



Strategic Plan for Fife

2022-25

Short Version Draft - for consultation

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

What is health and social care integration?

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

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

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

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

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



Which services and functions are integrated in Fife?

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

- all adult and older people Social Work Services
- community health services, for example district nursing, physiotherapy, and mental health services
- children's community health services, such as health visiting
- housing services which provide support services to vulnerable adults, and disability adaptations; and
- the planning of some services provided in hospital, for example medical care of the elderly.
- In Fife we work with around 300 organisations across the third and independent sectors and they are a vital part of the Partnership in delivering services.



What is the Strategic Plan?


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

National Health and Wellbeing Outcomes for Health and Social Care

- NW01** People are able to look after and improve their own health and wellbeing and live in good health
- NW02** People, including those with disabilities or long-term conditions or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- NW03** People who use health and social care services have positive experiences of those services, and have their dignity respected.
- NW04** Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- NW05** Health and social care services contribute to reducing health inequalities.
- NW06** People who provide unpaid care are supported to look after their own health and well-being, including to reduce any negative impact of their caring roles on their own health and well-being.
- NW07** People using health and social care services are safe from harm.
- NW08** People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- NW09** Resources are used effectively and efficiently in the provision of health and social care services.

Public Health Priorities for Scotland

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



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

This Strategic Plan sets out an updated vision for the timescale 2022 to 2025.

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

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

The Public Health Priorities for Scotland are available here: www.gov.scot/publications/scotlands-public-health-priorities/pages/1/



About Fife

Strategic Needs Assessment

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.





374,000
people lived in Fife
In 2020


4,285
Deaths in Fife in 2020


3,143
Babies born in Fife in 2020

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

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

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

2020

374,000 people

	2020	2043		2043
0-15	64,152	53,522	-17%	 364,164 people
16-64	231,809	209,218	-10%	
65+	78,169	101,424	+30%	

Vision, Mission and Strategic Priorities

Vision

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

Mission

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

Values

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

Strategic Priorities 2022 to 2025

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

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

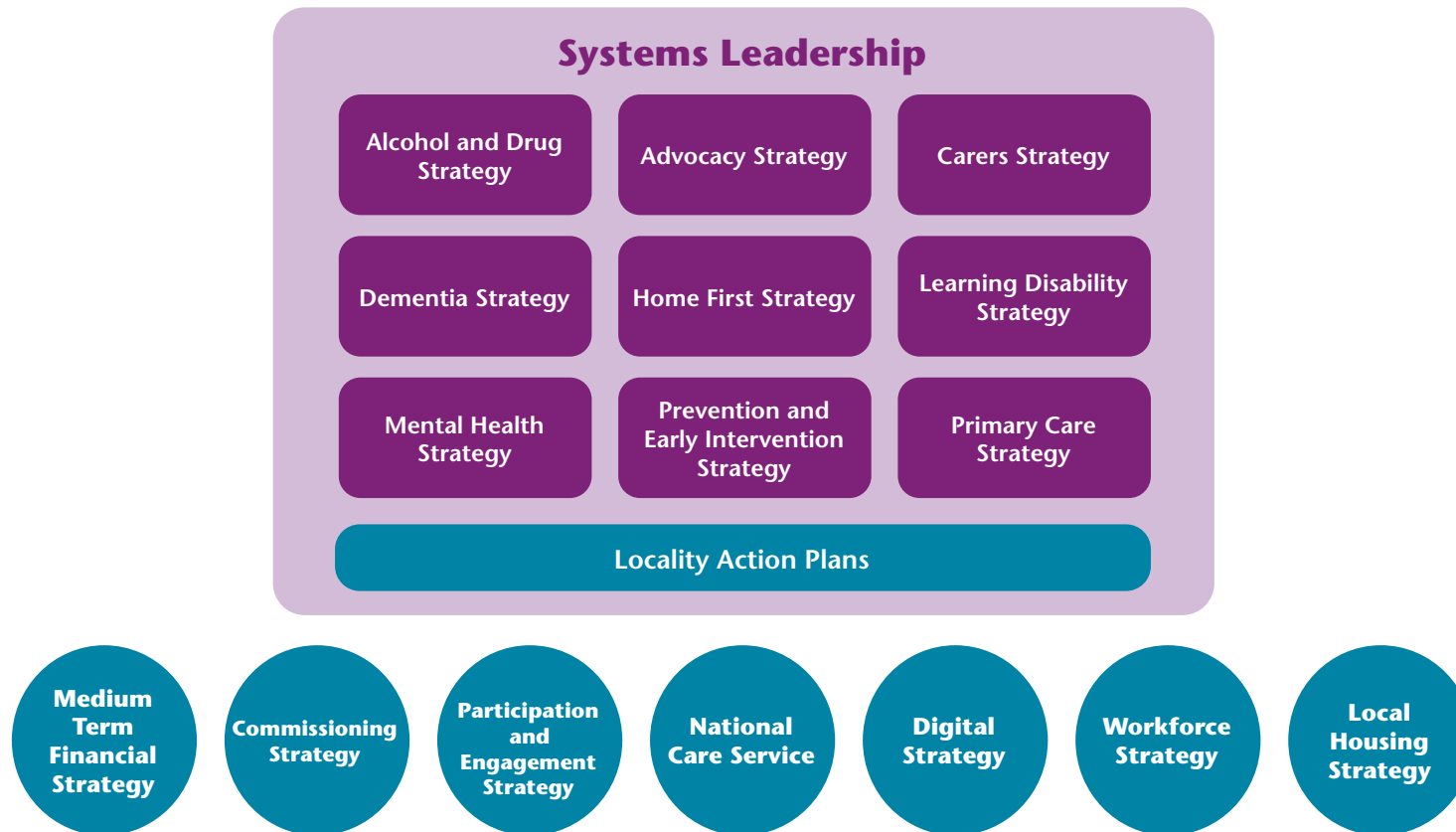
Wellbeing - A Fife where we will support early intervention and prevention

