

**The Highland Council / NHS Highland  
Joint Monitoring Committee**

Council Headquarters  
Glenurquhart Road  
Inverness  
IV3 5NX

8 December 2023

**Highland Council**

Mr David Fraser (Chair)  
Mr Raymond Bremner  
Mr Derek Brown  
Mr Alasdair Christie  
Ms Fiona Duncan  
Mr Ian Kyle  
Mr Derek Louden  
Ms Fiona Malcolm  
Mr Brian Porter

**NHS Highland**

Ms Sarah Compton-Bishop (Vice Chair)  
Dr Tim Allison  
Mr Alex Anderson  
Ms Louise Bussell  
Ms Ann Clark  
Ms Heledd Cooper  
Ms Pamela Cremin  
Ms Pamela Dudek  
Mr Gerry O'Brien

**Staff Representatives**

Mr John Gibson (Highland Council)  
Ms Elspeth Caithness (NHS Highland)

**Third Sector, Carer and Service User Representatives**

Mr Christopher Allan (Scottish Care Highland Branch Chair – Care Homes)  
Ms Roisin Connolly, (Connecting Carers)  
Mr Campbell Mair (Scottish Care - Care at Home)  
Mr Ian McNamara (Highland Senior Citizen's Network)  
Ms Gaener Rodger (Inspiring Young Voices)  
Ms Mhairi Wylie (Highland Third Sector Interface)

Dear Member

**Highland Council/NHS Highland Joint Monitoring Committee: 15 December 2023**

In relation to the agenda circulated for the above meeting, please find attached the following item which it was indicated would follow:-

**8. Strategic Plan – Update Post Consultation and Future Steps  
Implementation Plan**

**Plana Ro-innleachdail – Cunntas Às Dèidh Co-chomhairleachaidh agus Na  
h-Ath Cheumannan**

**PP.1-20**

There is circulated Appendix One, the Strategic Plan for Health and Social Care Services for Adults for 2024 – 2027, for Report No JMC/27/23 by the Highland Council Executive Chief Officer – Health and Social Care and NHS Highland Chief Officer.



