



# Strategic Plan 2023 – 2026

## Year One Report 2023

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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 One Delivery Plan.

During 2023, 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 One Delivery Plan includes 50 separate actions. This Report provides an update on these actions as of January 2024. 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 2024, and achieving our ambition to improve the health and wellbeing of everyone across Fife.



Fiona McKay  
Head of Strategic Planning, Performance and Commissioning  
Fife Health and Social Care Partnership

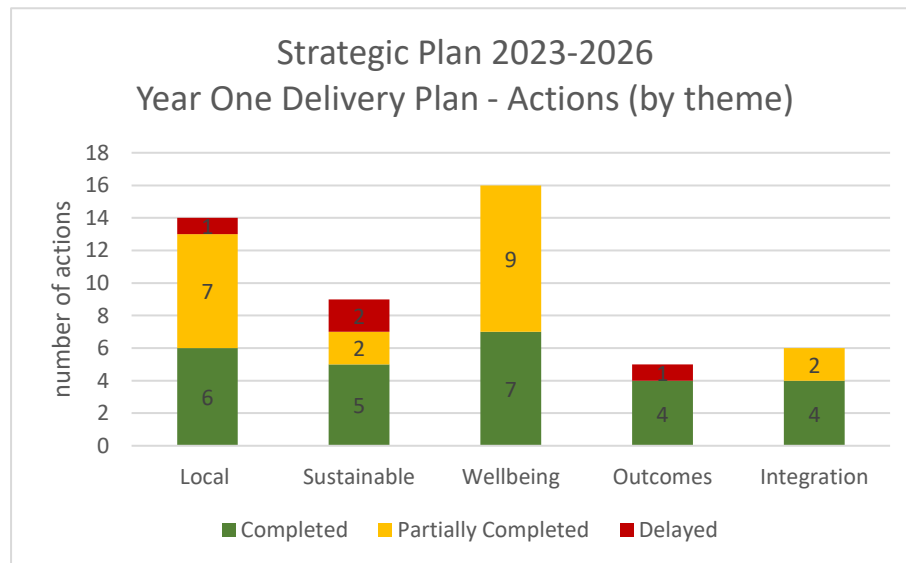
## Introduction

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](http://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. The 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 top five priorities of the relevant supporting strategies.

The Year One Delivery Plan was approved by the IJB in March 2023 and is available here: [www.fifehealthandsocialcare.org/Strategic-Plan-Delivery-Plan-2023](http://www.fifehealthandsocialcare.org/Strategic-Plan-Delivery-Plan-2023).

The Year One Delivery Plan included 50 separate actions. This Year One Report 2023 provides an update on these actions, the improvements we have delivered, and any activities which are still ongoing (some of these will be carried forward into 2024).



This graph includes an update for each of the 50 actions (updated in January 2024).

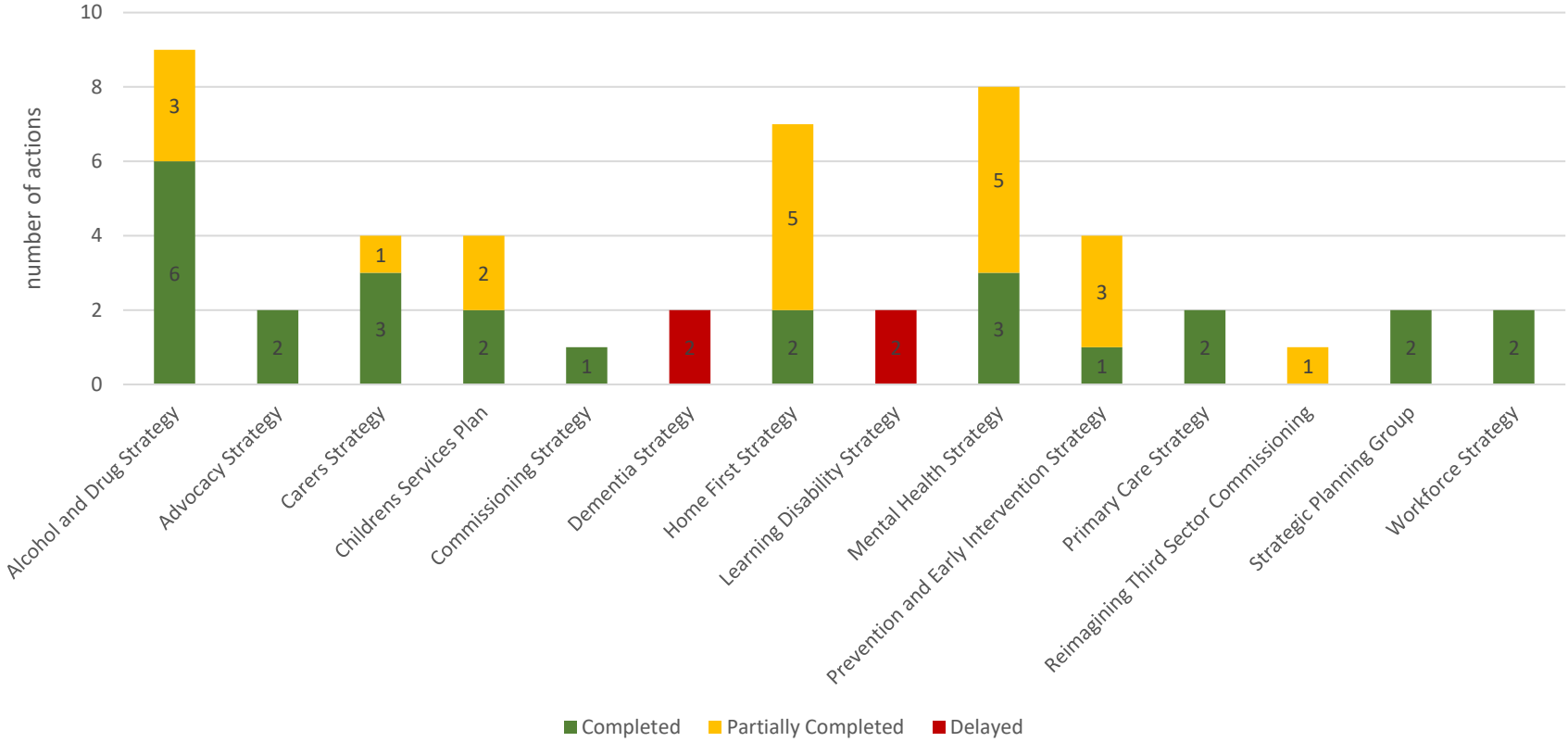
Green = Completed

Amber = Partially Completed

Red = Delayed\*

\*Some actions will be carried forward into 2024, others have been updated or replaced with new, more relevant actions (for example in response to national changes).

### Strategic Plan 2023-2026 Year One Delivery Plan - Actions (by strategy)



This graph includes an update for each of the transformational and supporting strategies (updated in January 2024). Several of the strategies and their related delivery plans are still in development, these will be progressed in 2024.

# In 2023:

8 strategies were approved by the IJB

- Advocacy Strategy
- Carers Strategy
- Commissioning Strategy
- Home First Strategy
- Local Housing Strategy
- Medium Term Financial Strategy
- Primary Care Strategy
- Risk Management Strategy

6 more strategies are in development

- Alcohol and Drug Partnership Strategy
- Dementia Strategy
- Digital Strategy
- Learning Disability Strategy
- Mental Health Strategy
- Prevention and Early Intervention Strategy

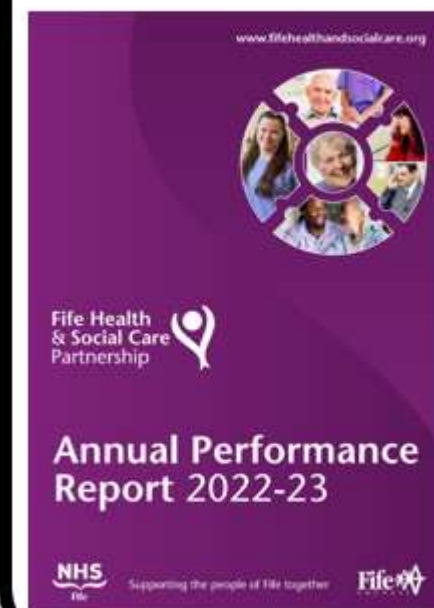
You can find more information on our website:  
[www.fifehealthandsocialcare.org/publications](http://www.fifehealthandsocialcare.org/publications)

5 meetings of the  
Strategic Planning Group



we produced 6  
Easy Read Translations  
of our key strategies

we published our  
Annual Performance Report



we created 6 Sways  
to help promote our  
strategic documents



## 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 One Delivery Plan identified the actions we planned to take in 2023 to help us achieve these goals. This Year One Report 2023 provides an update on those actions, the improvements we have delivered, and any activities which are still ongoing.

