

Planning for our future



Strategic plan 2019/22



Sally Shaw - Chief Officer

Foreword

Text to follow in final version...

Sally

National Health and Wellbeing Outcomes

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
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.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
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 well-being.
7. People using health and social care services are safe from harm.
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.
9. Resources are used effectively and efficiently in the provision of health and social care services.

PASSION LED US HERE



Our Vision

Getting it right for all in Orkney

Our Values



Person
Centered



Enabling



Caring



Empowering

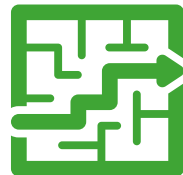
Our Aim



People



Place



Purpose

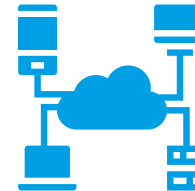
Our Approach



Realistic
Conversations



Community
Led
Support



Tech
Enabled

Our Priorities



Develop
Community
Hubs



Value and
Support Unpaid
Carers



Mental Health



Promote Self
Management



Revisit
Models of Care

Resilience

Live Well

Enabling

Prevention

Strong
Communities

Early
Intervention

Vibrant
Economic
Communities

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How will we know we are making a difference?

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Introduction

The Strategic Plan

This plan aims to set out the ambitions for health and social care in Orkney for those functions and services delegated to Orkney Health and Care by Orkney Islands Council and NHS Orkney. The plan however, also includes the services provided by the new Balfour Hospital and other functions that remain with NHS Orkney. We believe that this will allow us to make the most of our stretched resources and to ensure that movement in and out of the hospital setting is safe, seamless and efficient.

The plan clearly sets out the principles, values and approach, which will shape all that we do. Our focus will always be on innovation and the continual improvement of the health and wellbeing of all living in Orkney. It will also be about ensuring our activities maximise our ability to reduce health inequalities that exist in our communities.

The plan sets out our new approaches to health and social care. We need to develop different ways of working. Not only will our traditional models of support not be able to withstand the increase in demand for services but the current models are labour intensive - we will not be able to support such models with an adequate number of staff to safely operate them in the future.

We all need to ensure we take greater responsibility for our health and wellbeing. We need to work within our communities to develop this responsibility and to ensure that our communities are adequately equipped to support the needs of their individual populations.

In undertaking the activities set out in this plan and the developing Strategic Commissioning Implementation Plan, we are determined to use all available community assets and also to ensure our third sector colleagues become equal partners. Equal does not just mean sitting at the same table, it means having an equal say in how, what and when we commission, amongst other things.

We also seek to ensure that we break down hierarchy and other barriers that hinder our staff in their day to day work. We want to develop imagination, innovation and a culture where staff feel engaged, enabled and are part of a learning organisation. We see this as essential for driving forward what will be a 'Health and social care revolution here in Orkney!