# Adult Services Strategic Plan 2024 - 2027



# Highland Health and Social Care Partnership



# Contents

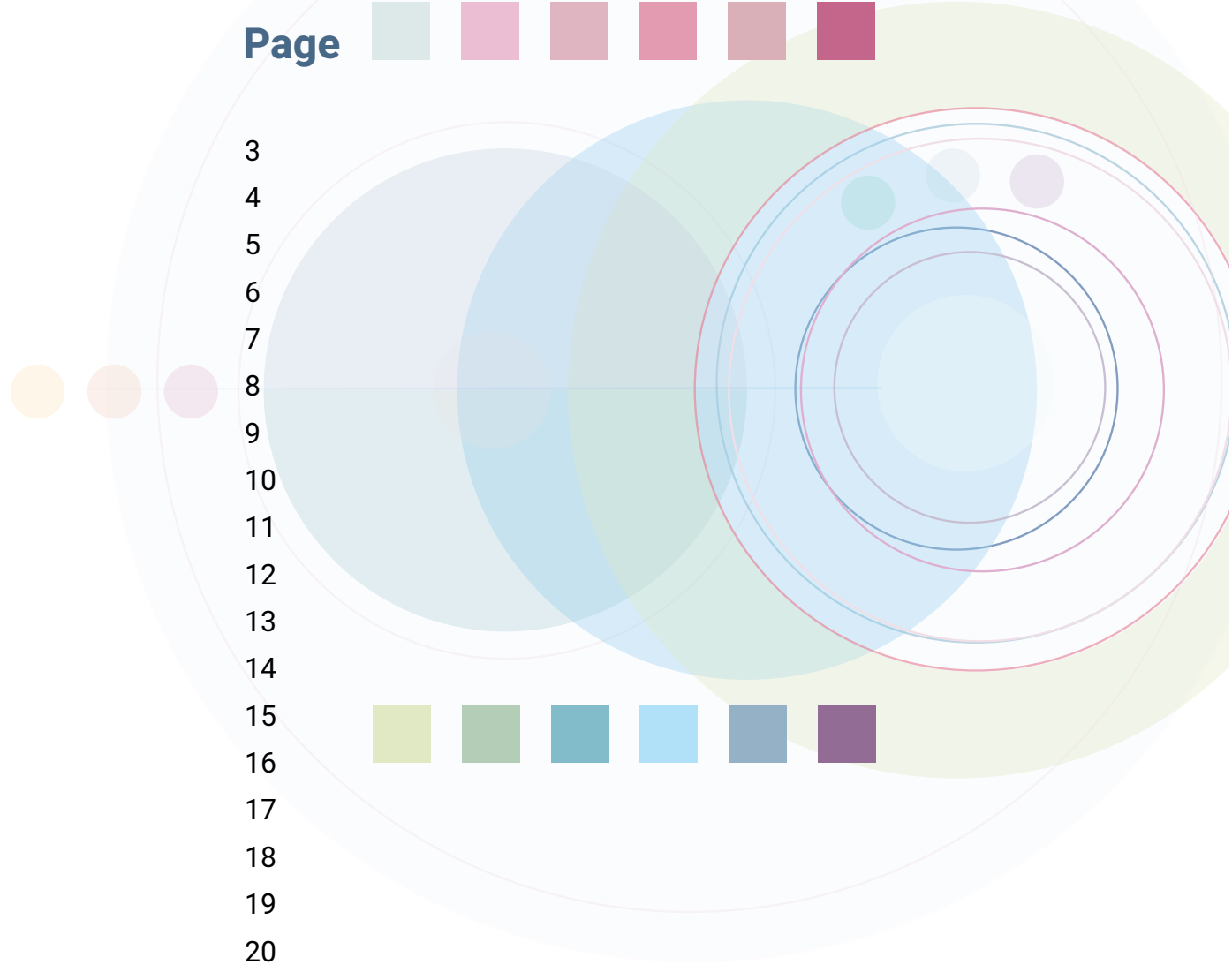
## Section

Foreword  
Background  
Why do we need to transform?  
Engagement  
You Told Us  
Delivering Our Strategic Plan  
What is Included in this Plan?  
Our Vision  
Our Aims  
What does this Plan mean for you?  
Making it Happen  
Transforming our Approach (1)  
Transforming our Approach (2)  
Leaving No-one Behind  
The Challenge  
How Will We Know We are Improving?  
What Will we Measure  
Working Together

2

## Page

3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20



# Foreword

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 like 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 the 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.



Pamela Dudek  
Chief Executive  
NHS Highland



Derek Brown  
Chief Executive  
The Highland Council

# Background

4

Work has been on going 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 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 (see page 19 What Will We Measure).

The plan does not distinguish between groups of people, for example by condition or age. The vision and aims of the plan encompass all.





# Why do we need to transform?<sup>5</sup>

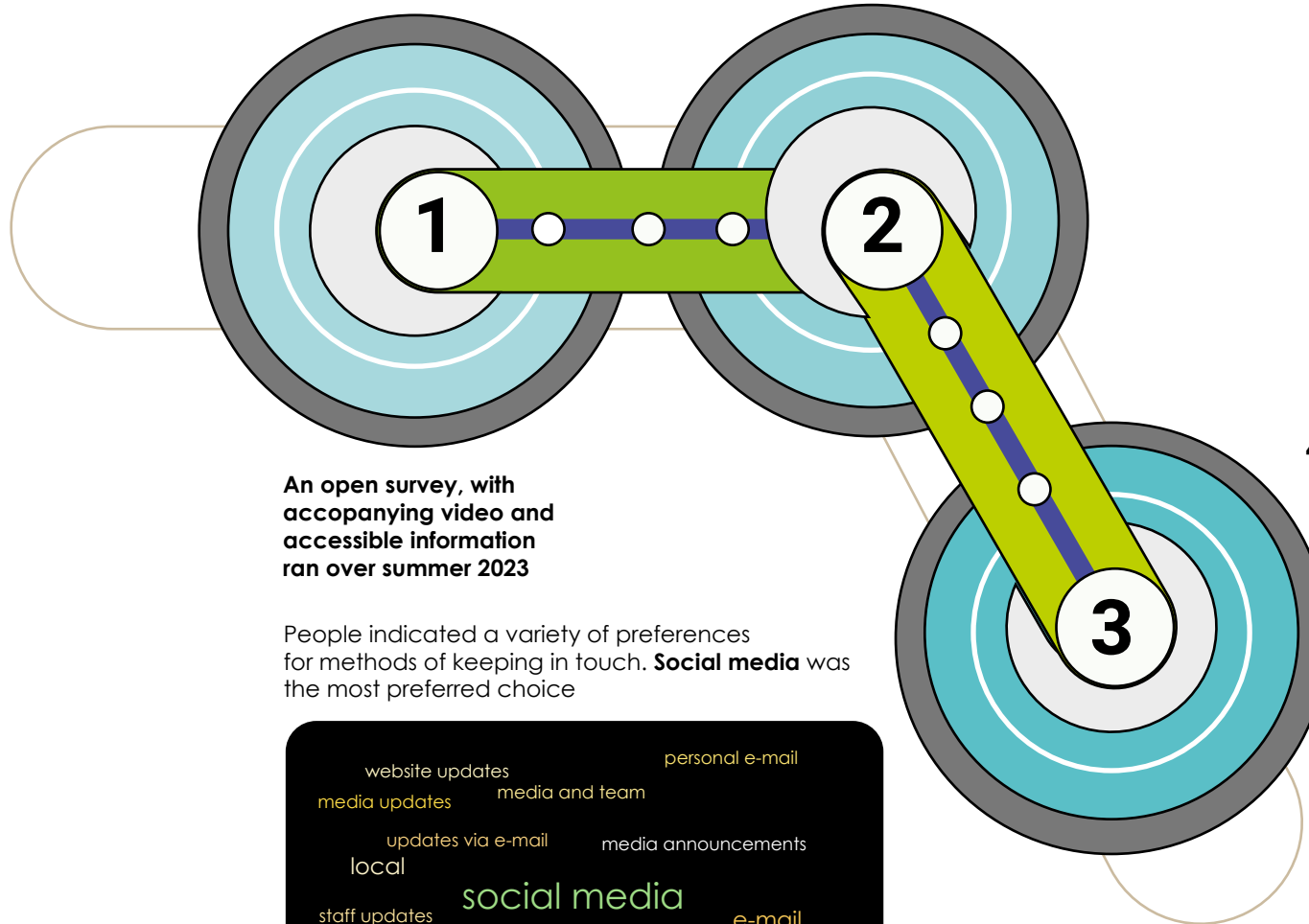
We want to enable people to lead their best lives and be able to live at home and as independently as possible for as long as possible.

