

Stephen Brown (Chief Officer)
Orkney Health and Social Care Partnership
01856873535 extension: 2601
OHACfeedback@orkney.gov.uk



Agenda Item: 7

Performance and Audit Committee

Date of Meeting: 25 September 2024.

Subject: Strategic Plan Priorities Progress Report.

1. Purpose

1.1. To provide a regular update on the progress made against the six Strategic Priorities, the associated Milestones and Actions.

2. Recommendations

The Performance and Audit Committee is invited to note:

2.1. That, in order to ensure an update on progress is provided biannually in respect of each Strategic Priority, an update on three of the six priorities is presented every quarter to the Performance and Audit Committee.

The Performance and Audit Committee is invited to scrutinise:

2.2. Progress made against the three Strategic Priorities, as outlined at section 4.3 and detailed in the Strategic Plan Delivery Tracker, attached as Appendix 1 to this report, to obtain assurance that those Priorities are being progressed and delivered.

3. Background

3.1. The Strategic Plan Delivery Plan 2022–2025 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 Strategic Plan Delivery 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 Strategic Plan Delivery Plan was approved by the Strategic Planning Group at their meeting 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. This is the third quarterly update, where officers deliver an update on three of the six Strategic Priorities, at each meeting of the Performance and Audit Committee. This ensures that an update on progress is provided, biannually, in respect of each Strategic Priority.

4.3. The three Strategic Priorities subject to this update are:

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

4.4. Following suggestions from Committee members, the tracker now features a RAG status.

4.5. In addition, to assist Committee members to identify updates received from officers for this iteration of the tracker, the new commentary is shown in bold script.

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 six Strategic Priorities. Any actions generated as a result of the Strategic Priorities will be met from within existing approved budgets.

7. Risk and equality implications

7.1. Whilst there are no risk implications directly associated with this report, there is the risk that failure to progress the actions detailed in Appendix 1 could result in the inability to deliver the Strategic Priorities identified in the Strategic Plan 2022–2025.

7.2. Should the Delivery Tracker identify the possibility that any of the Actions will not be completed, or are falling behind schedule, the service will address the relevant issue, with the Delivery Tracker reporting progress to the Committee.

7.3. There are no equality implications arising from the monitoring and reporting of progress against 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

10.1. Stephen Brown (Chief Officer), Integration Joint Board. Email: stephen.brown3@nhs.scot, telephone: 01856873535 extension 2601.

10.2. 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.

Appendix 1

Key	Complete							
	On schedule							
	Behind schedule							
	Significant possibility of failure to deliver within the timeframe of the plan.							
	Updates for this iteration are shown in bold script							
Priority	Milestone (23 - 24)	Action	Previous Update	Next Update	Status / Narrative	RAG	Responsible Officer	
Community Led Support	Community Engagement Officer recruited.	Staff member in post.	Mar-24	Sep-24	Funding has not yet been identified for this post.	Red	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 March 2025.	Mar-24	Sep-24	Health and social care officers are continuing to work with colleagues from other services, within the Council, to develop multi-service approaches to CLS. Results from the recent public consultations (Orkney Matters) will inform development of the plan.	Green	Shaun Hourston-Wells	
Mental Health	Develop a Suicide Prevention Plan.	Suicide Prevention Plan published.	Jun-24	Dec-24	Being progressed via the Suicide Prevention Task Force group.	Green	Lynda Bradford / Diane Young	
	Establish a Psychiatric Liaison Service.	Psychiatric Liaison Service model developed and IJB approval sought.	Jun-24	Dec-24	At present it has not been possible to identify funding to enable this to be progressed.	Red	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	Dec-24	Both CAMHS and PT continue to perform very well against the national HEAT targets, often achieving 100% of patients being seen within the 18-week target time.	Green	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	Dec-24	Whilst each patient is risk assessed in relation to staffing requirements the reality is that most patients require 2two staff members to be present. A meaningful reduction will be only be achieved when the Psychiatric Liaison team is in place.	Red	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	Dec-24	Orkney Health and Care has continued as a pathfinder for the GIRFE project. The local team has been testing the prototypes designed with older people with frailty and a range of service providers. This phase of the project concludes in early June and the intention is that a toolkit will be launched and that Orkney Health and care will be an implementation site for that toolkit.	Green	Morven Gemmill / Ruth Lea	

