



STRATEGIC PLAN 2021-30

CONSULTATION DRAFT

Dec 2020

Welcome

Welcome to the consultation draft of our third Strategic Plan for East Ayrshire Integration Joint Board. The Plan covers our ambitions and shared priorities for health and social care over the next year, 2021 – 24 with a longer look towards 2030.

We want to celebrate the progress we have made over the last three years and continue to deliver our vision of:

Working together with all of our communities to improve and sustain wellbeing, care and promote equity.

We will continue to deliver on this vision with all partners and as part of taking forward the Wellbeing theme of East Ayrshire Community Plan 2021-30.

Our third Strategic Plan during 2021 - 30 will focus on the recovery and renewal following the challenges we have all faced as a result of the Covid19 pandemic. We have shown our strength, care and compassion by coming together to support people who need us the most. People who have felt isolated at home alongside our older residents in care homes, our young people whose education and learning has been disrupted- all of whom have been supported by our workforce and communities working together tirelessly.

A consistent message from our engagement with partners is that wellbeing of people, families and communities is important. An early intervention and prevention approach to supporting communities is central to any success. We have listened to this and included this as a key plank in our Strategic Plan. The Strategic Plan also focuses on the 'triple aim' of better care, better health and better value in line with the national Health and Social Care Delivery Plan. The core themes of the Strategic Plan 2021-24 are:

- Starting Well & Living Well
- People at the Heart of What We Do
- Caring for East Ayrshire
- Caring for Our Workforce
- Safe & Protected

We are ambitious about what we want to achieve and looking forward to 2030 will continue to be transformational designing and developing services which are responsive to local community needs. Collaborating with partners to maximise opportunities and bringing together resources from Caring for Ayrshire and Ayrshire Growth Deal making a difference for the people of East Ayrshire.

As always we will work with all our partners and the whole workforce involved in health and social care to deliver the Strategic Plan 2021-30. We want to continue to harness the ideas, creativity and commitment of our workforce partners and communities to continue to drive change and I look forward to working with you on this.

Eddie Fraser – Chief Officer

A note on language: we have tried to keep this Plan as simple possible through our use of language. To this end, we have used 'citizens' or 'people' to describe people who live in East Ayrshire, 'workforce' to describe the people who work in any sector of health and social care in East Ayrshire and 'partners' to describe the communities, groups, services and organisations and who work together locally. However, we know that many people can describe themselves in more than one of these terms, for example many of us live, work and volunteer here. We feel that to attempt to articulate this throughout the Plan would be confusing so where we have felt it necessary to distinguish a particular group of people, we have done this; in all other cases, please read these words in the inclusive way they are intended.

People, Compassion & Partnership

The people who live and work here are East Ayrshire's greatest strength and it has never been more evident than in the grip of Covid-19, the biggest challenge many of us have ever faced. You have proven the power of personal responsibility and of coming together as compassionate partners, to protect and improve the health and wellbeing of your family, friends, neighbours and colleagues and to ensure their safety. We believe everyone deserves to live the healthiest life they can and that everyone has to play their part to make this a reality.

We have heard how our citizens are choosing to make a positive difference in their own lives:

People:



Ask – ‘what matters to me?’	‘Having the time and slowing down being able to look at my life has allowed me to identify what’s important and been a great transition into the next older phase of my life...
Value your assets	...it has allowed me to appreciate what I have and what we have in the environment...
Embrace Change	...I don’t want to go back to normality I want my new normal that I am crafting for myself...
Contribute to Your Community	...I appreciated the lovely concern by neighbours and friends for my wellbeing and there was a lovely community spirit that I hope we don’t lose...
Take Charge of Your Health & Wellbeing	...I would say I have better mental health... walks every day... staying local really helped me appreciate Dean Park and all that it offers. My mental health could have been adversely affected by loneliness or isolation as I live on my own but I wanted to make sure that it wasn't so consciously made an effort to keep connected.'

We know that committing to positive choices can be challenging and can be harder for people who face more barriers in life and that people are best supported by those who love them best- by families and family carers. Through the uncertainty of the pandemic our communities rose to the challenge and many groups developed to care for neighbours, help those who are vulnerable and to support and encourage each other. East Ayrshire's community spirit is stronger than ever, we have the resilience to renew.

Families, carers & communities:

[Insert graphic]

Our role is to work alongside you to make this happen, to ensure that when you need help, you get it in the way that helps you most, to ensure that your rights are upheld and to ensure that you are included in decisions that affect you and your family and your community.

Our strengths are the relationships between partners; they are honest, respectful and focussed on what matters to people and families. Through these relationships partners have built trust and the willingness to work together to get the best outcomes. We have committed to working by a number of principles:

Partners' role & principles:

Principle	What We Do	How We Do It
dignity & respect compassion be included responsive care & support wellbeing	joint leadership collective impact shared commitment respect give a voice to all	trusted individuals working with supported person/family conversations about what matters collaboration & engagement values-based ways of working

We understand East Ayrshire's challenges because participation of people who use health and social care services, their families and carers and our local communities and partners is central to the way we work. This Plan is based on what people told us during the Wellbeing Community Conversation and the way that our approach helps people to achieve their goals has been recognised in recent years by the [Review of Self-directed Support in Scotland- East Ayrshire partnership report](#) and the [Joint Inspection of Children' Services. From these external, national evaluations, we know we are:](#)

supporting children, young people and families through meaningful relationships;

achieving improved outcomes for children and young people despite challenges associated with high levels of poverty and deprivation

building a vibrant community

empowering supported people to have choice and control

feeling competent, confident and motivated to practice in an outcome-focussed and person-led way

supporting people to achieve positive outcomes

Towards 2030: Strategic Priorities & Outcomes

Over the lifetime of this Plan, we will focus all we do in these strategic priority areas to achieve our ambitions:

Strategic Priority	Local Outcomes
Starting Well & Living Well	<p>By 2030, more people and families have better health and wellbeing and we have fairer outcomes:</p> <ul style="list-style-type: none"> • Children and young people have better life chances, particularly those with experience of care or who live in our most deprived communities. • More people of all ages, particularly those who live in our most deprived communities, are fitter, physically healthier and feel able to look after their own health and wellbeing. • Compassionate connections between people, families, colleagues and communities are valued as having a positive impact on the health and wellbeing of East Ayrshire. <p>Through these improvements, the Partnership will have successfully managed demand for its services.</p>
People at the Heart of What We Do	<p>By 2030, people, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support- they at the centre of all we do and support is a positive experience.</p> <ul style="list-style-type: none"> • Health and social care services work in a multidisciplinary manner as standard and job satisfaction is enhanced.
Caring for East Ayrshire	<p>By 2030, health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.</p> <ul style="list-style-type: none"> • Citizens recognise and value their contribution to the design of services, feel invested in their success and use them appropriately, • More people are able to live independently and according to their wishes, because they are able to better manage their own health and have easy access to local, effective support for long term conditions and disabilities, • When needed, complex or specialist treatment is provided quickly, effectively and to the highest standard.
Caring for Our Workforce	<p>Our workforce is well and we have the right people with the right skills in the right place at the right time, to achieve our ambitions for people and communities.</p> <ul style="list-style-type: none"> • Contributory outcomes to be inserted