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

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

Our Plan – Making it Happen in Fife

The Strategic Plan 2022 to 2025 is supported by nine transformational strategies which describe some the work that the Partnership will carry out over the next three years to deliver our vision of enabling the people of Fife to live independent and healthier lives. These are the key areas of work; this is not a complete list of all activities.



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



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

The changes we need to make	What will success look like?	Where we want to be in 2025
Home First Strategy – we will transform the hospital discharge process, ensuring that discharge planning and discussion begins as soon as possible.	A reduction in the number of patients who are required to remain in hospital after they are medically well enough to be discharged home.	Individuals require less hospital admissions, and when they do require hospitalisation are able to return to their home environment as soon as they are medically well enough.
Home First Strategy – we will utilise digital systems and applications to enable relevant multi-agency access to a single Anticipatory Care Plan.	An increase in the number of patients and service users with an agreed Anticipatory Care Plan, and the number of agencies that can access the Plans.	All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.
Home First Strategy – we will utilise digital systems and applications to create a single point of access and build capacity in communities to embed a new model of care.	Access to community care services will be streamlined, there will be less footfall in people’s houses and care coordination within localities will result in people being cared for at the right time at the right place.	People in Fife will be able to live longer healthier lives at home or in a homely setting.
Local Housing Strategy - we will meet the requirements of the Prevention of Homelessness Duty, and work together to meet the housing needs of Housing First customers.	An increase in the number of individuals who are prevented from becoming or being homeless.	All key services will have a clear Prevention of Homelessness Duty embedded into their plans. Any service users who wish to go down the Housing First Pathway will be supported to do so.
Local Housing Strategy - we will build additional Extra Care Housing, and develop new models of Supported Housing	An increase in the number of Extra Care and Supported Housing accommodation available in Fife.	Care Villages established in Methil, Cupar and Anstruther.

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



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

The changes we need to make	What will success look like?	Where we want to be in 2025
Carers Strategy – we will complete a review and update of our short breaks service statement, and commission a significant increase in the support for unpaid carers to access breaks from their caring role(s).	An increase in the range and format of short breaks, personalised support, and other initiatives that are available to carers, including regular micro-breaks and self-directed support provided for carers in critical need.	Our approach to short breaks is fully aligned to the duties within the Carers Act, National Carers Strategy, and National Care Service and other aligned strategies and policies.
Carers Strategy – we will commission a full independent audit and impact assessment of our approach to supporting carers.	Completion of an independent audit which will inform future planning.	Carers will have access to high quality information at a time and place that best meets their needs, and enables them to make positive choices regarding their caring role.
Dementia Strategy – we will develop plans to ensure all public spaces in Fife meet the Dementia Friendly Standard.	Dementia Friendly Plans implemented in all public access areas managed by Fife Health and Social Care Partnership.	Dementia Friendly Scheme embedded across all public places in Fife.
Dementia Strategy – we will identify opportunities to build the capacity of day services support for people with dementia in each locality and provide greater opportunities to deliver meaningful support.	An increase in the availability of day services support for people with dementia and their carers.	Identification and delivery of improvement opportunities for delivering day services to support people in Fife who live with dementia.