	Support more older people to live safely at home for longer.	Reduction in rate of falls in older people population.	Jun-24	Dec-24	<p>With an ageing population and more people living longer with complex needs, there continues to be an integrated approach Orkney with regards Falls prevention and management. In addition the Care Inspectorate's Care about Physical Activity (CAPA) Improvement programme has been widely shared across our care homes, care at home, housing support and other support services for older people to equip staff to promote "moving more" every day in ways that are meaningful to the individual.</p> <p>A snapshot of collective data from the three care homes in Orkney shows that in the six month period of April to June 2023 there was at the lowest 18 falls involving 13 residents and at the highest 55 falls involving 22 individuals.</p> <p>With reference to the increased number of falls one resident's frailty and cognition had declined significantly however the resident had continued to be mobile. Appropriate supports were put in place to assist both the individual and the staff in managing the situation. In addition a high proportion, 41.8%, of the increased falls were due to "unwitnessed falls" involving one resident who had been, apparently, placing themselves on the floor.</p> <p>Telecare equipment and assessment by the Falls Clinic was taken forward for that individual with further personal equipment aids being put in place to reduce risk.</p> <p>The Telecare Team responded to 22 individuals, across the communities, who had activated their falls monitor. Care at Home and Telecare teams continue to promote the prevention of falls in line with the Care Inspectorate's Preventing Falls booklet and across all service areas, the exploration of minimising falls is explored with the support of the Community Physio Falls Team.</p>		Helen Sievwright / Lynda Bradford	
	Expand the range of technology that contributes to older people living safely at home.		Jun-24	Dec-24	<p>The variety and choice of Telecare/Digital solutions on the market changes and improves at a great pace. Within OHAC the Telecare/Digital equipment allocated to individuals is person centred and based on a needs led assessment.</p> <p>The referrals for Telecare/Digital equipment and peripherals have increased over the last 12 months therefore it's important that the Telecare team remain current and uptodate on new/different models and products to ensure there is a extensive range of equipment and peripherals available to meet the varying needs of Orkney's population. From April 2023 to April 2024 there has been a 20% increase in the range of Telecare/Digital equipment that have been purchased to support individuals within Orkney and its Isles.</p>		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	Dec-24	In April 2023 there were 838 individuals on service with this number increasing by April 2024 to 876 individuals utilising Telecare/Digital equipment and peripherals, which is a 4.6% increase in provision. The majority of the referrals, over the course of 2023/2024, have been to support individuals in their activities of daily living and to offer practical solutions thus enabling individuals to continue to live meaningful lives and to offer peace of mind both to the identified user and/or their family members. This has helped towards creating a better proactive approach rather than a reactive approach to Telecare/Digital packages for individual and thus increasing person centred provision. This, in turn, creates a more robust structure in both early intervention and prevention approaches. Currently, there are 893 individuals utilising the benefits of Telecare/Digital solutions in Orkney and it's Isles to support them in their daily lives.		Helen Sievwright / Lynda Bradford	
Waiting List of unmet need hours for Care at Home provision is reduced.	Jun-24	Dec-24	In April 2023 the Care at Home service introduced new Waiting List and Capacity management procedures in order to improve the operations of unmet need. At April 2023 the unmet need hours for Care at Home 424.5hrs. Those hours of unmet need were a mix of new referrals as well as individuals with existing services requiring a further increase in their provision. By December 2023 the unmet need hours were 117.5hrs which is a 72.3% reduction in the number of unmet need hours. For April 2024 the unmet need hours were 209.45hrs which is a 50.65% reduction in unmet need hours over the entire 12 month period of April 2023 to April 2024.		Helen Sievwright / Lynda Bradford	
The percentage of telecare users who have switched to digital from analogue is increased.	Jun-24	Dec-24	In April 2023 there were 98 service users who had switched from analogue to digital. In April 2024 that number had increased to 159 individuals. Therefore over the entire 12 month period of April 2023 to April 2024 the increase from analogue to digital has been 61.6%. The analogue to digital project within OHAC has undertaken an immense amount of work over the last 12 month period in preparation for the full switchover in December 2025. In March 2024 the analogue to digital project team were awarded Bronze Accreditation by the Scottish Digital Office in recognition of the work the team has carried out to date in the analogue to digital journey.		Helen Sievwright / Lynda Bradford	
Number of service users receiving care at home support is increased.	Jun-24	Dec-24	In April 2023 there were 128 individuals in receipt care at home services and by April 2024 this had increased to 163 individuals. Therefore within the 12 month period of April 2023 to April 2024 there was a 27.3% increase in the number of individuals receiving care at home provision. Obviously this number fluctuates by the very nature of the service and currently there are 166 individuals in receipt of care at home provision.		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	Dec-24	In April there were 39 individuals in receipt of 10+ care at home packages and by April 2024 that had increased to 58 individuals. Therefore within the 12 month period of April 2023 to April 2024 there's been a 48.7% increase of individuals in receipt of in 10+ hrs of packages of care.		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	Dec-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	Dec-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	Dec-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	Dec-24	This action will be updated following the end of the calendar year 2024.		Shaun Hourston-Wells	

