

Partners in Care

The Strategic Plan for Health and Social Care in
Moray over the next 10 years
(2022-2032)



Moray Integration Joint Board
Health & Social Care Moray





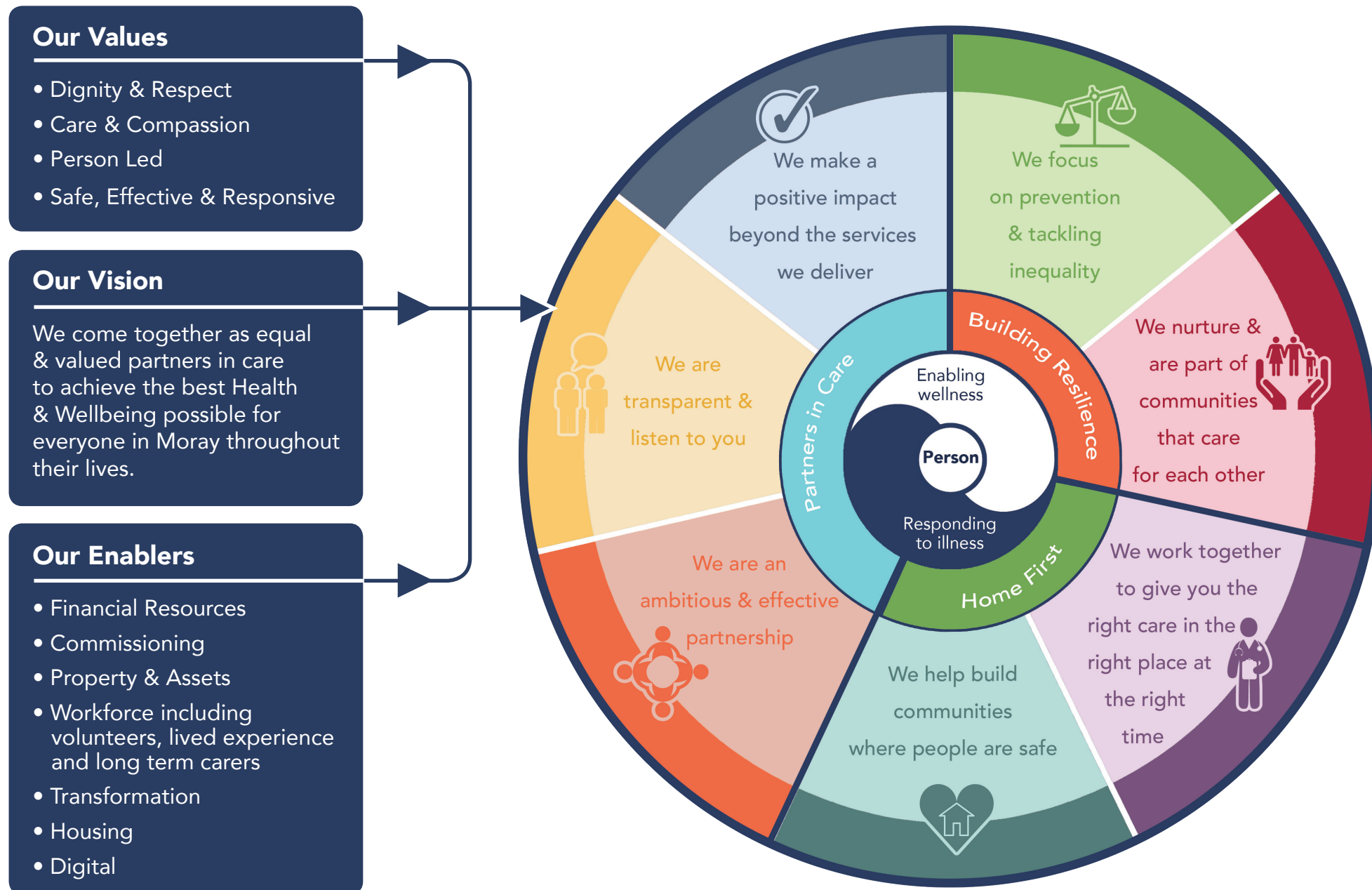
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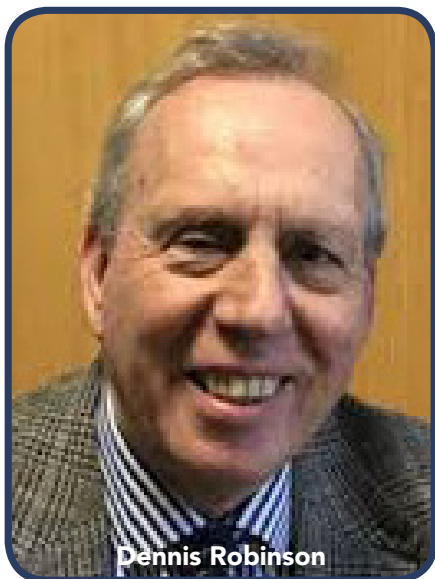


THE HEALTH AND SOCIAL CARE STRATEGY AT A GLANCE:





Councillor Tracy Colyer



Dennis Robinson

WELCOME

These are challenging and exciting times. We must continue to adapt to deal with these challenges, as well as economic pressures and the climate change emergency. The pandemic has shown us that health and social care is a global issue. What happens in other part of the world affects us here in Moray and across Grampian.

Not everything is within our control, nor our sole responsibility but to understand how we adapt to the challenges Moray Health and Social Care Partnership (HSCP) delivers a broad range of health, care and social work services across Grampian. The HSCP is accountable to the Integration Joint Board (IJB) (comprising members of Moray Council and NHS Grampian with input from Carers, the people we support and our Third and Independent Sector. Ultimately the HSCP is answerable to the citizens of Moray. Despite the challenges and uncertainty brought by the pandemic, we have a bold ten year ambition for Moray to improve outcomes and tackle health inequalities in the area. This strategy sets out our ambitions and the actions we will take to deliver on them which is thanks to our committed and highly-skilled workforce who have shown their extraordinary contribution and dedication throughout the COVID-19 pandemic. The HSCP depends on collaboration with the community and a range of partner organisations in the Third and Independent Sector to deliver its objectives.

Dealing with the global challenges and the unavoidable consequences of our earlier responses to COVID -19 whilst reflecting on national policy and the ambitions of the Moray Council and NHS Grampian, we are mindful of the need to take a whole system approach to service delivery with the specific interests of local communities

and individual families and citizens at our heart. We have also incorporated learning from the experience of the pandemic into our plan, recognising the long-term impacts of COVID-19 on our physical and mental health, implications for the future of service delivery (e.g. ensuring digital inclusion) and to be honest about the financial and demographic challenges we face in the years to come. Our vision for a 'Wellbeing Pledge' between the HSCP and the community is something we intend to develop further, and we hope that this is just the beginning of an ongoing collaboration to improve outcomes for all.

To achieve the ambitions of the Plan, this will be dependent on a simple, fundamental factor: that's the quality of our partnerships. How well we enable our staff to work together across disciplines and services, how we will develop new approaches to primary care contractors, independent providers and public sector partners and how we support third sector and community groups to grow and flourish.

Amidst all the challenges, Moray is fortunate to have delivered on a successful mass vaccination centre in Elgin. Through offering a wide range of vaccinations to all ages, this preventative measure to delay the potential surge in respiratory viruses help to reduce the further strain on the NHS. We must continue to support our own health and wellbeing and strengthen communities so they can support their own health and have greater control over commissioning services they need.

