



Strategic Plan 2023 to 2026

Delivery Plan 2023

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Supporting the people of Fife together



Foreword

We've refreshed our Strategic Plan 2023 to 2026 which was approved by Fife Integration Joint Board on 27th January 2023, now it's time to deliver on that plan. We need a delivery plan that will show not just what we are doing and why, but also how we are going to do it.

Here in Fife, we have high aspirations of achieving the best health, social care, and wellbeing outcomes for those living in our communities and we'll do this by keeping it local, and in a sustainable and integrated way. The importance of Team Fife and Mission 25 will play a huge part in this, it's only by collaborating with staff, partners, and communities that we will do this – we all have the same collective ambitions for Fife.

What we do now and how we are going to do this, falls within key strategies that underpin the Strategic Plan for the next three years, and through the Delivery Plan there are a number of actions that we need to develop and progress that will help us to reach these ambitions.

What we need to do and how we will do it, won't happen overnight, and it will require a Team Fife approach. The actions within the strategies will be delivered over the three-year period, and this Plan includes what we want to achieve this year.

It's important to regularly review how we are doing to ensure we remain on track, continually listening and remaining agile and flexible to the changing environment we live in. Living with covid we learned a lot, the amazing workforce working across health and social care for one, how technology can play a part in delivering health and social care, and with our partners and communities we can work together in a kind and supportive way. There will be no doubt challenges ahead however, with the relationships we've built and the different ways of working that have been developed, we're on a good footing.

This Delivery Plan highlights the areas we want to take forward this year. We'll keep the Integration Joint Board informed with regular updates to provide assurance on the progress of the plan and the actions within it.

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

Nicky

Nicky Connor

Chief Officer: Fife Integration Joint Board

Director: Fife Health and Social Care Partnership

Introduction

Our **Vision** is to enable the people of Fife to live independent and healthier lives.

We are committed to providing high quality services, that have a focus on prevention, early intervention, and supported self-management. This **Delivery Plan** has been developed from the Strategic Plan 2023 to 2026 and supports the work we will complete within the first year. The initial Plan included below is a starting point and baseline for the work that will be taken forward over 2023. Over the next few months, a clear programme of monitoring against the priorities in the Delivery Plan will be presented to the Fife Health and Social Care Partnership's Strategic Planning Group, and through the committees to Fife Integration Joint Board.

This programme of work will further enhance health and social care services in Fife, ensuring that the services we deliver are:

- integrated,
- based on the identified needs of local communities,
- focused on prevention, anticipation, and supported self-management,
- able to make day-case treatment the norm, where hospital treatment is required and care cannot be provided in a community setting,
- focused on care being provided to the highest standards of quality and safety, whatever the setting, with the person at the centre of all decisions; and
- supporting people get back into their home or community environment as soon as appropriate, with minimal risk of hospital re-admission.

We will continue to monitor our priorities against our **Medium-Term Financial Strategy**, ensuring that we use our resources effectively to deliver Best Value and provide financially sustainable care.

How we will deliver our Plan

- We will improve the quality of care for people by targeting investment at improving services, which will be organised and delivered to provide the best, most effective support for all ('better care'),
- We will improve everyone's health and wellbeing by promoting and supporting healthier lives from the earliest years, reducing health inequalities and adopting an approach based on anticipation, prevention and self-management ('better health'), and
- We will increase the value from, and financial sustainability of, care by making the most effective use of the resources available to us and the most efficient and consistent delivery, ensuring that the balance of resource is spent where it achieves the most and focusing on prevention and early intervention ('better value').

Moving forward, we will develop SMART objectives (Specific, Measurable, Achievable, Relevant, and Time-Bound) for the Delivery Plan, and these will be linked to a RAG status (Red, Amber and Green) to measure progress. These metrics will be managed through the Strategic Plan Performance Framework which has already been agreed by the Integration Joint Board.

By working together, we can deliver the right care and support at the right time and in the right place, ensuring that individuals, their families and carers, and their local communities, can flourish and thrive.

