

Agenda Item	10
Report No	HC/14/23

HIGHLAND COUNCIL

Committee: The Highland Council

Date: 11 May 2023

Report Title: Highland Health and Social Care Partnership Strategic Plan Adult Services 2023 - 2026

Report By: Executive Chief Officer Health and Social Care

1. Purpose/Executive Summary

- 1.1 This report provides an update to Council on the latest draft of the Strategic Plan for delivery of integrated health and adult social care services.
- 1.2 The report provides a draft version (Appendix 1) of the Strategic Plan for 2023 – 2026 for Members to provide comment on prior to the issue of the final draft plan by the Joint Monitoring Committee for formal consultation with the public.

2. Recommendations

- 2.1 Members are asked to:
 - i. Note the work undertaken by the Strategic Planning Group in producing a draft of the Strategic Plan 2023 – 2026; and
 - ii. provide comment on the proposed draft of the Plan prior to sign off by the Joint Monitoring Committee of a final consultation draft.

3. Implications

- 3.1 Resource – The intention is to deliver the Plan within existing resource. Members are aware of the challenges in terms of the current delivery of adult services and further resource implications may be identified within the duration of the Plan (2023 - 2026). It is also possible that there will be further resource implications as a result of the introduction of the proposed National Care Service.
- 3.2 Legal – There is a statutory requirement for partnerships to produce a Strategic Plan every three years as outlined at 4.1 of this report. The responsibility for delivery of that Plan forms part of the role and remit of the Joint Monitoring Committee (the JMC) which provides the governance for the Highland Health & Social Care Partnership and the Council is a key partner in terms of that together with NHS Highland and third sector organisations.

- 3.3 Community (Equality, Poverty, Rural and Island) – The Strategic Plan will be delivered through the Joint Monitoring Committee who will oversee delivery. The plan itself is pan-Highland and there will require to be further locality planning at community level which will involve engagement with the local community. An impact assessment is currently being undertaken on the draft plan and will be completed following the public consultation. The consultation on the draft plan will be a public consultation but will also include targeted consultation with key groups directly impacted by the Plan.
- 3.4 Climate Change / Carbon Clever – There are no direct climate change implications.
- 3.5 Risk – There are risks in relation to the sustainability of adult social care provision which are set out in the Council’s risk register.
- 3.6 Gaelic – None

4. Background and Context

- 4.1 In 2014 The Scottish Government passed the Public Bodies (Joint Working) (Scotland) Act (the Act). The Act provided for public bodies to work in partnership in terms of the delivery of integrated health and social care functions, such integration to be set out in terms of an Integration Scheme which required to be reviewed every five years. Members will recall that at that time, in 2014, NHS Highland with the Council already had a partnership agreement in place which largely provided for that integration. The model in place is referred to as a lead agency model and as a result of that model adult social care services have been delegated to NHS Highland for delivery by them since 2012. As a result of the Act in 2014 that Partnership Agreement became an Integration Scheme which was reviewed in 2021 in accordance with the provisions of the Act.
- 4.2 The Act also sets out the requirement for a Strategic Plan to be in place setting out the arrangements for the delivery of the “integration functions “ for the period of the plan. Integration functions include both those functions which have been delegated to NHS Highland – adult social care functions – and also conjoined functions which are those health functions which were functions of NHS Highland prior to integration and remain so.
- 4.3 The JMC’s role is such that it has the ultimate responsibility for agreeing the consultation draft and subsequently the final Strategic Plan.

5. Developing the Plan

- 5.1 Over the last 2 years considerable work has been undertaken to draft this iteration of the Strategic Plan. Progress has been reported to the Joint Monitoring Committee and there has been significant engagement in terms of the work that has been undertaken. The Partnership have also been cognisant of engagement which has taken place by NHS Highland in terms of the Together We Care Strategy and the Mental Health and Learning Disabilities Strategy.
- 5.2 In terms of the legislation, a Strategic Planning Group has been established to develop the Plan and has met regularly to progress the draft and has reported to the Joint Monitoring Committee. The group membership is prescribed by the 2014 Act and includes officers from Highland Council and NHS Highland. It also includes the following prescribed groups:-

- Users of health and social care
- (Unpaid) carers of users of health and social care
- Commercial and non commercial providers of health care
- Commercial and non commercial providers of social care
- Non commercial providers of social housing
- Third sector bodies carrying out activities related to health or social care

5.3 The draft Plan has been developed in line with the Scottish Government guidance for partnerships and reflects the need to transform future delivery of service in terms of the following:-

- We need to spend our money in the most efficient way
- We want people to live at home independently
- Our existing staff are spread too thinly and we have difficulties in recruitment
- We need to be cognisant that our population is living longer and need is increasing
- We want to improve the quality of care provided.

