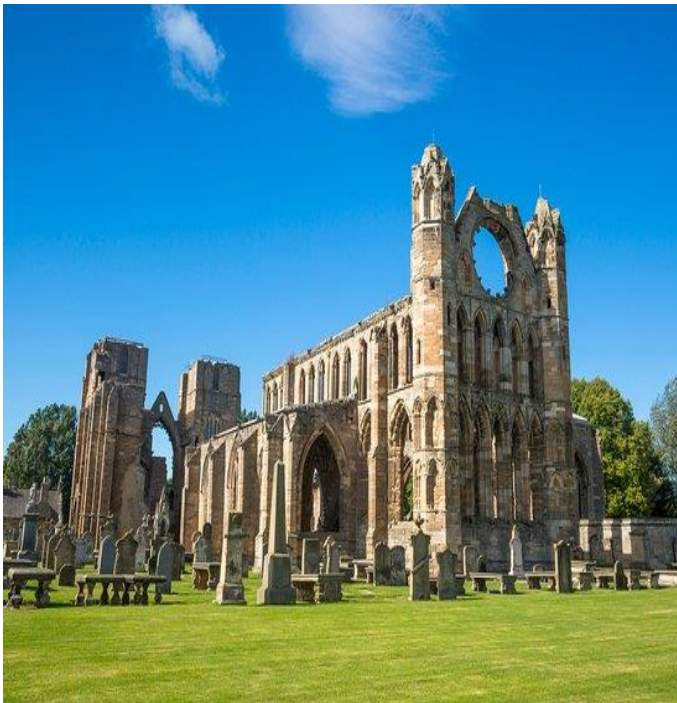




Health and Social Care Locality Plan

Elgin

Draft 2023 / 26



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FOREWORD

I am delighted to present this 2022/2025 Locality Plan. The actions outlined within this plan support the overarching Strategic Plan for Health and Social Care in Moray, which will be widely consulted on with many stakeholders, including citizens, patients and service users.

Each of the four local areas (Elgin; Forres and Lossiemouth; Keith and Speyside; and Buckie and Cullen) that make up the Health and Social Care Moray Partnership are developing their own specific Locality Plan with partners, including patients, service users, carers, the third and independent sectors. Within the Elgin Locality Plan we have suggested actions and areas for improvement based on the locality work that has been undertaken to date.

Locality Plans will be updated annually to show how the Strategic Plan is being implemented locally.

This Plan captures some of the ways that the Elgin Locality could work to deliver on the strategic priorities over the next three years. This for the Elgin Locality is in the infancy stage which will develop over the next year to come in line with the overall Strategic Plan for Health & Social Care Moray. There is a particular emphasis to ensure equality of access and service provision, community engagement, partnership working and also in using information and data to support improvement.

The Health and Care Partnership believe that the region's people can flourish, with access to health and social care support when they need it, so it is crucial to ensure that the services delivered reflect the needs of individuals.

Elgin Locality is committed to planning and designing services in partnership with local people, working in partnership with residents, staff, independent contractors and also our key partners across primary care, secondary care, health and social care, care homes, housing and the third sector providers.

I look forward to seeing the delivery of the plan which will support the provision of high quality health and social care services for the people of Elgin locality.



Simon Bokor-Ingram
Chief Officer, Health and Social Care Moray

INTRODUCTION

1.1. What is a locality?

A locality is described as a small area within the Integration Authority. They are not defined by hard borders but instead represent natural communities. Localities are expressed by geography, the people that live and work in the area, the characteristics of the population and to some extent by existing services such as the location of community hospitals, health centres and social work offices.



Moray has four localities and is supported by four Locality Managers:

Elgin, Lesley Attridge

Forres and Lossiemouth, Iain Macdonald

Speyside and Keith, Cheryl St Hilaire

Buckie, Cullen and Fochabers, Laura Sutherland

1.2 What is Locality Planning

Locality planning empowers residents and those working in a locality to play an active role in identifying the priorities for health and social care in each of those localities and to shape the delivery of services for the future. It shows how the strategic objectives of Health and Social Care Moray (HSCM) will be delivered at a community level, acknowledging the unique wants and needs of those in each locality.

1.3 Who is the Locality Plan for?

This plan is for people living in the Elgin area of Moray who currently have access to health and social care services and also for those who may require care and support in the future. Furthermore, it is aimed at people who are well and want to maintain or improved their health and wellbeing.

1.4 What is included in the Locality Plan?

A locality plan explains how health and social care services could be delivered across each locality based on the wants and needs of those living and working in it. It identifies how the strategic objectives of Health and Social Care Moray, as well as the 9 Health and Wellbeing indicators as established by Scottish Government, will be met. Locality Plans identify local priorities and describe how these will be met through an action plan.