We want to improve the quality and experience of care and utilise advancing technology. To do this in the face of the financial, workforce and population need challenges ahead, we must transform services together.



# Engagement process

The survey was widely circulated to communities, partners and colleagues. Links to the survey were shared via social media, NHS Highland and The Highland Council's websites and local media



**An open survey, with accompanying video and accessible information ran over summer 2023**

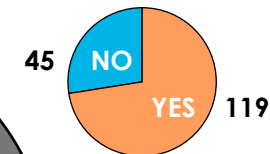
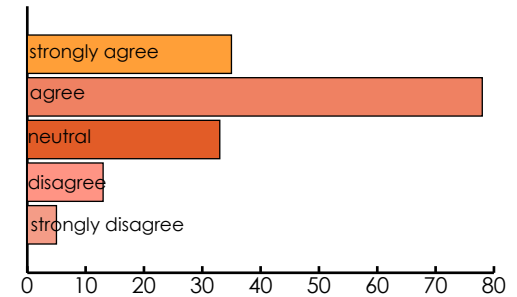
People indicated a variety of preferences for methods of keeping in touch. **Social media** was the most preferred choice

website updates      personal e-mail  
 media updates      media and team  
 updates via e-mail      media announcements  
 local  
**social media**  
 staff updates      e-mail  
 community councils      GP update  
 media and web

# analysis

**164** people completed the survey. **116** agreed or strongly agreed with the aims of the plan. **119** felt that there were elements missing from the plan

Q. Do you agree with the aims of our plan?



3 online discussions took place to capture feedback about the plan using the same survey questions

# You told us

7

In summary, the Joint Strategic Plan is generally considered as positive was also viewed as aspirational. Challenges are broadly in relation to resource in terms of both workforce to deliver care and the financial resource to pay for it. The comments endorsed the need for collaborative working and also referenced the key role of unpaid carers. Other issues which arose were the lack of parity in services across Highland, the need to make more reference to mental health and the need to see more detail of how the plan is to be implemented and performance measured.

I am a big advocate of people as partners, especially people with lived experience who experience health and wellbeing inequalities, and I would like to see this approach to be truly adopted by NHS Highland.

Without a substantial workforce, the plan will not be achievable.

The inclusion of unpaid carers is positive, however more detail would be appreciated.

I think this is a great plan in principal but I feel there is a lack of information given in how the assessments will be done, on what support a person requires to live safely at home.

Not clear how these will be achieved. How are you actually going to achieve these objective and how are you going to measure if achieving them?

Rural areas are at most risk and need supported to deliver the best care possible to those that require it.

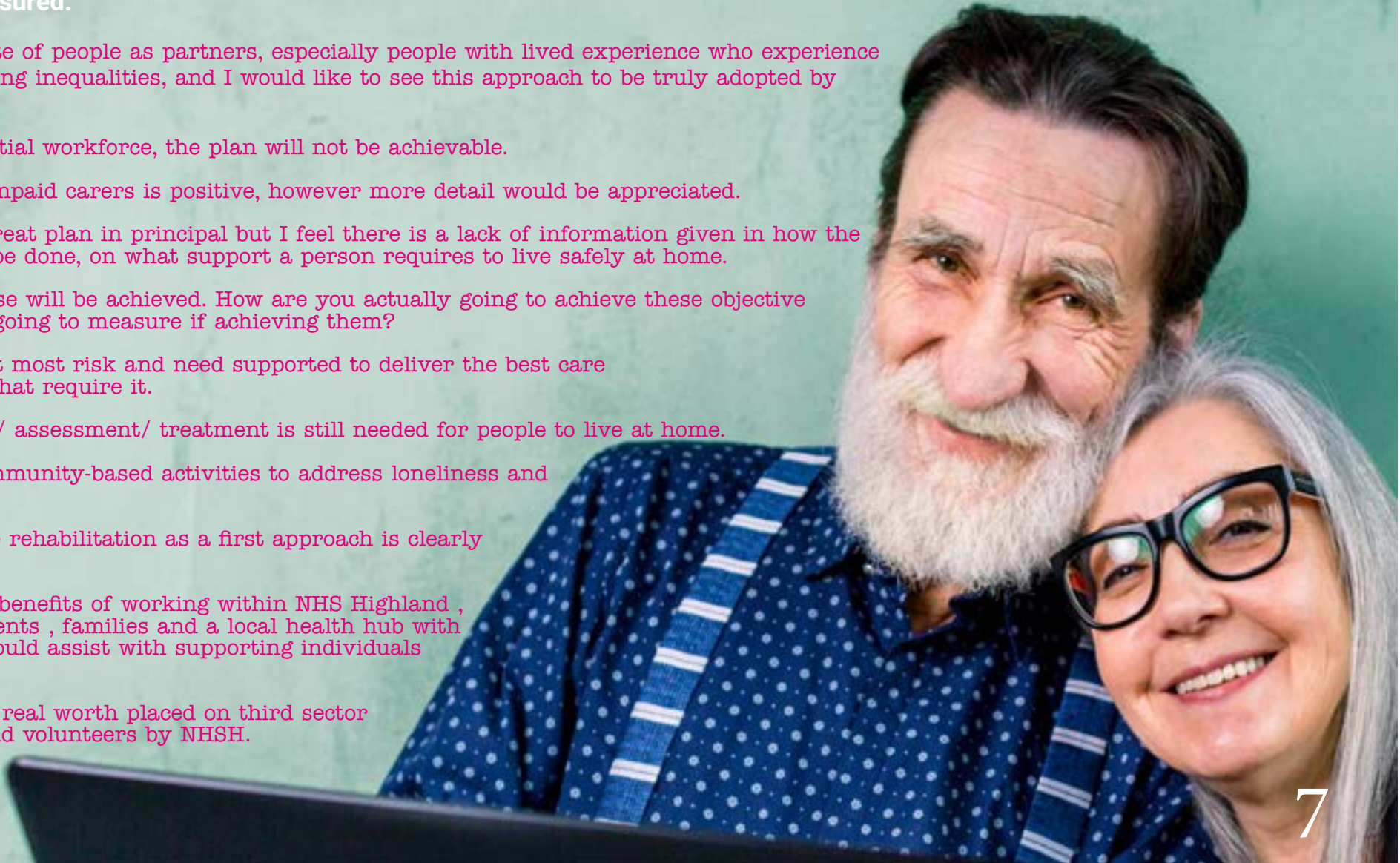
Specialist support/ assessment/ treatment is still needed for people to live at home.