However, the health and social care landscape is continually evolving, and therefore we also need to update some actions to reflect developing needs and expectations. For example, the Scottish Government's new Mental Health Strategy was published in 2023 and includes ten priorities to improve mental health for everyone in Scotland. This work has informed the development of Fife's new Mental Health Strategy which will be published in 2024.

The Delivery Plan for the national Mental Health Strategy is available here: [www.gov.scot/publications/mental-health-wellbeing-delivery-plan-2023-2025](http://www.gov.scot/publications/mental-health-wellbeing-delivery-plan-2023-2025)

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

### Local Outcomes



Where relevant, we have updated the actions planned for 2024 to ensure that Fife's Year Two Delivery Plan continues to align 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

During 2022, the Equality and Human Rights Commission (EHRC) completed an online audit of the equality impact assessments published by Integration Joint Boards across Scotland. This was followed by a national workshop and specific guidance for each individual IJB. All Boards were also required to complete mandatory improvement actions by March 2023.

Fife Integration Joint Board published its 'Mainstreaming the Equality Duty and Equality Outcomes Progress Report' in March 2023. The report is available on our website and includes the Partnership's five new equality outcomes for 2023 to 2026: [www.fifehealthandsocialcare.org/publications](http://www.fifehealthandsocialcare.org/publications).

5. Improved understanding and better relations between individuals and groups who share a protected characteristic, and those who do not.

1. Improved collection and use of equality data, including protected characteristics, to support service planning and delivery, and promote mainstreaming of equality rights.

4. Greater diversity and an inclusive workforce culture, with employees from all backgrounds and cultures reporting that they feel increasingly valued.



2. Individuals with lived experience of inequality and exclusion will have more opportunities to get involved and share their views, concerns, and suggestions for improvement across the Partnership.

3. Increased collaboration with communities and partners that have experience and expertise working with groups that have a protected characteristic, leading to improved health outcomes for individuals, their families and carers.

A new IJB Equality Peer Support Network was established in January 2023 to provide a mutually supportive forum where IJB equality colleagues from across Scotland can collaborate, share expertise, and link directly with the EHRC to promote best practice. Fife has been actively involved in the Peer Support Network and will continue to participate during 2024 (Equality Outcome 3).

All of the specific actions required by the EHRC were completed within required timescales, and Fife's updated Equality Impact Assessment Process was highlighted by the EHRC as an example of best practice (Equality Outcome 5). Some of the other equality activities completed in 2023 are included below.



We are working in partnership with the Fife Centre for Equalities to develop our equality, diversity and inclusion journey as part of our Workforce Strategy 2022 to 2025. Our staff survey “iMatter” showed an improvement on the key question “I am treated with dignity and respect” from last year. The overall experience of working for Fife Health and Social Care Partnership also demonstrated an improving picture (Equality Outcome 4).



### Equality Outcome 1

- We have updated our Equality Monitoring Forms to include specific questions for unpaid carers and the armed forces community (including families and dependents, veterans and reservists).



### Equality Outcome 2

- We have updated our website to include more information on equalities and we have published Equality Impact Assessments for our key strategic documents.



### Equality Outcome 3

- We are working with the Equality Teams in the Fife partner agencies, and the IJB Equality Peer Support Network to ensure that our equality processes and training materials align with best practice.



### Equality Outcome 4

- We have set up an Equality, Diversity and Inclusion Steering Group to lead on inclusion, engagement and communication for employees across the Partnership. Facilitators have been recruited to run engagement sessions in Spring/Summer 2024.



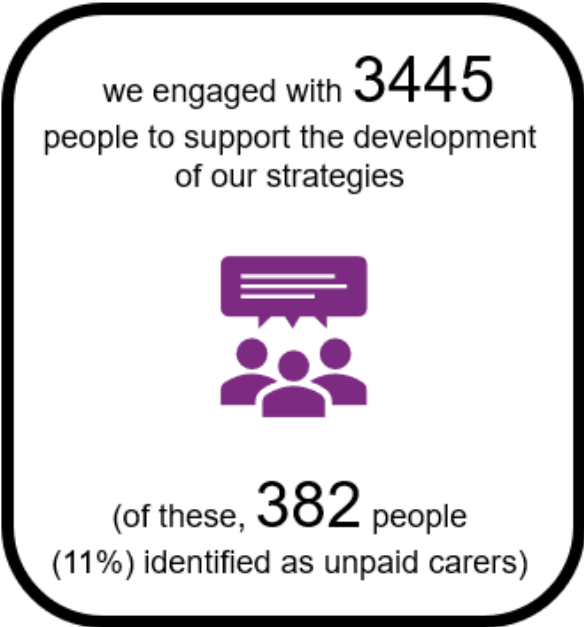
### Equality Outcome 5

- We have updated our EQIA process, guidance, and templates to align with current best practice and have included new sections for unpaid carers, children, and the armed forces community.
- We have also developed new training materials and a Sway to support roll-out of the new process and guidance.

Moving forward we will continue to roll-out the new equality training and guidance materials across the Partnership, and provide support to colleagues completing Equality Impact Assessments (EQIA) for key policies, strategies and decision making. We will also continue to promote mainstreaming of equality rights in our service planning and delivery.

## Participation and Engagement

# In 2023:



Fife Health and Social Care Partnership is ensuring that the voices of the people of Fife are considered and reflected in the development of all the strategies associated with the Strategic Plan 2023 - 2026. Together we can improve and transform health and social care services that better meet the needs of the people of Fife.

You can find out more in this Sway: [Participation and Engagement Sway](#).

## Locality Planning

The Partnership's commitment to working effectively in all localities across Fife, is key to drive the strategic vision of being one of the best performing partnerships in Scotland. A focus on locality working is one of our five key themes within the Strategic Plan and the structure mirrors the seven Fife Council Area Committees. To demonstrate commitment and leadership to locality planning there is a member of the 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

