Partnership	Contact No:	01475 715365
Subject:	Chief Officer's Report		

1.0 PURPOSE AND SUMMARY

1.1 ☐ For Decision ☒ For Information/Noting

1.2 The purpose of this report is to update the Integration Joint Board (IJB) on service developments which are not subject to the Integration Joint Board's (IJB's) agenda of the 23rd June 2025.

1.3 The report details updates on work underway across the Health and Social Care Partnership in relation to:

- **Delayed Discharge**
- **Mental Welfare Commission (MWC) End of Year Review**
- **Housing Contribution Statement – Update**
- **Celebrations for International Nurses Day and the Launch of NHSGGC Nursing and Midwifery Strategy – Leading the Way**

2.0 RECOMMENDATIONS

2.1 The Integration Joint Board (IJB) is asked to note the HSCP service updates and that future papers may be brought forward to the Integration Joint Board (IJB) as substantive agenda items.

Kate Rocks
Chief Officer
Inverclyde Health and Social Care Partnership

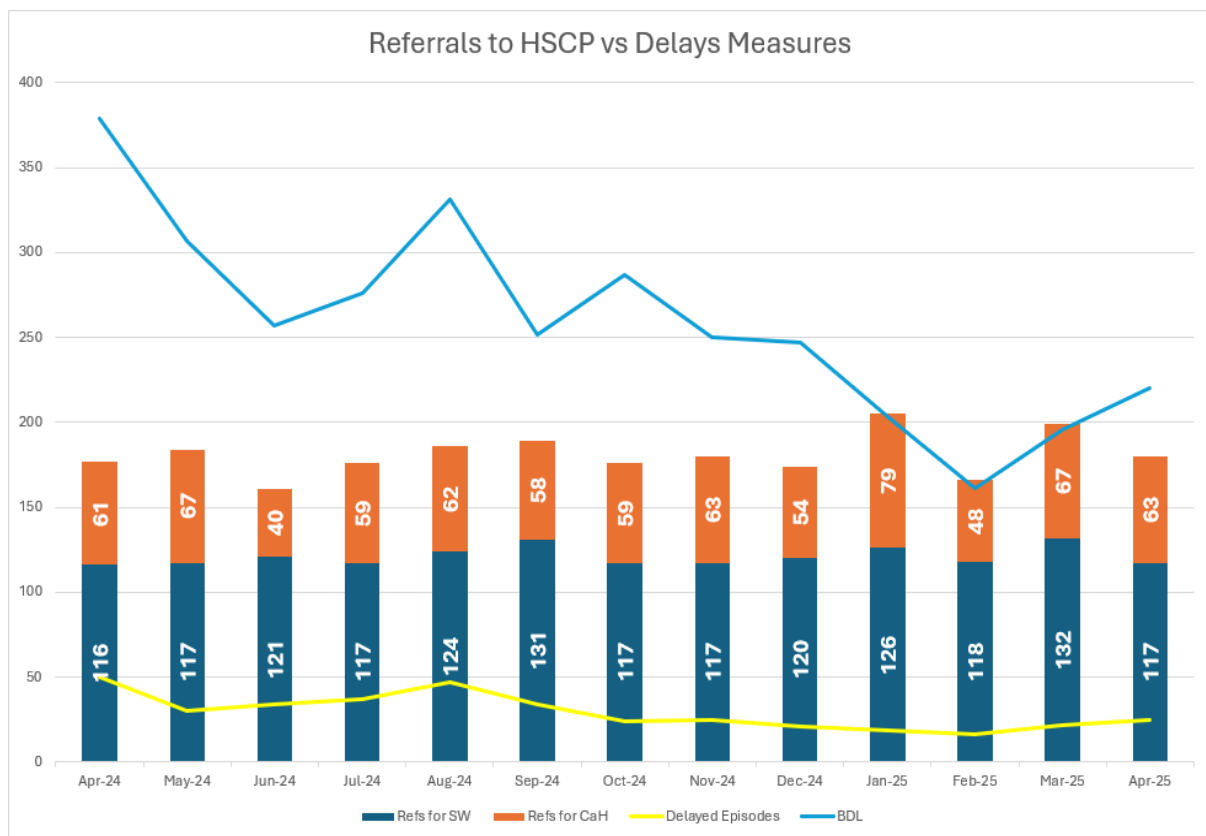
3.0 BUSINESS ITEMS

3.1 Delayed Discharge

Inverclyde HSCP continues to demonstrate exceptional performance. In December 2023 Inverclyde HSCP made a change to how delayed discharge is coordinated. We appointed a named responsible Service Manager who leads on ensuring delays are prevented across all HSCP specialty areas and all hospitals in Scotland. Simply put, if you are a resident in Inverclyde, no matter which hospital you are in, or which community team supports you, oversight of your discharge planning needs is monitored by one person. This allows Inverclyde HSCP to consider all the services we have in Inverclyde and identify opportunities to work together to discharge at the earliest opportunity.

