

Embedded and emerging good practice in health and social care

Aligned to the [Framework for Community Health and Social Care Integrated Services](#)

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| Health and Social Care Partnership: Glasgow City | | | |
| Author and contact details: Craig Cowan (craig.cowan@glasgow.gov.uk) | | | |
| Name of good practice: Housing First Project | | | |
| <i>Select (x) all areas that apply to your good practice (select more than one if applicable)</i> | | | |
| CLIENT GROUP | Children and young people | | Older adults |
| | Younger adults | x | |
| SETTING | City | x | Remote & rural (incl islands) |
| | Corporate | | Urban |
| SERVICE AREA | Addictions | x | Management team |
| | Admission avoidance | | Mental health |
| | Community care services incl care at home/care homes | | Physical disabilities |
| | Day services | | Physical health |
| | Housing incl Homelessness | x | Primary care |
| | Intermediate Care incl Hospital at Home | | Rehabilitation |
| | Justice services | | Social care services |
| | Learning disabilities | | Supported discharge |
| | Other – please specify | | |
| ELEMENTS of FRAMEWORK | Anticipatory care planning | | Live independently at home or in a homely setting |
| | Assets based approach | | Manage own care |
| | Connect with communities | x | Reablement |
| | First point of contact | | Seamless working with acute |
| | Enhanced care in care homes / supported accom | | Short term targeted interv to meet more complex needs |
| | Fully integrated community teams | | Teams aligned with general practice |
| | Other – please specify | | |
| ENABLERS | Agile working | | Information sharing |
| | Aligned plans | x | Infrastructure |
| | Clarity of vision | | Management information |
| | Clinical and care governance | | Shared accountability |
| | Collaborative leadership | x | Strong team ethos |
| | Culture and values | | Technology |
| | Fit for purpose premises | | Well-developed lead professional roles |
| | Improvement capacity | | Well-developed relationships |
| | <i>Other – please specify: Preparedness to:</i> <ul style="list-style-type: none"> • 'let go' of long standing arrangements and belief systems to deliver a very different provision, especially evidenced based • grasp a nettle and seize the opportunity for change Ambition, and a recognition that necessity can be the mother of invention. | | |

| Glasgow City | |
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| Housing First Project | |
| Summary of situation | <p>In March 2018, Glasgow City Council sold the building which was currently being used to deliver one of our emergency accommodation services. Clyde Place, a 54 bed emergency and assessment accommodation centre, was therefore required to be relocated by September 2018. This required a plan to accommodate 54 vulnerable men with multiple and complex needs, such as problematic drug and alcohol use, mental health problems, physical health needs and who have also experienced repeat homelessness.</p> |
| Actions taken | <p>A decision was made to move away from the traditional approach of developing residential service provision for emergency accommodation for homelessness people through developing a multi-agency Housing First Project in partnership with Wheatley Group (housing), the Salvation Army (support) and Social Bite (furnishing), to offer up to 75 Housing First tenancies and support packages. This project successfully offered Housing First packages to vulnerable men with multiple and complex needs.</p> <p>Since then, a number of significant developments, including participation in a national Housing First Pathfinder Programme, have taken place to enhance and expand provision and resources.</p> |
| Outcomes / impact | <p>This approach has offered a rapid access into permanent tenancies with assertive and robust support packages. This has resulted in a reduction in harmful and high-risk behaviours and a reduction in repeat homelessness.</p> <p>The success of the project and inclusion in the national pathfinder programme has now informed the Glasgow approach to housing first and delivers in line with the national strategy around rapid rehousing. The service has achieved a tenancy sustainment rate, after 2 years, of 82% with no evictions, demonstrating a model of assessment and bespoke support the impacts positively on a section of the most complex homelessness cases in the city.</p> <p>A system is now in place to achieve 'prison to home' in cases of custody where the housing first assessment begins in prison. The service operates an outreach approach and has supported the COVID-19 recovery planning for those accommodated in hotels and has positively engaged in the recent closure of the Belgrove Hotel.</p> <p>Progress has been reported regularly to the Scottish Government and through Glasgow City Integration Joint Board.</p> <p>Glasgow has developed a unique model, which is being further tested in two test of change developments currently underway, one with mental health hospital discharge cases and the other with housing first for young people. This is a bespoke test of change developed jointly with children's and family services and homelessness services. Outcomes of</p> |

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| | which will continue to inform the strategic direction of Glasgow City Health and Social Care Partnership. |
| Measures/ indicators of success | <p>To date, Glasgow has achieved 226 Housing First tenancies with 83% tenancy sustainment rate after 12 months and 82% tenancy sustainment rate after 24 months.</p> <p>All service users have been supported with a full furniture package and wellbeing packages to ensure the best start with many now linked with the recovery networks and employability pathways.</p> <p>More importantly, a small but increasing number of service users have moved on from Housing First as they no longer requiring intensive support.</p> |
| <u>NATIONAL HEALTH AND WELLBEING OUTCOMES</u> | |
| 1. People are able to look after and improve their own health and wellbeing and live in good health for longer. | x |
| 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. | x |
| 3. People who use health and social care services have positive experiences of those services, and have their dignity respected. | x |
| 4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services. | x |
| 5. Health and social care services contribute to reducing health inequalities. | x |
| 6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being. | |
| 7. People who use health and social care services are safe from harm. | x |
| 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. | x |
| <u>Health and Social Care Scotland's 5 Essential Elements (click link to listen to statement of intent)</u> | |
| 1. Transforming the approach to improving health, wellbeing and independence | x |
| 2. Building stronger community care systems and primary care services | |
| 3. Establishing a new focus on mental health | x |
| 4. Securing a sustainable acute hospital service and specialist care service | |
| 5. Strengthening future partnerships to ensure a modern sustainable workforce | |
| Links to any published reviews/evaluations | |
| Before submitting this example of good practice please ensure approval and sign-off by your head of service / chief officer. | |
| Approved for online publication (signature and position) | Craig Cowan, Business Development Manager, Glasgow City HSCP |
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