

Fife Health  
& Social Care  
Partnership



# Annual Performance Report 2024-2025



Supporting the people of Fife together



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# A message from our Chair

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It is a privilege to introduce this year's Annual Report as the newly appointed Chair of the Fife Integration Joint Board. I would like to begin by acknowledging the exceptional leadership of my predecessor Arlene Wood, whose dedication and steady guidance helped steer us through the last three years. Her commitment has laid a strong foundation upon which we continue to build.

We also warmly welcome Lynne into her new role as Director of the Fife Health and Social Care Partnership. Lynne brings a wealth of experience and a fresh perspective to the team at a time when strategic leadership is more vital than ever.

This year has not been without its challenges. The continued local impact of national funding constraints, coupled with the enduring legacy of higher inflation, and the demand for services has placed sustained pressure on our financial position. We have been required to make difficult decisions to ensure services remain resilient.

Workforce challenges have also persisted. Like many across the sector, we face ongoing difficulties in recruiting, retaining, and developing a skilled, motivated, and future-focused workforce. Addressing these issues remains a key priority, and we are committed to creating a culture that supports and values those delivering care and support.

Despite these headwinds, there is much to be proud of. We have made tangible progress in implementing Fife Health and Social Care Partnership's equality outcomes, reaffirming our commitment to inclusive and equitable service delivery. Our integrated working with partners has continued to strengthen, enhancing the coordination and effectiveness of the support we provide to individuals and communities across Fife.

As we look ahead, we do so with a clear sense of purpose and collective responsibility. This report reflects not only the challenges we have faced but also the resilience, innovation, and dedication of our teams and partners.

Together, we will continue to evolve and respond to the needs of those we serve, building a health and social care system that is fit for the future.



**David Ross**  
Chair, Fife Integration Joint Board

# Foreword

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I am delighted to take on the role of Director of the Fife Health and Social Care Partnership and Chief Officer of the Integration Joint Board. It is a great privilege to step into this position, and I do so fully aware that I am following in the footsteps of two exceptional leaders, Nicky Connor and Fiona McKay, whose commitment and vision have helped shape the Fife Health and Social Care Partnership into what it is today. Their legacy is deeply appreciated.

Over the past year, we have experienced several senior leadership changes, with more to come later this year. During this time of transition, I want to offer clear assurance that there is a strong commitment to stability, progress, and continuity. Our leadership team—present and emerging—is fully focused on maintaining high standards, providing consistent direction, and ensuring the organisation continues to be well led.

Like many across health and social care, we have faced significant challenges over the past year. The implementation of our Savings Recovery Plan was essential to addressing financial pressures while continuing to deliver high-quality, person-centred care. I would like to extend heartfelt thanks to all our staff who have pulled together, showing resilience, creativity, and a deep sense of shared purpose.

Our workforce remains our most valuable asset. Supporting their health and wellbeing is a key priority. We are committed to ensuring they have the resources and backing needed to deliver the very best care across Fife's communities. The success of our leadership programme and collaborative efforts to recruit and develop the workforce of the future are powerful examples of what we can achieve when we invest in our people.

There is much to be proud of. We've made meaningful progress in advancing our health and social care community model—empowering people to take an active role in improving their own health and wellbeing, reducing illness through healthier lifestyles, and accessing care through more local, community-based services. Our focus on reducing delayed discharges and helping people return home or to a homely setting as quickly as possible is delivering real results.

Our achievements are the result of collective effort. We have an amazing workforce, and we simply could not do what we do without them. Their dedication is at the heart of the difference we make every day in the lives of the people of Fife.

Finally, thank you to the people of Fife for continuing to engage with us. Their voices help shape our services to ensure they meet the needs, both now and into the future. Together, we are building a sustainable, responsive, and compassionate system of care.



**Lynne Garvey**

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



# Introduction and Background

The Public Bodies (Joint Working) (Scotland) Act 2014 provides the legislative framework for the integration of health and social care services in Scotland. 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. 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.

Fife Integration Joint Board is responsible for the strategic planning, resourcing, and the operational oversight of a wide range of health and social care services. Over the last year we have worked collaboratively with partners and individuals across Fife to progress the implementation of our Strategic Plan 2023 to 2026, and to deliver the essential, extensive, and transformational improvements set out in our Year Two Delivery Plan. Fife's Strategic Plan can be found here: [www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org).

To ensure that performance is open and accountable, Section 42 of the Public Bodies (Joint Working) Scotland Act requires integration joint boards to prepare and publish an annual performance report setting out an assessment of performance in planning and carrying out the integration functions for which they are responsible. You can find copies of our Annual Performance Reports here: [www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org).

This Annual Performance Report is structured using the nine national health and wellbeing outcomes to emphasise the links between the national indicators and local performance. This approach also enables comparison of performance across multiple years, and across different health and social care partnerships. The Report highlights some of the improvements and innovations that we have delivered over the last year. It acknowledges the exceptional effort, expertise, and commitment of our employees who strive every day to make a difference, and to positively support you, the people of Fife, to live independent and healthier lives.





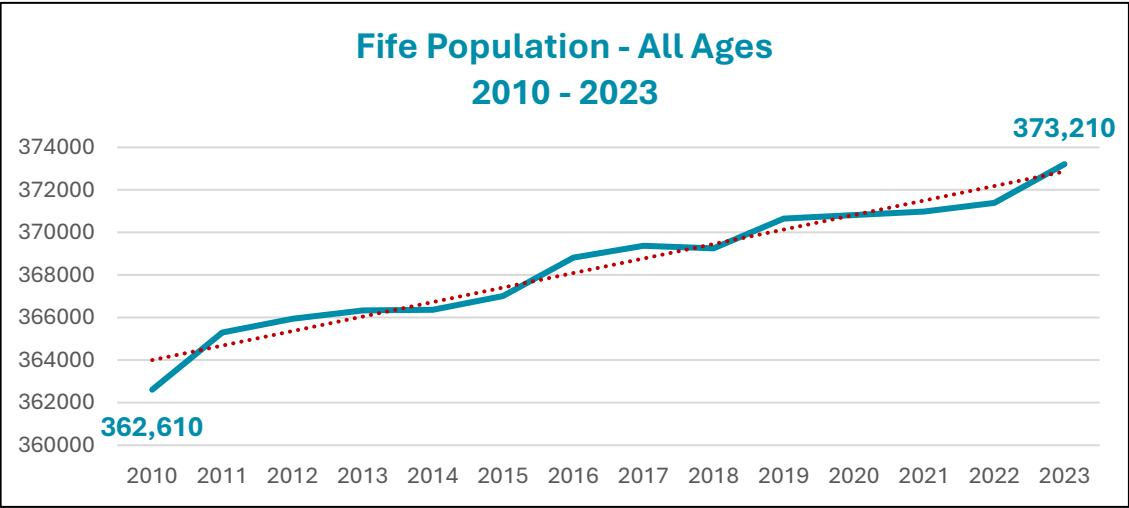
# Demographics



Fife has a population of **373,210**

This is an increase of 2,390 people (0.6%) since 2020.  
(National Records of Scotland, 2024).

By 2043 Fife’s population is expected to decrease to 364,164.  
However, only younger age groups are expected to decrease, older age groups will see an increase in numbers.



Fife, like Scotland, has experienced a number of decades of steady growth in its population. However, fewer children, fewer working-age adults and more older people (particularly the very old) will have implications for service demand and the cost of providing future public services across Fife.

With a life expectancy of 77 years, men in Fife are estimated to live 59 years in relatively good health.  
Women are expected to have a longer life expectancy (81 years) and slightly lower healthy life expectancy (55 years).  
(National Records of Scotland, 2024).

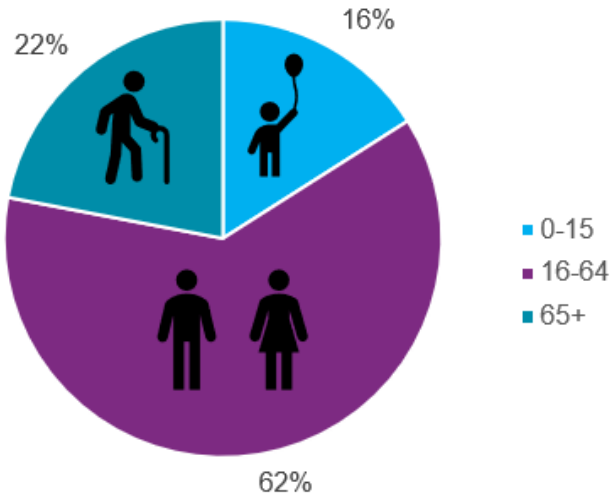


M = 48%



F= 52%

Population Percentages (2023)



(All data from National Records of Scotland, 2024)

# Strategic Plan for Fife 2023 to 2026



Fife Integration Joint Board sets out its vision and future direction for Fife’s health and social care services in the ‘Strategic Plan for Fife (2023 to 2026)’. 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. The IJB’s long term vision is ‘**to enable the people of Fife to live independent and healthier lives**’.

The Strategic Plan has five strategic themes:



These priorities provide a framework for all of the work that we do to support people and communities across Fife. This includes our collaborations with other health and social care providers, particularly our partners in the third and independent sector, and the many thousands of carers who work hard to make a difference every single day. This table links the Partnership’s strategic themes to the national Health and Wellbeing Outcomes and the examples provided in this report.

Strategic Theme	National Health and Wellbeing Outcomes	Relevant Examples in this Annual Performance Report
Local	1, 2, 3, 4, 5, 7, 8, 9	1, 2, 5, 7, 13, 14, 16, 20, 23, 24, 30, 34, 36, 37, 39, 41
Sustainable	1, 2, 3, 4, 5, 7, 9	1, 8, 10, 13, 14, 16, 18, 21, 27, 29, 30, 37, 38, 39, 40, 41
Wellbeing	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 4, 6, 7, 8, 10, 13, 14, 15, 16, 22, 23, 24, 25, 26, 30, 35, 39, 41
Outcomes	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 7, 8, 10, 11, 12, 13, 14, 16, 20, 21, 22, 25, 28, 30, 34, 39, 41
Integration	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 7, 8, 9, 12, 13, 14, 16, 17, 19, 20, 24, 30, 31, 32, 33, 34, 36, 37, 39, 40, 41

The Strategic Plan is supported by annual delivery plans which provide a framework for the programme of work that is planned and delivered each year. Our Year Two Annual Report was approved by the IJB in March 2025. This report includes an overview of our performance towards the implementation of the Strategic Plan and an update on all of the 77 actions planned for 2024. Overall, the Partnership is making good progress in challenging times, and is on track to implement the strategic priorities set out in the Strategic Plan within expected timescales. There have been some significant changes, both nationally and locally, over the last few years, particularly financial pressures and workforce availability. Therefore, some of the activities that were originally planned have evolved to address new requirements, or they have been replaced with more effective alternatives.

More information on the national outcomes and public health priorities is included in Appendix 2 of this report.

The Strategic Plan for Fife (2023 to 2026), the Delivery Plans and the Annual Reports are all available on our website here:

[www.fifehealthandsocialcare.org/about-us/publications/](http://www.fifehealthandsocialcare.org/about-us/publications/).



# Locality Planning



The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) puts in place the legislative framework to integrate health and social care services in Scotland. Section 29(3)(a) of the Act requires integration authorities to work within localities and in Fife we have established seven locality groups which are aligned to the Fife Council local area committees. A focus on locality working is one of our five key themes within the strategic plan. To demonstrate commitment and leadership to locality planning there is a member of Senior Leadership Team (SLT) assigned to support each locality group. There is also a commitment to present an Annual Report to the seven Fife Council Area Committees, providing an overview of locality planning and any joint areas of interest.

The purpose of locality planning is for relevant service providers across different sectors, at all levels (clinical and non-clinical) to come together with people and communities who use services to improve health and wellbeing outcomes. The overarching goals of localities are to:

Promote healthy lifestyle choices and self-management of long-term conditions

Support people to live healthy well independent lives while living in their own home for as long as possible

Reducing the number of avoidable emergency admissions to hospital and minimise the time people are delayed in hospital

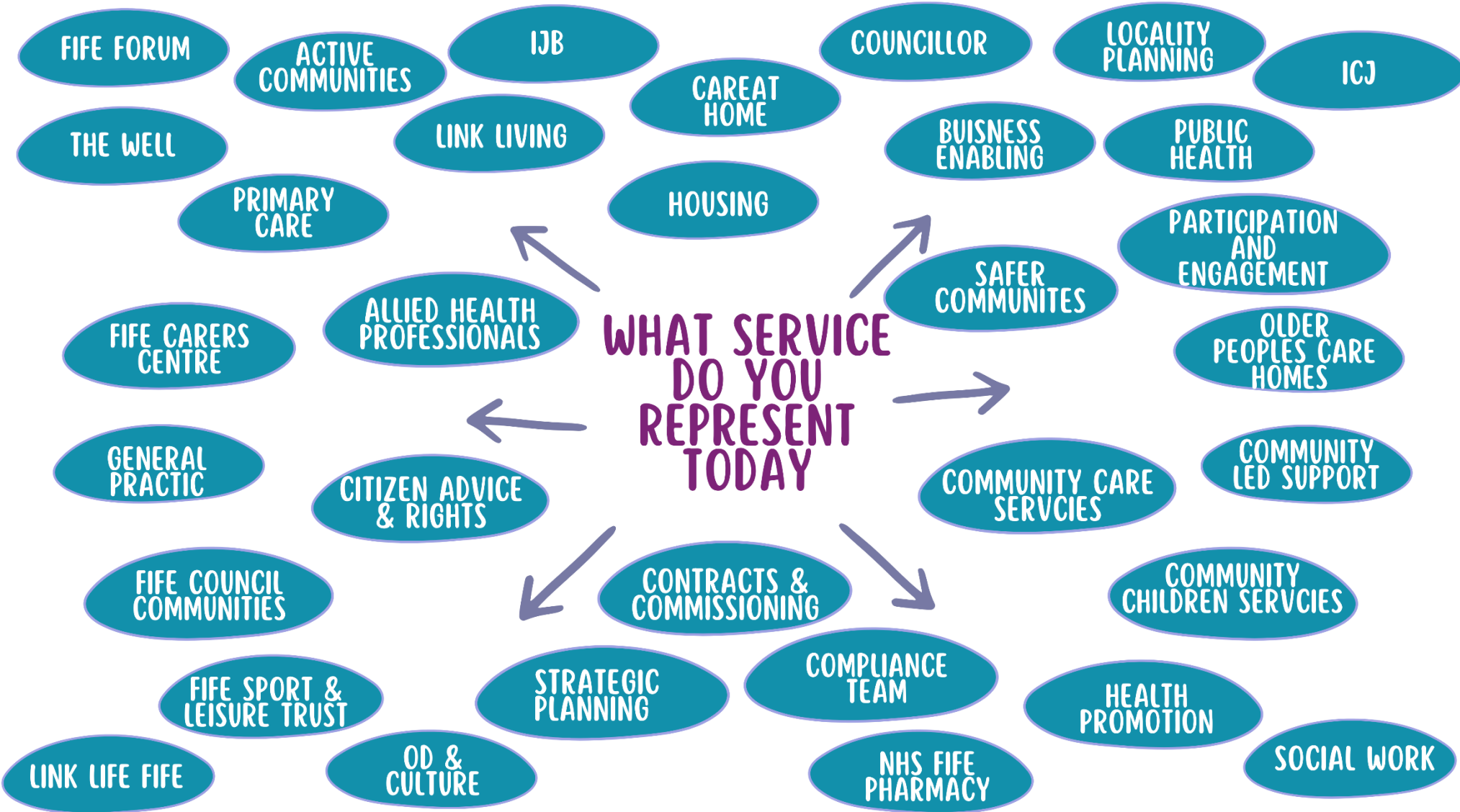
Efficiently and effectively manage resources available to deliver Best Value

Support staff to continuously improve information and support and care that they deliver

Support unpaid carers, to reduce the impact of their caring role on their own health and wellbeing

For more information please contact: [hscplacetyplanning@fife.gov.uk](mailto:hscplacetyplanning@fife.gov.uk).

# Who is involved in Locality Planning?





## “Making a difference in our communities” – key developments during 2024 to 2025

Locality Planning has gone from strength to strength. Critical to the success has been the collaborative/systems working approach. This has enabled locality groups to play a powerful role in making integration a success across Fife. By applying the insights, experience, and resources the partnership has been able to improve local networks, develop robust, productive professional relationships and improve outcomes. The diagram below highlights areas of work undertaken by locality planning groups in 2024 to 2025.



## Highlights from 2024 to 2025

- **Falls Prevention:** A new pathway between Mobile Emergency Care Service and Fife Cares (community safety) led to a 120% increase in referrals, expanding to a Fife-wide service.
- **Unpaid Carers Support:** Over £350k allocated to projects benefiting unpaid carers, with the impact of round one projects currently under evaluation.
- **KY Clubs:** New clubs in Levenmouth, Kirkcaldy, and Cowdenbeath support individuals affected by drugs and alcohol, providing access to vital services.
- **Mental Health Response Car:** Levenmouth Area Committee funded a Mental Health Response Car to assist emergency services with mental health calls, funded through to June 2025.
- **Homelessness Support:** The “Ending Homelessness Together” board funded a link worker post in Kirkcaldy, engaging over 80 individuals at risk of homelessness.
- **Home First Initiative – weekly Primary Care Verification:** The Home First test of change, concluded in October 2024, due to the success it is now part of “business as usual.”
- **Mental Health Training:** Glenrothes locality group provided mental health training and resources to support the local workforce.
- **Power of Attorney Campaign:** A campaign encourages and supports individuals to set up a Power of Attorney.
- **Community-Led Support Service:** Partnered with the Acute Hospital “Waiting Well” initiative, ensuring all patient letters included local support information “The Well”.
- **Life Curve Project:** Kirkcaldy Locality Group promoted “ageing well” with the Fife Voluntary Action and Fife Council Housing test of change, showing positive feedback and data outcomes.
- **Moving More (physical activity):** The Cowdenbeath Locality Planning Group awarded funding to Fife Sports and Leisure Trust to subsidise the cost of attending health classes. This initiative led to a 70% increase in class attendance, encouraging more people to engage in physical activity.

### **KY Clubs – Bringing services together to support people affected by substance use.**

The informal café-style layout and relaxed atmosphere allows people to get a bite to eat, a warm drink and to access food and other provisions. Workers in recovery from substance use host the event and provide support during the café and offer community-based support for people at all levels of need. Other services on offer are:

- Same day access and prescribing for Opiate Replacement Therapy from NHS Fife Addictions Service.
- Blood Borne Viruses (BBV)/sexual health testing and treatment.
- Housing support.
- Specialized family support.
- Wound care.
- Community based mental health support.

#### **Success and roll out:**

- Over 60 people have accessed Opiate Replacement Therapy and have started their recovery journey.
- On average, more than 20 people attend each week.
- Two more one stops were developed led by the Fife Alcohol and Drug Partnership Support Team and the Locality Team in Kirkcaldy locality and Cowdenbeath locality where there are higher rates of harm than in Fife overall.
- ADAPT has developed in partnership with women with lived and living experience a one stop shop for women in Methil.

# Awards

## Leading Women in Care Awards 2025

Alyson Vale, Abbotsford Care (Glenrothes) Ltd won the **Leading Women in Care Award**.



## Baby Friendly Gold Award from UNICEF

NHS Fife Maternity, Neonatal and Community Children's Services have achieved gold standard status.





**Health Care Support Worker Award at the Scottish Health Awards**  
Karli Whittle, Dietetic Assistant in the Eating Disorder Advanced Intervention Team won the **Support Worker Award**.



#### **Scottish Charity Awards 2024**

Fife Young Carers won **Charity of the Year**

Further information is available here: <https://scvo.scot/scottish-charity-awards/previous-winners/winners>



## Scottish Care Home Awards 2024

Carol Davidson, Bandrum Nursing Home won the **Emerging Talent Award**.



The Care Home Team at Leven Beach Care Home was a finalist for the **Palliative and End of Life Care Practise Award**.

Benore Care Home was a finalist for the **Care Home Service of the Year Award**.

Further information on the Scottish Care Awards 2024, and all of the finalists, is available here: <https://scottishcare.org/care-home-awards-2024/>

## Scottish Care at Home Awards 2024

Fife's Care at Home Collaborative was a finalist for the **Care Innovation Award**.

Further information on the Scottish Care at Home Awards 2024, and all of the finalists, is available here:

<https://scottishcare.org/care-at-home-and-housing-support-awards-2024/>

## National Association of Care Catering Awards Ceremony

The Meals on Wheels Team were runners up at the **National Association of Care Catering Awards Ceremony**



## Professional Achievements

Lynn Barker, Director of Nursing became an  
**Honorary Senior Lecturer with the University of Dundee**



Roy Lawrence, Principal Lead for Organisational Development and Culture  
becomes a **Chartered Fellow of the Institute of Personnel and Development**





Dr Stephen Fenning, Dr Steinnun Boyce and Dr Joanna Bowden were made **Fellows of the Royal College of Physicians of Edinburgh**



## NHS Fife 2024 Staff Awards

The **Service Improvement and Innovation Award** was won by Sexual Health Fife.





The **Team of the Year (Primary Care) Award** was won by the Community Palliative Care Team – Outreach.



# Equality Outcomes

Fife Health and Social Care Partnership is committed to promoting dignity, equality and independence for the people of Fife. As part of the development work for our Strategic Plan we reviewed and updated our equality outcomes. These are our equality outcomes for 2023 to 2026.

1. Improved collection and use of equality data, including protected characteristics, to support service planning and delivery, and promote mainstreaming of equality rights.
2. 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.
3. 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.
4. Greater diversity and an inclusive workforce culture, with employees from all backgrounds and cultures reporting that they feel increasingly valued.
5. Improved understanding and better relations between individuals and groups who share a protected characteristic, and those who do not.

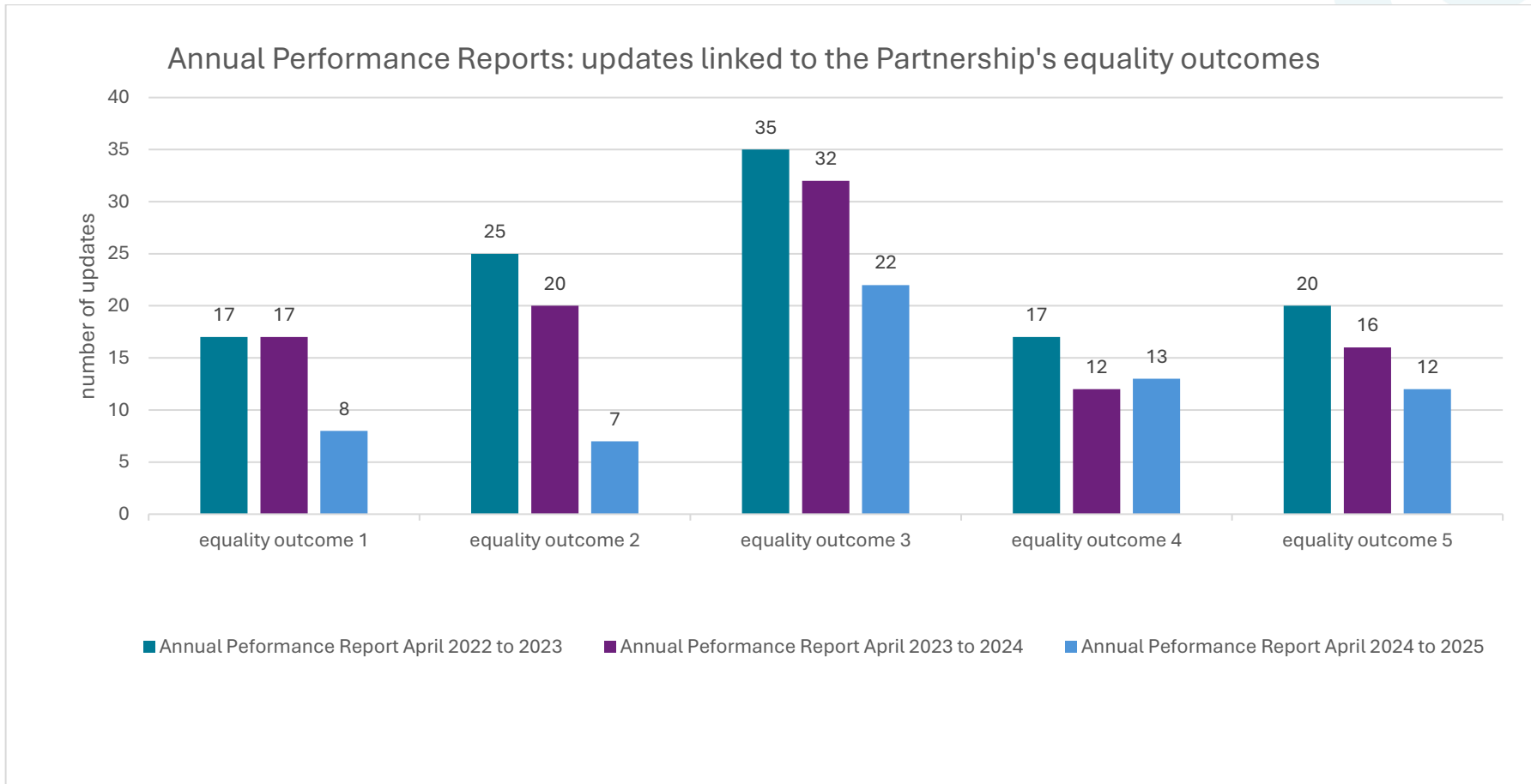


During 2024 a SWAY was developed and circulated to employees via the Director's Briefing to provide support for colleagues who complete Equality Impact Assessments during the development of key policies and strategies, and during strategic planning and decision making. In the last quarter of 2024, a dedicated area for equalities was developed on the Partnership's Website. This area includes all of the Equality Impact Assessments that have been published as well as information about equality, diversity and inclusion. Further information is available here: <https://www.fifehealthandsocialcare.org/about-us/equalities/>.

