

Fife Health & Social Care Partnership



Local Partnership Forum The story of our year Annual Report 2022-23



Supporting the people of Fife together



Contents

Part 1: Our Purpose, Vision, and Values	3
• Welcome from our co-chairs	3
• Our Vision and Values & LPF Partnership Agreement	4
• Our Membership and Meetings over 2022-23	5
Part 2: Our Story of the Year	7
• Advising on staff governance & employee relations matters	7
• Ensuring staff are well informed	7
• Being involved in decisions	8
• Staff are appropriately trained and developed	9
• A safe working environment	11
• Promoting health and wellbeing of staff	12
• Informing thinking around priorities on health and social care issues	14
• Advising on workforce	15
• Informing strategic plans and contributing to the organisational objectives of the IJB	20
• Summary of LPF Meetings	21
• Celebrating our staff – Our Gallery	22
Part 3: Our Impact and Priorities for the year ahead	27

Part 1: Our Purpose, Vision, and Values

Welcome from our Co-Chairs

Dear Colleagues,

It is a pleasure to introduce you to our third Annual Report reflecting the work of the Local Partnership Forum (LPF) in Fife Health and Social Care Partnership between April 2022-March 2023. We are privileged to work together to support all of the amazing people that work within Fife Health and Social Care Partnership and enable our commitment to a whole systems approach.

There is no doubt that this has continued to be a challenging year with ongoing unprecedented demand on services and whole system impact across the Health and Social Care Partnership, NHS Fife, Fife Council and colleagues in the Third and Independent Sectors. It is humbling to see the phenomenal care, compassion, commitment, and kindness that you, our workforce, continue to demonstrate in the most challenging of times. It is not only us that think that – it was evidenced in the Joint Inspection of Integration in Fife where your great work and values-based practice was recognised and celebrated.

This year we brought forward our Workforce Strategy which is dedicated to our people – the staff working across health and social care. The strategy recognises that we cannot achieve the Outcomes of Integration or the delivery of our Strategic Plan without the support of our highly skilled and dedicated workforce, our partners in NHS Fife, Fife Council and the Third and Independent Sectors, carers, and our communities. It's by working together that we will continue to progress integrating services and ensuring we care and support people in Fife.

Our strategy focuses on how we will Plan, Attract, Train, Employ and Nurture our Workforce in the coming years and this was supported by the Integration Joint Board.

We have also re-signed our Staff Partnership Agreement which governs how the LPF functions confirming our commitment to enable the Local Partnership Forum to discharge its responsibilities. In addition to inspection findings and workforce strategy we highlight the focus the Local Partnership Forum has placed on health and safety, attending, wellbeing, influencing strategy developments and areas of changing practice and transformation. We shine a light on you and the great work you do at the Integration Joint Board through the updates provided, including workforce in every report shared with the board, sharing the minutes of our meeting and including staff experience as part of the lived experience stories shared with the board. We also thank all members of the Local Partnership Forum who committed to the significant work undertaken through the forum.

A great deal has been achieved in the past year with much to be proud of and we will continue to listen to staff, champion integration and work together through the Local Partnership Forum to collectively support Fife Health and Social Care Partnership staff as we look to 2023-24.

Thank you for all you do.

Nicky Connor
Co-chair

Simon Fevre
Co-chair

Eleanor Haggett
Co-chair

Our Vision and Values

Over the past year the LPF has worked together on a range of challenging issues including recovery from Covid, service sustainability, a focus on budget and transformation, health and safety and developing our refreshed workforce strategy.

Throughout all of this work the LPF has maintained a clear focus to ensure our staff members voices are at the heart of the ongoing development of the Partnership, underpinned by our own 'vision and values':

The LPF is proactive in ensuring that work being undertaken within the Partnership recognises the individual and collective needs and best interests of our entire workforce, recognising the need for equality across the system through an inclusive mindset

The LPF help to shape any conversation by advocating for our staff in a way that improves the corporate or professional response to workforce challenges across the health and social care system

The LPF can assure the workforce that the challenges and issues they face are being addressed positively by the employers and senior leadership team within the Partnership

This report sets out the LPF's unwavering commitment to delivering on these values through our connection with the wealth of positive work being done in the Health & Social Care Partnership to celebrate the success of our workforce in delivering fantastic services day in, day out and to promote their wellbeing through a range of supports.

The Local Partnership Forum Partnership Agreement

The Local Partnership Forum Partnership Agreement document is signed on an annual basis by the LPF co-chairs. The agreement governs how the partnership functions discharging its responsibilities by:

- Advising on the delivery of staff governance and employee relations issues,
- Informing thinking around priorities on health and social care issues,
- Advising on workforce including planning and development and staff wellbeing
- Promoting equality and diversity,
- Informing and testing the implementation of approaches in relation to strategic plans, and commissioning intentions and contributing to the wider strategic organisational objectives of the IJB.

Having reviewed the business of the LPF over 2022-23 the forum is assured that the agenda covered all of the above areas, which will be evidenced throughout this report. On this basis the LPF co-chairs re-signed the agreement.

Our Membership and Meetings

Membership

The Local Partnership Forum consists of core membership from Trade Unions, Staff Side, Senior Leadership Team and Human Resources. There are also people who regularly attend the LPF to provide advice, reports and support the work the LPF.

