



Strategic Plan 2023 – 2026

Year Two Report (2024)

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Section 1

Foreword

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.

During 2024 we have improved the quality of care available for people by targeting investment at service improvements and ensuring our services are well-organised, effective, and efficient ('better care'). We have reduced health inequalities by promoting and supporting healthier lives from the earliest years, and encouraging approaches for everyone based on anticipation, prevention and self-management ('better health'). The demand for health and social care services is increasing, and our financial resources are reducing as the cost-of-living crisis continues to impact on national and local budgets. We have increased the value of the resources we do have by collaborating with our partners, including the third and independent sectors, and working efficiently to focus resources where they are most needed and where they will achieve positive outcomes in the longer-term, for example through prevention and early intervention ('better value').

Our Year Two Delivery Plan includes 77 separate actions. This Report provides an update on these actions as of January 2025. We have achieved a lot, and there is still more that we can do. I look forward to working with you over the next year to deliver the actions planned for 2025, and achieving our ambition to improve the health and wellbeing of everyone across Fife



Audrey Valente

Chief Finance Officer

Fife Health and Social Care Partnership

Introduction

Fife Integration Joint Board (IJB) approved the 'Strategic Plan for Fife 2023 to 2026' in January 2023. The final version is available on our website here: www.fifehealthandsocialcare.org/Fife-Strategic-Plan-2023-to-2026.

The Strategic Plan is supported by annual delivery plans which set out our programme of work for each year and highlight the improvements we will make to further improve health and social care services in Fife. These delivery plans do not include all of the actions being taken by Fife Health and Social Care Partnership, they include a high-level summary which focusses on the delivery of the strategic priorities identified in the Strategic Plan, and the key priorities of the relevant supporting strategies.

In January 2024 the Year One Annual Report provided an update on the 50 actions that were planned for 2023, at that time:

- 26 actions were fully completed (52%)
- 20 actions were partially completed (40%)
- 4 actions were delayed (8%).

The 24 actions that were partially completed or delayed in 2023 were carried forward to the Year Two Delivery Plan for 2024, along with 53 new actions (i.e. 77 separate actions were planned for 2024). The Year One Annual Report, along with the Year Two Delivery for 2024, was approved by the IJB in March 2024. These documents are available on our website here: www.fifehealthandsocialcare.org/strategic-plan-year-one-report-2023.

Over the last year Fife has faced a range of complex challenges including financial pressures, workforce shortages, and an increasing demand for services, along with increased complexity of demand. Throughout this we have worked together, providing additional support where required, and signposting to alternative sources of information and advice where relevant. Together, we have developed our whole system approach by building on our existing integrated working of our health and social care teams and our partners.

Our year two activity demonstrates a commitment to providing the best care and support that we can, to support delivery of our vision for all residents in Fife to live healthy and independent lives. We could not do this without the skilled and dedicated health and social care workforce including our partners in the independent and third sector.

Our key achievements over the last year include:

- The Take Home Naloxone Programme remains on track with over 50 training sessions taking place within the Fife localities. The Harm Reduction Worker in Fife has trained 671 people between April 2024 and January 2025 in overdose awareness.
- Following launch of the Fife Distress Brief Intervention (DBI) service in December 2023, delivered by Scottish Action for Mental Health (SAMH), the service has been rolled out across Fife, with suicide data informing prioritisation of pathways. Outcome data shows high levels of engagement and significant increase in access to DBI.
- A co-ordinated Postgraduate Teaching Programme for Consultant Psychiatrists supported by the Deanery for Doctors with robust supervision arrangements is now in place to enhance recruitment and sustain retention levels.
- Actions have been identified to progress a partnership approach to the development of a child friendly complaints process and governance processes for Children's Rights Impact Assessments.
- Development of the ScotCOM undergraduate medical program, to be delivered in partnership with NHS Fife and St Andrews University, is now complete and the first programme goes live in January 2026.
- Fife's Care at Home Collaborative continues to develop and mature, and attendance at meetings remains high, with active engagement. The annual workplan continues to develop and evolve, considering key themes and priorities for care at home providers in Fife.
- One stop shops in Levenmouth, Kirkcaldy and Cowdenbeath locality for people affected by substance use have continued, and a new group was established with and for women in Methil with regular attendance of 25 women per week.

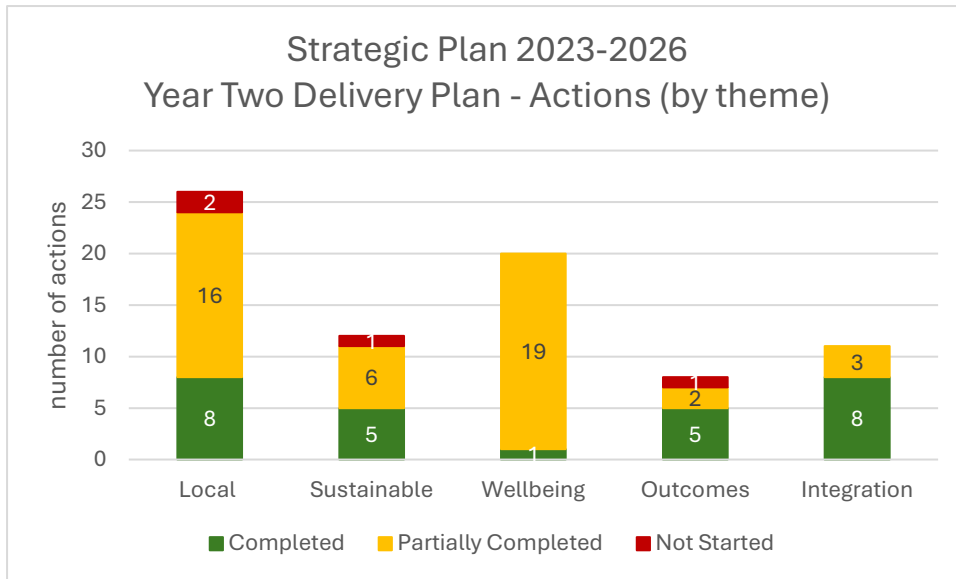
This Year Two Annual Report provides an update on all of the 77 actions planned for 2024, the improvements we have delivered, and any activities which are still ongoing (46 of these actions are almost completed and will be carried forward into 2025).

Of the original 24 actions that were carried forward from 2023:

- 14 actions are now fully completed (58%)
- 5 are partially completed (21%)
- 2 are not started/delayed (8%)
- 3 were not progressed due to funding issues or were cancelled/project closed (13%).

This means that 40 of the original 50 actions (i.e. 80%) in the Year One Delivery Plan (2023) are now fully completed and a further five (10%) are partially completed.

This graph shows the status of the 2024 actions by strategic theme.



This graph includes an update for each of the 77 actions (updated in January 2025).

Green = Completed
 Amber = Partially Completed
 Red = Not Started/Delayed*

*Some actions will be carried forward into 2025, others have been updated or replaced with new, more relevant actions (for example in response to national changes).

In summary:

- 27 actions were fully completed (35%)
- 46 actions were partially completed (60%)
- 4 actions were not started/delayed/cancelled (5%)

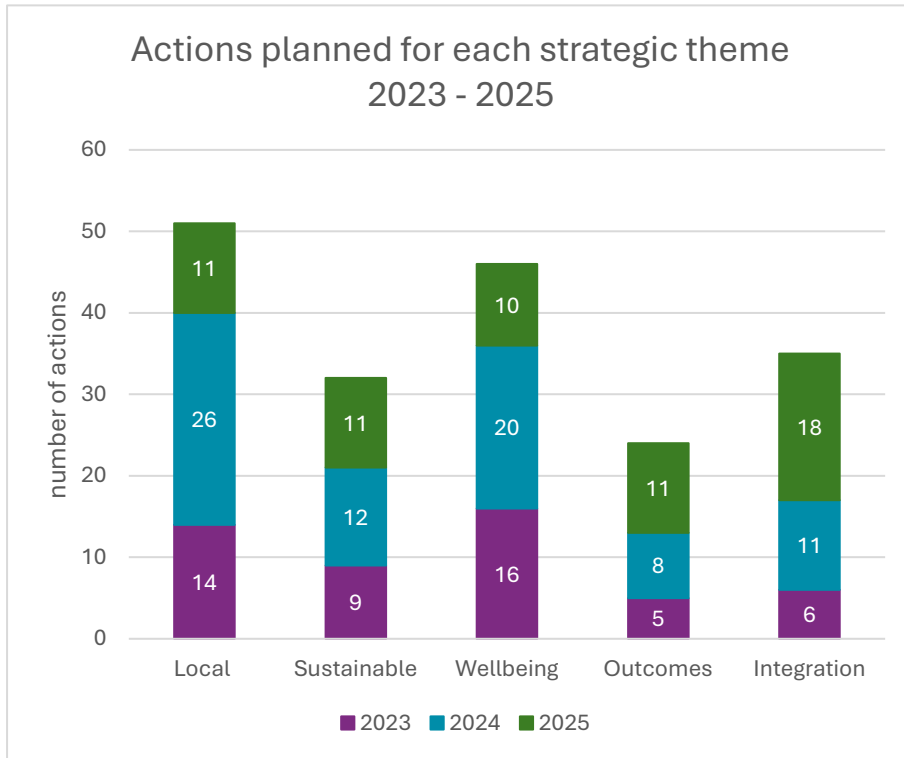
Fife Health and Social Care Partnership has faced a number of challenges during 2024, including increased demand for health and social care services, financial pressures, and workforce shortages. To manage these challenges effectively the Partnership has reviewed and updated some of the actions planned for 2024, others have been combined with other work, or postponed until additional funding or resources are available.

These are some of the specific reasons for changes or delays to the actions that were planned for 2024. Additional information is provided for each action in the Delivery Plan tables in Section 2.