In everything we do, we will ensure people in East Ayrshire are:

Safe & Protected	<p>Our contribution to multi-agency Public Protection arrangements in East Ayrshire prevents harm and supports and protects people at risk of harm.</p> <ul style="list-style-type: none"> • When needed, support and protection is provided to vulnerable people to reduce risk and improve safety • Multi-agency staff are trained and supported to confidently protect people at risk of harm • We work with both victims and perpetrators to reduce the risk of harm to children, adults and the public
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Towards 2030: Plan on a Page

‘East Ayrshire is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs’



Housing Contribution	Property & Assets	Leadership & Improvement
Information & Communication	Thinking Differently	Transformation
Workforce		

Towards 2030: How We Deliver

model of care/health and social care landscape graphic to be inserted

Working Together to Get the Best



Strategic Commissioning Intentions: Starting Well & Living Well

What and why?

We want our children and young people grow up loved, safe and respected so that they realise their full potential and we want all our citizens to have good wellbeing; a positive state of mind and body, the ability to feel safe and cope with a sense of connection with people, communities and the wider environment.

Partners know that the way to achieve real improvement is to tackle (undo) the causes of ill-health rather than treat (mitigate) the consequences and we recognise that Covid19 has had more impact on those already facing the most barriers. For these reasons, we will carry on making a positive choice to scale up prevention and early intervention. The focus of the Partnership's work across the life course will continue to be based on natural strengths and assets, on empowering people to connect through kindness and on ensuring our resources are shifted to support people, families and communities holistically and early.

Outcomes:

By 2030, more people and families have better health and wellbeing and we have fairer outcomes.

Children and young people have better life chances, particularly those with experience of care or who live in our most deprived communities. More people of all ages, particularly those who live in our most deprived communities, are fitter, physically healthier and feel able to look after their own health and wellbeing. Compassionate connections between people, families, colleagues and communities are valued as having a positive impact on the health and wellbeing of East Ayrshire. Through these improvements, the Partnership will have successfully managed demand for its services.

In 2021/22 we will:

- focus response, renewal and recovery from Covid19 on our most vulnerable people and families, prioritising poverty and inequalities, recovery from drugs and alcohol and social isolation and mental health,
- further invest to improve access to mental health support,
- invest in a new wellbeing focussed website for East Ayrshire,
- ADP Strategic Plan- 20/21 actions
- VAWP Strategic Plan- 20/21 actions

Until 2024 our focus will be:

- Delivering improvement in the priority areas identified in the [Children and Young People's Services Plan 2020-23](#): tackling poverty, respecting and promoting children and young people's rights, improving wellbeing, achieving! and keeping safe,
- Improving access to comprehensive wellbeing and self-management information, resources and supports,
- ADP Strategic Plan- (broad description, link)
- VAWP Strategic Plan- (broad description, link)

How will we know when we get there?

- People live longer, healthier lives, particularly those in the most deprived areas
- Fewer people and families live in poverty, experience loneliness, social isolation, mental health problems, have problems with drugs/alcohol or die through suicide
- People report better mental wellbeing more people tell us their general health is good
- Resources across the health and social care system shift further towards wellbeing, prevention and early intervention

Strategic Commissioning Intention: People at the Heart of What We Do

What and Why?

Multidisciplinary working means organising the full range of health and social care professional and practitioner supports around a person, family or community and working with them to achieve what matters most. Teams bring together different knowledge and skillsets and are empowered to make decisions close to the situation. We know that doing this effectively creates better experiences and outcomes for the citizens we serve. Effective multidisciplinary teams are embedding in primary care services around GP Practices, including Community Connectors and Mental Health Practitioners and in wider community services. Our localities are the setting for people, the workforce and partners to make decisions and deliver service improvements.

Outcome:

By 2030, people, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support- they at the centre of all we do and support is positive experience. Health and social care services work in a multidisciplinary manner as standard and job satisfaction improves.

In 2021/22 we will:

- Invest to increase the number of Mental Health Practitioners across all GP Practices,
- Design and rollout a wellbeing-focussed service delivery model with children and families for implementation, to get it right for every child,
- Support our workforce to embrace and utilise the new ways of working, keeping both our workforce and citizens safe and supported, and
- Progress service redesign across children's services, financial and welfare benefits and our support services.

Until 2024 our focus will be:

- Implementing effective wellbeing-focussed multidisciplinary service teams and models around Localities, Learning Communities, GP Clusters and community assets through investment in service redesign.
- Developing aligned service redesign in day opportunities for older people, local residential services for adults and across our prevention and early intervention programmes and initiatives,
- Ensuring access to services is easy and that transition between services is seamless for people and families,
- Respecting the rights of people and families who use services and removing any associated stigma; and
- Enabling implementation through organisational development, physical or virtual co-location and learning and development and facilitating cross-fertilisation of skills.

How will we know when we get there?

- Children and families are supported at the earliest point
- People, families and communities tell us their experience of support and outcomes have improved;
- Meaningful performance measures are aligned to outcomes for multidisciplinary teams and show improvement;

- Integrated information recording and sharing arrangements are in place;
- Deploying collective skills enables flexible delivery of a broad range of supports;
- Our workforce reports an improvement in job satisfaction;

Strategic Commissioning Intention: Caring for East Ayrshire

What and Why?

Health and social care services are undergoing extensive transformational change to better meet future demand as a result of changes in the population, technology and healthcare. These changes are expected to happen over the next 5-10 years as part of the Caring for Ayrshire programme. Partners in Ayrshire and Arran are working with Scottish Government towards a whole system approach of reform and redesign with the ambition of helping more people to manage their health, health conditions or disabilities with support in their community and ensure people only have to be in hospital when necessary, for as short a time as possible. This approach includes an investment programme that will transform the infrastructure of buildings and digital platforms from which health and social care services are delivered, to improve wellbeing and service access, quality and experience.

Outcomes:

By 2030, health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment. Citizens recognise and value their contribution to the design of services, feel invested in their success and use them appropriately. More people are able to live independently and according to their wishes, because they are able to better manage their own health and have easy access to local, effective support. When needed, complex or specialist treatment is provided quickly, effectively and to the highest standard.

