



# Strategic Plan for Fife 2023-26

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# A message from our Chair

Our Strategic Plan for 2023 to 2026 sets out how health and social care services will evolve over the next three years and continues the journey to improve outcomes for the people of Fife, through the integration of health and social care in the Kingdom.

As the new chair of Fife's Integration Joint Board (IJB), I'm delighted to see the steady progress made over the past three years across a wide range of services, which is no mean feat given the challenges we have faced. Having to adapt how we deliver many of our services in response to the pandemic, we have learned so much. In developing our refreshed Strategic Plan, we have remained focussed on our core strategic priorities whilst aiming to be innovative and inclusive.

This Strategic Plan is ambitious, and the IJB is committed through integrated working to provide the best care and support we can, to achieve our vision for all residents in Fife to live healthy and independent lives. It is underpinned by extensive engagement with health and social care staff, independent and third sectors and Fife's citizens.

We couldn't do what we do, and care and support people across Fife, without the skilled and dedicated health and social care workforce, including those from the voluntary and independent sectors and the many unpaid carers within our communities. They are essential to delivering high standards of care and enhancing wellbeing and I thank and value what they do, each and every day.

It is by working together that we can deliver improved health and

social care services for the people of Fife. There will no doubt be challenges ahead, however, it's our Strategic Plan that sets the way forward, building on our strengths, working collaboratively, and looking at ways to improve to ensure the people of Fife have the best possible outcomes.

I look forward to the next three years and working with health and social care staff, partners and citizens, to continually improve on what we do and to make a real difference in our communities.



**Arlene Wood**

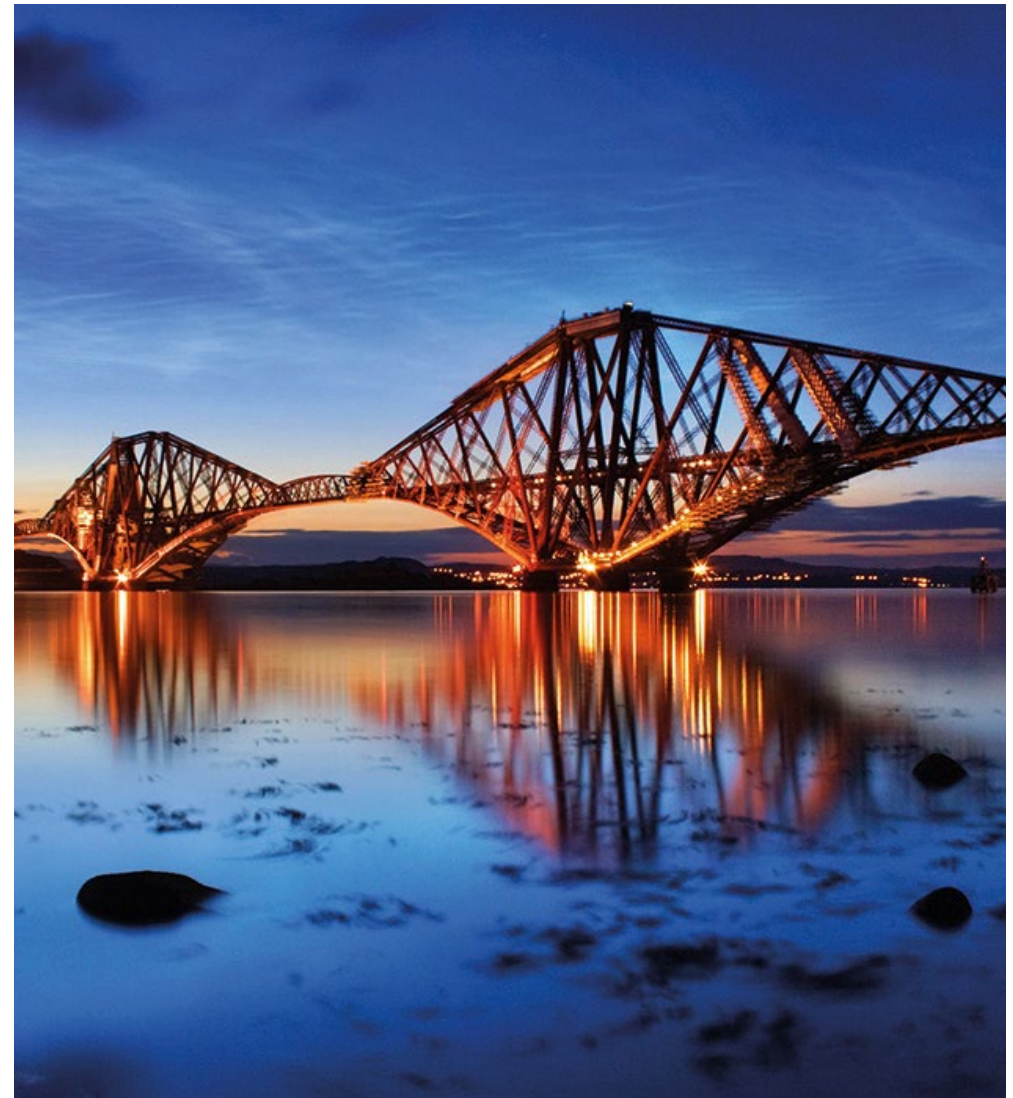
*Chair, Fife Integration Joint Board*

# Introduction

I'm delighted to introduce the refreshed Strategic Plan for Fife and look forward to leading on the implementation of the Plan to ensure we deliver the best services we can in our Fife communities.

Building on the foundations established in the 2019 to 2022 Strategic Plan, the refreshed plan is innovative and ambitious about the future for health and social care in Fife, focusing on the years 2023 to 2026. We will achieve our objectives by enhancing our Partnership approach and by building on the existing integrated working of our health and social care teams. We know that by working together we will achieve the best outcomes for our citizens and make the best use of our collective resources for the wellbeing of our communities.

The Plan sets out our vision for the Partnership with communities, individuals, and staff at the heart of this. Co-producing this plan has enabled us to incorporate all we have learned about integration since the Partnership was created, especially over the last three years as we have worked through the ongoing challenges of the pandemic. Collaborative working over this period was critical to our success in continuing to deliver services and it has been humbling to see all agencies working together and supporting each other in practical and compassionate ways. This emphasised the critical importance of kindness within our work, so much so that we have added this to our core values expressed in this Strategic Plan.





Another innovation that demonstrated its value over the pandemic was the increasing use of digital technology, enabling us to provide flexible services to those we support as well as supporting staff to operate in a dynamic way using a range of technologies.

As a Partnership we wholeheartedly believe that our greatest strength is our staff, and how they responded to the pandemic alongside the ongoing daily challenges demonstrates just how committed, resilient, and skilled our Fife health and social care workforce is. I hear daily from those using our services how much staff are valued and I'm extremely proud to lead this workforce. We want our staff to work in an organisation with a clear vision, and to experience positive leadership and an optimistic culture. Another key strength we have is our partnership working through our "Team Fife" approach working closely with partners in NHS Fife, Fife Council, third sector and independent sector. This collective belief in the value of working together to meet the needs of the people of Fife underpins the delivery of this Plan.

We have achieved a lot over the last three years, but recognise there is still much more we can do. We want to ensure our future way of working continues to embrace integrated working and the opportunities that digital platforms can provide, and the ambitions in this Strategic Plan will help us to do this.

Our collective vision is for a Partnership that has strong, meaningful connections with our localities in Fife to ensure people have the right care and support at the right time and in the right place, and we will

do this by actively listening, learning and responding to feedback from the people of Fife. We are ambitious and are committed to continuous service improvements focusing not only on "what" we do to improve our performance, outcomes and sustainability but also "how" we do things, placing significant importance on organisational development and culture, through demonstrating values-based leadership in the way we work together.

I look forward to working with you all on delivering our collective ambitions for Fife.



**Nicky Connor**

*Director of Fife Health and Social Care Partnership  
Chief Officer, Fife Integration Joint Board*

# About Fife Integration Joint Board and Fife Health and Social Care Partnership

## What is health and social care integration?

In Scotland, we have legislation, the Public Bodies (Joint Working) (Scotland) Act 2014, which requires local authorities and health boards to work together to integrate health and social care services, and to improve outcomes for individuals, carers, and their communities. The Council and Health Board working together to deliver these services is known as 'health and social integration'.

Fife Integration Joint Board (IJB) was established on 1st April 2016 and is responsible for the planning and delivery of integration arrangements and delegated functions in Fife. The IJB includes

representatives from Fife Council and NHS Fife, it also has several professional advisors and other specialists.

The IJB is commonly referred to as Fife Health and Social Care Partnership. This is the public facing aspect of Fife Integration Joint Board and is essentially the employees from both organisations working in partnership to deliver health and social care services.

*Further information about the legislation is available online: Public Bodies (Joint Working) (Scotland) Act 2014: [www.legislation.gov.uk/asp/2014/9/contents/enacted](http://www.legislation.gov.uk/asp/2014/9/contents/enacted)*



## Which services and functions are integrated in Fife?

Fife Health and Social Care Partnership is responsible for these services and functions:

- all adult and older people Social Work Services
- community health services, for example district nursing, physiotherapy, and mental health services
- children's community health services, such as health visiting
- housing services which provide support services to vulnerable adults, and disability adaptations; and
- the planning of some services provided in hospital, for example medical care of the elderly.

In Fife we work with around 300 organisations across the third and independent sectors and they are a vital part of the Partnership in delivering services.



## What is the Strategic Plan?

Every Integration Joint Board in Scotland has to have a Strategic Plan that sets out the vision and future direction of their health and social care services. This includes how the nine National Health and Wellbeing Outcomes for Health and Social Care will be delivered locally, along with the six Public Health Priorities for Scotland. Strategic Plans are reviewed regularly to make sure that they are still relevant to the needs of the area and the people who live there.

## National Health and Wellbeing Outcomes for Health and Social Care

- NW01** People are able to look after and improve their own health and wellbeing and live in good health
- NW02** 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.
- NW03** People who use health and social care services have positive experiences of those services, and have their dignity respected.
- NW04** Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- NW05** Health and social care services contribute to reducing health inequalities.
- NW06** People who provide unpaid care are supported to look after their own health and well-being, including to reduce any negative impact of their caring roles on their own health and well-being.
- NW07** People using health and social care services are safe from harm.
- NW08** 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.
- NW09** Resources are used effectively and efficiently in the provision of health and social care services.

## Public Health Priorities for Scotland

- PHP1** A Scotland where we live in vibrant, healthy and safe places and communities.
- PHP2** A Scotland where we flourish in our early years.
- PHP3** A Scotland where we have good mental health.
- PHP4** A Scotland where we reduce the use of harm from alcohol, tobacco and other drugs.
- PHP5** A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.
- PHP6** A Scotland where we eat well, have a healthy weight and are physically active.



The previous Strategic Plan for Fife covered the timescale 2019 to 2022. Lots of things have changed since then, both nationally and locally. To ensure that the people who live, visit, or work in Fife have opportunities to influence the Strategic Plan, we worked with a range of service users, patients, carers, employees, and service providers, to find out what is important to them and what the Health and Social Care Partnership should be focussed on over the next three years.

This Strategic Plan sets out an updated vision for the timescale 2023 to 2026.

