

Stephen Brown (Chief Officer)

Orkney Health and Social Care Partnership

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Agenda Item: 8.

Performance and Audit Committee

Date of Meeting: 13 March 2024.

Subject: Strategic Plan Priorities – Progress Report.

1. Purpose

1.1. To provide a regular update on the progress made against the Integration Joint Board's six Strategic Priorities, the associated milestones, and actions.

2. Recommendations

The Performance and Audit Committee is invited to scrutinise:

2.1. Progress made against the Integration Joint Board's six Strategic Priorities, as detailed in the Strategic Plan Delivery Tracker, attached as Appendix 1 to this report, in order to obtain assurance that the Priorities are being progressed and delivered.

3. Background

3.1. The Strategic Plan Delivery Plan 2022 – 2025 (the Plan) delivers an outline of the six Strategic Priorities, adopted by the IJB, in the Strategic Plan 2022 – 2025, as well as the intention of each Priority.

3.2. The Plan goes on to articulate specific outcomes, or milestones, relating to each Strategic Priority and, crucially, details of how the respective milestones will be measured.

3.3. Where appropriate, a delivery timeframe is specified for a given outcome.

3.4. The Plan was approved by the Strategic Planning Group on 9 November 2023.

4. Performance Monitoring

4.1. A simple tracker has been developed to monitor performance against each Strategic Priority, along with its associated milestones and measures. This is attached at Appendix 1.

4.2. Officers will deliver an update on three of the six Strategic Priorities, at each meeting of the Performance and Audit Committee. This will ensure that an update on progress is provided, bi-annually, in respect of each Strategic Priority.

4.3. The three Strategic Priorities for this report are:

- Community Led Support.
- Early Intervention and Prevention.
- Tackling Inequalities and Disadvantage.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2023 to 2030 values are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing, and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups, and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	No.

6. Resource and financial implications

6.1. There are no resource or financial implications associated with the monitoring and reporting of progress against the IJB's Strategic Priorities.

7. Risk and equality implications

7.1. There are no equality implications associated with the monitoring and reporting of progress against the IJB's Strategic Priorities.

7.2. While there are no immediate risk implications arising as a result of this report, there is a risk if actions are not progressed that the IJB will be unable to achieve the outcomes of the six Strategic Priorities.

8. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Authors and contact information

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10.3. Shaun Hourston-Wells (Acting Strategic Planning Lead), Orkney Health and Social Care Partnership. Email: shaun.hourston-wells@orkney.gov.uk, telephone: 01856873535 extension 2414.