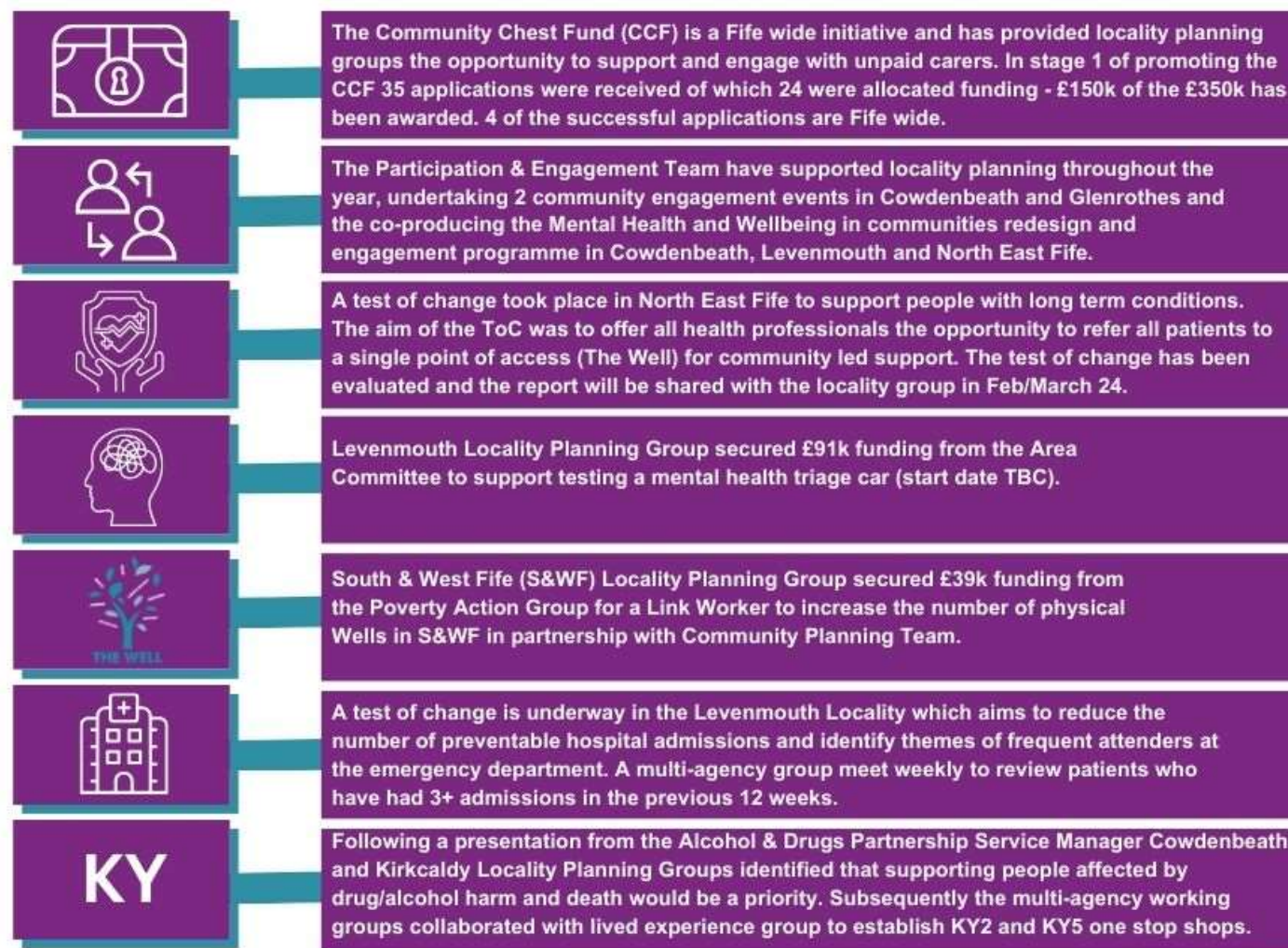
Support staff to continuously improve information and support and care that they deliver

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

## Locality Groups achieved 2023/2024

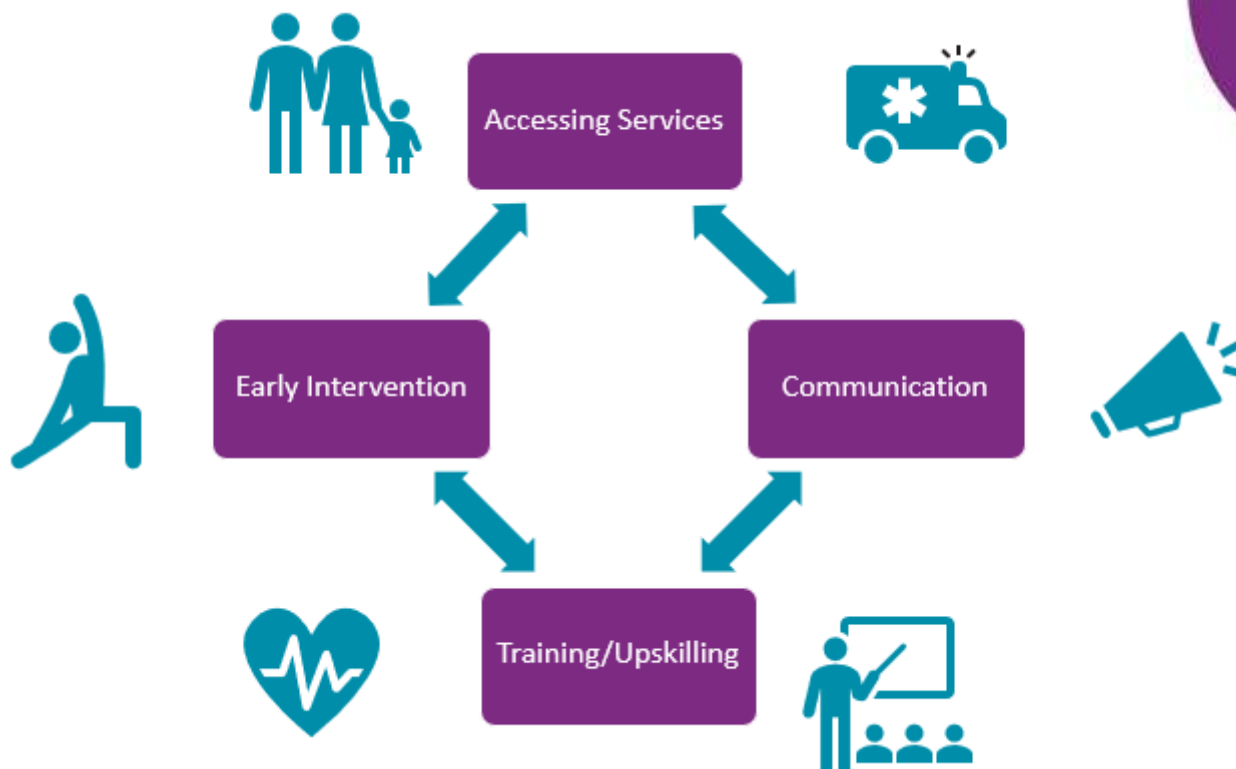
Locality Planning has gone from strength to strength in 2023, critical to the success has been the collaborative/systems working approach. This has enabled locality groups to play a powerful role in making integration a success across Fife. By applying the insights, experience, and resources the Partnership has been able to improve local networks, develop robust, productive professional relationships and improve outcomes.

**Key Outcomes from 2023** →



## Locality Planning: next steps 2024/2025

The Locality Wider Stakeholder Events took place in November 2023 bringing together stakeholders to review relevant data, emergent trends, and local challenges. The information documented from the events has been analysed and the emerging priorities for 2024/2025 are:



Further information is available in this Sway: <https://sway.cloud.microsoft/3knTqxcJs1ngaVy3?ref=Link&loc=play>



## Community Led Support Service (CLSS) 2023/2024

Locality Planning provide pathways into non-clinical support referred to as “Community Led Support Services” (CLSS).

The aim of CLSS is to provide people with holistic person-centred support, applying the “good conversation” approach. HSCP Community Led Support includes The Well, Macmillan Improving the Cancer Journey, and Link Life Fife.

In addition, the Partnership commission other CLS services, for example Fife Forum and Fife Carers Centre.



## Housing

Fife Local Housing Strategy 2022 to 2027 was approved in November 2023.

The strategy, and the supporting documentation, is now available on Fife Council's website here:

[www.fife.gov.uk/housing/local-housing-strategy](http://www.fife.gov.uk/housing/local-housing-strategy)

The Local Housing Strategy (LHS) 2022-2027 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':

- 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.

The Partnership's Strategic Planning Group will continue to receive regular updates on the progress of the Local Housing Strategy and the related Outcome Plan.



Methil Care Village

## Section 2

### Update on Year One Delivery Plan



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

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

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<b>Alcohol and Drug Strategy</b> More 'one stop shop' drop-ins in the heart of communities where the prevalence/need is high and access to support and treatment is low.	Roll out of the coproduction and locality-based approach is planned with HSCP locality boards where harm and prevalence and low levels of engagement are highest. This will follow the similar process in the Levenmouth locality over 2022/23.	Completed. In August 2023 one stop shops launched in Kirkcaldy and Cowdenbeath localities.	●



Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
	<p>Development of the full ADP workplan for 2023/24 based on the HSCP outcomes.</p> <p>Refresh harm reduction service with community pharmacy network across Fife.</p>	<p>Completed. This has also informed the development of the new Alcohol and Drug Partnership (ADP) Strategy 2024 – 2027. This has also been supported by a Public Health Synthesis of Needs Assessment, a wider stakeholder event, consultation with HSCP Extended Leadership Team, ADP service providers and a public participation and engagement consultation.</p> <p>Partially Completed. Progression of this project was delayed by changes in providers throughout the community pharmacy network.</p>	<p>●</p> <p>●</p>
<p><b>Carers Strategy</b></p> <p>An improvement in people’s experience of support for carers in Fife, as evidenced by positive feedback and increased user satisfaction.</p>	<p>Complete the review and refresh of the Carers Strategy including engagement with a wide range of stakeholders.</p>	<p>Completed. The Carers Strategy was approved by the Integration Joint Board in July 2023 and is available, along with an Easy Read Translation on our website.</p> <p>A collaboration event with most of our commissioned partners was held in December 2023 with the key outcomes being to promote the Strategy and agreed outcomes, and for partners to share with each other the support they have been commissioned to deliver in order that they are better able to help carers by cross organisational working and referrals.</p>	<p>●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<b>Carers Strategy</b>	Identify opportunities for improvement in carers' experience including additional investment.	Completed. Significant additional investment in services has been completed including additional respite opportunities through partners Fife Voluntary Action and Crossroads, and locally based carer-led support by way of the Carers Community Chest funding.	●
<b>Dementia Strategy</b>  People with dementia have access to appropriate care services, provided in a suitable environment by well trained staff who are skilled in caring for and rehabilitating, people with dementia.	Complete the review and refresh of the Dementia Strategy including engagement with a wide range of stakeholders.	Delayed. Whilst the Scottish Government's Dementia Strategy was published in May 2023, the national Delivery Plan has not yet been published (expected February 2024).  The Fife Dementia Strategic Implementation Group (SIG) is being re-established to progress development of a local Dementia Strategy and ensure alignment to the national strategy. Membership of the SIG is currently being reviewed and will include people with lived experience, carers, multi-agency professionals including people working in the private, third and independent sectors. The group will collaborate to shape a local strategic direction, timeline for strategy development, and plan for engagement with wider stakeholders. It is likely that the draft strategy and associated documentation will progress through the Fife governance process in Winter 2024.	●

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Home First Strategy</b></p> <p>People in Fife will be able to live longer healthier lives at home or in a homely setting.</p>	<p>Finalise, publish and implement the Home First Strategy to reflect the national initiative in conjunction with the local priorities; communicate the new strategy to all key stakeholders.</p> <p>Scoping of a Single Point Of Access (SCPO) project will identify clear objectives, map the relevant services and create a delivery plan for this complex transformational change to achieve the Home First vision.</p>	<p>Completed. The Home First Strategy was approved by the Integration Joint Board in July 2023. An update was included in the Partnership's Director's Weekly Newsletter. An Easy Read Version of the Strategy was published on our website in November 2023, and on the NHS Staff Link in December 2023.</p> <p>Partially Completed. SPOA Project merged with the Medium-Term Financial Savings proposals under Centralised Scheduling. Scoping meeting took place in September 2023, systems mapping exercise undertook thereafter and the initial project meeting took place January 2024.</p>	<p>●</p> <p>●</p>
<p><b>Home First Strategy</b></p> <p>Individuals require fewer hospital admissions, and when they do require hospitalisation are able to return to their home environment as soon as they are medically well enough.</p>	<p>Continue to embed the Planned Discharge Date and Discharge without Delay outcomes across Fife, starting to plan for the patient discharge on the day they are admitted, aligning the named patient flow coordinator to acute wards.</p>	<p>Completed. Care at Home Assessment Practitioners, Social Workers and Mental Health Officers now aligned to Community Hospitals across Fife, working with the Patient Flow Coordinators, Physiotherapists and Occupational Therapists to identify and assess early those requiring support from Care at Home to return to their own home, ensuring Planned Day of Discharge (PDDs) are met.</p>	<p>●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
		<p>Capacity within Fife Equipment Loan Store increased to support delivery and collection of community equipment on behalf of Fife residents in a timely manner.</p> <p>Additional Advanced Nurse Practitioners recruited to Community Nursing Service, with a main focus on identifying and treating frailty; skill mix to work closely with Care at Home to support where possible and reduce footfall.</p>	
<p><b>Home First Strategy</b></p> <p>All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.</p>	<p>A three month 'roll out' is being delivered within the eight H&amp;SCP Older People's Care Homes and eight Abbottsford Nursing Homes using the new electronic Anticipatory Care Plan (ACP) form. A Plan/ Do/ Study/ Act (PDSA) cycle will form part of these three months, leading to learning outcomes and a wider roll out to all older People's Residential and Nursing Homes taking place in the second part of 2023.</p>	<p>Partially Completed.</p> <p>Anticipatory Care Planning (ACP) sub-group has agreed a shared ACP Proforma that has been developed as part of a multi-agency group. Test of change currently taking place and will be reviewed and realigned to ensure systematic approach to frailty work being progressed in Fife.</p> <p>A multidisciplinary group are developing an information sharing agreement where the ACP is shared with linked GP practice to the care home and transferred to the patient Electronic Key Information Summary (EKIS). This information will then be mirrored onto the patient portal in order that staff within secondary care have access to the information also.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Home First Strategy</b></p> <p>Only individuals who require acute care and whose needs cannot be met at home, or in a homely setting, are admitted to VHK.</p>	<p>Further development of Front Door team who provide to all people in Fife early assessment and prevention of admission.</p>	<p>Partially Completed.</p> <p>The traditional model of Hospital at Home (H@H) associated processes and pathways have been scrutinised to determine areas for improvement and to release clinician time. This work will facilitate improved access to H@H by increasing virtual capacity and reducing the number of times that maximum capacity closures are reached. In order to achieve this an analysis of current data/trends is being undertaken to direct quality improvement work.</p> <p>This improvement work will include wider collaboration and integration with community nursing and community specialist services. A multifactorial review of the service is also being completed which will focus on identifying opportunities to streamline, automate or redirect processes and a full review of service criteria, pathways and documentation focussing on areas to release capacity.</p> <p>Hospital at Home in-reach model to support identification of suitable patients at the front door to prevent hospital admission and assisting with the facilitation of timely discharges at the back door. Hospital at Home assessments for step-down patients commencing in the acute environment.</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
		Enhanced integration and collaboration with Hospital at Home and Community Nursing Services including District Nursing and Specialist Services to ensure Patients are seen by the right team at the right time within their home environment.	
<p><b>Home First Strategy</b> People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.</p>	<p>Our specialist services e.g. the Complex Care Service and Community Respiratory Team will continue to work alongside secondary care acute services to ensure that interventions in the community are focused on preventing admissions and promoting early discharge to a safe, home environment.</p> <p>Complete the roll out of clinical IT systems (e.g. Morse) amongst community teams and ensure access to Fife HSCP services to multi agency systems (e.g. Liquidlogic), to ensure professionals are fully aware of those at risk to provide early interventions and prevent unnecessary admissions.</p>	<p>Partially Completed. Enhanced skill sets to support increase in early supported discharges. Direct referrals from Scottish Ambulance Service to the Community Respiratory Service for exacerbations of Chronic Obstructive Pulmonary Disease to reduce unnecessary admission to acute hospital. Community Nursing Service are working alongside Hospital at Home to support and enhance parental antibiotic therapy service.</p> <p>Partially Completed. All Community Nursing Service Teams now using MORSE. Weekly primary care verification meetings commenced late 2023.</p>	<p>●</p> <p>●</p>

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
<p><b>Mental Health Strategy</b></p> <p>An integrated community-based system which supports mental health and wellbeing, ensures access to the right service, in the right place, at the right time, and supports people to live independent and healthy lives.</p>	<p>Conclude the co-production with three identified localities, NE Fife, Cowdenbeath, and Leven, and develop the design for the Mental Health &amp; Wellbeing Community Hubs in these areas.</p>	<p>Partially Completed. Project Board has been established and co-production work has started in the three identified localities. The Team is currently analysing feedback to establish themes from engagement and to identify where meaningful changes can happen. The next phase will see the implementation and monitoring of change ideas.</p>	<p style="text-align: center;">●</p>

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

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

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Alcohol and Drug Strategy</b></p> <p>A sustained lived/living experience panel (including family members) with coproduction approaches in place for the development of ADP strategy, policy and service development.</p>	<p>Establishment of new service provision for those with lived and living experience including the development of an induction plan, training and recruitment of new members with national and local partners.</p> <p>Project manage in partnership with NHS Fife Public Health, the completion of Fife ADP Needs Assessment to inform the development of the new ADP Strategy 2024 – 2027.</p> <p>We will extend our ADP workforce development plan to improve the quality and reach of psychological interventions across the full ADP system of care in line</p>	<p>Completed. Refreshed Lived Experience Panel established in October 2023.</p> <p>Partially Completed. Needs Assessment complete but not yet endorsed by Alcohol and Drug Partnership (ADP) Joint Commissioning Group and ADP Committee.</p> <p>Completed.</p>	<p>●</p> <p>●</p> <p>●</p>



Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
	with Medication Treatment Standard 6 and 10.		
<p><b>Carers Strategy</b></p> <p>Our approach to short breaks is fully aligned to the duties within the Carers Act, National Carers Strategy, and National Care Service and other aligned strategies and policies.</p>	Commence the review of our Short Breaks Service Statement including a developing a plan to increase the supply of a wide range of types of short break which will help reduce and prevent carer crisis and sustain them in their caring role.	Partially Completed. Additional short breaks have been arranged with Crossroads, and further work is planned for 2024.	●
<p><b>Dementia Strategy</b></p> <p>Improved health and wellbeing outcomes for people living with dementia, their families, and carers.</p>	Finalise, publish and communicate the updated Dementia Strategy to key stakeholders.	Delayed. The delay with publication of the national Mental Health Strategy created a delay with some of our local strategies, including the refresh of our Dementia Strategy. This work will be carried forward into 2024.	●
<p><b>Learning Disability Strategy</b></p> <p>A relevant and skilled workforce that provides successful and resilient social care services for people with learning disabilities is established.</p>	Engage with key stakeholders across all localities including individuals, families, carers and communities, to develop an appropriate and effective local strategy and supporting delivery plan, which aligns with the national vision 'Keys to Life' and ensures that people with learning disabilities are empowered to:	<p>Delayed.</p> <p>A Senior Learning Disability Service Manager will be appointed in 2024. Following this a new Learning Disability Strategy and Year One Delivery Plan will be developed with input from key stakeholders, including third sector providers and lived experience groups.</p> <p>Actions originally planned for 2023 will be reviewed during the strategy development process and updated where required. This approach will ensure alignment with recent national and local activities including</p>	●

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
	<ul style="list-style-type: none"> <li>• Live healthy and active lives</li> <li>• Learn to reach their full potential.</li> <li>• Participate in an inclusive economy.</li> <li>• Contribute to a fair, equal and safe Scotland.</li> </ul>	development of the Partnership’s updated Mental Health Strategy (due to be completed in 2024).	
<p><b>Mental Health Strategy</b></p> <p>An integrated community-based system which supports mental health and wellbeing, ensures access to the right service, in the right place, at the right time, and supports people to live independent and healthy lives.</p>	Develop the interdependency with The Wells and Live Life Fife to ensure integration and inclusive services.	Completed Link Life Fife funding has been approved and the service continues to grow ensuring that people reaching out to their GP for support to manage stress, anxiety or mental wellbeing can meet with a link worker who will support individuals to make meaningful connections, access local opportunities, encourage self-management of mental health and improve quality of life and mental wellbeing.	●
<p><b>Workforce Strategy</b></p> <p>Implement “grow your own” and develop pathways that set out career progression, succession planning and retention. (Attract).</p>	Work across the whole system to review existing career pathways and work with operational services to review and refresh these in line with projected workforce requirements and the needs of our workforce. (Plan, Attract)	Completed. We launched the advanced entry to social work programme. The Flexibility Works pilot programme was concluded, and recruitment adverts are improved to support staff retention. To support staff recruitment and retention, the Fife Health and Social Care Partnership Care	●

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
		<p>Academy funded 75 staff to study the Higher National Certificate (HNC) and Scottish Vocational Qualifications (SVQ) programmes until September 2024.</p> <p>The Mission 25 staff story social media recruitment campaign to highlight the variety of roles and career pathways across the Partnership whilst increasing the reach of our social media presence by 17%.</p> <p>The Partnership's website has been redesigned to incorporate a 'single point of access' careers page.</p> <p>Partnership marketing resources have been developed including recruitment banners, flyers and QR codes to the website to support our increased presence at career events across Fife.</p> <p>We delivered a consultation exercise to measure the effectiveness of progression pathways for Foundation Apprenticeships which informs planning for 2024.</p>	
<p><b>Workforce Strategy</b></p> <p>Invest in our culture and leadership through the Extended Leadership Team, Senior Leadership visibility, leadership development at</p>	<p>Deliver a Systems Leadership Programme aimed at our Extended Leadership Team (ELT) and partners in the third and independent sector to improve our whole system approach to health and social</p>	<p>Completed.</p> <p>The Systems Leadership Programme targeted at our Extended Leadership Team and peers across the third and independent sectors, Public Health, NHS Acute Services and Pharmacy has been delivered over 2023, completing in December.</p>	<p style="text-align: center;">●</p>

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
all levels and organisational development approaches. (Train).	care leadership and service delivery. In addition, we will deliver a Leadership Programme for aspiring senior leaders beyond ELT that supports their career development opportunities, and our succession planning needs alongside 'Coach Approach' training for managers across the Partnership to improve our management of staff. (Train, Nurture).	Delivery has commenced for the Integration Leadership Team (ILT) Systems Leadership Programme which utilises the Insights Coaching Model and is attended by managers and supervisors across the whole Partnership.	

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

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

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Alcohol and Drug Strategy</b></p> <p>National Treatment Measure met and sustained. Increased use of residential rehabilitation places for those in priority groups. Fully embedded Hospital Liaison Service across all sites.</p>	<p>Establish and sustain new implementation and working groups focused on Medication Assisted Treatment (MAT) 7 Standard (improved models of delivery within primary care) and MAT 9 with the Dual Diagnosis Working Group (improved models of delivery within mental health and addiction services) within the first quarter of 2023/24.</p> <p>Work with existing service and delivery partners to improve and extend our assertive outreach, anticipatory care and retention service provision in the system where we can engage and encourage access to treatment and</p>	<p>Completed. Subgroups established in June 2023 (MAT 7) and September 2023 (MAT 9).</p> <p>Partially Completed. Review of retention service completed, and improvements implemented. Delay in establishing multidisciplinary team to coordinate care and support for people those in police and prison custody.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
	<p>support particularly in hospital and justice settings.</p> <p>With Education and Public Health Services we will review the Prevention Education Programme to ensure it is more targeted and selective and in line with recent evidence.</p>	<p>Completed. Review complete and test of change due to commence in February 2024 in three high schools throughout Fife.</p>	●
<p><b>Children’s Services Plan</b></p> <p><b>Supporting wellbeing:</b> promote and support the emotional, mental and physical wellbeing of children and young people, for example we will support parents and carers to maintain healthier options such as reducing smoking and increasing breastfeeding (where appropriate).</p>	<p><b>Sleep</b> Collection of data from individual services in relation to what the current provision is to inform:</p> <ul style="list-style-type: none"> <li>• staff training and competence levels.</li> <li>• gaps within the current provision and to commence.</li> </ul>	<p>Completed. Data collected from all health services working with children, young people and families. Immediate focus required on addressing gaps in early intervention and prevention in relation to staff across children’s services providing consistent messages to families. In 2024 to 2025, five hundred staff will be identified and provided with training from Sleep Scotland. These staff will be from health, education, social work and the third sector. Once trained these staff will promote and support the universal messages in their services regarding good sleep practices.</p>	●

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Children’s Services Plan</b></p> <p><b>Closing the equity gap:</b> 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.</p>	<p>Identify aims, gaps, barriers and identifying priority areas.</p>	<p>Partially Completed. Significant work has been undertaken to identify the gaps and barriers and a final report has been produced.</p> <p>Local Child Poverty Action Report 2023 from the Tackling Poverty Preventing Crisis Board was received well nationally. Training post for child poverty funded for further twelve months. Income maximisation services-bid for national funding to expand this was unsuccessful and local actions ongoing to review and develop this. Development of logic model for multi-agency child poverty work underway.</p>	<p style="text-align: center;">●</p>
<p><b>Children’s Services Plan</b></p> <p><b>Promoting children’s rights:</b> 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>Implement communication plan.</p>	<p>Completed. Significant work has been undertaken to promote the United Nations Convention on the Rights of the Child (UNCRC) across the Health and Social Care Partnership both at strategic level and operational level.</p>	<p style="text-align: center;">●</p>
<p><b>Children’s Services Plan</b></p>	<p>Develop a training and awareness raising plan.</p>	<p>Partially Completed. The Promise and responsibilities as corporate parenting awareness raising was delivered</p>	<p style="text-align: center;">●</p>