Fife Integration Joint Board published its 'Mainstreaming the Equality Duty and Equality Outcomes Progress Report' in January 2025. This includes updates on the progress made towards achieving the equality outcomes listed above. The full document is available here:

<https://www.fifehealthandsocialcare.org/about-us/publications/>.

Many of the updates in the Partnership's Annual Performance Reports are linked to the implementation of the Partnership's equality outcomes. This graph highlights the number of updates that support each equality outcome over the last three years. Some updates support more than one equality outcome.



Examples of progress towards the Partnership’s equality outcomes that have been included in our Annual Performance Reports.

# Our Performance

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This section of the Annual Performance Report provides an assessment of our performance over the last year in relation to the National Health and Wellbeing Outcomes for Health and Social Care. Further information on the national health and wellbeing outcomes is available here:

[www.gov.scot/publications/national-health-wellbeing-outcomes-framework](http://www.gov.scot/publications/national-health-wellbeing-outcomes-framework).

In this Report, each of the nine national outcomes is linked to the relevant national integration indicator(s) and includes Fife's performance information for the financial years 2023 to 2024, and 2024 to 2025. The national integration indicators are reported in the Scottish Health and Care Experience Survey commissioned by the Scottish Government. The Survey is run every two years and is sent out by post to a random sample of people who are registered with a General Practitioner (GP) in Scotland. It asks people about their experiences of accessing and using health and social care services. The information collected enables comparisons with different Health and Social Care Partnerships across Scotland, and across different years. Further information on the national integration indicators, including Fife's performance over the last five years is included in Appendix 3.

The performance information for each outcome is supported with some examples and updates on our key activities and achievements over the last year. Some of these updates may be relevant to more than one outcome, they have been grouped under the most relevant national outcome.





# Outcome 1: Health and wellbeing are improved

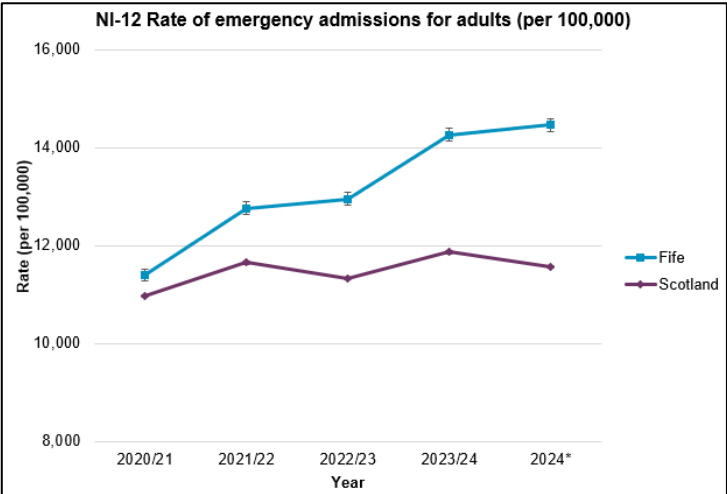
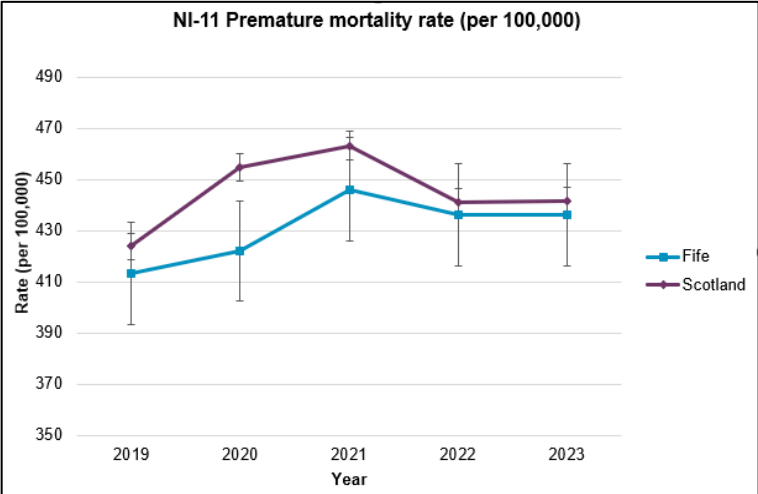
People are able to look after and improve their own health and wellbeing and live in good health for longer.

Indicator	Title	Latest Data	Fife	Scotland
NI - 1	Percentage of adults able to look after their health very well or quite well.	2023/2024	91.4%	90.7%
NI - 11	Premature Mortality Rate per 100,000 persons.	2023	436	442
NI - 12	Emergency admission rate (per 100,000 population).	2024	14,460	11,559

**NI – 1** Fife is broadly the same as Scotland for *Percentage of adults able to look after their health very well*. In the most recent period (2023/24), Fife’s figure was 91.4%, slightly above Scotland at 90.7%

**NI - 11** Fife has tended to have a lower rate of premature mortality than Scotland, though this gap has narrowed in recent years. The most recent data shows Fife with a rate of 436 per 100,000, compared to Scotland with a rate of 442 per 100,000, in 2023.

**NI – 12** Fife has a consistently higher rate than Scotland for emergency admissions. The rate has generally been increasing in Fife in recent years.





# 1. Fife Loves Life - Fife Child Healthy Weight Service

The Fife Loves Life Team supports families to eat well and be physically active.

The Child Healthy Weight Service was established in 2022 with East Region T2 diabetes prevention programme Scottish Government Funding. It supports Public Health Strategy Priority 6: ‘A Scotland where we eat well, have a healthy weight and are physically active’ and Fife Children’s Service priorities within the Children’s Services Plan for 2023 to2026 promoting wellbeing specifically healthy weight and activity.

Overall overweight/obesity rates have remained at a similar level for the past decade, but rates appear to be decreasing in least deprived and increasing in most deprived areas. From the recent data report:

*"the proportion of children in the healthy weight category was 76.5% in 2023 to 2024, which is comparable to the proportion in the five years prior to the COVID-19 pandemic (76% - 77%)".*

The child healthy weight service continues to support families to eat well and be physically active by providing family focused sessions to support being active as a family and working together to make small healthy behavioural changes. The Child Healthy Weight Service is a team of experienced support workers, dietitian’s, physiotherapists and psychologists. We offer self-referral, which aims to remove barriers and improve access to the Fife Child Healthy Weight Service. We have seen a steady increase in referrals over the last year.



The self-referral form can be accessed via our website and completed online, by parents/guardians, and submitted directly to the Child Healthy Weight Service: <https://www.nhsfife.org/services/all-services/nutrition-and-clinical-dietetics/infant-children-young-people/child-healthy-weight-service-fife-loves-life/>.

Fife Child Healthy Weight Service - referrals by quarter for 2024 to 2025

The NHS Fife Child Healthy Weight Team created a free health and wellbeing app for families across Fife. The Fife Loves Life app was developed in 2022 with lots of information to support children, young people and their families.

Child Healthy Weight psychologists have designed a range of topic specific optional workshops for parents/carers and young people to attend as part of their Child Healthy Weight programme. These can now be accessed via Access Therapies Fife website: <https://www.accesstherapiesfife.scot.nhs.uk/how-can-we-help-you/teenager-and-child-groups/child-healthy-workshops/>

These workshops cover a spectrum of topics including:

- Selective Eating
- Healthy Choice
- Parenting Tweens
- Emotional Eating
- Best Me, and
- Making Change.

Service users can now access and book onto a workshop via the Access Therapies website. These psychology-led workshops have been implemented and tailored for both parents/carers and young individuals and can be delivered either face to face or online. They cover information and techniques to overcome a range of difficulties seen as barriers to making changes to eating and activity habits and support the promotion of positive mental health.

Early intervention and prevention are vital to establish key messages regarding weight management. In 2024 training was provided to all health visitors across Fife on key nutrients and weight management in pregnancy and the impact of maternal body mass index (BMI), gestational weight gain and breastfeeding on childhood obesity. This training also highlighted the need for good conversations re topics such as weight stigma as well as raising awareness of the Child Healthy Weight Service. This was evaluated very well and is about to be rolled out to Nurture Centres across Fife.

All children and young people who take part in the programme are offered support from Child Healthy Weight Physiotherapy. This may cover assessments for a range of physical issues impacting on fitness and general exercise ability, through to more general support with fitness and building activity into everyday life. 80% of the children we see report an increased level of activity at the end of their active phase within the program.

We work in collaboration with Fife Sport and Leisure to help families access to gym and swim passes, for those eligible, at all leisure centres throughout Fife. In this way we hope the increased level of activity is maintained.



Not all families wish to engage with Child Healthy Weight Service, so the NHS Fife Child Healthy Weight Toolkit has been developed which is a professional guidance document designed to promote consistent, successful use of the local child healthy weight care pathway and support professionals to have conversations with families around diet, activity and other healthy living changes. It aims to enable a consistent set of first line evidence-based messages for young people, children and their families from all services and partner agencies.

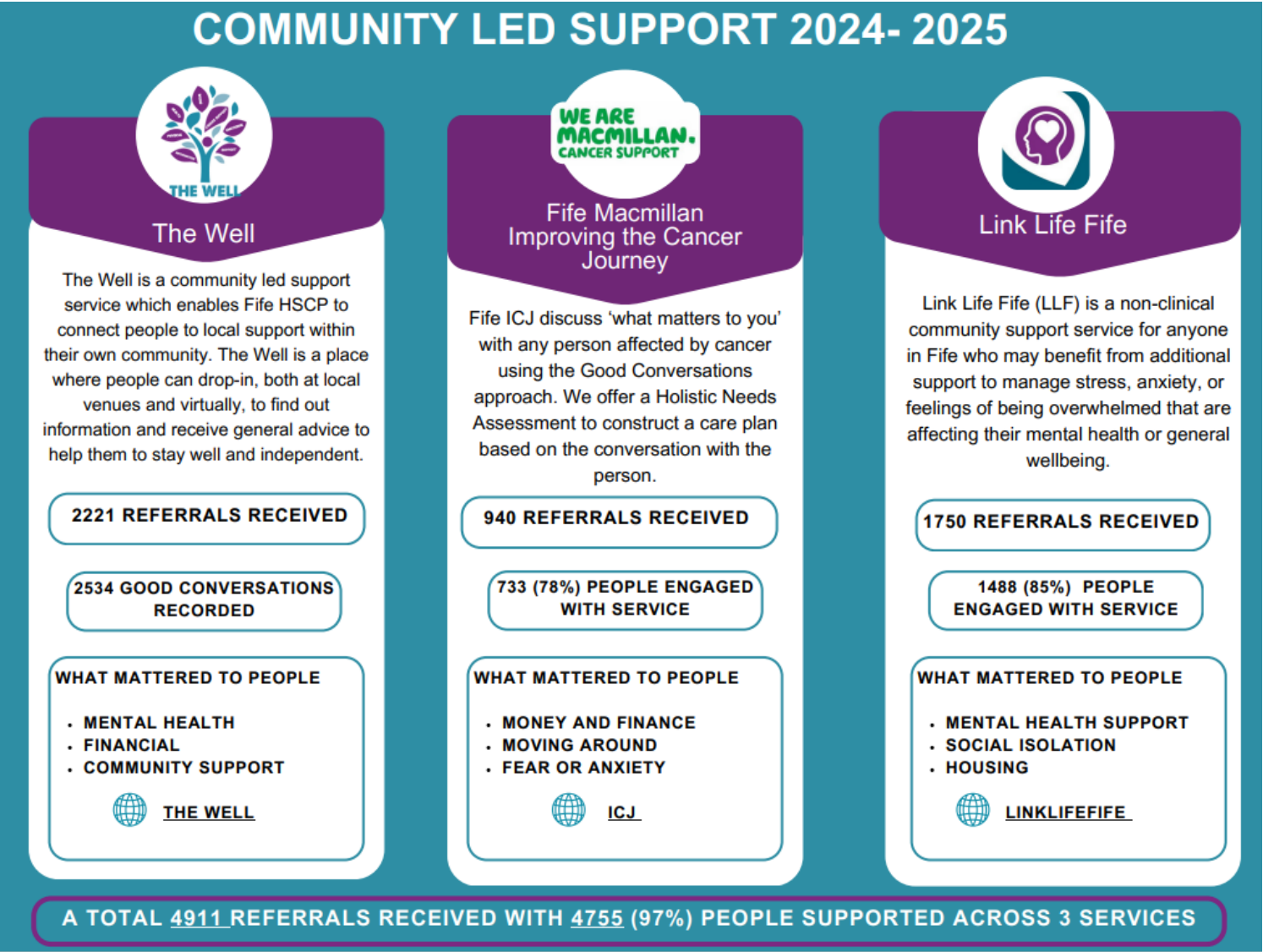
Professionals using the Toolkit are offered training by a Dietician from the NHS Fife Child Healthy Weight Service. This supports best use of the document and allows further discussion regarding how those working with families can engage them in making changes which support life-long health. We provide ongoing training to a variety of health professionals in the NHS Fife Health and Social Care Partnership, including medical staff, physiotherapists, occupational therapists, health visitors, dental and school nurses and Active Schools.

In collaboration with Fife Sport and Leisure Trust and Active Schools, a family fun day was held at Lochore Meadows on Tuesday 23rd July. It involved food sensory activities, wellbeing exercises and physical activity games. The day was deemed a great success, raising the profile of the Child Healthy Weight Service, Fife Sport and Leisure Trust and Active Schools to children and families in Fife.





## 2. Community Led Support



## COMMENTS RECEIVED FROM PEOPLE WHO ENGAGED WITH COMMUNITY LED SUPPORT



The Well

Brilliant, could not have done any of these without your help

I was very nervous as it was my 1st time, but immediately put at ease

I received a very warm welcome which put me at ease. The Well worker was very understanding and gave me time to explain my situation and gave me valuable information



Fife Macmillan  
Improving the Cancer Journey

It's been really helpful to say these things out loud

It has been really great having someone to talk things through with, it's really helped me a lot

I'm really happy with how all the different services came together to offer support. It wasn't like this years ago



Link Life Fife

I'm feeling positive for the challenges ahead. Thank you so much for your support, I am really grateful. My experience is more positive due to the support from you

You lot in Fife have cared for and helped me so much more living here than back home so thank you! You really have done so much for me

I feel like some cobwebs in my head are now clearing and this has been since meeting you. Having someone to talk to who does not say 'sorry that is not anything to do with me'. Really helped

## HOW DO WE KNOW PEOPLE FEEL INVOLVED IN DECISION MAKING?

Monitoring and evaluation of the Community Led Support Service is key to inform workforce and service development. In 2024 the Service introduced the evidenced based 'CollaboRATE' Tool as a means to measure the level of shared decision making in the interaction, from the perspective of the person engaging with the service.

The CollaboRATE Tool consists of three questions-'understand, listen and include' and have a maximum collective score of 27.

In 2024 Community Led Support received 88 responses with an average scoring of 26.7. This score indicates that people who engaged with the service, feel involved in the supporting process and their opinions and feelings are considered when making decisions.

The tool also provides an opportunity for those who access the service to provide feedback-

Very Person Centred and empathic service, really appreciated the support and what the Well does. The Well worker really listened to what was important to me, open and put a lot of effort into identifying the resources and provided clear explanations



I feel like a whole load of weight has been lifted from my shoulders. Thank you for being there and for listening to me



You were a 'lifeline', so glad I was referred to Link Life Fife, waited 7 years to do this....thank you. I am very happy to be housed in Dunfermline, near my son



collabo **RATE**™

### 3. Major Trauma Coordination

In 2024, the Fife Major Trauma Service received 68 referrals. 81% of referrals received were for patients who had sustained major trauma (Injury Severity Score greater than 15) and 19% were for patients who sustained trauma not classified as major trauma. The mean caseload number for the service was 60, the median caseload number was 60 (range 54 to 72), and the mode was 54.

The Fife Major Trauma Service Team carried out their first Major Trauma Rehabilitation Plan Roadshow event in September 2024 at the Victoria Hospital in Kirkcaldy. This education event was hosted and facilitated by the Major Trauma Service Team and included a range of learning activities including presentations and interactive work. The event was aimed at major trauma link therapists and therapists in Fife who frequently complete Rehabilitation Plans. The event provided attendees with the opportunity to:

- Hear more about the Scottish Trauma Network and the South East Trauma Network.
- Meet members of the Major Trauma Service Team.
- Learn more about the Rehabilitation Plan (purpose and use in practice).
- Share learning with other therapists involved in the completion of Rehabilitation Plans.
- Participate in a Continuing Professional Development (CPD) activity which meets Health and Care Professions Council CPC Standards 2, 3 and 4.

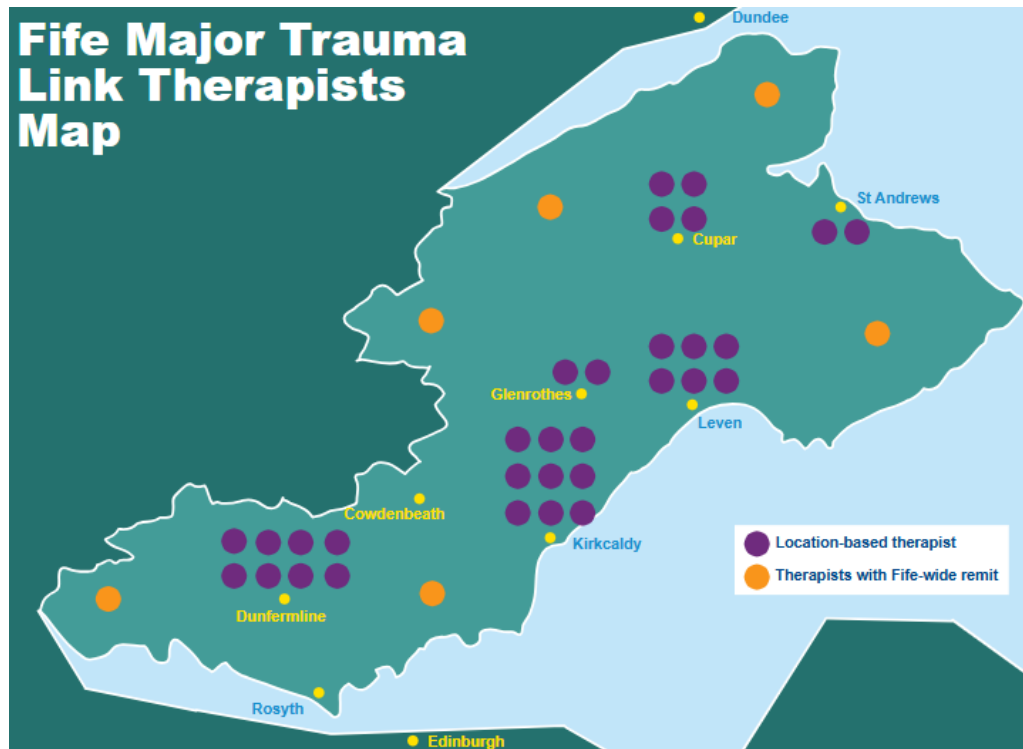
The event is part of an ongoing quality improvement project with the Fife Major Trauma Service, and preliminary data following the event has been positive and encouraging. A total of 16 therapists, working in services across NHS Fife and the Fife Health and Social Care Partnership, from a range of professions including physiotherapy, occupational therapy and speech and language therapy attended the event. The results showed 38% fewer prompts were required to request Rehabilitation Plans be completed, and 50% fewer corrections were required on the Rehabilitation Plans after the event, when compared with data collected three months prior to the event. Feedback from attendees at the event was very positive and another event is planned for April 2025.



Feedback from attendees at the Major Trauma Rehabilitation Plan Roadshow



The Fife Major Trauma Service Team submitted an abstract to the NHS Scotland Event 2024, entitled 'NHS Fife Major Trauma Service: A Bespoke Model of Service Delivery', which was accepted under the Integrated Care category. Two of our Major Trauma Co-ordinators were invited to participate in a facilitated poster presentation to delegates, providing an opportunity to share innovation and quality improvement work undertaken by the Fife Major Trauma Service, with colleagues across NHS Scotland.



Map showing network of Major Trauma Link Therapists across Fife

You can find more information here: <https://my.ltb.io/index.html#/showcase/nhs-scotland-e posters>.

## 4. Intravenous antibiotic treatments at home for patients with diagnosis of Osteomyelitis: Collaborative working with Hospital at Home and Community Nursing Teams

Osteomyelitis is a painful bone infection. It usually goes away if treated early with antibiotics, however it can cause serious long-term problems if it's not treated. There have been 20 patients diagnosed with Osteomyelitis who have been referred to Hospital at Home (H@H) over the last year, 12 of these patients were jointly cared for between the H@H and District Nursing Teams. This has resulted in increased capacity and clinical assessment time for H@H staff for approximately 30 new assessments or 108 hours of patient reviews and intervention by H@H over this time.

This initiative has given staff positive direction and focus and facilitated greater communication and collaborative working across services. There has been positive impact on patients being able to remain at home and avoid hospital admission for task of intravenous (IV) antibiotic treatment.

Patient feedback is being captured in patient questionnaires. Capacity is being released for Hospital at Home Teams to provide more acute clinical assessments and care which maintains individuals at home and provide the early intervention required. By sharing this workload with District Nursing, the District Nurses have enhanced their general nursing skills and ability to support a wider range of patient care activities at home. There is continuous learning from each patient case and as District Nursing Teams complete necessary training this collaborative working will roll out across Fife with all Hospital at Home (H@H) District Nursing Teams, providing an equitable service Fife Wide.

This development has proved successful with the initial implementation to the District Nurses in the Dunfermline and South West Villages and is now being rolled out further.