*Further information about the strategic planning process, including opportunities to get involved in consultations or other engagement events, is available on our website: [www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org)*

*The National Health and Social Care Health and Wellbeing Outcomes are available here: [www.gov.scot/publications/national-health-wellbeing-outcomes-framework/](http://www.gov.scot/publications/national-health-wellbeing-outcomes-framework/)*

*The Public Health Priorities for Scotland are available here: [www.gov.scot/publications/scotlands-public-health-priorities/pages/1/](http://www.gov.scot/publications/scotlands-public-health-priorities/pages/1/)*



## Strategic Direction

To deliver reform, transformation, and sustainability, Fife Health and Social Care Partnership was restructured in 2021 to create clearer, more service-user-aligned care pathways, that enable the people who need to work together to be a team together. This seeks to create the conditions for a collaborative, systems approach to service design and delivery through operational delivery, professional standards, and business enabling and support services. These portfolios include:

- **Primary and Preventative Care:** service delivery across primary care and early intervention and prevention.
- **Community Care:** a range of services across community hospitals, care homes and people's own homes, promoting people's independence and enabling people to stay well at home and in a homely setting.
- **Complex and Critical Care:** including the delivery of mental health, learning disability and adult and older peoples social work services.
- **Professional Quality Standards and Regulation:** this is integrated professional leadership in support of the delivery of nursing, medicine and social work working collaboratively with leads in allied health professions, pharmacy, and psychology.
- **Business Enabling:** services that support our delivery including finance, strategic planning, performance, commissioning, organisational development, and culture.

## Senior Leadership Team



**Nicky Connor**

Chief Officer and Director of Health & Social Care

### Operational Service Delivery

SLT leads for operational management delivery and business outcomes for a portfolio of services



**Lisa Cooper**  
Head of Integrated Primary & Preventive Care Services



**Lynne Garvey**  
Head of Integrated Community Care Services



**Rona Laskowski**  
Head of Integrated Complex & Critical Care Services

### Business Enabling

SLT leads for Corporate Services and functions inc. financial governance, strategic planning, performance, transformational change and organisational development



**Audrey Valente**  
Chief Finance Officer and Head of Transformation & Corporate Services



**Fiona Mckay**  
Head of Strategic Planning, Performance & Commissioning



**Roy Lawrence**  
Principal Lead Organisational Development & Culture

### Professional & Quality Services

SLT leads for quality, safety, experience, clinical and care governance, professional regulation and standards



**Lynn Barker**  
Associate Director for Nursing



**Helen Hellewell**  
Associate Medical Director

# About Fife

## Locality Planning

An important part of Fife health and social care integration was the creation of localities, bringing decision making about health and social care local priorities closer to communities. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the legislative framework to integrate health and social care services in Scotland. Section 29(3)(a) of the Act requires each Integration Authority to establish at least two localities within its area.

Localities provide one route, under integration, for communities and professionals (including GPs, acute clinicians, social workers, nurses, Allied Health Professionals, pharmacists, and others) to take an active role in, and provide leadership for, local planning of health and social care service provision.

Our understanding of our seven localities across Fife is taken from:

- Area Profiles – both national and local data and statistics.
- Stakeholder Engagement - experience and knowledge of people who use services and staff working in the localities who attended engagement and subsequent locality meeting/events across the seven localities.

## Localities aims to:

- a) Support the principles that underpin collaborative working to ensure a strong vision for service delivery is achieved - robust communication and engagement methods will be required to assure the effectiveness of locality arrangements.
- b) Support GPs to play a central role in providing and co-ordination of care to local communities, and, by working more closely with a range of others – including the wider primary care team, secondary care, and social care colleagues, and third sector providers – to help improve outcomes for local people.
- c) Support a proactive approach to capacity building in communities, by forging the connections necessary for participation, and help to foster better integrated working between primary and secondary care.



We introduced a governance and reporting route for Health and Social Care Locality Planning, which allowed us to implement a process to engage and consider the views of our communities and professionals working within the localities.

These are links to the current Locality Guidance Documents:

- [Cowdenbeath](#) (includes Lochgelly, Kelty and Cardenden)
- [City of Dunfermline](#)
- [Glenrothes](#) (includes Thornton, Kinglassie and Leslie)
- [Kirkcaldy](#) (includes Burntisland and Kinghorn)
- [Levenmouth](#) (includes West Wemyss, Buckhaven, Methil, Methilhill, Kennoway and Leven)
- [North East Fife](#) (takes in Auchtermuchty, Cupar, Taybridgehead, St Andrews, Crail and Anstruther)
- [South West Fife](#) (includes Inverkeithing, Dalgety Bay, Rosyth, Kincardine, Oakley and Saline)



This process also allows us to consider a range of local and national strategies and frameworks.



## Population Profile

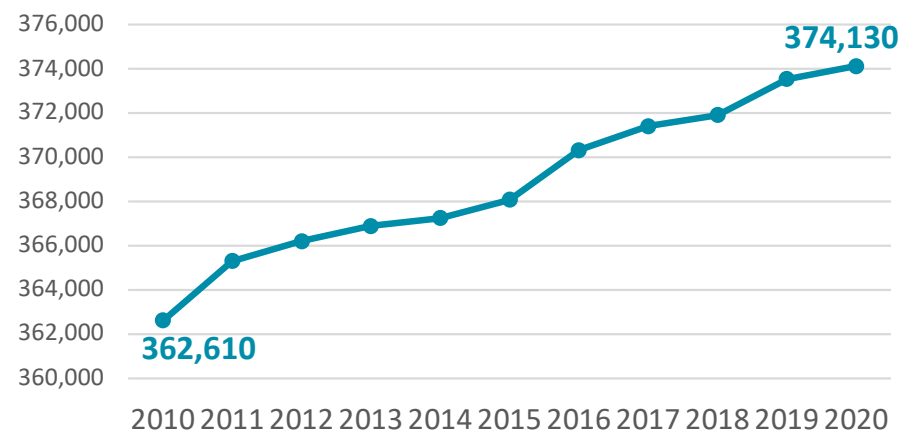
Fife has a population of 374,000 (National Records of Scotland, 2020), this is an increase of 11,500 people (3.2%) since 2010.

- 64,152 (17%) children aged 0-15 years
- 231,809 (62%) adults aged 16-64 years, and
- 78,169 (21%) older people aged 65 and over.

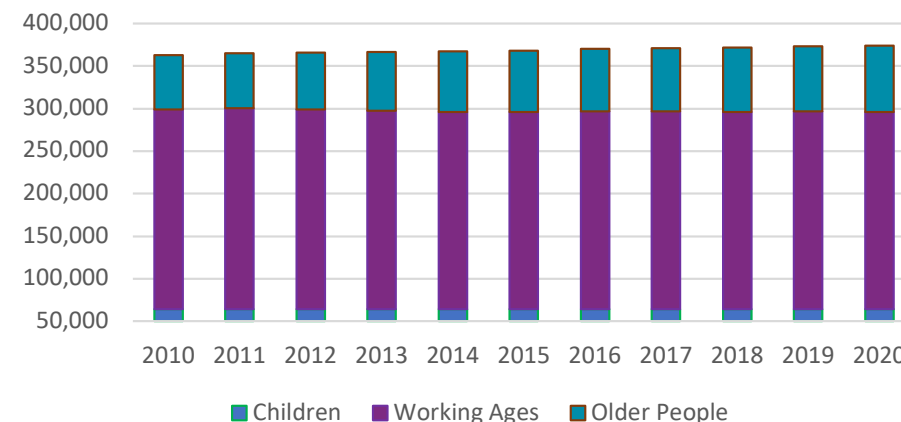
However, not all age groups have seen increases over the last ten years, some groups have experienced decreases.

- Children (aged 0-15) have seen their numbers fall by around 0.6%, with the youngest age groups, pre-school age children (0-4 years) seeing the most reductions.
- People of working age (16-64 years) have seen the largest decreases in numbers of around 1.3%.
- Older people (aged 65 and over) have seen the largest increase of all the age groups, with numbers rising by nearly 24% in the 10-year period. Groups of people aged in their 70s have seen the largest increases.

### All Ages



### Age Groups



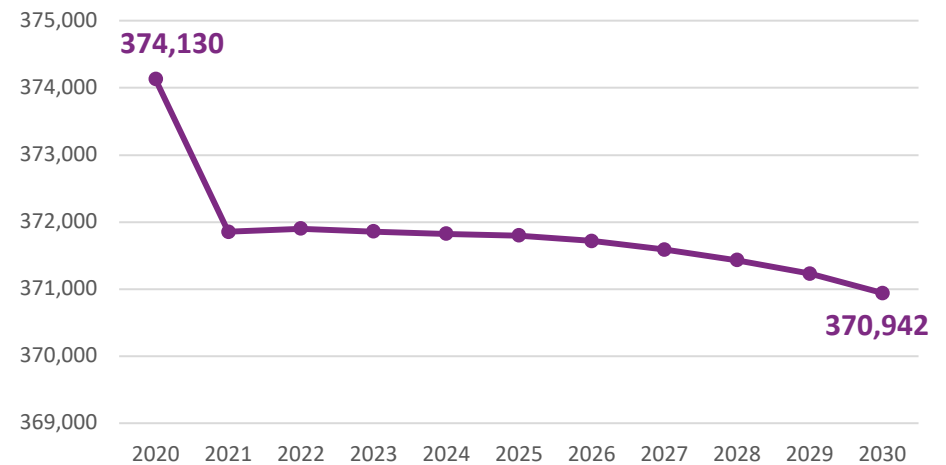
## Healthy Life Expectancy and Mortality

After several decades of year-on-year increases in Fife's overall population, Fife's future population is set to reduce. This is similar to many other parts of Scotland. Unlike the rest of the UK, Scotland is the only UK country that expects to see reductions in its population, and Fife is one of eighteen council areas that will see these reductions.

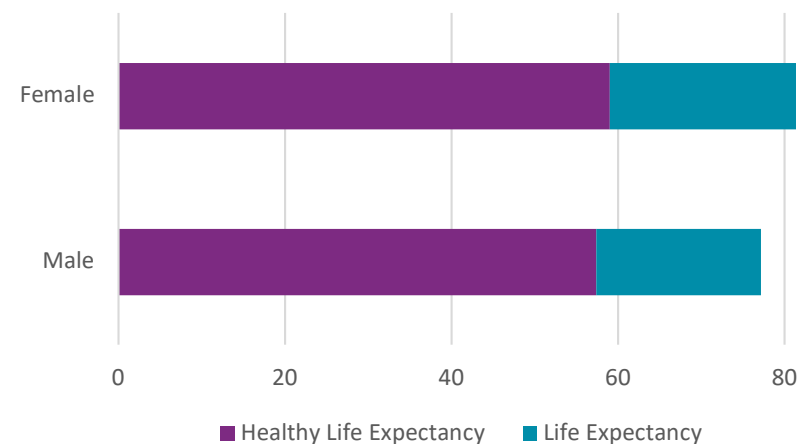
The overall population in Fife is expected to decrease from 374,000 in 2020 to just under 371,000 by 2030, a decrease of 1%. However, only children and groups of working age people will see decreases, older people (aged 65 and over) will continue to see the largest increases of all the age groups, with numbers expected to rise by 20% in the 10-year period. Those aged in their late 60s and early 80s will show the largest increases. In 2020, older people made up around 21% of the total population; by 2030, this proportion is expected to have grown to 25%.

With a life expectancy of 81 years, women in Fife are estimated to live 59 years in relatively good health. Men are expected to have shorter life expectancy (77 years) and marginally lower healthy life expectancy (57 years).