Early Intervention and Prevention	Create additional frontline resource in Speech and Language Therapy.	Waiting times for assessment and treatment reduced.	Mar-24	<p>Sep-24 An additional WTE speech and language therapist joined the children and young peoples (CYP) team on 19 February. 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. This has enhanced service activity and development across all tiers of universal, targeted, and individualised tiers of provision.</p> <p>CYP Waiting for Treatment have been prioritised as open duties of care and have significantly reduced over the last six months. This is an ongoing focus for the service to ensure CYP requiring intervention are seen and then discharged safely.</p> <p>CYP Waiting for Initial Assessment is the next focus priority. The service has worked with the Planned Care Deep Dive Project and will continue to work with Senior Leadership to progress this service improvement.</p> <p>CYP Waiting for Speech and Language Therapy assessment as part of Neurodevelopmental Assessments, particularly autism, are the third area of priority. We will continue to work with Senior Leadership to progress this service improvement.</p> <p>Adult Speech and Language therapy continues to have no substantive service due to recruitment difficulties, with a blended service currently being delivered: one day per week remote and one week per month in Orkney, to continue supporting this vacancy. Senior management are considering the proposal for this post, currently.</p>	Morven Gemmill	
-----------------------------------	--	---	--------	--	----------------	--

	Embed a new Neuro-developmental assessment pathway.	Neuro-Developmental Pathway (NDP) waiting times improve.	Mar-24	Sep-24	<p>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 was planned to trial as a test of change, by August 2024; however, due to the need to update service level agreements, there has been a delay in the process. Senior leaders have met with Community Paediatricians to understand the service need and to work to a way forward.</p> <p>The Service Level Agreement has been agreed and is in place. Work is underway with Paediatrics, Allied Health Professions (AHP), Educational Psychology (EP) and CAMHS to progress a single access point and multi-agency assessment pathway. Pragmatic solutions will be required to address the current waiting lists. The Head of Children, Families and Justice Services and Chief Social Work Officer has proposed a waiting list cleanse and review of referrals, that were made some time ago, to ensure presenting need still remains the same and to support with prioritisation of assessments.</p> <p>There is a proposed pathway but this is reliant on agreed processes between CAMHS/ AHP/ EP.</p> <p>Test of change has been delayed until January 2025.</p>		Morven Gemmill / Darren Morrow / 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	Sep-24	<p>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.</p> <p>CLD are recruiting to posts and working closely with the children's social work team to establish how the posts will fit with family support. There will be a networking event later in the year.</p>		Darren Morrow / Louise Willis	