## 5. Adult and Older Adult Social Work Locality Teams

Adult and Older Adult Social Work Locality Teams Services are provided across twelve teams, six covering Older Adults (over 65) and six covering Adults (from age 16 to 65). Each of the teams are led by a social work qualified Team Manager and consist of senior practitioners, social workers, and social work assistants. There are three social work qualified Service Managers that lead locality teams. The Principal Social Work Officer provides professional advice and guidance to the teams and professional supervision to all Service Managers. Between 1st April 2024 and 31st March 2025, 263 Personal Outcomes Support Assessments (POSAs) were completed by the Adults Service and 230 by the Older People Service (total 793).



## 6. Understanding and responding to children and young people at risk of suicide

A multiagency group with representation from Barnardo's, Fife Child and Adolescent Mental Health Service (CAMHS), Child Protection Committee, Children and Families and Justice Social Work, Education Service, Educational Psychology, Health Promotion Service and School Nursing Service worked together collaboratively to update the Our Minds Matter Understanding and Responding to Children and Young People at Risk of Suicide Guidance.

This guidance is for all staff in statutory and voluntary agencies that are working with and supporting children and young people in Fife.

The guidance is available as an online document which can be accessed here:

<https://www.nhsfife.org/services/all-services/health-promotion-service/suicide-prevention-in-fife/understanding-and-responding-to-children-and-young-people-at-risk-of-suicide/>.

An accompanying case study document was also produced and can be accessed from the above link. The purpose of this second document is to support staff to reflect on how they would respond to disclosures of suicidal thoughts or action by young people, and consider their response, as a practitioner or service.

The webpages were published on in October 2024 and the latest analytics taken as of February 2025, show over 1,700 visits to the guidance pages.



# Outcome 2: Living in the community for longer

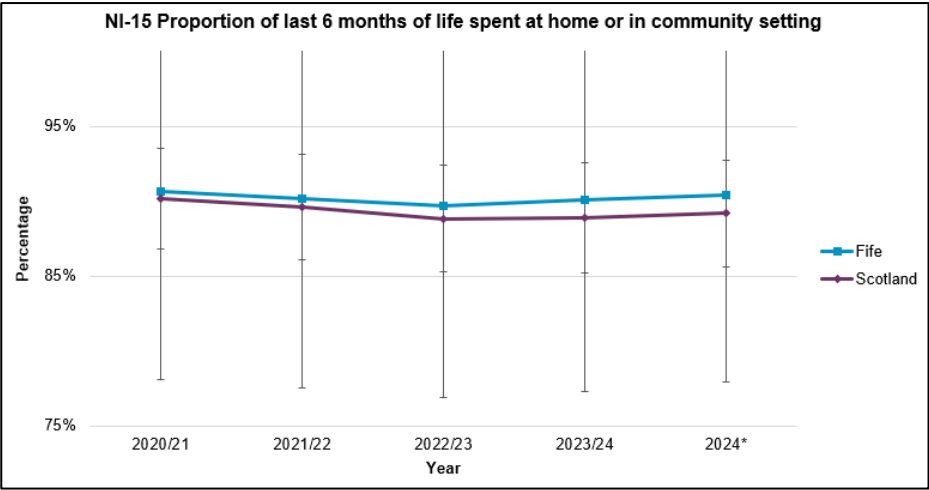
People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Indicator	Title	Latest Data	Fife	Scotland
NI – 2*	Percentage of adults supported at home who agreed that they are supported to live as independently as possible.	2023/2024	70.0%	72.4%
NI – 3*	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided.	2023/2024	51.0%	59.6%
NI - 15	Proportion of last 6 months of life spent at home or in a community setting.	2024	90.5%	89.2%

**NI – 15** Both Fife and Scotland are very similar for *Percentage of last 6 months of life spent at home or in a community setting*. For the most recent data, 2024, Fife is slightly higher than Scotland (90.5% to 89.2% respectively).

\*Please note results for indicators 2 and 3 for 2023/2024 are not comparable to previous years due to changes in survey wording.

Also results for 2019/2020 and 2021/2022 for indicators 2 and 3 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology





## 7. Development of Moving More for Health and Wellbeing Training

Being active and moving more has lots of positive benefits for health and wellbeing. Staff from across the Health and Social Care Partnership can play a key role in raising awareness of the health benefits of physical activity. To explore this topic Health Promotion and Active Communities led a workshop for the Partnership's Community Led Support Workers in April 2024. This workshop aimed to raise awareness of the health benefits of physical activity, and to discuss opportunities for physical activity in Fife. It also looked at what counts as physical activity and some of the common misconceptions around this. The feedback from participants that attended the workshop was very positive:

Participants also reported that the training was impacting positively on their practice and how they think about physical activity.

*'I think the training was great to help people realise that physical activity and exercise isn't always what people think and can be more basic everyday tasks as well. The training helped me have more knowledge in my own role to link people in with support that promotes their physical health and wellbeing.'* The Well Link Worker.

*'It was good to highlight the importance of physical exercise, no matter how big or small.'* Community Link Worker.

The workshop has now been adapted and a new training session called Moving More for Health and Wellbeing has been developed. This course is available as part of the Health Promotion Prevention and Early Intervention Programme; you can find out more here: <https://health-promotion-training.co.uk/>

The training will support participants to understand the benefits of movement and physical activity for health and wellbeing, and provide information and knowledge to enable them to support people to be more active. It will allow participants to:

- reflect on the ways we are active and explore perceptions of physical activity.
- raise awareness of the health benefits of physical activity and how moving more can benefit health and wellbeing.
- identify barriers to physical activity and ways of overcoming these.
- explore ways of bringing movement and activity into our day and raising it with the people we support.
- signpost opportunities, services and training in Fife to support physical activity.

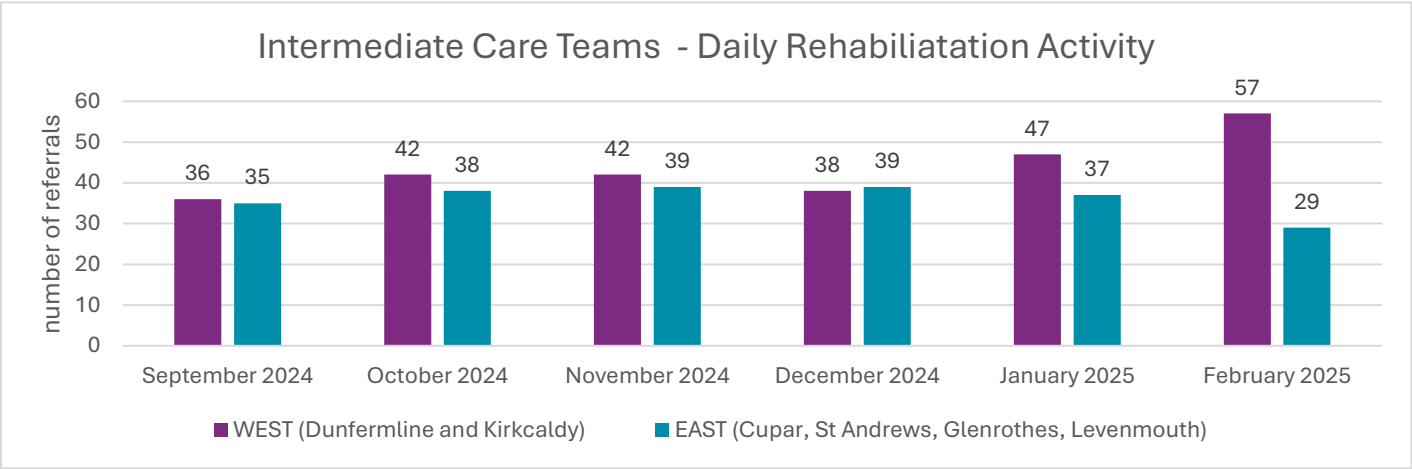
Increasing knowledge of staff around physical activity, and increasing awareness of local opportunities for activity was identified as a priority in the Partnership's Locality Plan in Dunfermline and South West Fife localities. An action was agreed by both groups to incorporate the Moving More training session. In Dunfermline a taster session was delivered to the Core Group in March 2025, and in South West Fife a short life working group has been established to support the delivery of targeted training sessions to teams and services across the locality area. This will be taken forward as part of the 2025 Local Action Plan.



Session was helpful    **Feel better**  
Inclusive    informed  
**Rethink what physical activity is day to day**  
Very informative    Good level of interaction  
Informal - to the right level    Networking  
**Great interactive session**

## 8. Fife Intermediate Care Teams: Daily Rehabilitation Activity supporting early discharge and prevention of admission to acute and community hospitals

The key achievements of the daily rehabilitation function of the Intermediate Care Teams are that the Teams achieve consistently high caseloads. Within the West of Fife, the Intermediate Care Teams saw a significant increase in February 2025. The Intermediate Care Teams in the East of Fife have remained more consistent. All Teams have worked extremely hard to ensure there are minimal delays in the flow of patients through the systems including working cross boundaries.



Number of referrals to the Intermediate Care Teams from Victoria Hospital, Kirkcaldy

In regard to supporting discharges from Victoria Hospital, Kirkcaldy within a 24hr period, the Intermediate Care Teams performed to a high standard in achieving this ambition. Over the last 12-month period only 13% of referrals to Fife Intermediate Care Teams were not achieved within the 24hr period due to team capacity. Out of those cases not achieved in the 24-hour period the majority were out with the control of the Intermediate Care Teams.

## 9. Compass

Compass is a Fife Alcohol and Drug Partnership commissioned service providing a holistic, intensive care management social work service for individuals affected by long-term alcohol and drug use. The service launched in September 2023 and has received 129 referrals between 1st April 2024 and 31st March 2025, with most cases currently allocated and active. Despite full staffing, the service is at capacity with a waiting list. The Team is co-located with the NHS Addictions Service, and works closely with the hospital liaison teams, third sector, housing and health colleagues. The focus on collaboration supports a “team around the person” approach which helps to deliver more personalised experiences and improve outcomes for people supported by the service. The Compass Team are regular attenders at local support groups for people who use substances across Fife and have received multiple messages of positive feedback for adults with lived experience and their families over the 18 months. Going forward, the Team will incorporate critical information from substance use risk assessments, formulation, and information based on the SURE (Substance Use Recovery Evaluation) structured assessment tool and develop a programme of audit activity to support quality assurance oversight.

## 10. Development and recruitment of Rehabilitation Assistant Practitioner (AP) Band 4 posts for Fife Intermediate Care Teams

The development of Band 4 Assistant Practitioner roles across our Intermediate Care Teams will enhance the current capacity and skill base within the teams to allow patients to flow through the whole system in a timelier manner, impacting positively on the pressures faced in acute and community hospital inpatient services by effecting earlier safe discharge and preventing unnecessary admissions. This in turn assures the home first approach and patients receiving their rehabilitation needs met within their own homes. During 2024 to 2025 we have:

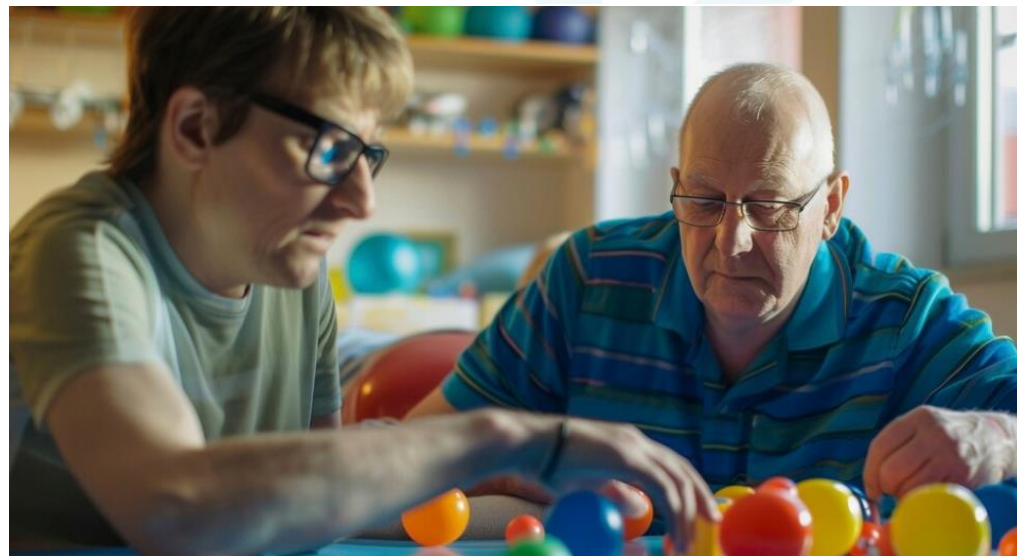
- Secured budget for the new posts through realignment.
- No additional funding was required.
- Amended the existing Rehab Assistant Practitioner job description and achieved approval for this.
- Progressed vacancy management documentation through approval stages to advert.
- Identified suitable applicants.
- Interviews were held in May 2025.



## 11. Integrated Working

The Adults Social Work Team in Cowdenbeath has been working with an individual who lives alone. The service user has been diagnosed later in life with autism and can display behaviours that often appear aggressive and threatening to a level that made it difficult to identify the correct support services for him. The allocated social worker has been visiting the person twice weekly to support with shopping and welfare. She was joined weekly by a nurse from the Learning Disability Team which enabled them a much deeper understanding through an ecological framework which resulted in understanding the service user's cultural and societal influences. These experiences throughout the adult's life course led to an improved understanding of how the adult copes and understands the world.

Using this relationship based approach the Team have been able to build a relationship and really understand how to communicate with the individual and understand their communication and behaviours enabling the creation of a robust plan for support. This has also resulted in the individual becoming more relaxed in the presence of others reducing what others may have perceived as threatening and aggressive behaviours while increasing and utilising the service user's skills. This has allowed much deeper insight to ensure any future support is person centred with a view to promote the service users' skills, independence and communication with others.



# Outcome 3: Positive experiences of services

People who use health and social care services have positive experiences of those services, and have their dignity respected.

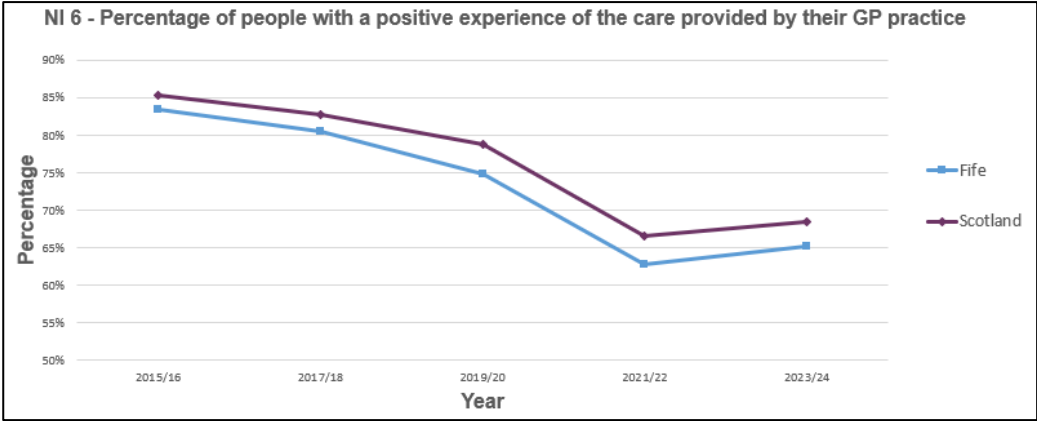
Indicator	Title	Latest Data	Fife	Scotland
NI – 4*	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated.	2023/2024	53.0%	61.4%
NI – 5*	Total % of adults receiving any care or support who rated it as excellent or good.	2023/2024	63.0%	70%
NI - 6	Percentage of people with positive experience of the care provided by their GP practice.	2023/2024	65.1%	68.5%
NI - 17	Proportion of care services graded ‘good’ (4) or better in Care Inspectorate inspections.	2024/2025	73.5%	81.9%

**NI – 6** Fife tends to be slightly lower than Scotland for the *Percentage of people with a positive experience of the care provided by their GP practice*. In 2023/24, the Fife figure was 65.1%, compared to 68.5% in Scotland.

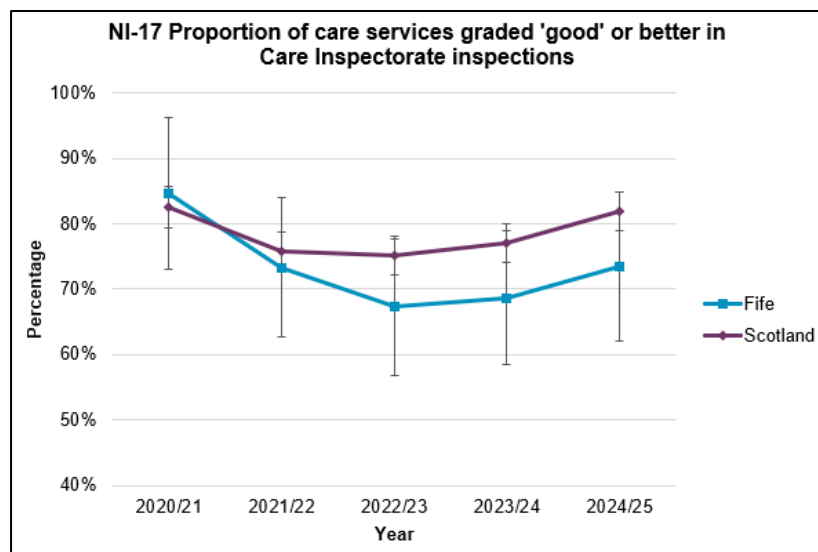
**NI – 17** From being graded roughly the same as Scotland in 2019/2020, Fife is now below Scotland for the *Percentage of care services rated good or better by the Care Inspectorate*. In 2024/2025, the Fife figure was 73.5%, compared to Scotland at 81.9%.

\*Please note results for indicators 4 and 5 for 2023/2024 are not comparable to previous years due to changes in survey wording.

Also results for 2019/2020 and 2021/2022 for indicators 4 and 5 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology







## 12. What Matters to You?

We celebrated What Matters to You Day in June 2024 as a follow up to the sessions delivered by Tommy Whitelaw, Lead for Person Centred Voices, that we had organised across Fife for staff. During these sessions, staff were asked what matters to them and from this we designed a poster capturing their feedback. We visited several health and social care work bases on WMTY day to deliver these posters.

As a follow on from the wider staff sessions, we worked with Napier House Care Home to implement WMTY, encouraging more person-centred conversations, and developing individualised WMTY boards. This worked so well and had such positive responses from staff, residents and their families, that The Health and Social Care Alliance commissioned a film to highlight the success and difference made through a small change.

Further information is available here: [www.alliance-scotland.org.uk](http://www.alliance-scotland.org.uk).

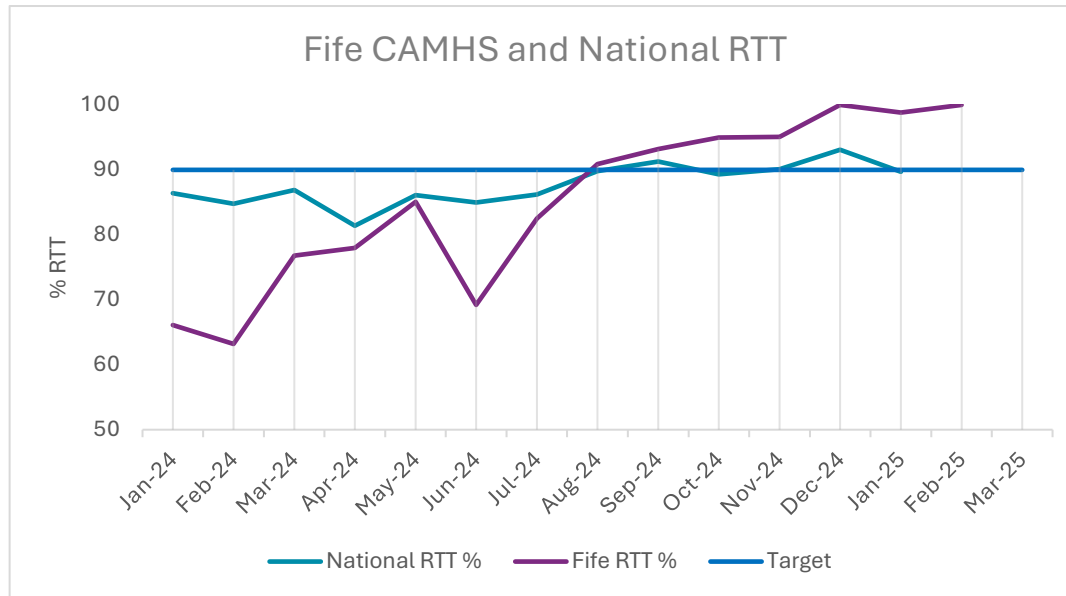


### 13. CAMHS Referral to Treatment Target (RTT)

Our main aim over the past year has been to meet the Referral to Treatment Target (RTT), to see children and young people as soon as possible without compromising on the quality-of-care children and young people receive in Child and Adolescent Mental Health Services (CAMHS). To achieve this, we have implemented lots of different improvements including:

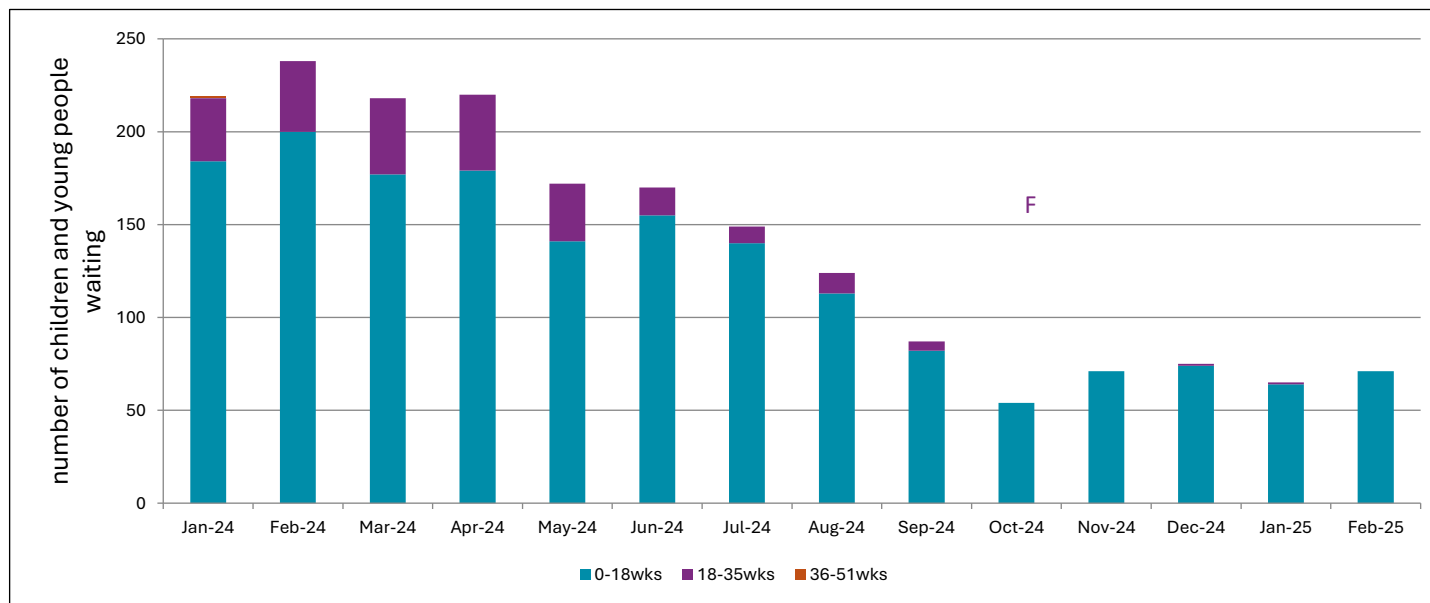
- Offering evening appointments to see children and young people sooner.
- Phoning families coming along for their first appointment to help make sure that children and young people are brought to appointments, and letting families easily change their appointment if needed.
- A solid system for looking at referrals and working out the right support for the child or young person.
- Where CAMHS is not the right service, sending therapeutic letters to families providing reasoning, acknowledging their concerns and direct signposting to appropriate supports to ensure children and young people are offered the right support.
- Where it isn't clear from the information in the referral if CAMHS is the right service, offering a Primary Assessment of Need Appointment (PANA) to provide face to face assessment to work out the most appropriate support.
- Overall, referrals to CAMHS continue to decline, possibly reflecting the early intervention work in the wider landscape and the broader scope of services in schools/community to support children and young people with their mental health.
- Making sure that each clinician has a job plan with the number of new/review clinical appointments each week:
- "Review" appointments are therapeutic interventions/treatment sessions offered following "New" appointments (initial assessment).
- Supporting clinicians to help make sure that the children and young people are discharged at the right time so new children and young people can be seen.
- Improved training opportunities to ensure skills are developed and maintained.
- Support from other CAMHS Teams into Care Experienced Teams to cover vacancies and help manage and contain risk as young people often arrive in crisis with complex issues.
- Early intervention training for the wider workforce to provide skills around managing risk, containment and responding helpfully to children and young people.
- Our group programme for parents/carers is in development to allow sharing of information and strategies that families can use together when managing periods of distress, recognising their responsibility in maintaining their own mental health and wellbeing and being able to support others around them.