11. Supporting documents

11.1. Appendix 1: Strategic Plan Delivery Tracker.

Priority	Milestone (23 - 24)	Action	Update Due	Status / Narrative	Responsible Officer
Community Led Support	Community Engagement Officer recruited.	Staff member in post.	Mar-24	Funding for the post has now been identified. The Job Description and Person Specification have been submitted to HR for approval.	Maureen Swannie / Shaun Hourston-Wells
	Explore options to develop Community Led Support across Orkney using a co-designed approach. (Aligned with Orkney Islands Council's Delivery Plan)	Co-designed project plan developed by end September 2024.	Mar-24	Health and social care officers are working with colleagues from other services, within the Council, to develop multi-service approaches to CLS.	Maureen Swannie / Shaun Hourston-Wells
Mental Health	Develop a Suicide Prevention Plan.	Suicide Prevention Plan published.	Jun-24		Lynda Bradford / Diane Young
	Establish a Psychiatric Liaison Service.	Psychiatric Liaison Service model developed and IJB approval sought.	Jun-24		Lynda Bradford / Diane Young
	Deliver a high performance against Child and Adolescent Mental Health Services (CAMHS) and Psychological Therapies (PT) Heat targets.	High performance against Child and Adolescent Mental Health Services (CAMHS) and Psychological Therapies (PT) Heat targets.	Jun-24		Lynda Bradford / Diane Young
	Deliver a reduction in the overall patient impact as a result of staffing the mental health transfer bed.	Reduce the overall patient impact as a result of staffing the mental health transfer bed.	Jun-24		Lynda Bradford / Diane Young
Supporting Older People to Stay at Home	Engage in the Getting It Right For Everyone (GIRFE) national pathfinder programme, with a focus in Orkney on Frailty and Ageing Well Project.	Number of hospital avoidance due to early intervention and support for people with frailty.	Jun-24		Morven Gemmil / Lynda Bradford
	Support more older people to live safely at home for longer.	Reduction in rate of falls in older people population.	Jun-24		Helen Sievwright / Lynda Bradford
		Expand the range of technology that contributes to older people living safely at home.	Jun-24		Helen Sievwright / Lynda Bradford
		Increase in use of Telecare/Digital solutions to support early intervention and prevention and increase flexibility for individuals to remain at home.	Jun-24		Helen Sievwright / Lynda Bradford
		Waiting List of unmet need hours for Care at Home provision is reduced.	Jun-24		Helen Sievwright / Lynda Bradford
		The percentage of telecare users who have switched to digital from analogue is increased.	Jun-24		Helen Sievwright / Lynda Bradford
		Expand the range of technology that contributes to older people living safely at home.	Jun-24		Helen Sievwright / Lynda Bradford
		Unmet need hours of Care at Home provision are reduced.	Jun-24		Helen Sievwright / Lynda Bradford
		Number of service users receiving care at home support is increased.	Jun-24		Helen Sievwright / Lynda Bradford
	Number of Care at Home packages of 10hrs + rise to reflect the responsiveness to increased complexity/frailty and demonstrates flexibility to changing needs.	Jun-24		Helen Sievwright / Lynda Bradford	
Supporting Unpaid Carers	Hold an Orkney Carer Conference, where the essential role of unpaid carers in delivering social care support, in Orkney, will be highlighted and celebrated.	Hold the Carer Conference during Year One.	Jun-24	Complete - The Carer Conference was held in May of 2023	Shaun Hourston-Wells
	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.	Undertake a post-Carer Conference Survey.	Jun-24	Complete - The survey was completed in October of 2023. The results will be published alongside the new Orkney Unpaid Carers' Strategy, in March of 2024.	Shaun Hourston-Wells

	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.	Prepare and publish new Carer Strategy before the end of Business Year 2023/24.	Jun-24	Complete - The new Orkney Unpaid Carers' Strategy will be presented to the IJB in February 2024 and, subject to approval, will be published thereafter.	Shaun Hourston-Wells
	We will reach more people delivering care to family or friends, who have not sought carer services, and measure that number.	Increase the number of unpaid carers contacting Crossroads Care Orkney, for support, from 78, in 2022.	Jun-24		Shaun Hourston-Wells
Early Intervention & Prevention	Create additional frontline resource in Speech and Language Therapy.	Waiting times for assessment and treatment reduced.	Mar-24	Additional WTE speech and language therapist joined the children and young peoples (CYP) team on 19th Feb . This post will add resilience to the service and support improvement in meeting the needs of CYP together with plans to review the service to consider if the model of care /service can be further enhanced . Adult Speech and Language therapy continues to have no substantive service due to recruitment difficulties . Creative recruitment options are being actively explored	Morven Gemmil
	Embed a new Neuro-developmental assessment pathway.	Neuro-Developmental Pathway waiting times improve.	Mar-24	Planning work is underway to look at the current pathway and proposals for a single NDP pathway , working with all relevant partners . A proposed integrated pathway will be ready to trial as a test of change by August 2024.	Morven Gemmil / Louise Willis
	Increased provision of family support provision across Orkney (linking to Whole Family Wellbeing Fund Project).	Whole Family Wellbeing Support project plan and outcomes agreed by end March 2024.	Mar-24	WFWs project now sits with CLDE and funding has been transferred. Plan and intended outcomes agreed. Agreement from SG and OIC to carry over all unused funds to date. Recruitment is in progress. Service Managers from Children's Health and Children's SW are co-leaders for the project with CLDE and Education.	Maureen S
	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.	An Orkney Systems-Based Approach to Physical Activity – Action Plan developed.	Mar-24	Partner commitment to Whole System Approach for Physical Activity in Orkney confirmed (29th August 2023/9th November 2023). Understanding of the Orkney Landscape for Active Workplaces, Active Places of Learning, Active Sport & Recreation and Active Places & Spaces (29th August 2023). Establishment of Whole System Approach Working Group – 29th January 2024 – (Fortnightly meetings in place). Deep dive into sub systems - Active Workplaces, Active Places of Learning, Active Sport & Recreation and Active Places & Spaces (29th January 2024). Deep dive into sub systems - Active Travel, Active Health & Social Care, Active Comms & Public Education, Active Systems (12th February 2024). Next Step – Prioritisation of areas of improvement/gaps from deep dive sessions (26th February 2024).	Garry Burton / Garry Reid (Sport Scotland) / Graham Lindsay