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Delivering the Promise:</b> improve the experiences and outcomes of those who experience care, are on the edge of care, and have additional needs to support them to live safely at home, for example listening to the views of care experienced young people about our services and making any changes required to improve.</p>		<p>through the use of a seven-minute briefing which was widely distributed among the Child Health Management Team. Who Cares? Scotland delivered awareness among staff at CHMT meeting.</p> <p>Early discussions have taken place to explore an online learning resource across the Partnership.</p>	
<p><b>Mental Health Strategy</b></p> <p>Alignment with national strategies for Suicide Prevention, Self Harm, and the over-arching Mental Health Strategy for Scotland.</p>	<p>Take cognisance of the new national Mental Health Strategy for Scotland (launch due 30 March 2023).</p> <p>Conclude and confirm our refreshed local strategy with the Mental Health Strategic Implementation Group by June 2023.</p> <p>Undertake gap analysis – of current position against refreshed strategy – with a focus on early intervention.</p>	<p>Completed</p> <p>The Mental Health Strategic Implementation Group (MHSIG) has been reestablished (April 2023), the National Strategy was published in June 2023 and national delivery plan and workforce strategy published November 2023. The national position is being fully considered by members in the development of the local strategy.</p> <p>Partially Completed</p> <p>The Mental Health Strategic Implementation Group (MHSIG) was reestablished in April 2023. They have completed extensive research and consultation to shape the local strategic direction. Following endorsement of the draft</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p>



Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
		<p>strategy by the MHSIG the local strategy and associated documentation will progress through governance in April and May 2024.</p> <p>Completed  A local evidence narrative has been produced and used to inform the draft local Strategy and Delivery Plan. The refreshed Mental Health Strategy will support people living and working in Fife to achieve their best possible mental health and wellbeing by adopting a preventative approach throughout the life-course which aims to stop mental health problems from developing, getting worse or supporting people to stay well. The three types of prevention are outlined below:</p> <ul style="list-style-type: none"> <li>• Protecting and promoting good mental health for all by giving people knowledge and tools to nurture and look after their own mental health (primary prevention).</li> <li>• Supporting people at higher risk of developing a mental health problem (secondary prevention)</li> <li>• Helping people living with mental health problems to stay well (tertiary prevention).</li> </ul>	●
<b>Mental Health Strategy</b>	Establish a costed strategic Service Development Plan and associated	Partially Completed The Mental Health Estates Redesign Project has been deferred due to national budget	●

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
Be significantly advanced in our development and delivery of the Mental Health Estates Redesign Programme – encompassing inpatients and secondary care Community Mental Health Services.	implementation plan – accountable to the Mental Health Programme Board/SIG and onto HSCP Strategic Planning Group informed by gap analysis.	constraints. However, the focus will now be on implementing a phased improvement programme, building on anti-ligature work, refurbishing the current estate over the next two and a half years.	
<b>Mental Health Strategy</b>  Have developed and delivered our strategic improvement of integrated Community Mental Health Teams to improve access and availability.	Develop suite of measurables to evidence impact/ change and improvement.	Partially Completed Core Mental Health Standards recently published, these will be incorporated into the local strategy outcomes and measures framework.	●
<b>Mental Health Strategy</b>  Have developed and delivered improvement in capacity and response of the Out of Hours – Mental Health unscheduled care and access to emergency Mental Health state assessment to ensure early and immediate access	Develop suite of measurables to evidence impact/ change and improvement.	Partially Completed Urgent and Unscheduled Care Project Board established and working on defining scope of the project and developing an options appraisal to make recommendations to determine future service model.	●

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Prevention and Early Intervention Strategy</b></p> <p>An integrated, person-centred, life course approach is embedded across Fife.</p> <p>People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.</p> <p>An improvement in health and wellbeing outcomes for the people in Fife.</p>	<p>A Strategic Needs Analysis will be completed to define the P&amp;EI Strategy vision, aims and principles. These will support the priorities already agreed and which underpin the HSCP Strategic Plan.</p> <p>Engagement across all localities will complete the discovery phase and allow us to shape the framework for the Strategy. This will be followed by a wider stakeholder event, identification of key deliverables, and a realistic but ambitious Delivery Plan will be developed to implement the P&amp;EI vision.</p> <p>Fife HSCP will be pathfinders nationally in developing and implementing a P&amp;EI Strategy and we will ensure a timeline which allows a quality approach.</p>	<p>Completed. Needs analysis has been undertaken with vision, aims and principles defined. In addition, some key challenges we may face in delivering proactive and effective approaches to prevention and early intervention have been identified e.g. how to maintain and /or improve wellbeing in an aging population.</p> <p>Partially Completed Engagement across a wide range of stakeholders including the public (including Carers and Young People) has been undertaken. Further consultation planned for early 2024.</p> <p>Partially Completed. The Prevention and Early Intervention Strategy is almost completed. Implementation will follow final approval by the Integration Joint Board.</p>	<p>●</p> <p>●</p> <p>●</p>

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

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

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Advocacy Strategy</b></p> <p>Provision of eligibility criteria across Fife which meets the full range of advocacy service requirements as well as meeting our legal obligations, including the Equality Act and Fairer Scotland Duty.</p> <p>Delivery of a comprehensive professional independent advocacy contract which adheres to legislative requirements and meets the advocacy needs of the people of Fife.</p>	<p>Refresh our Advocacy Strategy in line with our legislative requirements and in alignment with our Strategic Priorities.</p> <p>Renew our professional Independent Advocacy Contract and deliver a comprehensive professional independent advocacy service across Fife.</p>	<p>Completed.</p> <p>The Advocacy Strategy 2023-2026 was approved by the Integration Joint Board on 26th May 2023.</p> <p>Completed.</p> <p>Procurement have arranged a six-month extension of the current advocacy contract (from December 2023). The new advocacy contract will commence in July 2024.</p>	<p>●</p> <p>●</p>
<p><b>Carers Strategy</b></p> <p>Improved outcomes for carers, and a reduction in any negative impact of their caring role on the carer's own health and wellbeing.</p>	<p>Undertake to fully establish a significant number of additional staff (10+2) within the partnership whose primary role will be to identify and support unpaid carers, including those who may be</p>	<p>Completed</p> <p>Additional support is now available through Self Directed Support (SDS) specifically for carers and an additional 10 Social Work Assistants for carers.</p>	<p>●</p>

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
	eligible for additional support through self-directed support.		
<p><b>Primary Care Strategy</b></p> <p>A localities-based approach to the transformation of Primary Care Services in Fife that ensures services are co-designed with communities to better meet the needs of people, families, and carers.</p>	Engage with stakeholders both professionally and through our localities to discuss the output from the Strategic Needs Assessment and support us in shaping the key deliverables which will provide the base on which the Delivery Plan will be designed and implemented.	Completed. To help us develop a detailed Year One Delivery Plan for the Primary Care Strategy we held an event on 31st October 2023 for colleagues who lead services professionally and managerially across primary care. Further discussions are planned for 2024, including ongoing engagement with local communities through Locality Planning Stakeholder Events.	●
<p><b>Learning Disability Strategy</b></p> <p>An improvement in people's experience of the Learning Disability Service in Fife as evidenced by positive feedback and increased user satisfaction.</p>	Complete a needs assessment of people with learning disabilities, and identify measures that will improve people's experiences and satisfaction.	Delayed. An evidence narrative will be completed as part of the development of the Partnership's Learning Disability Strategy drawing from local and national data, research, and available experience data.	●

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

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

Where do we want to be in 2026	In 2023, we will:	Update January 2024	RAG Status
<p><b>Commissioning Strategy</b></p> <p>Commission high quality, local, sustainable, and collaborative services that are person-centred and outcome-focussed, that support the delivery of care provision at the right time and in the right place, and enable people to live independent and healthier lives in their own home, and within their own community.</p>	<p>Finalise and publish our Commissioning Strategy 2023 – 2026, this will be fully integrated and aligned with other strategies. We will work closely with other strategy leads to deliver on our commissioning priorities.</p>	<p>Completed.</p> <p>The Commissioning Strategy 2023-2026 and the Market Facilitation and Delivery Plan were approved by the Integration Joint Board on 26th May 2023.</p> <p>A Commissioning Strategy Working Group (CSWG) is being established which will include colleagues and representatives from the Health and Social Care Partnership along with other key stakeholder groups such as Fife Council Procurement, Scottish Care, and Fife Voluntary Action. The CSWG will meet bi-monthly to develop a Delivery Plan and monitor progress of this Plan.</p>	<p style="text-align: center;">●</p>
<p><b>Prevention and Early Intervention Strategy</b></p>	<p>The Prevention and Early Intervention Strategy and related Delivery Plan will be</p>	<p>Partially Completed.</p> <p>The Prevention and Early Intervention Strategy is almost completed. Implementation will follow final approval by the Integration Joint Board.</p>	<p style="text-align: center;">●</p>