Councillor Tracy Colyer / Dennis Robinson NHS
Chair of Integration Joint Board



Simon Bokor-Ingram

CHIEF OFFICER INTRODUCTION

I am delighted to present our Strategic Plan 2022-2032 and look forward to leading its implementation. This Plan is ambitious and sets the direction for the future for Health and Social Care in Moray. Our approach requires the strategic intent to deliver on both responding to illness and improving wellness accordingly, through adopting a whole system approach known as the Moray Portfolio. We aim to make the best collective use of our resources, for the wellbeing of our communities whilst seeking to achieve a far better balance in the system, to increase enabling wellness while still responding to illness as they're both crucial and we need to have both as we go forward if we want to succeed on the delivery of the plan. We will continue to build further on the integrated working of our health and social care teams while strengthening our partnership working with Moray Council, NHS Grampian, wider Community Planning Partners and our vital Third and Independent Sector. At the heart of the plan is the idea that we want to create sustainable health and social care over the next 10 years.

Our key focus continues to be progressing the integration agenda by increasing access to community-based health and social care services, shifting the balance of care from hospital to more homely settings, and supporting our most vulnerable citizens, whilst setting out our vision for a new partnership with communities and individuals so we can work together to achieve the best possible outcomes for the people of Moray.

There was much to learn from our response to the pandemic, where we have and continue to see incredible resilience, commitment and creativity from staff at the HSCP, our partner providers and community groups in Moray. Our teams have established and adapted to new ways of working and have continued to maintain and deliver safe and effective services to our citizens. During the pandemic period there has been innovation and collaborative working across the health and social care system building on and strengthening local partnerships in compassionate and practical ways. We want our staff to work in an organisation that has clear vision, principles and values; affirming and positive leadership and an optimistic culture that rewards creativity and initiative at individual, team and department level. One consequence of the COVID-19 restrictions has been the increasing deployment of digital technology; both for providing flexible services to those we support and in enabling HSCP staff to operate in a dynamic way using a range of remote access technologies. We will want to ensure our future way of working embraces the opportunities that digital platforms provide. Our collective ambition is for a Partnership that is founded upon strong engagement with citizens and carers, driven by quality data and information and committed to continuous service improvement. I look forward to working with you all in realising these ambitions over the new few years.

Simon Bokor-Ingram

Chief Officer - Health & Social Care Moray

WHO WE ARE

Moray HSCP brings together a wide range of community-based health, social care and social work services in Moray. Services are provided by the HSCP or commissioned by us from another provider.

In Moray the HSCP delivers and commissions a broad range of services, meaning the HSCP is in contact with citizens at all stages of life.

Services delegated by Moray Council and NHS Grampian cover:

Social care services, including social work, care at home and community occupational therapists;

Primary care services including GPs, community dental, ophthalmic and pharmaceutical services and community nursing;

Allied health professionals such as community occupational therapists, psychologists, podiatry, speech & language therapy, dietetics and physiotherapists;

Community hospitals, reablement, rehabilitation and palliative services;

Public health including health improvement, health point;

Unscheduled care services and palliative and end of life care;

Support for unpaid carers.

Children and Families and Justice Social Work is in the transition of becoming part of MIJB Scheme of Integration. Strategic planning will be delivered as a HSCP but will be referenced through the Children's Services Plan 2022.



Children and Families Health Services are 'hosted' within the MIJB Scheme of Integration. Services include: Health Visiting; School Nursing; and Allied Health Professions i.e. Occupational Therapy, Physiotherapy and Speech and Language Therapy.

The board also has delegated responsibility for the strategic planning of unscheduled care that is delivered in emergency situations such as A&E, acute medicine and geriatric medicine at Dr Gray's Hospital and Aberdeen Royal Infirmary (ARI). The unscheduled care responsibilities seek to further enhance what can be delivered locally in communities, reducing the demand on acute hospitals where this is preventable.

In practice, this means that our services work more closely together to deliver streamlined and effective support to people that need it, bringing together a range of professionals including social work, nursing and our allied health professionals. All services are strategically driven by local and national priorities and full service details are provided within the Moray integration scheme at the link: <http://www.moray.gov.uk/downloads/file102766.pdf>

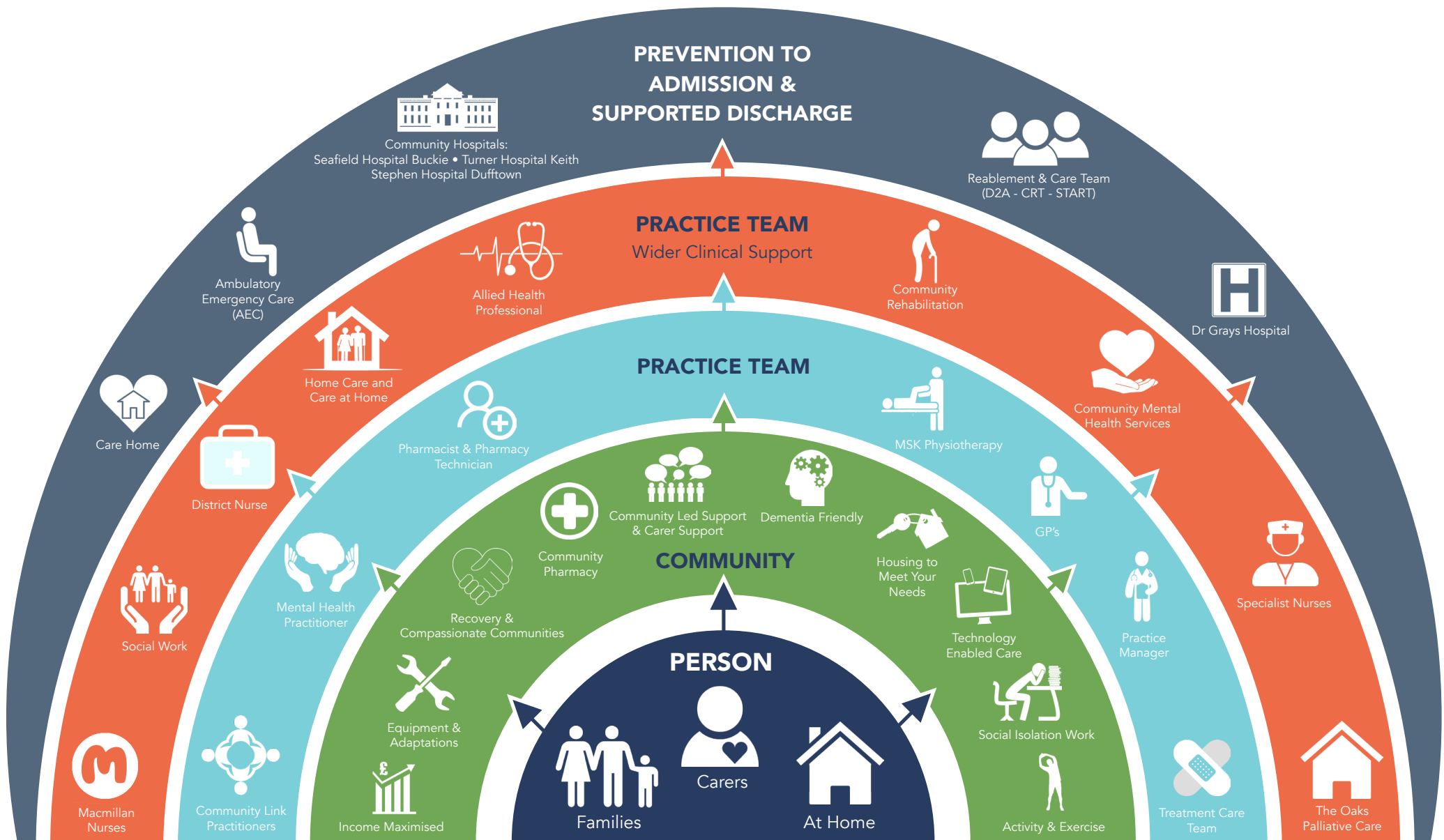
THE INTEGRATION JOINT BOARD

The Public Bodies (Joint Working) (Scotland) Act, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014 and this is the third Strategic Plan of the Integration Joint Board (IJB).