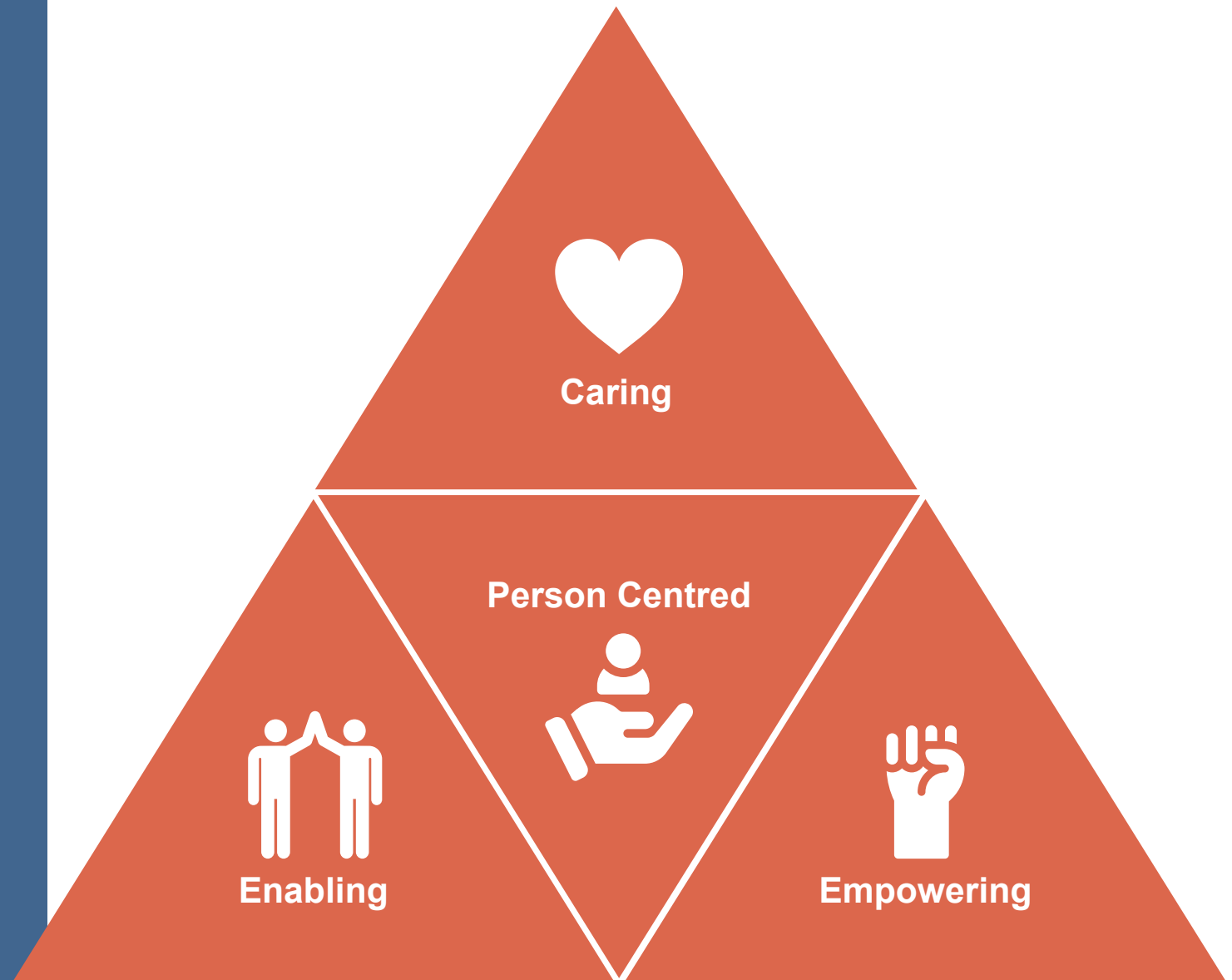
Our Vision

Our strategic vision in Orkney is to:

“Help the people of Orkney live longer, healthier and more independent lives within their own communities wherever possible”

“Getting it right for everyone in Orkney”

Our Values



REALISTIC MEDICINE

CAN WE:



CHANGE OUR STYLE TO
SHARED DECISION-MAKING?

BUILD A **PERSONALISED**
APPROACH TO CARE?



**REDUCE HARM
AND WASTE?**



REDUCE **UNNECESSARY
VARIATION** IN PRACTICE
AND OUTCOMES?

MANAGE RISK BETTER?



**BECOME IMPROVERS
AND INNOVATORS?**

Realistic Conversations

Realistic conversations is based fully on 'realistic medicine'. Here in Orkney we have decided to call it realistic conversations to promote the idea this is about health and social care.

Realistic conversations puts the person at the centre of any decisions being made. It ensures our staff take time to find out what is important to the person so that any health or social care support fits the persons needs and situation. Having a realistic conversation demonstrates that a 'one size fits all' approach to health and social care in not the most effective path for the individual or those providing services.

Realistic conversations encourage shared decision making for the individuals care and moves away from the professional being seen as the expert but more of the enabler. Staff will be equipped to discuss with individuals the type of treatment and / or support available and the benefits and the risks associated with each. They should also discuss the option of doing nothing and what the consequences of that might be. It is about giving adequate information in order that the individual can make up their own mind as to what is right for them.