In 2021/22 we will:

- Build on the learning over the Covid19 pandemic to maximise the continued use of new technology and maintain services to local people and families. We will ensure our services are accessible, available and provide face to face support with safe guarding in place
- Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions.
- Progress redesign place-based models of care in Cumnock and the Irvine Valley.

Until 2024 our focus will be:

- Working alongside community planning partners, collaborating and co-ordinating at local, regional and national levels to maximise and align opportunities across all sectors including Ayrshire Growth Deal, Community Wealth Building, Primary Care, town and community regeneration and school investment programmes.
- Developing our aligned redesign work in local areas by implementing place-based models of care in Stewarton, Kilmarnock and the Doon Valley.

How will we know when we get there?

- Admissions to hospital continue to reduce with more people receiving care and support closer to home
- More teams are working together around GP practices in local communities
- People report greater satisfaction with services they use

Strategic Commissioning Intention: Caring For Our Workforce

What and Why?

Health and social care services are a significant contributor to the local economy and major providers of sustainable jobs. Within this context, the workforce continues to be our single most valuable resource and we must ensure they are skilled and confident to serve local people, families and communities well and that their working experiences are positive and meaningful. The shape of the workforce continues to be an essential part of service design as we manage local and national challenges and priorities.

Even in the face of unprecedented challenge, due to the skills, flexibility and commitment of the workforce we have been able to continue to deliver critical services. The impact of Covid19 on those who work in health and care services in any sector, particularly on the front line has been and will continue to be profound. It is imperative that we care for them, so that they can keep caring for us.

Outcomes:

Our workforce is well and we have the right people with the right skills in the right place at the right time, to achieve our ambitions for people and communities. As part of this, our workforce will achieve a range of wellbeing outcomes:

- **Recognition**- feel appreciated for their contribution and receive regular recognition
- **Resource**- have access to practical resources to reduce stress including financial advice, childcare and caring for family members
- **Reflect**- given space, time and counselling support to debrief, reflect and work through their experiences and emotions
- **Recharge**- given space, time, support to regularly take breaks and recharge
- **Reconnect**- supported to reconnect with colleagues, roles and workplaces in a safe and nurturing way
- **Recover**- supported to recover from their experience emotionally, physically and practically
- **Redesign**- feel included and involved in reshaping service delivery as we move towards our new normal
- **Resilience**- feel resilient and able to adapt to change and have access to 1-1 and team resilience support

In 2021/22 we will:

- value our workforce by ensuring they have training and resources to do their jobs, following Covid19
- invest in and deliver a comprehensive programme of wellbeing support; and
- develop and deliver our interim Workforce Plan for 2021/22.

Until 2024 our focus will be:

- continue to invest in the Partnership's workforce to become an employer of choice attracting and retaining the right people through training, development, support and providing career opportunities,
- succession plan to ensure our workforce is sustainable and has the right skills needed as we move forward,

- build a flexible and fluid workforce including experts and people with transferrable skills, who are able to adapt to the needs of the services in a coherent way, and
- collaborate with our partners to ensure integrated working feels like a seamless journey for our communities and a sustainable workforce is available to do this

How will we know when we get there?

- working for the Partnership is a better overall experience,
- more of the Partnership's workforce feels the organisation cares about their health and wellbeing,
- the profile of the health and social care workforce has changed to meet future needs,
- the health and social care workforce's wellbeing is supported by the buildings and digital solutions they use, and;
- the health and social care workforce reports an improvement in wellbeing as a result of the support provided

Safe & Protected

What and Why?

It is everyone's responsibility to support and protect people at risk of harm and it is the Partnership's priority to keep people safe. This is why safety and protection activities are embedded into all of our work, including support for our workforce to respond. Health and social care services have a key role in helping to keep vulnerable people in our communities safe. We also have a range of statutory duties and powers to prevent harm and support people at risk of harm. We deliver these through a variety of multi-agency partnership arrangements within the governance of the East Ayrshire Chief Officer Group. Public protection arrangements in East Ayrshire include:

- Child Protection
- Adult Support & Protection
- Violence Against Women and Girls
- Multi-Agency Management of Offenders (MAPP)
- Alcohol & Drugs Partnership

We also need to be able to respond to new risks and vulnerabilities as these emerge, taking actions with our partners around prevention and responding when necessary.

Outcomes: by 2030,

To be inserted

In 2021/22 we will:

- Build on the learning over the Covid19 pandemic to improve interventions to protect people through our public protection arrangements,
- Deliver coordinated multi-agency public awareness raising around prevention and protection activities so that our communities can identify people at risk of harm and know how to get support
- Develop our multi-agency arrangements to support women who are a serious risk of harm or death because of domestic abuse

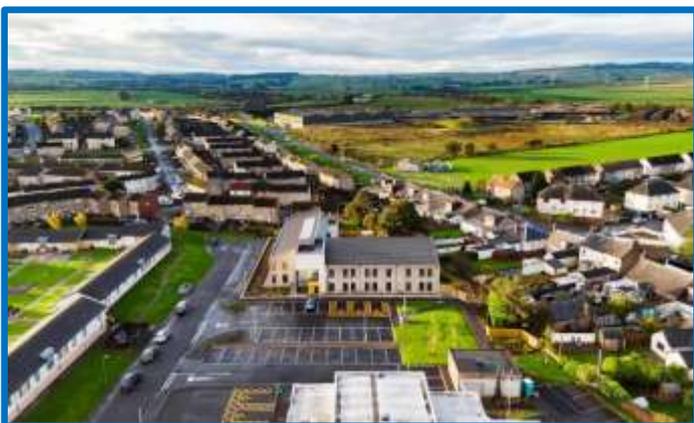
Until 2024 our focus will be

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How will we know when we get there?

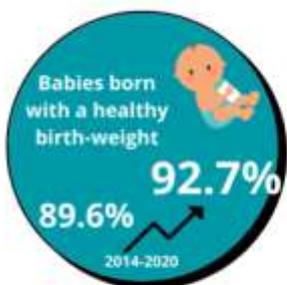
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Partners in Positive Outcomes



Andrew Nisbet Place, Hurlford

Parent: "I never imagined my son would cope without his sleepover, but he's doing brilliantly, and has proved what he's capable of"



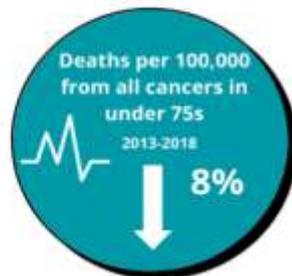
The falls rate (per 1,000 65+ population) has declined from 23 in 2014/15 to 18 in 2019/20.