Regular members and attendees to the Local Partnership Forum are:

Name	Role
Nicky Connor (Co-Chair)	Director of Health & Social Care - Chief Officer IJB
Simon Fevre (Co-Chair)	Staff Side Representative, NHS Fife
Eleanor Haggett (Co-Chair)	Staff Side Representative, Fife Council
Debbie Fyfe	Joint Trades Union Secretary, Fife Council
Lynn Barker	Associate Director of Nursing, H&SC
Wilma Brown	UNISON, Employee Director, NHS Fife
Lisa Cooper	Head of Primary and Preventative Care Services
Elizabeth Crighton	Project Manager – Wellbeing & Absence, H&SC
Kevin Egan	UNITE
Lynne Garvey	Head of Community Care Services, H&SC
Kenny Grieve	Health & Safety Lead Officer, Fife Council
Helen Hellewell	Associate Medical Director, H&SC
Elaine Jordan	HR Business Partner, Fife Council
Angela Kopyto	Community Dental Officer, NHS Fife, British Dental Association
Rona Laskowski	Head of Complex & Critical Care Services, H&SC
Roy Lawrence	Principal Lead of OD & Culture, H&SC
Chuchin Lim	Consultant, NHS Fife (BMA)
Kenny McCallum	UNISON Fife Council
Wendy McConville	UNISON Fife Health Branch
Fiona McKay	Head of Strategic Planning, Performance H&SC
Anne-Marie Marshall	Health & Safety Officer, NHS Fife
Billy Nixon	Health & Safety Manager, NHS Fife
Alison Nicoll	RCN, NHS Fife
Lynne Parsons	Royal College of Podiatry, NHS Fife
Susan Robertson	UNITE
Morag Stenhouse	H&S Adviser, Fife Council
Audrey Valente	Chief Finance Officer, H&SC
Sharon Adamson	RCN, NHS Fife
Hazel Williamson	Communications Officer, H&SC
Susan Young	HR Team Leader, NHS Fife
Wendy Anderson	H&SC Co-ordinator (Minutes)

Meeting Dates

Meetings ordinarily take place on a 2 monthly basis to ensure there is a Local Partnership Forum within each cycle of the Integration Joint Board. The Forum increased the frequency of meetings during the pandemic and following a review in summer 2022 the Forum agreed to resume the 2 monthly cycle.

The LPF met on the following dates:

- 19 April 2022
- 11 May 2022
- 21 June 2022
- 20 July 2022
- 2 September 2022
- 16 November 2022
- 24 January 2023
- 29 March 2023

Reporting of Minutes

All minutes of the meetings are reported to the Integration Joint Board with the opportunity for the co-chairs to highlight any aspect of the meeting to the Public Board.



Local Partnership Forum: Agendas

The key issues discussed at every Forum include:

- Staff Wellbeing
- Attendance
- Service Pressures
- Health and Safety
- Finance
- Joint Chairs Update
- Items for Staff Briefing

The responsive agenda items include:

- Strategy Development e.g. workforce strategy
- Major Service Change e.g. Palliative Care Redesign
- Project Updates e.g. Near Me, Liquid Logic
- Seasonal Priorities e.g. Staff Immunisation
- iMatter
- Whistle blowing
- National Care Service

Part 2:

Our Story of the Year

The remainder of this report will tell the story of the Local Partnership Forum in 2022-23 and shine a light on the work undertaken by our amazing staff and teams and in Partnership with others.

The key areas that we will focus on are how the Local Partnership Forum has:

- Advised on staff governance and employee relation issues
- Informed thinking around priorities on health and social care issues
- Advised on workforce
- Promoted equality and diversity
- Informed approaches to strategies and the organisational objectives of the IJB

Throughout it all we will pay tribute to the great work being delivered and highlight photographs of our teams in action.

Advising on staff governance & employee relations matters

The forum now receives a regular report on Employee Relations cases and oversees actions being taken to improve timeliness of cases being concluded.

There have also been regular updates in 2022-23 on potential industrial action and involvement from staff side in any of the working groups preparing for potential industrial actions.

The Local Partnership Forum champions the voice of staff and trade union members supporting robust staff governance and employee relations in all of our work. This is further supported by a commitment from all members of the senior leadership team to engage and work with staff side and trade union colleagues in the work we progress.


Ensuring staff are well informed

Ensuring staff are well informed is a priority for the Local Partnership Forum. Part of this is through the weekly Director's Brief, which has continued throughout 2022-23.

Based on feedback from staff the following changes were made in the year to ensure that content remains fit for purpose and meets staff members' needs:

- A monthly briefing which includes the third and independent sector and demonstrates the continuing work of teams and services across the whole partnership
- Each month has a guest editor where members of the Senior Leadership Team highlight their services and support a shared understanding beyond the portfolios people work in
- The key meetings that are routinely summarised to share with staff are the Local Partnership Forum, Integration Joint Board and Extended Leadership Team.

As a standing item on the agenda, the Local Partnership Forum end every meeting agreeing any priorities to share with staff and these are included in the Director's Brief and Management Team meetings in the following weeks.



The Director's Brief also includes key information and changes that support our whole workforce being well informed. Examples in 2022-23 include changes in Covid legislation and changes in the use of face masks and physical distancing.

To support a large reach the Director's Brief is cascaded through managers and also published on "Blink" and Fife Council intranet.

Throughout the year there have also been regular joint messages from the co-chairs on key issues promoting a collaborative and joined up approach to supporting our workforce.

Part of ensuring staff are well informed is also promoting good practice and celebrating the work of our teams. This has included the Joint Inspection of Adult Services and the Inspection of Care at Home. Both of these recognised the values of our team and feedback from the people they care for about the kindness, care and compassion they experienced.

The Local Partnership Forum is kept up to date with regular reports in relation to the financial position, attendance, and health and safety. The joint chairs update also provides the opportunity for any co-chair to raise matters with the Forum on issues that have arisen since agenda setting or papers being issued.

Being involved in decisions

The Partnership would not have been able to achieve as much as it has in the past year without the active involvement of all of our people. The need to mobilise, redeploy and recruit significant numbers of staff would not have been possible without the support of those staff and their Trade Unions and Professional Organisations.