We need more community-based activities to address loneliness and isolation.

We need to ensure rehabilitation as a first approach is clearly a priority.

Promotion on the benefits of working within NHS Highland , education for patients , families and a local health hub with volunteers who would assist with supporting individuals at home.

There needs to be real worth placed on third sector provision, staff and volunteers by NHSH.





# Delivering our Strategic Plan<sup>8</sup>



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, 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.

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

- Does the proposal deliver an effective, efficient, equitable and best possible plan to meet Highlands and Islands needs based on current evidence, benchmarking and best practice?
- 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<sup>9</sup> 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 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 clinical and care delivery by our integrated health and social care teams and 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, who have a key role to play both to support a sustainable workforce and to keep people in their home communities as much as possible.

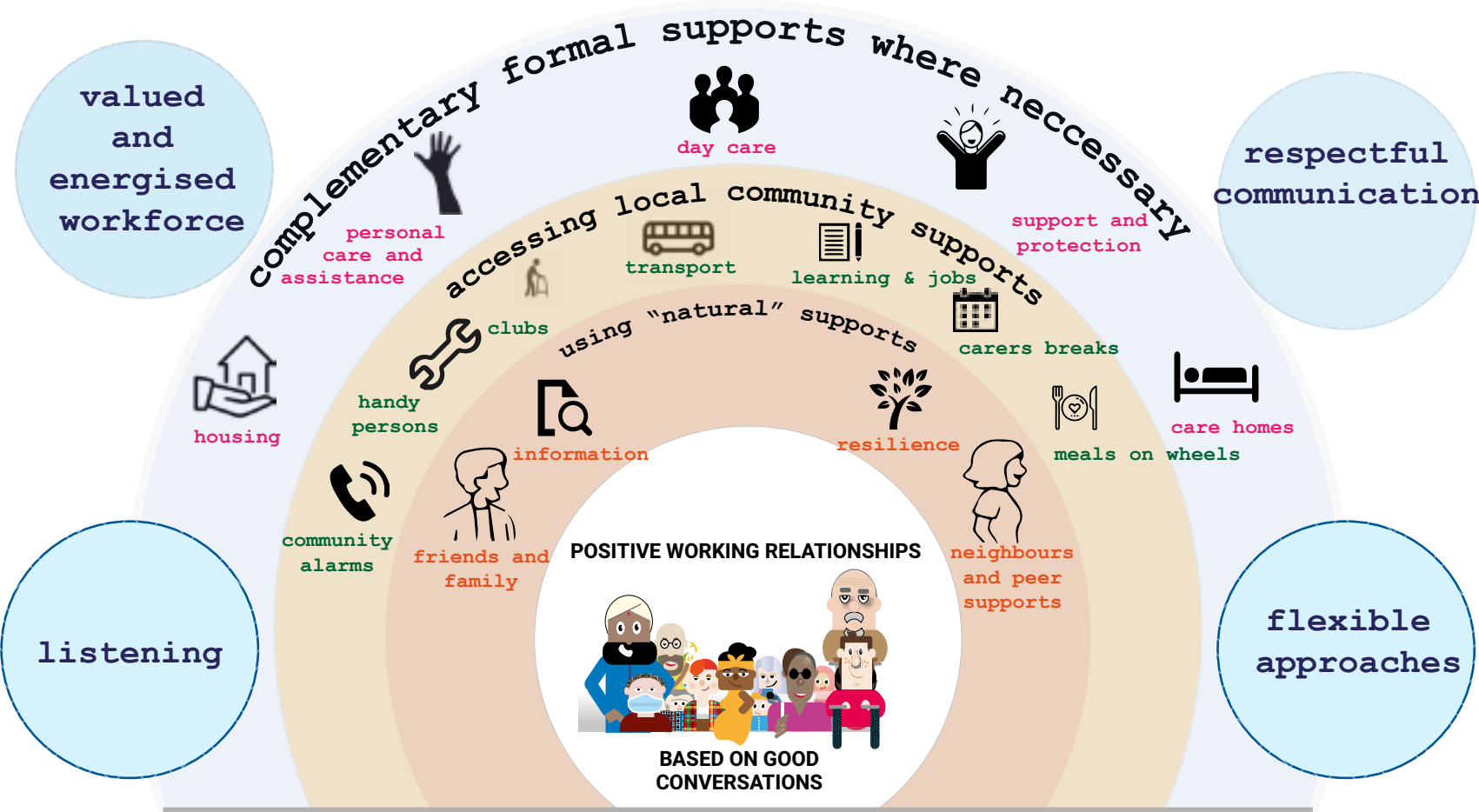
General practitioners (GPs) and their teams are pivotal to empowering and supporting our Highland population to live healthy lives and to deliver holistic, preventative community based health care which enables people to access a range of high quality health and care services in their community. The support of our community teams, pharmacies, opticians and dental services will be pivotal to preventative and early detection. We will continue to work with these partners to deliver care in communities, and involve them in the strategic planning of our services.