1.5 The benefits of locality planning

- Each locality has the opportunity to play an active role in service design and improvement.
- The process will increase awareness of current services and celebrate successful partnership working.
- Identify and ensure that the needs of the locality are being addressed by those who know it best.
- Creates a culture where these developing relationships can lead to real change and encourages multi-disciplinary team working.

1.6 The wider picture

This plan will be one of a number of plans for Health and Social Care Moray and will align with our wider strategic priorities as well as the nine national health and wellbeing outcomes.

The strategic plan sets out our high level priorities which provides direction for the Partnership. The commissioning strategy ensures funding is aligned to the projects that are linked to the strategic priorities. Locality planning will in turn help inform future commissioning priorities.

The national health and wellbeing outcomes provide a strategic framework for the planning and delivery of health and social care services. The suite of nine national health and wellbeing outcomes focus on improving the experience and quality of services for people using integrated health and social care services, carers and their families. These outcomes focus on improving how services are provided, as well as, the difference that integrated health and social care services should make, for individuals.

Health and Social Care Moray Themes

Theme 1: Building Resilience

Taking greater responsibility for our health and wellbeing.

Theme 2: Home First

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

Theme 3: Partners in Care

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

1.7 What are we hoping to achieve?

The plan is centred on the Moray Health and Social Care Vision:

“We come together as equal and valued partners in care to achieve the best health and wellbeing possible for everyone in Moray throughout their lives.”

We want to see a transformed, sustainable health and care system that managed demand for services in order to safeguard the continued delivery of high-quality care, support and treatment services for those in most need and to get the best value from our limited resource.

Key to this is the strengthening of our partnerships. By working more closely we can make the most of the assets and talents of the people, communities and organisations in Moray. We will encourage one another to consider what we can do for ourselves, what we will need support to achieve and the areas of health and wellbeing for which we will depend on service.

Success will see everyone in Moray building resilience individually and collectively to prevent poor outcomes, enable independence and for positive live experiences to prevail.



1.8 What are the main challenges?

Locality planning is not just about redesigning health and social care services, it is about changing the perception on the delivery of health and social care and promoting ownership within communities. This change in culture and thinking is unlikely to happen over-night and instead will be an iterative process. Ensuring that people are engaged with from the start of the process is key to success.

In addition, the health and social care landscape has changed significantly over the last 3 years. In some instances the COVID-19 pandemic has had a negative effect on the public's perception of service delivery. Rebuilding these relationships and growing a more resilient delivery will be paramount to the success of health and social care in Moray.

Finally, unpicking existing practice and processes across Health and Social Care Moray will take time. Historic team structures and models of delivery will need to be evaluated to see how they will operate at a locality level – ensuring they do not become cumbersome and overly bureaucratic at the expense of service delivery.

1.9 Locality Planning in Elgin

In order to develop the locality plan an Oversight Group has to be established to cover the Elgin area. Reporting to the Moray Health and Wellbeing Partnership the remit of the Oversight Group will be to:

- Promote the values and priorities of the strategic plan for Health and Social Care Moray.
- To share locality health and social care performance and demographic data to help determine locality priorities.
- Support and empower the community members, and health and social care professionals within the locality to identify and deliver their priorities.
- To create, review and monitor the locality plan.

The Oversight Group should include a core membership, however can be supplemented by other members, groups and representatives. As such, membership should be considered fluid allowing for it to adapt to the specific needs of a locality.

Title and Organisation	
Locality Manager, HSCM	Community Council Members
GP	Development Trust Members
GP Practice Manager	Community Organisation Members
Social Work, Moray Council	Community Nursing, NHSG
Occupational Therapists, Moray Council	Community Support Unit
Occupational Therapists, NHSG	Children's Services Locality Representatives
Physiotherapy, NHSG	Mental Health Services
Care at Home, Moray Council	Housing representative
Third sector representative	
Unpaid/informal carer representative	

1.10 The relationship with other locality initiatives

Health and Social Care Moray Locality Plans do not operate in isolation and should be considered alongside the various other locality initiatives in Moray, particularly Children and Young Families locality planning and the Local Outcome Improvement Plans. Effort has been put in to ensure there is no duplication of effort, and HSCM is working closely with partners to combine resources and share thinking where possible.

The locality plans should also align the Primary Care Improvement Plan (PCIP)

PCIP outlines how our primary care services will change and is being developed in the context of wider transformation and redesign of services across Moray including the development of effective primary care multi-disciplinary working.

