

Dundee Health and Social Care Partnership Extension of Strategic and Commissioning Plan

2022 - 2023

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In April 2019 the Dundee City Integration Joint Board (the IJB) published the Partnership's current strategic and commissioning plan, 2019-2022. The IJB is the body responsible for the planning, commissioning and oversight of the services of the Dundee Health and Social Care Partnership.

The **strategic and commissioning plan** is the document that sets out the collective vision and priorities for integrated adult health and social care in Dundee. It directs how Dundee Health and Social Care Partnership (the Partnership) uses its resources to improve health and social care outcomes; this includes the services it delivers itself and those that are commissioned from the third and independent sectors. The Partnership is responsible for delivering person-centred adult health and social care services to the people of Dundee. The workforce of the partnership includes employees of Dundee City Council, NHS Tayside and providers of health and social care services from across the third and independent sectors.

The IJB must review their plan at least once every three years to determine whether or not it remains fit for purpose and decide whether to extend, revise or replace the plan. During 2021/22 the IJB has worked with members of the public including supported people and carers, the health and social care workforce, providers of services and partner organisation to review the Strategic and Commissioning Plan 2019-2022.

The review process included:

- Updating the IJB's strategic needs assessment and considering trends and information within this.¹
- Assessing the impact of the COVID-19 pandemic on the delivery of actions contained within the 2019-2022 plan and progress made in implementing actions within the partnership's COVID recovery plan.
- Considering changes in national policy and strategy, including the proposed establishment of a National Care Service.
- Considering the priorities and actions contained within care group specific strategic plans and transformation programmes, including for mental health and wellbeing, drugs and alcohol, carers and primary care.
- Consultation sessions with members of the health and social care workforce and partner organisations. Some feedback received at these sessions is highlighted throughout this document.
- A public survey along with telephone, on line and face-to-face consultation meetings for members of the public, supported people and carers. Some feedback received from these activities is highlighted throughout this document.

¹ For more information visit www.dundeehscp.com/sites/default/files/publications/strategic_needs_assessment_summary_sep21.pdf

In February 2022 the IJB agreed to extend the 2019-2022 plan for a further one-year period to cover April 2022 to March 2023. The review of the plan found that the vision and priorities for integrated adult health and social care continue to reflect the needs of the population and current local and national policy and strategic priorities. However, the review also identified that the action lists supporting each of the strategic priorities within the 2019-2022 require to be updated in order to reflect the current areas of focus that have emerged over the last three years, including from the pandemic.² At the same time the IJB also agreed to extend the **Equality Outcomes and Mainstreaming Framework** for a further one-year period.

1.1 Extension of 2019-2022 Plan

This extension to the Strategic and Commissioning Plan 2019-2022 presents revised actions aligned to each of the existing priorities within the Plan. The development of these actions has taken into account:

- Progress that has been made in implementing actions identified within the original 2019-2022 plan.
- Actions contained within the IJB's pandemic remobilisation / recovery plans.
- Information contributed by the public and partner organisations during the consultation sessions held as part of the review process.
- The content of care group strategic plans and IJB transformation programmes.

This extension should be read alongside the full **Strategic and Commissioning Plan 2019-2022**.

The actions identified against each priority are those that will be priorities for implementation throughout 2022/23. Alongside this key strategic developments that aim to improve health and social care outcomes, quality of services and underpin other improvement and transformation activities. This is not an exhaustive list of all actions that will be taken forward over the next year. Further detail about other planned actions is contained within care group specific strategic plans and transformation programmes that are linked throughout this extension document.

Every person and family should have access to enhanced community-based provision to take greater control of their lives and make positive lifestyle choices that enhance their health and wellbeing and reduce the need for service-based interventions.