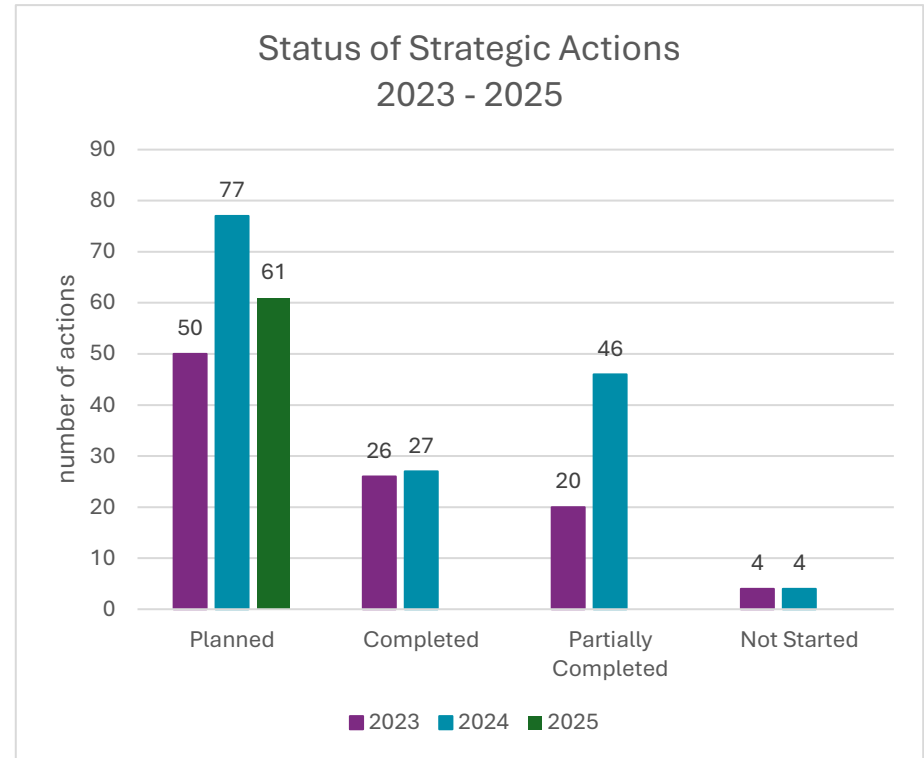
Strategy	Reason for change or delay	Changes applied
Advocacy Strategy	Workforce – resource unavailable.	Recruitment is underway.
Alcohol and Drug Partnership Strategy	One action is partially completed due to an ongoing wider service/system review.	N/A
Carers Strategy	The Fife Carers Short Breaks Service Statement set out our initial plans to support unpaid carers to understand and access breaks from caring. The planned review of this work was paused during 2024/2025 as we awaited further clarity on the proposed National Care Service Bill from Scottish Government. As the Government have recently made an announcement on this, we will prioritise a review of the Short Breaks Service within our Carers Strategy Delivery Plan for 2025/2026, ensuring compliance with Parts Two and Three of the Bill as it develops.	N/A
Childrens Services Plan	Rolling programme of work being progressed, this spans across several years and is aligned to Fife Childrens Services priorities and plan.	N/A
Dementia Strategy	National Dementia Delivery Plan delayed.	A Fife approach in terms of how we consider and implement the national strategy locally has been agreed by the Fife Dementia Working Group.
Home First Strategy	The Centralised Scheduling project has now been closed following a report to the Partnership's Senior Leadership Team (SLT) highlighting estimated costs for potential digital solutions, footfall data analysis, lessons learned and ad hoc improvements by the services in scope.	N/A

	SLT has decided therefore to stop the project considering the current financial situation versus the considerable investment required whilst limited benefits would be achieved.	
Mental Health and Wellbeing Strategy	<p>Several factors have impacted the progress of the actions planned for 2024:</p> <ul style="list-style-type: none"> • Retirement of Head of Service. • Financial pressures in some areas including capital funding. • Development of the Mental Health and Wellbeing Strategy was delayed due to a workforce resource issue. • Reduction in the workforce resources available to support the Mental Health Service Redesign Programme 	New Head of Complex and Critical Care Services appointed. The Mental Health Service Redesign Programme has been reviewed and the workstreams revised. Funding requested for additional project managers. A Working Group was established to progress development of the Mental Health and Wellbeing Strategy (now completed).
Prevention and Early Intervention Strategy	Rolling programme of work being progressed.	N/A
Primary Care Strategy	Rolling programme of work being progressed.	N/A
Workforce Strategy	Develop new workstyles to support more flexible and inclusive working across the Partnership. Supporting Complex and Critical Care Services to address the workforce challenges of introducing a new model of overnight care includes consultation with service providers. A new approach has been introduced to deliver this transformation through 2025/2026.	N/A

This graph shows the number of actions planned for each strategic theme over the three years of the Strategic Plan 2023 to 2026.



This graph shows the status of these strategic actions (at the time of each annual report). An update on the 61 actions planned for 2025 (shown in green) will be provided in March 2026.



Please note that the 'actions planned columns' include the same actions that are shown in the outcome columns (i.e. completed, partially completed, not started). For example, in 2023 there were 50 planned actions and 26 of these were completed etc.

In 2024:

3 strategies were approved by the IJB

- Alcohol and Drug Partnership Strategy
- Digital Strategy
- Prevention and Early Intervention Strategy

3 more strategies/plans are in development

- Dementia Delivery Plan (aligns to national strategy)
- Learning Disability Strategy
- Mental Health and Wellbeing Strategy

we reviewed the progress of our supporting strategies through:

3 Annual Reports and

16 Flash Reports



5 meetings of the Strategic Planning Group



we produced 3 Easy Read Translations of our key strategies

we published our Annual Performance Report



Connecting to Outcomes

National Outcomes

Fife's Strategic Plan 2023 to 2026 sets out 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 Year Two Delivery Plan identified the actions we planned to take in 2024 to help us achieve these goals. This Year Two Report 2024 provides an update on those actions, the improvements we have delivered, and any activities which are still ongoing.

Where relevant, we have updated the actions planned for 2025 to ensure that Fife's Year Three Delivery Plan continues to align with national initiatives, legislative requirements, and identified best practice.

More information on the national outcomes and priorities is available in the [Appendix](#).

Local Outcomes



The health and social care landscape is continually evolving and the demand for services increases daily. We have to balance our duty of care for the people of Fife, providing high quality essential services when and where they are needed, with our duty to provide best value and a balanced budget using finite resources. To do this effectively we have reviewed and updated some activities and plans to reflect developing needs and expectations, including a new financial recovery plan which was approved by the Integration Joint Board in October 2024.

Our Year Three Delivery Plan for 2025 aligns with national initiatives, legislative requirements, and identified best practice. Whilst ensuring that Fife remains on track to deliver the outcomes identified by local communities across Fife and summarised in our Locality Action Plans. These local themes provide the structure for our Strategic Plan and supporting strategies, the key drivers that will help us to deliver our vision:

‘to enable the people of Fife to live independent and healthier lives’.

Equalities

Fife Integration Joint Board published its 'Mainstreaming the Equality Duty and Equality Outcomes Progress Report' in January 2025. The report sets out the approach we are taking to mainstream equality and ensure that all of the services and support that we provide, including commissioned services, consider the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010.
- advance equality of opportunity between persons who share a protected characteristic and persons who do not.
- foster good relations between persons who share a protected characteristic and those who do not.

The full report is available on our website: www.fifehealthandsocialcare.org/publications. These are some examples from 2024.



We have reviewed and updated our key performance indicators to improve our collection and use of equality data, including advanced analytics and better crisis response.



Working with Fife Carers Centre we have established a Carers Forum to ensure that carers' voices are central to planning and decisionmaking processes that impact them.



We are working on a collaborative project with Fife Council to test a digital tool that can produce easy read translations quickly and easily with minimal cost.



Our Equality, Diversity and Inclusion Steering Group have worked with Fife Centre for Equalities to develop a three-year action plan that promotes workforce diversity.



Using social media posts and stories with targeted information we have promoted improved understanding, such as highlighting how to support people with communication/and or eating, drinking and swallowing difficulties.

Participation and Engagement

In 2024:



we helped develop **3** new public engagement forums:

- Fife Carers Forum
- Carers Providers Forum
- Fife Wide Public Engagement Forum



we engaged with **2354** people



(of these, **469** people
(20%) identified as unpaid carers)

70 engagement activities
were developed



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

Over the last few years 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 the work undertaken by locality planning groups in 2024.



The Locality Annual Stakeholder Event took place on 5th November 2024.

The aim of this event was to bring together stakeholders who were currently supporting locality planning, and to invite people who were working with health and social care, however had no active involvement with locality planning groups. The objective was to increase stakeholder knowledge and understanding of locality planning and the importance of how we can all work together to improve the health and wellbeing outcomes for people living in Fife. **Event outcomes** →



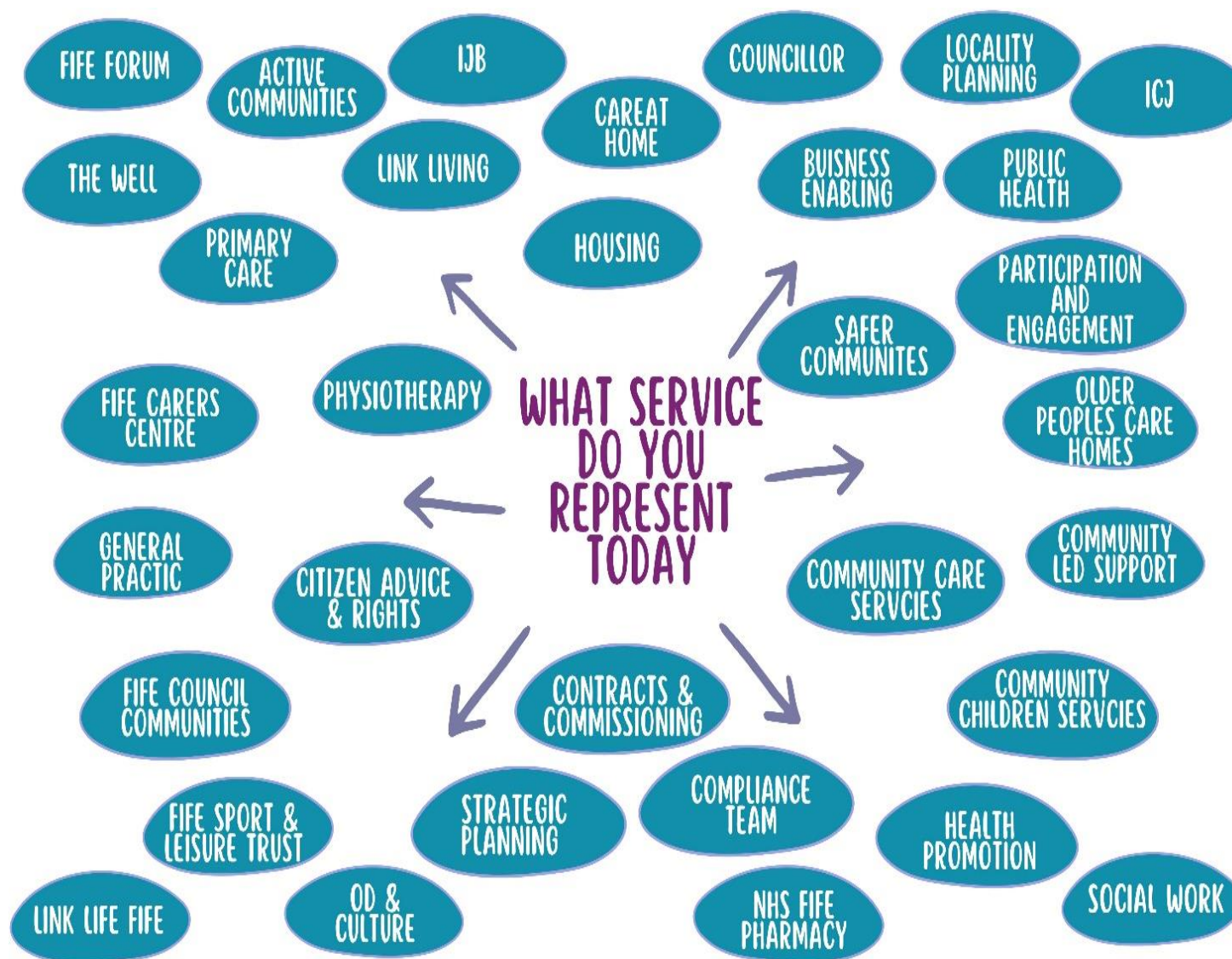
Event feedback

“

- Fabulous event
- Really good informative session
- Really well organised event, well done!
- Really powerful to see local projects centered around people, making a real difference to outcomes
- Great range of successful locality driven projects
- Impactful Presentation and powerful case studies
- Really impressive to see how locality planning has developed
- Really positive developments that highlight the impact a localities approach can have

”

Delegates at the event





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 shared decision making in the interaction from the perspective of the person engaging with the service.