The Scottish Government Referral to Treatment Target (RTT) is that 90% of children and young people should start treatment within 18 of referral to CAMHS. Over the last year Fife CAMHS met the RTT for seven consecutive months.



The waiting list for CAMHS has reduced significantly since January 2024, with almost all children and young people waiting less than 18 weeks since June 2024.

Fife CAMHS - Referral to Treatment Target



Fife CAMHS – number of children and young people waiting for treatment

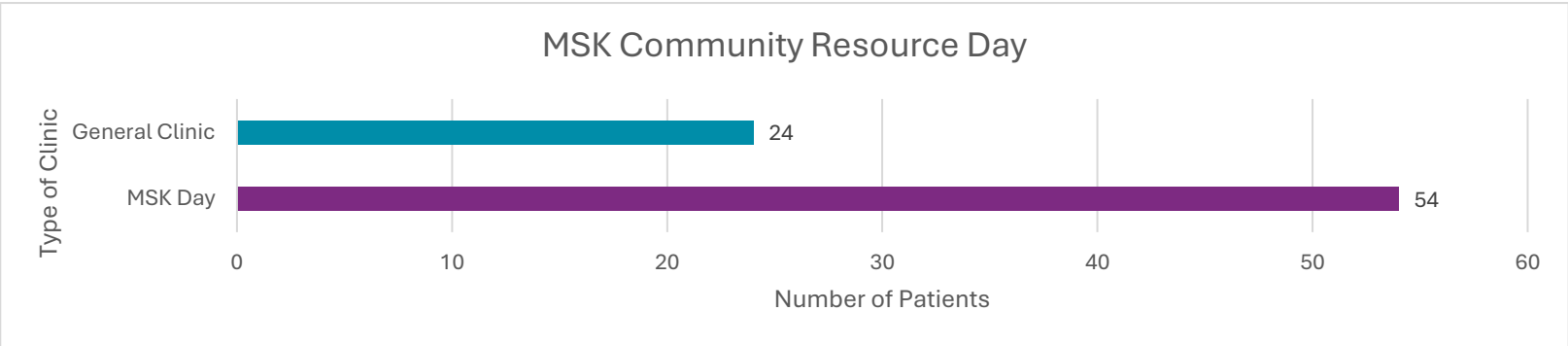
## 14. MSK Community Resource Day

We have piloted a new approach to musculoskeletal (MSK) interventions within Podiatry and Physiotherapy Services which will support timelier access to services that support early intervention to reduce the impact of the condition on patients’ wellbeing. To support patient engagement and outcomes the pilot tested a community-based approach by incorporating various services and resources that promote and support activity, mobility and healthy living.

The following stakeholders were involved at the event, and patients were free to visit each service as required:

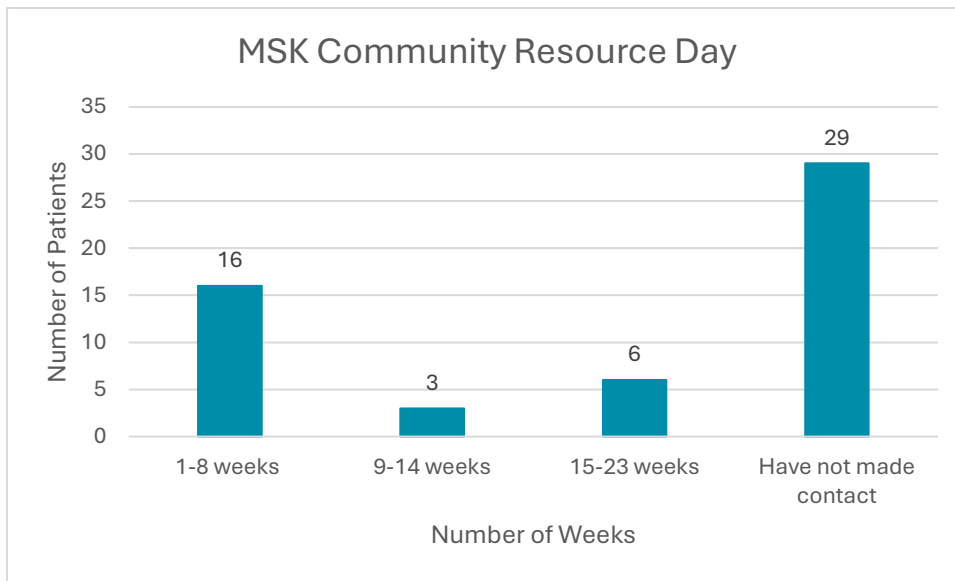
- Fife Community Occupational Therapy
- Fife Sports and Leisure Trust
- Health Promotion
- Occupational Health
- The Wells
- Versus Arthritis

The first pilot session was held in June 2024, and it was very successful. For example, The Podiatry Team were able to see 58 new patients on the day, this is much higher than the number of new patients (24 patients) seen in the general podiatry clinic with the same staffing resource.

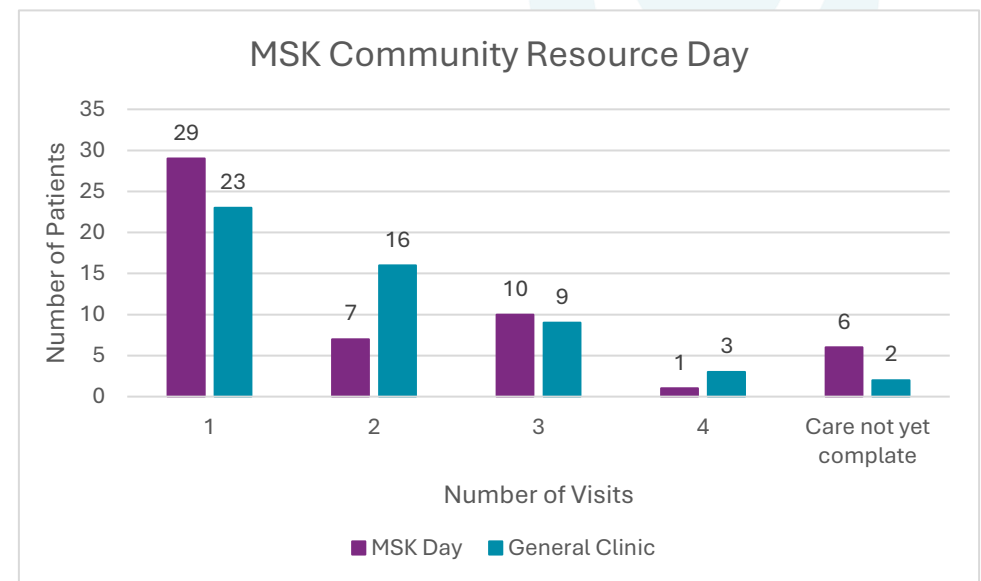


Number of new patients seen in general clinic vs. MSK Day with the same staffing resource

Four Podiatry sessions were held throughout the day, with best practice advice given on a range of foot conditions and stretching and strengthening programmes which patients can begin to engage in which will help support and strengthen the lower limb. Footwear advice was also offered. Patients were then advised to implement the advice and contact details provided to arrange an appointment for 8 weeks’ time should the person still be impacted by the condition.



Time between attendance at Community Resource Day and face to face consultation



Patient journey through Podiatry – Community Resource Day vs. General Clinic

Building on the success of the first Community Resource Day, a future session is being considered to support waiting times, with adjustments made in line with feedback from staff involved and the feedback received from patients. This will include more focus on one-to-one discussion, whilst still supporting early intervention and self-management. We are also planning sessions in other localities to reduce travel time for patients.



## 15. Mental Health Officer (MHO) Team

During 2024 to 2025 the Adults Service supervised 195 Local Authority Welfare Guardianship orders and 746 private Welfare Guardianships. To ensure good practice is embedded the service has updated Fife Council Supervision of Proxy Guidance to reflect the Mental Welfare Commission for Scotland's best practice guidance and is developing a governance and oversight group to ensure effective and ongoing monitoring. Feedback from service users on our use of "Just Checking" and "Near Me" to support increased independence has been positive. Key challenges experienced by the service include managing transitions between services and securing appropriate resources for individuals with complex needs. An ongoing commitment to collaboration between Children and Families and Adult Services aims to address this through a "team around the person" approach, building on learning from the national Getting it Right for Everyone (GIRFE) pathfinder work. Improving service user and carer feedback will be central to all practice developments and this is a priority for all services in the coming year.

The dedicated Mental Health Officer (MHO) Team take forward MHO functions in line with the Adults With Incapacity Act (Scotland) Act 2000 (AWI) and the Mental Health Care and Treatment (Scotland) Act 2003. The demand for MHO services is significant and rising, with increasing requests for assessments and a notable rise in emergency and short-term detentions and out of hours detentions where MHOs are not present, all of which pose challenges to the service. Fife have experienced an increase in private AWI Guardianships, with the resulting increased requirement for MHO services placing demand on the team. The MHO Team is strengthening relationships with other social work teams, offering shadowing opportunities, and engagement with new staff to enhance understanding of MHO role and to encourage training. Despite pressures, the MHO Team demonstrates key strengths in performance and professionalism, consistently meeting statutory timescales and handling high demand with a skilled and dedicated workforce. The introduction of Social Work Assistants (SWAs) has enhanced the Team's capacity by supporting practical tasks, enabling MHOs to focus on statutory duties and improving discharge planning. Strong partnerships with NHS Mental Health Services and increased collaboration with other teams have further strengthened service delivery and communication.

# Outcome 4: Quality of life is maintained and/or improved

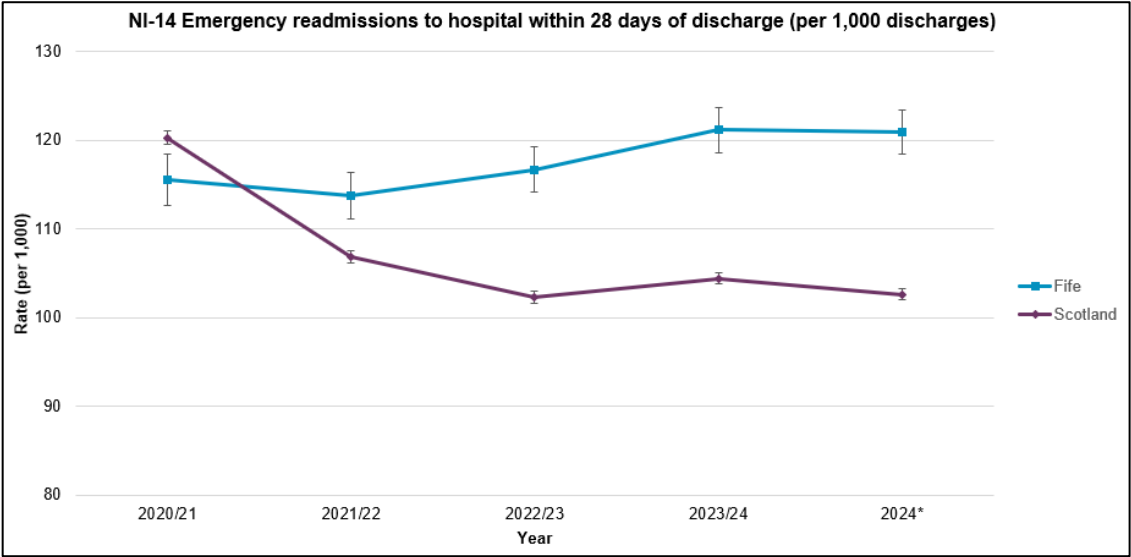
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Indicator	Title	Latest Data	Fife	Scotland
NI – 7*	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	2023/2024	67.0%	69.8%
NI - 14	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges)	2024	122	103

**NI – 14** Fife has a consistently higher rate than Scotland for emergency readmissions within 28 days. The rate has increased slightly in Fife in the recent years, though has stayed the same in the most recent data, while the rate in Scotland has tended to fall.

\*Please note results for indicator 7 for 2023/2024 are not comparable to previous years due to changes in survey wording.

Also results for 2019/2020 and 2021/2022 for indicator 7 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology



## 16. CAMHS Parent/Carer Consultation Group

Following the necessary NHS Fife approval, we launched our Child and Adolescent Mental health Services (CAMHS) Parent/Carer Consultation Group in February 2025. The overall purpose of the group is to involve parents and carers in shaping the service, to help us provide the best care for children and young people. The group is an opportunity for parents and carers to share their ideas on how we can do things better in CAMHS. It is also an opportunity for us to get input from parents and carers about how we deliver our services. Communication within the group will be over email, meeting face-to-face or getting together virtually.

Parents and carers can sign up to the group using a QR code, which is displayed on posters in CAMHS waiting areas and in a leaflet sent out with all appointment letters. We are also writing to parents and carers of all children and young people currently being seen in CAMHS, inviting them to become members of the group. Once parents/carers sign up, they are sent a welcome email, which includes the group's Terms of Reference. This document outlines the purpose, aims, governance, and roles and responsibilities of the group.

Once all invitation letters have been sent out, we plan to start engaging with the group. We have already had some ideas suggested, which will be taken to CAMHS management team initially, and then put forward to group members for discussion.



Parents and carers - we invite you to

# GET INVOLVED!

Join our new Parents and Carers Consultation Group to help **make decisions** and **share ideas** about how to shape CAMHS

scan here ↓



FIFE CHILD AND ADOLESCENT MENTAL HEALTH SERVICE (CAMHS)

# 17. Streamlining Patient Transitions: A Digital Referral Initiative

The transition from hospital to home is a critical phase in patient care, often fraught with challenges that can lead to readmissions and compromised patient outcomes. This initiative explored the benefits of implementing a digital referral process within an Integrated Health and Social Care Partnership Discharge Hub aimed at streamlining communication and coordination among healthcare providers, patients, and community resources.

Over the course of the following 12 months, as we expanded our efforts to include additional wards, we observed noteworthy trends in referral patterns. Our analysis indicated a marked increase in the number of referrals received during the weekends, particularly between the hours of 4pm and 8am. This data highlights the significance of weekend referrals as a crucial component of our overall referral process.

Quantitative and qualitative findings demonstrated a notable enhancement in both the accuracy and 24-hour/7-day per week referrals. Staff feedback highlighted increased efficiency, attributed to the digital process. This shift has also provided us with valuable data indicating a rise in our activity levels. Future research will focus on expanding this initiative to encompass the front entrance of the acute hospital and community wards.

*“This streamlined process for digital referrals has allowed patients in our ward to be assessed without any unnecessary delay”.*



### Methodology

Three Plan-Do-Study-Act (PDSA) cycles were created in collaboration with NHS Fife, Fife Health and Social Care Partnership, Fife Council and Digital Team.

3. created a reporting structure that would gather and analyse data related to referrals and discharges.

2. focused on identifying more wards to implement the test of change and education on 7-day referral access.

1. Involved designing a digital referral document that could be tested within a designated ward and providing educational sessions across the acute hospital.

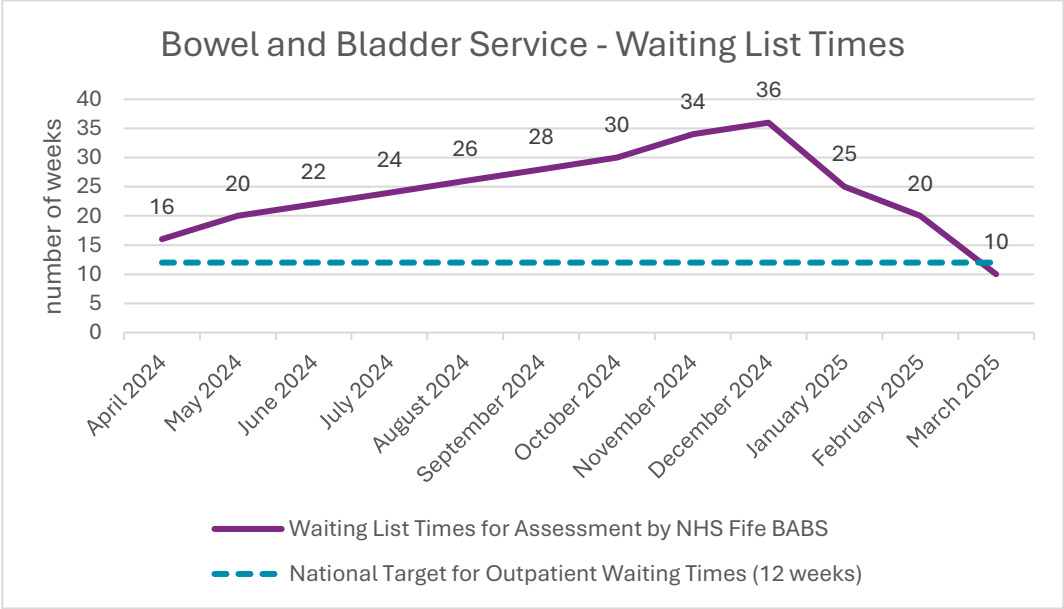
Time

# 18. Service Improvement

Since initiating our Quality Improvement (QI) methodology, we have made significant strides in reviewing and enhancing our referral process for bladder and bowel services. Our primary goal was to address the extensive 36-week waiting list for patients.

- In September 2024 we initiated a process review to identify any bottlenecks and inefficiencies.
- Our first Plan, Do, Study, Act (PDSA) cycle that involved referral criteria implementation commenced in November 2024. We successfully implemented revised referral criteria, resulting in a more streamlined process that also prioritised urgent cases. For example, after 12 weeks the waiting list for palliative patients had improved to 20 weeks.
- Our second PDSA cycle involved education and training sessions that included collaborating with wider professionals.
- Our third PDSA cycle was to increase the weekly clinics offering online, telephone and face-to-face consultations when appropriate. To date our efforts have effectively reduced the waiting list from 36 weeks to 10 weeks, significantly improving access to necessary care.

The Scottish Government Health Care Standards state that 95% of all patients, should receive their outpatient appointment within 12 weeks of referral. Our Test of Change has successfully seen a reduction from 36 weeks waiting list time to 10 weeks in line with Scottish Government Health Care Standards.



NHS Fife Bladder and Bowel Services – waiting list times for non-housebound community patients





Bladder and Bowel Services

We will continue to monitor and evaluate the impact of these changes, ensuring sustained improvements and responsiveness to individuals needs that will see a reduction to 5 weeks by August 2025.

## 19. Mental Health Awareness at Work: Health & Social Care Forum

Fife Health Promotion Service, Workplace Team offer free and confidential workforce health safety and wellbeing advice and guidance to reduce health inequalities which in Scotland, are widest in the working age population.

The Health and Social Care Forum identified a training need, and the Workplace Team assisted the Forum to develop an appropriate training session. Thirteen colleagues from local organisations attended the session. This is some of the feedback from attendees:

- 73% (8) said the presentation was 'very good' and 27% (3) said it was 'good'.
- 64% (7) said the activities were 'very good' and 36% (4) said they were 'good'.

*"(Awareness of) how my own professional and personal behaviours/habits blurred my own lines/thoughts".*

*"Good balance between presentation and group work"*

*" Good awareness and information session"*

### Mental Health Awareness at Work

#### Fife Voluntary Action Health & Social Care Forum



By the end of this course participants will be able to:

- Define mental health, mental wellbeing and mental illness
- Understand stigma and discrimination
- Review the mental health continuum
- Realise that the workplace can contribute to/ impact on mental health
- Explore positive steps to mental wellbeing
- Consider the manager/supervisors role in supporting a mentally healthy workplace.



**Date: Thursday 12<sup>th</sup> December 2024**

**Times: 10:00am 'til 12:00noon**

**Venue: Fife Voluntary Action Caledonia House, Glenrothes KY6 2AL**



***This course would suit managers/supervisors who are interested in exploring mental health & wellbeing and finding out how both can be supported at work.***

**Book your space to attend by visiting Fife Voluntary Action's [Training Portal](#)**

## 20. Building Bridges, Staff Support Project

Fife Health Promotion Service, Workplace Team offer free and confidential workforce health safety and wellbeing advice and guidance to reduce health inequalities which in Scotland, are widest in the working age population. In Fife, we will come together collaboratively and in partnership to support our communities, so they become safe, compassionate, inclusive, and free of stigma.

This initiative was a request from the established Fife Locations of Concern group – bringing together a consortium of professionals working to reduce suicide incidents at public locations. We worked together to develop a Staff Support SWAY and Pathway - tailored to support bridge operatives who witness a high frequency of adverse events at work. We also supported prevention and early intervention through signposting to local and national resources and support.

These are some of the comments received:

*“This looks good - really useful resource.”*

*“I think the Pause to Process (pathway) document looks good - the flow is clear, which will be really helpful.”*

You can access the Sway here: <https://sway.cloud.microsoft/6fMqwWA55KDfGBAi?ref=Link>.



# Outcome 5: Health inequalities are reduced

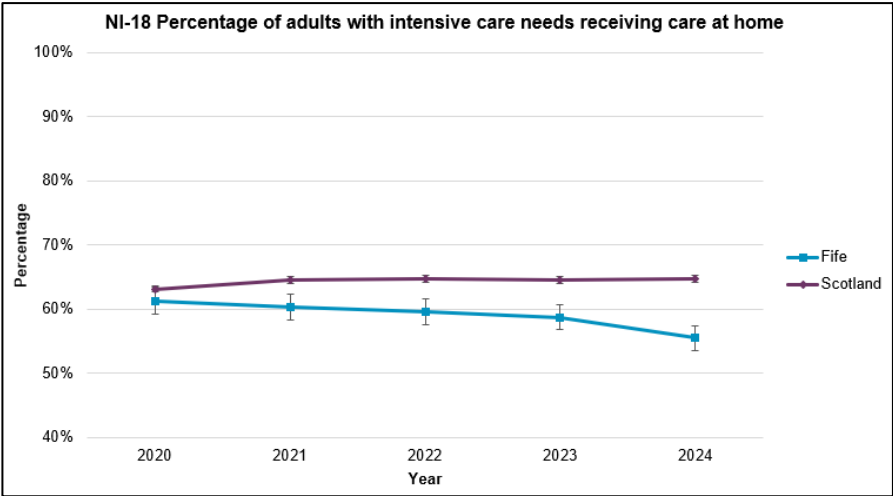
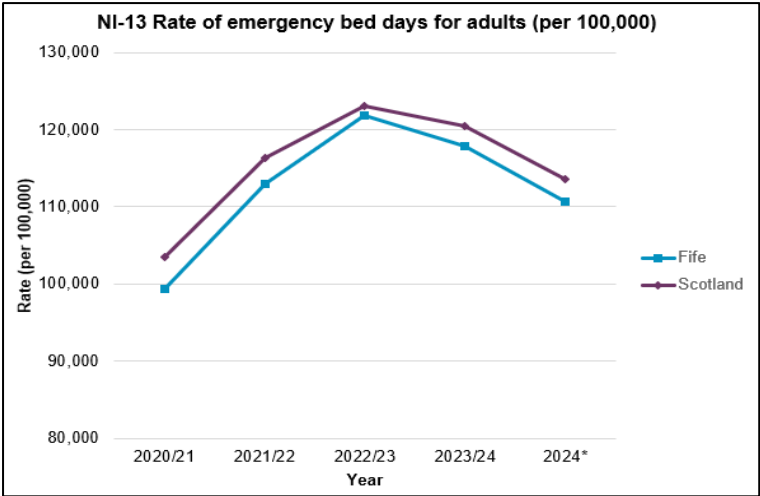


Health and social care services contribute to reducing health inequalities.