Comment from public survey 2022

² If you would like more information about the review process and outcomes you can find this at the following links:
https://www.dundee.gov.uk/minutes/report?rep_id=DIJB12-2021

- https://www.dundee.gov.uk/minutes/report?rep_id=DIJB29-2021
- https://www.dundee.gov.uk/minutes/report?rep_id=DIJB51-2021
- <https://www.dundee.gov.uk/reports/agendas/hsc151221ag.pdf> - item 9
- <https://www.dundee.gov.uk/reports/agendas/hsc230222ag.pdf> - item 12

Strategic and Commissioning Plan

Care Group Strategic Plans

- Mental Health and Wellbeing Strategy
- Substance Misuse Strategic and Commissioning Plan (Dundee Partnership)
- A Caring Dundee 2 - A Strategic Plan for Working Alongside, Supporting and Improving the Lives of Carers
- Adult Support and Protection Delivery Plan (Dundee Partnership)
- Learning Disability and Autism Strategic and Commissioning Plan (in development)

Transformation Programmes

- Primary Care Improvement Plan
- Reshaping Non-Acute Care
- Unscheduled Care
- Drug Death Action Plan for Change (Dundee Partnership)
- Living Life Well - Tayside Mental Health and Wellbeing Strategy (Tayside Mental Health Alliance)
- Transforming Public Protection Programme (Dundee Partnership)

1.2 Vision and Priorities

As set out in the 2019-2022 Plan the vision for integrated adult health and social care in Dundee is:

Each citizen of Dundee will have access to the information and support that they need to live a fulfilled life.

This vision will continue to be supported during the extended year (2022/23) through the four strategic priorities:



1

Health Inequalities



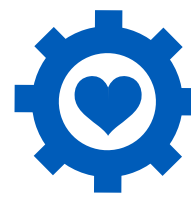
2

**Early Intervention
Prevention**



3

**Localities and Engaging
with Communities**



4

**Models of Support/
Pathways of Care**



Health Inequalities

Our Ambition:

Health inequalities across Dundee will reduce so that every person, regardless of income, where they live or population group will experience positive health and wellbeing outcomes.

Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- **Reconnection** with individuals and groups in the population who have been most negatively impacted by the pandemic and associated public health restrictions.
- **Accessibility** of health and social care services and supports, whether delivered by the Partnership or by third and independent sector providers.
- Consider the potential for **digital exclusion** as services remobilise following the pandemic and digital service models become further embedded.

The following key actions have been identified:

1. Re-design the health and social care 'front-door' to simplify the way in which individuals, families and carers access support for health and social care needs, including during the evening and at weekends.
2. Work with the Dundee Partnership to identify the unique contribution of the Partnership to projects addressing poverty and inequality, including place-based initiatives.
3. Rationalise and enhance existing service directories and other information resources to ensure accessible information (in digital and other formats) is available about supports, services and resources that can address people's health, social care and wellbeing needs.
4. Work with partners, including people with lived experience and their carers, to develop and implement the Dundee Wellbeing Centre to improve the range and accessibility of services for people with mental health and wellbeing needs.
5. Work with the Alcohol and Drugs Partnership to progress the implementation of the Medically Assisted Treatment Standards across Partnership services as part of wider programme of work contained within the Alcohol and Drug Partnership Action Plan for Change.
6. Work with Dundee's Children's Services Partnership to improve transition planning and responses for young people, including care experienced young people and young carers.
7. Integrate trauma-informed leadership, workforce development and practice across Partnership services, with a particular focus on mental health and drug and alcohol support and services.

Need to ensure socio-economic factors are addressed, targeted at those with most need – supporting access to welfare, food, housing, employment etc.

Comment from stakeholder consultation session 2021



Early Intervention and Prevention



Our Ambition:

Enhanced community-based supports are enabling people to take greater control of their lives and make positive lifestyle choices that enhance their health and wellbeing and reduce the need for service-based interventions.

Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- **Co-ordinated approach** to connecting people at an earlier stage to health and social care resources and supports within their neighbourhoods and localities.
- **Addressing social isolation and loneliness**, particularly the impact of public health restrictions on vulnerable and at-risk populations.
- **Health promotion activity** in relation to mental health and wellbeing and obesity.