Link Life Fife and Improving the Cancer Journey introduced the tool in January 2024 with the Well adopting the tool in July 2024.

The CollaboRATE Tool consists of three questions that focus on **understand, listen and include** and have a maximum score of 27.

Community Led Support has gradually embedded the Tool and received, to date, 214 responses with an average scoring of 26.3. This score indicates that the services have successfully ensured that people who engage feel involved in the supporting process and that their opinions and feelings are considered when making decisions.

The tool also provides an opportunity for those who access the service to provide feedback. These are some examples:

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

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

'It's amazing cancer service, you have listened and supported and referred me to the Macmillan benefits advisor – I feel so supported now and know that I can come back to you at any time'

'Really appreciate the visits and time you spent talking to us. Thank you for the information and we will be back in touch if and when required'

Housing

Fife Local Housing Strategy 2022 to 2027 (LHS) provides a vision for housing in Fife across all tenures. It sets out outcomes and actions within the following five priority areas which will help achieve the vision to 'Provide housing choices for people in Fife'.

These are the five strategic priorities:

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

Fife Health and Social Care Partnership works closely with Fife Housing Partnership and the Local Housing Strategy is linked to the Partnership's Strategic Plan 2023 to 2026 through shared priorities and delivery plans. This includes local housing services which provide support to vulnerable adults and older adults such as long-term housing support, for example in sheltered housing and care villages, adaptations to existing homes, and technology enabled care.



Work underway at Cupar Care Village

During 2024 there has been significant progress towards housing outcomes in the Partnership's Strategic Plan, including:

- Housing Adaptations – 175 permanent adaptations and 289 temporary adaptations have been completed. This will help the service users that these have been installed for continue to live independently in their home.
- Over 150 service users who were delayed in hospital for housing related reasons received housing options advice to help them return home.

- Over 37% of new affordable housing in Fife has been designed to meet the needs of people with specific housing needs, for example adapted properties.
- 35 new build houses were built for older people with housing support services attached.

In addition, the Independent Living Advice Hub in Kirkcaldy has been completed. The Advice Hub offers a range of services to help people continue to live independently. There are two room pods within the hub that allow people to be assessed for adaptations. There is also a technology lending library to allow people to borrow devices to get themselves connected to digital services.

This photograph was taken at the official opening of the Independent Living Advice Hub.

Further information is available here:
www.fife.gov.uk/facilities/resource-centre/independent-living-advice-hub.



Independent Living Advice Hub

The Local Housing Strategy 2022 to 2027 is available on Fife Council's website, along with an Annual Update for 2024. These are the links:

www.fife.gov.uk/housing/local-housing-strategy
www.fife.gov.uk/LHS-2022-2027-Annual-Update-2024.

Finance

Fife Integration Joint Board continues to operate in uncertain times, facing significant budget challenges and pressures. 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 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. Demand for health and social care services continues to increase, an ageing population, and rising costs, mean our finances are under significant pressure. One approach we are taking to address this is to redesign our services and do things differently. For example, increased use of digital solutions such as technology enabled care, and new delivery models which enable individuals to stay healthy and well at home for longer.

Significant programmes of transformational change are underway which will improve outcomes and quality of service for the people of Fife, utilising our resources effectively and delivering financial 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.



Section 2

Update on Year Two Delivery Plan (2024)



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

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

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
Alcohol and Drug Partnership Strategy Theme: Risk is reduced for people who take harmful substances.	We will continue to support the peer distribution Take Home Naloxone (THN) model and the community training model to ensure it has a broad reach and have commenced partnership working with all seven locality boards of the Health and Social Care Partnership. This will be measured by people trained in overdose awareness and THN	Completed. The Take Home Naloxone programme remains on track with over 50 training sessions taking place within the Fife localities. The Harm Reduction Worker in Fife has trained 671 people between April 2024 and January 2025 in overdose awareness and naloxone who have subsequently taken a kit post training. Further to that another 70 people have received	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	and by the number of THN distributed.	vital overdose awareness training but have decided not to carry a kit. Fife Alcohol and Drug Partnership has worked closely with locality teams to offer training based on local need and identifying areas that may require more support.	
	The refresh of the harm reduction service within community pharmacy will focus on increasing Take Home Naloxone availability to all pharmacies distributing injecting equipment, be targeted in areas with high prevalence and improve distribution targets in existing delivering pharmacies	<p>Completed</p> <p>Work continues with Fife Council to embed a Naloxone Policy that will support carrying of a naloxone kit. Community Pharmacy Harm Reduction Service have appointed a project management and over the year the following results have been achieved:</p> <ul style="list-style-type: none"> • The number of pharmacies registered to provide take home naloxone in Fife has increased from 39 to 63 – which is 74% of all pharmacies in Fife. • 58 community pharmacies, with over 300 staff members have been trained in total. • There are 23 community pharmacies in Fife that are registered for the Injecting Equipment Provision service and 65% of the target has been achieved. 	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		<p>Fife ADP has set its own target to distribute 1,400 kits per year to those at risk, their families and their communities. For quarter 1 and quarter 2 alcohol and drug services distributed 805 kits. This is still on target but lower than corresponding quarters in the previous year.</p>	
	<p>We will have reviewed the Alcohol Brief Interventions (ABI) delivery programme throughout Alcohol and Drug Partnership (ADP) services, including in priority areas, and have a more targeted and prioritised delivery model to address areas where alcohol related harm is highest.</p>	<p>Completed. This year there has been a focus on Alcohol Brief Interventions at a locality board level in collaboration with Public Health and other key partners, as part of the Whole Population Approach to address alcohol harm. Each locality board area has had an opportunity to examine alcohol consumption and alcohol related harm at their locality. As part of this a training plan has been devised to expand ABI training out with the current ADP system of care, maternity service, A&E and primary care. This approach aligns closely with Public Health Scotland's latest guidance on mainstreaming conversations about alcohol across various health and social settings and thus ensuring a wider reach and greater accessibility for this intervention. Fife ADP is currently exceeding the Scottish</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		Government quarterly target (1,047) for both Q1 (1,558) and Q2 (1,543) and thus is on track to achieve its annual target of 4,187. Public Health Scotland have recently reviewed the ABI programme, and it is currently unclear if it will remain a Scottish Government national target for 2025/26. Fife ADP will continue with this intervention and will consider the recommendations against the local context and need going forward.	
Carers Strategy	A carers experience survey will be developed and used to priorities additional improvements in support for carers, and to celebrate the successes so far. The results will be reported to the Carers Strategy Group (Quarter Two 2024).	Completed.	●
	Complete the review and update of the Short Breaks Service Statement using the results of the carers experiences survey and other engagement opportunities, ensuring the final review aligns to the national position	Partially Completed. A desk top review has been undertaken but a fuller planned review of this work was paused during 2024/2025 as we awaited further clarity on the proposed National Care Service Bill from Scottish Government. We will prioritise a review of the Short Breaks Service within our Carers Strategy Delivery	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	<p>Initial the review of commissioned partners using a risk-based approach (to be agreed):</p> <ol style="list-style-type: none"> 1. performance not meeting Service Level Agreement expectations; 2. partner is failing to engage with the Health and Social Care Partnership collaboration activities; 3. complaints and customer satisfaction data; <p>based on timing of initial commission and value of overall investment</p>	<p>Plan for 2025/2026, ensuring compliance with Parts Two and Three of the National Care Service Bill as it develops.</p> <p>Partially Completed A full review of all arrangements with commissioned partners has taken place as part of the Partnership's Reimagining the Third Sector work. This reviewed the Service Level Agreements and updated them. The results of these reviews will determine the next actions with providers, and these will be set out in the Carers Strategy Delivery Plan for 2025/26.</p>	●
<p>Dementia Strategy A shared local vision that is owned by everyone in Fife working together to deliver a better experience for people living with dementia, their families and carers.</p> <p>This will be aligned to the national vision for a Scotland where people living with dementia have their strengths</p>	<p>Re-establish the Dementia Strategic Implementation Group and agree membership and Terms of Reference for the Group. In 2024 the group will work collaboratively to create a shared strategic approach for dementia support, aligned to national and local priorities.</p>	<p>Partially Completed. The Dementia Strategy Working Group was established in 2024 with the first meeting of the Working Group taking place in November 2024.</p> <p>The Terms of Reference have been agreed, and the membership remains open to include different people at different times reflective of the needs</p>	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>recognised, their rights upheld, and where they, their families and care partners/ unpaid carers are supported to live an independent life, free from stigma and with person centred treatment and care, when and where they need it.</p> <p>People will receive the support they need, when they need it by ensuring timely and person-centred diagnosis and post-diagnostic support is available regardless of age, stage, sensory loss or where people live.</p>		<p>of the group at various stages of its development.</p> <p>A Fife approach in terms of how we consider and implement the national strategy locally has been agreed by the Fife Dementia Working Group.</p>	
<p>Home First Strategy People in Fife will be able to live longer healthier lives at home or in a homely setting.</p>	<p>Continue to plan and deliver the Home First Programme and service associated initiatives to implement the Home First vision.</p>	<p>Partially Completed. A Home First Workshop is planned for February 2025 to review the progress so far and agree strategic priorities for the next year.</p>	●
<p>Home First Strategy Individuals require fewer hospital admissions, and when they do require hospitalisation are able to return to their home environment as soon as they are medically well enough.</p>	<p>Enhancing skills in Community Nursing to further support early discharge and prevention of admission through administration of intravenous (IV) antibiotics</p>	<p>Partially Completed One District Nursing (DN) locality team is now upskilled in providing intravenous antibiotics for certain conditions for patients under the care of Hospital at Home service.</p>	●
	<p>Enhance outpatient parenteral antibiotic therapy service delivered by Hospital at Home</p>	<p>Partially Completed Further to an in-depth analysis by the Service and pharmacy colleagues, it was established that this initiative would not be currently suitable for patients under the care of Hospital at</p>	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		Home service at this time. This is due to compatibility issues of common community antibiotics with the required equipment not currently in use in the community.	
	Seven-day criteria led discharge process/model.	Completed Seven-day model for discharge in place in line with Home First criteria	●
Home First Strategy All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.	Digital systems/applications being scoped to enable multiagency access to a single Anticipatory Care Plan (ACP). Roll out single Anticipatory Care Plan to all care and nursing homes in Fife.	Partially Completed ReSPEC Tool (process to create a personalised clinical care in an emergency situation when the person is no longer able to make or express choices) is no longer supported by Scottish Government. In light of the development work around a national digitally integrated health and social care record, it would not be appropriate to build a specific Fife solution and will therefore work with the resources that we have available to us now.	●
	Roll out to Fife Carer's Centre to adopt the form in supporting unpaid carers in using the Anticipatory Care Plan.	Partially Completed Test of change in Levenmouth area building on ACP work where Care Home Advanced Nurse Practitioners (ANPs) are taking the lead with clinical discussions and recording on NHS systems to allow other clinicians to access. Initial focus will be on three	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		<p>care homes in collaboration with the Care Home Support Nurse. The Care Home Staff will continue to have 'what matters to me' conversations with residents and the ANPs will have the more detailed clinical conversations around treatment and escalation and will capture this on special notes on Key Information Summaries (KIS) which can be viewed by secondary care. Alerts can also be added to TRAK which will then be visible on the clinical portal. ANPs discussions will be captured on current ACP documentation.</p>	
<p>Home First Strategy Only individuals who require acute care and whose needs cannot be met at home, or in a homely setting, are admitted to Victoria Hospital Kirkcaldy (VHK).</p>	<p>Recruitment for additional permanent in-reach practitioners that will cover a seven-day service.</p>	<p>Partially completed. Specialist Teams continue to recruit to provide sufficient establishment to support a seven-day service, with models of care being developed.</p>	●
	<p>Enhancing skills in Community Nursing to further support early discharge and prevention of admission through administration of IV antibiotics</p>	<p>Partially completed. In-reach nurse practitioner posts have been introduced supporting smoother, more timely and appropriate discharges to the Hospital at Home service.</p>	●
	<p>Enhance outpatient parenteral antibiotic therapy service delivered by Hospital at Home.</p>	<p>Partially completed. A successful test of change during 2023 and 2024 evidenced that the Hospital at Home In-Reach support</p>	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		significantly increased the number of step-down referrals accepted by this service.	
	Continue to work with the Scottish Ambulance Service (SAS) to increase direct referrals to the Community Respiratory Service for exacerbations of Chronic Obstructive Pulmonary Disease.	Completed Referral pathways continue to be in place between SAS and community respiratory service.	●
Home First Strategy People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.	Integration of community service pathways to increase capacity of services utilising step-up and step-down models of care.	Completed Referral pathways have been reviewed and streamlined.	●
	Seven-day referral acceptance to support discharges, urgent visits and timely treatment for disease exacerbations.	Partially Completed. Poster and abstract developed for NHS Scotland conference. Implemented with qualitative and quantitative discharge profile and robust electronic process. Further development of the model of care between community and acute hospitals has commenced.	●
	In-reach heart failure service to the acute hospital to expedite discharges and enhance the support available in the community.	Cancelled No practitioner role is now in place within the Acute setting, with work ongoing to develop a collaborative model between HSCP and Acute.	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	Continue to work with the Scottish Ambulance Service (SAS) to increase direct referrals to the Community Respiratory Service for exacerbations of Chronic Obstructive Pulmonary Disease.	Partially Completed Referral pathways continue to be in place between SAS and community respiratory service.	●
	Improving the efficiency of scheduling to reduce inefficient travel and time between visits, and maximise care of people in their home environment.	Cancelled Centralised Scheduling project has now been closed following a report to the Partnership's Senior Leadership team (SLT) highlighting estimated costs for potential digital solutions, footfall data analysis, lessons learned and ad hoc improvements by the Services in scope. SLT has decided therefore to stop the project considering the current financial situation versus the considerable investment required whilst limited benefits would be achieved	●
	Scoping of digital systems / applications to realise integration and create locality single points of access.	Partially Completed	●
	Increasing the skill set and staffing in specialist services to increase capacity and ability to expand clinical interventions available in the community.	Partially Completed Increased skill set and collaborative working continues as part of the ongoing service delivery.	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Mental Health and Wellbeing Strategy Improved response to mental health distress and crisis: People experiencing mental health distress or crisis will have access to timely, compassionate support.</p>	<p>We will work collaboratively to ensure that people experiencing mental health distress or crisis receive person centred support, by the right person, in the right time and place by embedding our approach to Distress Brief Intervention (DBI), reviewing our response to urgent and unscheduled care, and continuing to implement the Fife Suicide Prevention Action Plan.</p>	<p>Completed. Following launch of the Fife Distress Brief Intervention (DBI) service in December 2023, delivered by SAMH, the service has been rolled out across Fife, with suicide data informing prioritisation of pathways. Outcome data shows high levels of engagement and significant increase in access to DBI. The Distress Brief Intervention Services has been rolled with suicide data supporting prioritisation of pathways. In 2025 long term funding needs to be identified and allocated to ensure the DBI service continues.</p> <p>In 2024 an options appraisal to determine the future urgent and unscheduled care service model was drafted. In 2025 this options appraisal will be finalised, progressed through the governance structure and the implementation of the identified preferred option will be initiated.</p> <p>We are on track with Fife Suicide Prevention Action Plan Year Two deliverables. Key highlights:</p> <ul style="list-style-type: none"> • Shout text message service • Understanding and Responding to Children and 	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		<p>Young People at risk of suicide guidance updated and disseminated</p> <ul style="list-style-type: none"> • Raising awareness of sources of support: Suicide Prevention campaign; refresh and dissemination of suite of Keeping Connected resources • Workforce development: delivery of suite of mental health and suicide prevention training to key staff groups 	