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
Preventative care is fully embedded in care services across Fife.	progressed via the Strategic Planning Group, and through relevant committees to the IJB during Summer 2023.		
<b>Primary Care Strategy</b>  A sustainable primary care workforce delivering the right care, to the right people, at the right time and by the right person.	Following the engagement process, the Primary Care Strategy will be progressed via the Strategic Planning Group, and through relevant committees to the IJB and NHS Fife Board during Summer 2023. Once approved at Board level the Strategy will be published and communicated to all stakeholders.	Completed. The Primary Care Strategy was approved by the Integration Joint Board on 28th July 2023. The Easy Read Version is available on the Health and Social Care Partnership's website here: <a href="http://www.fifehealthandsocialcare.org/publications">www.fifehealthandsocialcare.org/publications</a> . A Sway has also been created; this provides an accessible summary of the key elements of the strategy. It is available here: <a href="https://sway.cloud.microsoft/mF7RwtdomFtzo22w?ref=Link">https://sway.cloud.microsoft/mF7RwtdomFtzo22w?ref=Link</a>	●
<b>Re-imagining Third Sector Commissioning</b>  An outcome focussed approach to	Complete the Project Closure Report, and establish and embed a new Service Level Agreement template and monitoring	Partially Completed. Service Level Agreements (SLAs) are being reviewed and updated (where appropriate) with each organisation to ensure they are outcome focussed, assure collaboration, and support participation and engagement.	●

<b>Where do we want to be in 2026</b>	<b>In 2023, we will:</b>	<b>Update January 2024</b>	<b>RAG Status</b>
<p>commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs.</p>	<p>framework. Ongoing third sector development work will be transferred under the Strategic Planning Team.</p>	<p>A new health and social care SLA template will be developed in 2024 - this is linked to the wider Fife Council SLA template review.</p> <p>All commissioned activities have been sorted into seven domains so that reporting will align to strategic planning groups and priorities. Annual monitoring of activities, sorted by domains, will be reported to the Strategic Planning Group to ensure alignment to strategic priorities and local needs.</p>	
<p><b>Strategic Planning Group</b></p> <p>The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available resources to support health and well-being improvements for the people of Fife.</p>	<p>Embed the performance reporting framework for the strategies supporting the Strategic Plan 2023 to 2026.</p> <p>Monitor and manage performance updates as the supporting strategies move through different phases including discovery, development, implementation, and quality assurance.</p>	<p>Completed.</p> <p>The Partnership's Performance Framework has been approved by Fife Integration Joint Board. A new Planning and Performance Board (PPB) has been established to embed the Performance Framework. The PPB reports directly into the Strategic Planning Group.</p> <p>Completed.</p> <p>The Strategic Planning Group had five meetings in 2023. This included reviewing and supporting the development/implementation of 14 different strategies, and providing feedback on key areas of work such as equalities, the Armed Forces Covenant Duty, and the Partnership's Annual Performance Report 2022 to 2023.</p>	<p>●</p> <p>●</p>



Section 3



Strategic Plan 2023 to 2026  
Year Two Delivery Plan 2024



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## Introduction

Building on the achievements in our Year One Delivery Plan, over the next year we will continue to work with individuals, carers, local communities and service providers to deliver the best outcomes that we can for the people of Fife. By listening to local views, engaging with employees and other experts, and by working together as Team Fife, we will ensure that people can access the services that they need - the right care, at the right time, provided in a place that is right for them.

The 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.



Fife's seven locality areas

Our reserves have been utilised and it is likely that we will fall below the policy minimum of 2% in 2024/25. 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.

This Year Two Delivery Plan highlights the areas we want to take forward in 2024. We'll keep the Integration Joint Board informed with regular updates to provide assurance on the progress of the plan and the actions within it. We look forward to working with you all on delivering our collective ambitions for Fife.



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



**Arlene Wood**  
Chair, Fife Integration Joint Board

## Year Two Delivery Plan



### Local

Where do we want to be in 2026	In 2024, we will:
<p><b>Alcohol and Drug Strategy</b></p> <p>Theme: Risk is reduced for people who take harmful substances.</p>	<p>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 and by the number of THN distributed.</p> <p>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> <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><b>Carers Strategy</b></p>	<p>A carers experience survey will be developed and used to priorities additional improvements in support for carers, and to celebrate the successes so</p>

<b>Where do we want to be in 2026</b>	<b>In 2024, we will:</b>
	far. The results will be reported to the Carers Strategy Group (Quarter Two 2024).
<b>Carers Strategy</b>	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.
<b>Carers Strategy</b>	<p>Initial the review of commissioned partners using a risk-based approach (to be agreed):</p> <ol style="list-style-type: none"> <li>1. performance not meeting Service Level Agreement expectations;</li> <li>2. partner is failing to engage with the Health and Social Care Partnership collaboration activities;</li> <li>3. complaints and customer satisfaction data;</li> <li>4. based on timing of initial commission and value of overall investment.</li> </ol>
<p><b>Dementia Strategy</b></p> <p>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 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</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 direction for dementia support, aligned to national and local priorities.</p>

Where do we want to be in 2026	In 2024, we will:
<p>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><b>Home First Strategy</b></p> <p>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><b>Home First Strategy</b></p> <p>Individuals require fewer hospital admissions, and when they do require hospitalisation are able to return to their home environment as soon as they are medically well enough.</p>	<p>Enhancing skills in Community Nursing to further support early discharge and prevention of admission through administration of intravenous (IV) antibiotics.</p> <p>Enhance outpatient parenteral antibiotic therapy service delivered by Hospital at Home.</p> <p>Seven-day criteria led discharge process/model.</p>
<p><b>Home First Strategy</b></p> <p>All patients and service users will be offered the opportunity to develop an appropriate Anticipatory Care Plan.</p>	<p>Digital systems/applications being scoped to enable multiagency access to a single Anticipatory Care Plan (ACP).</p> <p>Roll out single Anticipatory Care Plan to all care and nursing homes in Fife.</p> <p>Roll out to Fife Carer's Centre to adopt the form in supporting unpaid carers in using the Anticipatory Care Plan.</p>

Where do we want to be in 2026	In 2024, we will:
<p><b>Home First Strategy</b></p> <p>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>Enhancing skills in Community Nursing to further support early discharge and prevention of admission through administration of IV antibiotics.</p> <p>Enhance outpatient parenteral antibiotic therapy service delivered by Hospital at Home.</p> <p>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.</p>
<p><b>Home First Strategy</b></p> <p>People living at home with long-term conditions will be enabled and supported to effectively manage their condition at home, and to live longer, healthier lives at home, or in a homely setting.</p>	<p>Integration of community service pathways to increase capacity of services utilising step-up and step-down models of care.</p> <p>Seven-day referral acceptance to support discharges, urgent visits and timely treatment for disease exacerbations.</p> <p>In-reach heart failure service to the acute hospital to expedite discharges and enhance the support available in the community.</p> <p>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.</p> <p>Improving the efficiency of scheduling to reduce inefficient travel and time between visits, and maximise care of people in their home environment.</p>



Where do we want to be in 2026	In 2024, we will:
	<p>Scoping of digital systems / applications to realise integration and create locality single points of access.</p> <p>Increasing the skill set and staffing in specialist services to increase capacity and ability to expand clinical interventions available in the community.</p>
<p><b>Mental Health Strategy</b></p> <p><b>Improved response to mental health distress and crisis:</b>            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>