Insert Infographic



The proportion of last 6 months of life spent at home or in a community setting has increased from 87% in 2014/15 to 90% 2019/20.

Insert Infographic



Mother of daughter supported by the Home Link Team: "I have a totally different girl now! She was terrified going to school before and every morning was a nightmare. She now loves going to school and gets upset if she has to take time off. Her confidence has grown and I no longer worry about her all day long"

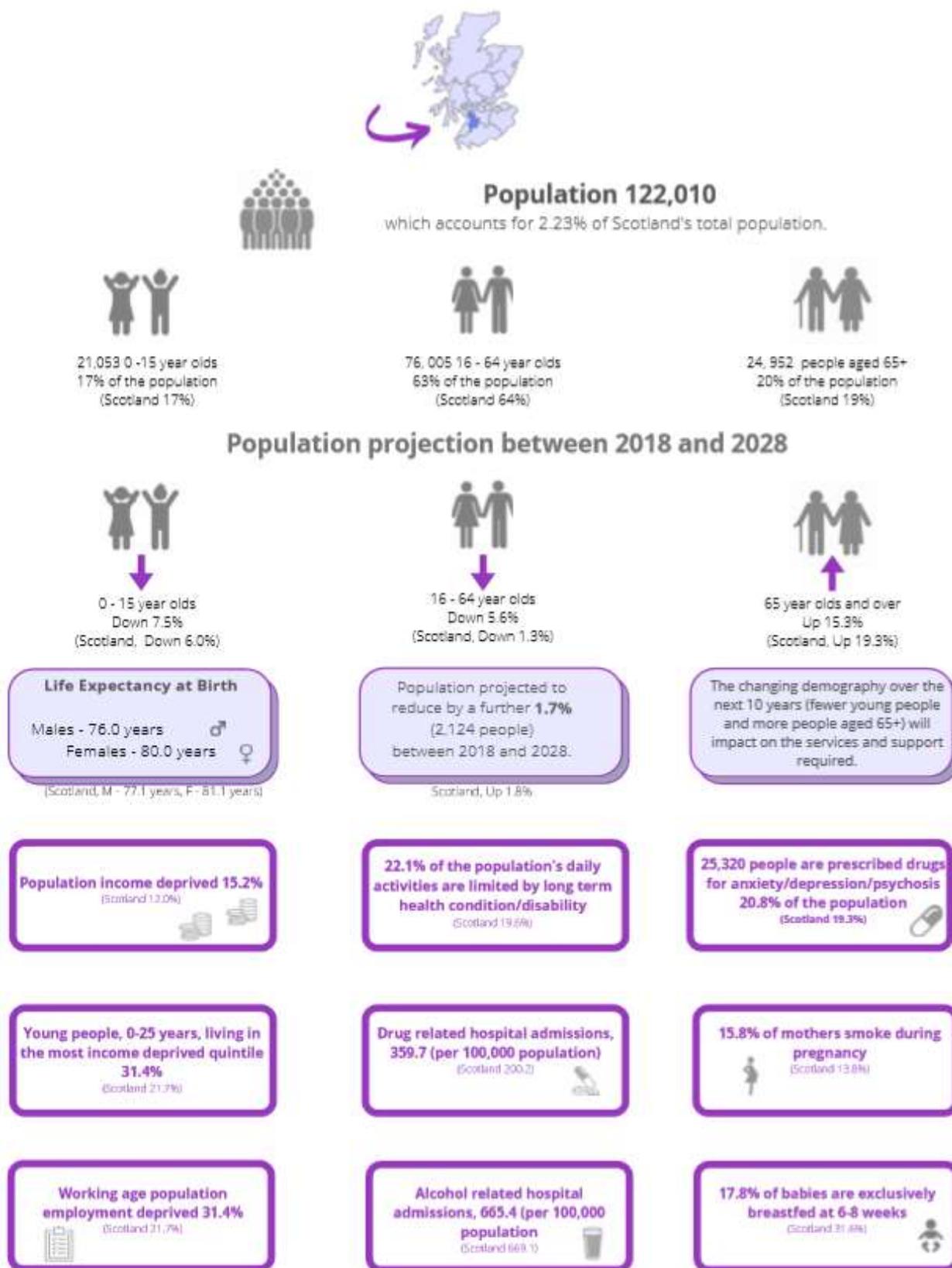


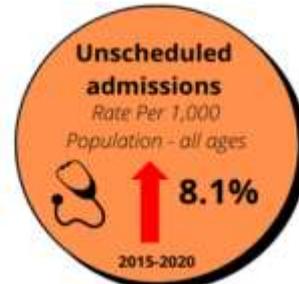
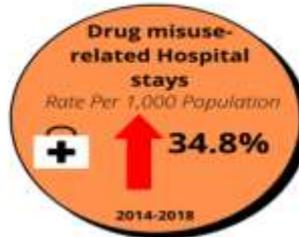
East Ayrshire Domestic Abuse Policy launch, 2019

£28.1 million financial gains since November 2013

Challenges and Opportunities

East Ayrshire is a diverse area covering some 490 square miles with a population of 122,010 people spread over urban and rural communities. The profile below displays the demographic characteristics of East Ayrshire:





Mental health was a key concern identified in the EA Wellbeing Community Conversation (70%) and in the EA Residents Survey (42%).

% of population prescribed drugs for anxiety, depression or psychosis has increased over the last decade.

Increasing number of probable suicides over last two years.

Insert infographic of above

Change wording in infographic to rate per 100,000 population

Overall rating of help, care or support services (percentage positive):

East Ayrshire: 66%

Scotland: 69%

Benchmarking Family Group: 70%

Insert infographic of above



Link out population health and wellbeing- needs assessment

Budget information for 2021-30 will follow, previous information is below:

The following table is the Comprehensive Income and Expenditure Statement, displaying the cost of providing services for the year, according to accepted accounting practice with comparable figures for the previous two financial years:

Gross Expenditure 2017/18 £m	Gross Income 2017/18 £m	Net Expenditure 2017/18 £m	Gross Expenditure 2018/19 £m	Gross Income 2018/19 £m	Net Expenditure 2018/19 £m		Gross Expenditure 2019/20 £m	Gross Income 2019/20 £m	Net Expenditure 2019/20 £m
144.624	(2.023)	142.601	148.990	(2.072)	146.918	Core Services	157.858	(2.266)	155.592
0.000	0.000	0.000	2.350	0.000	2.350	Public Protection	2.388	0.000	2.388
3.822	0.000	3.822	3.788	0.000	3.788	Non District General Hospitals	3.993	0.000	3.993
28.794	(0.005)	28.789	27.273	(0.003)	27.270	Children's Health, Care and Justice Services	28.176	(0.004)	28.172
23.937	0.000	23.937	27.699	0.000	27.699	Lead Partnership Services	28.788	0.000	28.788
21.890	0.000	21.890	23.430	0.000	23.430	Set Aside	24.024	0.000	24.024
223.067	(2.028)	221.039	233.530	(2.075)	231.455	Cost of Services	245.227	(2.270)	242.957
0.000	(76.458)	(76.458)	0.000	(77.392)	(77.392)	East Ayrshire Council funding	0.000	(80.746)	(80.746)
0.000	(144.764)	(144.764)	0.000	(156.197)	(156.197)	NHS Ayrshire & Arran funding	0.000	(164.254)	(164.254)
0.000	(221.222)	144.581	0.000	(233.589)	(233.589)	Taxation and Non-specific Grant income	0.000	(245.000)	(245.000)
223.067	(223.250)	(0.183)	233.530	(235.664)	(2.134)	(Surplus) / Deficit on provision of services	245.227	(247.270)	(2.043)

The Comprehensive Income and Expenditure Statement of Income and Expenditure highlights a net cost of services of £242.957m for the year. The financial performance by IJB Service Division table highlights a population basis net expenditure of £245.365m for the year. The £2.408m net underspend for 2019/20 has been earmarked for specific commitments in future financial years, including: client equipment and adaptations, adult care packages, Intermediate Care and Reablement, Primary Care Improvement Fund and Mental Health Action 15

Working in Localities

What and Why?

This is when local communities work together with public, third and independent sector organisations to improve health and wellbeing and local areas. In East Ayrshire, we know that our communities possess a wide range of strengths and resources and that by working together we achieve better outcomes. We have three established locality areas within East Ayrshire, these are; Northern Locality (Annick and Irvine Valley); Kilmarnock Locality (including Hurlford and Crosshouse) and; Southern Locality (Ballochmyle, Cumnock and Doon Valley)

Locality Groups play an active part in planning and implementing proposals to deliver these improvements and through their Action Plans, each addresses the priorities and needs of the locality, maximising the contribution of local assets and partners.

Outcomes by 2030:

Locality Partners work in partnership with our communities to successfully address health inequalities, to design and deliver initiatives that achieve improvements for their health and wellbeing and to ensure a consistent approach towards supporting the most vulnerable groups and individuals in our communities.

How will we get there?

The coronavirus pandemic increased existing inequalities within our communities and it was the most vulnerable who were more adversely affected. Wellbeing has been at the heart of East Ayrshire's response and as we move towards life beyond Covid19, the short term focus of Locality Planning will be to ensure that services are prioritised for those most in need and that those at particular risk of harm are safeguarded and protected. Moving forward, Locality Planning Partners will be key forums for local leadership and place-based, multidisciplinary decision making, aligned to the priorities of communities in these areas.



Kilmarnock Priorities TBC

Northern Priorities TBC

Southern Priorities TBC

Partnership Services

Partnership services include the full range of community-based health and care services. These are fully detailed in the Partnership's [Integration Scheme](#).

Lead Partnership Arrangements

Lead Partnership arrangements continue to be in place across Ayrshire & Arran.

East Ayrshire HSCP

East Ayrshire HSCP will continue to manage and deliver the following services on behalf of the North and South Partnerships under the new arrangements established in 2020 for the Primary and Urgent Care services Directorate:

- General medical services;
- Community pharmacy;
- Community Optometry;
- Dental Services: General Dental Service and the Public Dental Service; and
- Ayrshire Urgent Care Service

The vision for Primary Care services in Ayrshire and Arran is to have *sustainable, safe, effective and person-centred services*, which will be delivered in partnership between communities, Primary Care, Health and Social Care Partnerships and the Acute and Third Sectors. The Ayrshire and Arran vision aligns to the Scottish Government's vision for the future of Primary Care service delivery, which is for multi-disciplinary teams, comprising a variety of health professionals, to work together to support people in the community.

General Medical Services

General practice brings a range of healthcare services to work alongside people and families in local communities. The current General Medical Services (GMS) contract across Ayrshire and Arran has been in since April 2018. The guiding principles of the contract are to support:

- Accessible contact for individuals and communities;
- Comprehensive care of people (physical and mental health);
- Long-term continuity of care enabling an effective therapeutic relationship; and
- Co-ordinating care from a range of service providers.

This integrated health and care brings a number of additional professionals and multi-disciplinary team services, including: nursing staff, pharmacists, mental health practitioners, MSK physiotherapists and community link workers in addition to signposting patients, where appropriate, to other primary healthcare professionals within the community. Alongside the NHS Ayrshire and Arran Caring for Ayrshire vision which focusses on individuals, families and communities with general practice and primary care providing accessible, continuing and co-ordinated care.

The introduction of more digital approaches, the deployment of Wi-Fi, additional bandwidth provision to premises and improvements with the remote access platform will be required and will support the multi-disciplinary team members working across various sites as well as extended roll out of 'NHS Near Me' video conferencing for patient contact.

Community Pharmacy

NHS Pharmacy First Scotland was introduced in July 2020, replacing the Minor Ailments Service. This service is delivered by every pharmacy in Scotland and is primarily a consultation based service, designed to encourage the use of community pharmacy as the first port of call for all minor illnesses and common clinical conditions.

The Care at Home Pharmacy Technician Service (CAP) supports elderly and/or vulnerable patients to better understand and manage their medicines and to complete comprehensive reviews of medicines. The CAP service also supports patients with any medicine-related issues and can refer on to other services if required. The investment in developing GP practice based pharmacy teams has greatly improved joint working between GP practices and local community pharmacies, resulting in better patient care and medicines management.

Community Optometry

Community Optometrists provide a comprehensive eye examination service model to care for an aging population. The eye examination is universally funded and therefore free of charge to all eligible patients. Geographical access to eye care at optometrist practices across all HSCPs in NHS Ayrshire and Arran is good. Some fixed site practices also provide a domiciliary service and further coverage is available from large mobile optometry providers, which offers a service to those who are unable to access high street practices for their eye care needs.

Launched in February 2017, the 'Eyecare Ayrshire' (ECA) re-direction initiative shifts the balance of care for eye problems from GP practices and EDs to local optometry practices and promotes the use of the optometrist as first point of contact for eye problems, advising patients that eye drops will be available free of charge dispensed from community pharmacists.