Strategic Priorities 2023 to 2026



Further information about the Strategic Plan for Fife 2023 to 2026, and the range of services that we deliver every day for individuals and communities across Fife, is available on our website here:

www.fifehealthandsocialcare.org/publications

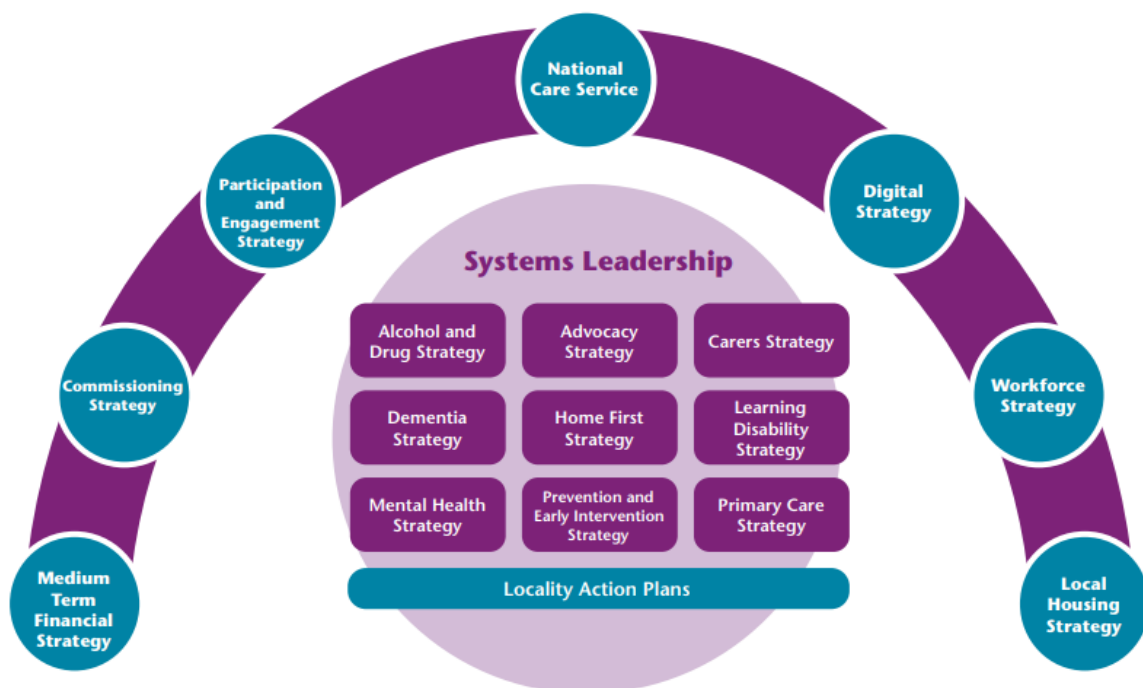


Delivering the Strategic Plan

Partnership Strategies

The Strategic Plan is supported by nine transformational strategies, and a range of enabling strategies which provide the infrastructure for our service improvements, performance reporting, and enhanced service delivery.

The supporting strategies provide targeted activity in specialist areas, and are inter-linked to ensure a consistent, collaborative approach that reduces the risk of duplication or potential gaps.



Medium Term Financial Strategy

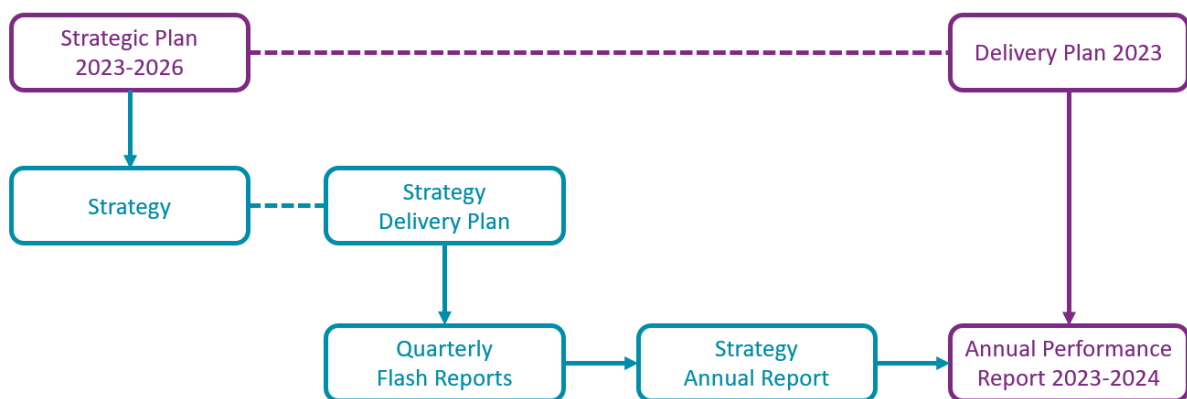
The Medium-Term Financial Strategy (MTFS) sets out the resources available to Fife Health and Social Care Partnership and ensures they are directed effectively to help deliver the outcomes of the Strategic Plan 2023 to 2026.

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 are exploring 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.

Performance Reporting

Under section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014, Fife Health and Social Care Partnership is required to prepare and publish an Annual Performance Report which provides an assessment of our performance in relation to the Partnership's Strategic Plan, and the national Health and Wellbeing Outcomes.