The following key actions have been identified:

1. Develop a single, shared framework for the further development of social prescribing across Dundee that takes account of services delivered directly by the Partnership alongside a wide variety of signposting and support services within the third sector and can inform future improvement and commissioning.
2. Develop a lead professional model for adults to better co-ordinate responses to the needs of adults with multiple health and social care needs at an earlier stage.
3. Further develop community-based services that respond to social isolation and loneliness, including the impact of the pandemic and associated public health restrictions on vulnerable groups within the population.
4. Develop an up-to-date understanding of community-based health and social care resources and identify effective and accessible mechanisms (digital and other formats) for sharing this information with communities.
5. Develop partnerships with NHS Tayside Public Health to enhance health promotion activity across Partnership services and delivery sites.

As a carer with a disability the pandemic...has caused extreme isolation for me, as well as the person I cared for.

Comment from public consultation session 2022

When the start is poor, the finish is poor.

Comment from public consultation session 2022



Localities and Engaging with Communities



Our Ambition:

People can access services and supports as close to home as possible, with these services and supports responding to the specific needs of the local community.

Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- **Re-establishing meaningful engagement** between the Partnership and the public in relation to strategic planning, service improvement and performance.
- More **clearly defining our approach to locality delivery** of health and social care services.
- Strengthening our **public facing communications**.
- Better **utilising existing community-based resources**, such as Community Centres, libraries and pharmacies to reconnect people to health and social care supports following the pandemic.

The following key actions have been identified:

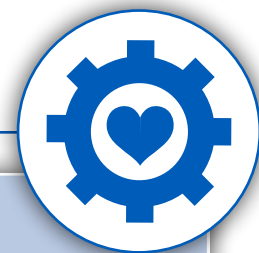
1. Engaging with people who use health and social care services, unpaid carers, wider communities and stakeholders to develop a shared framework for the development and delivery of locality health and social care services. This will include consideration of community hubs, that respond to the unique needs and circumstances of families, neighbourhoods and localities.
2. Work with people who use health and social care services, unpaid carers and wider communities to develop a range of approaches to meaningfully engaging with them. The aim is to co-produce health and social care strategic, improvement and transformation plans, inform needs assessments and scrutinise performance.
3. Strengthen the role of the Partnership within revised arrangements for community planning within Dundee, including our contribution to locality-based community planning structures / networks.
4. Enhance arrangements for improved, consistent communication with the public regarding Partnership services and supports, developments and performance, including through the Partnership website and social media.

Although it is good to see supports moving closer into the community, locality working is more than this.

Comment from stakeholder consultation session 2021



Models of Support/Pathways of Care



Our Ambition:

People will live more independently at home for longer, supported by redesigned community based, person centred services.

Through engagement with stakeholders, including people who use health and social care services and unpaid carers, it was established that during 2022/23 there is a need to prioritise:

- Improvements to **mental health and wellbeing** services.
- Improvements to **drug and alcohol** services.
- Enhancing the **availability of a range of community-based services**, including Community Nursing, Care at Home and primary care services.
- **Support to unpaid carers and the workforce** to address the impact of the pandemic on their health and wellbeing.
- The **personalisation** of assessment processes and service provision across all Partnership supports and services.
- Responses to **long-covid and to post-covid and post-lockdown rehabilitation**.

Over 2022/23 these priorities will be delivered through continued implementation of 7 key programmes of transformation:

- ✓ Re-shaping Non-Acute Care – this programme of work aims to provide modern, person-centred and accessible services from both the Royal Victoria Hospital and the Kingsway Care Centre through a focus on inpatient accommodation and capacity, appropriate onward journeys of care and support and ambulatory care for patients with neurological conditions.
- ✓ Unscheduled Care – in partnership with the Tayside Unscheduled Care Board, this programme of work aims to improve staff, patient and carer experiences of urgent and unscheduled care. The programme includes four key areas of focus: Redesign of Urgent Care (RUC), Ambulatory Interface Care (AIC), Discharge without Delay (DwD), and Winter and Contingency planning. These represent a programme of work to deliver, in partnership, a whole system of care offering greater integration and sustainability as a system of care for patients providing alternatives to admission, supporting care closer to home: Right Care, in the Right Place, at the Right Time, First Time.
- ✓ Primary Care Improvement Plan – a programme of work supporting the development and implementation of multi-disciplinary supports working in and around general practice, enabling GPs to focus capacity on their role as Expert Medical Generalists. This includes vaccination, pharmacotherapy, musculoskeletal services, mental health services, social prescribing, urgent care, and care and treatment services.