There is commitment to ensure close trade union and staff side engagement in the transformation work being progressed meaning our staff voice is core to how this work is developed and delivered. There are examples of strong partnership working where the voice of staff has shaped developments and decisions within services such as the palliative care service redesign, immunisation service redesign, and the implementation of 'Near Me' in social work.

The Local Partnership Forum are engaged in all strategy developments that have implications for the workforce. This means the voice of the LPF is actively sought ahead of the presentation of strategies and there is opportunity for the LPF co-chairs to share views at the Integration Joint Board meetings.

Staff are appropriately trained and developed

The Local Partnership Forum has introduced a regular report on mandatory training to ensure staff have completed the required training, which will support the safety of staff and the people we care for. This is being led through the Health and Safety Assurance Forum and covers all mandatory training. There has been an increase in mandatory training uptake over 2022-23 and this will continue to be monitored closely. There has also been a focus on leadership training for all levels of staff in the partnership.

Examples of making training more accessible includes the Mobile Skills Unit, which was out and about in Autumn last year to support our workforce by providing a safe learning environment and state of the art simulation equipment which allow a range of clinical skills education to be delivered.



Through the Local Partnership Forum we have raised feedback from staff on how training could be improved. Examples of this include training in liquid logic which is the new electronic care system being introduced.

Through the weekly Director's Brief training opportunities are promoted. This has included the range of mandatory and health and safety training, Near Me training, leadership development and change management, and a wealth of wellbeing development opportunities.

Supporting the development of current and future leaders is a priority and the Local Partnership Forum has been regularly consulted and updated on the development of leadership programmes.

The Partnership's first Systems Leadership Programme which was supported by the Local Partnership Forum was launched in March 2023. The programme creates a collaborative space for leaders to come together to learn and work together on the biggest challenges we face in the organisation. There is a focus on personal leadership through access to behavioural coaching and mentoring from the Senior Leadership Team, and collective leadership through a range of learning inputs, facilitated group work, and exercises to develop our individual and collective thinking. The first group includes representatives from all portfolios, our Third and Independent sectors, and partners in Acute, Pharmacy and Public Health – who work so closely with us in the partnership.



2022 also saw the introduction of the Partnership's new 'Coach Approach' training for managers and supervisors. A 'Coach Approach' encourages managers to listen more to their staff and support staff to reach their own conclusions and solutions rather than looking for direction. In addition to the 2-day training, those attending are also offered ongoing support through regular 'Keeping in Touch' sessions, and thematic sessions which focus on the use of a coach approach in specific situations. During 2022-23, we ran 4 courses with 51 managers across the Partnership, including Voluntary and Independent Sectors, completing the course.

The Coach Approach training was a real eye opener to the way we should be supporting others. I was able to network with other professionals and understand their way of working and challenges they face. I now feel more confident when coaching individuals and this has also helped with my own development... would definitely recommend this training to everyone.

It (Coach Approach) has taught me how to ask open questions and explore things in depth with the person, allowing them to take accountability and feel they have the power to change that problem and solve it for themselves.

Workshops were designed with the aim of promoting compassionate and trauma informed services and workplaces. The workshop is open to managers and organisational leaders across NHS Fife, Fife Health and Social Care Partnership and Fife Council and Fife based third sector agencies.



A safe working environment

A standing item on the LPF agenda throughout 2022-23 has continued to be operational service pressures. At every Local Partnership Forum meeting Heads of Service provide an update on pressures relating to their area of responsibility. What was observed this year, like no other, was that the pressures did not reduce over the summer period creating impacts such as not being able to reduce the surge capacity that was created last winter and having to increase it further due to whole system pressures over this winter. The forum has valued the regular updates and opportunity to discuss and explore the implications of systems pressures for staff and have an overview of the key issues impacting on Preventative and Primary Care Services, Community Care Services and Complex and Critical Care Services.

Whilst the Covid command structure was stood down in 2022-23, the Health and Social Care Partnership has continued with daily whole system huddles using the OPEL tool to support consistent assessment and language to enable daily communication of the pressures to our staff. This ensured we were well placed to reintroduce the command structure in January and February 2023 due to the significant whole system pressures experienced in Fife as well as across Scotland. In March 2023 the focus returned to sustainability and recovery post winter. The LPF is represented at these meetings and is able to reflect the current pressures for staff.

Supporting staff with a continuously improving and safe working environment is a priority and this is supported by having Health and Safety as a standing item on every LPF agenda with representation from the advisors in Fife Council and NHS Fife as well as updates from the Health and Safety Assurance Forum. The Health and Social Care Partnership Health and Safety Assurance Forum continues to meet and reports updates to the Local Partnership Forum. The Health and Safety leads from NHS Fife and Fife Council have continued to participate in the LPF to provide contact and updates relating to both COVID and key health and safety issues like incident monitoring and RIDDOR reporting.

Feedback from health and safety colleagues has highlighted that the ability to participate directly in the LPF has been of real benefit in keeping colleagues up to date with developments and allows staff side representatives to raise any concerns from the service, enabling health and safety colleagues to hear of issues first hand.

Fife Council's HR Workforce Development Team continue to support Adult Social Work and Social Care services with learning and development opportunities to ensure all practice is underpinned by a robust knowledge, skill, and value base. Training and development provided is driven by the Services' learning needs analysis and links with the H&SCP Workforce Strategy 2022-2025, to ensure that new learning programmes align with service design and strategic priorities. Staff within Older People and Adults Assessment & Care Management Teams, Older People Residential & Day Services, Adult Services Resources, Care at Home, and Occupational Therapy Teams, continue to engage in the mandatory and optional training that is available through Oracle, which indicates mandatory and optional training.

As we emerged from Covid 19, staff have become more confident with engaging in online learning whilst also welcoming the return of 'in person' training opportunities.

