

# **Strategic Plan Delivery Plan 2022 – 2025**

## **Orkney Health and Social Care Partnership**



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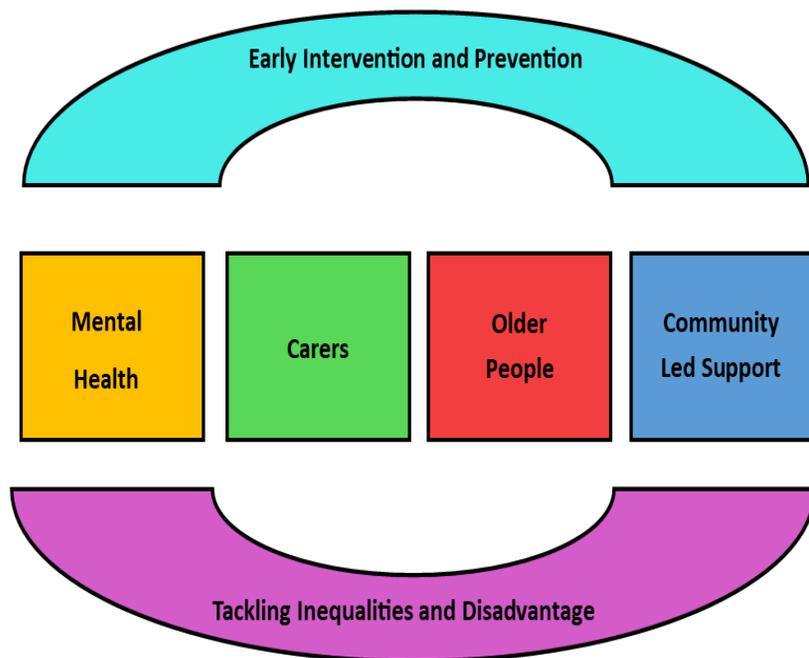
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# Introduction

Following on from the publication of the Orkney Health and Social Care Partnership Strategic Plan 2022 – 2025, this Delivery Plan seeks to provide details of how we intend to deliver the Partnership’s six Strategic Priorities, over the next three years.



Our Strategic Priorities were determined through a number of consultation and engagement exercises, undertaken by multiple statutory and third agencies, over the last several months, and considered within the context of a Joint Strategic Needs Assessment, undertaken towards the end of 2021.

Consistent themes were immediately apparent, with mental health, the plight of unpaid carers, and the challenges faced as we grow old, high on the list of people’s concerns. These are areas that we will strive to improve, as part of our service provision.

Professional acknowledgment that services must respond to changing public expectation, budgetary challenges, staffing shortages and changing demographics, have resulted in new ideas and innovations in service delivery, such as Community Led Support.

The priorities must be considered within the broader context and recognition that helping people to maintain their health and wellbeing, providing access to preventative services, and delivering for everyone, regardless of circumstance, will encompass every aspect of strategic planning and service delivery. We will use shared decision making to place our population at the centre of their care, always listening to what matters to you.

We must make mention, too, of the COVID-19 pandemic, which has affected every aspect of health and social care services and planning, and has directly influenced our plans for services, both in response to the current virus, as well as contingencies for any future viruses and pandemics.

Orkney Health and Social Care Partnership's Strategic Plan, and this strategic Delivery Plan, should be read within the context of public services' delivery, in Orkney. There are multiple strategic plans, issued by a number of responsible statutory and third sector agencies, all of which retain common themes. Despite attempting to tackle different challenges, all these plans seek to improve the overall health and wellbeing of the people of Orkney and, consequently, are inextricably linked.

Scottish Government, too, has a plan to improve health and wellbeing across Scotland. This plan is summarised in the nine National Health and Wellbeing Outcomes. (You can read more about these outcomes [here](#).) You will find a summary of the Outcomes addressed by each of the Strategic Priorities, below.

Finally, it should be noted that no single Strategic Priority sits in isolation; each has a direct influence and effect on the others. This means co-production, across every aspect of service delivery in the health and social care sector (and in public services delivery, in general) is mandatory if we are to successfully deliver upon our stated Strategic Priorities and, most importantly, improve the health and wellbeing of people in Orkney.

## **Priority: Developing Community Led Support approaches across Orkney**

**Lead: Head of Strategic Planning and Performance.**

### **Outline**

Community Led Support aims to provide the foundation for a more modern, effective way of delivering health and social care support that strengthens individuals, and community resilience and wellbeing. It is based on joined up working and collaborations across a range of organisations and partners, working collaboratively in the interests of the community, and moves away from professionally led processes and decisions, with the aim of focusing on good, effective conversations with people.

### **Strategic Intention**

Working with communities and partners to collaboratively design services with a focus on prevention, early intervention and on enabling people to be as independent as possible. This will strengthen integrated health and social care provision, improve mental health and wellbeing support, bolster partnership working and drive further development of Community Led Support / care in a co-designed approach.

### **This Strategic Priority Contributes to:**

Outcome 7: People who use health and social care services are safe from harm. They do and are supported to continuously improve the information, support, care, and treatment they provide.