Public Health Priorities for Scotland

In the summer of 2018, the Scottish Government and COSLA published the Public Health Priorities for Scotland. The principles that underpin these priorities are:

- **Reducing Inequalities** - tackling health inequalities is a matter of social justice. This principle should run through all public health priorities.
- **Prevention and Early Intervention** - preventative measures to be prioritised in order to reduce demand and lessen inequalities.
- **Fairness, Equity and Equality** - everyone has the right to the highest attainable health standard of health and everyone should have equal opportunity to realise this right without discrimination.
- **Collaboration and Engagement** - effective services must be designed and delivered with, and for, people and communities. Early and meaningful engagement across organisations and with people and communities is essential.
- **Empowering People and Communities** - supporting services and communities to produce the change they want to see together and co-design the services that they will use. The goal is to put people and communities at the heart of change.

These six guiding principles are aligned closely to those across health and social care services in Orkney. The six priorities that these principles underpin are also closely aligned to our aspirations for our population in Orkney, these are:

1. A Scotland where we live in vibrant, healthy and safe places and communities.
2. A Scotland where we flourish in our early years.
3. A Scotland where we have good mental wellbeing.
4. A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.
5. A Scotland where we have a sustainable inclusive economy with equality of outcomes for all.
6. A Scotland where we eat well and have a healthy weight and are physically active.

It is essential that our strategic thinking is inclusive of these priorities and their guiding principles.