### All Ages



### Life Expectancy



## Poverty and Deprivation

Significant rises in the cost of living, including fuel, energy, and food, increases the financial pressures for Fife's residents, and may lead to crisis point for those already facing financial hardship. The identification of individuals living with financial insecurity who may require increased care is paramount as many will be residing in areas of differing degrees of deprivation.

Several communities within Fife face additional and multiple disadvantage. In many cases this was amplified during the coronavirus pandemic. For example, some disabled people are more likely to face multiple disadvantage than non-disabled people, with less access to employment, greater ill-health and mortality, increased social and digital exclusion and food insecurity. Likewise, several housing areas in Fife, including Levenmouth and Cowdenbeath, also experience increased deprivation compared to other housing areas, such as North East Fife.

Significant health inequalities exist and persist within the Fife population. The most deprived areas have 35% more deaths and 106% more early deaths (aged 15 to 44) than the Fife average. In addition, Fife has a higher rate of both emergency admissions and potentially preventable hospital admissions than Scotland. The most deprived areas have 53% more preventable emergency hospitalisations for a chronic condition, and 42% more repeat

hospitalisations in the same year than the Fife average.

There is potential to re-design and deliver services that focus on early intervention and preventative care. Supporting people to manage their own long-term conditions, and helping them avoid preventable conditions is key in managing future demand for community and primary care health services. The Partnership is committed to helping people develop and maintain the knowledge to manage their own health conditions, and to live independent and healthier lives.



## Housing and Homelessness

People living in areas of multiple deprivation are more likely to experience housing issues leading to poor health and well-being, including overcrowding, fuel poverty, poorer housing quality and housing that does not meet their needs. The demand for adapted housing and specialist housing is expected to rise in line with the ageing population profile, with individuals in the age group 75 years having the greatest need.

Most households in Fife currently live in private sector housing (75%).

The percentage of social housing (23%) has increased over recent years through new-build affordable housing programmes. However:

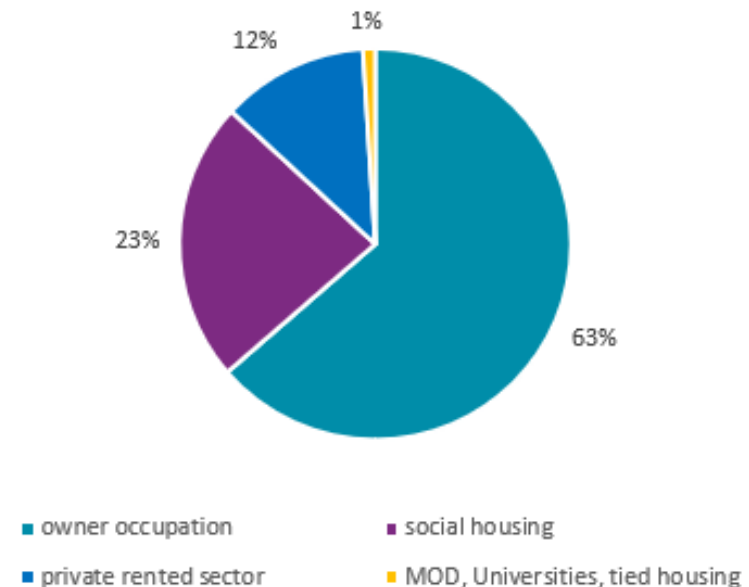
- 40% of households cannot afford to buy a lower priced house
- 58% of households cannot afford the average private rent

During 2021 to 2022, across Fife, 2,502 people were identified as homeless. Most homeless households in Fife are single people, and 17% have moderate or complex support needs. Key housing interventions to support these needs are:

- Accessible and adapted homes
- Adaptations in existing homes
- Care and support services
- Home safety, security, and repairs
- Supported housing for key groups
- Technology enabled care

The Partnership works with Fife Council and other housing partners to assess specialist housing needs and deliver integrated solutions that are designed to increase access to safe, sustainable, and appropriate housing, and enable people to live well at home, or in a homely setting, for longer.

Fife Household Types





## Coronavirus Pandemic

Over the last few years the coronavirus pandemic has had a substantial impact on the health and wellbeing of individuals and their communities. It has also increased the demand for social care services, highlighted high levels of inequalities in the health of the population, and changed the way that we all live our lives.

Across Scotland, at the start of the pandemic, coronavirus was the second leading cause of death and disability, lower than heart disease but higher than all other leading causes such as dementias, lung cancer, and drug use disorders, with deaths occurring most frequently in the elderly, vulnerable, and frail. Despite the success of the vaccination programme in reducing significant illness and death, the pandemic has starkly demonstrated the importance of health to the normal functioning of society. While all groups of people faced considerable impact from this, not all social groups and communities experienced the same level of impact. Older people, those with underlying health issues, and people from black and minority ethnic groups are the most vulnerable to the disease itself. Those with disabilities are more disadvantaged by coronavirus and are at increased clinical risk as they have higher rates of illness compared to the general population. The pandemic continues to have a disproportionate impact on health outcomes, with those living in deprived areas suffering the worst outcomes.

The past few years have been incredibly difficult for the people that we care for, and for the employees and other individuals

involved in delivering that care. The ongoing impact of the pandemic, and unprecedented demand over the winter period, has created increased demand for health and social care services and reduced options through both ward and care home closures, and challenges in community care capacity. These factors have produced unprecedented pressures on our workforce.

We recognise that the impact of these pressures will continue into the future and are working hard to reduce inequalities and improve outcomes for individuals and their communities, and to ensure that our employees are fully supported, both professionally and personally, in the work that they do.

Fife Health and Social Care Partnership, the individuals who access our services, and society in general, owes a huge debt of gratitude to the work carried out by the health and social care workforce, which includes those working formally in these sectors and those volunteering to provide care and support for loved ones and neighbours.

# Plan for Fife 2017 to 2027

The Strategic Plan incorporates the aims outlined in the Plan for Fife 2017 to 2027 which includes actions to reduce levels of preventable ill health, and premature mortality across all communities, particularly around obesity, alcohol and smoking.





**374,000**  
people lived in Fife  
In 2020

**4,285**  
Deaths in Fife in 2020

**3,143**  
Babies born in Fife in 2020

 Children aged 0-15 years make up 17% of the population of Fife

 62% of the population are adults aged 16-64 years

 Older people aged 65 and over make up 21% of the population of Fife

2020  
  
**374,000** people

	2020	2043	
0-15	64,152	53,522	-17%
16-64	231,809	209,218	-10%
65+	78,169	101,424	+30%

2043  
  
**364,164** people

# Vision, Mission and Strategic Priorities

## Vision

To enable the people of Fife to live independent and healthier lives

## Mission

We will deliver this by working with individuals and communities, using our collective resource effectively. We will transform how we provide services to ensure these are safe, timely, effective, high quality and based on achieving personal outcomes.

## Values

- Person-focused
- Integrity
- Caring
- Respectful
- Inclusive
- Empowering
- Kindness