The HSCP is governed by the IJB – a separate legal entity in its own right - which is responsible for planning and overseeing the delivery of community health, social work and social care services. The IJB is responsible for allocating the integrated revenue budget for health and social care in accordance with the objectives set out in its Strategic Plan.

The IJB includes members from NHS Grampian, Moray Council, representatives of the Third Sector, Independent Sector, staff representatives and others representing the interests of patients, service users and carers.

MODEL OF CARE - THE MORAY PORTFOLIO



A Ten-Year Vision

Our Plan aims to provide a ten-year vision for integrated health and social care services which sets out objectives for the HSCP and how it will use its resources to integrate services in pursuit of national and local outcomes.

Planning in Moray

Our direct engagement and relationship with Moray communities is supported by our four Localities, enabling us to deliver supports and services in keeping with local need.

To facilitate this, Locality Planning arrangements are under development which will feed into our Strategic Planning and Commissioning Group (SPCG).

Strategic planning for housing is set out in Moray's Local Housing Strategy (LHS), and is based on the findings of a "robust and credible" Housing Need and Demand Assessment (HNDA). The HNDA is developed through a multiagency Housing Market Partnership of which we are active contributors.

Partnerships

The overarching aim of the HSCP is to work together with the citizens of Moray to improve health and wellbeing and support communities to be resourceful and supportive of family, friends and neighbours.

We cannot achieve this alone. We need to work with partner organisations (including the Third and Independent Sector, those with lived and living experience) to enable citizens to take control and take responsibility for their own health and wellbeing – understanding that ultimately, most people do not want to have to reach for our services. The long-term health and wellbeing of citizens will only be improved if communities, organisations and individuals work together to take charge of the health and care needs of its citizens in Moray. The Partnership will support you to lead healthier lifestyles while you take charge of your own physical and mental health and wellbeing.

We are looking at building a system which looks at 'care' not just as 'healthcare' and formal support services but one that encompasses and supports informal care, communities and their citizens as crucial parts of the system. Our Moray Wellbeing Pledge sets out this ambition alongside the Model of Care highlighted above to work as a whole system for Moray citizens which we call the Moray Portfolio.

Continuous Development of the Plan

We will revisit operational plans on an iterative basis in response to our changing population (and the uncertain impact of COVID-19) and to various national policy developments we anticipate over the coming year including the Scottish Government's response to the Independent Review of Adult Social Care including the creation of a National Care Service.

In reviewing Moray Partners in Care Plan 2019, we reviewed our performance against our previous priorities as detailed in our Annual Performance Reports, developed locality profiles, considered the emerging risks and consulted with people who use our services, our partners and our staff. This helped us to continue to deliver on our vision, values and strategic objectives that are detailed in this plan.



A CASE FOR CHANGE

As partners in care we face a range of challenges which make the current model of service provision unsustainable. Some of these challenges are Scotland-wide but some are more pronounced to Moray given our particular composition and geography.

Nationally these challenges include:

- The demand for health and care services arising from the ageing of the population.
- There are increasing challenges in mental health and wellbeing, and continued challenges in suicide prevention and drug-related deaths.
- COVID-19 recovery and response as well as the long-term impacts on our mental and physical health.
- The constraints associated with limitations of finance.
- The concerns matching workforce supply with increasing demand in health and care disciplines.
- Long-standing information communication & technology (ICT) issues particularly with non-integrated systems within health and between health, care and others.
- The need to develop planning within the context of reducing carbon emissions in line with the Scottish target.

Locally there remains challenges in relation to:

- Moray's rurality heightens the challenges regarding workforce supply which increased the financial envelope to support short term fixes including locums or leave a post vacant which increases pressures throughout the system.
- There are challenges associated with the current NHS estate and ICT infrastructure as more advanced service models emerge.
- There are barriers relating to digital exclusion that must be overcome for us to truly modernise services.

Opportunities and optimism include:

- Our committed and dedicated workforce and our resilient and engaged community.
- The partnership with Third, Independent and Community Sectors has been further strengthened through the COVID-19 period and there are great examples of integrated working.
- The strength of voice from those with living experience and the recognition of the contribution from our unpaid carers.



MORAY OPPORTUNITIES

With Challenges often brings Opportunities. In Moray there is commitment to redesign and transform to bring opportunities across the HSCP:

- There is a strong strategic plan for investment in the area - the Moray Growth Deal - and linked to this is the local climate change strategy and Community Wealth Building agenda.
- There are opportunities to deliver services differently with a focus on learnings and co-production by people using services as emphasised by the Independent Review of Adult Social Care and The Promise.
- The Home First programme recognises that change is needed locally, regionally and nationally to develop a whole system approach to delivering care and empowerment to our citizens.
- There is also significant transformation around the way that we currently deliver services in both Children and Adult's Social Work and Social Care Services.
- The COVID-19 challenges have accelerated how we work and deliver services differently such as:
 - Greater use of remote working for staff;
 - Greater access for patients through technology;
 - Large community-based mobilisation and self-management;
 - Less dependence on buildings; and
 - Speedy expedition of previous information sharing and other technical challenges.
- There has been a greater focus in Moray on partnership working with more focused Community Planning arrangements and priority work, with a specific focus on Public Protection and support to Refugees.
- Housing Contribution Statement – the summary of which is appended - aligns priorities and joint working.
- The Primary Care Improvement Plan, and close working with General Practice has invested in growing multi-disciplinary teams in each of Moray GP Practices, these will enhance and develop the services being delivered across Moray.
- Moray has amazing local assets that are accessible such as:
 - A local area with wonderful natural, historical and cultural assets. Citizens who are willing to play their part in supporting the flourishing of the area and great examples of volunteering across life stages and in all communities.
 - Moray's communities are compassionate and committed to supporting their citizens.



WHERE WE ARE IN MORAY

A Joint Strategic Needs Assessment was carried out in 2018, with locality profiles completed in 2022. This looked at the current and future health and care needs of our local populations. A number of areas were highlighted from the wealth of intelligence compiled.

1 There are continuing inequalities in health status across Moray, with an evident association between level of neighbourhood affluence and morbidity and mortality.

2 The population is predicted to continue ageing, with a growing proportion represented by adults over the age of 65, and growing numbers of adults aged over 80, with implications for increasing morbidity.

3 Significant demand for health and social care services arise from chronic disease and a growing proportion of the population is experiencing more than one condition ("multi-morbidity").

4 There is significant morbidity and mortality due to mental health problems.

5 There is significant morbidity and mortality due to lifestyle exposures such as smoking, alcohol and drug misuse.

6 Moray is characterised as remote and rural, and there are significant access challenges for some in the population to access health services.

7 Care activity is highly demanding of informal carers, and there is evidence of distress in the informal carer population.

8 Moray's military and veteran population constitute a significant group, requiring both general health services and specific services.

The full assessment can be viewed on the Health & Social Care Moray website.
<http://hscmoray.co.uk/partners-in-care-2019-2029.html>



The Plan for Moray is a continuation of the Moray Partners in Care 2019 Plan, building on the three strategic themes.

The IJB has an obligation to and does produce an Annual Performance Report. The IJB also receives regular performance reports and shares updates on its progress with stakeholders including citizens of Moray. Engagement with citizens of Moray has provided considerable local learning that informs ongoing delivery and development and generates insights that have informed the preparation of this Plan. This has come from engagement through networks including unpaid Carers, the development of the NHS Grampian Plan for the Future, the development and consultation for Dr Gray's strategy and through informal community networks. This has provided considerable local learning that informs ongoing delivery and development and generates insights that have informed the preparation of this Plan.