In November 2022, social workers and social care staff had the opportunity to engage in the digital transformational and skills week which offered a number of bite-sized and accessible resources, e.g. presentations to help colleagues feel more confident in using technology in their work. The introduction of Digital Champions throughout various services will help enhance this learning.

This also relates to the work being progressed to support our resilience and ensure all services have up to date business continuity plans in place with updates from the resilience forum.

Promoting health and wellbeing of staff

A lot of conversations as we neared the end of Covid restrictions questioned 'what's our new normal?' However, we know that for a lot of our staff, we had worked on through the most difficult times in recent memory in the 'old normal' way – in person, face to face, health and social care delivered to those most in need when and where they needed it.

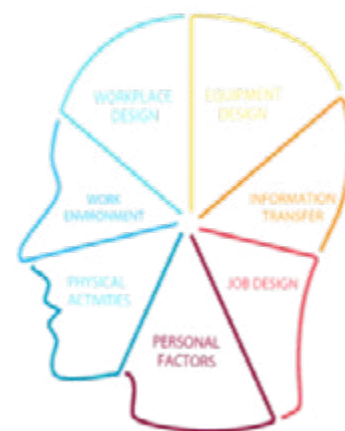
For others, we really started to emerge from the focus on coming together through online meetings to come face to face more often and reignite the human connection that only happens when we are together in a space.

The Local Partnership Forum was conscious of the need to support the differing feelings and needs our workforce had in response to these challenges by listening, thinking with staff about the best way to support them and advocating whenever we were in any forum as representatives of the LPF. Staff Health and Wellbeing is a standard item discussed at the Local Partnership Forum.

A Partnership Wellbeing Group was setup and is co-chaired the Principal Lead for Organisational Development & Culture and the Director, Fife Psychology Service. With representation across the whole Partnership including the LPF, it was established to review and analyse our current Partnership approach to the wellbeing of the workforce. The need for a forum to progress a whole system approach to staff wellbeing within Fife HSCP became more pressing given the evidence base around importance of supporting staff wellbeing.

The group will be taking forward the National Institute for Clinical Excellence (NICE) guidelines and recommendations on Mental Wellbeing at Work as an underpinning approach to developing a Partnership methodology. The Group are participants in the National Champions Network and other national groups for HSCP chaired by the Scottish Government under the Improving Wellbeing and Workforce Cultures Strategy for the Health, Social Care and Social Work Workforce, which is due to be launched soon and will be a driver to the design of Fife's Framework.

The collaboration work with Hull University described in our last report was introduced as part of our response to the issues being raised within the Local Partnership Forum and within services around our workforce's mental health and wellbeing. Our LPF co-chairs and members were involved in the decision to undertake this work with Hull University and joined the Steering Group, where they are still key members as we develop this work into 2023-24. We have also introduced 'Stress Champions' to support our workers and this project. The synergies between staff wellbeing, the stress assessment work with Hull University and developing trauma informed care across HSCP services are all being considered as key foundations of this work.



Another substantive agenda item to the Local Partnership Forum are regular reports on staff attendance and reasons for absence, with the Forum actively monitoring the real time position. Fife Council and NHS Fife HR and Project Management colleagues report to every LPF meeting to update the group on absence levels and trends. This allows in depth conversation about the issues facing our people and the work being done within the Partnership to support the workforce. This includes a focus on short and longer-term absence and the reasons for those, looking at the prevalent issues for our people, e.g. Covid, stress, musculoskeletal and how we best respond to those.

Over 2022-23 there has been a trend suggesting an improving picture in relation to long term absences. Absence still remains high in some areas and this is being regularly monitored with review and improvement panels in place.

Staff immunisation is also regularly discussed, promoted and uptake is monitored through the LPF as a supportive measure in protecting staff and the people they care for from flu and Covid.

The weekly Director's Brief includes a section on promoting staff wellbeing in every edition. These include links and access to support and online materials. A holistic approach to wellbeing is promoted and this has included a focus on financial wellbeing recognising the cost of living challenges being faced by many people in recent times. We have proactively promoted access to staff immunisation; mental health first aid, stress management and promotion of local events for the whole families, including Fife walking events and Fife Cycle Festival. Through the Director's Brief we also promote the positive impact our staff have on others and share examples of care opinion stories to help share the positive feedback that is received about our services as well as key learning.

Informing thinking around priorities on health and social care issues

Local Partnership Forum discussed the National Care Service at key points throughout the year including the publication of the Bill and presentations on progress being provided, whilst noting the pause to enable national co-production expected to last until late summer 2023.

Finance Reports are presented to each Local Partnership Forum meeting. There is also engagement with the LPF around the budget setting process and transformation priorities.

The Forum has discussed inspection outcomes including the Joint Inspection of Adult Services and the Care at Home Inspection. Within both of these inspections the excellent contribution of the workforce was acknowledged, including positive feedback on valued based practice supporting good outcomes for the people we care for.

The LPF informed discussion about the expansion of the Extended Leadership Team more widely across the Partnership to include the Third and Independent Sector and the work being progressed to support leadership development. Our LPF co-chairs are members of the Partnership's Extended Leadership Team (ELT) which meets regularly to work together on our whole system organisational design, strategy development and transformation. The ELT includes managers from every service across all portfolios. To continue the work to champion Systems Leadership within the Partnership, we have held 10 ELT Development Sessions covering a range of topics and priority areas.

In addition, we have established an ELT Teams Channel to share information before and after each development session. We have also created an 'Interactive Induction' for managers new to our ELT, which provides them with the background knowledge and information to prepare them as they become a member of this valuable, integrated team.