5.4 The Council held an all-Member seminar on 20 April to provide an opportunity for a briefing on the Highland context in relation to adult social care needs and an opportunity to consider the draft Plan in detail and gather feedback to inform its development.

6. Reporting and Governance

6.1 The Strategic Plan is set within a complex planning and reporting landscape. In terms of that the preparation of the Plan forms part of the formal remit of the Joint Monitoring Committee and it is that Committee which will agree the final consultation draft. In advance of that final draft being agreed for consultation the Strategic Planning Group have reported on progress to the JMC. It is part of the work leading to the agreement of a final draft for consultation by the JMC that this report attaching the draft plan is being considered by the Council.

6.2 It is hoped that the JMC will be in a position to agree a final consultation draft of the Plan at their meeting in June 2023 and thereafter there will be a formal 3 month consultation period when views will be taken into account with a view to a final draft, post consultation, going to JMC for approval in September 2023. The Council and NHS Highland will then be asked to note the final version which will be submitted to the Scottish Government for publication.

7. The Structure

7.1 The Plan's key objective is to contribute to the achievement of the Scottish Government's National Health and Wellbeing Outcomes. Those are referred to within the Plan and are as follows:-

- 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.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Health and social care services contribute to reducing health inequalities.

- 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.
- People using health and social care services are safe from harm.
- 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.
- Resources are used effectively and efficiently in the provision of health and social care services.

7.2 The Plan articulates how partnership working improves outcomes and how we will make a difference by working closely with third sector partners and communities across Highland. It recognises that the Plan itself must link in with other work. It is a pan-Highland plan and it recognises that Locality Improvement Plans will subsequently be developed in response to the Plan to develop more nuanced local plans which will be consistent with the overall Strategic Plan. It recognises too that to deliver such local plans that it will be important to work with Community Planning Partnerships.

7.3 Where pre-existing partnership groups exist, these have been brought into the planning framework to provide oversight and governance. This includes the Highland Adult Protection Committee and Highland Alcohol and Drug Partnership. It also recognises the key need to work with our Housing Partners to deliver upon stated aspirations to keep people at home – and in their communities – for as long as possible.

8. Commitments

8.1 The Plan recognises that people and communities are at the heart of everything we do and must be a key part of all decision making. There is a clear commitment to work with people to plan and arrange their care and support and to help them live healthy and active lives. There is a commitment to enabling people to be as independent as possible supported by their families and local communities. The work envisaged will include work with unpaid carers to ensure their health and wellbeing is taken into account in a meaningful way.

8.2 The vision agreed by the Joint Monitoring Committee is such that the Partnership's stated aspiration is to deliver health and social services in Highland by "working together to support our communities in Highland to live healthy lives and to achieve their potential and choice to live independently where possible".

8.3 The stated aims as currently drafted provide:-

- We will co-produce and co-deliver services in partnership with communities and individuals to reduce inequalities, ill health and dependence
- We will enable more care and support to be delivered closer to or at home
- We will ensure we put the person at the centre
- We will value the workforce that deliver care to our population

9. Delivery

9.1 In terms of delivering the outcomes set out in the draft Plan, and to do so consistently with the National Health and Wellbeing Indicators, it is recognised that there are key imperatives which require to be taken into account in terms of service delivery. Those

imperatives have been drafted in recognition of the work force challenges and other financial challenges which are presented.

As such in terms of implementing the plan and delivering services across Highland those imperatives are:-

- Does the proposal represent effective, efficient , equitable and best practice to meet needs based on current evidence and considering practice elsewhere where appropriate
- Is the proposal affordable?
- Can the proposal be safely and sustainably staffed?