We continue to find many examples of great practice and good progress that we can build on as well as a range of things that we need to do better or differently:

We recognise that to truly be transformational we need to:

- Continue to help people to understand the need for change as per page 11 of this Plan and provide opportunities to become involved in defining the changes and making it happen.
- Strengthen relationships through trust, value and equality to make the best use of our collective assets and resources in throughout Moray
- Embrace new ways of integrated working

- Build on existing good practice and ensure services are safe, effective and sustainable
- Balance what is achievable with what is affordable



THE LANDSCAPE IN WHICH WE OPERATE

In developing the Strategic Plan we needed to review and consider the wider landscape in which we operate and which is critical to our success. The staff working in the partnership of Health & Social Care Moray remain employed by the local authority and NHS. The infrastructure support to operate the integrated arrangements of Health and Social Care Moray is provided by these bodies. Our Strategic Plan must therefore take account of the Moray Council Corporate Plan and the NHS Grampian Plan for the Future.

Delegated responsibility for the strategic planning of unscheduled care under operating as the MORAY PORTFOLIO. Where admissions to hospital are preventable as a result of these developing community models of care, we will be able to maintain people at home in their communities, ensuring better outcomes in the longer term.

We reviewed our performance of our Partners in Care 2019 Plan and shared this through our Annual Performance Reports, whilst continuously assessing the financial, service and workforce pressures; national legislation and policy; and direction from the Moray Community Planning Partnership as set out in the Local Outcomes Improvement Plan (LOIP) <http://www.yourmoray.org.uk/downloads/file118306.pdf>

We work as part of the wider group of partners who make up the Community Planning Partnership (CPP) in Moray ensuring alignment to the LOIP which has four main priorities:

- Growing, diverse and sustainable economy
- Building a better future for our children and young people in Moray
- Empowering and connecting communities
- Changing our relationship with alcohol

All of these areas of priority have a significant impact on outcomes for people, families and communities. The Moray Alcohol and Drug Partnership (MADP), which has responsibility for the delivery of priorities and reports to the CPP and its funding flows through the MIJB. Leadership and responsibility sits with the Chief Officer who is the current Chair of the MADP. Making Recovery Real Partnership (MRRP) also has responsibility for delivering on these priorities.

The Children and Young People (Scotland) Act 2014 places a requirement upon the local authority and relevant health board to produce a Children's Services Plan (CSP) <http://www.moray.gov.uk/downloads/file112627.pdf>

The priorities identified for the CSP in Moray are:

- Mental wellbeing;
- Care experienced and looked after children;
- Child poverty;
- Disability and neurodiversity;
- Keeping children safe.

MIJB is in the process of delegating Children and Families and Justice Services. We are responsible for the development of the Moray Children's Services Plan and the governance arrangements that oversee the running of Integrated Children's Services.

MIJB also as a statutory body has responsibilities with regards to corporate parenting and again as a Community Planning Partner takes these responsibilities seriously. These duties require us to do our very best for Moray's children so that they may achieve their full potential with our support. The Moray Strategy for Corporate Parenting sets out commitments to those children and young people who are care experienced, ensuring best opportunity for them to reach their true potential.

It is essential that the outcomes for children are maximised as this determines adulthood. Children and families approaches cannot be seen in isolation. They need to be dominant in our planning of services if we are to achieve our ultimate goal of positive wellbeing, health and independence.

We recognise that Moray Integration Joint Board has a duty to contribute to reducing health inequalities. Health inequalities which are the unfair and avoidable differences in people's health across social groups and between different population groups. They are a key challenge and have a significant demand on health and social care services.

We will take every opportunity throughout the continuous cycle of planning, implementing and reviewing services and processes required to deliver this Strategic Plan, to take forward actions to address inequalities.

The HSCP must be flexible and responsive to national priorities and ensure alignment to the National Performance Framework.

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 COVID-19 on our health, economy and society.

The Programme for Government commits to:

- A national mission to create new jobs, good jobs and green jobs;
- Promoting lifelong health and wellbeing; and
- Promoting equality and helping our young people fulfil their potential.

The strategic objectives of the HSCP need to be consistent with Scotland's Public Health Priorities. The six Public Health Priorities are inter-related and reflect the complexity of Scotland's health challenges.

The HSCP, as a key partner in the CPP, plays an important role in achieving the Public Health Priorities:

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

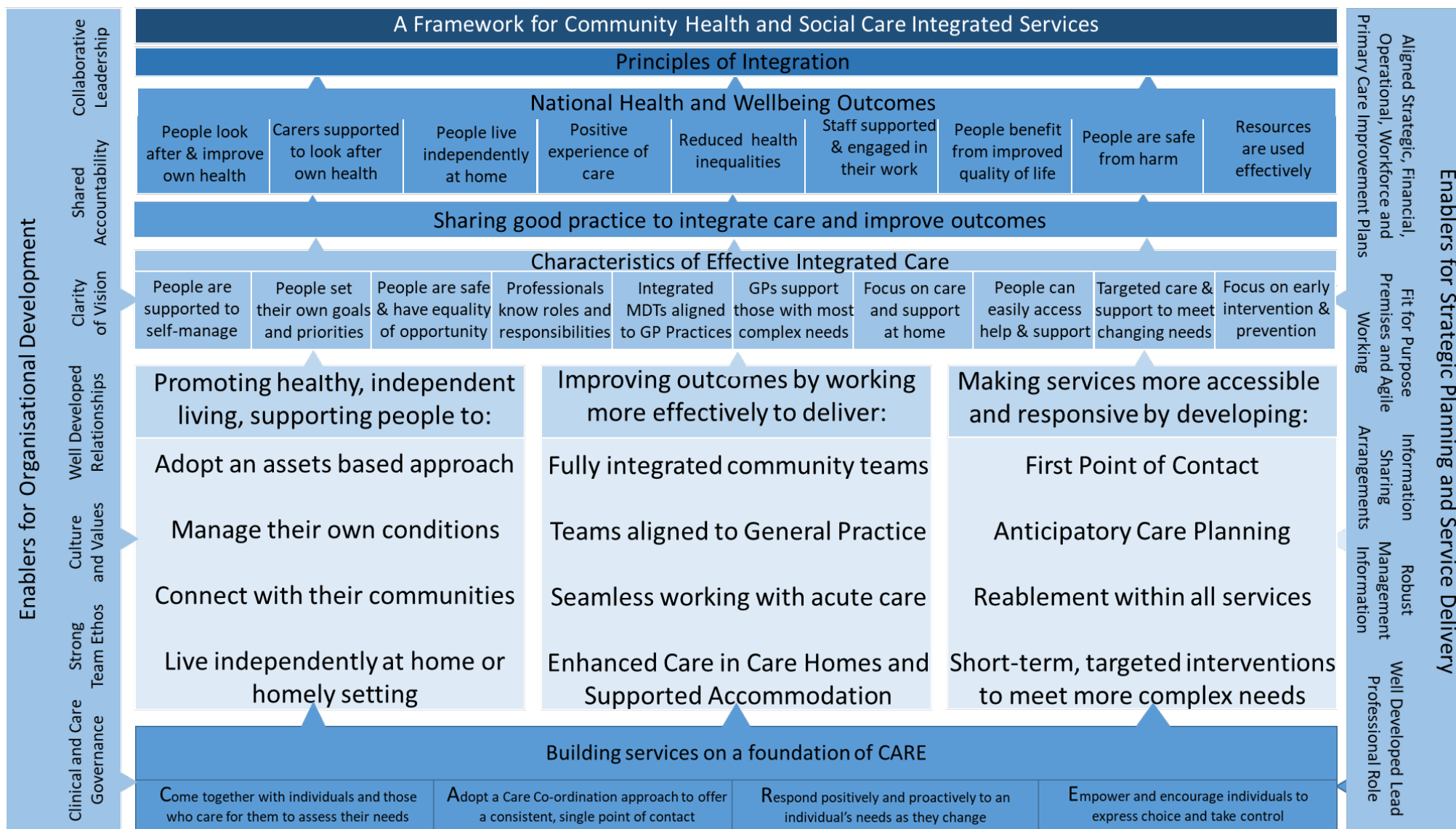
The implementation of The Independent Care Review, The Promise, will be a key priority for the HSCP, alongside community planning partners, over the coming years. The HSCP has ambitions to improve how to care for our most vulnerable and in-need children. The Promise requires a shift in policy, practice and culture to keep the promise made to care experienced children, young people, adults and their families by the Independent Care Review – that every child grows up loved, safe and respected, able to realise their full potential.