The impact has been huge! Since this change has been made Inverclyde HSCP has consistently been ranked in the top 3 performing HSCP's in Scotland for delays and either top or joint top in the Greater Glasgow and Clyde area.

This improvement in performance is tantamount to the Inverclyde approach to delivering HSCP services. We strive to not work in silos, to collaborate and support each other for the benefit of our residents. The below graph shows the number of people requiring support to leave hospital has been sustained however there has been significant reduction in the number of individuals becoming delayed in hospital and in the number of bed days lost.



When people are delayed in hospital, we jointly agree what the cause of the delay is with acute colleagues, and an appropriate code is recorded to allow for monitoring of why people are becoming delayed. Locally we have had no delays while people wait for essential equipment or support from care at home. It takes the full system to work together to support people to return home from hospital when they are able, and our Joint Equipment Store and Care at Home play their parts in preventing delays.

3.2 Mental Welfare Commission for Scotland (MWC) End of Year Review

The Mental Welfare Commission recently held the End of Year review for NHSGGC for the year 2023/2024. During the meeting the Mental Welfare Commission noted the improvements in social work governance for Inverclyde HSCP.

They also noted, that while for this year they had highlighted concerns in terms of number of Significant Case Reviews (SCR) completed for patients detained under the Mental Health Act, they were pleased to hear about the significant improvement in this area since the commencement of the new Service Manager for Social Work in Mental Health services. With a reported 100% completion rate now for Significant Case Reviews (SCR).

They further commended Inverclyde HSCP on their performance and process in relation to timescales for completed guardianship orders which was the best performing for all partnerships in NHSGGC.

3.3 Housing Contribution Statement - Update

Inverclyde HSCP published the local Housing Contribution Statement (2024–2027) following IJB approval in May 2024. The purpose of the Housing Contribution Statement is to demonstrate how the HSCP and local housing services will work together to ensure adequate housing is available for all users of health and social care.

Both the HSCP and local housing partners recognise the positive impact that appropriate housing can have on the long-term health, wellbeing, and independence of local people.

The actions within the Housing Contribution Statement are aligned with Inverclyde's Local Housing Strategy, particularly Outcomes 2 and 3, which are especially relevant to the strategic direction of the HSCP. These outcomes are:

- **LHS Outcome 2:** People in Inverclyde find it easier to access and sustain a home.
- **LHS Outcome 3:** People in Inverclyde are supported to live independently and well at home.

These outcomes include a mix of actions to be delivered by local housing partners and HSCP colleagues.

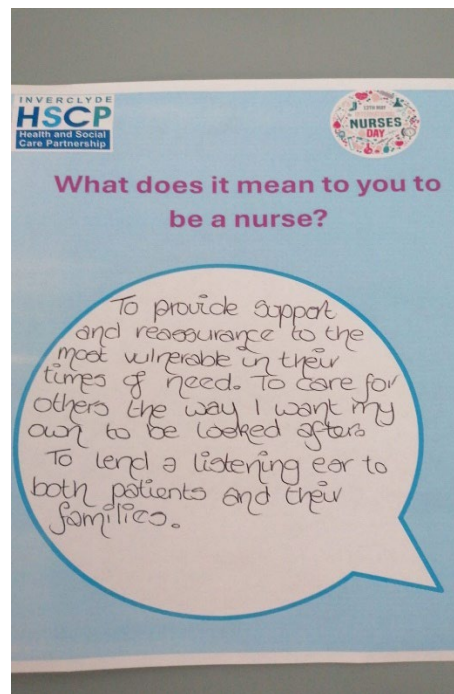
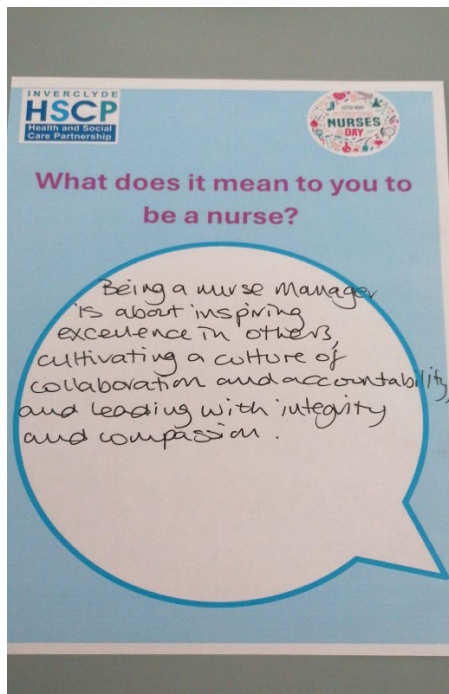
Since its initial publication, Inverclyde's Housing Strategy team has been reviewing the suitability and appropriateness of all actions within the LHS. This process has involved engagement with local housing strategy groups and individual action owners.