Outcome 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.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestones Year 2023/2024	Measures
<ul style="list-style-type: none"><li>• Community Engagement Officer recruited.</li><li>• Explore options to develop the Community Led Support across Orkney using a co-designed approach.</li></ul> <p>(Aligned with Orkney Islands Council's <a href="#">Delivery Plan</a>)</p>	<ul style="list-style-type: none"><li>• Staff member in post.</li><li>• Co-design project plan developed by end March 2024.</li></ul>

## **Priority: Mental Health**

**Lead: Head of Health and Community Care and Service Manager – Mental Health.**

### **Outline**

The Strategic Plan highlights that we think it is important that people who experience mental health problems receive the same level of social and clinical support as those with physical health problems, and that we have made a commitment to improve and develop mental health and wellbeing supports across Orkney, so that people can live longer, healthier, and more fulfilling lives.

### **Strategic Intention**

Our strategic intention is described within the current Mental Health Strategy as “Helping people in Orkney to ensure that preventive measures are deployed at the earliest opportunity and that those with enduring mental health conditions live longer, healthier and more independent lives within their own communities. Getting it right for everyone applies equally to those with mental health conditions as it does those with physical health conditions.” In addition our intention is to bolster the current service and create a sustainable service, recognising the changes in need and demand from our local population.

### **This Strategic Priority Contributes to:**

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 3; People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 7: People who use health and social care services are safe from harm. They do, and are, supported to continuously improve the information, support, care, and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

<b>Delivery Milestones 2023/2024</b>	<b>Measures</b>
<ul style="list-style-type: none"><li>• Develop a Suicide Prevention Plan.</li><li>• Establish a Psychiatric Liaison Service.</li></ul>	<ul style="list-style-type: none"><li>• Suicide Prevention Plan published.</li><li>• Psychiatric Liaison Service model developed and IJB approval sought.</li><li>• High performance against Child and Adolescent Mental Health Services (CAMHS) and Psychological Therapies (PT) Heat targets.</li><li>• Reduce the overall patient impact as a result of staffing the mental health transfer bed.</li></ul>

## **Priority: Supporting Older People to Stay at Home**

**Leads: Head of Health and Community Care and Service Manager (Community Care).**

### **Outline**

Older people consistently tell us they would prefer to stay in their own homes, in their own communities, for as long as possible, rather than move into supported accommodation or residential care. Whilst we have invested significantly in improving sheltered and residential care for our most frail and vulnerable older people (such as the new care home in Stromness, and the planned new care facility in Kirkwall), we recognise people want to receive support, wherever possible, at home.

### **Strategic Intention**

If we are to be more successful in meeting peoples' preferences, we need to ensure we have an adequate workforce, appropriately remunerated and fully trained in the delivery of complex care. We need to ensure all possible use of technology is maximised and we need to ensure all community-based teams are working collaboratively together for the benefit of the people in our care.

We will work together with our partners across the health, care, and third sector to help people access activities and services to meet the needs of vulnerable older people.

We will ensure that people living with frailty are able to access well planned and well-coordinated services which are tailored to their individual needs and support their health, wellbeing, and independence at every stage of their condition.

### **This Strategic Priority Contributes to:**

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 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.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

Delivery Milestones 2023/2024	Measures
<ul style="list-style-type: none"> <li>• Engage in the Getting It Right For Everyone (GIRFE) national pathfinder programme, with a focus in Orkney on Frailty and Ageing Well Project.</li> <li>• Support more older people to live safely at home for longer.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hospital avoidance due to early intervention and support for people with frailty.</li> <li>• Reduction in rate of falls in older people population.</li> <li>• Expand the range of technology that contributes to older people living safely at home.</li> <li>• Increase in use of Telecare/Digital solutions to support early intervention and prevention and increase flexibility for individuals to remain at home.</li> <li>• Waiting List of unmet need hours for Care at Home provision is reduced.</li> <li>• The percentage of telecare users who have switched to digital from analogue is increased.</li> <li>• Expand the range of technology that contributes to older people living safely at home.</li> </ul>

Delivery Milestones 2023/2024	Measures
	<ul style="list-style-type: none"><li data-bbox="1171 240 1864 305">• Unmet need hours of Care at Home provision are reduced.</li><li data-bbox="1171 342 1814 407">• Number of service users receiving care at home support is increased.</li><li data-bbox="1171 444 1898 591">• Number of Care at Home packages of 10hrs + rise to reflect the responsiveness to increased complexity/frailty and demonstrates flexibility to changing needs.</li></ul>

## **Priority: Supporting Unpaid Carers**

**Leads: Head of Health and Community Care and Head of Children, Families and Justice Services.**

### **Outline**

The Scottish Government has observed that the care system could not cope without the enormous contribution from unpaid carers. The Carers (Scotland) Act 2016 recognised this contribution, promising to ‘promote, defend, and extend the rights’ of adult and young carers across Scotland. The Act enhances and extends the rights of carers, with carers now entitled to their own support plan.