The cohort of Independent Prescribing Optometrists in NHS Ayrshire and Arran continues to grow. These contractors are able to manage and treat a wider range of presenting eye conditions than ECA, within the scope of their practice and in the community setting. This reduces the referrals made to the HES Eye Casualty department and supports the national Right Person, Right Place campaign.

Access to 'Near ME' remote consultation technology was made available to all Optometrists in 2020, which supports the triage and management of patients who do not need to attend their Optometrist practice to obtain the care they require. Community Optometrists have an important role in signposting patients experiencing social isolation and loneliness to appropriate supports. Community Optometrists are also provided with information and training in relation to identifying, supporting and signposting patients experiencing domestic abuse to appropriate help.

Dental Services

The Scottish Government published the Oral Health Improvement Plan (OHIP) in January 2018. The aims of the OHIP are to focus on prevention, encouraging a more preventive approach to oral health care for patients of all ages to ensure that everyone can have the best oral health possible and that education and information sharing is specifically targeted at individuals and groups most at risk such as those who do not attend regularly for check-ups, communities in low income areas and particularly those people who either smoke or drink heavily.

New approaches will be introduced to facilitate treatment for older people who live in care homes or are cared for in their own home and to enable those dentists with enhanced skills to provide services that would

otherwise be provided in a Hospital Dental Service such as oral surgery, treatment under sedation and complex restorative services. As with all Primary Care services, delivery of the OHIP programme has been put on hold until the full remobilisation of dental services due to the impact of COVID-19.

Ayrshire Urgent Care Services

The 'Ayrshire Urgent Care Service' (AUCS) was launched in November 2017. This brought together Primary Care, Social Work, and Mental Health services into an 'urgent care hub', operating from the Lister Centre at University Hospital Crosshouse. This is supported by local urgent care centres and the home visiting service as required. In partnership with NHS24, there is continued promotion of self-care and redirection to the most appropriate services, i.e local pharmacists.

More recently, NHS Ayrshire and Arran were an early pilot in the Re-Design of Urgent Programme and began implementing the redesign programme from 3 November 2020, with the Redesign of Urgent Care Programme being rolled out nationally from 1 December 2020. This redesign has been welcomed to provide safe, person centred urgent care now over a 24/7 period to support General Practice and out of hours as well as Emergency Department and Combined Assessment Unit in Ayrshire and Arran.

The intent was to deliver improved patient and system experience at a local level and to provide learning both at local and national levels. A significant initial focus is in relation to patients self-presenting at Emergency Departments or presenting through NHS24. In NHS Ayrshire and Arran, we also seek to provide options in enhanced pathways for patients accessing the system through General Practices. The benefit to progressing with the re-design of urgent care services in Ayrshire and Arran is to test out a joined up system to improve patient and workforce experience and support service sustainability.

North Ayrshire HSCP

North Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and South Partnerships.

Mental Health Inpatient Services

Mental Health Inpatient services across Ayrshire, including:

- Acute inpatient assessment for individuals experiencing functional and/or organic presentation
- Low Secure male inpatient services
- Intensive Psychiatric care provision
- Generic and forensic rehabilitation services
- Hospital Based Complex Continuing Care for individuals 65 and over on Ailsa site
- Inpatient addiction service, offering inpatient detoxification programme, residential and day attendance rehabilitation programme

Also included within the inpatient portfolio of services are:

- Community Forensic Team
- Elderly, Psychiatric and Alcohol Liaison Services
- Mental Health Advanced Nurse Practitioners
- Acorn – service based at Ailsa offering structured activity, sheltered employment opportunity and supporting individuals who have/are experiencing mental disorder to develop a range of skills

Inpatient services are split between Woodland View on Ayrshire Central Hospital site in Irvine and on Ailsa Hospital site in Ayr, the majority of adult services being based at the new bespoke provision within Woodland View.

Crisis Resolution Team

The Ayrshire Crisis Resolution Team offers a home based alternative to in-patient care for adults (aged 16-65) experiencing acute and severe mental health crisis. The service offers short term support up to 21 days, in line with the national standards for crisis services.

Learning Disability Assessment and Treatment Service

People with a learning disability have a significant, lifelong condition that affected their development and which means they need help to; understand information, learn skills, and cope independently.

The Learning Disability Assessment and Treatment Service is a 10 bed inpatient admissions unit based at Woodland View, Irvine. The unit provides access to specialist a range of specialist professionals and intensive multi-disciplinary services for all adults living in Ayrshire who have a learning disability. The unit accepts both planned and unplanned admissions:

- A planned admission to Woodland View provides short-term intensive assessment and treatment. Where a planned admission is deemed appropriate, a pre-admission meeting will take place with the individual and family members and a range of support staff including; Community Learning Disability Team, designated Social Worker, and Third sector representatives
- Emergency admissions to Woodland View are facilitated by members of the Community Learning Disability Team. Admissions are agreed with a Responsible Medical Officer and members of the Community Learning Disability Team will be in contact with Woodland View nursing staff to facilitate the admission process.

The following is a list of criteria for why an individual would be admitted to Woodland View:

- The person requires a period of complex nursing and therapeutic care which cannot be met elsewhere.
- The person has severe emotional, behavioural or mental health difficulties which cannot be appropriately assessed or treated elsewhere.
- The person requires a period of sustained specialist led support and rehabilitation.
- Where risk evaluation indicates that hospital admission is most likely to reduce short and medium-term risks which are significant and likely to pose a hazard to the patient and/or others.

Psychology Services

Psychological Services are provided across Ayrshire and Arran and are embedded within various specialist teams. Specialities covered are:

- Child Psychology
- Adult Mental Health
- Older Adults, physical health and neuropsychology, and
- Learning disability services

The service deploys a range of staff within these specialist roles to undertake focused work, such as primary care mental health, community mental health and eating disorders.

Child and Adolescent Mental Health Service (CAMHS)

The CAMHS service is available to young people aged 5 to 18 years old and offers short term treatments for those with mild to moderate mental health problems; to more complex treatments for children and young people experiencing more severe and complex problems.

North Ayrshire shall deliver mental health services in line with the 10-year National Mental Health Strategy 2017-2027. This strategy aims to ensure that mental health problems are treated with the same commitment and passion as physical health problems. We will work to improve: Prevention and early intervention; Access to treatment and joined up accessible services; the physical wellbeing of people with mental health problems; Rights, information use, and planning.

South Ayrshire HSCP

South Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and North Partnerships.

Continence

The Integrated Continence Service promotes continence by empowering patients to self-manage through behaviour and lifestyle interventions. The objectives of the service are to offer intermediate clinics across Ayrshire and to offer an advisory service to patients, carers, care homes and voluntary organisations. Whilst also providing educational service to NHS clinicians.