Indicator	Title	Latest Data	Fife	Scotland
NI - 13	Emergency bed day rate (per 100,000 population)	2024	110,688	113,627
NI - 18	Percentage of adults with intensive care needs receiving care at home	2024	55.5%	64.7%

**NI – 13** Fife has a consistently lower rate than Scotland for emergency bed days. The rate has decreased in Fife in the last two years.

**NI – 18** Fife has tended to have a slightly lower rate of adults with intensive needs receiving care at home compared to Scotland, and the gap has been widening in recent years. In 2024, the Fife figure was 55.5% compared to 64.7% in Scotland.



## 21. Mainstreaming Equalities

In April 2023, Fife Integration Joint Board approved and published its Mainstreaming the Equality Duty and Equality Outcomes Progress Report in accordance with the Equality Act 2010. This report included the new equality outcomes as part of the Strategic Plan 2023 to 2026. To continue to meet the obligations of the Act, Fife Integration Joint Board must comply with a number of specific duties including:

- Publish a report on the mainstreaming the equality duty at least every 2 years.
- Publish a report on the progress made to achieve the equality outcomes at least every 2 years.

The IJB published the Mainstreaming the Equality Duty and Equality Outcomes Progress Report in January 2025, you can find the report here:

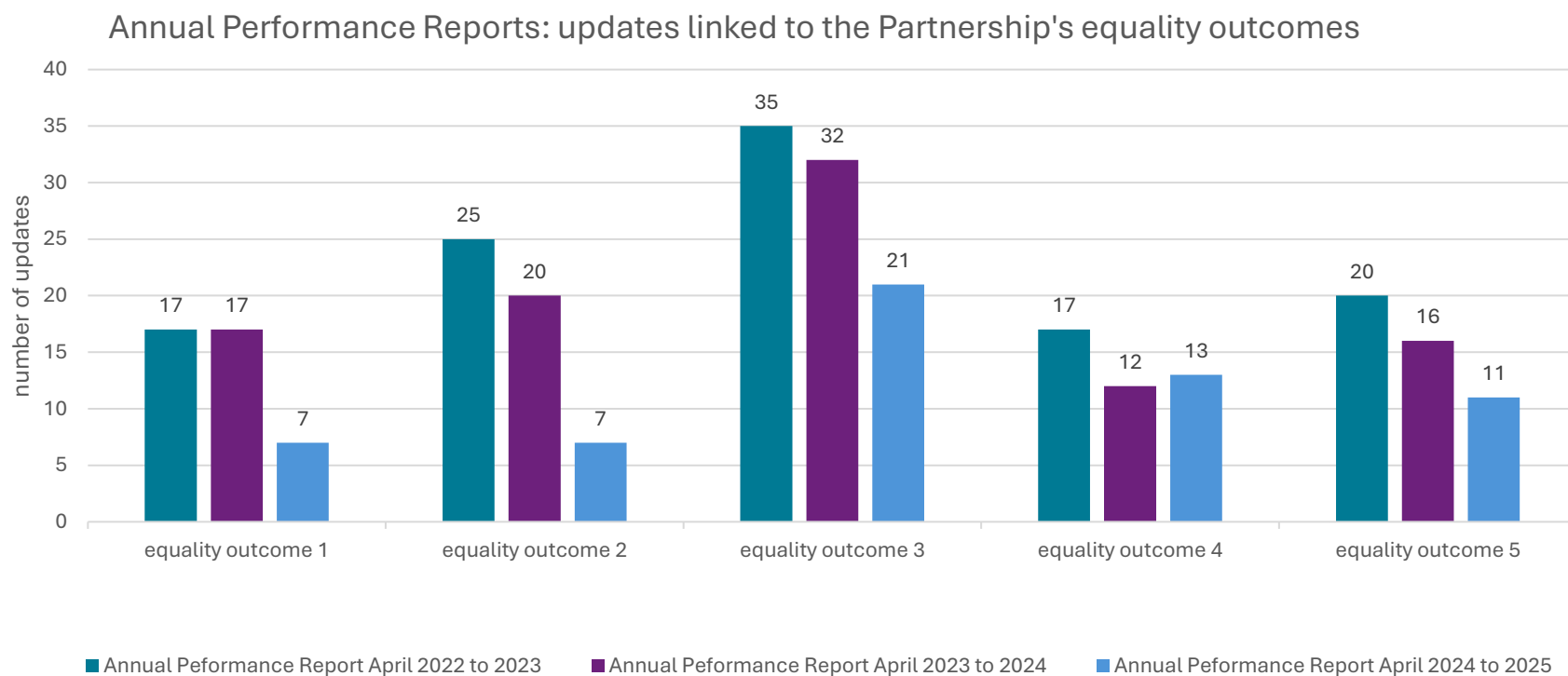
<https://www.fifehealthandsocialcare.org/about-us/publications/>.

During 2024 a SWAY was developed and circulated to employees via the Director's Briefing to provide support for colleagues who complete Equality Impact Assessments for key policies, strategies and for decision making.

In the last quarter of 2024, a dedicated area for equalities was developed on the Partnership website. This includes lots of information about equalities, all the published Equality Impact Assessments as well as information about equality, diversity and inclusion: <https://www.fifehealthandsocialcare.org/about-us/equalities/>.

Many of the updates in the Partnership's Annual Performance Reports are linked to the implementation of the Partnership's equality outcomes. This graph highlights the number of updates for each equality outcome.





Number of updates linked to the Partnership's equality outcomes that have been included in recent Annual Performance Reports

## 22. Gypsy and Traveller Education Team (GATE) Practical Cooking Development Programme

The Gypsy and Traveller Education Team (GATE) have been working with teenage girls from the travelling community to provide training and support for a Practical Cooking Development programme. This has included Royal Environmental Health Institute of Scotland (REHIS) Food Hygiene training sessions and building capacity within GATE to deliver practical cooking sessions within the traveller community. Key achievements this year include:

- 5 pupils from GATE passed their REHIS Certificate.
- GATE staff advised that pupils had requested further engagement with food hygiene facilitators on related food work and committed to completing practical cooking training.
- GATE staff agreed to complete competency and become REHIS food presenters, this enables staff to run further practical cooking session moving forward.



## 23. #ConnectionsCreateHope

Suicide Prevention Awareness Week took place 9th to 15th September 2024. Fife's Health Promotion Service collaborated with partners including Scottish Recovery Network, Samaritans, NHS Fife, Fife Council, Fife Voluntary Action, Andy's Man Club and Families in Trauma and Recovery to support Suicide Prevention Week.



The 2024 campaign #ConnectionsCreateHope took a different approach, focussing on upstream activity to encourage prevention and early intervention. The campaign encouraged people to get involved and support suicide prevention by carrying out small, simple actions which could make a difference to someone and prevent them from escalating to crisis and distress.

There was also a focus on promoting and raising awareness of peer support. An animated film was produced to explain and support the campaign; you can view the film here:

<https://www.youtube.com/watch?v=N5NukA8mgcE&t=8s>.

An evaluation report for the campaign was produced and the following key points were highlighted:

Campaign social media posts:

- 936 post impressions (how many times posts were seen).
- 41 post engagements (how many times posts were interacted with).
- 25 post reactions (how many times posts were liked/reacted to).

The Scottish Recovery Network hosted a peer support event, highlighting the importance of peer support in recovery. Fife Voluntary Action were also influential in making this event a local success with 24 people attending the event which took place in September 2024.

*Scottish Recovery Network provided this quote:*

*"The Creating Hope event in Cupar really showed how much willingness and enthusiasm there is in the community to work with mental health services to provide support for those affected by suicide".*

73 participants took part in a comprehensive range of mental health awareness training which was delivered across the week in collaboration with partners, through the Health Promotion Training Programme.

Walk and Talk sessions were hosted by partners as part of the campaign activities with the invitation extended to anyone within Fife's communities with no booking process required. Four walks were facilitated and 27 people attended.



## 24. Food Champion Partnership success

Parents need to understand the impact eating well has on children's health and wellbeing and have the skills to access and prepare nutritious food with any budget. Community partners who work with parents need to understand the key healthy eating messages and have the skills and confidence to share them in a way promotes healthy behaviours.

Over the last year we have increased our capacity to deliver Food Champion Training and to strengthen the Food Champion Network. The Health Promotion Service, in partnership with Fife Council Community Learning and Development provide Fife Food Champion Training. This includes three days training and includes Royal Environmental Health Institute of Scotland (REHIS) food hygiene, elementary food and health, and how to cook with groups. We have also delivered training to community partners through the Prevention and Early Intervention Training Programme. This included sessions in Touch and Cowdenbeath, with a session in Glenrothes in January plus three bespoke sessions for key groups Fife Young Carers, Rosyth Eats and Westfield Nurture Centre.



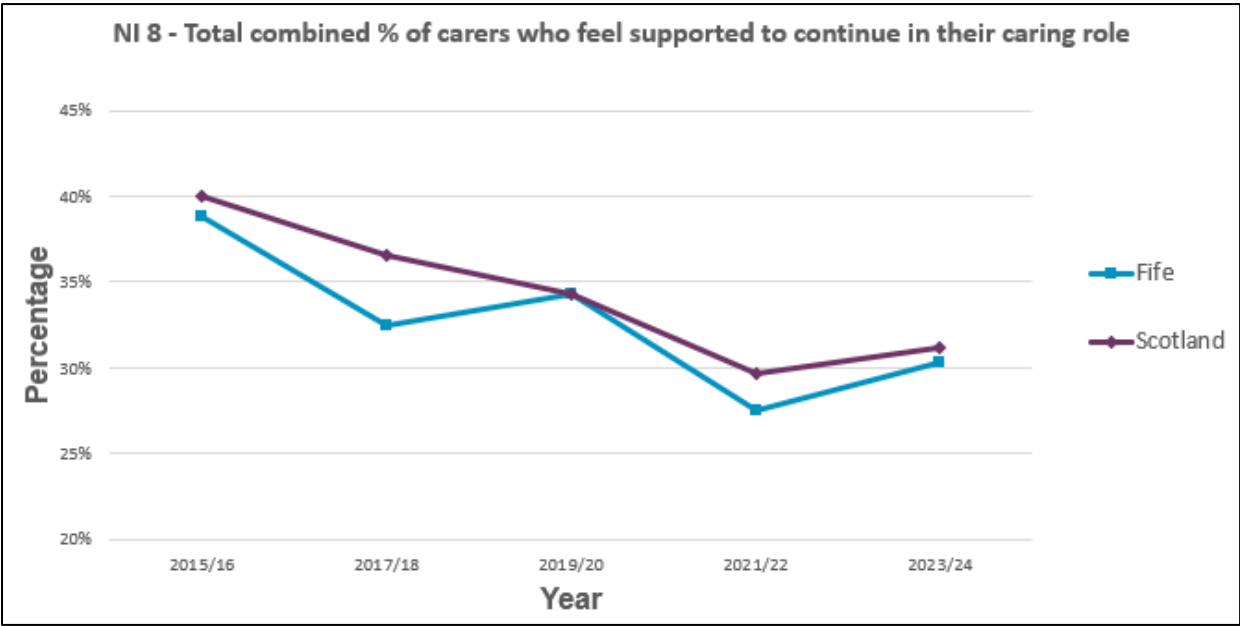
# Outcome 6: Carers are supported



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 role on their own health and well-being.

Indicator	Title	Latest Data	Fife	Scotland
NI - 8	Percentage of carers who feel supported to continue in their caring role.	2023/2024	30.3%	31.2%

**NI – 8** Fife shows more variation than Scotland for *Total combined % carers who feel supported to continue in their caring role*, and is usually slightly lower. In 2023/2024, Fife was lower at 30.3%, with Scotland at 31.2%.





## 25. Carers Community Chest Fund

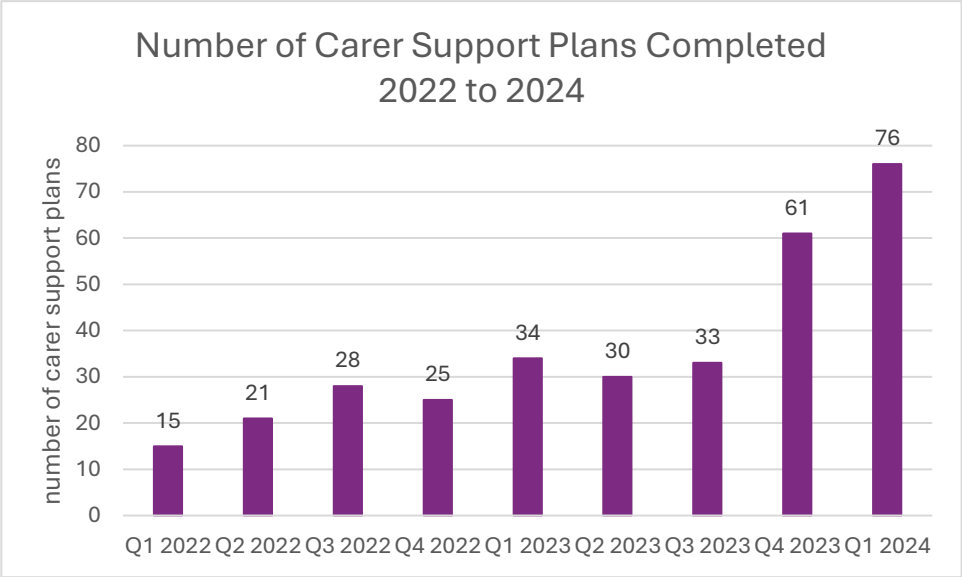
The Carers Community Chest is a recent example of how we are extending the reach, scale and scope of the support available to unpaid carers to meet our carers strategy's main intent. The Carers Community Chest fund is supporting 54 projects in the year with over £400,000 of funding in total. In doing so each of these projects is able to establish new supports in local areas and open the door to hundreds, if not thousands, of carers, giving them the chance to live a positive life alongside their caring role.

Each project has short term funding available to establish itself. In each instance the project will have to secure longer term resources to be able to ensure it continues to have a positive impact in its local area.



## 26. Carers Support Plans

Fife Health and Social Care Partnership work in partnership with a wide range of third sector commissioned partners to identify and support carers in line with the Carers (Scotland) Act 2016. It is because of this wide range of accessible points for a carer that the Partnership is unable at present to report on the total number of carers supported or the number of Carers Support Plans completed. We are developing ways to collect this information across the wide range of third sector commissioned partners to better understand the impact and quality of our support to carers. The graph below shows the number of Adult Carer Support Plans completed within the Partnership reflecting an increase in Support Plans completed which we attribute to the introduction of 10 Social Work Assistants whose role it is to identify and reach out to unpaid carers.



Number of Carer Support Plans completed – 2022 - 2024

# Outcome 7: People are safe



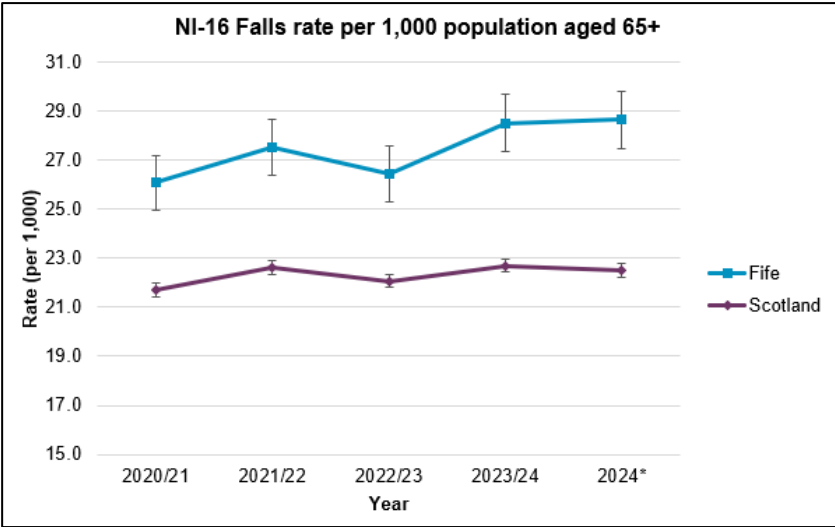
People using health and social care services are safe from harm.

Indicator	Title	Latest Data	Fife	Scotland
NI - 9	Percentage of adults supported at home who agreed they felt safe	2023/2024	69.1%	72.7%
NI – 16	Falls rate per 1,000 population (65+)	2024	28.7	22.5

**NI – 16** Fife has a consistently higher falls rate than Scotland as a whole, and follows a very similar trajectory. In the most recent year (2024), the rate per 1,000 in Fife was 28.7, compared to 22.5 in Scotland.

\*Please note results for indicator 9 for 2023/2024 are not comparable to previous years due to changes in survey wording.

Also results for 2019/2020 and 2021/2022 for indicator 9 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology



## 27. Analogue to Digital Transition

We are delighted to confirm that Home Care Associated Services have been awarded the Gold Level One Digital Telecare Implementation Award in recognition of the progress they have made on their analogue to digital telecare transition project.

To achieve Gold Level One status, a Telecare Service Provider must have implemented a fully operational digital alarm receiving centre solution as well as rolling out a live digital telecare service to at least 20% of service users. This is the third major milestone in the analogue to digital transition and lays the foundation for the future of digital telecare.

Fife Health and Social Care Partnership is an integrated care system, working in partnership with NHS Fife, Fife Council, independent care organisations, and voluntary organisations. Their mission is to improve the health and wellbeing of people living in Fife. The Partnership currently has 7,192 community alarm users and covers 66 sheltered housing complexes throughout the region. They offer their services in-house, from mobile assistants and mobile emergency carers to community alarm operators. As part of their analogue to digital telecare transition project, Fife was the first local authority area to go live with a digital Alarm Receiving Centre (ARC) in Scotland. They aim to transition all of their community alarm service users to digital and offer a fully digital service by December 2025.



## 28. Adult Support and Protection Biennial Report

The purpose of the Biennial Report is to provide assurance in relation to the Adult Support and Protection Committee's work towards supporting the application of the Adult Support and Protection (Scotland) Act 2007 (the Act) and our shared vision to ensure that all adults at risk feel safe, supported, and protected from harm. The Biennial Report provides a degree of statistical data in respect of the characteristics of adults at risk of harm. The report contains a summary of local activity over 2022 to 2024 and how the functions of the Adult Support and Protection Committee were maintained during the coronavirus pandemic, the challenges faced, our response to these and sets out priorities for the future.

Fife Adult Support and Protection Committee (ASPC) has a shared vision that all adults at risk feel safe, supported and protected from harm. The Committee is a statutory body established under section 42 of the Act. The ASPC is the primary strategic planning mechanism for inter-agency adult support and protection work in Fife. The Committee is made up of senior representatives of key agencies who work together to effectively discharge its obligations in respect of policy and practice in adult support and protection matters. Fife's ASPC reports on its work and progress and is accountable to the Chief Officer Public Safety Group. The report highlights our Communication and Engagement Strategy which builds on already impressive work to listen to the voices of those with lived experience and involve those we aim to protect in service design and delivery. The strategy has seen an intensive media campaign aimed at increasing awareness of the types of harm that adults can be at risk from and encouraging reporting. Working in partnership with Kingdom FM the ASPC has initiated quarterly radio campaigns supported by Kingdom FM's social media pages. Whilst the overall impact of such campaigns is hard to assess the hard data of follow up social media hits indicate that the results are on a par with any major local commercial camp. The report contains a range of statistics which the ASPC use as part of their evaluation of trends and to validate our improvement journey. The report looks forward to the current reporting period and the ASPC has recently signed off the committee improvement plan for 2025 to 2027.

Adult Support and Protection Locality Social Work Services lead the coordination and response to all adult support and protection (ASP) activities. During 2024 to 2025, ASP referrals in Fife rose by 26% (from 4,435 to 5,580). These referrals involved 3,173 adults. Multiple factors could contribute to the increase in referrals, including economic challenges, the impact of COVID-19, social care sector issues, awareness campaigns, and improved identification of harm. Partnership working under ASP remains a strength, with awareness raising activity, and shared learning from significant events. Fife took a multi-agency approach to enhancing our ability to consider system learning by commissioning training from Social Care Institute for Excellence (SCiE) for key partners in our ASPC. This work has resulted in improved mutual understanding of role and responsibility, shared decision-making platforms, and reflects the values of all partners in the ASP process.

## Case Study

Social Work received a concern report from a partner agency highlighting concern that an adult had provided an inconsistent account of the reason for a physical injury. Due to the adults' physical needs a welfare check was initiated to ensure the adults care needs were being met. The Adults West Locality Team undertook a welfare check and utilised professional curiosity which resulted instantly recognising that the adult was fearful and in need of immediate support to seek refuge from their partner. The Team identified instantly through the adult's behaviour and non-verbal presentation that they were experiencing fear and distress. The Team supported the adult to seek immediate safety by supporting to a place of safety. The Team coordinated an immediate safety plan with multiple partner agencies to ensure the adult was safe and supported. The Team continues to coordinate and collaborate with key agencies a holistic risk assessment and safety plan to support the adult to live free from harm and to ensure their human rights are upheld. The adult described the Team as "life savers," when they arrived to undertake a welfare check at the adult's home.

## 29. Adult and Older People Social Work Contact Centre

The Adult and Older People Social Work Contact Centre provides a single point of access for new Social Work Service inquiries from both service users and professionals. From 1st April 2024 to 31st March 2025, 2380 referrals were made to the Social Work Contact Centre, the vast majority relating to referrals for assessment of need with significant and increasing contacts relating to Adult Support and Protection (ASP). The Contact Centre plays a key role in promoting early intervention and supporting independence through collaboration with The Well, which offers light-touch support and information to help people connect with local resources. Over the next year the Social Work Contact Centre will be developing a bespoke audit tool and service user engagement approach to assist us in understanding the impact of our interventions at the front door to social work services.



### 30. Scottish Mental Health First Aid for Fife's Charitable Organisations

Fife Health Promotion Service, Workplace Team offer free and confidential workforce health safety and wellbeing advice and guidance to reduce health inequalities which in Scotland, are widest in the working age population.

The Workplace Team developed a training course to meet the needs of local charities. Twenty-one colleagues from five organisations attended the session. This is some of the feedback from attendees:

- 100% (21) said the course content, presentations and facilitation were 'very good'.
- 71% (15) delegates said the course was extremely valuable to their job with 24% (5) saying very valuable and 5% (1) saying valuable – no one noted the course as of little value.

"I loved how the facilitators used participants experiences to enrich the course – they did this very well."

"Very thorough, very understanding, very collaborative".

"Safe space to learn and share".

#### Scotland's Mental Health First Aid\*

**A TWO DAY, FREE TO ATTEND course which raises awareness of mental health and wellbeing issues and provides participants with basic crisis first aid skills training.**

By the end of this course participants will have:

- An increased knowledge about mental health issues in Scotland
- Increased their skills and confidence in recognising the signs of mental health problems or suicidal thoughts
- The ability to provide initial help and guidance towards appropriate professional help
- Explored issues around recovery.