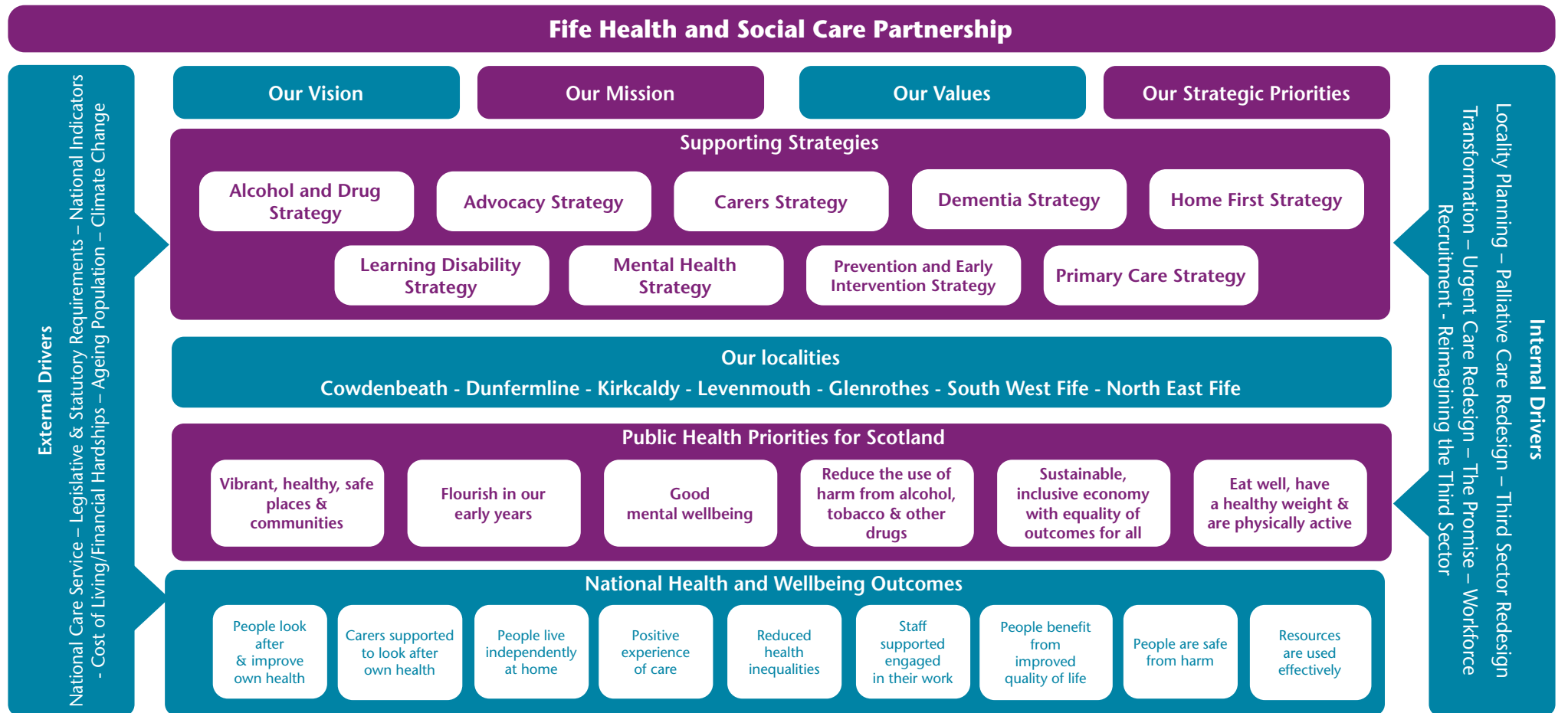
## Strategic Priorities 2023 to 2026



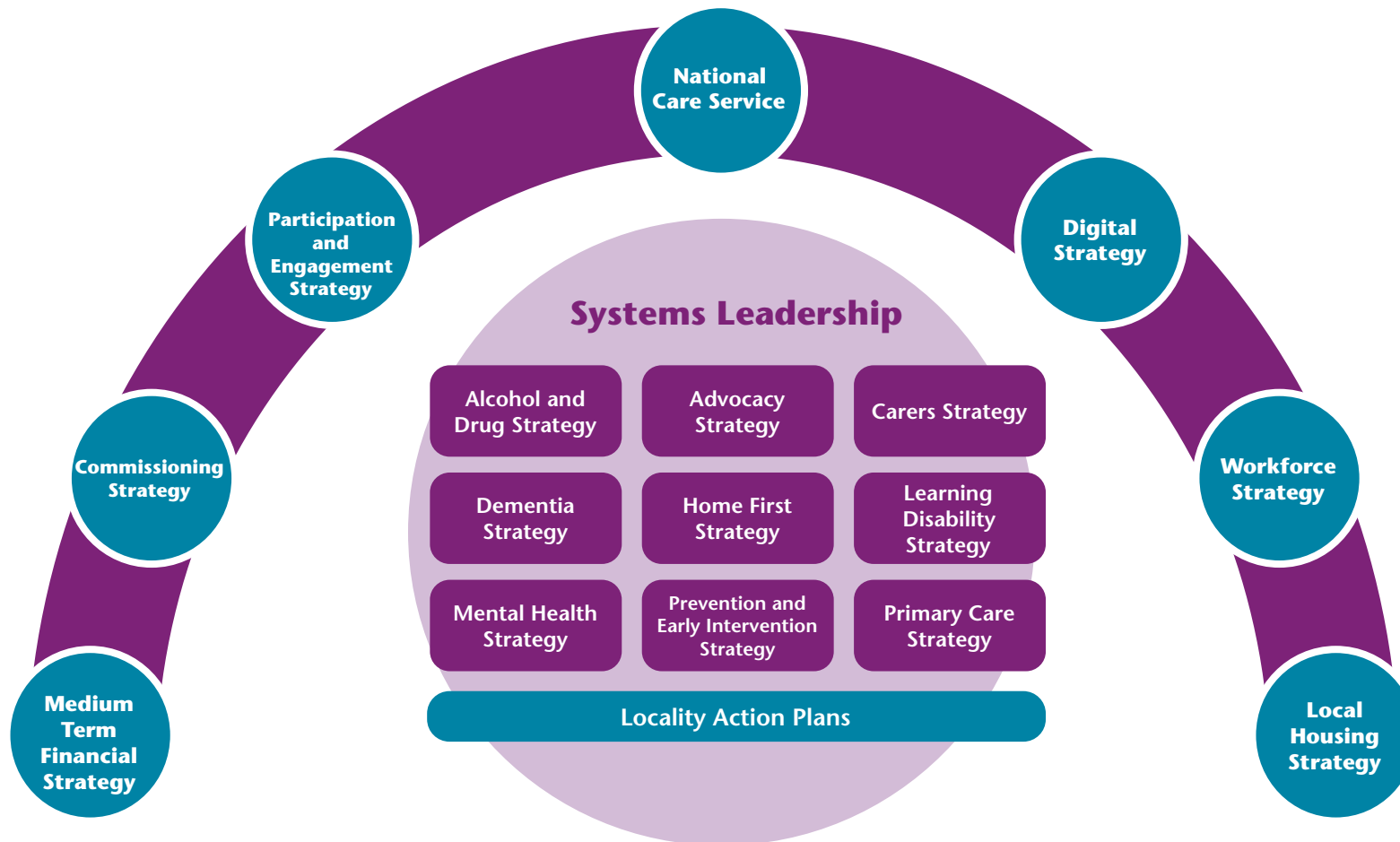


# Our Plan – Making it Happen in Fife

The Strategic Plan integrates the Partnership’s vision, mission and values with all of the national requirements and key drivers as highlighted in this strategic framework. The Partnership’s strategic priorities set out how we will deliver national requirements in our localities, and provide a foundation for all of the work that we will do, and the services that we will deliver, over the next three years.



The Strategic Plan 2023 to 2026 is supported by nine transformational strategies which describe some the work that the Partnership will carry out over the next three years to deliver our vision of enabling the people of Fife to live independent and healthier lives. These are the key areas of work; this is not a complete list of all activities.



The top five priorities for each of the transformational strategies are included in the tables below. We will measure our performance against these objectives and provide an Annual Performance Report once a year that will explain the work that we have completed. Sometimes unexpected events, for example a global pandemic, can influence our Strategic Plan and the activities that we have planned. The Annual Performance Reports will explain any significant changes that have happened, and any changes that are required. The first Report is due to be published in September 2023.

A high-level summary is also included for each of the enabling strategies:

- Commissioning Strategy
- Digital Strategy
- Risk Management Strategy
- Local Housing Strategy
- Medium Term Financial Strategy
- Workforce Strategy
- Participation and Engagement Strategy

The Partnership's Strategic Planning Group will assess the progress of the Strategic Plan against the national health and wellbeing outcomes. This includes monitoring the progress of the supporting strategies and delivery plans. We have a robust performance framework in place to ensure that any identified risks or significant

changes are considered and responded to timeously by the Strategic Planning Group and Fife Integration Joint Board.





# Local - A Fife where we will enable people and communities to thrive



- We will work with individuals, local communities, staff, and partners to provide personalised care, by the right person, in the right place, and at the right time.
- We will engage and listen to individuals, local communities, and provide support to more people enabling them to live well at home, or in a homely setting.
- We will maximise opportunities to provide safe, sustainable, and appropriate housing.

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Alcohol and Drug Strategy</b> – we will provide targeted support to people and communities at risk of harmful substance use by listening carefully to those communities and building responses and service provision together.	Develop and maintain a community drop-in model provided by specialist Alcohol and Drug Teams. Focus on locality data, voices of local communities and services to repeat the process of locality-based service development.	More ‘one stop shop’ drop-ins in the heart of communities where the prevalence/need is high and access to support and treatment is low.
<b>Dementia Strategy</b> – we will identify opportunities to build the capacity of day services support for people with dementia in each locality and provide greater opportunities to deliver meaningful support.	There will be more daytime opportunities for people with dementia and their carers.	Identification and delivery of improvement opportunities for delivering day services to support people in Fife who live with dementia.
<b>Dementia Strategy</b> – we will develop and deliver a locality level capacity building plan.	Completion of a gap analysis of the support services available within each locality for people with dementia, and identification of opportunities to build additional capacity at a local level.	People with dementia have access to appropriate care services, provided in a suitable environment by well trained staff who are skilled in caring for and rehabilitating, people with dementia.
<b>Home First Strategy</b> – we will transform the hospital discharge process, ensuring that discharge planning and discussion begins as soon as possible.	A reduction in the number of patients who are required to remain in hospital after they are medically well enough to be discharged home.	Individuals require fewer hospital admissions, and when they do require hospitalisation are able to return to their home environment as soon as they are medically well enough.

## Local continued...

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Home First Strategy</b> – we will utilise digital systems and applications to enable relevant multi-agency access to a single Anticipatory Care Plan.	An increase in the number of patients and service users with an agreed Anticipatory Care Plan, and the number of agencies that can access the Plans.	All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.
<b>Home First Strategy</b> – we will utilise digital systems and applications to create a single point of access and build capacity in communities to embed a new model of care.	Access to community care services will be streamlined, there will be fewer people visiting in people’s houses and care coordination within localities will result in people being cared for at the right time at the right place.	People in Fife will be able to live longer healthier lives at home or in a homely setting.
<b>Home First Strategy</b> – we will ensure that people who present at the Victoria Hospital, Kirkcaldy (VHK) and do not need an acute admission, are redirected and supported to be cared for in the right place.	Multi-disciplinary teams will work on-site at the VHK and will be integrated with Acute Services to ensure joined-up decision making, resulting in appropriate redirection of patients who do not require hospital admission.	Only individuals who require acute care and whose needs cannot be met at home, or in a homely setting, are admitted to VHK.
<b>Home First Strategy</b> – we will continue to build a model that utilises multi-agency Teams who can prevent admissions and support people to manage their long-term condition(s) at home.	Teams will have access to relevant records and information that highlights those who may be at risk of admission to hospital, and supports those who require intense case management.	People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.
<b>Learning Disability Strategy</b> – we will map and redesign pathways into and out of our specialist Learning Disability Hospital.	Development and implementation of clear roles and remit for hospital based assessment and treatment.	All admissions to hospital are planned, as far as possible, with clear clinical outcomes identified in advance. Planned discharge is integral to the admission process.
<b>Mental Health Strategy</b> – we will develop additional and alternative services that meet national requirements, support local needs and support improvement in the mental health of individuals and local communities.	Mental Health and Wellbeing multi-agency hubs are set up in each of the seven localities.	An integrated community-based system which supports mental health and wellbeing, ensures access to the right service, in the right place, at the right time, and supports people to live independent and healthy lives.





# Sustainable - A Fife where we will ensure services are inclusive and viable



- We will work together to identify unpaid carers within our communities. We will offer, and increase the support available for all carers, including enabling regular breaks for carers, and supporting all models of care.
- We will work with our partners in the third and independent sector to deliver services that are collaborative.
- We will ensure our financial viability is considered in any transformation work identified.

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Alcohol and Drug Strategy</b> – we will amplify the voice of lived and living experience of those affected directly by alcohol and drug use and their family members.	Continued development of the ADP’s Lived Experience Panel. Peer led advocacy service has a sustainable model including the use of volunteers. Improvements to the alcohol treatment system.	A sustained lived/living experience panel (including family members) with coproduction approaches in place for the development of ADP strategy, policy and service development.
<b>Carers Strategy</b> – we will complete a review and update of our short breaks service statement, and commission a significant increase in the support for unpaid carers to access breaks from their caring role(s).	An increase in the range and format of short breaks, personalised support, and other initiatives that are available to carers, including regular micro-breaks and self-directed support provided for carers.	Our approach to short breaks is fully aligned to the duties within the Carers Act, National Carers Strategy, and National Care Service and other aligned strategies and policies.
<b>Carers Strategy</b> – we will commission a full independent audit and impact assessment of our approach to supporting carers.	Completion of an independent audit which will inform future planning.	Carers will have access to high quality information at a time and place that best meets their needs, and enables them to make positive choices regarding their caring role.
<b>Carers Strategy</b> – we will encourage and support carers to look after their own health and well-being.	Increased opportunities for carers to improve their knowledge and understanding of preventative care, and positive choices for their own health and wellbeing.	Improved outcomes for carers, and a reduction in any negative impact of their caring role on the carer’s own health and wellbeing.

## Sustainable continued...

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Carers Strategy</b> – we will review and update our existing eligibility criteria in accordance with national developments including the National Carers Strategy.	Development of an approach to support carers which is outcome focused, person-centred and considers the views and experiences of carers.	An improvement in people’s experience of support for carers in Fife, as evidenced by positive feedback and increased user satisfaction.
<b>Dementia Strategy</b> – we will complete a comprehensive review of dementia services, and engage with service users, carers and partner agencies to identify local needs and aspirations.	Development of a robust Dementia Strategy which incorporates both national and local requirements for people living with dementia, their families, and carers.	An improvement in people’s experience of dementia support and services in Fife, as evidenced by positive feedback and increased user satisfaction.
<b>Dementia Strategy</b> – we will develop plans to ensure all public spaces in Fife meet the Dementia Friendly Standard.	Dementia Friendly Plans implemented in all public access areas managed by Fife Health and Social Care Partnership.	Dementia Friendly Scheme embedded across all public places in Fife.
<b>Dementia Strategy</b> – we will complete a full review of current pathways to social and medical support for everyone who is living with dementia.	A dedicated team will be established to review current pathways, and develop solutions that expand the scope, scale and availability of support for people with living with dementia.	Improved health and wellbeing outcomes for people living with dementia, their families, and carers.
<b>Learning Disability Strategy</b> – we will develop a Workforce Plan for the full range of Learning Disability Services, from anticipatory through to complex.	Workforce Plan for full range of learning Disability Services developed and implemented	A relevant and skilled workforce that provides successful and resilient social care services for people with learning disabilities is established.
<b>Mental Health Strategy</b> – we will develop additional and alternative services that meet national requirements, support local needs and support improvement in the mental health of individuals and local communities.	Mental Health and Wellbeing multi-agency hubs are set up in each of the seven localities.	An integrated community-based system which supports mental health and wellbeing, ensures access to the right service, in the right place, at the right time, and supports people to live independent and healthy lives.