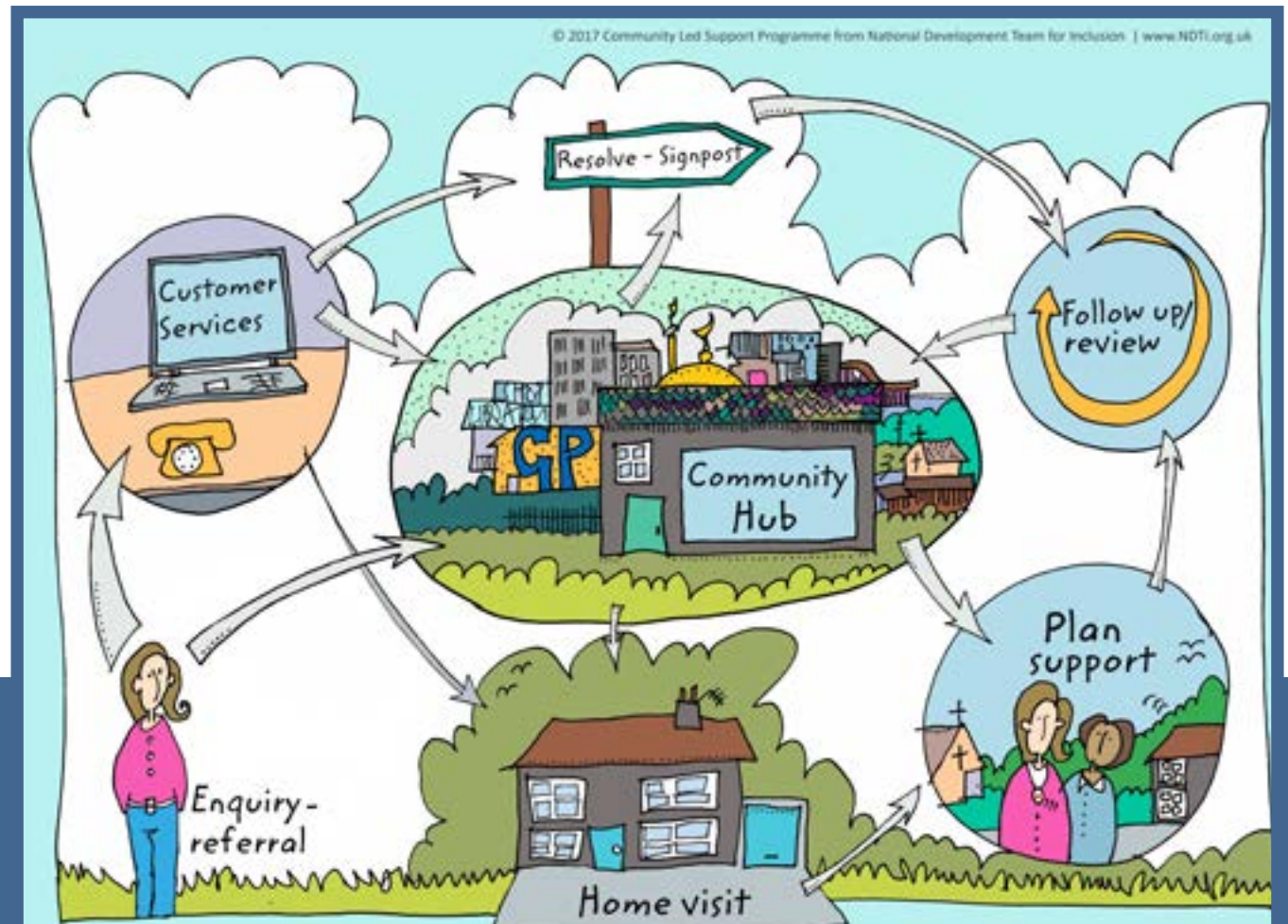


Our Approach

Community Led Support

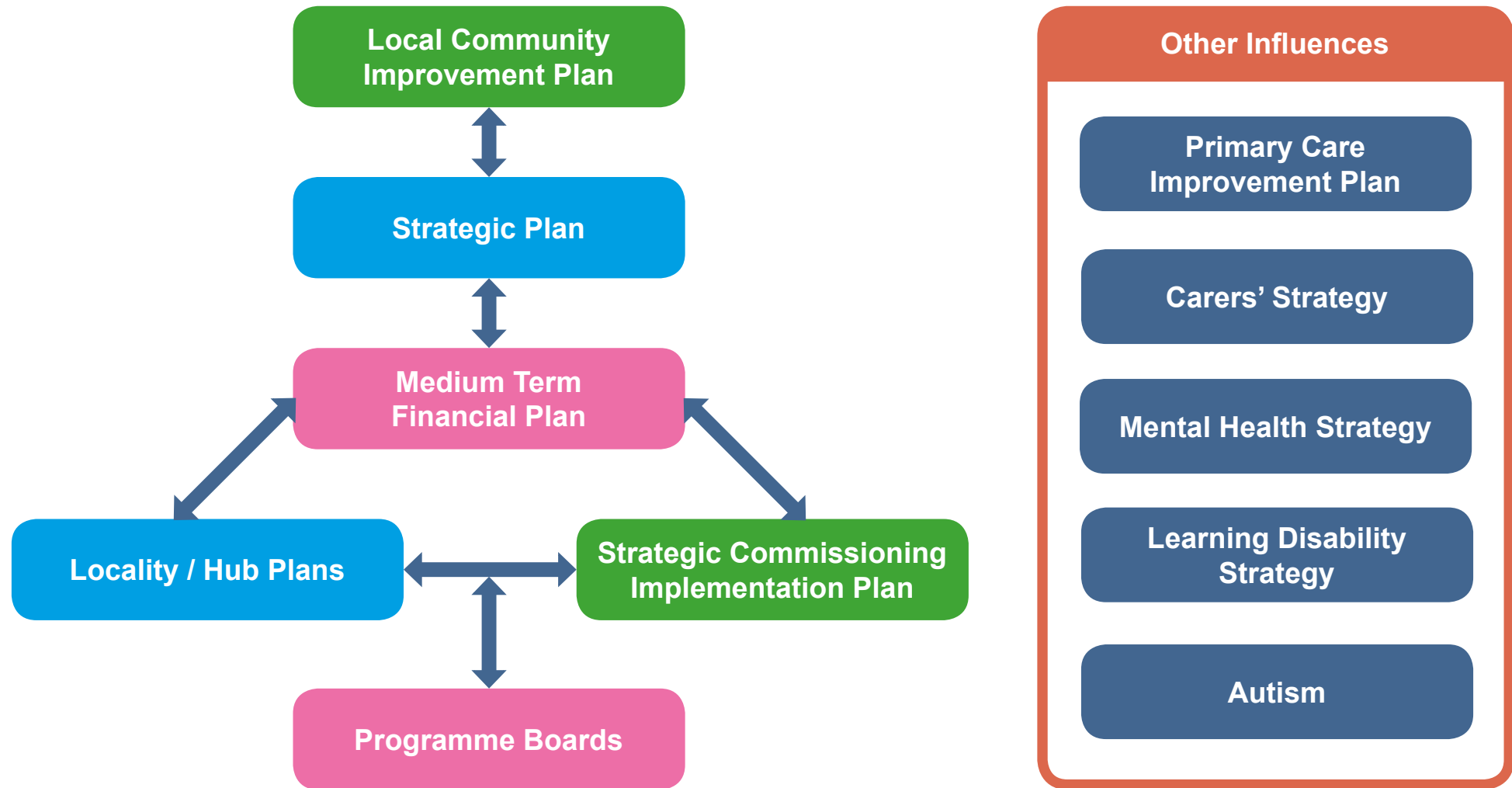
Working with individuals and communities will be at the heart of everything we do. We have committed to look at developing Community Led Support and have been successful in securing match funding from Scottish Government to pursue this with the support of the National Development Team and HiS iHub. This will build on the already emerging work of our Third Sector colleagues. The principles of CLS are:

- Coproduction brings people and organisations together around a shared vision
- There has to be a culture based on trust and empowerment
- There is a focus on communities and each will be different
- People are treated as equals, their strengths and gifts built on
- Bureaucracy is the absolute minimum it has to be
- People get good advice and information that helps avoid crises
- The system is responsive, proportionate and delivers good outcomes



Our Services

How we deliver services



What we deliver

Delegated Services:

- Adoption and Fostering
- Adult Placement Services
- Adult Protection and Domestic Abuse
- Aspects of Housing Support, including aids and adaptations
- Assessments of Offenders
- Care Home Services
- Carers Support Services
- Child Care Assessment and Care Management
- Child Protection
- Clinical Psychology Services
- Community Care Assessment teams
- Community Learning Disabilities and Social Work services for Learning Disabilities and Physical Disabilities
- Community Mental Health Services
- Community Physiotherapy, Speech and Language, Dietetics and OT Services
- Contingency Services
- Day Services
- District Nursing
- Diversions from Prosecution and Fiscal Work Orders
- Early Intervention
- Family Health Services Prescribing
- General and Public Dental Services
- Intermediate Care Team
- Local Area Co-ordination
- Looked After and Accommodated Children
- Maternity
- Multi Agency Public Protection Arrangements
- Occupational Therapy and Re-ablement Services, Equipment and Telecare
- Out of Hours GP service
- Palliative Care Services
- Pharmaceutical Services
- Primary Medical Services
- School Nursing Health Visitors
- Services provided by health professionals that aim to promote public health
- Services to Courts and Parole Board
- Sexual and Reproductive Health excluding hospital obstetrics/ gynaecology services
- Social Work Services for adults and older people; Children and Young People; Criminal Justice
- Special Needs/ Additional Support
- Substance Misuse Services and Drug and Alcohol Services
- Supervision of Offenders Subject to a Community Based order
- Support Services
- Through care and Supervision of released prisoners
- Through Care Services
- Youth Justice Services

Hospital Services:

- Accident and Emergency
- Inpatient Hospital Services
- Macmillan Palliative Care
- Mental Health Service provide in a hospital
- Ophthalmic Services
- Resource Transfer, including Voluntary Services

Our Strategic Aim

We aim to provide our communities with:

Enabling - to ensure the right support is provided at the right time in the right place for the right reason. We need to ensure that it is easy for all to navigate through what can be a complex health and social care system at present.

Prevention and Early intervention - it is clearly understood by all that if we invest in prevention and early intervention initiatives then this helps to stop crisis, which is generally labour intensive and can have long lasting impacts on both physical and mental health. To ensure that we can develop a suite of prevention and early intervention approaches we must identify barriers to change. Such interventions need to address both physical and mental health. We need to work in full collaboration with all stakeholders across all of our communities to develop a culture that adopts a positive, non-stigmatised approach to areas such as alcohol and drug addiction and mental health.