This Delivery Plan 2023 provides the foundation for assessment over the next year. It will include SMART objectives from each of the operational Delivery Plans that are linked to each of the supporting strategies. The Partnership's Strategic Planning Group monitors performance through quarterly Flash Reports and Annual Reports for each individual strategy.



All of these reports inform the overarching Annual Performance Report for the Strategic Plan. The Partnership's previous Annual Performance Reports are available on our website here: www.fifehealthandsocialcare.org/publications.



Strategic Priorities



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.

Where do we want to be in 2026	In 2023, we will:
<p>Alcohol and Drug Strategy</p> <p>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.</p>	<p>Roll out of the coproduction and locality-based approach is planned with HSCP locality boards where harm and prevalence and low levels of engagement are highest. This will follow the similar process in the Levenmouth locality over 2022/23.</p> <p>Development of the full ADP workplan for 2023/24 based on the HSCP outcomes.</p> <p>Refresh harm reduction service with community pharmacy network across Fife.</p>
<p>Carers Strategy</p> <p>An improvement in people's experience of support for carers in Fife, as evidenced by positive feedback and increased user satisfaction.</p>	<p>Complete the review and refresh of the Carers Strategy including engagement with a wide range of stakeholders.</p> <p>Identify opportunities for improvement in carers' experience including additional investment.</p>

Where do we want to be in 2026	In 2023, we will:
<p>Dementia Strategy</p> <p>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.</p>	<p>Complete the review and refresh of the Dementia Strategy including engagement with a wide range of stakeholders.</p>
<p>Home First Strategy</p> <p>People in Fife will be able to live longer healthier lives at home or in a homely setting.</p>	<p>Finalise, publish and implement the Home First Strategy to reflect the national initiative in conjunction with the local priorities; communicate the new strategy to all key stakeholders. Scoping of a Single Point Of Access (SCPO) project will identify clear objectives, map the relevant services and create a delivery plan for this complex transformational change to achieve the Home First vision.</p>
<p>Home First Strategy</p> <p>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.</p>	<p>Continue to embed the Planned Discharge Date and Discharge without Delay outcomes across Fife, starting to plan for the patient discharge on the day they are admitted, aligning the named patient flow coordinator to acute wards.</p>
<p>Home First Strategy</p> <p>All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.</p>	<p>A three month 'roll out' is being delivered within the eight H&SCP Older People's Care Homes and eight Abbotsford Nursing Homes using the new electronic Anticipatory Care Plan (ACP) form. A Plan/ Do/ Study/ Act (PDSA) cycle will form part of these three months, leading to learning outcomes and a wider roll out to all older People's Residential and Nursing Homes taking place in the second part of 2023.</p>
<p>Home First Strategy</p> <p>Only individuals who require acute care and whose needs cannot be met at home, or in a homely setting, are admitted to VHK.</p>	<p>Further development of Front Door team who provide to all people in Fife early assessment and prevention of admission.</p>

Where do we want to be in 2026	In 2023, we will:
<p>Home First Strategy 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.</p>	<p>Our specialist services e.g. the Complex Care Service and Community Respiratory Team will continue to work alongside secondary care acute services to ensure that interventions in the community are focused on preventing admissions and promoting early discharge to a safe, home environment.</p> <p>Complete the roll out of clinical IT systems (e.g. Morse) amongst community teams and ensure access to Fife HSCP services to multi agency systems (e.g. Liquidlogic), to ensure professionals are fully aware of those at risk to provide early interventions and prevent unnecessary admissions.</p>
<p>Mental Health Strategy 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.</p>	<p>Conclude the co-production with three identified localities, NE Fife, Cowdenbeath, and Leven, and develop the design for the Mental Health & Wellbeing Community Hubs in these areas.</p>

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.

Where do we want to be in 2026	In 2023, we will:
<p>Alcohol and Drug Strategy</p> <p>A sustained lived/living experience panel (including family members) with coproduction approaches in place for the development of ADP strategy, policy and service development.</p>	<p>Establishment of new service provision for those with lived and living experience including the development of an induction plan, training and recruitment of new members with national and local partners.</p> <p>Project manage in partnership with NHS Fife Public Health, the completion of Fife ADP Needs Assessment to inform the development of the new ADP Strategy 2024 – 2027.</p> <p>We will extend our ADP workforce development plan to improve the quality and reach of psychological interventions across the full ADP system of care in line with Medication Treatment Standard 6 and 10.</p>
<p>Carers Strategy</p> <p>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.</p>	<p>Commence the review of our Short Breaks Service Statement including a developing a plan to increase the supply of a wide range of types of short break which will help reduce and prevent carer crisis and sustain them in their caring role.</p>
<p>Dementia Strategy</p> <p>Improved health and wellbeing outcomes for people living with dementia, their families, and carers.</p>	<p>Finalise, publish and communicate the updated Dementia Strategy to key stakeholders.</p>
<p>Learning Disability Strategy</p> <p>A relevant and skilled workforce that provides successful and resilient social</p>	<p>Engage with key stakeholders across all localities including individuals, families, carers and communities, to develop an appropriate and effective</p>