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



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

The changes we need to make	What will success look like?	Where we want to be in 2025
Alcohol and Drug Strategy – we will continue to develop assertive outreach and retention approaches and improve follow up protocols and pathways into treatment from hospital, A&E, custody, prison and other statutory provision, in line with Medication Assisted Treatment Standards.	A reduction in the number of people affected by drug related, and alcohol specific, harm and death. An increase in Take Home Naloxone provision and overdose awareness training sessions offered across the HSCP workforce.	The Medication Assisted Treatment Standards fully implemented in the ADP system of care. National Treatment in Target Measure met and sustained.
Alcohol and Drug Strategy – we will work with partners to protect children, young people and families as part of a targeted early intervention/prevention approach to address deprivation, poverty and stigma.	An increase in the number of shared collaborations with partners at locality and community level.	Greater integration between family services and adult treatment and support service.
Mental Health Strategy – we will develop additional and alternative services that meet national requirements, support local needs and support improvement in the mental health of individuals and local communities.	Mental Health and Wellbeing multi-agency hubs are set up in each of the seven localities.	An integrated community-based system which supports mental health and wellbeing, ensures access to the right service, in the right place, at the right time, and supports people to live independent and healthy lives.
Prevention and Early Intervention Strategy – we will assess current provision, identify current and future requirements, and address any potential gaps.	An increase in the number of conditions that can be successfully addressed at an early stage, leading to reduced pressure on acute services.	Improved outcomes evidenced for individuals and their families, and a reduction in pressure on acute service delivery.

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

NW01

NW05

NW07

PHP3

PHP4

PHP5

PHP6

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

The changes we need to make	What will success look like?	Where we want to be in 2025
Advocacy Strategy – we will ensure comprehensive independent advocacy provision which adheres to legislative requirements and reduces gaps to access.	An increase in the availability and range of independent advocacy provision in Fife.	Comprehensive independent advocacy provision which adheres to legislative requirements and reduces potential access gaps, including all equality groups.
Learning Disability Strategy – we will complete a needs assessment of people with learning disabilities, and identify measures that will improve people’s experiences and satisfaction.	Completion of a needs assessment of people with learning disabilities which will inform future planning.	An improvement in people’s experience of the Learning Disability Service in Fife as evidenced by positive feedback and increased user satisfaction.
Learning Disability Strategy – we will develop and implement a fully integrated health and social care Learning Disability Service.	An increase in the support and life opportunities available for people with learning disabilities.	Implementation of a fully integrated Health and Social Work Learning Disability Service.
Primary Care Strategy – we will develop an integrated approach across all four areas of primary care, and we will improve access to services in primary care settings.	Completion of an integrated approach across all four areas of Primary Care, and a reduction in referral waiting times for interventions in Primary Care settings.	An embedded, sustainable approach to Primary Care service delivery and an improvement in people’s experience of Primary Care Services in Fife as evidenced by positive feedback and increased user satisfaction.

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



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

The changes we need to make	What will success look like?	Where we want to be in 2025
Strategic Planning Group – we will oversee the development and implementation of the Strategic Plan, and provide advice to the IJB on national policy and requirements.	Increased compliance with legislative and statutory requirements relating to the development and implementation of the Strategic Plan including the Integration Delivery Principles.	The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available resources to support health and well-being improvements for the people of Fife.
Reimagining Third Sector Commissioning – we will develop an outcome focussed approach, incorporating gap analysis, to commissioning that aligns with the Partnership’s Strategic Plan.	All Third Sector Commissioning Services are aligned to the HSCP strategic priorities and reflect the needs of local people.	An outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs.
Medium Term Financial Strategy - we will produce a balanced budget and achieve financial sustainability over the medium to long term.	Production of a balanced budget, and the development of a longer-term outlook over the next ten years.	Balanced budget and reserves that align with the Partnership’s reserves policy.
Commissioning Strategy – we will focus on commissioning quality services which deliver best value (quality and cost) working with care providers to provide high quality care.	An increase in the number of individuals who are able to receive appropriate and effective care in their home environment for longer.	Robust and high-quality care provision is available to enable people to live independent and healthier lives in their own home, and within their own community.