**Date(s): 28<sup>th</sup> & 29<sup>th</sup> January 2025**

**Times: 09:00 – 16:30**

**Venue: Room 3/4**

**Roths Halls**

**Glenrothes**

**KY7 5NX**

*\*This course would suit anyone who is interested in developing their knowledge and skills in supporting someone with a mental health problem or suicidal thoughts.*

*\*Course content includes sessions on attitudes, recovery, substance use, suicide, listening skills, self harm, depression, anxiety and psychosis.*

Fife Health  
& Social Care  
Partnership  
Health Promotion Service

Public Health  
Scotland



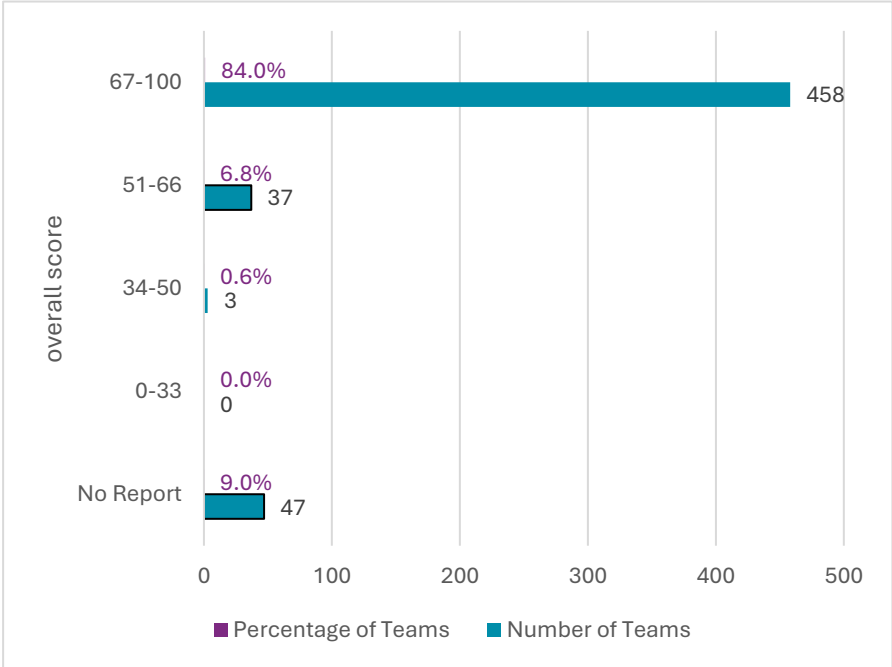
# Outcome 8: Employees are supported and engaged in their work

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.

## 31. iMatter 2024

We have continued to score higher than national averages in our iMatter results, this included achieving our first score of 90 for the statement ‘My direct line manager is sufficiently approachable’. In addition, 84% of teams overall scores were in the highest category, (scoring between 67-100) which is our best result for the Partnership on record. Our overall Employee Engagement Index score increased to 78, matching our highest pre-COVID-19 score.

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	458	37	3	0	47	545
Percentage of Teams	84.0%	6.8%	0.6%	0.0%	9%	100%



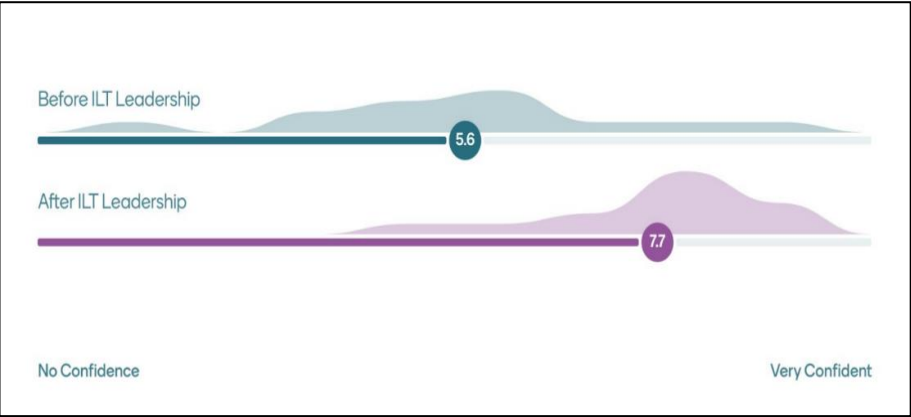
Fife Health and Social Care Partnership – iMatter scores 2024

## 32. Integrated Leadership Team: Leadership Programme

We were pleased to have our 2nd cohort complete this leadership course with monthly sessions from September 2024 to February 2025. We had 15 leaders from across the Partnership complete this course which uses Insights Discovery, a psychometric tool, to support leaders to have a greater awareness of themselves and their team members to improve effective working and adaptability.

As part of the evaluation of the course, we asked participants to sum up their experience of being on this course in one word:

In response to rating their confidence on a scale of 1-10 as a leader within the Partnership, participants confidence increased, on averaged, from 5.6 to 7.7.



Participant confidence scores



ILT Leadership Programme participants

During a debrief with Lynne Garvey, Director of Health and Social Care, and Roy Lawrence, Principal Lead for Organisational Development and Culture, Lynne took the opportunity to present participants with their certificates and congratulate them on completing the course.

### 33. Insights Discovery Development Sessions

The power of using Insights Discovery Psychometric Tool as part of the ILT Leadership Programme, has generated wider interest across the Partnership. We have supported 129 staff to understand themselves and others better, to improve their leadership skills and to be able to work more effectively in their teams using the knowledge gained from Insights Discovery.



### 34. Equality, Diversity, Inclusion: Interim Plan and Action Plan

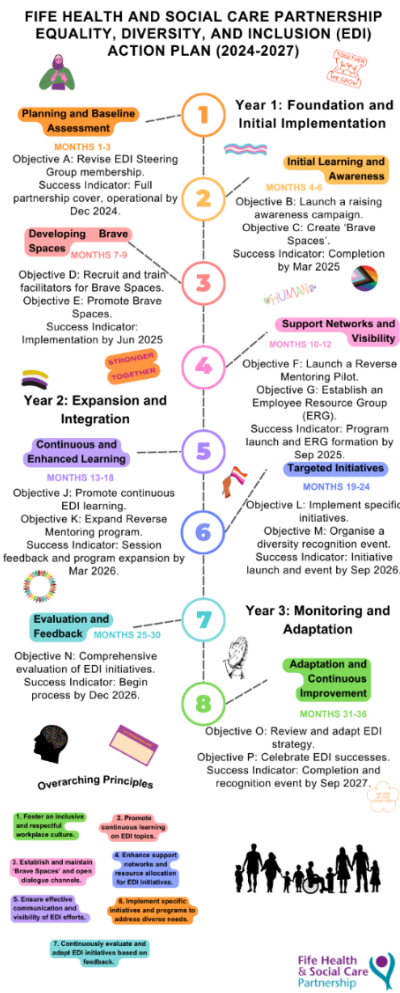
Between April 2024 and March 2025, Fife Health and Social Care Partnership made significant progress in promoting Equality, Diversity, and Inclusion (EDI) to create a more inclusive and supportive working environment. The introduction of the EDI Action Plan 2024 to 2027 provided a clear framework for driving positive change. To support its implementation, an interim work plan was introduced, focusing on strengthening communication, increasing staff involvement, and gathering feedback. In collaboration with the Fife Centre for Equalities, training sessions were delivered, equipping 30 facilitators with the skills to lead interactive EDI activities.

Staff engagement was a key aspect of this initiative. EDI sessions were held at various locations across Fife, with 476 employees taking part. Their insights, collected through surveys and consultations, played a vital role in shaping future actions, ensuring that employee perspectives influenced decision-making. Progress was closely monitored, contributing to the Partnership’s achievement of Bronze Level in the Equality Pathfinders Recognition Scheme, with ambitions to reach Silver and Gold.

To further embed EDI principles, the Partnership’s Equality Network (PEN) was launched as a staff-led initiative, providing a space for employees, students, and volunteers to share experiences, offer support, and contribute to policy development. This network has been instrumental in fostering inclusivity across health and social care services.

One of the key events supporting workplace neurodiversity was the Neurodiversity Natter, held at Fife Voluntary Action in Kirkcaldy. Organised in partnership with the Fife Centre for Equalities and PEN, the event brought together 56 participants to explore ways of making workplaces more accommodating for neurodiverse employees. Key recommendations included creating sensory-friendly workspaces with quiet zones and adjustable lighting, enhancing communication through clear and patient dialogue, and offering targeted training and mentorship. These insights were shared with the EDI Steering Group to inform future policy development.

Through these initiatives, Fife HSCP has reinforced its commitment to fostering a workplace where diversity is embraced, employee voices are valued, and inclusive practices continue to evolve to meet workforce needs.

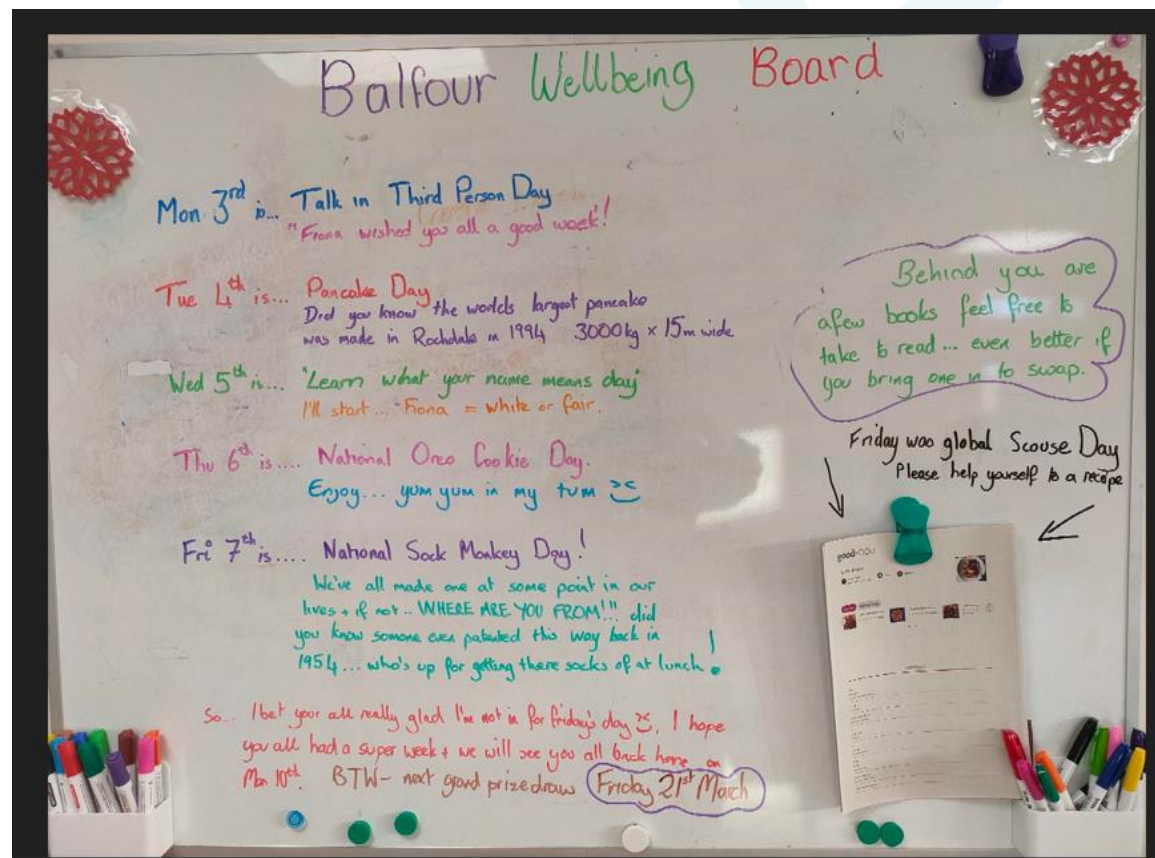




## 35. Wellbeing Champions within the Integrated Community Teams Portfolio

In October 2024, nine staff from the Integrated Community Teams Portfolio were supported by managers to participate in the NHS Fife Wellbeing Champions Course. This course offers a designed programme of support to help provide participants the evidence from neuroscience, translated into simple, well-tested skills and practical ideas to support their own wellbeing at home and at work, with the specific aim of empowering them to support the wellbeing of their colleagues. The vision for supporting this attendance was then to embed Wellbeing Champions across all sectors of our Intermediate Care Teams Portfolio which includes community hospital in-patient therapy, community setting therapy and Hospital at Home capturing a workforce of over 300 staff. The establishment of biannual meetings with the Champions and Team Managers across the services promotes sharing of ideas and good practice.

This is a sample of the Wellbeing Board that was implemented within the Cameron Hospital Inpatient Therapy Team by their Wellbeing Champion.





## 36. HENRY

Our workforce requires the skills to engage with parents on the topic of healthy eating, being active, sleep and dental health.

The HENRY approach is a unique and holistic approach of working with families underpinned by the evidence on risk and protective factors for whole-family nutrition, healthy weight and child development. HENRY integrates proven behaviour change models into a supportive and effective approach that increases parental confidence and their ability to provide a healthy start and healthy childhood for their child. The HENRY approach brings together support for parenting efficacy, family emotional wellbeing and behaviour change with information about nutrition, physical activity, oral health and more. Parents and children supported by HENRY become a healthier weight and make statistically significant lifestyle changes which independent clinical trials show are sustained at follow-up. You can find out more about HENRY here: <https://www.henry.org.uk>.

Over the last year we have increased staff confidence and knowledge on engagement techniques and clear messaging around key topics (healthy eating, being active, sleep and dental health) through training on the HENRY approach. The training was managed by the Partnership's Health Promotion Service and delivered through the Health Promotion Prevention and Early Intervention Training Programme. We now have six colleagues who are qualified trainers, and we have provided training sessions to multiple groups across Fife including:

- early years officers
- community partners
- health visitors
- dieticians
- principal teachers
- nurture teachers.

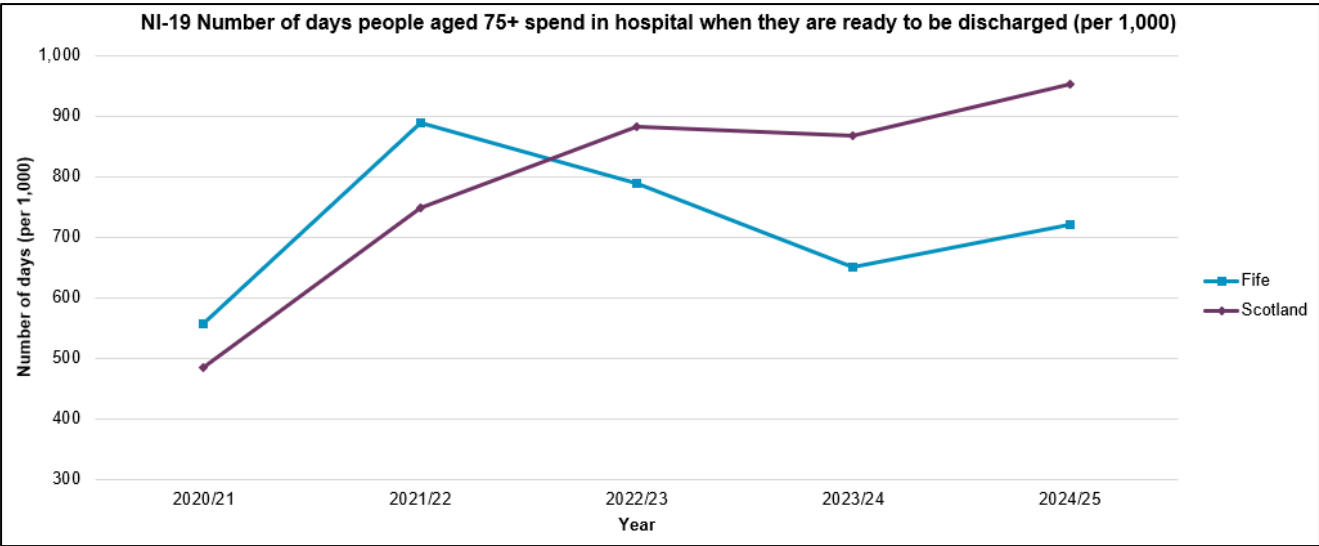


# Outcome 9: Resources are used effectively

Resources are used effectively and efficiently in the provision of health and social care services.

Indicator	Title	Latest Data	Fife	Scotland
NI - 19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	2024/2025	720	952

**NI - 19** Fife has a lower rate of days spend in hospital when ready for discharge (age 75+) per 1,000. This was 720 in 2024/2025, compared to 952 in Scotland. However, this is an increase from the previous year in both Fife and Scotland.



## 37. Climate Change Duties

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015 came into force in November 2015, requiring all public bodies classed as “major players” to submit a climate change report to the Scottish Government by 30 November each year. Integration Joint Boards were first included in the annual reporting exercise in 2016/17. Fife Integration Joint Board (IJB) submitted their climate change report in November 2024. This submission is an opportunity to review climate change action within the IJB and promote continuous improvement. In this report the IJB sets out its top priorities for improvement for the year ahead and these priorities in the 2024 submission were:

- In conjunction with community planning partners continue to support the delivery of Climate Fife (Sustainable Energy and Climate Change Action Plan) 2020 to 2030 and the Climate Fife 2024 Strategy and Action Plan and continue to work closely with partners on the development of the Anchors Strategic Plan.
- Continue to support and promote awareness raising of climate change issues for staff working in the Fife health and Social Care Partnership, making use of accessible training, and learning opportunities offered by partner bodies and others.
- Continue the integrated work of partner bodies which is strengthened by the Partnership's Climate Change Group that convened this year and identify opportunities to work more efficiently and sustainably.
- Monitor actions and outcomes aligned to the delivery of the Strategic Plan 2023 to 2026, including those within the supporting strategies, which promote co-benefits with climate change strategies.
- Continue to review the information received in reports and business cases, in relation to climate change impacts, and highlight the benefits or positive impacts on climate change strategies.

A review of the environmental/climate change impacts highlighted within reports submitted to committees during the period September 2023 to August 2024 showed 42 extracts. This is a substantial increase compared to 13 extracts in the previous year and highlights that there is an increased awareness of climate change across the Partnership.

To ensure compliance with our statutory duties and to monitor progress of our priorities Lisa Cooper, Head of Primary and Preventative Care Service now leads on climate change and chairs the Partnership's Climate Change Group which has representation from partner organisations.

Next steps for the Climate Change Group include:

- Develop and monitor a workplan for duties associated with climate change.
- Work to raise staff awareness of responsibilities in relation to climate change through the development of a communication and engagement plan.
- Identify and promote available training. Dates have been arranged for Carbon Literacy training for Partnership employees in October/November 2025.



## 38. Learning and Development

The Health and Social Care Partnership is committed to continuous learning and development across all services. For example, the Adults and Older People Social Work Teams hold monthly protected learning days for staff. This year, 20 social work staff completed post-qualifying courses such as Adult Support and Protection (ASP), Dementia Postgraduate, Leadership and Management, MHO, Practice Educator, and Advanced Social Work courses. The introduction of a new supervision approach, which prioritises learning and development, has been well received. Additionally, the service provided placements for 13 social work students in 2024 to 2025, three of whom joined the workforce in permanent roles.

## 39. Risk Management

Since April 2024 the Integration Joint Board Strategic Risk Register, which was reviewed in line with the Strategic Plan 2023 to 2026, remains current. Work will continue to ensure the Risk Register remains as up to date as possible, taking into account external factors, financial planning and progress on the delivery of the Strategic Plan.

The delivery plan supporting the Risk Management Policy and Strategy was originally agreed in March 2023. The plan has a total of ten actions and seven of these are now completed, although further improvement work on two of these is continuing. Of the three outstanding actions we are aiming to complete these in 2025 to 2026.

Relevant key performance indicators are aligned to SMART control actions on all strategic risks to provide assurance that these are effective and improving the management of these risks. A deep dive risk review process has been developed and agreed by the governance committees. This aims to provide members with assurance that risks are being effectively managed within the agreed risk appetite and tolerance levels. Currently ten of the thirteen strategic risks have undergone a deep dive risk review, and a review of the process has highlighted that there has been improved understanding and learning through this process.

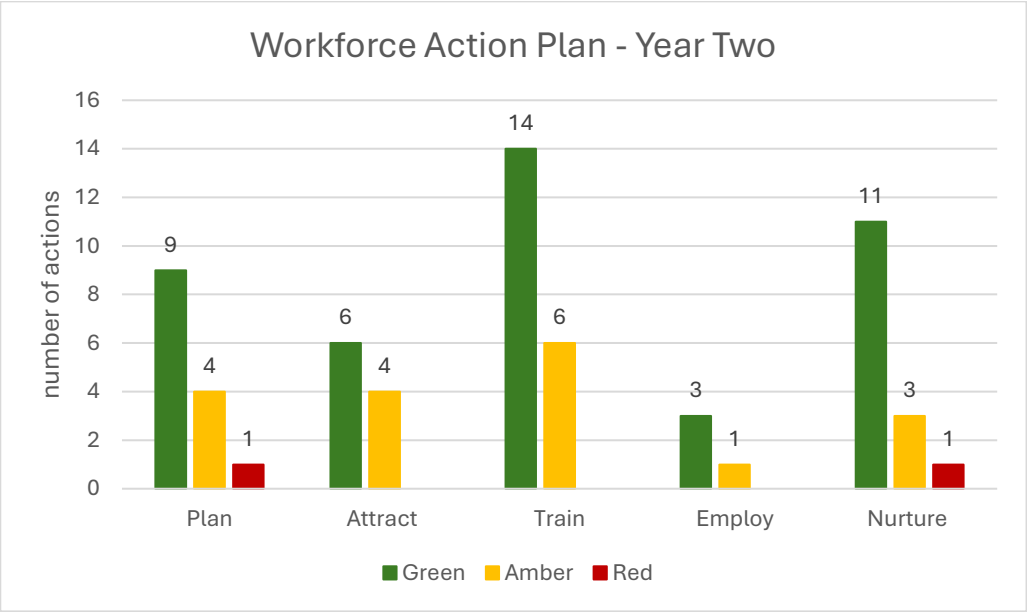
In May 2024, following consultation across the Partnership, including sessions at the portfolio Quality Matters Assurance Groups, members approved the following documents supporting the IJB Risk Management Policy and Strategy:

- IJB Risk Reporting Framework
- Risk Management Process and guidance
- Risk Management Training Resources

The Operational Risk Working Group is currently looking at the development of further training resources linked with a feedback loop for staff to highlight areas where additional support is required. In addition, a Risk Maturity Model has been developed with engagement through the Partnership's Extended Leadership Development Session in February 2024 and a base line assessment will be presented to Committee in 2025 to 2026.

# 40. Workforce Strategy: Year Two

The Workforce Action Plan for Year Two is structured around the Scottish Government’s ‘Five Pillars’, demonstrating how the work done over 2023 to 2024 aligns with these key areas of workforce improvement. These actions are also set alongside new workforce priorities, our Year Three Workforce Action Plan 2024 to 2025. These were identified by the Partnership’s Operational, Professional and Business Enabling services in collaboration with NHS Fife and Fife Council key workforce partners, our third and independent sectors, our Trade Unions and staff-side leaders and Fife College, through our Workforce Strategy Group and a huge range of meetings and individual conversations with key stakeholders over the course of 2024. This summary provides an overview of the priority actions agreed in November 2023 and the progress to date.



Workforce Action Plan - progress on the actions planned for 2024

The actions completed have achieved an overall rating of 67% with the remaining 33% carrying forward to Year Three.



## Career events

Events to attract people to explore careers in the Partnership saw many people attend throughout the year.

In December 2024, NHS Fife Medical Education and the Organisational Development and Culture Team, welcomed 65 pupils in S4 to S6 from Fife secondary schools who have an interest in becoming doctors. The events took place in December 2024 at the education hubs in Queen Margaret Hospital and Cameron Hospital. The aim of the day was to increase awareness of medicine as a potential career option for young people from Fife schools where widening access may apply.

*'It was fantastic to inspire these young folk to consider a career in medicine and all the sessions worked really well towards that. The pupils came up with some really interesting questions for the Q&A sessions, and all of the staff involved were very enthusiastic and encouraging. The feedback from the pupils confirmed that they left the event significantly more likely to apply for medicine. Hopefully this can become a regular annual event going forward.'* Consultant Physician.