<p>Where do we want to be in 2026</p> <p>care services for people with learning disabilities is established.</p>	<p>In 2023, we will:</p> <p>local strategy and supporting delivery plan, that aligns with the national vision 'Keys to Life' and ensures that people with learning disabilities are empowered to:</p> <ul style="list-style-type: none"> • Live healthy and active lives • Learn to reach their full potential. • Participate in an inclusive economy. • Contribute to a fair, equal and safe Scotland.
<p>Mental Health Strategy</p> <p>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.</p>	<p>Develop the interdependency with The Wells and Live Life Fife to ensure integration and inclusive services.</p>
<p>Workforce Strategy</p> <p>Implement “grow your own” and develop pathways that set out career progression, succession planning and retention. (Attract).</p>	<p>Work across the whole system to review existing career pathways and work with operational services to review and refresh these in line with projected workforce requirements and the needs of our workforce. (Plan, Attract)</p>
<p>Workforce Strategy</p> <p>Invest in our culture and leadership through the Extended Leadership Team, Senior Leadership visibility, leadership development at all levels and organisational development approaches. (Train).</p>	<p>Deliver a Systems Leadership Programme aimed at our Extended Leadership Team (ELT) and partners in the third and independent sector to improve our whole system approach to health and social care leadership and service delivery. In addition, we will deliver a Leadership Programme for aspiring senior leaders beyond ELT that supports their career development opportunities, and our succession planning needs alongside 'Coach Approach' training for managers across the Partnership to improve our management of staff. (Train, Nurture).</p>

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.

Where do we want to be in 2026	In 2023, we will:
<p>Alcohol and Drug Strategy</p> <p>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.</p>	<p>Establish and sustain new implementation and working groups focused on Medication Assisted Treatment 7 Standard (improved models of delivery within primary care) and MAT 9 with the Dual Diagnosis Working Group (improved models of delivery within mental health and addiction services) within the first quarter of 2023/24.</p> <p>Work with existing service and delivery partners to improve and extend our assertive outreach, anticipatory care and retention service provision in the system where we can engage and encourage access to treatment and support particularly in hospital and justice settings.</p> <p>With Education and Public Health Services we will review the Prevention Education Programme to ensure it is more targeted and selective and in line with recent evidence.</p>
<p>Children’s Services Plan</p> <p>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).</p> <p>Closing the equity gap: improve opportunities and choices for children</p>	<p>Sleep</p> <p>Collection of data from individual services in relation to what the current provision is to inform:</p> <ul style="list-style-type: none"> • staff training and competence levels. • gaps within the current provision and to commence. <p>Identify aims, gaps, barriers and identifying priority areas.</p>

Where do we want to be in 2026	In 2023, we will:
<p>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.</p> <p>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.</p> <p>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.</p>	<p>Implement communication plan.</p> <p>Develop a training and awareness raising plan.</p>
<p>Mental Health Strategy</p> <p>Alignment with national strategies for Suicide Prevention, Self Harm, and the over-arching Mental Health Strategy for Scotland.</p> <p>Be significantly advanced in our development and delivery of the Mental Health Estates Redesign Programme – encompassing inpatients and secondary care Community Mental Health Services.</p> <p>Have developed and delivered our strategic improvement of integrated Community Mental Health Teams to improve access and availability.</p> <p>Have developed and delivered improvement in capacity and response of the Out of Hours – Mental Health</p>	<p>Take cognisance of the new national Mental Health Strategy for Scotland (launch due 30 March 2023).</p> <p>Conclude and confirm our refreshed local strategy with the Mental Health Strategic Implementation Group by June 2023.</p> <p>Undertake gap analysis – of current position against refreshed strategy – with a focus on early intervention.</p> <p>Establish a costed strategic Service Development Plan and associated implementation plan – accountable to the Mental Health Programme Board/SIG and onto HSCP Strategic Planning Group informed by gap analysis.</p>