Family Nurse Partnership

The Family Nurse Partnership programme (FNP) is a licensed, intensive preventative home visiting programme. FNP focuses on helping first-time mothers, (19 years old and under) to engage in preventative health practices, supporting parents to provide responsive, sensitive and positive parenting, and helping them to develop self- efficacy to both identify and achieve their future goals. Family Nurses in Scotland also deliver the Universal Health Visiting Pathway to the families they serve, alongside the FNP home visiting schedule.

Family Nurse Partnership is a structured programme of tailored visits delivered by specially trained Family Nurses. This begins early in pregnancy and continues until the child's second birthday. The three key goals of FNP are to:

- improve pregnancy and birth outcomes, through improved prenatal behaviours.
- improve child health and development, through positive, responsive caregiving; and
- improve economic self- sufficiency of the family, through developing a vision and plans for the future.

Key Achievements

- Supported our first 3rd year mental health nursing student with her placement within Family Nurse Partnership.
- Supported our team leader colleagues and nurses within Health Visiting, School Nursing, Social Work and HMP Kilmarnock with workshops on clinical supervision.
- Started to roll out Motivational Interviewing Workshops for our Health Visiting, School Nursing and other colleagues within the multi-agency team.

Priorities ahead

The service is working with the Peri-natal Mental Health service steering group to look at how it can best support clients both ante-natally and post-natally with the significant levels of trauma that they have often encountered growing up.

Developing a contraceptive champion model which will allow a Family Nurse (qualified in Family Planning) to deliver certain methods of contraception to clients within their home. This model is currently working well in FNP – NHS Lothian.

Continuing to develop our breastfeeding champion model by using new resources and cascading up to date learning and training to members of the rest of the team. The motivational interviewing workshops for colleagues in other areas will also continue to be supported looking at a variety of ways in which these skills can be used to help explore different topics including breastfeeding.

Enablers

Property & Assets

We need to ensure that our property and assets, such as buildings and virtual platforms are able to contribute to improving wellbeing and delivering our ambitions for delivering health and social care.

The Partnership has a [Property and Asset Management Strategy](#) which sets out how and where we currently locate and deliver our services. We had already begun to consider how best to use our building, facilities and how new technology could assist to be more efficient. Our workforce were already changing how they worked by increasing the use of remote and homeworking. We were consolidating the location of our workforce in fewer buildings and increasing the opportunities of co locating our professional staff alongside colleagues in GP practices and in community setting with partners. The impact of COVID has meant that this has accelerated and we are now working in a way that safeguards both people we work with and our workforce. The increased use of more remote methods; telephone support, Attend Anywhere, increase use of virtual meetings (using a range of mediums) and maintaining face to face support when it is was safe and essential.

We want to be available to the people we work with and use the property and resources to best effect. We want to deliver health and social care services in a way that suits the communities we serve and promotes the wellbeing of people living locally, from premises that support integrated working. Where it is possible we want to promote co-location and integrated working by developing multi-disciplinary teams in local areas around GP practices. We want people to have a more coordinated experience of care where we have a number of services providing support.

Thinking Differently

Thinking Differently is our approach to improvement and innovation on how we deliver and design our services, using our peer mentor model to provide coaching and support to frontline practitioners and managers. The team, which includes young carer peer mentors who have current lived experience of caring, offers advice and guidance on an asset based, person centred and outcomes focused approach, supporting the delivery of personalisation to create better outcomes for people in East Ayrshire. Key areas of focus are:

- Carers; continuing to implement the Carers Act following the recent launch of Young Carers Statements and ongoing development of Adult Support Plans and consider the impact of Covid-19 to carers,
- Self-Directed Support; ongoing support to workforce keeping up to date with policy and the impact of Covid-19 on people who use self-directed support,
- Technology Enabled Care (TEC); continuing to promote TEC, smart supports and digital solutions to support citizens of all ages,
- Wellbeing; supporting our wider workforce wellbeing across the Partnership in relation to the impact of Covid-19, and
- Working alongside the Scottish Government to test their Transforming Local Systems Pathfinder Programme, by using the Scottish Approach to Service Design (SAatSD) the aim is to support prevention and self-management incorporating digital technology in the Irvine Valley. The service will be designed with and for people to provide preventative, digitally enabled services design.

Workforce

Our workforce continues to be our single most valuable resource and ongoing support and development ensures they are skilled and confident to deliver our services across the Partnership. Even in the most challenging of circumstances, due to the skills, flexibility and commitment of our workforce we are able to continue to deliver our critical services. Alongside identifying caring for our workforce as a strategic priority, workforce planning continues to be an essential part of service design. Through this process, we manage local and national workforce challenges and consider the changing landscape as we plan the future delivery of our services, whilst continuing to encourage our workforce to challenge status quo and work in new innovative ways. We will deliver our Workforce Plan 2021/22 and from there develop further workplace plans to enable delivery of our strategic ambitions.

Leadership & Improvement

We are building on a foundation of strong leadership and focus on improvement across all sectors, which creates the environment where all partners working together can make real difference in our communities. Our partnership approach starts from an understanding that we are collaborating as a wider workforce bringing all of our combined assets to achieve shared goals.

We are working alongside local and national partners to; create opportunities to develop collaborative commissioning opportunities in the delivery of services, further develop engagement and involvement for people who use our services, families and carers as experts in their own lives and embed improvement and innovation by expanding the learning and good practice from new service models, as a continuous process.

People will be able to report an improvement in effectiveness and responsiveness of services which reflect local needs and partners in communities feel more involved as active participants in the design and delivery of services. We will participate in new and innovative local and national initiatives that seek to test new ways of working and collaborative working, built upon multi-disciplinary teams in localities will be the recognised approach to service design, commissioning and delivery.

Housing Contribution

Ensuring our communities have access to good quality housing and housing related services is key to enabling people to live as independently as possible and also makes a significant contribution to reducing health inequalities locally. We have developed integrated working and a shared strategic focus delivered through the [Housing Contribution Statement 2019-22](#), which operates as the “bridge” between strategic housing planning and that of health and social care. The Statement is an integral part of East Ayrshire’s Health and Social Care Partnership Strategic Plan 2021-2030 and identifies the contribution of the housing sector in achieving the aspirations of this Plan.

Housing Services contribute positively to improving the health and wellbeing of East Ayrshire’s communities and ensuring that more people are cared for and supported at home or in a homely setting, in a way that is personal to them, respects their rights and maintains connections with important people and places.