As a result, the action plan has been updated to include more meaningful and appropriate local actions. These updates are currently being finalised and uploaded to the Pentana information management system.

Once available, the Housing Contribution Statement will be updated to reflect the revised actions, and a revised version will be presented to the IJB following the summer recess. This will also include a progress update on all actions.

3.4 Celebrations for International Nurses Day and the launch of NHSGGC Nursing and Midwifery Strategy – Leading the Way

Nurses across Inverclyde HSCP had a lot to celebrate in May with International Nurses Day (12th May) where staff took time out to focus on their wellbeing and physical health with a Zumba dance at Greenock health centre, followed by tea and scones with some reflective time – thinking about what being a nurse means to them. These reflections were shared round the health centre as part of the celebrations for the launch of the NHSGGC Nursing and Midwifery Strategy – Leading the Way, the next day.



The Nursing and Midwifery Strategy for NHSGGC is the first of its kind and was agreed by the NHSGGC Board at the end of April 2025. The strategy was co-designed and co-developed in partnership with the nursing and midwifery workforce at all levels, and in every part of the organisation across NHSGGC.

The driver for the strategy was to recognise and capture the value that nurses and midwives bring, to allow the full potential of these professions at all levels and across the organisation. This ambition was achieved through a collaborative approach, which involved engaging with, listening to, and responding to what people identified as important to them.


The strategy seeks to build relationships, networks, and connections at a system-wide level, encouraging local ownership and accountability at team level and at the point of care. This will flow into the refreshed nursing and midwifery governance framework ensuring senior professional oversight, leadership, and assurance.

NHSGGC celebrated the launch of Leading the Way 2025-2029, Nursing and Midwifery Strategy on 13th May. Nurses from across the organisation enjoyed the celebration event hosted by NHSGGC at Glasgow's City Chambers bringing the strategic priorities to life including the importance of nurses 'caring for each other', a key theme for International Nurses Day this year. Guest speaker, Tim Keogh, author of a Kind Life shared his insights on kindness, wellbeing, and positive leadership.

Inverclyde HSCP nurses celebrated the launch of the strategy by sharing the strategy and video locally with all staff and playing the video throughout Greenock Health Centre. A stall was set up in the health centre with staff sharing the strategy with colleagues and those who use our services.

Leading the Way 2025-2029 and a link to the strategy resources can be accessed by the links below.



NHSGGC Nursing & Midwifery Strategy – 'Leading the Way'	 Leading the Way NM Strategy - 21 Jan 25 -
NHSGGC Nursing & Midwifery Strategy Video	https://youtu.be/eDaVfXzP3Gw

4.0 IMPLICATIONS

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

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

4.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

4.3 Legal/Risk

There are no legal implications within this report.

4.4 Human Resources

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

4.5 Strategic Plan Priorities

4.6 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.
x	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
We have improved our knowledge of the local population who identify as belonging to protected groups and have a better understanding of the challenges they face.	Strategic Plan covers this.
Children and Young People who are at risk due to local inequalities, are identified early and supported to achieve positive health outcomes.	Strategic Plan covers this.
Inverclyde's most vulnerable and often excluded people are supported to be active and respected members of their community.	Strategic Plan covers this.
People that are New to Scotland, through resettlement or asylum, who make Inverclyde their home, feel welcomed, are safe, and able to access the HSCP services they may need.	Strategic Plan covers this.

(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.
x	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.
x	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.

4.7 Clinical or Care Governance

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

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

4.9 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.
x	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.

4.10 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.
x	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.

5.0 DIRECTIONS

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

6.0 CONSULTATION

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

7.0 BACKGROUND PAPERS

7.1 None.