Welcome to our Extended Leadership Team | Review 360 (articulate.com)

In August 2022 the Extended Leadership Team for the Partnership, which includes our LPF co-chairs met for the first time face to face since the forum began during Covid. They met up in Kirkcaldy Town House and there was a real buzz around the room. We undertook our first co-design work on the refreshed Strategic Plan, which was due in 2023.



The last ELT of the year in December focused on our opportunity to influence the development of a national integrated practice model around Getting It Right For Everyone (GIRFE) where Fife is a Scottish Government Pathfinder. The outcome of this work will be reported next year as the work will complete in late 2023.

For February's session the meeting was held in Fife Renewables Innovation Centre in Methil. It was another great session and rich discussion on influencing our strategy development and priorities for unpaid carers, developing work in our localities and prevention and early intervention, all of which are priorities within our Strategic Plan.



The co-chairs of the Local Partnership Forum are also invited to all development sessions of the Integration Joint Board providing the opportunity to participate in discussion with Board Members.

Advising on workforce

This year the Local Partnership Forum was instrumental in supporting the development of the Health and Social Care Partnership Workforce Strategy and Delivery Plan. These documents outline priorities for the coming three years and were discussed and approved by the Integration Joint Board and Scottish Government and are now published on the Health and Social Care Partnership website. Unlike previous documents there is a strong focus in this strategy around Organisational Development and staff wellbeing. This supports the LPFs commitment to having a forward focus on how to Plan for, Attract, Train, Employ and Nurture our workforce. There is a workforce delivery group established which has representation from Staff Side and Trade Unions and offering advice and direction into this forum as well as at the LPF.

The Local Partnership Forum has also promoted and championed the annual iMatter survey celebrating a record 63% of health and social care staff participating in the survey and an increased number of action plans being completed. Regular updates were provided in the Director's Brief and a reflective session has helped inform learning and further actions to support the 2023-24 survey.

Our annual iMatter survey was sent to 6,359 staff across 542 teams within the Partnership. We achieved our highest response rate to date with a 63% return and retained our 'Overall Experience Score' of 6.9.

Huge thanks to all staff that completed this survey. We also received feedback on how we could make it more accessible next year. Therefore, although we are pleased with this return, we continue to work towards improving this, so that all staff value this opportunity to have their voice heard and feel listened to. One of the ways we are looking to improve on this is to demonstrate the time spent completing the survey is time well spent, as what you say really does matter and can make a difference. We are therefore looking to support managers more to increase the number of action plans completed with their staff teams.

The 29 iMatter statements are linked into 5 Staff Governance Standards.

We improved our scores from 2021 in 3 out of the 5 Staff Governance Standards:

- Well informed
- Appropriately trained and developed
- Treated fairly and consistently with dignity, respect and in an environment where diversity is valued

Whilst we maintained our 2021 score in the other 2:

- Involved in decisions
- Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

This gave us an overall 'Employee Engagement Index' of 76, which sits within the 'Strive and Celebrate' bracket (67 - 100) and is the same as our overall score last year.

Staff Governance Standards - Strand Scores

Well informed



Appropriately trained & developed



Involved in decisions



Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued



Provided with a continuously improving & safe working environment. Promoting the health & wellbeing of staff, patients & wider community



The LPF have been consulted and supported the shaping of our iMatter Action Plan for 2023-24 as we focus on continuing to improve our response rate and overall experience rating.

An example of how that is has been done is through the Children & Young People's Occupational Therapy Service who are happy to share with us what they are good at and where they can make improvements.



"A great place to work, where we feel valued and respected. We make a difference to the lives of the population we serve and have pride and satisfaction in our jobs"

In July 2022 the Partnership commissioned its first TV ad in conjunction with STV which shone a light on the job opportunities here in Fife as part of our commitment to attracting new staff. The first advert was shown on Friday 1 July at the end of Loose Women and again during a commercial break of the ITV Early Evening News; then daily there after 2-3 times a day, for 4 weeks. This run of advertising led to a significant amount of interest in a career in health and social care and 70% of people who were offered a post accepted.

During January 2023 we launched our 'Be a Winter Hero' campaign to continue to promote and encourage people to come and work in health and social care.



In September the Principal Lead for OD & Culture also employed our first Organisational Development & Culture Specialists to support our workforce in the future in all areas related to recruitment, retention, iMatter, leadership, locality working, transformation of services and supporting change, induction, diversity, and wellbeing. The team will also support our operational services as needed to develop new approaches to the challenges we face in health and social care – all of which are at the heart of the vision and values of the LPF.



We have championed 'What Matters To You' day – hearing what matters to staff and the people we serve. This promotes meaningful conversations to ask, listen, and do what matters.



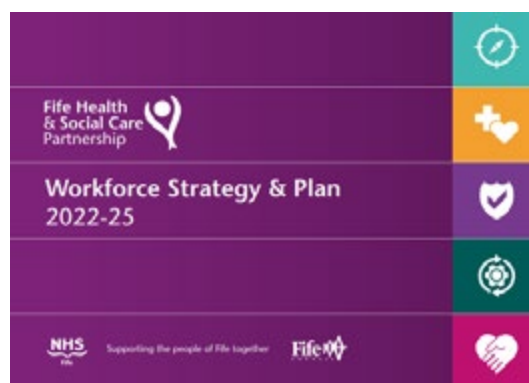
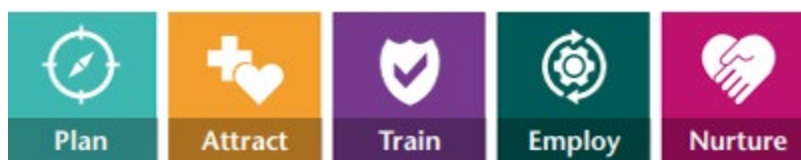
Workforce Strategy 2022-25

“This strategy is dedicated to our people – the staff working across health and social care. The last few years have been particularly demanding for staff working within Health and Social Care who have worked throughout the significant challenges faced during the COVID-19 pandemic. I am so proud of our teams and thank each and every member of staff working across health and social care, in all agencies, for their ongoing dedication, commitment and professionalism.” (Introduction) Nicky Connor, Director

Our Workforce Strategy & Plan was co-produced by partners across the whole of Health & Social Care, including our Trade Unions and staff side, with our LPF co-chairs as key members of the oversight group alongside operational services, business enabling services, HR Business Partners, Third & Independent Sector Leads, Fife College and OD & L&D Staff.