# Wellbeing - A Fife where we will support early intervention and prevention



- We will support people to develop and maintain the knowledge to manage their own health conditions, make positive choices, and lead healthier lives.
- We will actively promote opportunities and knowledge in our citizens and staff that support reducing the risk of harms, and give individuals confidence to look after their health, to the best of their abilities.
- We will promote prevention, early intervention, and harm reduction.

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Alcohol and Drug Strategy</b> – we will continue to develop assertive outreach and retention approaches and improve follow up protocols and pathways into treatment from hospital, A&E, custody, prison and other statutory provision.	A reduction in the number of people affected by drug related, and alcohol specific, harm and death. Improving access to residential rehabilitation provision by promoting new pathway developments.	National Treatment Measure met and sustained. Increased use of residential rehabilitation places for those in priority groups. Fully embedded Hospital Liaison Service across all sites
<b>Alcohol and Drug Strategy</b> – we will work with partners to protect children, young people and families as part of a targeted early intervention/prevention approach to address deprivation, poverty and stigma.	Evidence of collaborative and shared care approach between the ADP’s families, children and young people’s service/Kinship care and adult treatment. Lowering indicators of alcohol and drug harm indicated in health and wellbeing measures for children and young people.	Greater integration between family services and adult treatment and support service. Adult Family Support service fully embedded into applicable provision with family groups/support in all areas of Fife.
<b>Alcohol and Drug Strategy</b> – we will continue to develop a safe, accessible, effective and human rights-based system of care, treatment and support for all people seeking recovery in line with the Medication Assisted Treatment Standards.	A reduction in the number of people affected locally in Fife by drug related, and alcohol specific, harm and death. An increase in people trained (from non-drug services) to carry and distribute take home naloxone (THN).	The Medication Assisted Treatment Standards fully implemented in the ADP system of care as measured by processes, numerical and experiential measures. National Treatment in Target Measure met and sustained.

# Wellbeing continued...

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Mental Health Strategy</b> – we will improve access to mental health services.	A reduction in referral times for mental health services, and an increase in the number of referrals offered to individuals.	An improvement in people’s experience of access and availability of Mental Health Services in Fife evidenced by positive feedback and increased service user satisfaction.
<b>Mental Health Strategy</b> – we will re-establish the Mental Health Strategic Implementation Group to ensure key stakeholder involvement, and an integrated approach, is established across Mental Health Services.	Development of a dynamic and effective feedback loop that includes patients, service users, families, carers and wider stakeholder groups.	Alignment with national strategies for Suicide Prevention, Self Harm, and the over-arching Mental Health Strategy for Scotland.
<b>Mental Health Strategy</b> – we will analyse the patient journey to inform strategic service improvement and development of a stepped care model.	Development of a stepped care model, where the most effective, yet least resource-intensive treatment is provided first, from first contact through to highly specialised psychiatric care and treatment.	All service development will be trauma informed, and developed with people who have lived experience, ensuring that co-production is central to service delivery.
<b>Prevention and Early Intervention Strategy</b> – we will develop a life course approach which values and improves the health and wellbeing of both current and future generations.	Implementation of a life course approach (which highlights key life stages and experiences) to the prevention and management of long-term conditions.	An integrated, person-centred, life course approach is embedded across Fife.
<b>Prevention and Early Intervention Strategy</b> – we will introduce a targeted and anticipatory approach which prioritises self-care and maximises opportunities for individuals, their families, and carers.	Increased opportunities for people to improve their knowledge and understanding of health and lifestyle choices, leading to more positive outcomes.	Preventative care is fully embedded in care services across Fife.
<b>Prevention and Early Intervention Strategy</b> – we will improve data collection and management, ensuring that our resources are deployed effectively.	An increase in the number of conditions that can be successfully addressed at an early stage, leading to reduced pressure on acute services.	An improvement in health and wellbeing outcomes for the people in Fife.
<b>Prevention and Early Intervention Strategy</b> – we will ensure inclusive and equitable access to care across Fife.	More support available with personalised support to prevent escalation of need as the first line of prevention.	People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.



# Outcomes - A Fife where we will promote dignity, equality and independence



- We will work with partners, staff, local communities, and individuals, to challenge sources and biases towards inequality.
- We will, as appropriate, target specific actions to support communities and individuals most at risk of harm from inequalities.
- We will actively work to improve health and wellbeing outcomes across Fife.

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Advocacy Strategy</b> – we will complete an extensive gap analysis of our Advocacy Service provision and identify measures that will improve access and availability of Advocacy Services in Fife.	Completion of a gap analysis of Advocacy Service provision which will inform future planning for Advocacy Services.	An improvement in people’s experience of access and availability of Advocacy Services in Fife evidenced by positive feedback and increased service user satisfaction.
<b>Advocacy Strategy</b> – we will work in partnership with Fife Advocacy Forum and other advocacy organisations to develop an effective communication strategy and raise awareness of Advocacy Services using a wide variety of communication methods.	Development and delivery of a robust communication strategy and an effective awareness raising campaign.	More people will be aware of what advocacy is, how it can benefit them, what advocacy services are available and how to access them. Evidenced through an increase in the number of referrals to advocacy organisations.
<b>Advocacy Strategy</b> – we will review our Service Level Agreements with local advocacy providers to ensure that these are fully reflective of the aims and objectives of the Advocacy Strategy and incorporate any necessary changes in policy, legislation, and guidance.	Completion of a review of Service Level Agreements with advocacy providers and development of a new SLA template where appropriate.	Service Level Agreements will be in place with advocacy providers (as appropriate) that are reflective of the Advocacy Strategy and current policy, legislation and guidance.
<b>Carers Strategy</b> – we will ensure that our health and social care workforce have the skills, knowledge and confidence to identify, support, and involve, carers in accordance with legislative requirements and current best practice.	Relevant training on identifying and effectively supporting carers has been provided across the health and social care workforce.	Carers are able to access the support and assistance to which they are entitled, and encouraged to balance their caring activities with a meaningful quality of life beyond their caring role(s). Carers’ Adult Carer Support Plans will be prepared within published timescales.



## Outcomes continued...

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Learning Disability Strategy</b> – we will complete a needs assessment of people with learning disabilities, and identify measures that will improve people’s experiences and satisfaction.	Completion of a needs assessment of people with learning disabilities which will inform future planning.	An improvement in people’s experience of the Learning Disability Service in Fife as evidenced by positive feedback and increased user satisfaction.
<b>Learning Disability Strategy</b> – we will co-produce a plan for service redesign and investment in Learning Disability Services in Fife.	Current service provision has been mapped, and a gap analysis of service capacity (informed by the needs assessment) has been completed.	Re-design of Learning Disability Services completed and implemented.
<b>Prevention and Early Intervention Strategy</b> – we will assess existing service provision and identify both current and future requirements.	Completion of gap analysis, and improved range of service interventions available.	Improved outcomes evidenced for individuals and their families, as evidenced by positive feedback and increased user satisfaction.
<b>Primary Care Strategy</b> – we will recover and transform services to reduce backlogs of care and unmet need with a renewed focus on what matters to people and ensure a safe, sustainable, high quality health and social care support system.	Individual wellbeing and outcomes are optimised through building enabling relationships with people and focusing on continuity of care, supported self managements and asset-based approaches.	More seamless pathways between primary care, secondary care, third and independent sectors, underpinned by a system and place-based approach with the person engaged and involved in their care when possible.
<b>Primary Care Strategy</b> – we will embed and accelerate digital solutions to support recovery and underpin transformation of primary care.	An environment that is more supportive of digital health innovation to improve and enhance care delivery.	Digital solutions will be embedded and underpin the care delivery models.
<b>Primary Care Strategy</b> – we will contribute to improving population health and wellbeing and reducing health inequalities.	Primary Care Services recognise the needs of people whose lives are negatively affected by inequalities, isolation, and the wider social determinants of health, and actively support a reduction in the inequalities of access to care.	A localities based approach to the transformation of Primary Care Services in Fife that ensures services are co-designed with communities to better meet the needs of people, families, and carers.



# Integration – A Fife where we will strengthen collaboration and encourage continuous improvement



- We will champion collaboration and continuous improvement, enabling our workforce to be responsive and innovative.
- We will manage our resources effectively to increase the quality of our services and provide them to those individuals and communities most at need.
- We will continue the development of an ambitious, effective, and ethical Partnership.

The changes we need to make	What will success look like?	Where do we want to be in 2026
<b>Advocacy Strategy</b> – we will work in partnership with our advocacy providers to review eligibility criteria with a view to expanding the range of people who are eligible to receive advocacy services.	Completion of a review of eligibility criteria to advocacy services ensuring that the criteria are fit for purpose and are inclusive of all equality groups.	Provision of eligibility criteria across Fife which meets the full range of advocacy service requirements as well as meeting our legal obligations, including the Equality Act and Fairer Scotland Duty.
<b>Advocacy Strategy</b> – we will renew our independent professional advocacy contract to ensure provision of a comprehensive independent advocacy service which adheres to our legislative requirements and aligns with the priorities within our Advocacy Strategy.	Refresh and renewal of the Partnership’s Advocacy Contract in accordance with current, and identified future needs.	Delivery of a comprehensive professional independent advocacy contract which adheres to legislative requirements and meets the advocacy needs of the people of Fife.
<b>Learning Disability Strategy</b> – we will develop and implement a fully integrated health and social care Learning Disability Service.	An increase in the support and life opportunities available for people with learning disabilities.	Implementation of a fully integrated Health and Social Work Learning Disability Service.
<b>Primary Care Strategy</b> – we will work in partnership to develop an integrated Workforce Plan to support the capacity and capabilities required across all Primary Care Services.	Our primary care workforce is extended, more integrated, and better co-ordinated with community and secondary care.	A sustainable primary care workforce delivering the right care, to the right people, at the right time and by the right person.

## Integration continued...

The changes we need to make	What will success look like?	Where do we want to be in 2026
<p><b>Primary Care Strategy</b> – we will improve the quality and capacity of our physical assets to support the ongoing transformation required to ensure delivery of high quality Primary Care Services.</p>	<p>Investment in premises and management support that enables expansion of the multidisciplinary teams within primary care to better manage demand, create capacity, and support localities to operate at scale.</p>	<p>Services are developed and delivered at scale, with improved planning, infrastructure, delivery, and person-centred practice that supports individuals and communities.</p>
<p><b>Re-imagining Third Sector Commissioning</b> – we will develop an outcome focussed approach, incorporating gap analysis, to commissioning that aligns with the Partnership’s Strategic Plan.</p>	<p>All Third Sector Commissioning Services are aligned to the HSCP strategic priorities and reflect the needs of local people.</p>	<p>An outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs.</p>
<p><b>Strategic Planning Group</b> – we will oversee the development and implementation of the Strategic Plan, and provide advice to the IJB on national policy and requirements.</p>	<p>Increased compliance with legislative and statutory requirements relating to the development and implementation of the Strategic Plan including the Integration Delivery Principles.</p>	<p>The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available resources to support health and well-being improvements for the people of Fife.</p>

# Partnership Working

## Commissioning Strategy

Fife Health and Social Care Partnership is committed to meeting the health and social care needs of the people in Fife by providing access to high quality, flexible, and responsive, care and support services that meet our vision and mission, maintain our values, and promote good practice standards. These services are delivered via a combination of direct support from the Partnership, or on our behalf by external providers in the voluntary or independent care sectors.