Designation: Executive Chief Officer Health and Social Care

Date: 25 April 2023

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Highland Health and Social Care Partnership

Strategic Plan Adult Services 2023 – 2026

Draft v9.7 160423

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FOREWORD (EXAMPLE ONLY)



Kate Lackie
Interim Chief
Executive
Highland Council



Pamela Dudek
Chief Executive
NHS Highland

We are pleased to present our first Highland Health and Social Care Partnership Strategic Plan for Adult Services. In Highland, we strive to be the best we can be by **'working together to support our communities in Highland to live healthy lives and to achieve their potential and choice to live independently where possible.'**

This plan sets out our vision and ambitions for how we will work with partners to improve the health and wellbeing of adults in Highland over the next 3 years. It also outlines the significant challenges that we will face as we strive to deliver services that address inequalities. Those services ought be increasingly preventative and recovery focused to enhance the resilience of our population and communities, resulting in improved opportunities and outcomes.

We are also very mindful of the unprecedented demand and complexity of needs at a time when the finances we have available are not likely to be able to address these. If we continue to deliver services the way we always have then we will face a significant financial gap over the life of this plan which is not sustainable.

We have been working together to provide an adult health and social care service since 2012 and we believe that we have a strong foundation to build upon, recognising that social care is often the first point of contact for many in the health and care system. We need to transform the way we work with our population and communities to change our approach to providing services to help us meet needs this across Highland.

We plan to support care closer to home, improve outcomes and improve the experience of everyone including staff, volunteers and carers. This plan will reflect how a transformed workforce and services will be built around supporting people to stay well at home and in their community.

The development of the plan has been informed by listening to people who live in our communities. We will continue to work together to involve people in the care and support that they need to lead their best lives.

BACKGROUND

Work has been ongoing across Scotland since 2016 to integrate health and social care services in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. In Highland a partnership arrangement had been in place since 2012 by way of a Partnership Agreement and as such in 2014 to comply with this legislation Highland opted to be a Lead Agency to build on that joint working. This gives joint responsibility for strategic planning and commissioning of a wide range of health and social care services across a partnership area. The 2021 report of the Independent Review of Adult Care in Scotland (the 'Feeley Report') signalled a shift in the paradigm of social care and is being legislated upon in relation to the now proposed National Care Service. Integrating the planning and provision of care sought to create the conditions for partners in the public, third and independent sectors to work together more effectively and efficiently together to improve people's experience of care and their personal outcomes, while enhancing the quality and sustainability of services.

Since its inception, Highland Health and Social Care Partnership (HHSCP) has been developing more integrated health and social care services across our localities on behalf of the Joint Monitoring Committee. Our focus has been on working together with partners to ensure that the services that we provide or commission make a demonstrable and positive impact on the outcomes our population experiences.

Our key objective is to contribute to the achievement of the Scottish Government's National Health and Wellbeing Outcomes:

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

- 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.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Health and social care services contribute to reducing health inequalities.
- 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.
- People using health and social care services are safe from harm.
- 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.
- Resources are used effectively and efficiently in the provision of health and social care services.

Why do we need to transform?



DELIVERING OUR STRATEGIC PLAN

The plan explains what our aims are and how we intend to make a difference by working closely with you and our partners across Highland.

The Plan provides the strategic direction for how health and social care services will require to be shaped in our communities in the coming years and describes the necessary transformation that will be required to achieve our vision and financial balance. The Plan explains what our aims are and how we intend to make a difference by working closely with you and our partners across Highland.

This is a high level plan underpinned by a number of national and local policies, strategies and action plans. It is a three year plan made at a time where there are significant financial constraints. It is sometimes necessary on a short term basis to take actions and deliver services in a manner which may not be immediately consistent with the longer term strategic direction set out in this Plan. Such issues will be reported to the Joint Monitoring Committee.

It is likely that in 22/23 the Partnership will require to take on service delivery in some care homes which had previously been operated by independent providers. Such service delivery is not consistent with the strategic direction which provides for home based solutions where possible. The Partnership is working towards those solutions with our housing partners but in the short term it recognises that decisions may be made which are at all times person centred and must consider the immediate and present needs of service users in care homes which face closure.

In terms of delivering the outcomes set out in this plan we will consider the following key imperatives:

- Does the proposal represent effective, efficient, equitable and best practice to meet need based on current evidence and considering practice elsewhere where appropriate.
- Is the proposal affordable?
- Can the proposal be safely and sustainably staffed?