# Our vision

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.'**



# Our 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 sustainably ensuring we maintain quality and safety standards as the highest priority through transformational change.





# What does the Plan mean for you?

12

## Home First and Last

You will receive the 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 on building local resilience and access to good quality support and services when you need them. 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. 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

## Health and Wellbeing

We will ensure that support for your health and wellbeing is available in the right place at the right time. You will be supported to be as healthy and well as you can be. You will be signposted to any health and social care services/agencies that can meet your need by the first professional that you see



## 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 located in all areas

# Making it happen<sup>13</sup>

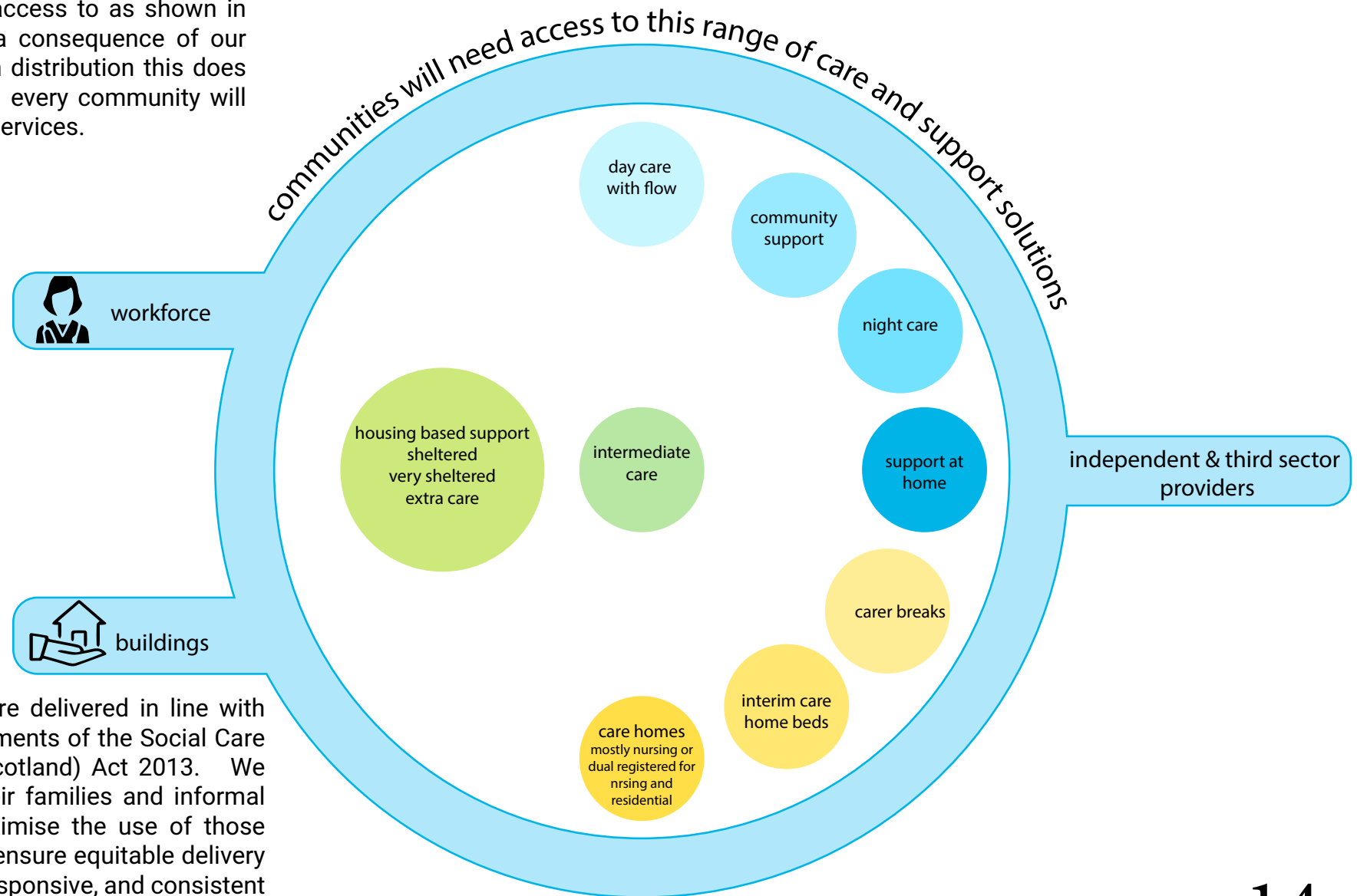
## The changes we need to make

In order to meet the challenges facing us over the next three years, we will need to transform the way we deliver services. We need to talk openly about the challenges and be innovative together in how we will achieve the following:

- Focus our attention on prevention and early interventions to support people to maintain independence at home for as long as possible.
- Ensure we empower people to exercise choice and independence and include unpaid carers as partners in the planning and provision of care and support.
- Make it straightforward to access services when they are needed and ensure that health and social care professionals are able to direct people to the right organisation and service for their needs.
- 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.
- Plan and deliver person-centred services which can respond quickly to support people who are in urgent need.
- Build strong partnerships between community teams, hospitals, third sector and independent providers of care.
- Support different delivery, as locally as possible, of services traditionally delivered in acute hospitals, through new and emerging professional roles and making use of technological advances.
- Implement immediate care options that prevent admission to hospital and avoid a stay in hospital for longer than is necessary.
- Develop our workforce to be more adaptive and flexible.

# Transforming our approach

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.



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.

# Transforming our approach

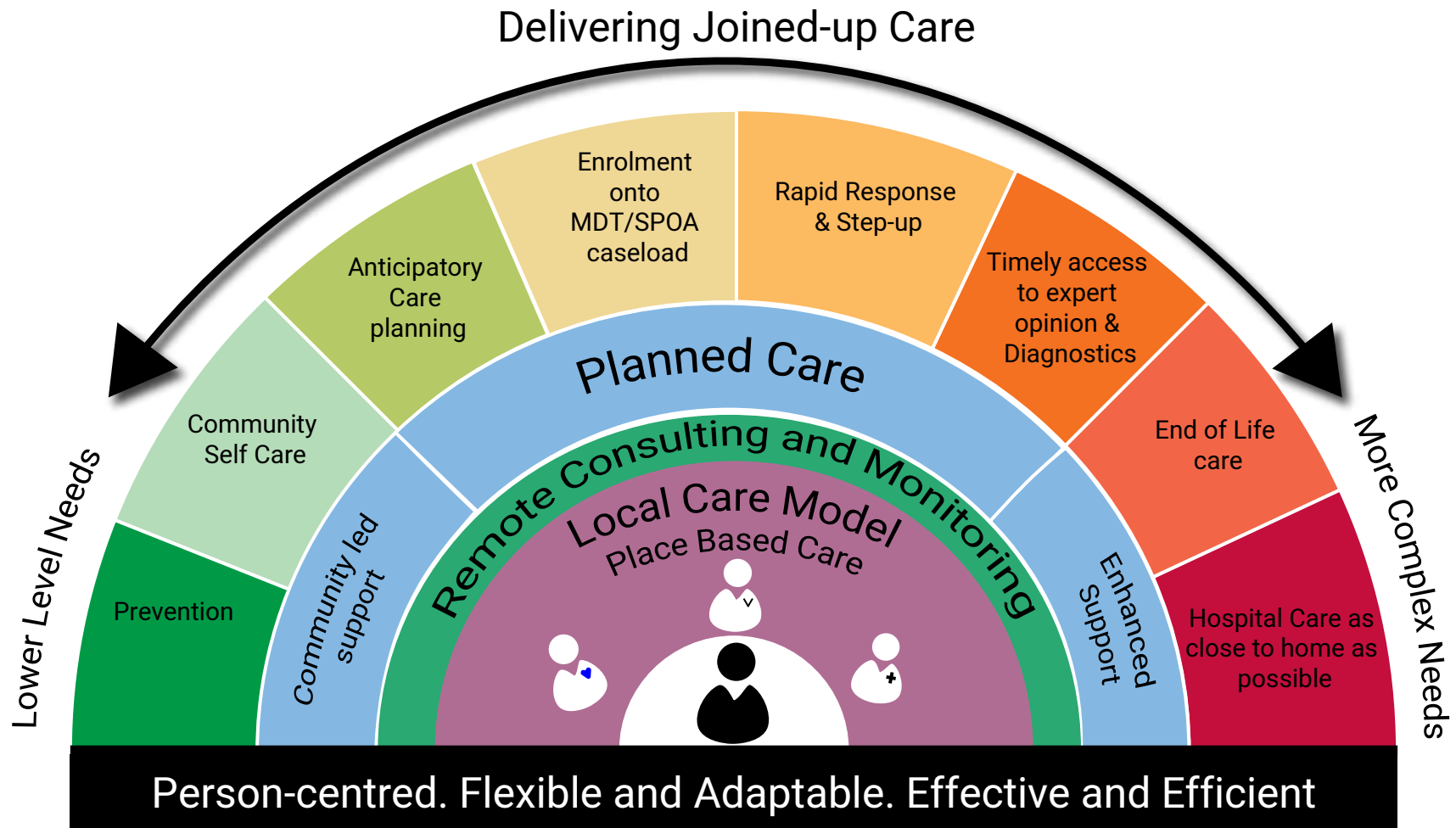
15

2

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 the variation in the size, rurality, infrastructure and populations of the communities across Highland. We will empower communities, people who use services and those who deliver services to work together to plan and deliver services using the local care model.

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.