Partnership Working

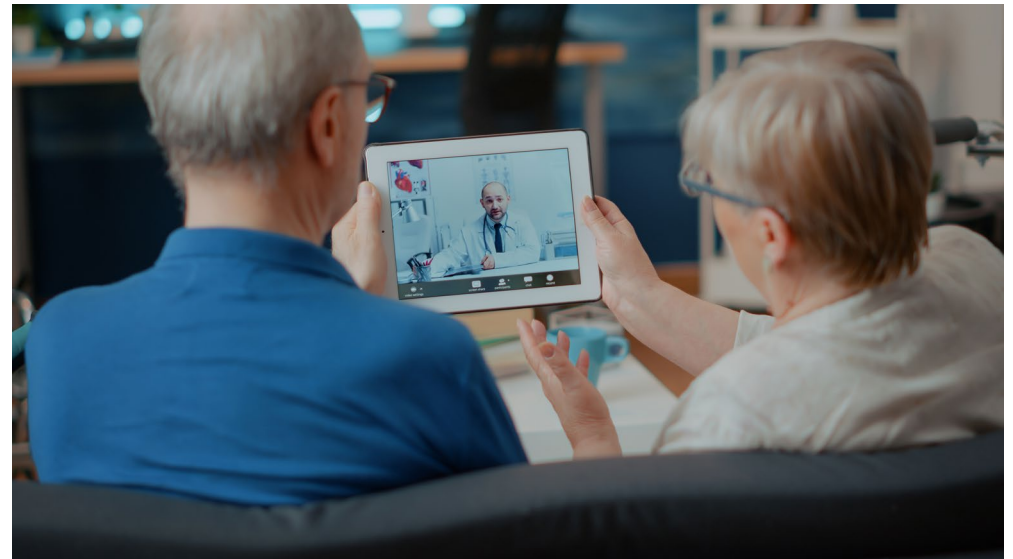
Digital Strategy

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

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

Risk Strategy

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



Financial Framework

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

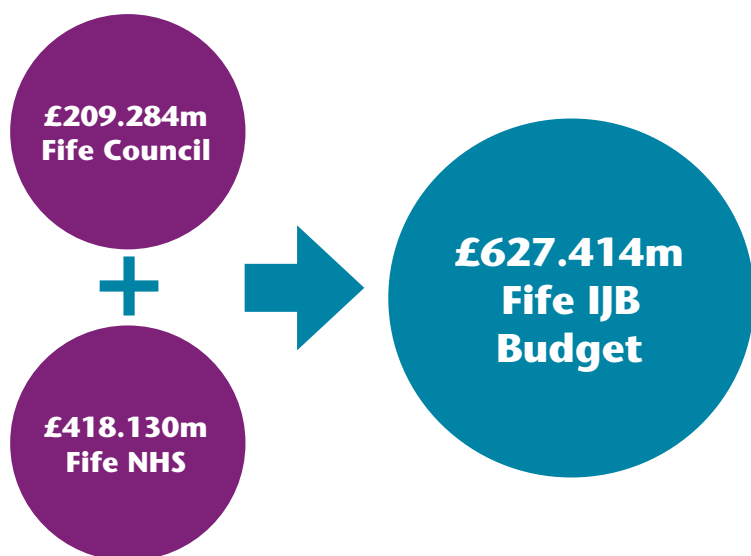
Our **Medium-Term Financial Strategy (MTFS)** sets out the resources available and ensures they are directed effectively to help deliver the outcomes of the Strategic Plan. The MTFS will quantify the challenges over the next three years, with an aspiration to extend this to a 10-year plan. The strategy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