The Independent Review of Adult Social Care published its findings in January 2021. The review found three things that must change in order to secure better outcomes for people which are described as:

- Shifting the paradigm
- Strengthen the foundations
- Redesign the system

The review also identified a need to transform the way in which we plan, commission and procure social care support as well as ensuring the voices of people with lived and living experience are heard. We will also incorporate the Framework for Community Health and Social Care Integrated Services and the Scottish Approach to Service Design into our work.



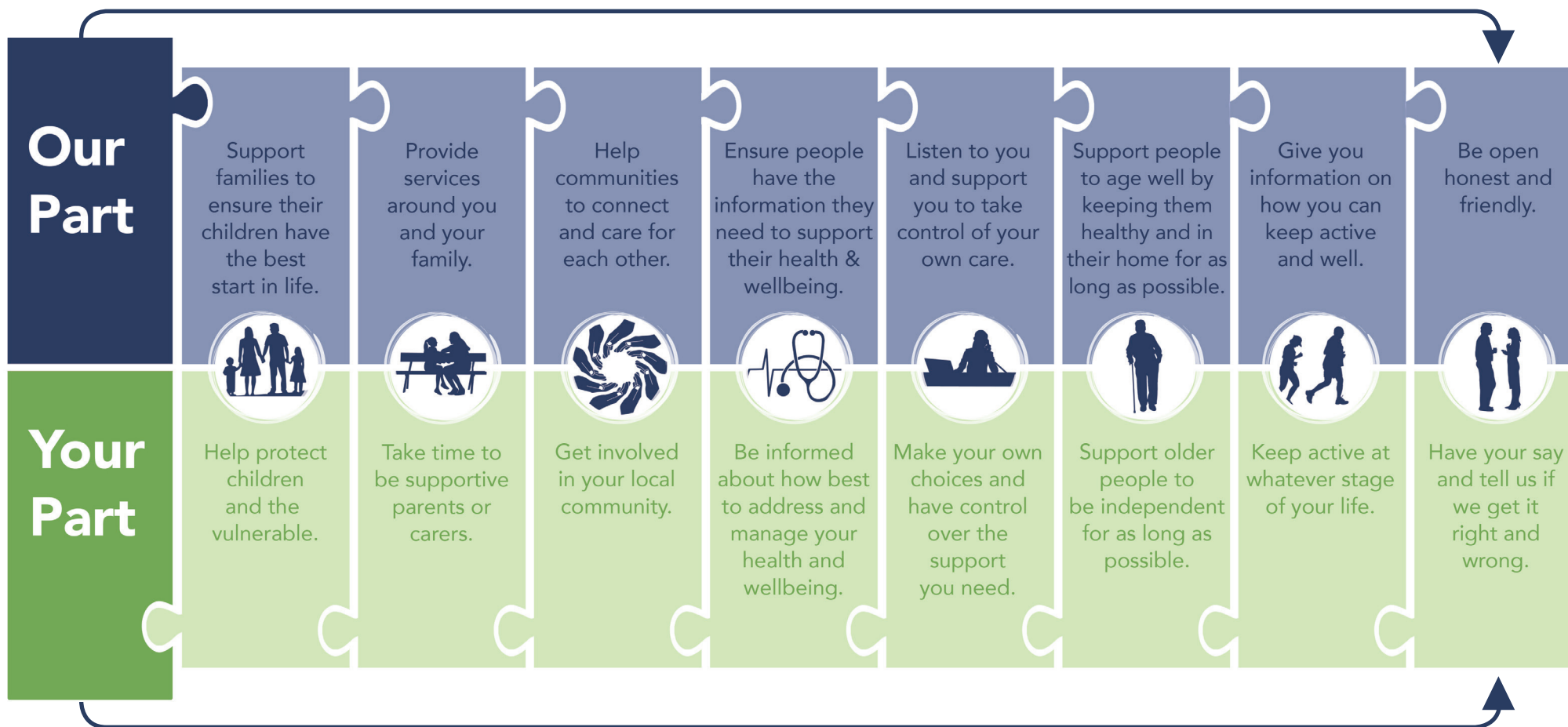


We know that it's a complex diagram, but it is important to see the many parts that make up the health and care system.

- This framework describes what good looks like in terms of effective, integrated community based assessment, treatment, care and support.
- This framework supports improvement, strategically and operationally, of outcomes for local people.

By adopting a whole system approach to operationalisation of the framework, transformation and improvement planning will be consistent and cohesive, and deliver positive impacts across all of our population.



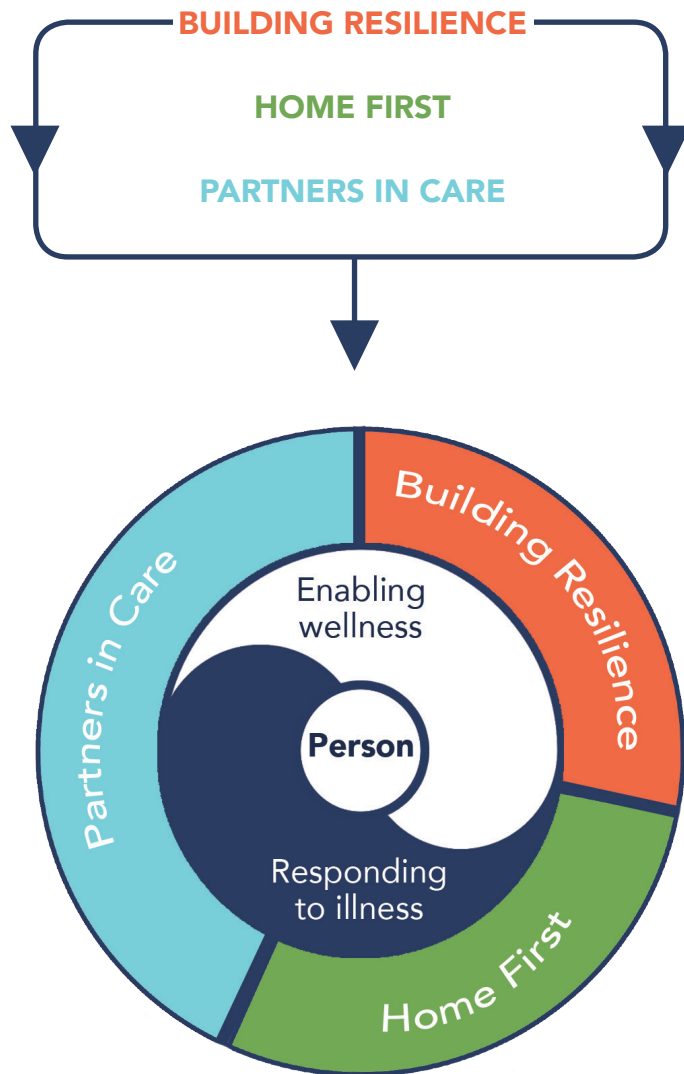


Morays Wellbeing Pledge allows us to harness, empower and build on the amazing resilience, spirit and mutual support our communities have displayed throughout the COVID-19 pandemic.

It is our mutual responsibility to support each other to meet the needs of Morays citizens.

OUR STRATEGIC THEMES

Building on what we know, we have identified three strategic themes where we will direct effort.



We must focus on enabling wellness and responding to illness.