Where do we want to be in 2026	In 2023, we will:
<p>unscheduled care and access to emergency Mental Health state assessment to ensure early and immediate access.</p>	<p>Develop suite of measurables to evidence impact/ change and improvement.</p>
<p>Prevention and Early Intervention Strategy</p> <p>An integrated, person-centred, life course approach is embedded across Fife.</p> <p>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.</p> <p>An improvement in health and wellbeing outcomes for the people in Fife.</p>	<p>A Strategic Needs Analysis will be completed to define the P&EI Strategy vision, aims and principles. These will support the priorities already agreed and which underpin the HSCP Strategic Plan.</p> <p>Engagement across all localities will complete the discovery phase and allow us to shape the framework for the Strategy. This will be followed by a wider stakeholder event, identification of key deliverables, and a realistic but ambitious Delivery Plan will be developed to implement the P&EI vision.</p> <p>Fife HSCP will be pathfinders nationally in developing and implementing a P&EI Strategy and we will ensure a timeline which allows a quality approach.</p>

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.

Where do we want to be in 2026	In 2023, we will:
<p>Advocacy Strategy</p> <p>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.</p> <p>Delivery of a comprehensive professional independent advocacy contract which adheres to legislative requirements and meets the advocacy needs of the people of Fife.</p>	<p>Refresh our Advocacy Strategy in line with our legislative requirements and in alignment with our Strategic Priorities.</p> <p>Renew our professional Independent Advocacy Contract and deliver a comprehensive professional independent advocacy service across Fife.</p>
<p>Carers Strategy</p> <p>Improved outcomes for carers, and a reduction in any negative impact of their caring role on the carer's own health and wellbeing.</p>	<p>Undertake to fully establish a significant number of additional staff (10+2) within the partnership whose primary role will be to identify and support unpaid carers, including those who may be eligible for additional support through self-directed support.</p>
<p>Primary Care Strategy</p> <p>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.</p>	<p>Engage with stakeholders both professionally and through our localities to discuss the output from the Strategic Needs Assessment and support us in shaping the key deliverables which will provide the base on which the Delivery Plan will be designed and implemented.</p>
<p>Learning Disability Strategy</p> <p>An improvement in people's experience of the Learning Disability Service in Fife as evidenced by positive feedback and increased user satisfaction.</p>	<p>Complete a needs assessment of people with learning disabilities, and identify measures that will improve people's experiences and satisfaction.</p>

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.

Where do we want to be in 2026	In 2023, we will:
<p>Commissioning Strategy</p> <p>Commission high quality, local, sustainable, and collaborative services that are person-centred and outcome-focussed, that support the delivery of care provision at the right time and in the right place, and enable people to live independent and healthier lives in their own home, and within their own community.</p>	<p>Finalise and publish our Commissioning Strategy 2023 – 2026, this will be fully integrated and aligned with other strategies. We will work closely with other strategy leads to deliver on our commissioning priorities.</p>
<p>Prevention and Early Intervention Strategy</p> <p>Preventative care is fully embedded in care services across Fife.</p>	<p>The Prevention and Early Intervention Strategy and related Delivery Plan will be progressed via the Strategic Planning Group, and through relevant committees to the IJB during Summer 2023.</p>
<p>Primary Care Strategy</p> <p>A sustainable primary care workforce delivering the right care, to the right people, at the right time and by the right person.</p>	<p>Following the engagement process, the Primary Care Strategy will be progressed via the Strategic Planning Group, and through relevant committees to the IJB and NHS Fife Board during Summer 2023. Once approved at Board level the Strategy will be published and communicated to all stakeholders.</p>
<p>Re-imagining Third Sector Commissioning</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>Complete the Project Closure Report, and establish and embed a new Service Level Agreement template and monitoring framework. Ongoing third sector development work will be transferred under the Strategic Planning Team.</p>

Where do we want to be in 2026	In 2023, we will:
<p>Strategic Planning Group</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>	<p>Embed the performance reporting framework for the strategies supporting the Strategic Plan 2023 to 2026.</p> <p>Monitor and manage performance updates as the supporting strategies move through different phases including discovery, development, implementation, and quality assurance.</p>



Conclusion

The Strategic Plan for Fife 2023 to 2026 is ambitious, designed to improve health and social care services, deliver integrated care through increased coproduction and multi-agency collaboration, and transform the way that people think about their own health and wellbeing. Greater focus on prevention, early intervention and supported self-management will enable individuals to avoid, or reduce, the impact of some health conditions, and to achieve better health and wellbeing for longer.

This Delivery Plan sets out our activities during the first year of the Strategic Plan, building on work already completed across the Partnership to provide a robust platform for future years, and supporting the people of Fife to live independent and healthier lives.

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.