Information & Communication

Working together with partners and communities towards shared objectives and with common values is the key to the success of integrated care. Engaging with people and families who use services and actively involving them in decisions and service design is central to enabling health and care services to become more responsive to and improving the quality of life of our citizens. The Partnership has a [Communication Strategy](#) which sets out how providing information early keeps people at the centre, addresses inequalities and enables people to live their best life. Health and social care services will undergo extensive transformational change to better meet future demands over the next 5-10 years as part of the Caring for Ayrshire

programme. Robust information and good communication will be needed to support all these changes. The Partnership recognises too that keeping employees informed is essential in order that they may act as advocates, champions of change

Through strategic use of information and communication, we will involve and engage people to shape the care and support they receive, to bring about a change in the way health and social care services are delivered and enable people to live healthier lives in their community. We will be an insight rich organisation, which will support us to achieve our strategic aims.

Strategic Framework & Policy Context

East Ayrshire Health and Social Care Partnership operates within an evolving framework of legislation, regulations and national guidance that shape our responsibilities to the people of East Ayrshire and influence how we deliver our services. The Partnership is committed to incorporating and aligning the key elements of national, regional and local policies in the planning, design and delivery of our services. This will help us ensure that we are able to achieve more positive health and wellbeing outcomes for the people of East Ayrshire.

A number of recent policy developments are of significance for the Partnership in influencing our future delivery of services:

- **Protecting Scotland – Renewing Scotland** published in September 2020 sets out the Programme for Government and recognises the priority will be to address the impact of Covid19 as the single greatest public health crisis of our lifetimes and the impact on our health, economy and society, indeed our way of life. There priorities outlined are; national mission to create new, good and green jobs, emphasis on promoting lifelong health and wellbeing and promoting equality and helping young people achieve their full potential. Local authorities and public bodies have an identified role to create new opportunities, support people to get into work and utilising digital innovation. Learning from the impact of Covid19 which exacerbated the health inequalities across many of our communities there is a focus on developing better health services.
- As part of the Programme for Government, an **Independent Review of Adult Social Care** is underway looking at all aspects of our care sector recognising the need for reform, with a new national approach based on a deep understanding of the needs, rights and preferences of people who are using services.
- National focus on young people emphasises improving access and equality to education and employment for all our young people including our looked after young people. This aligns with the outcome of the Independent Care Review for care experienced young people –**The Promise**. It works with all kinds of organisations to support shifts in policy, practice and culture so Scotland can #KeepThePromise it made to care experienced infants, children, young people, adults and their families - that every child grows up loved, safe and respected, able to realise their full potential.

At the local level the [East Ayrshire Community Plan 2015-30](#) is the sovereign and overarching planning document for the area, providing the strategic policy framework for the delivery of public services by all partners, delivered thematically across; Wellbeing, Economy & Skills and Safer Communities. The Health and Social Care Partnership has a lead role in taking forward the Wellbeing theme as well a key contributory role in the delivery of the Economy and Skills and Safer Communities themes. A key consideration in this context is:

Community Wealth Building (CWB): an alternative approach to traditional economic development, being promoted across Ayrshire. This approach is being encouraged by our local authorities, NHS Ayrshire & Arran, colleges, businesses and other ‘anchor institutions’ by focusing on six pillars for harnessing existing resources to support the local economy:

- Procurement – using spend to actively encourage and support a growing, diverse and resilient business base, and to support net zero carbon ambitions.
- Fair Employment – encouraging the creation of fair and meaningful jobs with progression opportunities to unlock the potential of local people.
- Land and Assets – supporting wider community regeneration by maximising land and assets including through alternative uses for community and business benefit.

- Financial Power – investing locally and encouraging regional and national institutions to invest in communities.
- Plural Ownership of the Local Economy – supporting the creation and sustainability of a range of business models including SMEs, social enterprises, employee ownership, co-operatives, municipal activity and community enterprises.
- Climate Action The global climate emergency requires immediate and sustained action to reduce carbon and greenhouse gas emissions and remove them from the atmosphere.

The aim is to encourage and support the diversity within our local economies and find new ways of supporting our smaller organisations to participate alongside larger scale businesses. Further information can be found in the Appendices.

Vision & Values

We developed a vision for how we would operate as a partnership in consultation with stakeholders prior to the establishment of the Integration Joint Board and the Health and Social Care Partnership. This has driven our activity over the last six years and will continue to do so. Our vision is of:

Working together with all of our communities to improve and sustain wellbeing, care and promote equity.

We contribute to the Wellbeing objectives of Community Plan 2015-30:

- Children and Young People, including those in early years, and their parents / carers are supported to be active, healthy and to reach their potential at all life stages;
- All residents are given the opportunity to improve their wellbeing, to lead an active healthy life and to make positive lifestyle choices;
- Older people and adults who require support and their families and carers are included and empowered to live the healthiest life possible, and;
- Communities are supported to address the impact inequalities has on the health and wellbeing of our residents.

Specific Health and Social Care Partnership values encompass partner values:



The long-term aim for health and social care in Scotland is for people to live longer, healthier lives at home or in a homely setting. The [National Health and Wellbeing Outcomes](#), [Children and Young People](#) and Justice Outcomes guide our work. The aim is to have a health and social care system that meets with the [Integration Principles](#):

- is integrated;
- focuses on prevention, anticipation and supported self-management;
- will make day-case treatment the norm, where hospital treatment is required and cannot be provided in a community setting;
- focuses on care being provided to the highest standards of quality and safety, whatever the setting, with the person at the centre of all decisions; and
- ensures people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

Equalities

East Ayrshire Health and Social Care Partnership is fully committed to delivering services that are fair for all and uphold our responsibilities as specified in the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

As we have consistently demonstrated over the life of our Partnership, we have strived to not only to meet our duties under the equalities legislation but also to ensure that equality becomes part of everything we do, within our structures, behaviours and culture.

We strongly believe that reducing the impact that inequalities have on local people and communities is of paramount importance. The commitments we have made within this Strategic Plan are designed to engender a culture which promotes equality, values diversity, protects human rights and social justice and tackles discrimination for both our workforce and also our residents.

Since 2017, and in partnership with other Ayrshire public sector organisations, we have undertaken and supported a wide range of activities that have helped to progress and advance each of the four Ayrshire Shared Equality Outcomes. These outcomes are that, in Ayrshire:

- People experience safe and inclusive communities
- People have equal opportunities to access and shape our public services
- People have opportunities to fulfil their potential throughout life
- Public bodies will be inclusive and diverse employers

These activities have been focused on improving the lives of people across Ayrshire and East Ayrshire by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

The [East Ayrshire Health and Social Care Partnership Equalities Mainstreaming and Outcomes Report 2020](#) outlines our commitment to promoting equality and provides an overview of our progress in mainstreaming equalities into the Partnership's day-to-day business processes.