We have committed to develop a local Mental Health Strategy, which will adopt the principles and aims of the national 10 year strategy but in a manner that makes sense for Orkney and its communities. We will find ways to strengthen mental health support to our children and young people in order that they develop into adulthood with good mental health, that allows them to live well, as part of their wider **strong community** and contribute to our **vibrant economic community**.

Resilience - unless we find ways of supporting individuals and communities to cope and where possible overcome the impacts of their health and social care needs, then we will continue to see a rise in the demand for services. We need to work in close collaboration with all our partners to find innovative ways of achieving this.

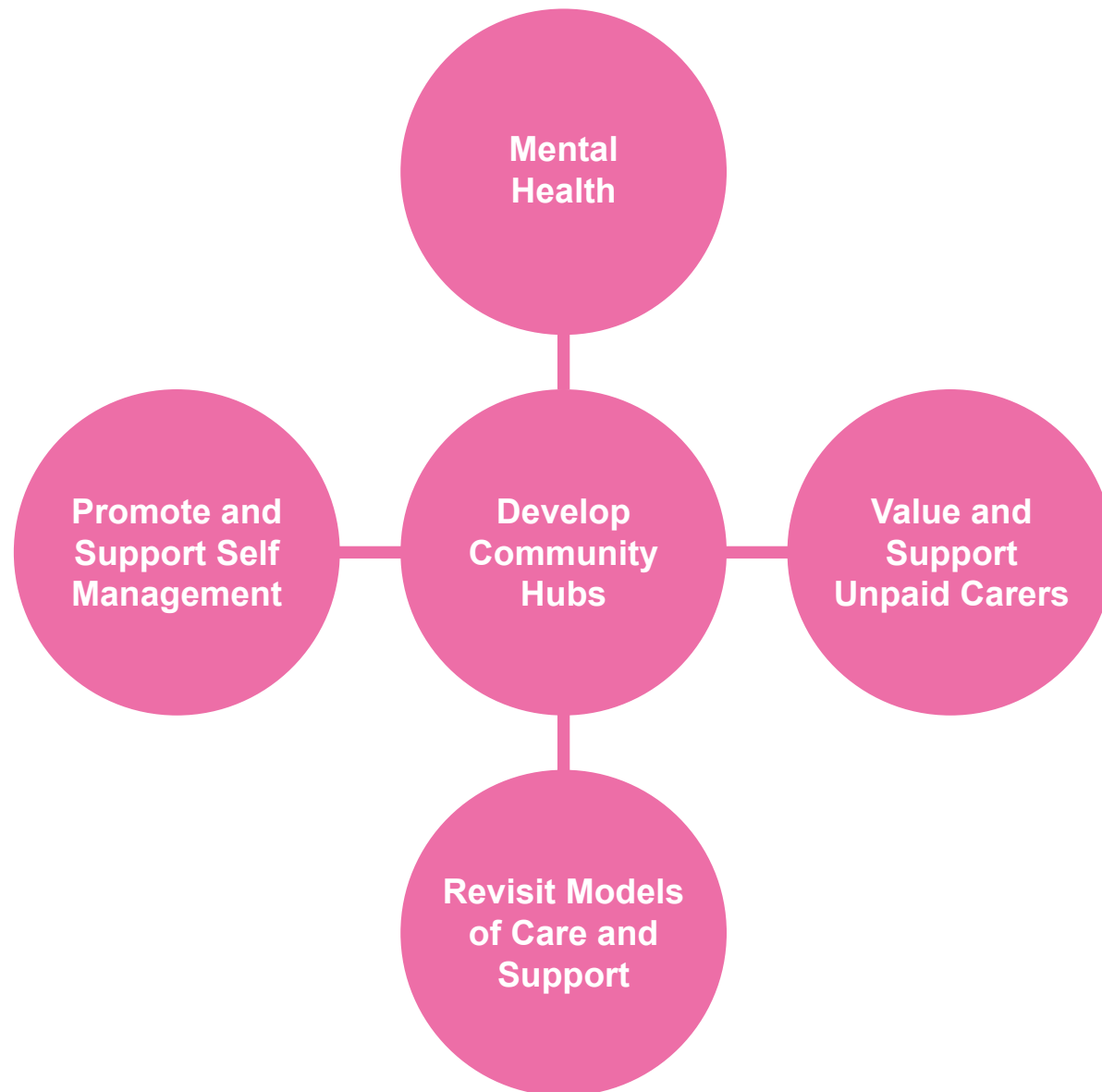


People