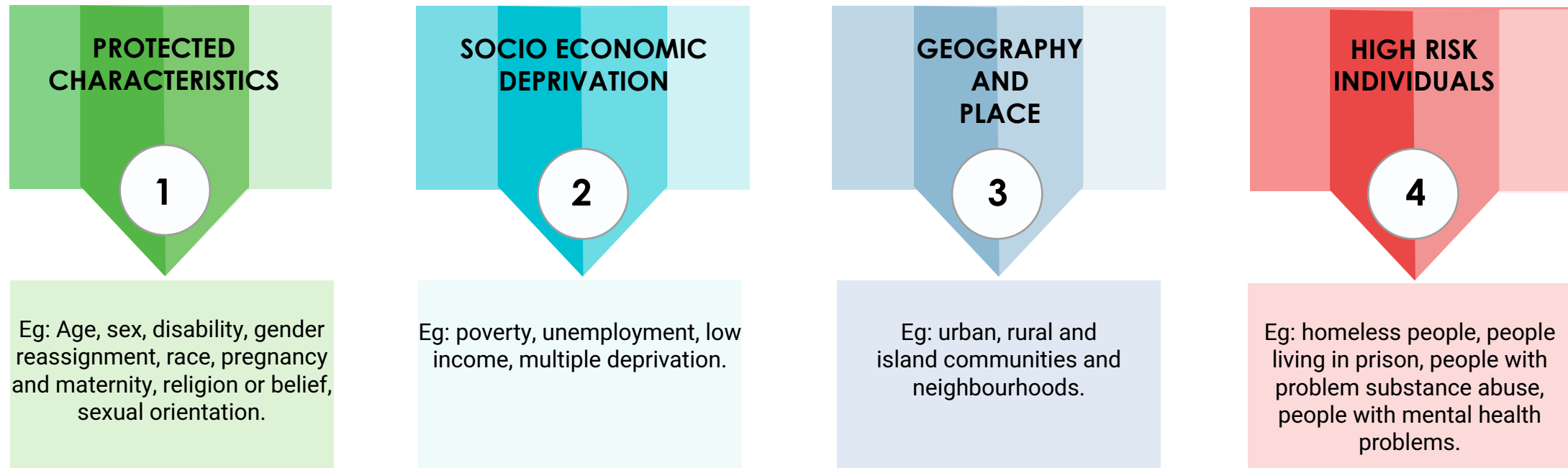




# Leaving no one behind<sup>16</sup>

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 crisis 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



This Plan has been informed by an equalities impact assessment and Locality Plans will continue to be informed by Public Health, population and equalities data.

# The Challenge

17

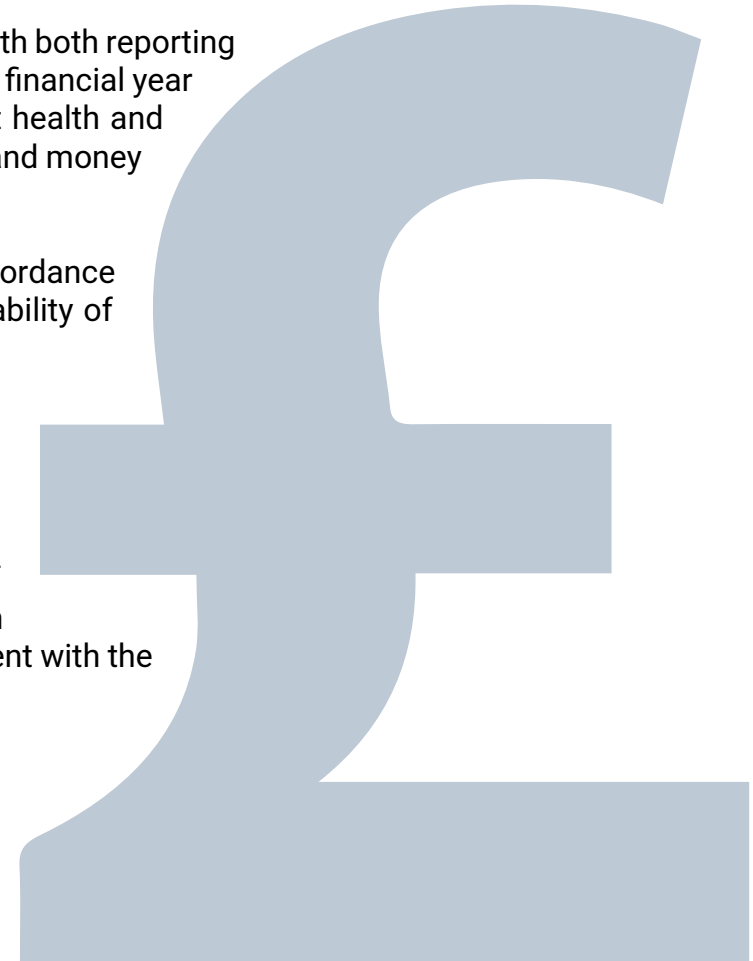
Public services across Scotland are facing huge financial pressure. We cannot provide services in the way we have before - we simply don't have enough money to do so. With growing demand for support and less money available we want to work with individuals and communities to find ways to better support 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 support networks 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 and both forecasting substantial budget deficits for financial year 2023/24. 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 and we must utilise our resources, people and money to achieve the most benefit for the most people.

Those financial challenges are also impacted by the payment mechanism for care homes, made in accordance with the National Care Home Contract, an ageing infrastructure and regulation issues. The sustainability of Care Home provision in Highland presents significant challenges to Partner Providers.