Our commissioning activity is governed by procurement legislation known as the Public Contracts (Scotland) Regulations 2015. The regulations relating to the procurement of social care services allow for a more flexible and creative approach to the purchase of these services known as the 'light-touch' regime. As such the Partnership has more scope to choose the procurement methodology most suited to the market. We will strengthen relationships and work collaboratively with our procurement partners in Fife Council and NHS Fife to deliver on our contracting and commissioning requirements. Our contracting and commissioning activity will encompass a commitment to Community Wealth Building, sustainable and ethical purchasing, and the climate change agenda which will be embedded in our purchasing processes, approach, and decisions.

The Partnership will maximise opportunities for collaborative commissioning with the aim of improving services, outcomes, processes, and efficiency. Our contracting and commissioning activity will support the Partnership's strategic priorities and aspirations as well as the delivery of transformational change.

To achieve this we will:

- Build on our existing approach by refreshing and developing a new Commissioning Strategy 2023 to 2026, which will focus on delivering Best Value (quality and cost) and working with care providers to provide high quality care that promotes choice and independence in line with our legislative requirements and our governance framework.
- Increase the number of individuals who are able to receive appropriate and effective care in their home environment for longer.
- Increase the choice and availability of social care services through implementing digital solutions where appropriate, adopting a Community Wealth Building approach, and by working with our external care providers to develop sustainable social care services.
- Build on our existing good working relationships with the voluntary and independent sector care providers and demonstrate a continual commitment to partnership working as well as ensuring that feedback from those who use, and those who deliver, social care services is at the heart of our development and improvement plans.
- By 2026, ensure that robust and high-quality care provision is available at the right time and in the right place to enable people to live independent and healthier lives in their own home, and within their own community.

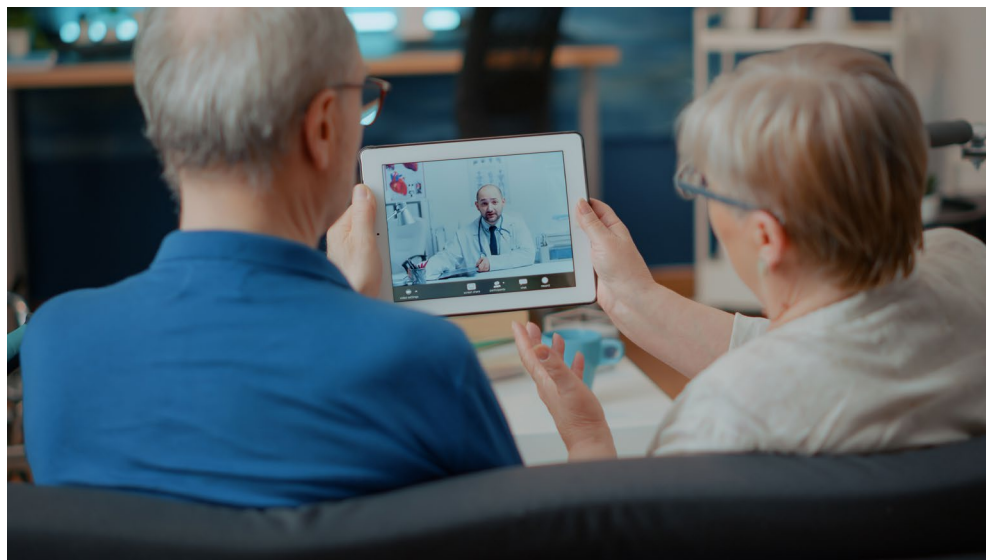
## Digital Strategy

Our **Digital Strategy** sets out our priorities and plans for the next three years. We will actively promote digital solutions across the Partnership to deliver health and social care services. This will include increasing the number of consultations delivered using video conferencing, the use of self-assessment tools and other digital solutions, and will ensure that digital solutions and alternative models of care are fully embedded across all relevant health and social care services.

We will also provide training and support to maximise opportunities for technology enabled care, empowering individuals to successfully manage their own care and wellbeing. This will be evidenced by an increase in the uptake of technologies such as telehealth, telecare, telecoaching and self-care applications, and ensure that technology enabled care services are available and accessible, enabling value maximisation and improved models of care for our patients and services users.

## Risk Strategy

The IJB has a **Risk Management Strategy** and Framework in place to support delivery of the Strategic Plan. This is currently under review, following the review of the Integration Scheme, to ensure it remains up to date, fit for purpose and effective. The Risk Management Strategy facilitates robust risk management, analysis, audit, and reporting within the Health and Social Care Partnership. A strategic risk register identifies the key risks to delivery of the Strategic Plan and is regularly reported to the IJB and governance committees. The risk register will be updated to take account of the strategic priorities within this plan.





## Local Housing Strategy

Our **Local Housing Strategy 2022 to 2027** sets out outcomes and actions within the following five priority areas which will help us achieve our vision to 'Provide housing choices for people in Fife':

- Ending Homelessness
- More Homes in the Right Places
- A Suitable Home
- A Quality Home
- A Warm Low Carbon Home

Our key priorities include meeting the requirements of the Prevention of Homelessness Duty, and working together to meet the housing needs of Housing First customers. These activities will ensure that people are provided with suitable and sustainable housing options, and increase the number of individuals who are prevented from becoming or being homeless. All key services will have a clear Prevention of Homelessness Duty embedded into their plans and any service users who wish to go down the Housing First Pathway will be supported to do so.

We will also build additional Extra Care Housing, and develop new models of Supported Housing to increase the number of Extra Care and Supported Housing accommodation available in Fife. For example, Care Villages that fit the needs of local communities will be established in Methil, Cupar and Anstruther.



## Financial Framework

The IJB continues to operate in uncertain times, facing significant budget challenges and pressures. It is therefore important to develop an aligned resource strategy including a clear financial framework which will support delivery of the strategic plan within the finite resources available.

Our **Medium-Term Financial Strategy (MTFS)** sets out the resources available and ensures they are directed effectively to help deliver the outcomes of the Strategic Plan. The MTFS will quantify the challenges over the next three years, with an aspiration to extend this to a 10-year plan. The strategy will inform decision making and actions required to support financial sustainability in the medium term. It estimates any financial gap between resources available and those required to meet our strategic ambitions for the people of Fife, and therefore highlights areas of financial pressure. The MTFS details plans to bridge the budget gap, including proposals for achieving efficiency and redesign savings, and it sets out the medium-term transformational change required to allow us to work closely with partners to deliver services in the most effective way whilst balancing the budget.

There are national priorities which will have investment from the Scottish Government, and there will be additional areas that where we will deliver care or introduce digital solutions that align with our vision of enabling people to live independent and healthier lives. These improvements will generate financial savings and inform our Medium Term Financial Strategy ensuring sustainable services and

person-focused care for the people of Fife.

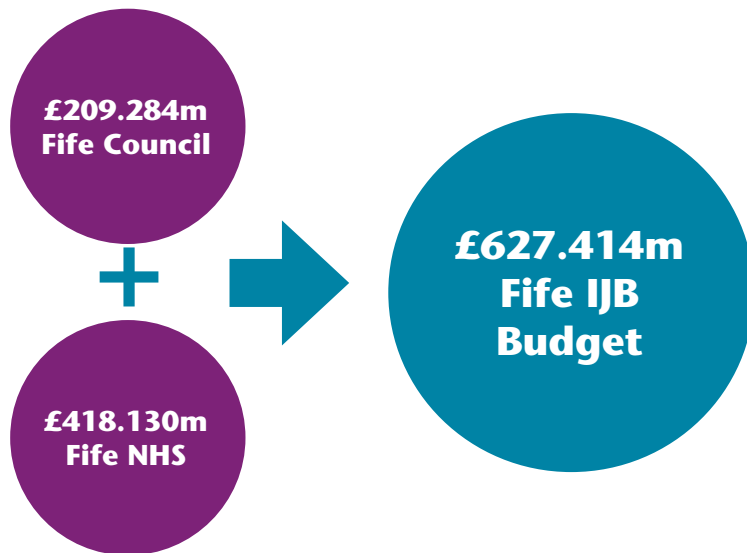
The MTFS identifies measures required to address the financial challenge, these include:

- Ensuring Best Value - ensure the best use of resources
- Whole system working - building strong relationships with our partners
- Prevention and early intervention - supporting people to stay well and remain independent
- Technology first approach - to enhance self-management and safety
- Commissioning approach - developing third and independent sectors
- Transforming models of care - to support people to live longer at home, or a homely setting
- Prescribing - reduce medicines waste and realistic prescribing

Demand for health and social care services is increasing, and our finances are under significant pressure. This means that we need to make the best use of our restricted budgets and resources by redesigning services and doing things differently. Robust financial management is a key priority, we will also explore options to achieve efficiencies by improving our systems and processes, for example through better coordination of services or providing alternative delivery models. All of our supporting strategies are linked to the MTFS, this ensures that all transformational programmes and planned improvements align with current budgets and support our financial vision.

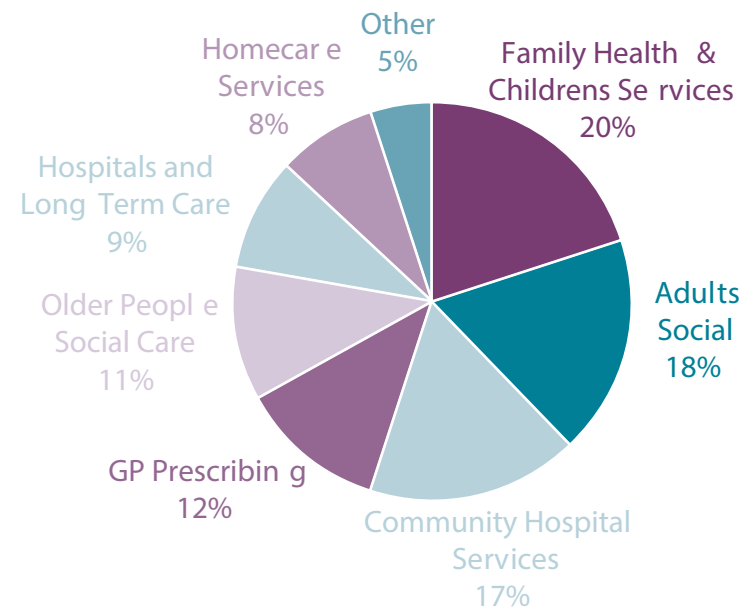
## Budget Position

Functions are delegated to the IJB and it is the responsibility of Fife IJB to best utilise these resources in line with the Strategic Plan. Our funding comes from contributions from our partner organisations to the IJB Budget – the 'Fife IJB pound'. For 2022-23 the contributions to Fife IJB budget are:



Further non-recurring allocations are received in year for specific priorities. The Annual Budget paper was presented to the IJB Committee on 25 March 2022. The paper presented a balanced budget, which was set for one year only. However, a 3-year focus was maintained, recognising the significant financial challenge that lies ahead and ensuring decisions made when setting the budget

gave consideration to any longer-term consequences. The budget for 2022-23 has been allocated for use as follows:

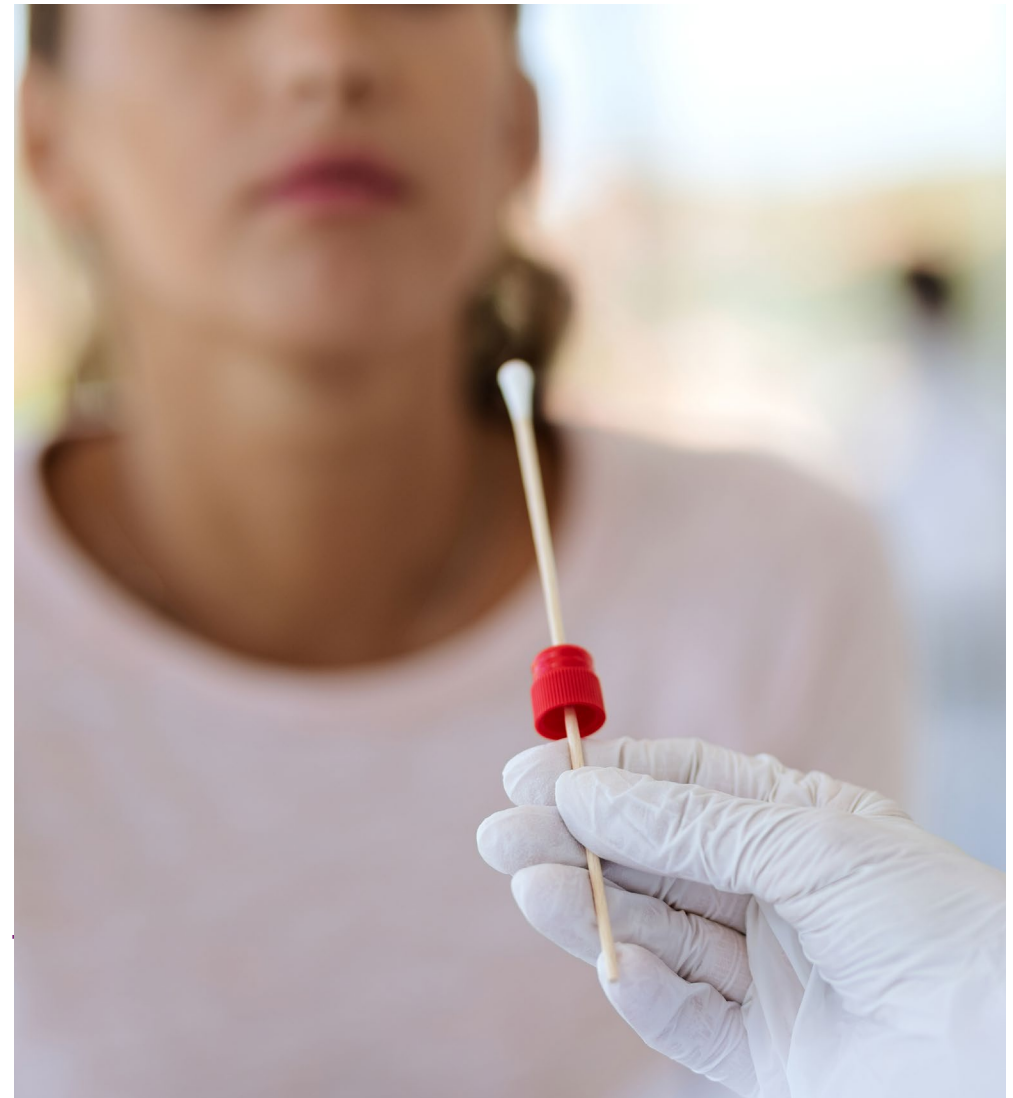


Additional funding received from Scottish Government for investment has been included in the baseline position. The funding was received to invest in services by increasing capacity in the community, reduce delays in hospitals and investment in a sustainable third sector workforce with a commitment to the living wage.

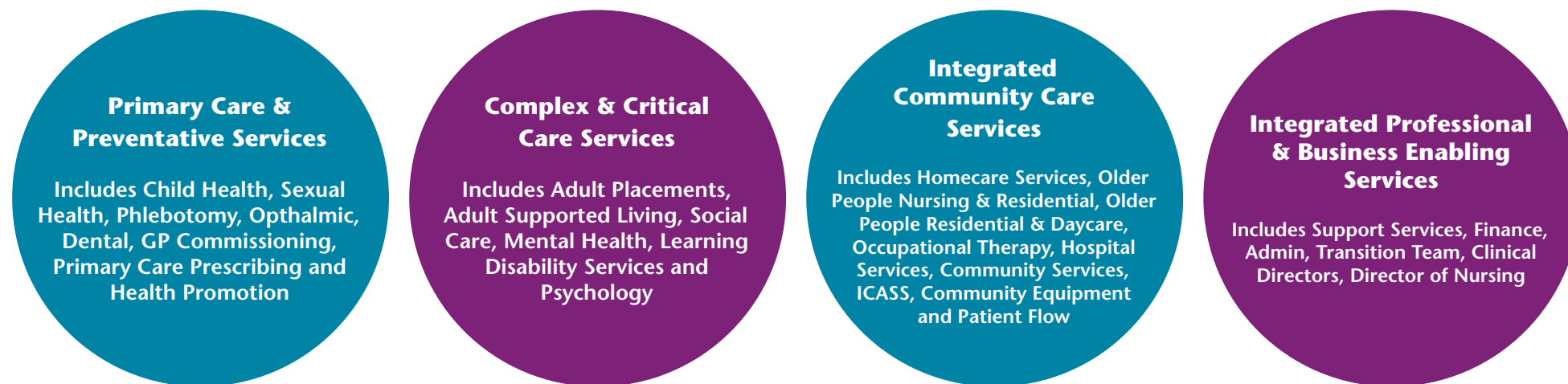


There are additional demands on budgets from an ageing population, rising costs, remobilisation, and recovery of services as we move out of the pandemic and deal with the financial effects of Brexit. The Annual Budget paper sets out the estimated gap between funding available and funding required and sets out savings targets required. Where transformation of the services we deliver will be required in future years to ensure sustainability this is noted. The Annual Budget paper should be read in conjunction with the MTFS.

April 2021-22 was the first year since inception of the IJB where funds were brought forward to be held in reserve. This was the result of late funding received from Scottish Government in February 2021 and a surplus on our core position. Our policy states an ambition to maintain a prudent level of uncommitted reserves of 2% of budgeted expenditure, to create a contingency to cushion the impact of unexpected events or emergencies. Whilst this level of reserve will allow flexibility, this must be proportionate and take cognisance of the level of savings required to be delivered and should be kept under regular review. Most of the late funding received was earmarked or ring-fenced, to be used specifically for projects or to fund ongoing expenditure relating to the coronavirus pandemic. However an uncommitted balance of 1% of total budget was held in reserve at April 2021, rising to 2% at April 2022



The Partnership has undergone significant change and a new structure of service provision was implemented, effective from June 2021. Services delegated to the IJB and managed by the HSCP are reflected in this diagram:



The Partnership is committed to delivering services within the financial resources that are available and strives to do this while transforming the services which it delivers. The transformational change programme spans the entirety of the Partnership's business and requires the Partnership to look at what services are delivered, how they are delivered, and where they are delivered from.

There has been significant investment and a Transformation Team has been created and formal governance put in place to review and approve all transformation work. The Team has developed a series of programmes and projects, covering areas such as mental health, digital and home first (which aligns to service users being able to live longer healthier lives at home or in a homely setting). The programmes will measure improvements in both outcomes and quality of services. Financial benefits will also be tracked; benefits such as cost avoidance through prevention and early intervention, efficiency savings from providing more cost-effective services, and cashable savings from completely transforming services.



## Transformation and Change Portfolio

The Home First Programme aims is to ensure that Fife citizens are able to live longer, healthier lives at home, or in a homely setting. This will be achieved by creating a person-centred, single-point-of-access, with multi-disciplinary reviews of individual needs, and earlier decision making.

The Near Me Programme will implement a secure and easy-to-use video conferencing solution for Adults and Older People Social Work. The technology supports digital appointments, enabling multi-disciplinary consultations with individuals and family members who may not be available to attend local face-to-face meetings.

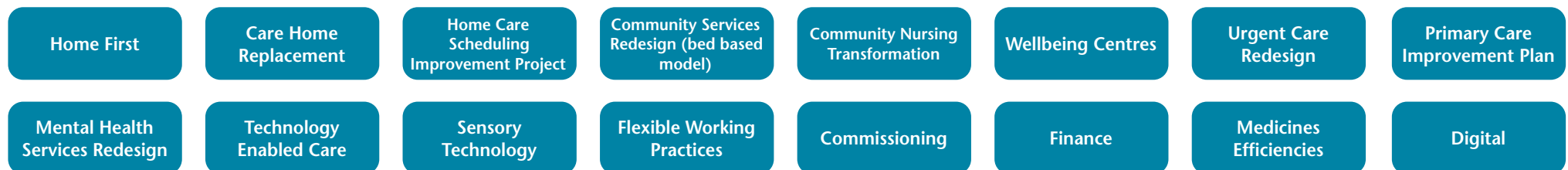
The Fife Primary Care Improvement Plan builds on the core strengths and values of general practice (expertise in holistic, person-centred care) and involves a focus on undifferentiated presentation, complex care, and whole system quality improvement and leadership.



## Portfolios



## Programmes



## Workforce Strategy

### Plan

We will develop pathways that set out career progression, succession planning and retention to support our workforce that is representative of the communities we serve and continue to develop integrated services in the hearts of our communities.

### Attract

We will increase our workforce through a range of integrated actions to recruit talent through innovations in youth employment, apprenticeships, employability programmes, and marketing across the whole partnership.

### Train

We will work with all partners to create an integrated approach to training across the Partnership including 'growing our own pathways' to provide the qualifications and training to develop our existing workforce.

### Employ

We will continue to work in Partnership with employers across the statutory, third and independent sectors to meet the requirements of Fair Work and strengthening multi-disciplinary models within health and social care.

### Nurture

We will continue to listen to and learn from our workforce about what matters to them through the iMatter annual survey and working with our Local Partnership Forum to promote the mental health and wellbeing of our people through an improved culture and investing in our leadership.

The fundamental ambition of our **Workforce Strategy for 2022 to 2025** is to inspire our workforce to strive to achieve the best outcomes for the people of Fife, to assure our workforce that their wellbeing is at the heart of our leadership approach and that they are supported within their workplace, wherever that is, across the whole of our Partnership.

The strategy recognises that we need to continue our successful day to day delivery of services alongside our leadership of change for tomorrow.

To meet this ambitious vision, we will provide the leadership and organisational development needed to support our personal team, service and system improvement needed to meet our future challenges.

Key to the sustainability of our services is developing a skilled workforce with career choices. This includes a focus on nurturing our organisational culture in parallel with transformation in systems, processes and structures, and a commitment to integrated working.

The strategy sets out our ambition to deliver a range of actions critical to Fife's recovery from the coronavirus pandemic, within the wider context of addressing inequalities and making a continued shift to early intervention and prevention.



## Participation and Engagement Strategy

Participation is central to the work of the Health and Social Care Partnership with the people of Fife. We are committed to listening to people and taking views into account to achieve the best possible outcomes for everyone.

The **Participation and Engagement Strategy** sets out the principles, and approaches for participation work across all Adult Health and Social Care Services in Fife. This Strategy will help us not just to listen, but also to act on the thoughts and feelings of the public on health and social care services, and to use feedback as part of ongoing quality and service improvement.