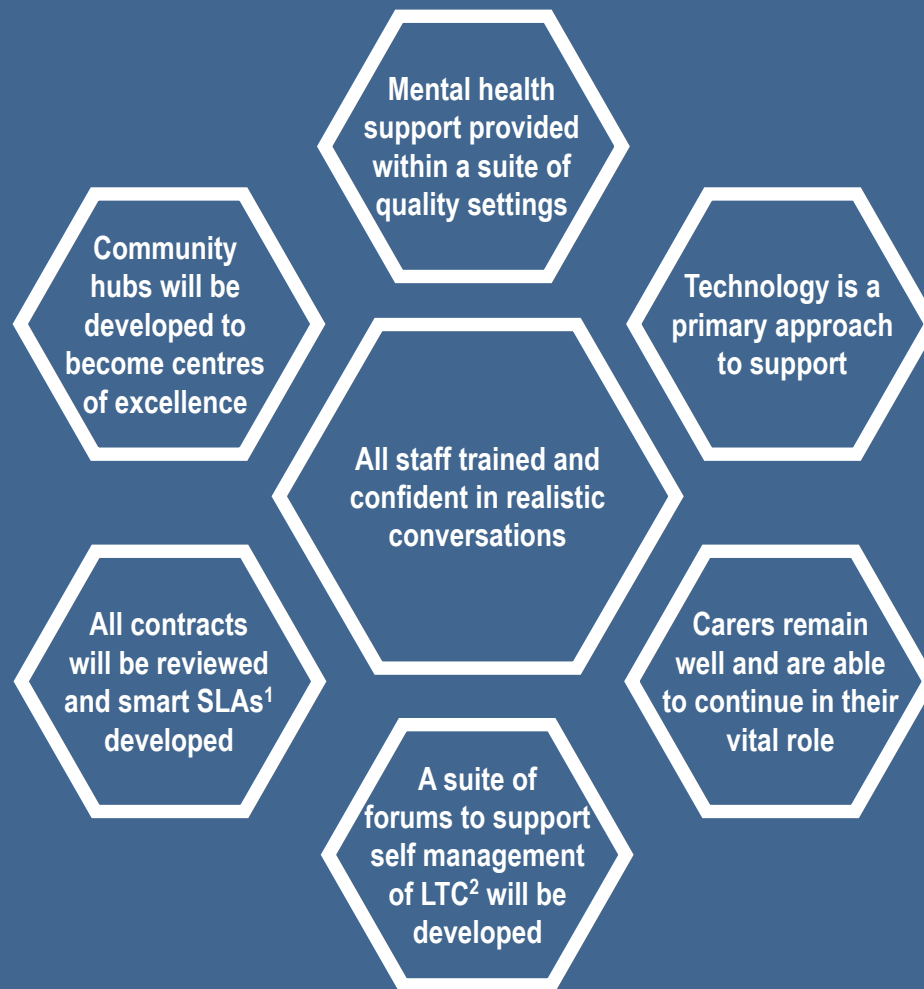
Place

Purpose

Priorities



How will we know we are making a difference?



Orkney is recognised as being the best place to live in the UK - we will ensure that our health and social care services will be a main factor in this recognition, thus sustaining the accolade.

Orkney Health and Care will be nationally recognised as an exemplar of innovative integrated practice.

We will ensure all that we do is about maximising positive outcomes for individuals and our communities.

Our annual performance report will clearly evidence how we are achieving our objectives.

¹ Service Level Agreements

² Long Term Conditions



Contact us

If you would like to contact us about this plan or require a different format please use the details below:

Email: OHACfeedback@orkney.gov.uk

Telephone: 01856 873535

Orkney Health and Care,
School Place,
Kirkwall,
KW15 1NY