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

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

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Dementia Strategy Families, care partners and unpaid carers of people living with dementia will be supported to manage their caring role and have a life alongside caring.</p>	<p>Engage with key stakeholders to establish the 'as is' and identify opportunities for change. These will form key actions in our Dementia Strategy Delivery Plan.</p>	<p>Partially Completed. The Dementia Strategy Working Group has a wide representation including representation from Fife Carers Centre to ensure that the voice of families, care partners and unpaid carers is heard throughout the development of self-assessment and action planning.</p> <p>Further to this, the Working Group is working closely with the HSCP Participation and Engagement Team on a preliminary piece of engagement work to share the working groups initial thoughts around the Fife approach. The Working Group is keen to ensure that our key stakeholders are informed, have the opportunity to comment and that we bring our key stakeholders on this journey with us.</p>	<p style="text-align: center;">●</p>



Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Learning Disability Strategy We will be working towards achieving a shared local vision, aligned to the national approach 'Keys to life', to ensure that people with learning disabilities are empowered to:</p> <ul style="list-style-type: none"> • Live healthy and active lives. • Learn to reach full potential. • Participate in an inclusive economy. • Contribute to a fair, equal and safe Scotland. 	<p>A Senior Learning Disability Service Manager will be appointed in 2024. Following this, the Learning Disability Strategic Implementation Group (LD SIG) will be established who will have delegated responsibility for the development, delivery, and oversight of the strategy. They will work collaboratively to plan and undertake extensive consultation activities with key stakeholders to inform a draft strategy and delivery plan.</p>	<p>Not started/delayed.</p>	<p style="text-align: center;">●</p>
<p>Mental Health and Wellbeing Strategy Recovery oriented specialist support, care and treatment: People living with complex mental health conditions can access timely, high quality support, care and treatment which is as local as possible and as specialist as necessary.</p>	<p>We will work collaboratively to improve the experience of care, support, and treatment for people living with complex mental health challenges through the delivery of our Alternatives to Admission project and monitoring of core mental health standards.</p>	<p>Partially Completed. The Alternatives to Admission project has not been established, however working collaboratively to improve the experience of care, support, and treatment for people living with complex mental health challenges continues to be a priority of the Mental Health Service Redesign Programme, for which a Business Case has been drafted and will be progressed through the governance structure in early 2025, to support the programme to progress into delivering its ambitions.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		<p>A self-assessment tool for measuring achievement and progress against the core mental health standards was released by Scottish Government in 2024, we have implemented this and will continue to use it in 2025.</p> <p>Core Mental Health standards are now inbuilt into the Mental Health Services data collection process with an improvement program in place to ensure that any gaps in service delivery aligned to the standards are addressed. Work is continuing with Health Improvement Scotland and Scottish Patient Safety Programme to embed learning from boards across the country as part of the national core standards self-assessment process.</p>	
<p>Workforce Strategy Implement “grow your own” and develop pathways that set out career progression, succession planning and retention. (Attract).</p>	<p>Development of a workforce Succession Planning Model for all levels of roles in adults and community services.</p>	<p>Partially Completed. We are building capacity to develop sustainable programmes through innovative recruitment including a youth apprenticeship programme that is being developed and increasing the numbers of Kings Trust placements and have supported two places via the Life Chances alternative recruitment pathway. Work is also progressing to recruit assistants to</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		further develop plans. This action is carried into the year three workforce plan.	
	Development of a quality training experience for Consultant Psychiatrists.	Completed. A co-ordinated Postgraduate Teaching Programme supported by the Deanery for Doctors with robust supervision arrangements is in place to enhance recruitment and sustain retention levels. There is now established a bimonthly forum for trainees to meet with the Clinical Lead for Education and Training and completion of several actions from an Action Plan which was generated by NHS Education for Scotland (NES).	●
	Grow the Healthcare Support Care Worker (HSCW) role to improve capacity and support career progression.	Completed. The HCSW worker role has developed into a 3-level structure which encompasses Assistant Practitioners at Bands 2, 3, and 4 and has improved the skill mix within wards. Their professional development is supported through attendance at a local college to gain the SVQ (Scottish Vocational Qualification) for each band level, enhancing the practice knowledge and increasing opportunity for development of our workforce.	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	Further develop career pathways to social work roles including aspiring social worker programme.	Partially Completed. Planning is underway with all stakeholders and a plan to launch a programme by October 2025 is set out in the year three workforce plan.	●
	Plan for further Advanced Practice roles within the Assessment and Rehabilitation Centre Model.	Partially Completed. This work is underway, but conversations are taking place regarding the impact of the current financial pressures, which will shape the final design. This action is carried into the year three plan	●
	Develop opportunity to increase the number of Mental Health Officer posts.	Partially Completed Plans are developing with the social work service and the Fife Council Workforce Development Team to stimulate interest. The work includes redeveloping the service level agreement and seeking to increase opportunities for social workers, including the potential for a 6-month secondment, with the overarching goal to double the intake of Mental Health Officer's in Fife. This action is carried into the year three workforce plan.	●
	Further develop career pathways with education including Scot Com medical degree, Foundation Apprenticeships, and	Completed. Development of the ScotCOM undergraduate medical program, to be delivered in partnership with NHS Fife and St	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	Introduction to Health Care in Fife high schools.	<p>Andrews University, is now complete and the first programme goes live in January 2026.</p> <p>A refreshed approach for employers supporting Foundation Apprenticeship work placements has been implemented. This has included devising an employer database with details of responsible contacts, equality information and improved safeguarding requirements for monitoring pupil attending the out of school work placement. The learning programme has introduced attendance at the Health and Social Care career events planned for March each year to provide a progression pathway where pupils can meet employers, consider their career options and connect the course learning to job opportunities.</p> <p>A series of interactive carousel style career events for Fife High Schools has been developed with the first of two dates per year planned from March 2025. The events are specifically for pupils with an interest in a career in health, social care or social work starting with S2 pupils in March, and S4/5/6 in November.</p>	