For individuals experiencing challenges with their health and wellbeing, we start first with understanding how we can support them to take care of their own health and wellbeing (focusing on the model of care on page 9).

We will seek to understand how we can listen and support using an asset based approach to ensure independence is retained, enabling people to be in charge of their own future where they make choices around what is important for them and the ways in which this can happen.

As the three themes are closely linked, improvements in one area will influence positively on the others.

Areas for activity are highlighted under each theme. Greater detail on the actions to be undertaken, timescales and performance measures will be set out in the Delivery Plan for the delivery of this strategy.

We are mindful of the challenges and rapidly changing landscape in which health and social care services are operating, however we want to commit to a ambitious strategy through the objectives in our delivery plan.

We are continuing to deliver on our three strategic themes by setting clear strategic objectives which can lead us to improving outcomes over the next ten years. These strategic objectives will drive the services provided and commissioned by the HSCP and are based on the engagement and conversations we have had with our partners and the community as well as reflecting existing commitments across the Council, the NHS and the broader Community Planning Partnership.



THEME 1: BUILDING RESILIENCE

Taking greater responsibility for our health and wellbeing



OBJECTIVE 1: We focus on prevention and tackling inequality

We are committed to working with all our partners in care across Moray to support people to live healthier lives for longer.

We will encourage people to take charge of their own health and wellbeing and that of their families and communities. We want people to be able to draw on their own personal assets and those in their community as demonstrated in the model of care on page 9. Not only when they experience health and care challenges but to prevent problems happening.

Enabling wellness means our services will be targeted at preventative work. This means keeping people out of hospital and supporting people early to prevent them reaching our services. We will also work to tackle the root causes of health inequalities, including poverty.

HOW WILL WE GET THERE

We will work with our Community Planning Partners to tackle poverty through the Fairer Moray Forum Partnership Group, spearheading the strategy and action plan for preventing, mitigating and undoing poverty in Moray.

We will play a key role in developing opportunities for and make significant investment in our most economically deprived communities and promote social justice.

We will continue to work with Making Recovery Real Partnership to tackle the stigma of mental health and supporting mental wellbeing.

We will work with children and young people and their families to support them to be effective contributors and not engaged in offending behaviours which is monitored and reported on through the Children Services Plan.

We will continue our work in tackling social isolation and improving mental wellbeing, ensuring we are working closely with our partners, particularly our Third Sector colleagues.

We will better understand and address disparity in outcomes based on protected characteristics including ethnicity and gender.

We will work with partners to keep our citizens well and promote a health improvement agenda, encouraging physical activity, enjoying greenspaces, working and using the Public Health Scotland's Physical Activity Referral Standards and continue to develop social prescribing as an alternative pathway to deliver place based approaches to achieve sustainable and more connected communities.

We will continue to be a key partner in the implementation of Morays Sports and Leisure Strategy, promoting community health and wellness.

MORAYS PLEDGE

We will encourage and support our citizens to get involved in the local community activities, stay informed about how to manage their health and wellbeing, keep active and support older people to take part.



OBJECTIVE 2: We nurture and are part of communities that care for each other

Community resilience and the support of carers, parents, citizens and social networks are fundamental to helping us improve health outcomes. It is about collaborating with people not doing 'to' people. Not everyone who uses services chooses or wants to but when they do we will ensure that the service is delivered with dignity and respect, care and compassion and most importantly person led.

HOW WILL WE GET THERE

We value and support unpaid carers in their caring role and ensure they have a voice including in the commissioning of services. We will support them to be able to take a break from caring and to look after their own health and ensure that unpaid carers are not defined by their caring role.

Building on our commitment to supporting older people groups including Be Active Life Long (BALL) groups, we will take a locality-based approach to supporting older people and communities to be resilient and the HSCP being at the heart of communities supporting one another, including keeping children in Moray and within families where ever possible and offering more support to Kinship and Foster Carers.

We will continue to build on our shared lives scheme.

We will work with Community Planning Partners to embed our Corporate Parenting duties and implement the foundations of The Promise, through the Children Services Plan.

We will work with partners to build capacity within the community and, in particular, the HSCP will take a proactive approach to improving mental wellbeing across Moray. In collaboration with our Community Planning Partners, we will continue to work on place-planning to build resilient and empowered local communities.

We will help people access information to improve their knowledge and signpost them to sources of advice and help to maintain their independence. HSCP will Make Every Opportunity Count by promoting positive health messages during all interactions.

MORAYS PLEDGE

We invite our community to help us to protect children and the vulnerable, being supportive parents or carers, supporting older people and be open and honest by telling us when we get it right and wrong.

THEME 2: HOME FIRST

Being supported at home or in a homely setting as far as possible



OBJECTIVE 3: We work together to give you the right care in the right place at the right time

Enabling wellness begins at home and in communities. This is where most people would choose to remain with the right support.

To shift the balance of care we must transform how people are supported within the community where possible rather than in a hospital or institutional settings. This will improve outcomes for our citizens and help us to contribute to national policy as well as continuing Morays Home First action plan.

This will involve further promotion of independent living, choice and control, and aspirational support instilling an enablement and 'Home First' ethos promoted by our professionals (including social work and the Allied Health Professions), collaborating with the Third and Independent Sector, service users and carers to design and commission appropriate models of service to deliver on this commitment. This will include our comprehensive reviews of Care at Home and Learning Disability services.

HOW WILL WE GET THERE

We will continue our focus on bringing down delayed transfers of care in Moray with constant oversight of local performance.

We will work with our housing colleagues to ensure that people are in housing to best meet their needs, including children and young people. In addition, we will support people to die with dignity in a place where they feel most comfortable.

We will enhance locality based care through Multi-disciplinary Teams to provide more co-ordinated care locally.

We will continue to focus on accessing technology to support independent living.

We will continue to develop rapid responses from people at home who have an urgent care and support need. This will include access to equipment and care at home to prevent avoidable hospital admissions where possible and to help people return home from hospital quickly.

We will support people to exercise their preference in relation to palliative and end of life care in the setting of their choice, creating meaningful advance care plans.

We will build on the implementation of Self Directed Support (SDS), including the implementation of the SDS standards to support people to identify and achieve personal outcomes.

We will encourage health and care workers to have meaningful conversations to find out what matters to the person. Through shared decision making people including families are empowered to discuss and understand possible treatment available and their risks including doing nothing and what effects this could have.

MORAYS PLEDGE

We invite our community and the people we support to stay informed about managing their own health and wellbeing; make their own choices and have control over the support they need.



OBJECTIVE 4: We help build communities where people are safe

In the community, we are committed to keeping people safe, through our Public Protection agenda, the services supported by the Alcohol and Drug Partnership (ADP), our Justice Services and contributing to the community safety agenda, including the Violence Against Women Partnership. We will take a trauma-informed approach across these services.

HOW WILL WE GET THERE

We will continue to work with partners to deliver robust public protection governance and share good practice between partners. This will include refreshing all relevant policies and procedures to support national policy commitments including the incorporation of the United Nations Convention on the Rights of the Child and delivering our commitment to The Promise. The implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families) and our contribution to public safety through the Community Safety Strategy and tackling violence against women in all its forms.

We will work with our Third and Independent Sector providers, building on recent developments such as the Care Home Oversight Group to ensure quality and safety across our commissioned services as well as those we directly provide.

Our Justice team will continue to support and manage those who have offended within our communities, including those who are within the Multi Agency Public Protection Arrangements, with integrity and compassion.

We will work with partners – particularly across the ADP, making recovery real partnership (MRRP) – to reduce suicide rates and drug related deaths in Moray and tackle these challenges in their context of economic inequality.

MORAYS PLEDGE

We will ask the community and the people we support to help us by doing their bit to protect children and the vulnerable; getting involved in your local community and engaging with their local community.