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 enables the triple aim of better care and support, better health and better value. Investment, 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.



# How will we know we are improving

## 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.

## Our Delivery Plans

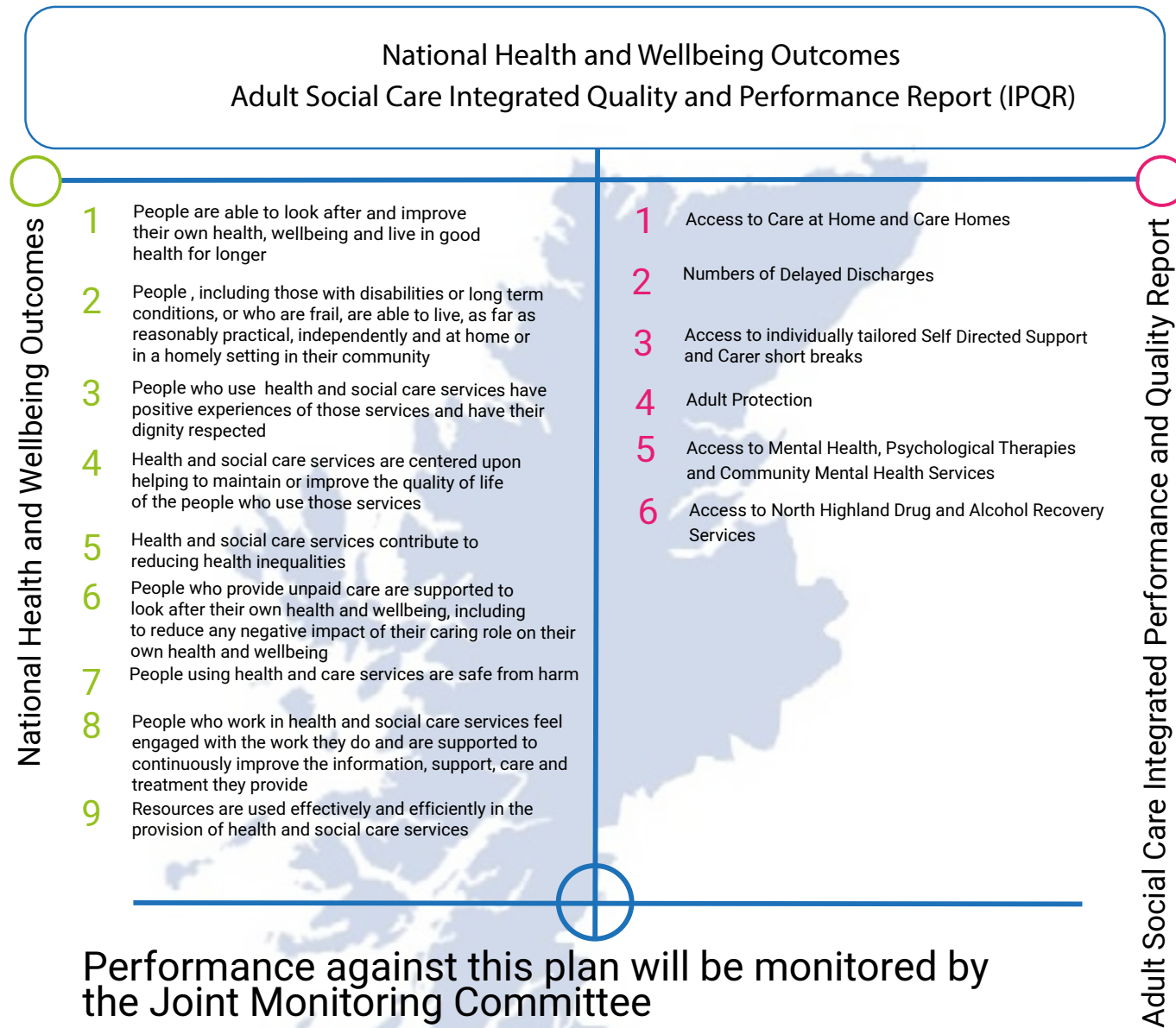
Having identified our strategic aims and the changes we need to make we will now work with our communities to develop Locality Delivery Plans. Using the Local Care Model approach the Locality Delivery Plans will outline in detail how the strategic aims will be operationally delivered within our Communities.

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.



# What will we measure?

19





# Working Together<sup>20</sup>

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 collaboratively with a range of partners to develop additional strategies based on local need and which will have the most impact for local communities. This will also include supporting our Third sector partners and independent providers in their pivotal work.

Engagement to enable collaboration and co-production to develop and implement District plans and shape strategic commissioning aims, will occur in Community Partnership areas. We will stay in touch through the mediums identified in the engagement survey responses.

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.

- Highland Outcome Improvement Plan (HOIP)
- Highland Integrated Children’s Services Plan 2023 - 26
- NHS Highland “Together We Care”
- Carers Strategy
- The Highland Council Housing Strategy
- NHS Highland and Highland Council Engagement Framework
- Mental Health & Learning Disability Services Strategy
- Primary Care Improvement Plan
- Self Directed Support Strategy
- Transport Strategy

In implementing this plan, we will utilise and build upon existing forums and mechanisms to progress the intentions as set out in this Strategic Plan, working together in developing and implementing Locality Delivery Plans under a consistent Strategic Framework.