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Workforce Strategy Invest in our culture and leadership through the Extended Leadership Team, Senior Leadership visibility, leadership development at all levels and organisational development approaches. (Train).</p>	<p>Deliver the second cohorts for the Extended Leadership Team and Integration Leadership Team system leadership courses.</p>	<p>Completed. We have delivered the system leadership courses to the Extended Leadership Team and the third cohort for the leadership course specifically for the Integration Leadership Team is in planning with the second cohort completing in February 2025. The demand is high for this course with a capacity of 16 places across the whole partnership including colleagues in NHS Fife and the independent and voluntary sector. The overall feedback confirms the use of psychometric testing to improve self-awareness and the value this brings to how as leaders they engage with their teams. We have fully embedded our ELT and ILT development approaches with annual development programmes co-designed with our ILT 'Keep Connected' Working Group and a refreshed ELT Programme for 2025/26.</p>	
	<p>Introduce Leadership sessions for enhanced mental health clinical leadership that focuses on developing the strategic role</p>	<p>Completed. The introduction of the leadership sessions facilitated by clinical leads that focuses on developing the strategic role, role models behaviours and enhances understanding of</p>	

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		systems leadership approaches has been received well with the first two sessions well attended and plans are developing for more sessions.	

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

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

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Alcohol and Drug Partnership Strategy Theme: Children, families and communities affected by substance use are supported.</p>	<p>In partnership with Education and Childrens Services, the Alcohol and Drug Partnership (ADP) intends to recommission its whole family support and young people services to improve support for those affected by substance use - either their own use or within their family. The ADP is also closely monitoring all data including risk of overdose, substance use related death and other high-risk situations for young people and plans to establish a process for coordinating, improving, and integrating the quality of support and information provided to families, parents, children, and young people.</p>	<p>Partially Completed. The recommissioning of the whole family support service is delayed due to a whole service and system review undertaken by Childrens Services currently. It is prudent to wait until this has completed so the provision can be fully aligned with the new approach. The service continues to be monitored, and recommissioning is a priority for 2025/2026.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	<p>Through continued investment in its adult support and carer's service for people affected by a family members' use, the ADP will develop a training programme to improve family inclusive practice across the ADP services ensuring the voice of family members is integrated into the system of care.</p>	<p>Partially Completed. Family inclusive practice has been delivered through the implementation of the MAT Standard programme throughout the ADP system of care. This is monitored by ensuring service policy and workforce are provided opportunities for family members to be engaged in care if requested by patients and service users. Scottish Drugs Forum are commissioned to interview service users, family members and staff to provide evidence of MAT Standards implementation from January to March 2024. 15 Family members were interviewed and a further 9 were interviewed again from August to October 2024. There were significant improvements in involvement, awareness of support and services and increased knowledge of MAT Standards and rights. Of the 19 people interviewed and receiving treatment nearly half had their family member involved with their care.</p>	<p style="text-align: center;">●</p>
<p>Children's Services Plan Supporting wellbeing: promote and support the emotional, mental and physical wellbeing of children and young</p>	<p>Continue to develop a programme in relation to sleep.</p>	<p>Partially Completed. These actions are being progressed in partnership with Closing the Equity Gap work.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
people, for example we will support parents and carers to maintain healthier options such as reducing smoking and increasing breastfeeding (where appropriate).	Develop our approach to supporting breastfeeding in the community	The work generated by Closing the Equity Gap is being monitored through Whole Family Wellbeing and Children In Fife.	●
	Focus on the impact of vaping and smoking by young people.		●
Children’s Services Plan Closing the equity gap: improve opportunities and choices for children and young people who experience barriers to good health and wellbeing, for example increasing access to income maximisation advice and looking for ways to minimize the impact of poverty on children’s access to healthcare.	Ensure Getting It Right For Every Child (GIRFEC) is embedded in practice and culture.	Partially Completed. Closing the Equity Gap – Key Priorities and work identified: <ol style="list-style-type: none"> 1. Communications and information provided by Children’s Health Services are clear, inclusive and accessible. 2. Children’s Services understand and advocate the specific challenges children and young people with disabilities and their families encounter. 3. Children’s Services workforce is skilled, knowledgeable and connected with a focus on continued development to support children & young people with disabilities and their families. Action plans are being developed to progress work against each of the key priorities.	●
	Develop income maximisation services.		●
	Link Anchor Institution ambitions to child poverty priority groups.		●
	Develop approach to Was Not Brought.		●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		Whole Family Wellbeing projects: (1) Sleep and (2) Lets Connect were completed in January 2025.	
<p>Children’s Services Plan Promoting children’s rights: ensure that the rights of children are embedded into practice across all services, for example ensuring that the voice of the child, their family and carers is heard in service redesign, and reducing appointment waiting times.</p>	<p>Prepare for United Nations Convention of the Rights of the Child (UNCRC) Act being in force on 16 July 2024 across health services in Fife.</p>	<p>Partially Completed. Completed within Children’s Services but some ‘Partially Completed’ actions outstanding in relation to fully incorporating UNCRC legislation across the wider organisation.</p>	●
	<p>This will involve training, communications, development of a child friendly complaints process, and Children’s Rights Impact Assessment processes, using national resources as appropriate.</p>	<p>Partially Completed. The Participation and Engagement Framework has been refreshed in line with new legislation.</p> <p>Actions identified to progress a partnership approach to the development of a child friendly complaints process and governance processes for Children’s Rights Impact Assessments.</p> <p>A report has been submitted to senior leadership to support wider strategic support for implementation of UNCRC across the wider organisation.</p>	●
<p>Children’s Services Plan Delivering the Promise: improve the experiences and outcomes of those who experience care, are on the edge of care, and have additional needs to support them to live safely at home, for</p>	<p>Continue to develop online learning resources.</p>	<p>Partially Completed. Identified health action from Plan 24-30 (Published June 2024) still to be agreed at national level before being explored at local level.</p>	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>example listening to the views of care experienced young people about our services and making any changes required to improve.</p>	<p>Continue work within Child and Adolescent Mental Health Services (CAMHS) for care experienced young people, with the following;</p> <ul style="list-style-type: none"> • offer a service without a threshold, • offer an initial assessment meeting offered within the waiting time threshold unless there is a lack of response from referring social work service, • increase the number of face-to-face meetings for initial assessment meetings to support collaborative working, • continue with pilot of psychiatric liaison for the service, • report on parenting group outcome information. 	<p>Partially Completed. Partnership Corporate Parenting Plan not yet agreed.</p> <p>Workforce development modules available on TURAS for staff.</p>	<p style="text-align: center;">●</p>
	<p>Begin meaningful engagement with adult services to ensure they recognise their responsibilities to care</p>	<p>Data dashboard being developed in line with Partnership Corporate Parenting Plan.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	<p>experienced children and young people as corporate parents.</p> <p>Review of the governance arrangements currently in place and bring forward recommendations to strengthen them if needed.</p> <p>Exploration of the development of an evaluation and monitoring framework to evidence our progress and the positive impact this has had on care experienced children, young people and families.</p>	<p>Governance arrangements currently in place through Child Health Management Team (CHMT) but require recommendations to strengthen these across the wider organisation.</p>	<p>●</p>
<p>Dementia Strategy People living with dementia will be supported to live well and participate in their community. People living with dementia and their care partners will have access to timely and culturally sensitive information, advice and support.</p>	<p>Review our existing dementia services and assets and consider how these can be strengthened to improve health and wellbeing outcomes for people living with dementia, their families, and carers.</p>	<p>Partially Completed. The Dementia Strategy Working Group is at the beginning stages of using a self-assessment tool to benchmark current activity against the national dementia strategy delivery plan. The outcome of the benchmarking activity will underpin and inform our action plan for Fife to support strengthening existing dementia services, supports and assets to ultimately improve outcomes for people living with dementia, their families and their carers.</p>	<p>●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Mental Health and Wellbeing Strategy Prevention, early intervention and recovery: People will have access to the digital and local resources they need to look after and nurture their own mental health and wellbeing.</p>	<p>We will support early intervention, prevention and recovery by enabling access to integrated community-based services and support shaped by local people through the delivery of the Mental Health and Wellbeing in Primary Care and Community Settings Project.</p>	<p>Completed. Location of existing services and supports have been mapped; digital therapy options have been expanded. Taking into account available resources and using the participation and engagement findings, a Test of Change, 'How services work together in North East Fife' has been developed and agreed which will be taken forward during 2025. Learning from the Test of Change will inform next steps in other localities; further participation and engagement work is planned to help shape and refine digital offer.</p>	<p>●</p>
<p>Prevention and Early Intervention Strategy</p>	<p>Share the approved Prevention and Early Intervention Strategy across the Health and Social Care Partnership and our partner agencies including communicating the P&EI definitions.</p>	<p>Partially Completed. The Easy Read version is being developed and will be uploaded to the Partnership's website.</p>	<p>●</p>
	<p>Promote a culture of proactive health management, leading to healthier individuals and communities</p>	<p>Partially Completed. A rolling programme of work is being progressed via delivery groups and key leads.</p>	<p>●</p>
	<p>Ensure the voices of those who use and those who deliver</p>	<p>Partially Completed.</p>	<p>●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	health and social care services is heard and actively used to inform the development of services and improvement plans.	A rolling programme of work is being progressed via delivery groups and key leads.	