## Sustainable

Where do we want to be in 2026	In 2024, we will:
<p><b>Dementia Strategy</b></p> <p>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><b>Learning Disability Strategy</b></p> <p>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"> <li>• Live healthy and active lives.</li> <li>• Learn to reach full potential.</li> <li>• Participate in an inclusive economy.</li> <li>• Contribute to a fair, equal and safe Scotland.</li> </ul>	<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><b>Mental Health Strategy</b></p> <p><b>Recovery oriented specialist support, care and treatment:</b></p> <p>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>

Where do we want to be in 2026	In 2024, we will:
<p><b>Workforce Strategy</b></p> <p>Implement “grow your own” and develop pathways that set out career progression, succession planning and retention. (Attract).</p>	<p>Our Workforce Strategy Year Two Delivery Plan includes:</p> <ul style="list-style-type: none"> <li>• Development of a workforce Succession Planning Model for all levels of roles in adults and community services.</li> <li>• Development of a quality training experience for Consultant Psychiatrists.</li> <li>• Grow the Healthcare Support Care Worker (HSCW) role to improve capacity and support career progression.</li> <li>• Further develop career pathways to social work roles including aspiring social worker programme.</li> <li>• Plan for further Advanced Practice roles within the Assessment and Rehabilitation Centre Model.</li> <li>• Develop opportunity to increase the number of Mental Health Officer posts.</li> <li>• Further develop career pathways with education including Scot Com medical degree, Foundation Apprenticeships, and Introduction to Health Care in Fife high schools.</li> </ul>
<p><b>Workforce Strategy</b></p> <p>Invest in our culture and leadership through the Extended Leadership Team, Senior Leadership visibility, leadership development at all levels and organisational development approaches. (Train).</p>	<p>Our Workforce Strategy Year Two Delivery Plan includes:</p> <ul style="list-style-type: none"> <li>• Deliver the second cohorts for the Extended Leadership Team and Integration Leadership Team system leadership courses.</li> <li>• Introduce Leadership sessions for enhanced mental health clinical leadership that focuses on developing the strategic role.</li> </ul>

## Wellbeing

Where do we want to be in 2026	In 2024, we will:
<p><b>Alcohol and Drug Strategy</b></p> <p>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>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><b>Children’s Services Plan</b></p> <p><b>Supporting wellbeing:</b> promote and support the emotional, mental and physical wellbeing of children and young people, for example we will support parents and carers to maintain healthier options such as reducing smoking and increasing breastfeeding (where appropriate).</p>	<p>Continue to develop a programme in relation to sleep.</p> <p>Develop our approach to supporting breastfeeding in the community.</p> <p>Focus on the impact of vaping and smoking by young people.</p>
<p><b>Children’s Services Plan</b></p> <p><b>Closing the equity gap:</b> 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</p>	<p>Ensure Getting It Right For Every Child (GIRFEC) is embedded in practice and culture.</p> <p>Develop income maximisation services.</p> <p>Link Anchor Institution ambitions to child poverty priority groups.</p>

Where do we want to be in 2026	In 2024, we will:
ways to minimize the impact of poverty on children's access to healthcare.	Develop approach to Was Not Brought.
<p><b>Children's Services Plan</b></p> <p><b>Promoting children's rights:</b> 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>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><b>Children's Services Plan</b></p> <p><b>Delivering the Promise:</b> improve the experiences and outcomes of those who experience care, are on the edge of care, and have additional needs to support them to live safely at home, for example listening to the views of care experienced young people about our services and making any changes required to improve.</p>	<p>Continue to develop online learning resources.</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"> <li>• offer a service without a threshold,</li> <li>• offer an initial assessment meeting offered within the waiting time threshold unless there is a lack of response from referring social work service,</li> <li>• increase the number of face-to-face meetings for initial assessment meetings to support collaborative working,</li> <li>• continue with pilot of psychiatric liaison for the service,</li> <li>• report on parenting group outcome information.</li> </ul> <p>Begin meaningful engagement with adult services to ensure they recognise their responsibilities to care experienced children and young people as corporate parents.</p>

Where do we want to be in 2026	In 2024, we will:
	<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><b>Dementia Strategy</b></p> <p>People living with dementia will be supported to live well and participate in their community.</p> <p>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><b>Mental Health Strategy</b></p> <p><b>Prevention, early intervention and recovery:</b> 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><b>Prevention and Early Intervention Strategy</b></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&amp;EI definitions.</p>
<p><b>Prevention and Early Intervention Strategy</b></p>	<p>Promote a culture of proactive health management, leading to healthier individuals and communities.</p>
<p><b>Prevention and Early Intervention Strategy</b></p>	<p>Ensure the voices of those who use and those who deliver health and social care services is heard and actively used to inform the development of services and improvement plans.</p>

## Outcomes

Where do we want to be in 2026	In 2024, we will:
<p><b>Advocacy Strategy</b></p> <p>Provision of eligibility criteria across Fife which meets the full range of advocacy service requirements as well as meeting our legal obligations, including the Equality Act and Fairer Scotland Duty.</p> <p>Delivery of a comprehensive professional independent advocacy contract which adheres to legislative requirements and meets the advocacy needs of the people of Fife.</p>	<p>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><b>Alcohol and Drug Strategy</b></p> <p>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>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.</p> <p>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 services and building pathways to ensure there is equity of access for priority</p>



Where do we want to be in 2026	In 2024, we will:
	groups (women, young people, veterans and people with mental health problems) identified by the Scottish Government.
<p><b>Learning Disability Strategy</b></p> <p>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><b>Mental Health Strategy</b></p> <p><b>Talking about Mental Health:</b> 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><b>Primary Care Strategy</b></p> <p>A localities-based approach to the transformation of Primary Care Services in Fife that ensures services are co-designed with communities to better meet the needs of people, families, and carers.</p>	<p>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>

## Integration

Where do we want to be in 2026	In 2024, we will:
<p><b>Commissioning Strategy</b></p> <p>Commission high quality, local, sustainable, and collaborative services that are person-centred and outcome-focussed, that support the delivery of care provision at the right time and in the right place, and enable people to live independent and healthier lives in their own home, and within their own community.</p>	<p>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>During 2024, several care contracts will be awarded through formal tendering processes, supported by Fife Council’s Procurement Service. 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><b>Dementia Strategy</b></p> <p>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><b>Mental Health Strategy</b></p> <p><b>Our workforce:</b></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>

<b>Where do we want to be in 2026</b>	<b>In 2024, we will:</b>
Our core and wider mental health and wellbeing workforce is diverse, skilled, supported and sustainable.	
<p><b>Primary Care Strategy</b></p> <p>A sustainable primary care workforce delivering the right care, to the right people, at the right time and by the right person.</p>	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><b>Prevention and Early Intervention Strategy</b></p> <p>Preventative care is fully embedded in care services across Fife.</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><b>Re-imagining Third Sector Commissioning</b></p> <p>An outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs.</p>	<p>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>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 expectations of facilitating participation and engagement.</p>
<p><b>Strategic Planning Group</b></p> <p>The Strategic Plan has delivered transformational change that is person-centred, community based, and effectively uses available</p>	<p>Continue to monitor and manage quality and performance updates for the supporting strategies and related delivery plans as they are implemented.</p> <p>Review and support draft strategies as they are developed, and ensure alignment with the Partnership's strategic priorities.</p>

<b>Where do we want to be in 2026</b>	<b>In 2024, we will:</b>
resources to support health and well-being improvements for the people of Fife.	Contribute to the development of the Partnership's Annual Performance Report 2023 to 2024.

## 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.

During 2023, the Year One Delivery Plan provided a robust framework to progress our strategic priorities, ensuring that the transformation and supporting strategies we have developed, along with their targeted delivery plans, align with our strategic vision and deliver the improvements we have planned. The Year One Delivery Plan included fifty separate actions, of these: 26 (52%) have been fully completed, 19 (38%) are partially completed, and 5 (10%) were delayed until 2024.

The Year Two Delivery Plan for 2024 sets out seventy-seven actions for the second year of our Strategic Plan. Many of these are already progressing, building on work already completed across the Partnership, and enabling us to continue supporting the people of Fife to live independent and healthier lives.

Further information about the strategic planning process in Fife, including opportunities to get involved in consultations or other engagement events, is available on our website: [www.fifehealthandsocialcare.org](http://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](http://www.gov.scot/publications/national-health-wellbeing-outcomes-framework)

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

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