	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	Sep-24	<p>Prioritisation of areas of improvement/gaps from deep dive sessions has continued to take place since March.</p> <p>Sub-groups were set up across the eight investment areas (Active Workplaces, Active Places of Learning, Active Sport and Recreation and Active Places and Spaces, Active Travel, Active Health and Social Care, Active Comms and Public Education, Active Systems) with each group working to prioritise the key emerging actions, tasks, timeframe, and indicators relative to these actions emerging actions. (April – June).</p> <p>Actions been further refined in July and a draft Physical Activity and Wellbeing (PAW) action plan has now been produced. This moves the strategic group closer to achieving the target of competing a new Physical and Wellbeing Strategy by Autumn 2024</p> <p>The group will continue to work towards sign-off of a new PAW strategy within the next two months.</p>		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	Sep-24	<p>The Childsmile Programme continues to provide and support toothbrushing for at least nursery to P2 but to many schools participate further through the school. Some vacancies in toothbrushing supervisor posts continue to impact on toothbrushing activity. Recruitment to these very part time posts is ongoing. The Fluoride varnish programmes currently continue to be offered in nursery to P7.</p> <p>The National Dental Inspection Programme inspections for 2024, focusing on P1 children's oral health were completed by end March 2024. Annual national results are expected in November 2024.</p> <p>Caring for Smiles training is provided to care home and care at home staff. Training continues to be offered for Care home staff. Care home staffing shortages have led to training cancellation over the past few months.</p> <p>Based on oral health screening undertaken annually over November to January in care homes, a programme of regular contact and quarterly visits from the dental team has been restarted after a short break, to support both staff and residents with oral care.</p>		Karyn Tait	
Tackling Inequalities and 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	Sep-24	Complete - The IJB, through additional investment, agreed to fund the request from Voluntary Action Orkney 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	Sep-24	<p>As of September 2024, community wide oral health improvement activity continues to develop for children and young people. Visits to toddler groups continue, and are in planning for the next session (August to December). Over the summer the oral health team has worked with the Pickaquooy Centre Holiday Club and Stromness Shopping Week to offer Healthy Snack sessions. These have been well received, encouraging and challenging children to try and explore healthy snacks. We continue to work with the early years team, nurseries and schools, including secondary and Papdale Halls of Residence to reach children, young people and families needing some extra support. Continuing to develop based activity is a focus for the oral health improvement programme.</p> <p>Subgroup of the Child Healthy Weight Steering group is exploring healthy eating and healthy weight for young children and have supported developing guidance for parents for nursery aged children. This will be circulated from August 2024. This group provides a network for discussing healthy eating issues for children and young people, including school meals.</p> <p>The HENRY training designed to support families positively is developing. Facilitator training has been completed and the programme is now being offered for families, along with some positive Raise, Engage, Refer training for practitioners working in early years. Focussing on developing healthy lifestyles the programme with focus on issues including healthy eating, including oral health, healthy weight, physical activity, hydration and sleep.</p> <p>The Public Dental Service continues to face difficult and challenging times in terms of staffing and recruitment. This is being managed, and monitored closely, and recruitment efforts continue to ensure that the best service can be provided for patients.</p>		Karyn Tait	
	Based on the demonstration of increased needs, the Public Dental Service to recruit required additional dental officer.		Mar-24	Sep-24	<p>Attempts to recruit a dental officer continue. An advert went live again on 29 August, and again the job advertisement will be placed in the British Dental Journal, which is viewed widely across the profession, nationally and internationally.</p> <p>There have been two short periods of locum cover, to support access to emergency treatments for those patients waiting through the dental helpline.</p> <p>Some access to orthodontic consultation and treatment has been possible through running two weekend clinics in August.</p> <p>Ongoing recruitment and staffing challenges continues to affect provision and access to dental services and this continues to be closely monitored, and any viable options explored.</p>		Steven Johnston	