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

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

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Advocacy Strategy Provision of eligibility criteria across Fife which meets the full range of advocacy service requirements as well as meeting our legal obligations, including the Equality Act and Fairer Scotland Duty.</p>	<p>Procurement will progress work for the new advocacy contract (due to start in July 2024).</p> <p>The Joint Advocacy Planning Group (JAPG) will be reinstated to develop a detailed Delivery Plan for the Advocacy Strategy. The JAPG will include colleagues from the Health and Social Care Partnership and other key stakeholder groups: Fife Advocacy Forum, NHS Fife, Fife Council Housing Services and Police Scotland.</p>	<p>Completed.</p> <p>The tender exercise for the renewal of the Independent Advocacy Contract was completed during April - July 2024, with VoiceAbility being awarded the Contract. The new contract commenced in September 2024.</p> <p>Transition meetings took place with both our incumbent supplier (Circles Network) and our new provider (VoiceAbility) bi-weekly to ensure a smooth transition was achieved and that there was no disruption to the service and no impact for our service users.</p> <p>Communications were issued to all service users, social work teams and through our localities.</p>	<p style="text-align: center;">●</p>
<p>Advocacy Strategy Delivery of a comprehensive professional independent advocacy contract which adheres to legislative</p>	<p>The Joint Advocacy Planning Group (JAPG) will be reinstated to develop a detailed Delivery Plan for the Advocacy Strategy. The JAPG will include</p>	<p>Partially Completed.</p> <p>Prior to the COVID-19 pandemic, the Health and Social Care Partnership had established a Joint Advocacy Planning Group (JAPG). The JAPG</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>requirements and meets the advocacy needs of the people of Fife.</p>	<p>colleagues from the Health and Social Care Partnership and other key stakeholder groups: Fife Advocacy Forum, NHS Fife, Fife Council Housing Services and Police Scotland.</p>	<p>had overall responsibility for ensuring that the Advocacy Strategy and supporting Action Plan was implemented effectively during the period 2018 to 2021. Due to the demands of the social care landscape following 2020, the JAPG had not continued.</p> <p>The JAPG was reinstated in 2024 with the first meeting being held in August 2024. The terms of reference for the group were discussed and agreed.</p> <p>The JAPG meetings are currently on hold due to lead for Advocacy and Chair of the group no longer being in post.</p>	
<p>Alcohol and Drug Partnership Strategy Theme: People at most risk have access to treatment and recovery and people receive high quality treatment and recovery services.</p>	<p>A robust performance monitoring framework and surveillance of monthly data from services and from people with lived and living experience will continue, and will inform and measure the impact of the improvement work.</p>	<p>Completed. A performance monitoring framework is in place for the MAT Standards. Process, numerical and experiential data is gathered monthly and reported to the ADP Committee on a quarterly basis with a supporting implementation plan. The service level agreements have been through a full review. They now include the MAT Standards and look for services to provide evidence of implementation if MAT critical and examples of</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
		alignment for those that are MAT compliant. The Service Level Agreements now include standardised reporting templates to ensure quality feedback about service performance in a qualitative and quantitative way. Face to face appointments with service users should be the default as indicated by lived experience groups.	
	One-stop-shops will be considered for extension into other localities and provide bespoke delivery for women affected by substance use who have indicated through lived and living experience evaluations to require focused discreet support.	Completed. One stop shops in Levenmouth, Kirkcaldy and Cowdenbeath locality have continued, and a new group was established with and for women in Methil with regular attendance of 25 women per week. In November, the Cowdenbeath one stop shop has moved from Lochgelly to Cowdenbeath town to respond to increases in harm in this area.	●
	The Alcohol and Drug Partnership (ADP) and its partners will implement recommendations from the joint Health Improvement Scotland and ADP audit and assessment of Fife's residential rehabilitation access service model. This will focus on increasing opportunities for the number of people accessing	Completed. During 2024, in partnership with Health Improvement Scotland and local partners an assessment of pathway to, though and post residential rehabilitation was conducted. In November 2024, a sub-group has been established to action recommendations made within the final Healthcare Improvement Scotland (HIS) report. Some actions	●

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	<p>services and building pathways to ensure there is equity of access for priority groups (women, young people, veterans and people with mental health problems) identified by the Scottish Government.</p>	<p>include fostering a more integrated and responsive system that evolves with emerging needs and best practices, identify and removing direct and indirect barrier for access and better post Residential Rehabilitation recovery support and linkage to community-based provision. Work has consisted of simplifying and redefining criteria to ensure it does not act as a barrier and mapping community support.</p> <p>For the first two quarters of this year, 13 people attended residential rehabilitation. This is a significant increase from previous years when only 10 to 12 people attended for the full year. There is an even split between alcohol and drug use for this treatment pathway</p>	
<p>Learning Disability Strategy We will have a robust framework in place for monitoring the impact of our local strategy (and services) and supporting continuous improvement processes which will include the development of local experience and outcome measures.</p>	<p>Through consultation we will identify the outcomes we want to achieve and coproduce measures and tools (including experience surveys) to monitor if these outcomes are being achieved and where we need to improve.</p>	<p>Not started/delayed.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Mental Health and Wellbeing Strategy Talking about Mental Health: People will be able to talk more openly about mental health and wellbeing, without fear or judgement, and feel supported to seek help if needed.</p>	<p>We will work with partners, staff, local communities, and individuals to challenge mental health stigma and discrimination by coproducing and delivering a Fife Mental Health Strategy Communications Plan, aligned to national anti-stigma and awareness raising campaigns.</p>	<p>Partially Completed.</p>	<p style="text-align: center;">●</p>
<p>Primary Care Strategy A localities-based approach to the transformation of Primary Care Services in Fife that ensures services are co-designed with communities to better meet the needs of people, families, and carers.</p>	<p>We will implement the Fife wide primary care strategic communication and engagement plan and through our locality action plans, cluster improvement plans, and strategic performance and assurance framework, we will evaluate the impact of delivery of the strategy in line with our communities needs, and seek opportunities for ongoing improvement in our approaches and impact, with a focus on quality outcomes for people, families and carers.</p>	<p>Completed. The strategic priorities for 2025 remain sustainability and quality. We continue to focus on effective communication and engagement through our agreed communication plan now being implemented working collaboratively with all stakeholders including our communities across all seven localities of Fife.</p>	<p style="text-align: center;">●</p>

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

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

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Commissioning Strategy Commission high quality, local, sustainable, and collaborative services that are person-centred and outcome-focussed, that support the delivery of care provision at the right time and in the right place, and enable people to live independent and healthier lives in their own home, and within their own community.</p>	<p>Fife's Care at Home Collaborative continues to develop, with an annual Work Plan in place to support collaboration across care at home providers in Fife. In 2023, the Health and Social Care Partnership, along with Fife based care home providers, began discussion around establishing a Care Home Collaborative. In 2024, the Partnership and the providers will continue to develop the collaborative model to support local care home providers and aiming to bring closer working relationships across this sector.</p>	<p>Completed. Fife's Care at Home Collaborative continues to develop and mature, and attendance at meetings remains high, with active engagement Annual workplan continues to develop and evolve, considering key themes and priorities for care at home providers in Fife.</p> <p>Our Care Home Collaborative is still developing and will continue to evolve, aiming to bring care home providers from across Fife to work closer together and establishing closer working relationships. Meetings and planning for ongoing development of this Collaborative will continue into 2025.</p>	<p>●</p>
	<p>During 2024, several care contracts will be awarded through formal tendering processes, supported by Fife Council's Procurement Service.</p>	<p>Completed. Fife HSCP has worked closely with Procurement colleagues to complete tender exercises, direct awards and minutes of variation as appropriate in</p>	<p>●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	<p>The main contract to be awarded will be the framework for Supported Living Services, where a number of care providers will be accepted onto the contract framework, and we will build on existing services and relationships, or establish new relationships with new providers who want to deliver care and support services in Fife, with an expectation that all care providers will provide high quality and local services to the people in Fife who need care and support in their own home.</p>	<p>line with the relevant Public Procurement legislation.</p> <p>Service Level Agreements have been reviewed and updated as appropriate in line with Fife Council's Monitoring and Evaluation Framework.</p>	
<p>Dementia Strategy Our workforce (including partners) will be supported. skilled and equipped to best support those living with dementia.</p>	<p>We will recruit a Dementia Coordinator Post and re-establish the Dementia Strategic Implementation Group who will consult on, understand, and progress a plan to support the needs of the workforce.</p>	<p>Partially Completed. The Dementia Strategy Working Group was established in 2024 with the first working group taking place in November 2024.</p> <p>Recruitment for a Dementia Coordinator Post has been paused. This is due to the working group being in its early stages. There will be self-assessment activity carried out which will help to determine if the need for this post still exists. This also takes account of the wider financial position of Fife HSCP.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Mental Health and Wellbeing Strategy Our workforce: Our core and wider mental health and wellbeing workforce is diverse, skilled, supported and sustainable.</p>	<p>We will strengthen and diversify our core mental health workforce by commissioning, supporting, and evaluating a pilot to embed peer practitioners in Community Mental Health Teams.</p>	<p>Completed. Following a competitive application process, the project implementation group awarded SAMH a grant to deliver this pilot project. SAMH and the Dunfermline and West Fife Community Mental Health Team (CMHT) are working closely to develop the service. A specialist research company, Habitus Collective, were successful in a competitive application process for the evaluation of the three-year pilot. The project is ready to go live, pending approval of a data sharing agreement to enable SAMH employed peer practitioners' appropriate access to NHS systems in order to work safely with the risk and complexity that can be associated with CMHT patients.</p>	<p style="text-align: center;">●</p>
<p>Primary Care Strategy A sustainable primary care workforce delivering the right care, to the right people, at the right time and by the right person.</p>	<p>With our strategic focus on the priorities of quality and sustainability, we will continue to develop and deliver the primary care workforce plan in collaboration with our independent contractors and managed services aligned to the Partnership's Workforce Strategy Year Two deliverables.</p>	<p>Partially completed. Our strategic focus remains the priorities of quality and sustainability. We continue to develop and deliver the Primary Care Workforce Plan in collaboration with our independent contractors and managed services aligned to the Partnership's Workforce Strategy Year Two deliverables.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
<p>Prevention and Early Intervention Strategy Preventative care is fully embedded in care services across Fife.</p>	<p>Establish a Prevention and Early Intervention Strategy Implementation Group (P&EI SIG) consisting of key stakeholders to collaborate and guide the implementation process. Additional delivery groups will contribute and support the P&EI SIG providing feedback and insights to aid decision making process.</p>	<p>Completed.</p>	<p>●</p>
<p>Re-imagining Third Sector Commissioning An outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs.</p>	<p>Further develop annual monitoring of activities, to be sorted by domains, which will be reported to the Strategic Planning Group to ensure alignment to strategic priorities and local needs, and provide evidence of need to relevant decision-making groups.</p>	<p>Partially Completed. Organisations with newly developed SLAs from exercise below in 2024 are currently being subjected to an annual monitoring exercise to determine performance against the expectations of the SLA and reflect revisions in SLA for 2025/2026. Further work will then be required using this data in the summer to report against strategic priorities.</p>	<p>●</p>
	<p>Develop new health and social care Service Level Agreement (SLA) template, aligned to the wider Fife Council SLA template review, which will better record outcome focussed activities, incorporate specific collaboration activities and</p>	<p>Completed. New SLAs will be subject to review and possible revision by June each financial year following annual monitoring exercise as per Fife Council's Monitoring and Evaluation Framework.</p>	<p>●</p>

Where do we want to be in 2026	In 2024, we will:	Update January 2025	RAG Status
	expectations of facilitating participation and engagement.		
Strategic Planning Group 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.	Continue to monitor and manage quality and performance updates for the supporting strategies and related delivery plans as they are implemented.	Completed. The Strategic Planning Group (SPG) had five meetings in 2024. This included reviewing 16 updates (Flash Reports) and three Annual Reports for the Strategic Plan's supporting strategies.	●
	Review and support draft strategies as they are developed, and ensure alignment with the Partnership's strategic priorities.	Completed. During 2024 the SPG supported the development of six new strategies and related delivery plans.	●
	Contribute to the development of the Partnership's Annual Performance Report 2023 to 2024.	Completed. The SPG also provided feedback on the Partnership's Annual Performance Report 2023 to 2024 which was approved by the Integration Joint Board in July 2024.	●

Section 3



Strategic Plan 2023 to 2026 Year Three Delivery Plan (2025)

www.fifehealthandsocialcare.org



Introduction

There is much we can be proud of over the last year, there is always more we can do to improve on the care and support we deliver and how we do this, and we have great foundations in place to build on this year.