The Strategy received positive feedback from our LPF, IJB and Scottish Government and has been recognised as an excellent example of a genuinely integrated workforce planning approach. It is based on the five pillars of workforce planning set out in the National Workforce Strategy which was published in 2022:

- Plan
- Attract
- Train
- Employ
- Nurture



Some innovations have been presented to the LPF through the year to highlight the great work being done to support our workforce as part of our Year 1 Workforce Action Plan including:

- The development of our first HSC Care Academy in collaboration with Fife College. This provides around 1000 learning credits with Fife College to support new and existing staff to achieve qualifications in health and social care as well as providing placements, mentoring and other supports
- Our Mission25 social media recruitment work where we have supported our own staff (across the whole Partnership) to tell their stories about why the Partnership is a great place to work to attract new people into health and social care



- Developing our locality working as a key method to improve integration and support staff to connect with localities. All localities now have an SLT lead and all of our ELT are aligned to one of our seven localities as part of the Locality Core Groups who are designing the Locality Action Plans for 2023-24
- Developing clear career pathways across the Partnership and supporting our workforce to access these, including a 'grow your own' scheme in social work which has provided 10 advanced entries into the Social Work Degree and the Diploma in Higher Education for Social Care for existing staff
- Throughout February 2023 we worked with the Princes Trust on a four-week programme to support six young people from the Levenmouth locality to work on placements with Homecare and Abbotsford Care – this was the first time the Partnership had developed a programme like this, and more are planned for 2023-24 as we continue to find new ways of bringing young people into our organisation.



During 2023-24 the LPF will continue to be part of the co-design of the Year 2 Workforce Action Plan to ensure the voice of our workforce is at the heart of our Plans.

The forum has been discussing the national whistleblowing standards and the implications for health and social care services. A short life working group has been initiated and will report back to the LPF in 2023-24.

The Workforce Strategy and Delivery Plan also includes priorities for equality and diversity and the LPF contributed to the Equality Outcomes Report and EQIA's as part of major change. The forum is committed to doing to more to support equality and diversity within the workforce and this will be a priority for the coming year.

Informing strategic plans and contributing to the organisational objectives of the IJB

The forum has discussed and contributed to a range of strategic developments and priority topics within the Health and Social Care Partnership ahead of being approved at the Integration Joint Board. This has included:

- The Health and Social Care Strategic Plan 2023-2026
- The Workforce Strategy and Action Plan 2022-2025
- Medium Term Financial Strategy 2023-2026
- Home First Strategy (Still in development)
- The inspection of adult services
- Annual Performance Report 2022-23

In October we also reached out to our workforce for their views to help us shape the refreshed Strategic Plan for the Partnership, to ensure the voice of our workforce is at the heart of our design principles and that the new Plan reflects our staff who deliver the services every day.

We know that many of our staff are also carers at home and in October we launched a review of our Carers Strategy for the Partnership to ensure our workforce had a chance to influence the priorities and support the Partnership to develop a meaningful approach to this crucial area for thousands of people in Fife.

Our **Strategic Plan 2023-26** was signed off by the IJB in January 2023 after full support from the LPF. We had lots of input and many voices from both staff and the people of Fife in shaping this plan which outlines our priorities in the coming three years. We also took time to reflect on our values and based on feedback we have added 'Kindness' as one of our core values that we are proud of.

Each and every day we see, and experience, kindness being delivered by our staff and it is a reminder to be kind to ourselves too. Our priorities will help us progress integration in Fife and - as always - supports our "Team Fife" approach across health and social care.



Summary of LPF Meetings

April: We also held our first LPF meeting of 2022-23, at which point we still had the Covid command structure in place. The forum expressed their thanks to staff for the exceptional work which has been done to sustain services in the last few months and also the integrated working across partners and members of the Forum for their support during these challenging times.



May: The Local Partnership Forum (LPF) met this month, the agenda including health and safety, finance, work pressures and staff morale. The Forum took the opportunity to discuss the up-and-coming iMatter survey. The Forum also discussed in detail staff morale; staff in general are tired and the last two years have taken their toll and although we could see things were returning to normal, it hadn't changed in the same way for staff in terms of the pressures and service demand.

June: The LPF met in June and members provided updates on the systems pressures which were still in place across the whole health and social care system. The group were also updated on staff who were deployed during the pandemic and how many of them were back in their substantive roles and working hard on reducing the impact on service delivery. The group also discussed the LPF Annual Report for the previous year which helped to shape the final document.

August: This month saw a full IJB meeting, which approved not only our LPF Annual Report but our integrated Workforce Strategy & Plan 2022–25, previously endorsed by the LPF. Our LPF co-chairs are members of Workforce Strategy Group and were central to the co-design of the Strategy & Plan. We also learned that we had a 63% response rate for iMatter – our highest ever and higher than the Scottish average!

September: The LPF met at the end of September to discuss iMatter, health and wellbeing, health and safety, system pressures, finance, and the Workforce Strategy Year 1 Action Plan. The Forum also wanted to do a shout out to all those working in care at home roles to support Homecare Day to raise awareness of the teams working across Fife and the difference they make to those living our communities.