The role of unpaid carers is also recognised in the Scottish Government’s nine National Health and Wellbeing Outcomes. This recognition is local, too, with support for unpaid carers being one of our strategic priorities.

### **Strategic Intention**

The Carers’ Strategy Group, a group with membership from across the statutory and third sectors, as well as unpaid carer representation, is charged with delivery of the Carers’ Strategy.

The group is currently developing the new Carer Strategy, a document that will provide detail on how we will improve the lives of unpaid carers in Orkney. This strategy is being developed in collaboration with unpaid carers themselves: each of the actions included in the strategy, and in this plan, will be both articulated and validated by unpaid carers, themselves.

### **This Strategic Priority Contributes to:**

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 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.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Delivery Milestones 2023/2024	Measures
<ul style="list-style-type: none"> <li>• Hold an Orkney Carer Conference, where the essential role of unpaid carers in delivering social care support, in Orkney, will be highlighted and celebrated.</li> <li>• Consult and engage with unpaid carers, following the conference, learning what it is we need to do so that they feel supported in their lives.</li> <li>• Use the responses and information gained from carers through this engagement to draft a new Carer Strategy that properly reflects the needs and aspirations of unpaid carers.</li> <li>• We will reach more people delivering care to family or friends, who have not sought carer services, and measure that number.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold the Carer Conference during Year One.</li> <li>• Prepare and publish new Carer Strategy before the end of 2023.</li> <li>• Increase the number of unpaid carers contacting Crossroads Care Orkney, for support, from 78, in 2022.</li> </ul>

## **Priority: Early Intervention and Prevention**

**Lead: Head of Children, Families and Justice Services and Associate Director – Allied Health Professions.**

### **Outline**

Our strengthened focus on prevention and early intervention will promote good, positive, physical and mental health, and wellbeing, for all people, whatever their age.

### **Strategic Intention**

Prevention and Early Intervention, across the lifespan, is vital to all our priorities. We want to empower people to be more aware of, and responsible for, their health and wellbeing, whatever their age or background. We are committed to improving the overall health and wellbeing of children, young people, and adults, in Orkney. Communities and the local environment play an important role in promoting good health and providing opportunities to be active, to be involved, and to connect with others.

### **This Strategic Priority Contributes to:**

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Delivery Milestones 2023/2024	Measures
<ul style="list-style-type: none"> <li>• Create additional frontline resource in Speech and Language Therapy.</li> <li>• Embed a new Neuro-developmental assessment pathway.</li> <li>• Increased provision of family support provision across Orkney (linking to Whole Family Wellbeing Fund Project).</li> <li>• A collective agreement from partners to collaborate on a whole system approach to physical activity, with a working group established to take this approach forward.</li> <li>• Continue to improve oral health and opportunities for routine oral care through delivery of population and targeted oral health programmes (e.g. Childsmile, Caring for Smiles, Open Wide, NDIP).</li> </ul>	<ul style="list-style-type: none"> <li>• Waiting times for assessment and treatment reduced.</li> <li>• Neuro-Developmental Pathway waiting times improve.</li> <li>• Whole Family Wellbeing Support project plan and outcomes agreed by end March 2024.</li> <li>• An Orkney Systems-Based Approach to Physical Activity – Action Plan developed.</li> <li>• Report on delivery and reach of oral health improvement programmes.</li> </ul>

## **Priority: Tackling Inequalities and Disadvantage**

**Lead: Chief Officer.**

### **Outline**

We are committed to:

- Working to keep children, young people, and vulnerable adults safe.
- Making sure that everybody can access the service or treatment that they might need, when they need it.
- Removing barriers to accessing services.
- Working with partners to address financial hardship.
- Ensuring Orkney is a safe and happy place to live, for everyone.

### **Strategic Intention**

The provision of multi-professional, 21<sup>st</sup> century health and social care, which is tailored to the needs of our population.

### **This Strategic Priority Contributes to:**

Outcome 5: Health and social care services contribute to reducing health inequalities.

Delivery Milestones Year One 2023/2024	Measures
<ul style="list-style-type: none"> <li>• Secure the sustainability of the Islands' Wellbeing Project and Island Co-ordinators.</li> <li>• Develop targeted, creative and appropriate community bases responses to support oral health improvement, based on Community Challenge fund model, supporting positive oral health behaviour and access to dental services when needed. The Board will monitor dental access needs throughout Orkney and be ready to respond to increased demand and changes in delivery.</li> <li>• Work with islands communities to co-design and develop models of care and services that are tailored, effective and sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>• IJB funding to be sought and secured for Wellbeing Co-ordinators to continue beyond October 2023.</li> <li>• Report on growth of activities to support oral health improvement in community, e.g. visits to toddler, community groups in Orkney.</li> <li>• Based on the demonstration of increased needs, the Public Dental Service to recruit required additional dental officer</li> <li>• First three islands (Papa Westray, Eday and North Ronaldsay) will have plans developed and actioned by March 2024.</li> </ul>