The Participation Team will provide an important service in helping teams and services across the health and social care partnership to develop their participation practice.

The Partnership wants to see Teams and Services using a participation review process to reflect on their practice and ensure that the views of carers, those who use adult health and social care services, individuals, families, and communities, are used to the greatest effect.

Over the next three years the Participation and Engagement Strategy aims to:

- set out the Partnership's approach to participation and engagement with stakeholders across Fife.
- define the principles of the approach to engagement.
- acknowledge the different communities within Fife and the need to tailor our approach to maximise engagement opportunities.
- define the different levels of engagement with the Partnership.
- outline the local and Fife wide engagement structures we need to develop so that people can engage with these structures.
- deliver an action plan to implement and improve our approach to participation and engagement.

# Mainstreaming Equality

Fife Health and Social Care Partnership is committed to promoting dignity, equality and independence for the people of Fife. Our Strategic Plan and collection of supporting strategies will ensure that we continue to work effectively with partners, local communities, and individuals, to challenge sources of inequality such as discrimination, harassment and victimisation, and to promote equality of opportunity for all.

Our equality outcomes include:

- Improved collection and use of equality data, including protected characteristics, to support service planning and delivery, and promote mainstreaming of equality rights.
- Individuals with lived experience of inequality and exclusion will have more opportunities to get involved and share their views, concerns, and suggestions for improvement across the Partnership.
- Increased collaboration with communities and partners that have experience and expertise working with groups that have a protected characteristic, leading to improved health outcomes for individuals, their families and carers.
- Greater diversity and an inclusive workforce culture, with employees from all backgrounds and cultures reporting that they feel increasingly valued.
- Improved understanding and better relations between individuals and groups who share a protected characteristic, and those who do not.

Further information about our equality outcomes, and our commitment to integrate equality into the day-to-day working of the Partnership is available on our website: [www.fifehealthandsocialcare.org/publications](http://www.fifehealthandsocialcare.org/publications)





# Children's Community Health Services

Article 24 of the United Nations Rights of the Child (UNCRC) states that all children have a right to good quality health care, clean water and good food, and that children and young people's health should be as good as possible.

Fife Children Services Plan sets out how partner agencies will work together to promote, support, and safeguard the wellbeing of children and young people. By putting children, young people, and their families at the centre of our vision, values, and principles we can ensure that we meet our ambition.

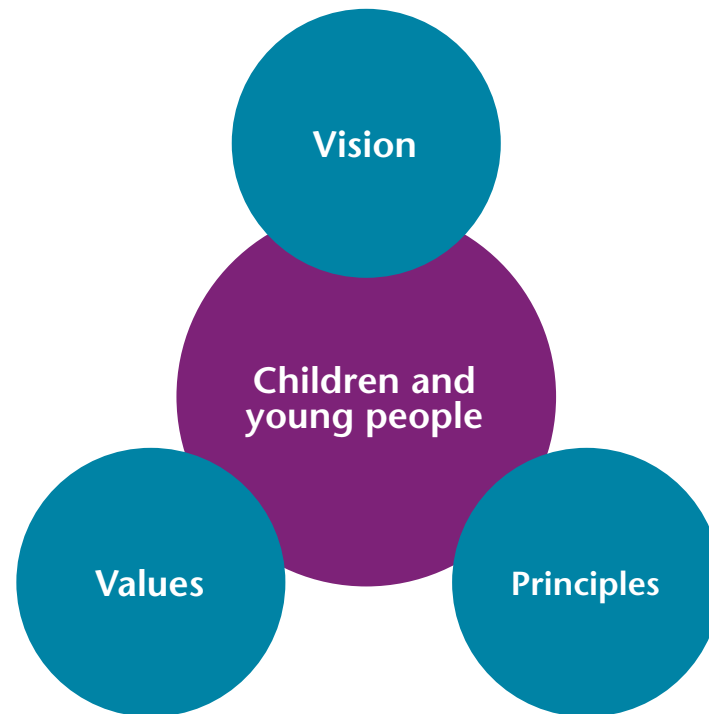
Following the findings of an Independent Care Review in 2020, Scotland made a Promise to care experienced children and young people: **You will grow up loved, safe and respected.** And by 2030, that promise, must be kept.

The Promise underpins our work. This means ensuring that the voice of children and young people is heard, valuing families, ensuring appropriate care and supporting staff. It also means ensuring that help, support, and accountability is there when it is needed to enable all children to grow up loved, safe and respected by their families.



### Children Services Vision:

Making Fife a place where every child and young person matters



### Children Services Values:

- Compassion
- Ambition
- Respect
- Collaboration
- Integrity

### Children Services Principles:

- A targeted response
- Trauma informed and nurture approaches
- Choice and participation
- Mitigate the impact of poverty

Our key priorities are:

- **Delivering the Promise** - improve the experiences and outcomes of those who experience care, are on the edge of care, and have additional needs to support them to live safely at home, for example listening to the views of care experienced young people about our services and making any changes required to improve.
- **Supporting wellbeing** - promote and support the emotional, mental and physical wellbeing of children and young people, for example we will support parents and carers to maintain healthier options such as reducing smoking and increasing breastfeeding (where appropriate).
- **Closing the equity gap** - improve opportunities and choices for children and young people who experience barriers to good health and wellbeing, for example increasing access to income maximisation advice and looking for ways to minimize the impact of poverty on children's access to healthcare.
- **Promoting children's rights** - ensure that the rights of children are embedded into practice across all services, for example ensuring that the voice of the child, their family and carers is heard in service redesign, and reducing appointment waiting times.

The work of Children Services is underpinned by the following guidance and legislation:

*Children and Young People (Scotland) Act 2014:*  
[www.legislation.gov.uk/asp/2014/8/contents/enacted](http://www.legislation.gov.uk/asp/2014/8/contents/enacted)

*Getting It Right For Every Child (GIRFEC):* [www.gov.scot/policies/girfec/](http://www.gov.scot/policies/girfec/)

*The Promise:* <https://thepromise.scot>

*National Guidance for Child Protection:* [www.gov.scot/publications/national-guidance-child-protection-scotland-2021/](http://www.gov.scot/publications/national-guidance-child-protection-scotland-2021/)

*Child Poverty (Scotland) Act 2017 and Tackling Child Poverty Delivery Plan 2018-2022:* [www.legislation.gov.uk/asp/2017/6/contents/enacted](http://www.legislation.gov.uk/asp/2017/6/contents/enacted)

*United Nations Convention on the Rights of the Child:* [www.gov.scot/publications/implementing-united-nations-convention-rights-child-introductory-guidance/documents/](http://www.gov.scot/publications/implementing-united-nations-convention-rights-child-introductory-guidance/documents/)

# Governance and Assurance

## Clinical and Care Governance: Quality Matters Assurance

The highest standard of care delivery is the responsibility of everyone working in Fife Health and Social Care Partnership, and is built upon partnership and collaboration across health and social care teams to ensure the best outcomes and experiences for the population of Fife.

The management of risk underpins all operational activities and services, and to this end, services are required to have robust risk management procedures in place throughout the organisation.

Five key principles of clinical and care governance:

- Clearly defined governance functions and roles are performed effectively
- Values of openness and accountability are promoted and demonstrated through actions
- Informed and transparent decisions are taken to ensure continuous quality improvement
- Staff are supported and developed
- All actions are focused on the provision of high quality, safe, effective, and person-centred services.

Structures are in place to provide assurance that clinical and care governance is discharged effectively within the partnership whilst meeting the statutory duty of the quality of care delivered using a person centred, rights-based approach, which is underpinned by adopting the Integration Governance Principles: “How Do You Know”?

Services:

- Use patient, service user, and carer feedback to ensure that people are at the centre of everything that we do
- Ensure that the protection and enhancement of equality and human rights are core service values central to care delivery
- Monitor and review key quality outcome data to provide assurance on the quality of care delivered, and to inform and prioritise quality improvement activity to prevent and reduce avoidable harm for patients and service users of Fife
- Ensure that key learning is derived from multiple sources including local/national data, adverse incidents, inspections, national reports, professional bodies etc.
- Ensure that relevant clinical and care standards are robustly implemented across the Partnership
- Ensure that evidence-based quality improvement care processes are robustly implemented.

# National Care Service

In Fife we **CARE** about....

**Co-producing** your care pathway with you, building on your strengths and preferences.

**Anticipating** the support, you will need and making sure that it's available before your situation escalates.

**Respecting** your rights in all the work we do with you.

**Empowering, encouraging and enabling** you, and those with care for you, to have a say in any decision-making about your needs.

In 2020 the Scottish Government initiated an Independent Review of Adult Social Care in Scotland. The purpose of the Independent Review was to identify improvements for adult social care, primarily in terms of the outcomes achieved by, and with, people who use services.

The Independent Review was completed in January 2021, and a key recommendation was the establishment of a National Care Service, which will be accountable to Scottish Ministers, with services designed and delivered locally. The Scottish Government has started to design the new National Care Service and Fife Health and Social Care Partnership will be involved in this work.

It is expected that the National Care Service will be in place by 2026.

You can find out more about the National Care Service on the Scottish Government website: [www.gov.scot/policies/social-care/national-care-service/](https://www.gov.scot/policies/social-care/national-care-service/)

50 For more information visit [www.fifehealthandsocialcare.org](https://www.fifehealthandsocialcare.org)





# Legislation and References

*The Public Bodies (Joint Working) (Scotland) Act 2014 is available here: [www.legislation.gov.uk/asp/2014/9/contents/enacted](http://www.legislation.gov.uk/asp/2014/9/contents/enacted)*

*The National Health and Social Care Health and Wellbeing Outcomes are available here: [www.gov.scot/publications/national-health-wellbeing-outcomes-framework/](http://www.gov.scot/publications/national-health-wellbeing-outcomes-framework/)*

*The Public Health Priorities for Scotland are available here: [www.gov.scot/publications/scotlands-public-health-priorities/pages/1/](http://www.gov.scot/publications/scotlands-public-health-priorities/pages/1/)*

*The Scottish Government has information on the coronavirus pandemic here: [www.gov.scot/coronavirus-covid-19/](http://www.gov.scot/coronavirus-covid-19/)*

*This is a link to the National Records of Scotland website: [www.nrscotland.gov.uk/statistics-and-data](http://www.nrscotland.gov.uk/statistics-and-data)*

*Information about the National Care Service is available here: [www.gov.scot/policies/social-care/national-care-service/](http://www.gov.scot/policies/social-care/national-care-service/)*

*The Scottish Government's Medication Assisted Treatment Standards are available here: [www.gov.scot/publications/medication-assisted-treatment-mat-standards-scotland-access-choice-support/](http://www.gov.scot/publications/medication-assisted-treatment-mat-standards-scotland-access-choice-support/)*

*This is a link to the national report, Preventing Homelessness in Scotland: [www.crisis.org.uk/media/244558/preventing-homelessness-in-scotland](http://www.crisis.org.uk/media/244558/preventing-homelessness-in-scotland)*

*The Plan for Fife 2017 to 2027 is available here: [www.fife.gov.uk/\\_\\_data/assets/pdf\\_file/0027/164574/Plan-for-Fife-2017-2027.pdf](http://www.fife.gov.uk/__data/assets/pdf_file/0027/164574/Plan-for-Fife-2017-2027.pdf)*

*Further information about the strategic planning process in Fife, including opportunities to get involved in consultations or other engagement events, is available on our website: [www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org)*