In March 2025, over 70 pupils in S2 and S3 from Fife high schools enjoyed a half day at the Education Centre, Queen Margaret Hospital, in Dunfermline, where they had first-hand experience of what it is like to work in the NHS and the Health and Social Care Partnership to support them to consider a future career or influence their subject choices for further study or employment. The event aims to attract and inspire young people about a career within health and social care whether that is to understand the career pathways that exist for school leavers or an insight into careers that require further education.

The Fife Care Academy with Fife College is a model tasked to provide a coordinated approach to the benefit for the Partnership to counter supply and demand concerns as well as sourcing a range of funding options only available via the college sector, creating a level playing field across the integrated partners. In November 2024 and March 2025, the Academy hosted care specific career events with both events combined drawing 500 people to meet over 30 different independent and third sector employers. Social work and social care leads in Fife Council and nursing services in NHS Fife attended as well. These events will be an annual feature now.

The Care Academy with Fife College continues to grow in strength with a number of opportunities to access learning in ways that reflect the employer's needs and the workforce ambitions. This year there have been significant investment made available to our workforce including:

- 150 funded places made available on the Professional Development Award in Technology Enabled Care (TEC).
- The HNC Social Services course, delivered online and recognised as a registered qualification by the SSSC for practitioners.
- Over 60 public funded places on the SVQ 2 advanced certificate programme to support our regulated workforce and apprentices gain a qualification recognised by the SSSC.

*The Assistant Principal, Fife College commented, “The collaboration between Fife Health and Social Care Partnership and Fife College has led to the creation of the Fife Care Academy. As a collaborative, we feed in info from industry and work together to shape the courses we offer that best suit sector need. Since inception, the Care Academy has introduced newly funded models of learning that suit the ever-changing demographic of learners and reflects the changing needs in the sector including evening, blended and online learning”.*



## Kings Trust

In November 2024, seven young people from across Fife celebrated completing a four-week health and social care programme with The King’s Trust and the Fife Health and Social Care Partnership. The Get into Health and Social Care Programme aims to support young people, aged 16 to 30, get into jobs, education, and training, with a focus on the health and social care sector. The programme helps young people to build their confidence, teamwork and other key employability skills, as well as more sector specific skills including team building, a skills and values workshop, a wellbeing and resilience workshop, interview support and mock interviews, a Child and Adolescent mental Health Services (CAMHS) mental health workshop, and a variety of industry work placements for each young person.

This is the fourth iteration of the programme running in Fife, which began in 2022, with 30 young people being supported in that time. Of those young people, roughly 80% have gone onto get a job or go into further education off the back of the programme.

*The Youth Development Lead at The King's Trust, said: "I'm incredibly proud of the hard work this group of young people have put into completing this programme and how far they have come over the four weeks. It has been a great pleasure to work with our incredible delivery partner, the Fife Health and Social Care Partnership, who have been excellent from the very first programme. These programmes are so beneficial for young people in Fife, and we wouldn't be able to do it with them."*

Lynne Garvey, Director of Fife Health and Social Care Partnership said: "I would like to congratulate everyone involved in this fantastic initiative. This programme offers young people a valuable opportunity to build confidence and develop essential skills, and for some, it provides a pathway to a career in health and social care. The partnership between Fife Health and Social Care Partnership and Kings Trust is truly significant, and I'm thrilled to see it continue to thrive."



Get into Health and Social Care Programme participants



## Career Ready

In March, we celebrated the three Fife pupils who completed their internship with the Adult Support and Accommodation Service. For some pupils this opportunity helped them to progress into caring roles in the Partnership. Opportunity The young people at the event spoke about how the internship in the Partnership had given them confidence and experiences in the world of work.

## Health Care Staffing Act 2019

The Health and Care (Staffing) (Scotland) Act 2019 (HSCA) was passed by the Scottish Parliament in 2019. Enacted on 1 April 2024, the Act is applicable to all health and care staff in Scotland. There are several Year Two high priority actions that have achieved completion as planned and on time.

In Part 3 of the Act 'Care Services' self-assessment exercise' was conducted by Care Services in line with Part 3 of the Act to ascertain readiness for the implementation, and Business Continuity Plans were completed. In Part 2 of the Act, the NHS Fife's Health Care Staffing Act Implementation Group successfully delivered the Chapter Testing.

Information about the Act was developed and made available to the workforce across all staff digital platforms including access to specific training via the Turas learning platform.

*The Care Inspectorate Safe Staffing Programme Lead commented, "We appreciate the complexities of service planning and procurement for all Health and Social Care Partnerships. However, we hope the testing process has informed you and the team in preparation for enactment on 1 April 2024. The work you all dedicated to this testing process has been integral to our work here at the Safe Staffing Programme".*



Career Ready Graduation

## 41. Armed Forces Covenant

Across Fife the Armed Forces Community includes approximately:

- 1,000 serving personnel
- 450 reservists
- 21,000 veterans, and
- the partners and family members of serving personnel, reservists and veterans.

For most of these people, serving in the armed forces is or was a positive experience. However, some individuals experience adverse physical and mental health challenges, which can be compounded by other factors such as welfare and/or financial issues. Members of the Armed Forces Community may also experience problems accessing appropriate services in comparison to the civilian population. This can be further complicated by a lack of understanding of the armed forces culture within civilian services.



We have a strong support network in place across Fife including **Veterans First Point** a specialist service dedicated to the mental health and wellbeing of former armed services personnel in Fife. V1P offers:

- Peer support from fellow veterans
- Help with transitioning to civilian life
- Psychological therapy
- Opportunities to form social connections with other veterans.

V1P are closely connected with other organisations who can provide help with housing, employment, finances and other practical issues. If you are a veteran who lives in Fife, you are eligible to register with V1P for support. Our service is available to all veterans: anyone who has served more than one day in the Royal Navy, Army, or Royal Air Force (regular or reserve) or the Merchant Navy in support of combat operations.

### Want to find out more?

Contact 01383 565 128, e-mail [fife.veteransfirstpoint@nhs.scot](mailto:fife.veteransfirstpoint@nhs.scot) or visit our website: [www.veteransfirstpoint.org.uk/drop-center/fife](http://www.veteransfirstpoint.org.uk/drop-center/fife).



To support the Armed Forces Community and ensure compliance with the requirements of the Armed Forces Covenant, Fife partner agencies set up a multi-agency Working Group in February 2023. Over the last year the Working Group has:

- Added details of 78 services and support options across Fife to the Forces Connect App (including third and independent sectors, as well as Fife Council, NHS Fife and the Health and Social Care Partnership).
- Created a new area on the Fife Health and Social Care Partnership website for the Armed Forces Community: [www.fifehealthandsocialcare.org/your-community/armed-forces-community/](http://www.fifehealthandsocialcare.org/your-community/armed-forces-community/).
- Developed e-learning modules for employees in Fife Council, NHS Fife and the third and independent sectors.

## A community of identity

Let's start by learning about the Armed Forces and Veterans Community.

Select the play button.



Screenshot from the Fife e-learning modules.

The e-learning modules are part of a suite of modules developed by Warwickshire County Council with funding from the Armed Forces Covenant Fund Trust to support training and awareness of the Covenant and Covenant Duty.

The modules have been adapted by NHS Highland and Fife Health and Social Care Partnership for partner agencies and organisations across Fife.

Thanks go to colleagues across the UK who have contributed to the e-learning modules.

You can find out more about the requirements of the Armed Forces Covenant Duty here:

<https://www.armedforcescovenant.gov.uk/>

# Inspection of Services

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All registered social care services undergo inspection from the Care Inspectorate following their quality framework.

Prior to the coronavirus pandemic, the Care Inspectorate inspected against a mixture of quality frameworks and quality themes depending on the service type. All service types now have a new Quality Framework in place and from December 2022 the Care Inspectorate will report only under the relevant key questions of each Quality Framework. Where a service has not yet been inspected under a new Quality Framework the corresponding grade from the previous quality theme methodology will be used instead. A service's entire grading history, including grades under the previous quality theme methodology, can be viewed on the Care Inspectorate website. Different service types are assessed under different key questions as set out in their Quality Frameworks.

During the period 1st April 2024 to 31st March 2025, the Care Inspectorate inspected:

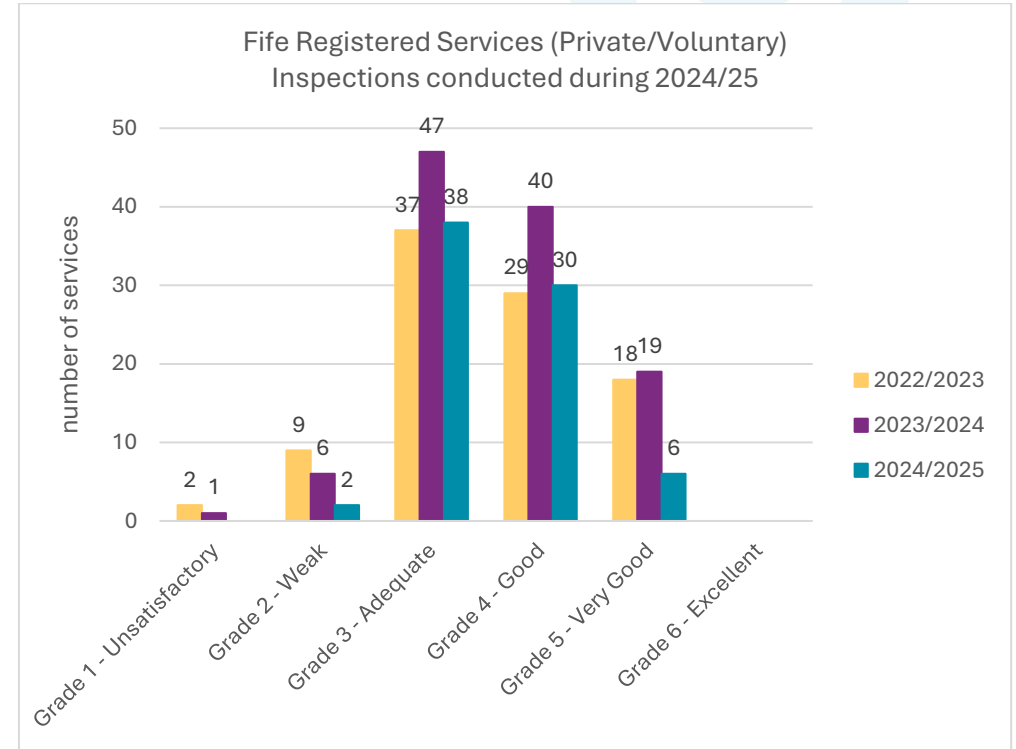
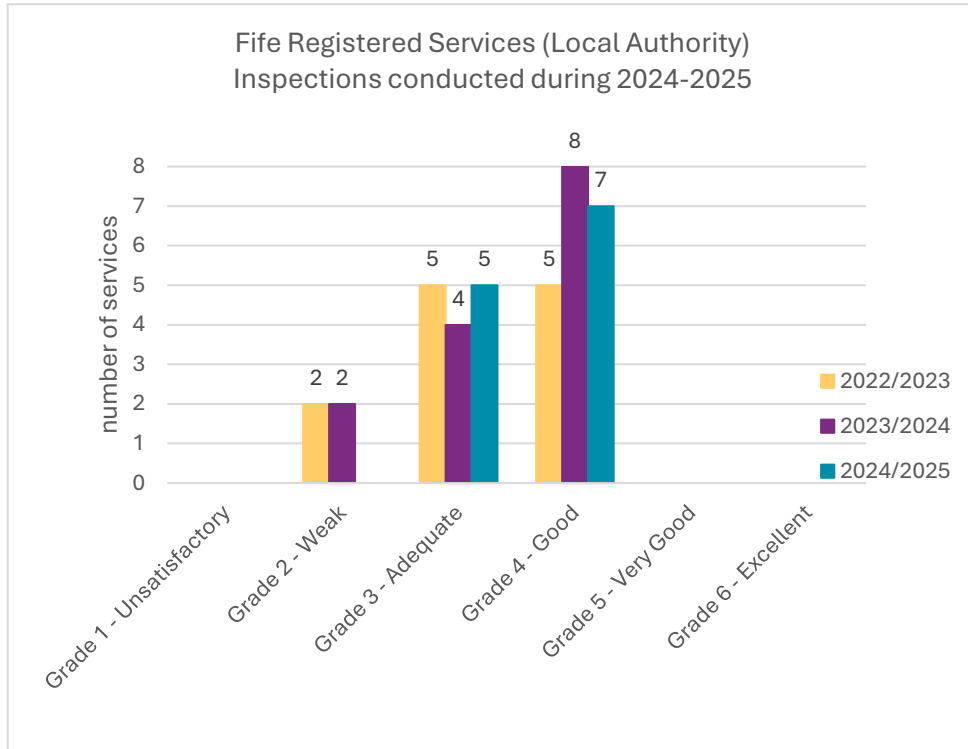
## **51** Care Home Services:

- 6 Local Authority
- 42 Private
- 3 Voluntary or Not for Profit.

## **35** Housing Support/Care at Home Services:

- 6 Local Authority
- 16 Private
- 13 Voluntary or Not for Profit

In previous years, a small number of local authority inspections have been assessed as weak (see graph below), this year performance has improved and all of the local authority inspections were graded as either good or adequate (no services were graded as unsatisfactory or weak). There has been a similar improvement in the inspection of private/voluntary services with no services graded as unsatisfactory and a significant reduction (from nine to two) of the services inspected that were graded as weak. Work is ongoing to improve the quality of these services each year.



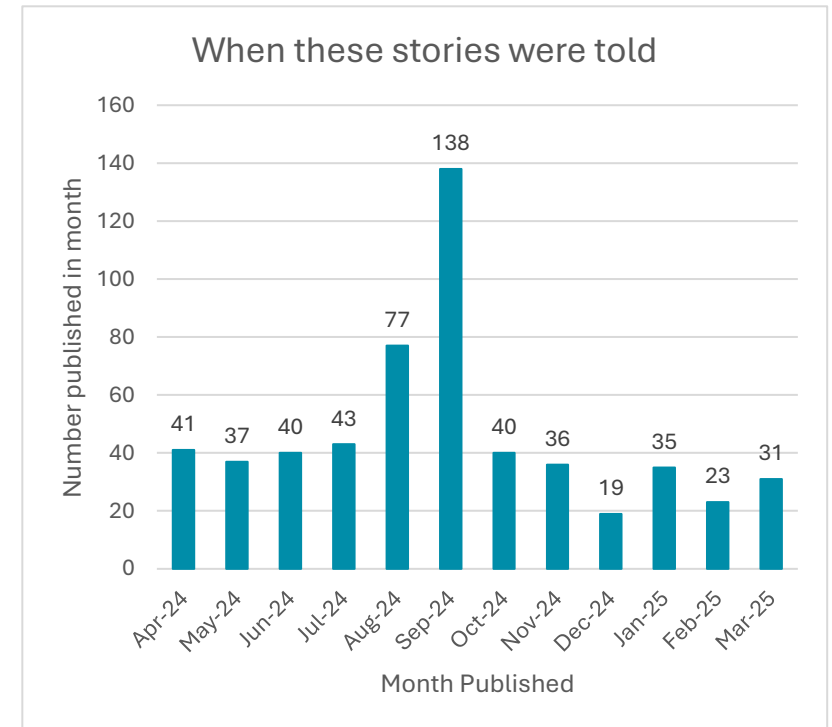
Care Opinion is a not-for-profit organisation who host a public website where service users, carers or family members can share their experiences of any health or care services they have received within the last three years. They make it safe and simple for anyone to share their story and all stories are anonymised. Stories can be shared in a variety of ways. The service user, carer, family member or whoever wants to share a story can complete a freepost leaflet, go online to Care Opinion website or use the freephone telephone number and tell their story to Care Opinion. Care Opinion moderate all stories before they are published. Stories can be about a journey someone has had, and one story can be about several different services. A story can have more than one response so all Services can respond. If a Service makes a change due to a story that has been told this can be shown on the story and everyone knows that a change has been made.

During 2024 to 2025:

- Care Opinion received 560 stories from members of the public about Fife Health and Social Care Partnership
- 89% of these stories were completely positive with the remaining 11% having some level of criticality.
- Staff responded to these stories 695 times.
- These stories have been read 50,698 times.

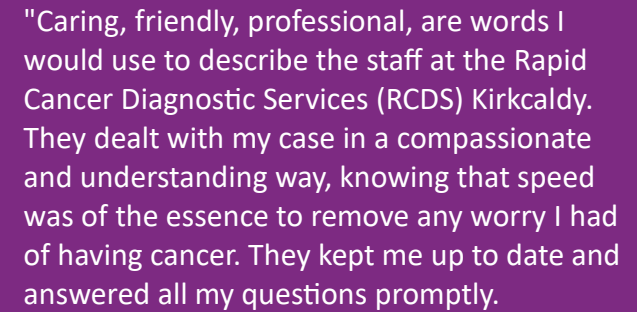
*"Occupational therapy visited me in March. Since my wife's illness (stroke) and subsequent loss of mobility and speech my experience of Fife's Health and Social Care Services, consistently demonstrated quietly and efficiently and sensitively by its care workers, has been exemplary. When I think of how many upsets and crises they face daily; I find it all remarkable. The delivery and installing of the shower chair and trolley may be routine, but they were well done."*

You can read more stories on Care Opinion here: [www.careopinion.org.uk](https://www.careopinion.org.uk)

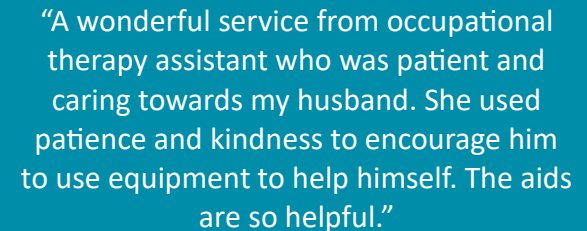


Care Opinion – number of stories published each month.

There was an increase in the number of stories received in September 2024. This was due to a promotional campaign to highlight the work of the Breastfeeding Service.



## Stories about the Partnership's Health Services – this is how people told us they felt:



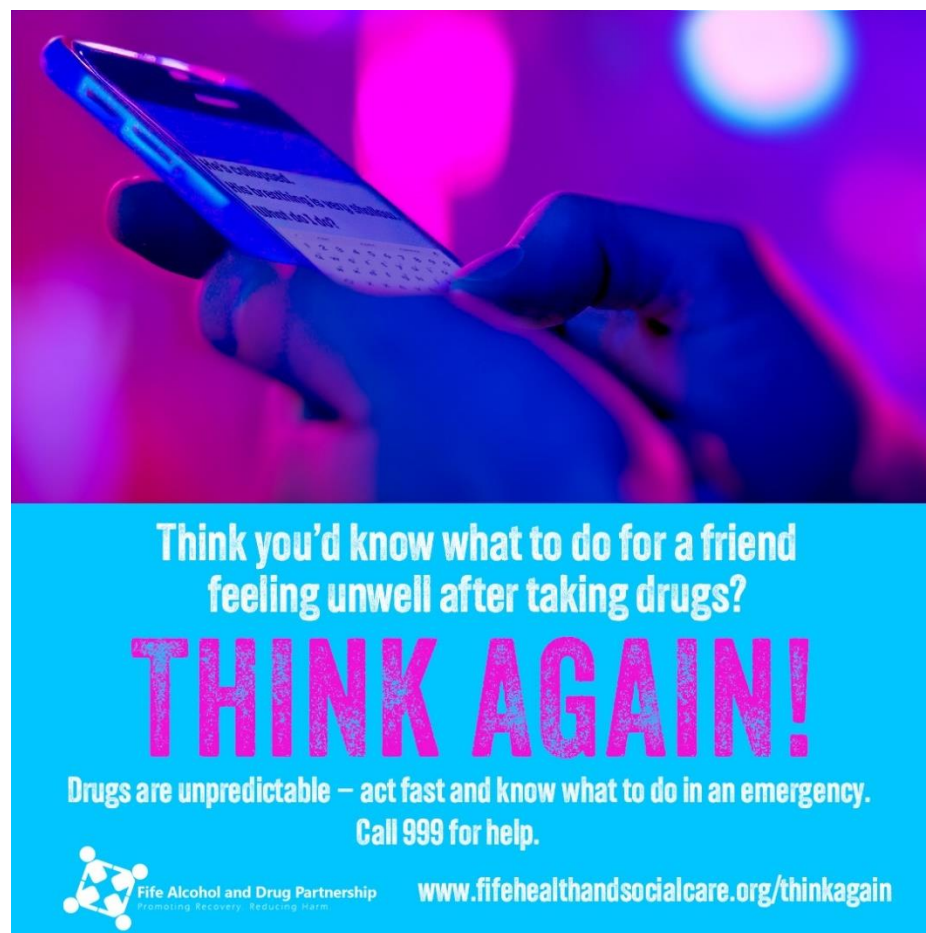


# Fife Alcohol and Drug Partnership

Fife Alcohol and Drug Partnership works with health and social care services, and other groups and organisations across Fife, to support people affected by alcohol and drugs. Our vision is to *'enable all the people in Fife affected by drugs and alcohol use to have healthy, safe, satisfying lives free from stigma'*.

Over the last year we have:

- established the multi-agency 'Children and Young People Affected by Their Own Substance Use Rapid Action Group' in response to increasing drug related deaths in the 15 to 24 age range.
- led on a workshop with multiple partners to raise awareness of the key issues in Fife and identify system and service-based improvements over the short, medium and long term. This has generated an action plan including a Quality Improvement Charter to increase testing in those who access opiate replacement therapy treatment.
- supported the ongoing distribution of Take Home Naloxone across Fife, this is one of the essential interventions required to prevent drug related deaths.
- collaborated with Active Communities to arrange outdoor activity sessions for individuals in recovery.
- developed a strong working relationship with the Scottish Recovery Consortium to support those with lived and living experience to collaborate with the Charter of Rights development.
- commissioned Scottish Recovery Consortium to enhance and sustain the already established autonomous Lived Experience Panel.
- led a multi-agency group to deliver the Health Improvement Scotland Action Plan for Residential Rehabilitation in Fife, and mapped all residential rehabilitation providers included in the national Residential Rehabilitation Framework.
- maintained the local delivery plan target for Alcohol Brief Interventions for three consecutive years.
- worked with young people in Fife to develop a new campaign that asks young people to Think Again! about casual or occasional drug use. You can find more information about the campaign here: [www.fifehealthandsocialcare.org/thinkagain](http://www.fifehealthandsocialcare.org/thinkagain)





# Financial Performance and Best Value

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The financial position for public services continues to be challenging and the Integration Joint Board must operate within significant budget constraints and pressures. It is therefore important that resources are targeted at the delivery of the priorities within the strategic plan.

The budget for services delegated to and managed by the Health and Social Care Partnership for 2024-25 was £770.799m. The core financial position was an overspend of £34.017m, primarily driven by:

- Prescribing Costs
- Hospital and Long-Term Care
- Adult and Older Adult's Social Care, including Care at Home, Care Homes, and Adult Placements.

This was funded by the planned use of reserves of £3.019m with the remaining overspend being funded by partners in NHS Fife and Fife Council in accordance with the Integration Scheme.

Key financial pressures in 2024–25 included:

- Increased Demand for Services: Driven by an ageing population and more complex care needs, resulting in higher demand for adult packages, homecare, and residential care.
- Staff Recruitment Challenges: Difficulty recruiting staff, particularly in Mental Health Services, led to reliance on higher-cost locum and agency staff.
- Prescribing Costs: Significant increases in both volume and cost. The Optimisation Oversight Group continues to provide governance to manage this budget effectively.
- Cost-of-Living Increases: Rising costs in pay, energy, fuel, and food impacted service delivery, with external providers requiring additional support.

Delivering value for money remains a core priority for the Partnership. All service redesign, procurement, purchasing, and commissioning activities are required to adhere to the Best Value principles and procurement guidance issued by relevant statutory bodies.