- ✓ **Mental Health and Wellbeing** – delivered through both Living Life Well, the Tayside Mental Health and Wellbeing Strategy, and Dundee’s Mental Health and Wellbeing Strategy 2019-2024. This programme of work aims to support whole systems re-design and improvement of mental health and wellbeing services and supports whilst also shifting the balance of care to community-based settings and early intervention and prevention.
- ✓ **Drug and Alcohol Services** – delivered in partnership with the Dundee Alcohol and Drugs Partnership, this programme of work includes the development of a whole system, recovery orientated care pathway, implementation of national standards for treatment and support and preventative activity to address the underlying causes of drug and alcohol use across the population.
- ✓ **Transforming Public Protection Programme** – delivered in partnership with Dundee’s multi-agency Protecting People Committees, a programme of collaboration with multi-agency leaders and the multi-agency workforce supporting the achievement of excellence across core aspects of protecting people practice and the realisation of transformative, integrated approaches that deliver sector leading whole system responses to people of all ages who are at risk.
- ✓ **Personalisation** – a programme of work to support Partnership services to embed personalisation of practice, services and supports, including outcomes-focused practice and the implementation of self-directed support.

Through these programmes of transformation and actions targeted to reduce social isolation and strengthen health promotion the Partnership will maintain a focus on supporting people through recovery and rehabilitation during and after the COVID-19 pandemic. This will include people who have had coronavirus, those experiencing negative impacts of lockdown restrictions and those who have been impacted by the pausing of non-critical health and social care services and supports.

In addition, work will continue to implement planned improvements set out within ‘A Caring Dundee 2’ to enhance support to unpaid carers across the city.

It is most important to people who need personal care that it should be reliable and be given by workers who are well trained and are empathetic. - I’m very happy with the (personal care) service I’m getting from a very skilled and pleasant person.

Comment from public consultation session 2022

I have had a very positive experience of support from the Partnership. The lead professional approach helped me to get support across a range of issues I needed support with. There was a team of people focused on me and I didn’t need to see the engine underneath, I just had a person making a difference to my life...

Comment from public consultation session 2022

3.1 Financial

The Partnership's budget continues to consist of financial resources delegated by both NHS Tayside and Dundee City Council, and strategic investment and expenditure plans are set annually by the IJB.

The 2022/23 Annual Budget Report was presented to the IJB on 25 March 2022

<https://www.dundee.gov.uk/reports/agendas/hsc250322ag.pdf>

The public sector financial position continues to be challenging with tightening budget allocations, increasing demands for services and rising costs of service provision; and in addition, the Partnership (like all aspects of society) has experienced additional pressures and challenges from both Brexit and Covid-19 pandemic.

In addition to delegated budgets, the Partnership has also received additional non-recurring funding from Scottish Government in recent years to support the additional demands, remobilisation and recovery from Covid-19 pandemic, with elements of this funding now being embedded into baseline budgets to support and sustain shifts towards new ways of working and changing demands, as well as investment in independent and third sector social care providers to support good practice principles for Fairer Work and a more sustainable social care workforce.

The combined budget for 2022/23 is anticipated to be in the region of £280m.

Specific investments continue to be made in Primary Care, Mental Health, Carers, Social Care and Drug and Alcohol Recovery services, in line with national policy and Partnership strategic priorities.

Service and Transformation Plans will continue to be developed and reviewed to reflect the changing demands, working practices and demographic needs of the local population, and incorporated into the rolling 5-year Financial Framework to ensure a financially sustainable position.