	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).	Report on delivery and reach of oral health improvement programmes.	Mar-24	Childsmile Programme continues to provide and support toothbrushing and fluoride varnish programmes in nurseries and schools in the county. Some vacancies in toothbrushing supervisor posts have limited toothbrushing activity over the past few months but recruitment is currently underway. Caring for Smiles training is provided to care home and home care staff. Training has been delivered at Selbro Centre for Home Care staff in December 23 and March 24, and at Hamnavoe House in February 24. Annual oral health screening is underway in care homes. The National Dental Inspection Programme inspections for 2024, focusing on P1 children's oral health will be completed by end March 2024.	Karyn Tait
Tackling Inequalities & Disadvantage	Secure the sustainability of the Islands' Wellbeing Project and Island Co-ordinators.	IJB funding to be sought and secured for Wellbeing Co-ordinators, to continue beyond October 2023.	Mar-24	Complete - The IJB, through additional investment, agreed to fund the request from VAO to continue the Islands' Wellbeing Coordinators.	Stephen Brown
	Develop targeted, creative and appropriate community-based 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.	Report on growth of activities to support oral health improvement in community, e.g. visits to toddler, community groups in Orkney.	Mar-24	2023/24 has seen toddler group visits to more than half of toddler groups in Orkney, and book bug groups reaching out to parents of young children with advice on oral health, and access to dental services. Childsmile Team works with early years team, nurseries and schools to reach families and groups needing extra support. Subgroup of the Child Healthy Weight Steering group is exploring healthy eating and healthy weight for young children and have supported developing guidance for guidance for parents for nursery aged children. Oral Health staff are participating in the HENRY healthy lifestyle for young families training for practitioners taking place in Jan - March 2024. This training explores supporting families positively to develop healthy lifestyle habits. The Public Dental Service is currently experiencing a challenging time in staffing and recruitment. This is being closely managed, and monitored at this time, to ensure that the best service can be provided for patients.	Karyn Tait
		Based on the demonstration of increased needs, the Public Dental Service to recruit required additional dental officer.	Mar-24	Two further attempts to recruit to this role, either side of the New Year, were unsuccessful. For the next round in February 2024, the job advertisement will be placed in the British Dental Journal which is viewed widely across the profession nationally and internationally.	Steven Johnston

	Work with islands communities to co-design and develop models of care and services that are tailored, effective and sustainable.	First three islands (Papa Westray, Eday and North Ronaldsay) will have plans developed and actioned by March 2024.	Mar-24	Partially Complete - Papa Westray work completed and update of outputs provided to the Orkney Partnership Board. Work with North Ronaldsay continues. Work with Eday complete as far as possible at present due to challenges with community representation.	Stephen Brown
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