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

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

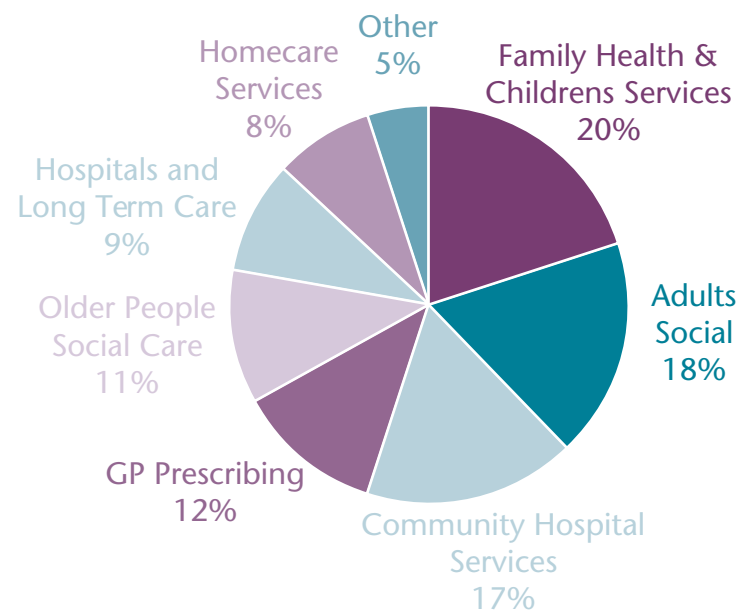
Budget Position

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



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

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



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

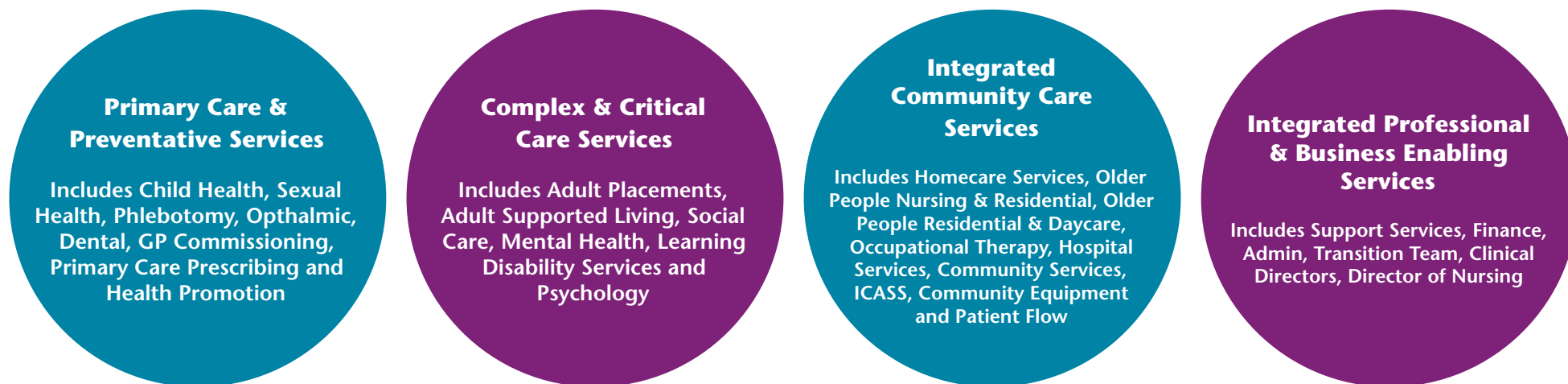
There are additional demands on budgets from an ageing population, rising costs, remobilisation, and recovery of services as we move out of the pandemic and deal with the financial effects of Brexit. The Annual Budget paper sets out the estimated gap between funding available and funding required, sets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

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



Transforming Our Services

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



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

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

Workforce Strategy

Plan

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

Attract

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

Train

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

Employ

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

Nurture

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

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

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

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

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

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



Legislation and References

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

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

The Public Health Priorities for Scotland are available here: www.gov.scot/publications/scotlands-public-health-priorities/pages/1/

The Scottish Government has information on the coronavirus pandemic here: www.gov.scot/coronavirus-covid-19/

This is a link to the National Records of Scotland website: www.nrscotland.gov.uk/statistics-and-data

Information about the National Care Service is available here: www.gov.scot/policies/social-care/national-care-service/

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

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

The Plan for Fife 2017 to 2027 is available here: www.fife.gov.uk/kb/docs/articles/planning-and-building2/planning/development-plan-and-planning-guidance

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