THEME 3: PARTNERS IN CARE

Making choices and taking control over decisions affecting our care and support



OBJECTIVE 5: We are an ambitious and effective partnership

To improve outcomes for our communities, it is important that we look inwards as a HSCP to how we undertake our business and run our services effectively, driving continuous improvement and a performance culture in everything we do.

HOW WILL WE GET THERE

We will work across the HSCP to further embed a sense of identity and cohesion, undertaking learning, development and improvement activities together.

We will support the wellbeing of our staff and ensure that the Partnership is an attractive organisation to work in and this will be delivered through our workforce plan. Our governance and accountability processes will be highly effective and we will take an approach to performance management that drives continuous improvement.

We will focus on quality improvement, embedding an improvement and self-evaluation ethos across our services, working alongside our Third and Independent Sector providers on this journey.

We will work together with our Moray Council colleagues and local housing associations to ensure that sufficient good quality, affordable housing is available to meet the needs of people requiring housing in Moray. We will continue to assist people requiring specialist housing through local new building projects addressing the housing need to support people to live independent lives.

We will be transformational in our approach to commissioning which will embrace innovation and new technology.

We will be performance driven and foster a 'performance culture' that our staff are bought into, allowing us to be evidence-informed.

We will forge a strong strategic relationship with our trade union 'staff side' representatives.

We will review our back-office functions, systems and implement our forward-thinking HSCP Digital Strategy.

MORAYS PLEDGE

We will seek constant feedback from our community and our partners to drive improvement in the way we do our business. We will look outwards and learn from others at a local, national and international level.

OBJECTIVE 6: We are transparent and Listen to you



As set out in the Moray Wellbeing Pledge and throughout this Strategic Plan, the HSCP will involve the community, the people we support, carers and our partner organisations in the shaping of our services and maintain transparency and integrity along the way.

HOW WILL WE GET THERE

We will improve our approach to communications and engagement and be transparent about how decisions are made. This will involve constant dialogue with the community, our locality planning partnerships, provider forums, elected members and beyond.

We will listen to people who use our services, people who have lived and living experience, parents, carers and families and work to bring them into our decision-making forums, making better use of existing groups including the locality networks, unpaid carers groups, the Moray Citizen's Panel and, importantly our Locality Planning Partnerships.

We are committed to working towards being effective in our communications working with our anchor organisations ensuring we are considering the best ways of communicating with everyone in our communities.

We will be transparent about the resources available and how these are utilised to meet the strategic objectives.

We will listen to complaints and compliments made by the community and learn from them.

We will publish a revised Communications and Engagement Strategy in 2023, building on the newly published national guidance and the National Standards for Community Engagement.

MORAYS PLEDGE

We will ask our community and the people we support to play as active a role as they can in shaping our services and providing feedback on how we are doing. Engagement in existing forums and our Locality Planning Partnerships is a key element of this.



OBJECTIVE 7: We make a positive impact beyond the services we deliver

The HSCP will be conscious of its social, economic and environmental impact as an organisation. This will inform the way we deliver and commission services and consider how we can benefit the local economy and maximise wellbeing through our anchor organisations and through our contribution to the Community Wealth Building agenda and the NHS Grampian Plan for the Future.

HOW WILL WE GET THERE

We will.. :

- Ensuring our services and our approach to commissioning align with and support the Community Wealth Building agenda.
- Making a concerted effort to understand and improve our environmental impact as an organisation supported by our anchor organisations, Moray Council and NHS Grampian.
- Recognising our impact on staff (local authority and NHS employed).
- Supporting broad health improvement work.

MORAYS PLEDGE

We will encourage the community to have their say in how we deliver services as equal partners to help shape and deliver our future communities.



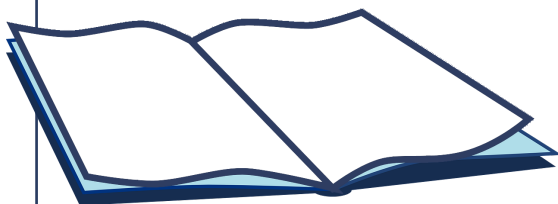
OUR ENABLING PLANS

The Strategic Plan for 2022-2032 is the overarching plan under which many existing programmes of work, client group strategies and delivery plans sit.

These include strategies to improve services and responses for:

- Unpaid carers;
- Older people;
- Physical and sensory disabilities;
- Mental health;
- Learning disability;
- Moray Alcohol and Drug Partnership Delivery Plan;
- Primary Care Improvement Plan aligned to the new General Practice Contract for Scotland.

These can be seen on the Health & Social Care Moray website:
<http://hscmoray.co.uk/our-strategies-and-plans.html>



Delivery of the Strategic Plan will be through the Delivery Plan, supported by a number of enabling plans.

These include:

- **The Medium Term Financial Plan** – achieving financial sustainability
- **The Organisational Development and Workforce Plan** – developing a positive organisational culture among the workforce, assessing and considering new roles.
- **Locality Plans** – communities working together to identify local needs and local solutions.
- **Housing Contribution** – agreeing the key areas of focus to meet current and future needs.
- **Communication and Engagement Framework** – guiding how we share information, listen to and learn from each other to support partnership working.
- **Infrastructure Framework** – looking at our physical estate with partners to maximise the use of what we have and to plan together for the future.
- **Digital Matters** – ensuring we maximise the use of technology to enhance self-management alongside health and care options.

These documents will be added to our website.