3.2 Workforce

The workforce that delivers the Partnership's integrated health and social care services and supports is not directly employed by the IJB. Staff who deliver integrated services are employed by Dundee City Council and NHS Tayside and within independent and third sector organisations commissioned to deliver services on behalf of the IJB. Over the next 12 months it will be essential that Dundee City Council and NHS Tayside continue to consider the impact of workforce policies and developments in the context of integrated teams and to enable the further development and future-proofing of the health and social care workforce. During 2022/23 there will be a specific focus on:

- Developing an integrated workforce plan for the Partnership, aligned to wider workforce planning activities in both NHS Tayside and Dundee City Council.
- Implementing Fair Work First Commitments both in relation to the internal workforce and through commissioning arrangements with third and independent sector providers.
- Continuing to develop creative approaches to address recruitment and retention challenges in various sectors of the workforce, including linking to national initiatives.
- Further developing our modelling of future workforce requirements for health and social care, including skills needs analysis, development of further integrated job roles, career progression routes and implementation of national workforce models.

- Supporting the workforce to understand and transition to new models of working that have emerged from the COVID-19 pandemic within the context of integrated services.
- Further developing a trauma-informed response to workforce wellbeing, focusing on the four key themes of:
 - Self-care
 - Peer support
 - Team resilience
 - Visible and supportive leadership

The Partnership will also continue to work with Dundee City Council and NHS Tayside to support employees who are also unpaid carers.

3.3 Information Technology

During 2022/23 work will continue in partnership with within NHS Tayside and Dundee City Council, who provide the Partnership services with IT support services, to direct the development and implementation of integrated IT systems that enable hybrid working and service delivery across the health and social care workforce and services. During this period there will be a specific focus on:

- Developing IT infrastructure, hardware and systems, to enable hybrid working which is both effective and safe for the workforce and for people accessing services and unpaid carers. This will build on learning from the pandemic period and seek to extend innovative approaches across Partnership services, including the use of technology enabled care (TEC). This work will be aligned to NHS Tayside Digital Strategy.
- Improving our information pathways, including ensuring information about all our services and referral pathways are accessible for all our patients, service users, carers and workforce.
- Continue to work towards integrated information systems to ensure the workforce has relevant information to care for and support patients and service users in line with Information Governance legislation and the Scottish Government Health and Social Care Data Strategy.
- Preparing Homecare services for the switch from analogue to digital telephone lines.

Face-to-face connections are very important and we need to resume these as well as maintaining digital links.

Comment from stakeholder consultation session 2021

3.4 Property

The IJB does not own any property; Partnership services operate from a variety of buildings across the city that are owned, leased or otherwise operated by Dundee City Council and NHS Tayside. Some services are also provided from property owned or leased by third and independent sector providers. NHS Tayside and Dundee City Council have both committed to property rationalisation programmes which will continue to impact on the operation of Partnership services during 2022/23. Transformation programmes supporting the redesign of adult health and social care services often include consideration of how property supports service delivery, both now and into the future. During 2022/23 work will continue with Dundee City Council, NHS Tayside and other partners to enable the delivery of good quality, innovative and effective supports and services that meet individual, carer, families and community health and social care needs whilst also making best use of property assets that are collectively available to partners. Over the next 12 months there will be a specific focus on:

- Working with Dundee City Council and NHS Tayside to develop an integrated property strategy for Partnership services that clearly sets out:
 - Current property use;
 - Future demands for property, considering the impact of changes in demographics / demand for health and social care services, planned transformation of health and social care pathways, new models of working (including hybrid and home working) emerging from the pandemic, and property condition; and
 - Identified priorities for changes in property use in the short, medium and long-term.
- Work across Primary Care to:
 - assess current property pressures in relation to GP premises and associated with the successful implementation of priorities within the Primary Care Improvement Programme; and,
 - develop a primary care premises strategy that addresses these pressures and supports enhanced investment across primary care premises.

This extension to the Strategic and Commissioning Plan was produced on behalf of Dundee Integration Joint Board and overseen by the Strategic Planning Advisory Group.

Get in touch:

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