Looking ahead, the Partnership anticipates further financial pressures, including:

- Availability of funding from partners.
- Rising inflation and increased costs for energy, supplies, and pay.
- Demographic pressures, particularly from an ageing population.



Fife Health and Social Care Partnership remains committed to:

- Containing or reducing costs wherever possible.
- Maximising the use of all available funding streams.
- Reviewing all areas of expenditure.
- Taking immediate corrective actions to address emerging financial pressures.



# Conclusion

This Annual Performance Report provides an overview of some of the key activities progressed by Fife Health and Social Care Partnership over the last year (April 2024 to March 2025). We have continued to work with individuals, carers, local communities and service providers to deliver the best out-comes that we can for the people of Fife. By listening to local views, engaging with employees and other experts, and by working together as Team Fife, we have continued to ensure that people can access the services that they need - the right care, at the right time, provided in a place that is right for them.

The Partnership is currently facing significant challenges and pressures. The demand for health and social care services continues to increase, Fife has an ageing population with increasingly complex and/or multiple health conditions. The longer-term impact of COVID-19 and the cost-of-living crisis, also places additional pressures on our services. One approach we are taking to address these challenges is to redesign our systems and processes and do things differently. For example, increased use of digital solutions such as our website **Living Safely and Independently at Home in Fife** which offers the people of Fife an improved online resource to help them stay well, active and independent as they age (the website is available here: <https://fife.lifecurve.uk/>).

We are also implementing new delivery models which enable individuals to stay healthy and well at home for longer, for example moving to a single-handed care model in Fife which facilitates timely discharges from hospital and enables people to return home as soon as possible. Transforming our Community Rehabilitation and Care Services will ensure that enhanced rehabilitation and care services can be delivered in people's homes, or homely settings, to support their recovery and independence. In addition, our community mental health wards are being modernised and improved, this will enable us to provide high-quality, accessible mental health care that meets the needs of our communities now and in the future.

Moving forward, we will continue to encourage and support prevention and self-management. We will also work together, with individuals, families and carers, partner agencies, care providers and local communities, to improve the quality of care that is available for the people of Fife.



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).

# Appendix 1 – Governance

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## Fife Integration Joint Board

Fife is one of the largest Health and Social Care Partnerships in Scotland, next to Edinburgh and Glasgow, with over 6,000 staff, who are employed by NHS Fife or Fife Council, and an annual budget of around £600 million.

The Integration Joint Board (IJB) is the decision-making body for the Partnership. The Board includes representatives from NHS Fife, Fife Council, partners agencies, including the third and independent sectors, and members of the public.

The Chair of the IJB is David Ross, and the Vice Chair is Colin Grieve.

### Voting Members

- David Ross (Chair)
- Colin Grieve (Vice Chair)
- Alastair Grant
- Chris McKenna
- David Alexander
- Dave Dempsey
- Janette Keenan
- John Kemp
- Lynn Mowatt
- Lynne Parsons
- Margaret Kennedy
- Mary Lockhart
- Rosemary Liewald
- Sam Steele
- Sinead Braiden

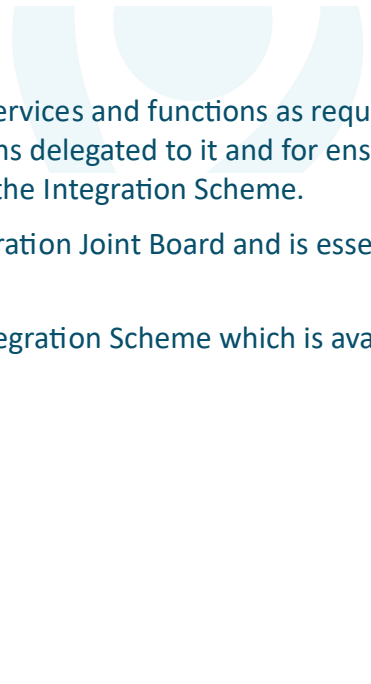
### Professional Advisors (Non-Voting)

- Lynne Garvey (Chief Officer of IJB, Director of Fife Health and Social Care Partnership)
- Audrey Valente (Chief Finance Officer)
- Helen Hellewell (Deputy Medical Director/GP Representative)
- James Ross (Chief Social Work Officer)
- Jackie Drummond (Medical Representative)
- Lynn Barker (Director of Nursing/Nurse Representative)

### Other Stakeholders (Non-Voting)

- Amanda Wong (Associate Director, Allied Health Professionals)
- Debbie Fyfe (Joint TU Secretary)
- Ian Dall (Public Rep)
- Kenny McCallum (Staff, Fife Council Representative)
- Kenny Murphy (Third Sector Representative)
- Morna Fleming (Carers Representative)
- Paul Dundas (Independent Sector Representative)
- Vicki Bennet (Staff, NHS Fife Representative)





In responding to the Public Bodies (Joint Working) (Scotland) Act 2014, Fife Council and NHS Fife agreed to integrate services and functions as required within the Act, delegating these to Fife Integration Joint Board. The IJB is responsible for the strategic planning of the functions delegated to it and for ensuring oversight of the delivery of the services conferred on it by the Act through the locally agreed arrangements set out in the Integration Scheme.

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.

More information on the health and social care services and functions delegated to the IJB are set out within Fife's Integration Scheme which is available on our website: [www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org).

# Senior Leadership Team



The Senior Leadership Team provides operational management for Fife Health and Social Care Partnership under the leadership of Lynne Garvey, the Director of Health and Social Care.



**Lynne Garvey**  
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



**Chris Conroy**  
Head of Integrated Community Care Services



**Karen Marwick**  
Interim Head of Complex & Critical 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



**Vacant**  
Head of Strategic Planning & Performance



**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**  
Director of Nursing



**Helen Hellewell**  
Deputy Medical Director



**Caroline Cherry**  
Principal Social Work Officer

# Strategic Planning Group

Fife Health and Social Care Partnership delivers a wide range of health and social care services to individuals and communities across Fife. Working with partner agencies, organisations in the independent and third sectors, local groups and national bodies, the Partnership supports and cares for people of all ages, and with very different circumstances, needs, and aspirations.

The Strategic Planning Group is responsible for the development and oversight of the Strategic Plan for the Partnership. This includes:

- supporting Fife Integration Joint Board to review the Strategic Plan at least every three years,
- contributing to the development of supporting strategies, delivery plans and annual reports,
- monitoring progress and assessing performance in relation to the implementation of the Strategic Plan, and,
- ensuring compliance with relevant legislative and statutory requirements.

The Chair of the Strategic Planning Group is Colin Grieve.

During 2024 to 2025 the Strategic Planning Group (SPG) met five times; these are some of the activities completed.

## The SPG contributed to the development of these strategies and plans

- Alcohol and Drug Partnership Strategy
- Digital Strategy
- Prevention and Early Intervention Strategy
- Mental Health and Wellbeing Strategy (in development)
- Delivery Plan (in development, aligns to the national Dementia Strategy)

we reviewed the progress of our supporting strategies through:

3 Annual Reports and

16 Flash Reports

we produced 3

Easy Read Translations

of our key strategies

## Extended Leadership Team

Bringing our Extended Leadership Team together has been instrumental in fostering collaborative learning, strengthening relationships across the Partnership, and driving forward service transformation. Throughout 2024 to 2025, we organised six sessions to bring together managers, key stakeholders, and leads from Fife's independent and voluntary sectors. These sessions have been very well received. Our primary focusses this year has been on assessing our financial position and ensuring the sustainability of our services, additionally, we covered the following topics:

1. Realistic Medicine: guest speakers Linda McGourty and Emma O'Keefe (Clinical Co-Leads), along with Kingsley Oturu (Senior Project Manager), led discussions on value-based health and care. They led discussions on delivering better outcomes and experiences for the people we care for through equitable, sustainable, appropriate, and transparent use of available resources.
2. Workforce Plan: our three-year Workforce Plan focuses on supporting service sustainability and transformation, highlighting our workforce ambitions through:
  - Domestic recruitment
  - International recruitment
  - Service redesign
  - Role diversification
  - Staff training and development
3. Climate Change: Pam Ewen (Head of Planning, Fife Council) outlined our current position and plans to improve our working methods to support climate change reduction.
4. Mental Health and Wellbeing Participation and Engagement: Laura Harris (Social Work Resource Service) shared insights from participation and engagement sessions, discussing how we can act on their findings and apply similar co-production methodologies where relevant.
5. Partnership's Recovery Plan: we presented the Recovery Plan, asking the Extended Leadership Team to consider what is within our control to deliver on the savings proposal and where we might influence or shape the plan further.
6. Health Literacy: Ruth Bennett (Health Promotion Manager) presented how to be health literate, explaining its impact and leading discussions on how it is already being implemented in practice and where this could be implemented further.

In December, we reviewed and consulted on the Extended Leadership Team sessions format to evaluate their effectiveness and identify areas for improvement. Based on feedback, we agreed to reduce the number of sessions over the year and focus more on individual topics. Our first session in February 2025 centred on Risk Management and our Risk Maturity Model, led by Avril Sweeney (Manager, Risk Compliance).

## Appendix 2 – National Outcomes and Priorities



National Health and Wellbeing Outcomes for Health and Social Care		Fife Strategic Themes
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Local, Sustainable, Wellbeing, Outcomes
2	People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Local
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Wellbeing
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Local, Wellbeing
5	Health and social care services contribute to reducing health inequalities.	Outcomes
6	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 role on their own health and well-being.	Sustainable
7	People using health and social care services are safe from harm.	Outcomes
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Integration
9	Resources are used effectively and efficiently in the provision of health and social care services.	Sustainable, Integration

Further information is available here: [www.gov.scot/publications/national-health-wellbeing-outcomes-framework](http://www.gov.scot/publications/national-health-wellbeing-outcomes-framework)



Health and Social Care Standards		Fife Strategic Themes
1	I experience high quality care and support that is right for me	Local, Wellbeing, Outcomes
2	I am fully involved in all decisions about my care and support	Local, Wellbeing, Outcomes
3	I have confidence in the people who support and care for me	Local, Wellbeing, Outcomes
4	I have confidence in the organisation providing my care and support	Sustainable, Integration
5	I experience a high-quality environment if the organisation provides the premises	Outcomes, Sustainable, Integration

Further information is available here: [www.gov.scot/publications/health-social-care-standards-support-life](http://www.gov.scot/publications/health-social-care-standards-support-life)

Public Health Priorities for Scotland		Fife Strategic Themes
1	A Scotland where we live in vibrant, healthy and safe places and communities.	Local, Wellbeing
2	A Scotland where we flourish in our early years.	Local, Wellbeing
3	A Scotland where we have good mental wellbeing.	Wellbeing, Outcomes
4	A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.	Outcomes
5	A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.	Outcomes, Sustainable, Integration
6	A Scotland where we eat well, have a healthy weight and are physically active.	Outcomes

Further information is available here: [www.gov.scot/publications/scotlands-public-health-priorities](http://www.gov.scot/publications/scotlands-public-health-priorities)

# Appendix 3 – National Indicators



The National Integration Indicators are reported in the Scottish Health and Care Experience Survey commissioned by the Scottish Government. The Survey is run every two years and is sent out by post to a random sample of people who are registered with a GP in Scotland. It asks people about their experiences of accessing and using health and social care services. The information collected enables comparisons with different Health and Social Care Partnerships across Scotland, and across different years.

## Fife’s performance for 2024 – 2025 compared to Scotland rate.

### Key

Green	Performance is as expected. Fife’s performance is not statistically significant to previous performance, and is similar or better than national performance (Scotland rate).
Amber	Risk is evident that Fife’s performance is starting to decline compared to previous performance, and/or a decline compared to national performance (Scotland rate).
Red	Fife’s performance is below expected levels and there is a statistically significant decline compared to previous performance and/or a decline compared to national performance (Scotland rate).

## Use of 2024 calendar year data instead of 2024/2025 financial year data for indicators 12, 13, 14, 15 and 16.

The primary source of data for these indicators are Scottish Morbidity Records (SMRs) which are nationally collected discharge-based hospital records. In accordance with the recommendations made by Public Health Scotland (PHS) and communicated to all Health and Social Care Partnerships, the most recent reporting period available with complete and robust data is calendar year 2024. Reporting on 2024 calendar year rather than 2024/25 financial year may not fully reflect local activity, however, this is still recommended due to data completeness levels at the time of reporting.

### Indicator 20

PHS has not provided information for indicator 20 beyond 2019/20 because detailed Patient Level Information Costing System (PLICS) cost information is not available. PHS previously published information to calendar year 2020 using costs from 2019/20 as a proxy but, given the impact of the COVID-19 pandemic on activity and expenditure, PHS no longer consider this appropriate.

\*\* Data is not currently available.

Further details for all indicators, including long term trends from 2013/2014, are available on the Public Health Scotland website:

<https://publichealthscotland.scot/publications/core-suite-of-integration-indicators/core-suite-of-integration-indicators-2-july-2024/>

**Core suite of integration indicators 2 July 2024 - Core suite of integration indicators - Publications - Public Health Scotland**

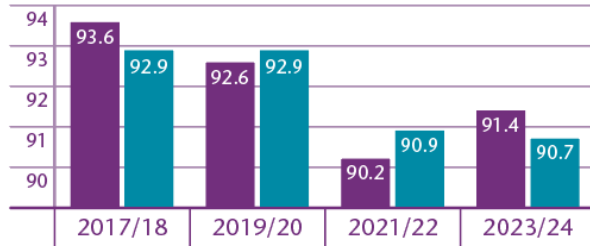
Outcome Indicators		Fife Partnership Rate	Scotland Rate
NI - 1	Percentage of adults able to look after their health very well or quite well	91.4%	90.7%
NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible	70.0%	72.4%
NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided	51.0%	59.6%
NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated	53.0%	61.4%
NI - 5	Total % of adults receiving any care or support who rated it as excellent or good	63.0%	70.0%
NI - 6	Percentage of people with positive experience of the care provided by their GP practice	65.1%	68.5%
NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	67.0%	69.8%
NI - 8	Total combined % carers who feel supported to continue in their caring role	30.3%	31.2%
NI - 9	Percentage of adults supported at home who agreed they felt safe	69.1%	72.7%
NI - 10	Percentage of staff who say they would recommend their workplace as a good place to work.	NA	NA

<b>NI - 11</b>	Premature Mortality Rate per 100,000 population	436	442
<b>NI - 12</b>	Rate of emergency admissions per 100,000 population for adults	14,360	11,559
<b>NI - 13</b>	Rate of emergency bed day per 100,000 population for adults	110,688	113,627
<b>NI - 14</b>	Readmissions to hospital within 28 days of discharge per 1,000 discharges	122	103
<b>NI - 15</b>	Proportion of last 6 months of life spent at home or in a community setting	90.5%	89.2%
<b>NI - 16</b>	Falls rate per 1,000 population (65+)	28.7	22.5
<b>NI - 17</b>	Proportion of care and care services rated good or better in Care Inspectorate inspections	73.5%	81.9%
<b>NI - 18</b>	Percentage of adults with intensive care needs receiving care at home	55.5%	64.7%
<b>NI - 19</b>	Number of days people aged 75+ spend in hospital when they are ready to be discharged per 1,000 population	720	952
<b>NI - 20</b>	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	25.3%	24%
<b>NI - 21</b>	Percentage of people admitted to hospital from home during the year who are discharged to a care home	NA**	
<b>NI - 22</b>	Percentage of people who are discharged from hospital within 72 hours of being ready	NA**	
<b>NI - 23</b>	Expenditure on end of life care, cost in last 6 months per death	NA**	

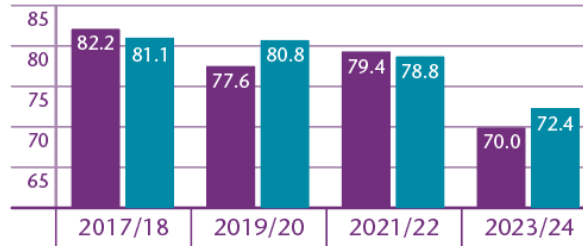
Graphs for indicators 1 to 9 are included below, this includes data up to 2023/2024.

Graphs for indicators 11 to 19 are included with each of the national outcomes in the performance section of the report.

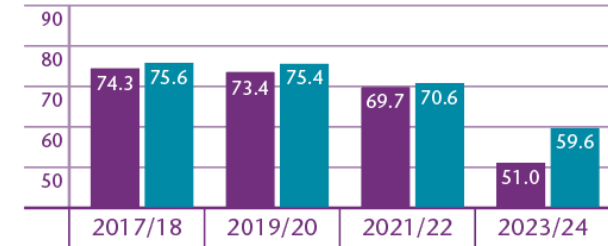
**NI-1 Percentage of adults able to look after their health very well or quite well**



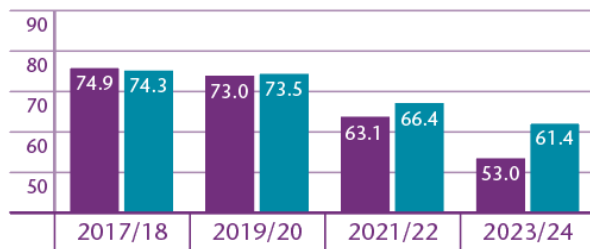
**NI-2 Percentage of adults supported at home who agree that they are supported to live as independently as possible**



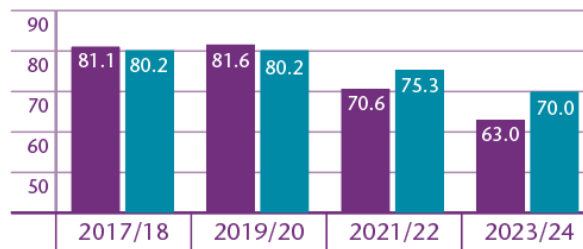
**NI-3 Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided**



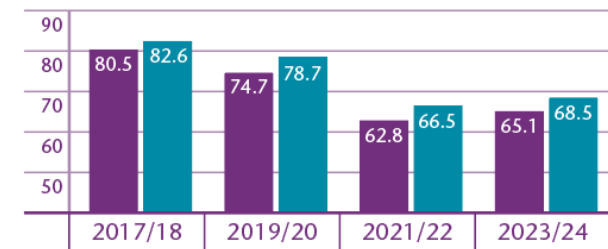
**NI-4 Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated**



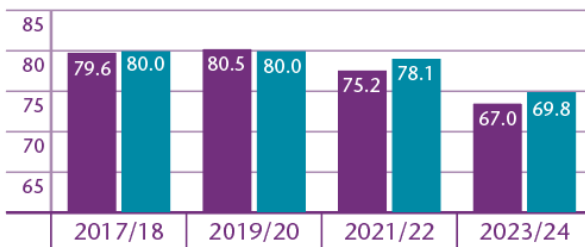
**NI-5 Percentage of adults receiving any care or support who rate it as excellent or good**



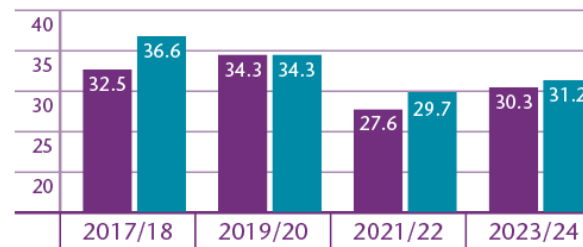
**NI-6 Percentage of people with positive experience of care at their GP practice**



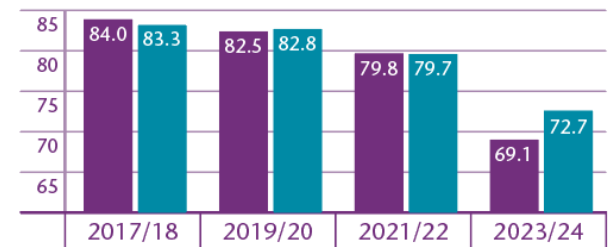
**NI-7 Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life**



**NI-8 Percentage of carers who feel supported to continue in their caring role**



**NI-9 Percentage of adults supported at home who agree they felt safe**





# National MSG Indicators

(Ministerial Strategic Group for Health and Community Care)

ID	Indicator	Previous period	Latest period	Previous period figure - Fife	Latest period figure – Fife	Comparison to previous period - Fife
MSG 1a	Emergency Admissions*	2023/2024	2024	41,021	41,910	↓ 889
MSG 2a	Number of unscheduled hospital bed days*	2023/2024	2024	263,124	258,558	↑ 4566
MSG 3a	A&E Attendances	2023/2024	2024/2025	73,021	75,179	↓ 2,158
MSG 4	Delayed Discharge bed days	2023/2024	2024/2025	37,839	42,130	↓ 4,291
MSG 5a	Proportion of last 6 months of life spent at home or in a community setting*	2022/2023	2023/2024	89.7%	90.2%	↑ 0.5%

\* Data completeness for emergency admissions and bed days for Fife is 97% as at December 2024.

When reading the graph please note that the arrows relate to performance and the direction indicates whether our performance is increasing or decreasing (improved performance can sometimes mean that a figure will increase or decrease). For example, *MSG 5a Percentage of last six months of life by settings* shows an increase since last year, for this indicator the upward arrow indicates improved performance.

# Appendix 4 – Financial Information 2020 to 2024



Delegated Services (as at 31 March)	2020			2021			2022			2023			2024		
	Budget	Provisional Outturn	Variance	Budget	Provisional Outturn	Variance	Budget	Provisional Outturn	Variance	Budget	Provisional Outturn	Variance	Budget	Provisional Outturn	Variance
Objective summary	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Community Services	107.695	102.295	-5.4	123.319	120.719	-2.600	117.475	109.699	-7.776	131.850	116.532	-15.319	159.531	156.909	-2.622
Hospitals and Long-Term Care	54.839	57.197	2.358	56.000	56.666	0.666	59.103	64.717	5.614	66.468	77.071	10.603	62.840	75.319	12.479
GP Prescribing	73.807	73.799	-0.008	70.979	70.955	-0.024	75.581	76.337	0.756	79.202	85.643	6.441	81.314	86.936	5.622
Family Health Services	99.765	99.749	-0.016	103.878	104.367	0.489	115.186	115.554	0.368	122.801	124.329	1.528	130.860	131.216	0.356
Children's Services	17.544	17.077	-0.467	18.202	16.913	-1.289	16.198	15.789	-0.409	17.893	17.737	-0.156	18.401	18.732	0.331
Social Care	204.635	214.814	10.179	243.682	239.459	-4.223	262.759	256.113	-6.646	279.741	282.222	2.481	285.440	303.291	17.851
Housing	1.665	1.656	-0.009	1.324	1.324	0.000	1.699	1.329	-0.37	1.737	1.737	0.000	1.633	1.634	0.000
<b>Total Health &amp; Social Care</b>	<b>559.95</b>	<b>566.589</b>	<b>6.639</b>	<b>617.384</b>	<b>610.403</b>	<b>-6.981</b>	<b>648.001</b>	<b>639.538</b>	<b>-8.463</b>	<b>699.692</b>	<b>705.27</b>	<b>5.578</b>	<b>740.020</b>	<b>774.036</b>	<b>34.017</b>

# References

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- National Health and Social Care Health and Wellbeing Outcomes  
<https://www.gov.scot/publications/national-health-wellbeing-outcomes-framework/>
- Public Health Priorities for Scotland  
<https://www.gov.scot/publications/scotlands-public-health-priorities/pages/1/>
- Health and Social Care Standards  
[www.gov.scot/publications/health-social-care-standards-support-life](http://www.gov.scot/publications/health-social-care-standards-support-life)
- Public Bodies (Joint Working) (Scotland) Act 2014  
<https://www.legislation.gov.uk/asp/2014/9/contents/enacted>
- Fife Health and Social Care Partnership  
[www.fifehealthandsocialcare.org](http://www.fifehealthandsocialcare.org)
- Care Inspectorate  
[www.careinspectorate.com](http://www.careinspectorate.com)