Highland Health & Social Care Partnership will work closely with the Community Planning Partnerships to ensure that all efforts are aligned to the respective Locality Improvement Plans that will be developed in response to this plan.

WHAT IS INCLUDED IN THIS PLAN?

The Health and Social Care Services which support :

- Older Adults who need care and support including those in a care home setting
- Adults with a Learning Disability who require support to be as independent as possible
- Adults with a disability or illness who need to support to live in their home
- Adults with Mental Health conditions requiring support with their recovery or to be as independent as possible
- Adults living with health conditions
- Adults requiring support from Drug and Alcohol Recovery Services

This includes support from services such as digital technology, telecare, equipment services, online support and local community supports. It reflects ongoing work with our partners in Housing. Housing has a key role to play both to support a sustainable workforce and to keep people in their home communities as much as we can.

We appreciate the Highland Primary Care Improvement Plan will be pivotal over the next 3 years aims to support general practitioners (GPs) and their teams to empower and support our Highland population to live healthy lives and to deliver holistic, preventative community based health care which enables people to access a range of high quality health and care services in their community.

The support of our community teams, pharmacies, opticians and dental services will also be pivotal from a preventative and early detection basis. We will continue to work with these partners to

ENGAGEMENT

- The plan includes feedback from stakeholder events held in the development of the Together We Care Strategy and Mental Health and Learning Disabilities Strategy.
- A wide range of events were held in person as well as virtually and involved a range of participants including people with lived experience, partners and community groups.

WHAT DID YOU TELL US?

Be more person
centred

[There are] poor
attitudes around
mental health in
Older Adults

Care in the
Community is of high
concern

Improving access to
support for everyone
who needs it

Waiting lists causing
distress to parents
awaiting diagnosis

Care must be timely
and easily accessible

Environment is
important,
allowances have to
be made

Lack of remote and
rural services

Recruitment and
retention of staff is
important.

HOW DOES IT FEEL TO WORK IN YOUR AREA?



OUR VISION AND AIMS

We recognise that local people and communities are at the heart of everything we do and are a key part of all decision making. We will work with people to plan and arrange their care or support and to help everyone live healthy active lives, we will transform the way we deliver services. This graphic represents our vision for how we will work with people and communities to deliver our vision. We are committed to enabling people to be as independent as possible, supported by their family, friends and local community before formal paid support is discussed. We will work with unpaid carers to ensure their health and wellbeing is looked after and we will encourage and enable community organisations to thrive.

Our Vision describes our aspiration to deliver health and social services in Highland **'working together to support our communities in Highland to live healthy lives and to achieve their potential and choice to live independently where possible.'**



We will co-produce and co-deliver services in partnership with communities and individuals, to reduce inequality and to reduce ill-health and dependence

We will enable more care and support to be delivered closer to or at home

Aims

We will ensure we put the person at the centre and the care is quality focused. Respecting choice and independence

We will value the workforce that deliver care to our population and work collaboratively to deliver our vision and aims

Our strategic aims are to improve the wellbeing and outcomes of people living in Highland, to focus on consistency and quality and to build resilience with a more preventative and anticipatory approach. We will work in partnership with local people, third and independent sector organisations to plan and deliver change.

As a partnership we will make sure our services work well together in an integrated way from the point of view of individuals, families and communities and are responsive to the needs of individuals and families in our different localities. We will make the best use of available facilities, people and resources ensuring we maintain quality and safety standards as the highest priority through transformational change.

WHAT DOES THIS STRATEGIC PLAN MEAN FOR YOU?

Home – First and Last

You will receive care and support that you need to remain at home for as long as possible. You will be informed about the options available to you including intermediate care and supported housing options which make care accessible and sustainable. Informal and community supports will be prioritised before considering paid support. We will promote realistic expectations, choice and control using self directed support and maximising the use of technology.

Communities Working Together

We will work with you, your family, informal support networks, and local organisations to help you get the support you need using the assets and resources within the community. We will focus building local resilience and access to good quality support and services when you need them. This includes working together to reduce drug related deaths, to prevent suicide and to ensure everyone can access support. We will work as partners to support change to reduce the inequalities in and across our communities.