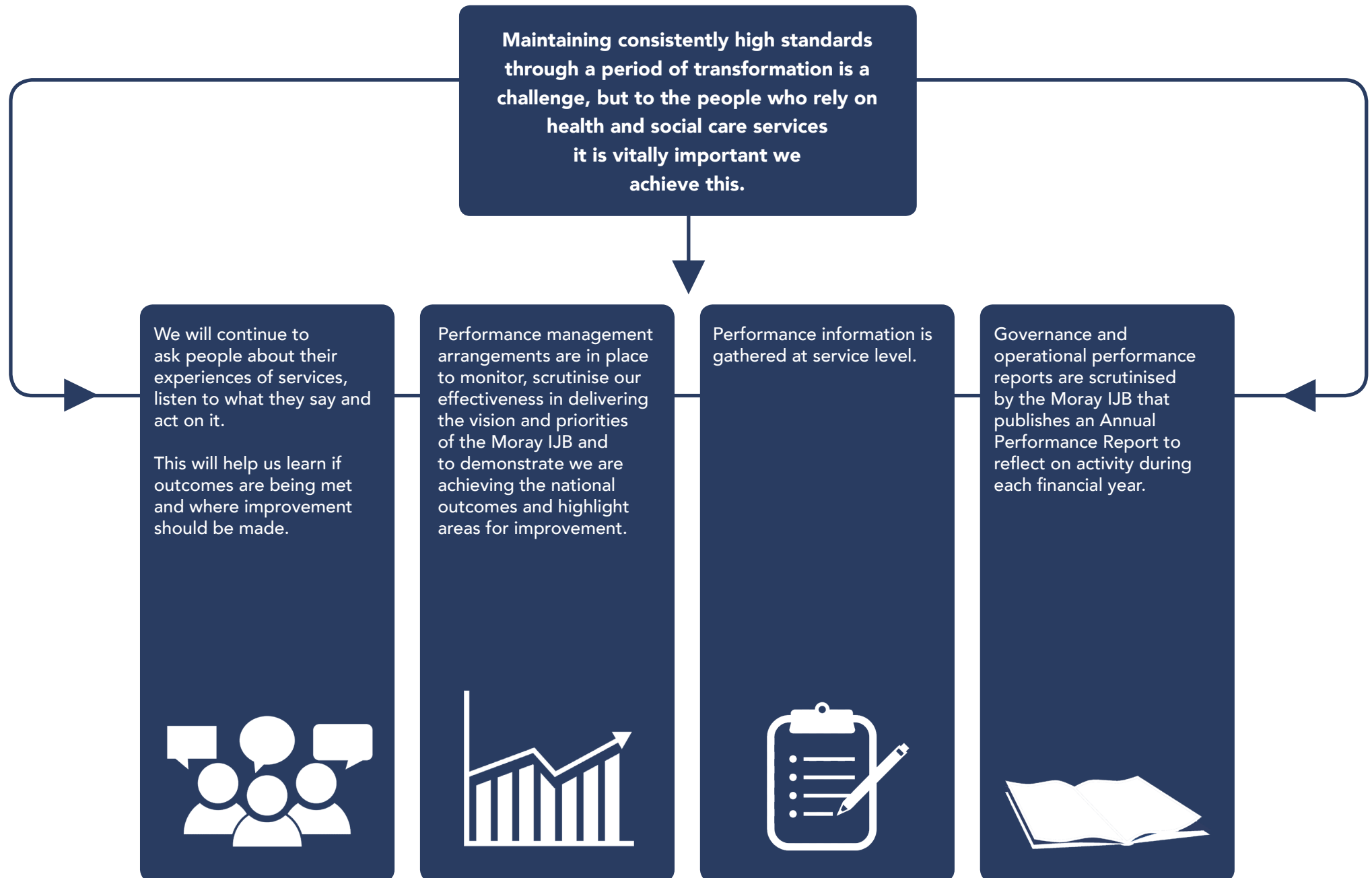


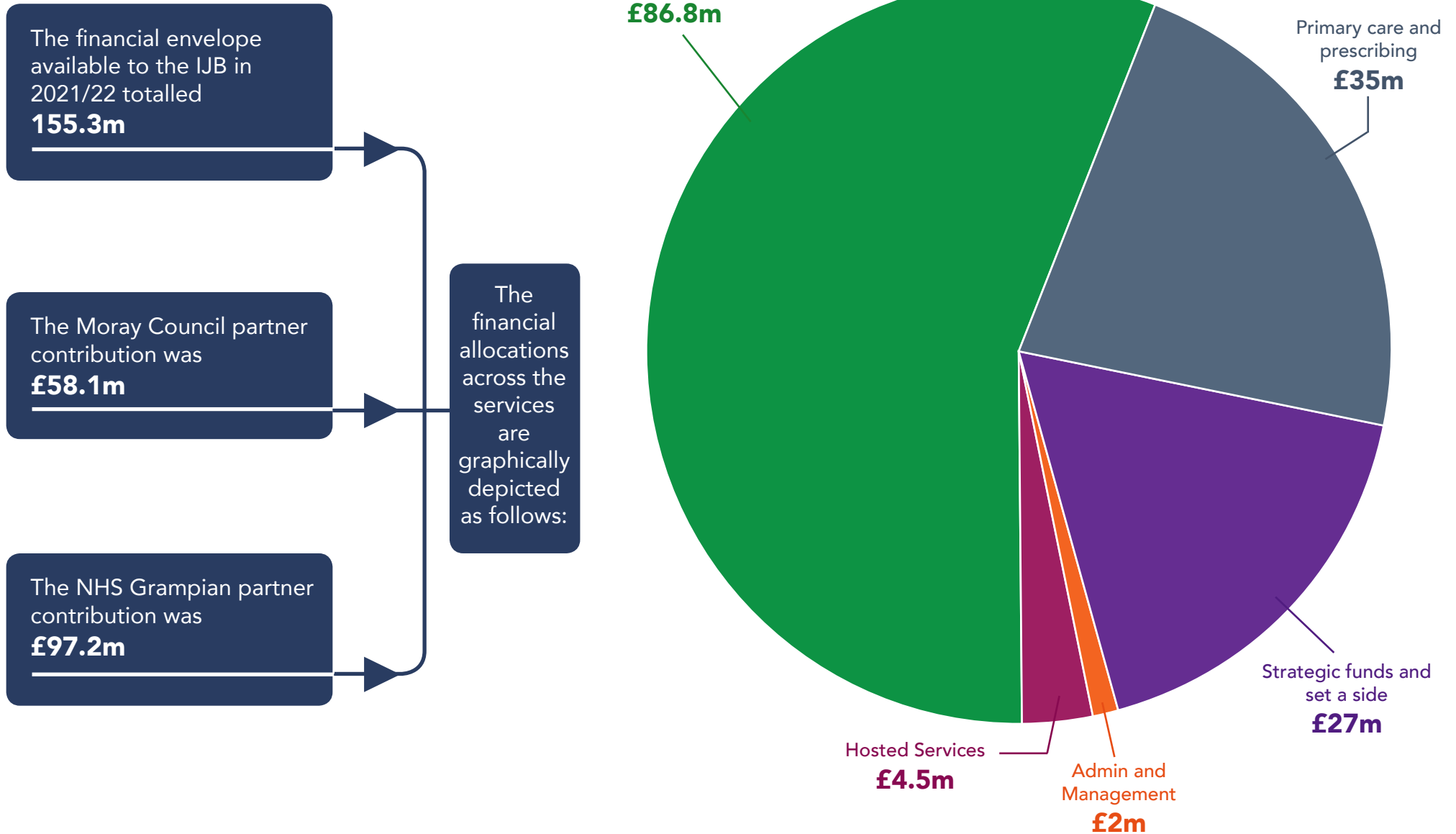
○ THE DIFFERENCE WE WANT TO MAKE

All our plans must deliver on the nine National Health and Wellbeing Outcomes. These are used by the Scottish Government to measure the success of integration by boards across Scotland.

The outcomes we want to achieve

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer.
- 2 People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently at home or in a homely setting in their community.
- 3 People who use health and social care services have positive experiences of those services, and have their dignity respected.
- 4 Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- 5 Health and social care services contribute to reducing health inequalities.
- 6 People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
- 7 People using health and social care services are safe from harm.
- 8 People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- 9 Resources are used effectively and efficiently in the provision of health and social care services.





Scottish Government has recognised the ongoing impacts resulting from Covid and the pressures facing the health and social care system heading into the winter period. Measures were outlined by Scottish Government relating to new investment for Scotland of more than £300 Million as a direct response to the intense winter planning and system pressures work that is taking place.

These preparations are predicated based on four key principles:

- Maximising Capacity
- Ensuring Staff Wellbeing
- Ensuring System Flow
- Improving Outcomes 8.4 Subsequently, Scottish Government provided further detail on key components of the additional funding.

Specifically, this covered:

- £40m for interim care arrangements
- £62m for enhancing care at home capacity
- Up to £48m for social care staff hourly rate of pay increases
- £20m for enhancing multi-disciplinary teams

For Moray this equated to:

£2.9m

The IJB has an agreed Financial Plan for 2022/23, which has been developed to support the delivery of the strategic commissioning priorities within a balanced budget.

Financial Challenges

In 2018 before the pandemic, it was projected the UK spending on healthcare would require to increase by 3.3% per year over the next 15 years to 2033 to maintain the NHS provision at current service levels. Maintain social care provision and current service models was requiring 3.9% per annum increase to meet the needs of the population living longer and increasing number of younger adults living with disabilities. These projections did not take into account the impact of COVID-19 pandemic, including long-COVID. The rate of inflation has also rose to 10%. The reality is that the IJB must meet the challenges of increasing demand within resources which are effectively reducing in real terms. This will require new ways of working across a range of areas.

Financial and operational sustainability which underpins the plan to shift the balance of spends towards early intervention and prevention and community-based delivery over the medium to longer term, is a fundamental strategic ambition.



STAYING INVOLVED

The Moray Integration Joint Board and Health & Social Care Moray are committed to meaningful and sustained engagement with all stakeholders.

If you would like to be added to our Partners in Care involvement database please contact us and we will send you an application form. We will keep you up to date with opportunities to work with us and use your knowledge, skills and lived experience to help achieve positive change.



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