Our financial position was challenging last year and given the finite budget for the year ahead and the increasing demand for services it is likely that the financial challenges will continue. It is a statutory duty for Fife's Integration Joint Board to deliver a balanced budget, therefore essential for us to continue on our transformation journey, look at different ways to deliver care and support and reduce non-critical spending where we can. It is more important than ever to focus on integrated working with our partners and colleagues from the independent and third sectors to provide the best care and support we can and best value with the resources we have available – it's a tough ask, however working together with a common purpose to do the best for the people of Fife, those working across health and social care will help us to do this.

The strategies developed that underpin our Strategic Plan have helped us to focus on key areas we want to progress this year and the activities we want to deliver including support for carers and access to information, upskilling our workforce and reduce spending on supplementary staffing, improvements to advocacy support, support for families and communities affected by substance use, the continued promotion of preventative care and population wellbeing.

Lots of great work ahead and opportunities to make a difference, we look forward to working with you all to deliver our collective ambitions for Fife.

Best wishes

Lynne and David



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



David Ross
Chair, Fife Integration Joint Board

Year Three Delivery Plan (2025)



Local

Where do we want to be in 2026	In 2025, we will:
<p>Carers Strategy All commissioned partners will have been reviewed within a three-year period and reported on their performance in line with SLA expectations.</p>	<p>Utilise the results of the commissioned providers review that took place in 2024/2025 to underpin a refreshed approach that ensures providers plans are fully connected to our Carers Strategy Delivery Plan for 2025/2026.</p>
<p>Carers Strategy The service to access ACSP will be easy to access, streamlined, co-ordinated, meaningful and highly regarded by carers,</p>	<p>Complete the ongoing review to inform the improvement of our approach to preparing Adult Carer Support Plans both internally and through commissioned partners. The focus of this work is to ensure all carers who are identified are offered an Adult Carer Support Plan within the recognised timeframe.</p> <p>We aim to deliver 2,000 offered <u>and</u> completed Adult Carer Support Plans (including reviews) during each year. These are in addition to the Adult Carer Support Plans that are commissioned to be offered by our commissioned partners, specifically Fife Carers Centre and Fife Young Carers, which are monitored through individual organisations' service level agreements.</p>
<p>Carers Strategy Carers will certify, through the carers experience survey, that they have easy access to quality information.</p>	<p>Work with our internal and external partners to continue to raise awareness of the range of supports available to unpaid carers, including the continued development of information that is easily available in accessible formats and in places that carers have asked that it is made available.</p>

Where do we want to be in 2026	In 2025, we will:
We have a coordinated communications and awareness raising campaign in place.	
Dementia Delivery Plan People will have access to the information that they need, in a way that is accessible to them, to make informed decisions about their care, treatment, support and housing options.	We will review all of our information to ensure that it is accessible to everyone including all protected characteristics groups. We will review the accessibility of our information to ensure people have equal access and ensure that throughout a person's dementia journey that information is available at each transition stage.
Home First Strategy Single Handed Care is the preferred pathway for appropriate patients.	Single Handed Care will be fully implemented in Fife, following successful roll out in the community setting, the community hospitals wards will implement with Queen Margaret Hospital, being the first in Fife to adopt this new model of care with enhanced staff training and specialist equipment. Roll out to remaining hospitals will take place during 2025.
Home First Strategy Community Rehabilitation and Care model implemented in Fife, complimented by suitable bed-based model and enhanced wrap around in the community.	Community Hospitals Review project to deliver two wards repurposing and frailty/ stroke and neurorehabilitation specialist centres in Fife during 2025.
	Continue to commission Red Cross services for further 12 months in line with HF strategy, all patients considered for home to assess model rather than progression to assessment bed.
	Review of interim care beds to include Short Term Assessment and Rehabilitation model (STAR) and Assessment beds will conclude with the future model of interim beds for Fife, with outcomes to be delivered in 2025.
Home First Strategy Redesigned community model of assessment and rehabilitation	A virtual multi-disciplinary team (MDT) will be established between the Community Nursing ANPs team, therapy staff from the Intermediate Care Teams (ICT) and a senior member of the medical team.
	This MDT will facilitate and support the shift from a clinic-based setting to a community/home-based setting for patients Fife wide ensuring the most frail people can proactively be assessed and treated.
Mental Health and Wellbeing Strategy People will feel part of mentally healthy, compassionate and supportive families, workplaces and communities.	Make mental health services and supports easier to access by improving community-based mental health services with lessons learned from previous projects that involved people's input.

Sustainable

Where do we want to be in 2026	In 2025, we will:
<p>Alcohol and Drug Partnership Strategy Children, families and communities affected by substance use are supported.</p>	<p>In partnership with Education and Childrens Services, the Alcohol and Drug Partnership (ADP) recommissioned the whole family support and young people services to improve support for those affected by substance use - either their own use or within their family.</p>
<p>Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.</p>	<p>Work with our data teams to develop ways to extend and improve the quality of data collected around diagnosis and post diagnostic support (PDS) including the method of PDS offered, chosen and associated qualitative outcomes.</p>
<p>Mental Health and Wellbeing Strategy People will have access to web-based supports that provide self-administered mental health screening, monitoring of symptoms, coaching on self-care, and digital therapies.</p>	<p>Support new digital tools that help people access therapy, learn about mental health, and connect with others online.</p>
<p>Primary Care Strategy Sustainable, accessible Primary Care Service for all people across Fife.</p>	<p>The strategic priorities for 2025 remain sustainability and quality.</p>
<p>Workforce Strategy The sustainable workforce model is improved by increasing the number of permanent staffing. The cost of supplementary staffing for the Partnership is reduced to support our Medium-Term Financial Strategy.</p>	<p>Develop actions around reducing nursing supplementary staffing, including bank and agency nursing staff usage, and monitor the impact on financial and quality of care through the remaining use of supplementary staffing and reconfiguration of the nursing workforce. (Plan)</p> <p>There are formal ways to ‘Attract Back’ in Social Care, Social Work, Nursing and Allied Health Professions including:</p> <ul style="list-style-type: none"> • The Scottish Social Services Council (SSSC) has introduced a flexible approach to registrable qualifications utilising benchmark care qualifications to stimulate retention/attraction to work in social care

Where do we want to be in 2026	In 2025, we will:
	<p>without the need to requalify, instead registrants will complete additional continued professional learning (CPL) topics.</p> <ul style="list-style-type: none"> • Introduction of return to practice requirements for social workers who have been out of practice and off the SSSC Register for more than two years. • In October 2024, the NHS Education for Scotland (NES) Return to Practice (RTP) for Nursing contract was secured by Glasgow Caledonian University for all health boards. There are two intakes per year with Fife. • Former Allied Health Professionals returning to practice are guided by national protocols developed by NES and followed in Fife, including a return to practice placement.
<p>Workforce Strategy Health and Social Care students with a mandatory work placement are employed in the partnership and support an increase in applications to study health and social care courses whilst simultaneously supporting staff recruitment because of the ability to combine earning and study.</p>	<p>Promote and implement the higher education ‘Earn and Learn’ placement model for full time Social Care students to be in employment as part of the college course programme for students starting in the academic year 2025/2026 alongside the continued development and implementation of the ‘Life Chances’ model. (Attract)</p>
<p>Workforce Strategy We increase the number of 16 -24-year-olds securing employment in health and social care. This will be measured against the current workforce data demographics to support a future targeted position for the 2025/28 workforce plans.</p>	<p>Collaborate with education and college partners to develop a youth apprenticeship programme in social care in sufficient numbers directed by the workforce data to mitigate loss of skills aligned to our aging workforce. (Attract)</p>

Where do we want to be in 2026	In 2025, we will:
<p>Workforce Strategy We will be able to evidence an increase of staff upskilling to support service users with higher acuity to be supported in environments that are familiar and with staff known to them. The benefits will be to reduce absence cases caused by stress related causes</p>	<p>Operate an active portfolio review – to ascertain how staff will manage the increased complexity including developing skills to support changing needs and higher acuity or complexity within the community or home/homely setting through Hospital at Home, palliative care, and social care. (Train)</p>
<p>Workforce Strategy We have internationally recruited nurses extend their skills to register with the NMC and to achieve parity of training with NHS nurses in a cost-effective way.</p>	<p>Extend the Objective Structured Clinical Examination (OSCE) programme for nurses recruited internationally in independent nursing homes to achieve an OSCE test which is required to practice within the UK before they can register with the NMC. (Train)</p>
<p>Workforce Strategy This becomes a flagship programme for Fife; eventually reaching into colleges, service user groups and the local community. This can place Fife at the forefront and ensure that we understand and proactively respond to our workforce needs, whilst future ensuring that we are actively planning our future workforce needs</p>	<p>Launch a “Pilot Aspiring Social Worker” flagship programme within Fife, which will seek to encourage, inspire, and nurture the next generation of Social Workers within our own workforce, seek to use our own talent amongst our Social Work Assistants, and eventually extending the proposal to the wider Fife community in a “Grow Your Own” scheme. (Train)</p>
<p>Workforce Strategy Our managers will be enabled to understand their role against benchmarked criteria to ensure consistency and readiness of the role. The benefits will be increased retention and improved consistency of information.</p>	<p>Pilot and launch the managers Essential Learning Programme which supports healthcare managers to access essential learning within 100 days ensuring transferable skills across an important area of practice. (Nurture)</p>

Wellbeing

Where do we want to be in 2026	In 2025, we will:
<p>Alcohol and Drug Partnership Strategy</p>	<p>Implement the whole population for alcohol logic model with partners from Plan for Fife's Community and Wellbeing Partnership.</p>
<p>Childrens Services Plan</p> <p>Closing the Equity Gap: Sleep Project outcomes</p> <p>Long term:</p> <ul style="list-style-type: none"> • Sleep Advisors will disseminate learning and support colleagues to deliver consistent messages about sleep. • Increase in early intervention support, preventing escalation and crisis. • Whole system approach in the workforce – Sleep is everyone’s business. • National and local support via Sleep Networks (out of scope). • Staff to stay up to date with sleep science and support (out of scope). 	<p>Closing the Equity Gap: Whole Family Wellbeing (WFW) Sleep Project outcomes.</p> <p>Short term:</p> <ol style="list-style-type: none"> 1. 500 multiagency Children’s Services staff will have completed Sleep Awareness training delivered by Sleep Action. An additional 12 Sleep Counsellors will be trained. <p>Medium term:</p> <ol style="list-style-type: none"> 1. Increased confidence of the workforce to support sleep. 2. Staff reporting improved sleep knowledge and skills.
<p>Childrens Services Plan</p> <p>Closing the Equity Gap:</p> <ul style="list-style-type: none"> • Communications and information provided by Children’s Health Services are clear, inclusive and accessible. 	<p>Closing the Equity Gap:</p> <ol style="list-style-type: none"> 1. Demonstrate improvements across Children’s Services in relation to compliance with health literacy standards. 2. Utilise Fife data and knowledge regarding children & young people with disabilities to increase the profile, understanding and experiences of this population.