Independence and living an ordinary life

We will work with you to enable you to be as independent as possible and to help you reach your goals and desires. This will be through a variety of different means including supporting people with mental illness in their recovery and working with partners to increase employment opportunities for people with a learning disability. We will support communities to ensure they are accessible and open to all creating opportunities for innovative and creative support options to grow and develop

Intermediate and Interim Care

We will ensure you do not have to stay in hospital for longer than is necessary and help to prevent you being admitted to hospital unnecessarily by using intermediate and interim care home beds. You may be moved temporarily to an intermediate or interim care home bed while we work with you to plan your longer term care needs. These care options will be available as locally as possible.

Supporting Carers

Unpaid carers will be supported to look after their own health and wellbeing. A range of options will be available including day care support, planned short breaks, respite and palliative care. Day Care will be enhanced and planned short break services will be available with a clear pathway for access. Respite and palliative care options will make more use of local resources. We will work with carers organisations to ensure they can also provide support to unpaid carers

Residential and Nursing Care Homes

It may be that your care needs in the future are best met in a care home setting. This specialist care will be suitable for individual needs and available in Highland. We will work with you to plan a move to a care home. Care homes that provide nursing care may not always be available in all areas.

TRANSFORMING OUR APPROACH

To deliver our vision we will need to review how and where our current services are delivered and increase our focus on prevention. We recognise that there is a large variation in the size, rurality, infrastructure and populations of the communities across Highland. This is reflected in the envisaged engagement with our communities to develop a local care model.

We accept that “one size does not fit all”. There are core social care services that people in every community should have access to as shown in the diagram below. As a consequence of our geography and population distribution this does not mean everyone within every community will be equally close to these services.

Communities will need access to this range of care and support solutions



We need a range of social care and support solutions and the availability and capacity of the inputs/dependencies will determine the availability of these supports, where they are and how much is able to be provided.

All social care services are delivered in line with the principles and requirements of the Social Care (Self Directed Support) (Scotland) Act 2013. We will work with people, their families and informal support networks to maximise the use of those supports and will seek to ensure equitable delivery of good quality, reliable, responsive, and consistent social care services.

LEAVING NO ONE BEHIND

We recognise that health and wellbeing inequalities are not likely to be changed significantly by health and social care policies or services working in isolation but working with communities and partners to have tangible actions that address the inequalities. We will actively engage with local people to draw on their collective experiences alongside voluntary and community group representatives. We know that inequalities are growing and the effects of the pandemic and the current cost of living have compounded the challenges being faced by our communities.

We will need to focus on our most deprived communities and the future health of our children and young people as well as those groups who experience multiple disadvantages. We will need to consider the impact of universal and more targeted approaches to support each of our population groups below.

Population groups considered for health inequalities

Protected characteristics	Socio-economic deprivation	Geography and Place	High-risk individuals
e.g. age, sex, disability, gender reassignment, race, pregnancy & maternity, religion or belief, sexual orientation	e.g. poverty, unemployment, low income, multiple deprivation	e.g. urban, rural and island communities and neighbourhoods	e.g. homeless people, people living in prison, people with problem substance use, people with mental health problems

THE FINANCIAL CHALLENGE

Public services across Scotland are facing huge financial pressure. We cannot provide services in the way we have before - we simply don't have enough money to do so. With growing demand for support and less money available we want to work with individuals and communities to find ways to better support people locally.

We will all need to work together to support our friends and family who are in need. Our services will need to find innovative solutions and work closely with your natural supports to promote positive risk taking.

This pressure is reflected by the financial positions of both NHS Highland and the Highland Council with both reporting in-year overspends for the 2022/23 financial year ((of £42.98m and £8.9m respectively) and both forecasting substantial budget deficits for financial year 2023/24 (£97.5m and £40.9m respectively). The financial position is hence very challenging. In Highland, the annual budget for adult health and social care services for the current year is £158.4 million.

Those financial challenges are also impacted by the payment mechanism for care homes which is made in accordance with the National Care Home contract which provides for a national fee rate based on care homes which are generally significantly larger (50 or more beds) than those providing a service in Highland. Increasingly the sustainability of the care home provision in Highland presents significant challenges to partners in terms of the financial position and a fair and equitable service provision.

Planning for the future of our health and social care services requires a clear financial context which outlines the challenges facing the system, but at the same time looks at our approach to addressing these pressures – through a combination of investment and transformational change.