January saw our first LPF of 2023 with another busy agenda including input from representatives from across the Partnership, partners and our staff-side and trade union representatives. Items on the agenda for discussion included health and wellbeing, health and safety, finance, Strategic Plan update, service pressures, leadership programmes for 2023 and the LPF annual report. The Forum also extended their thanks and appreciation to staff, who despite the challenging circumstances, were continually going above and beyond to deal with the increasing demand for services at this point.

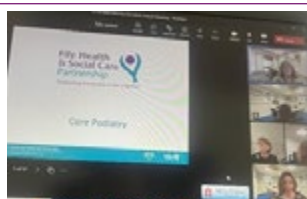
In **March 2023** the LPF focused a session on the Budget for 2023 and the Medium-Term Financial Strategy prior to this being approved at the IJB meeting at the end of the month. Our LPF voice has been strong in ensuring that workforce voice is heard throughout the challenging decisions that need to be made to ensure the Partnership sustains and thrives into 2024 and beyond.

Celebrating & Valuing Our Staff

It's said that a picture can tell the story of a hundred words. That is so true. Looking back over 2022-23 these pictures tell a story about moving out of COVID restrictions from mostly 'Teams' calls, wearing face masks and physical distancing into reconnection - bringing teams and services together - and a programme of regular visits to front line teams across health and social care in Fife. It's not possible to have pictures from all teams but this gallery demonstrates some of the range of our services from across the service portfolios in Fife Health and Social Care Partnership and next years report will be opportunity to share more. These are shared alongside our sincere thanks to each and every member of staff working in Fife Health and Social Care Partnership and the colleagues we all work with every day across NHS Fife, Fife Council, Third and Independent Sector – as together we truly are Team Fife.

Major Trauma

The major trauma team support paediatrics to older adults across Fife working closely with acute services.

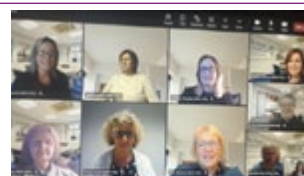


Team Podiatry

The podiatry service works in hospitals, communities, care homes and peoples own homes to support podiatry needs. Working closely with partners the service manages complex care needs and champions prevention.

Children's Services

Teams catch up with children's services learning about Health Visiting, School Nursing, Children's Services, Family Nurse Partnership and Children's Occupational Therapy.

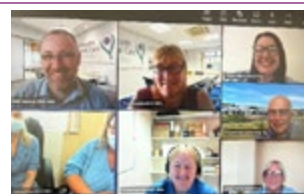


North Glen Community Nursing Team

A virtual joint visit to meet the Community Nursing Team at North Glen Practice where they heard about the changing needs of people within the community setting; teams caring for people of all ages and with much greater complexity and the advances in treatment, care and practice which this team are embracing as well as supporting early intervention and health promotion to help people maintain good health.

Evening Nursing service

A virtual visit with Fife Evening and Overnight Nursing Service. A significant transformation from five separate teams into a Fife-wide service. There are 40 people within this service many of whom work part time and in other parts of our organisation. This brings continuity from our day to evening and overnight services.





Care at Home

We have a large care at home service supporting people to live well at home.

Fife Nutrition and Dietetic Service

Fife Nutrition and Dietetic Service showcased the diverse range of services they support in hospital and communities including children and adult and a wide range of specialist services.



Immunisation

In December we delivered the millionth vaccination in Fife. The 1,000, 000 vaccination was delivered in Kirkcaldy by June Guild, almost 2 years to the date from the first vaccine.

Fife Urgent Care Service

Fife Urgent Care Services is a whole multi-disciplinary team effort interfacing with primary and secondary care and NHS 24 in hours and out of hours to support urgent care needs.



Perinatal Mental Health

Our Perinatal Mental Health team support women, families and babies mental health and wellbeing.

The Sir George Sharp Unit

The team at the Sir George Sharp Unit – supporting neuro-rehabilitation for adults in Fife.



Rheumatology Service

The Rheumatology Service showcasing how they are moving to a 'Paperlite' system, how the Physiotherapy Service are 'Aspiring to Excellence' and innovations around structured phone appointments, virtual clinics and phone apps the support self-management and the concept of people receiving the right services, in the right place, at the right time.

Start

Our assessment and review co-ordinators assess people who are medically fit for discharge and support enablement at home.





Palliative Care

Members of Fife Community Palliative Care team supporting people with palliative and end of life care needs at home.

St Andrews Wards

Multi-disciplinary team approaches to using data to support quality improvement.



CTAC and Minor Injuries

The Community Care and Treatment and Minor Injuries Team developing a new service for local care for people.

Addictions

Meeting the Addictions team and learning about the work they are leading to support treatment and recovery for addictions and using advanced technology to support and promote health and wellbeing through liver scanning.



Clinical and Care Governance

The clinical and care governance team supporting quality improvement and underpinning work that support our quality, clinical and care governance arrangements within the health and social care partnership

Contracts and Compliance teams

Meeting the teams that support contracts and compliance and performance within the Health and Social Care Partnership.



Broad Street

Meeting some of the team at Broad Street supporting respite and longer-term care for people.

Community Mental Health Teams

We highlighted fantastic work by our community mental health team who started a women's swimming club in Kirkcaldy. Run in partnership with Wheatley Care and Fife Leisure, the club opened to people who receive treatment under the Kirkcaldy mental health team or are users of the Wheatley Care Contact Centre.





Fife Sexual Health Service

Fife Sexual Health Service promoting and offering sexual health advice, support, screening and treatment, also supporting Care for Blood Borne Virus and contraception.

Meals on Wheels

The meals on wheels service is delivered from our Ostlers House in Kirkcaldy and supports people to have more than just a meal with regular contact from the team.