Where do we want to be in 2026	In 2025, we will:
<ul style="list-style-type: none"> • Children’s Services understand and advocate the specific challenges children and young people with disabilities and their families encounter. • Children’s Services workforce is skilled, knowledgeable and connected with a focus on continued development to support children and young people with disabilities and their families. 	<ol style="list-style-type: none"> 3. Agree core training for Children’s Services workforce in relation to effectively supporting children & young people with disabilities. 4. Complete Whole Family Wellbeing (WFW) projects (1) Lets Connect 2) Sleep.
<p>Mental Health and Wellbeing Strategy People will feel comfortable talking about their mental health, will not feel alone, and will be able to access opportunities and inclusive services and supports when they need them.</p>	<p>Take focused action to understand and tackle the factors that cause mental health stigma, discrimination, and exclusion, especially for under-represented, minority, vulnerable, or disadvantaged groups.</p>
<p>Prevention and Early Intervention Strategy By promoting preventative care individuals may be able to identify and address health issues before they escalate.</p>	<p>Identify/develop tools and signposting to information so individuals can make informed decisions about their health and wellbeing and actively participate in prevention and early intervention activities.</p>

Outcomes

Where do we want to be in 2026	In 2025, we will:
<p>Advocacy Strategy We will meet our statutory responsibilities to provide independent advocacy for specific groups of people.</p>	<p>Continue to carry out contract monitoring activity to ensure that the Independent Advocacy Contract is being delivered as per Contract specification and that this continues to meet the ongoing needs of those who require access to independent advocacy support in Fife. This will ensure that NHS Fife, Fife Council and Fife Health and Social Care Partnership continue to meet their statutory obligations.</p>
<p>Advocacy Strategy More people will be aware of advocacy support available in Fife and how to access this.</p>	<p>Working in partnership with Fife Advocacy Forum, we will support and share awareness raising activity throughout our networks including Fife Advocacy Week which was started in October 2024 and will continue annually.</p>
<p>Advocacy Strategy There will be a model in place for Fife Advocacy Providers to demonstrate the positive impact of independent advocacy.</p>	<p>Working in partnership with Fife Advocacy Forum, we will support the development of the Logic model which will map local and national advocacy outcomes to demonstrate the positive impact that independent advocacy services have in Fife.</p>
<p>Dementia Delivery Plan People living with dementia will be supported to live well and participate in their community and will feel physically comfortable and safe in their home environment.</p>	<p>We will use a self-assessment tool to benchmark Fife's performance against the national dementia strategy deliverables and thematic priorities and establish our current position. This work will inform the development of an action plan for how we improve services and outcomes for those who are living with dementia in Fife and those who are supporting people living with dementia in Fife.</p>
<p>Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.</p>	<p>Ensure that we gather equalities data to gain an understanding of dementia prevalence rates of those with protected characteristics.</p>

Where do we want to be in 2026	In 2025, we will:
<p>Dementia Delivery Plan Increased collection and analysis of qualitative and quantitative data to inform and support service planning and delivery for individuals living with a dementia diagnosis and those who care for them.</p>	<p>Ensure that we are collecting meaningful information on outcomes and the difference that accessing various care and supports services has made for those with a dementia diagnosis and those who care for them.</p>
<p>Mental Health and Wellbeing Strategy People's quality of life will improve through inclusive, timely access to appropriate high quality mental health information, support and services.</p>	<p>By end of 2025 we will have delivered the final year of the three-year Fife Suicide Prevention Action:</p> <ol style="list-style-type: none"> 1. Suicide prevention activity will be visible across strategies, workstreams and policy areas in Fife. 2. Progress will be made in supporting individuals, communities, and the workforce in Fife to be suicide aware and able to respond to those in need of support. 3. There will be increased awareness amongst individuals and families living in Fife who have been affected by suicide of the support available to them. 4. Suicide prevention action in Fife will reflect lived experience insight and routinely use data, research and intelligence to inform activity.
<p>Primary Care Strategy Primary Care Services which ensure a consistent approach to delivery of quality, person centred care working in partnership with health and social care services across Fife.</p>	<p>Communication remains a key enabler, and we will continue to engage across our localities and communities in line with the principles of our communication plan.</p>

Integration

Where do we want to be in 2026	In 2025, we will:
<p>Alcohol and Drug Partnership Strategy Treatment and recovery services are easily accessible and high quality</p>	<p>Further implement the MAT Standards using the FAIR model and have widened the application of the standards to other aspects of care and support across the ADP system of care and with key partners as outlined in standards 6 to 10.</p>
	<p>To have completed implementation of the Residential Rehabilitation. Specifically, to have focused on developing tailored pathways for more of the vulnerable populations, ongoing efforts aim to accurately map the current demand for RR and the specific needs of target groups, such as men and women who use substances, individuals with mental health problems and veterans. Furthermore, an Equality Impact Assessment (EQIA) will be conducted to evaluate the accessibility of these pathways and identify potential barriers, ensuring that RR initiatives are inclusive and effective for all vulnerable groups.</p>
	<p>A communication plan covering annual events and agreed processes to manage ad-hoc alerts. In house re-brand and functional website will be complete whilst providing the bespoke messaging that the ADP require.</p>
<p>Commissioning Strategy We will have a clear understanding of the impact of the Commissioning Strategy 2023 – 2026 and establish how this can be further embedded across Fife HSCP and our partners.</p>	<p>We will conduct and complete a consultation with HSCP staff and our partners in the independent and third sector to measure awareness and understanding of Fife’s Commissioning Strategy and compliance with the Commissioning Principles.</p>
	<p>We will produce an annual report that will capture the activity completed in years one and two of the Commissioning Strategy along with feedback from the surveys.</p>

Where do we want to be in 2026	In 2025, we will:
	We will use the feedback from the surveys to develop an action plan based on key findings and suggested areas of improvement.
Commissioning Strategy Contracts and Service Level agreements will be in place as appropriate for all care and support services as detailed on the Procurement Activity tracker and Commissioning Strategy Delivery Plan.	Fife HSCP will work closely with procurement colleagues to complete tender exercises, direct awards, minutes of variation as appropriate in line with the relevant public procurement legislation. Service Level Agreements will be reviewed and updated as appropriate and in line with Fife Council's Monitoring and Evaluation Framework.
Commissioning Strategy We will have a clear understanding of the impact of the Commissioning Strategy 2023 – 2026 on members of the public and establish if members of the public feel that we are commissioning services in line with our vision.	As part of the development of the Commissioning Strategy, we engaged with the public in 2023. We will conduct and complete a further consultation with the public to measure awareness of the Commissioning Strategy and the extent that the public feel that Fife HSCP are meeting our vision and commissioning principles in the way that we design and deliver social care services and supports. The feedback from public engagement will inform action planning around next steps and areas for improvement. This information will be included in further updates to the Strategic Planning Group.
Dementia Delivery Plan There will be clear governance structures and reporting routes for all dementia development and support activity in Fife.	Review our governance structures and all groups that are in place to support dementia developments in Fife with a view to streamlining these groups to avoid duplication and achieve a clear governance structure where reporting routes are clear.
Mental Health and Wellbeing Strategy People will receive services and supports which are based on an understanding of their values, needs and experiences.	Use a "no wrong door" approach, meaning no one will be turned away or have their referral rejected. People will always be guided to the right help.

Where do we want to be in 2026	In 2025, we will:
<p>Prevention and Early Intervention Strategy Prevention and early intervention approaches/ interventions become part of routine care across services and organisations.</p>	<p>Design and deliver a communication plan that ensures all stakeholders are well informed and able to lead on the implementation.</p>
<p>Prevention and Early Intervention Strategy More knowledgeable and competent workforce that is better equipped to address issues proactively and effectively.</p>	<p>Provision of training and capacity-building opportunities for staff from all agencies to ensure they have the necessary skills and knowledge to apply it to their day-to-day practice.</p>
<p>Primary Care Strategy Working in partnership with all stakeholders using the resources available to deliver Primary Care Services which are resilient and fit for the future.</p>	<p>We continue to focus on effective workforce planning across all independent contractors applying the guiding principles of attract, recruit, nourish and retain working in partnership with key stakeholders.</p>
<p>Strategic Planning Group The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available resources to support health and well-being improvements for the people of Fife.</p>	<p>Continue to monitor and manage quality and performance updates for the supporting strategies and related delivery plans.</p>
	<p>Contribute to the development of the Partnership's Annual Performance Report 2024 to 2025.</p>
	<p>Make a lead contribution to the development of the new Strategic Plan 2026 for Fife Health and Social Care Partnership.</p>

Conclusion

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

The health and social care landscape continues to evolve and, similar to many areas of Scotland, we face multiple challenges including increased demand for services, financial pressures, national workforce reductions which impact the recruitment and retention of staff, and an aging population with increasing complex needs. Despite these problems, Fife Health and Social Care Partnership has made good progress over the last two years. Building on the improvements introduced in 2023, during 2024 we have completed 27 actions and progressed another 46 of the actions that were planned.

As we transition into the final year of the current Strategic Plan, we know that there is still more work to do. We have identified 61 actions that we plan to deliver in 2025. These changes and improvements will ensure that our services and support continue to be sustainable and available to people in the greatest need, when and where they need our help. We will also encourage people and local communities to consider, and where possible implement, preventative and anticipatory approaches that prioritise self-care and maximise opportunities for individuals, their families and carers to live independent and healthier lives.

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



Appendix

National Health and Wellbeing Outcomes for Health and Social Care		Fife 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
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, Outcomes
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

Public Health Priorities for Scotland		Fife 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