We will consider the whole health and social care system and how this supports the triple aim of better care, better health and better value. Investment, while necessary, will need to be matched with transformation to drive further improvements in our services which must be sustainable and consistent with the imperatives set out in this Strategic Plan

MAKING IT HAPPEN

The changes we need to make:

- Empower communities, people who use services and those who deliver services to work together to plan and deliver services
- Develop coordinated pathways of support for people with health conditions including early intervention and prevention
- Ensure we empower people to exercise choice and independence
- Include unpaid carers as partners in planning and provision of care and support.
- Commission services in a way that supports a diverse market for providers of care with reduced administrative burden.
- Maximise the use of technology in supporting people.
- Implement the Medication Assisted Treatment (MAT) standards across Highland and the recommendations from the Drug Related Taskforce final report, Changing Lives.
- Utilise our resources, people and money to achieve the most benefit for the most people
- Enable people where possible to live in the community, rather than in institutional settings.
- Develop more housing models with care, support
- Plan and deliver local and person-centred services which support people in crisis
- Increase availability of intermediate care home beds and interim care home placements
- Develop organisational capacity and workforce to be more adaptive and flexible
- Build strong partnerships between community teams, hospitals, third sector and independent providers of care.

What we want to see in the future:

We will know we are being successful if:

- People in Highland are healthier
- People are able to access support locally and are less reliant on services to live as independently as possible and manage their own conditions.
- People are engaged in decisions about their support based on their strengths, personal choice and their right to take positive risks based on the choices they make.
- Services are delivered within our financial constraints
- We are contributing to reducing inequalities in our communities
- People with a learning disability are actively involved in their communities and have more employment opportunities
- Unpaid carers feel supported to carry out their caring role
- People will be able to access respite and palliative care services locally
- More people are supported to live in their own home, only accessing a care home when needed.
- People only access hospital when they need to and do not stay in hospital longer than necessary.
- People with mental health and social care issues in times of crisis will have better access to support and advice
- A Shared Lives scheme for Highland will be able to offer support for individuals
- The number of drug related deaths will be reduced
- Our services are evaluating and using technology to improve the quality and efficiency of care.
- We have performance reporting mechanisms that are open and transparent that demonstrate progress
- People experience our teams and organisations working well together
- Our workforce feel listened to and engaged in the planning of services
- Our workforce feel valued.

OUR DELIVERY PLANS

Having identified our strategic aims and the changes we need to make we will now work with our communities to develop Locality Delivery Plans. Using the Local Care Model approach the Locality Delivery Plans will outline in detail how the strategic aims will be operationally delivered within our Communities.

The plans will highlight key local improvement actions taking into account Highland Public Health priorities and ongoing engagement and consultation feedback gathered from our Communities.

PERFORMANCE REPORTING

Performance reporting will be underpinned by the 9 National Health and Wellbeing Outcomes and the key performance indicators developed to measure success within this plan. Success against these National Outcomes will be measured and reported to the Joint Monitoring Committee after consideration by the partnership. The Highland Council and NHS Highland will be responsible for reporting to their own organisations in relation to service delivery

Quarterly reporting will form the basis of a year-end Annual Performance Report set against this Strategic Plan and the measures of success outlined within it.

WORKING TOGETHER

In order to achieve our shared vision **‘working together to support our communities in Highland to live healthy lives and to achieve their potential and choice to live independently.’** we will need to work with a range of partners and develop additional collaborative strategies. This will also include supporting our 3rd sector partners in their pivotal work.

We cannot address all of the care needs of our communities through this strategic plan however there are a number of co-dependant strategies which will be pivotal to meeting the full needs of our communities.

- NHS Highland “Together We Care” (insert link).
- Carers Strategy (insert link)
- The Highland Council Housing Strategy
- NHS Highland and Highland Council Engagement Framework
- Mental Health & Wellbeing Multi-Agency Strategy (once developed)
- Primary Care Improvement Plan
- Self Directed Support Strategy
- Transport Strategy

There are also a number of legislative requirements that have been taken into account which are contained within the appendices.



HIGHLAND OVERVIEW OF HEALTH AND CARE

THIS SECTION TO INCLUDE AN OVERVIEW OF KEY STATISTICS
FOR THE HHSCP.