Health Promotion

The Health Promotion Service who deliver services such as smoking cessation, lead the promotion of health and well-being for people across all ages and communities in Fife.

Social Work

Visiting our Social Work Teams and learning about their role and how we are supporting students to develop future social workers.



Ostlers House Dementia Cafe

A visit to Ostlers House and a high tea at the Ostlers Community Café, hearing from the Dementia Friends Group, the Care Home Team.

Staff Hub Adamson

2022/23 saw staff hubs open throughout Fife through NHS Fife Health Charity. All health and social care staff are welcome to pop in. Lovely facilities to have a break or catch up with colleagues.



Touch

The Team at Touch – Supporting People to live well at home

Psychology

Our Psychology team delivery a wider service including trauma-informed practice, new clinical pathways, expanding psychology roles, educating the wider health & care workforce, participating in locality planning, shaping culture, digital developments, and continuous quality improvement.





Participation and Engagement

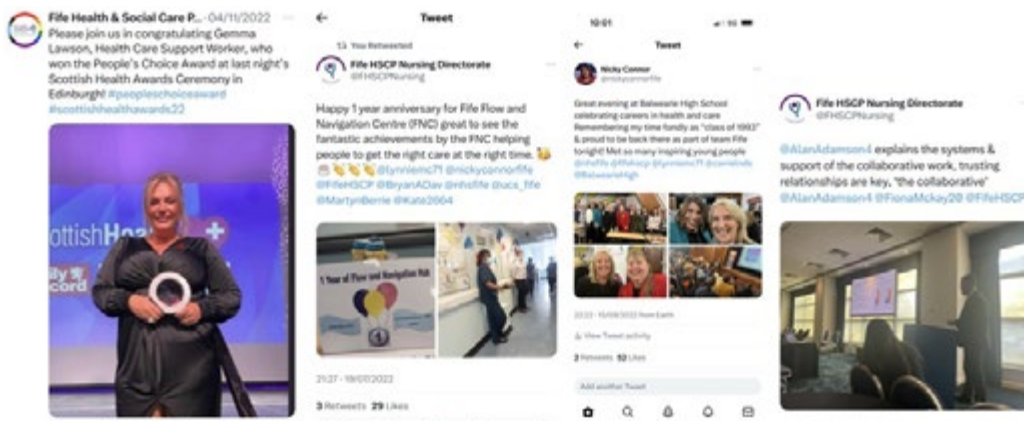
The Participation and Engagement Team are often out and about promoting the voices of the people of Fife. This photo is a morning out with the Occupational Therapy Team to promote Care Opinion to the public.

Localities

'Mission25' ambition. November saw our Wider Stakeholder Events across all seven localities in Fife, which were attended by staff from across a wide range of professions who worked together to determine the priorities for every local area, informing the Locality Action Plans. This photo is of the Cowdenbeath Stakeholder Event in Kelty Community Centre.



The great work of our teams is on Social Media too



Christmas Kindness

At Christmas many of our teams demonstrated generosity by raising funds and supporting donations for the people of Fife.



Our Health Visiting Team, our Hospice Team and our Dental Team!

A visit to the 'Flourish' Centre supports horticulture and other therapies for both inpatients and outpatients at Stratheden Hospital. The place was completely transformed into a winter wonderland, with games, activities, Christmas carols, mulled juice and hot mince pies!



Part 3:

Our Impact and Priorities for the year ahead

This report has highlighted the extensive work being undertaken by, and on behalf of, the Local Partnership Forum under the terms of the Local Partnership Forum Partnership Agreement. This report also celebrates our amazing staff and the LPF plays a crucial role in promoting the voice of the workforce and advocating for our staff throughout the system in relation to being well informed, appropriately trained and developed, promoting a safe working environment, equality and diversity and the health and wellbeing of our staff, informing thinking around priorities on health and social care issues and advising on workforce issues as well as informing Strategic Plans and contributing to the organisational objectives of the IJB.

We want to pay tribute to our fantastic workforce because without you we would not be able to do any of this work. The LPF exists to ensure that your voice is heard throughout health and social care, and we would love to hear from you about what matters to you and how the LPF can continue to support you. We recognise that there are many challenges ahead, both inside work, including the challenges around recruitment and retention of staff and outside of work, including the cost-of-living crisis impact on our health and wellbeing. The LPF makes a promise to our staff that we will champion your voice in all areas to draw attention to the challenges you face and take a proactive approach to responding to those.

For 2023-24 the LPF will continue to ensure that our voice promotes the importance of our workforce by:

- Championing our staff voice through; iMatter Action Plan promotion and celebrating our staff throughout the year
- Supporting partnership work to promote equality, diversity and inclusivity including membership of a proposed working group to raise the profile of these areas across the Partnership
- Ensuring strong engagement with the significant transformation work underway to make sure the Partnership is sustainable for the future
- Continued oversight of staff governance forums, and associated issues, e.g. employer relations issues, attendance, and locum spending
- Promoting the importance of and supporting our staff in relation to their health and wellbeing
- Ensuring effective engagement with the development of the Year 2 Workforce Action Plan
- Supporting the extension of leadership through the co-design and ongoing delivery of the new Integration Leadership Team across the Partnership
- Continuing to shape the improvement of the LPF to sustain our positive impact on the Partnership by creating development spaces for the Forum and ensuring the voices of our LPF members co-design our future
- Working with the Health & Safety Forum to analyse the reporting in place and processes for improvement
- Supporting the implementation of the Partnership's Resilience Framework and the link to Business Continuity Plans and the safe staffing agenda.

Finally, a huge thanks to all of the staff working in Fife Health and Social Care Partnership for who you are, all you achieve and the difference you make for the people of Fife each and every day.