As detailed in the Memorandum of understanding 6 workstream areas are operational across Moray and these continue to be developed to ensure each stream fits with patient and practice needs in the locality.

- Vaccination Transformation Programme
- Pharmacotherapy services
- Community Treatment and Care Services
- Urgent Care (advanced practitioners)
- Additional Professional roles
- Health and Wellbeing Workers

From 2022 - the focus has been primary on Vaccination Transformation Programme; Pharmacotherapy and CTAC.

Work continues to be developed on all 6 and in collaboration with HSCM, NHS Grampian, Moray GP Practices and GP Sub - Committee.

1.11 What people in Moray are telling us?

Engagement and participation with those who live and work in Moray is essential to developing a good understanding of health and wellbeing priorities in the locality and what challenges and opportunities there are. Whilst engagement has been carried out on specific health and social care issues in Moray, thinking about how people living and working in each of the localities are purposefully able to participate and work to develop local plans, is at an early stage. This plan reflects the need to dedicate more time and resources and ongoing meaningful engagement with all of the communities within Moray, building on the good work done so far.

ABOUT THE LOCALITY

This section highlights key information about the Elgin Locality taken from the Locality Profile which was developed as an information resource for the development of the locality plans. The full profiles are available on the HSCM website.

2.1 Geography

The Elgin locality is inclusive of New Elgin, Alves, Miltonduff, Pluscarden, Birnie, Fogwatt, Longmorn and Dallas

Elgin is seen very much as the administrative centre of Moray offering a wide range of services. It is the most densely populated area of all the localities. It is surrounded by the other 3 localities all of which have their own identity. The City of Elgin straddles the River Lossie, with the suburbs of Bishopmill to the north and New Elgin to the south

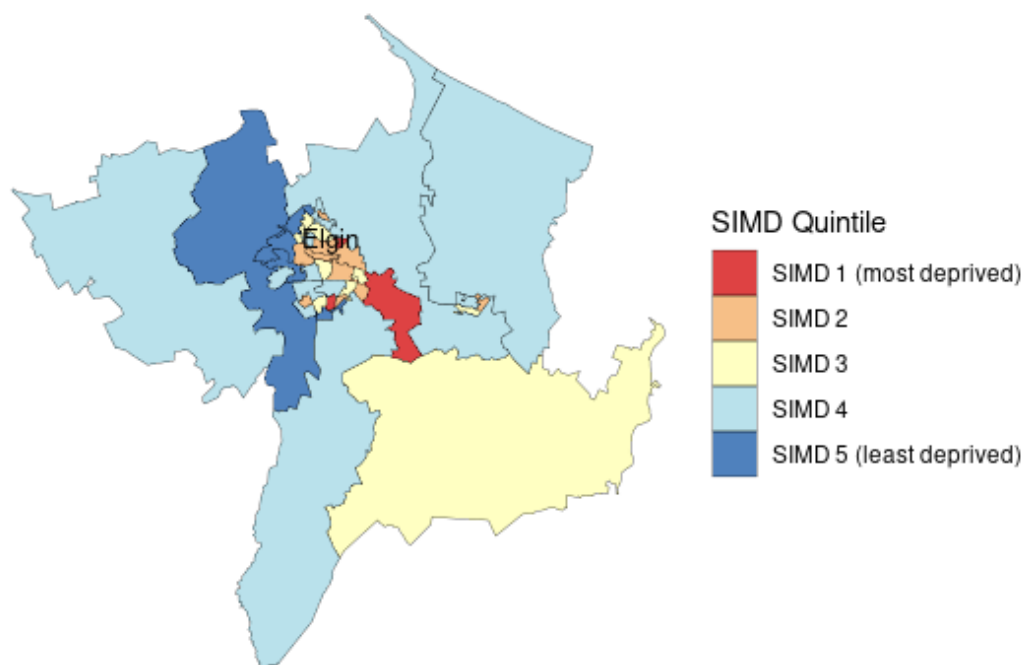


2.2 Population

The Elgin locality has a population of 30,399 (as at the latest 2020 census) making it the largest of the four localities in Moray. It has a gender ratio of male to female at 1: 1.05 with the average life expectancy of males being 78.6 years and females 82.1 years. It has the lowest percentage of population over 65 at 19%.

Of the population in the Elgin locality, 6.7% live in the most deprived Scottish Index of Multiple Deprivation (SIMD) Quintile and 17% live in the least deprived SIMD Quintile. The SIMD ranks all datazones in Scotland by several factors, including; Access, Crime, Education, Employment, Health, Housing and Income.

The following map shows the datazones within the Elgin locality coloured by SIMD quintiles.



Source: Scottish Government, Public Health Scotland

2.3 Health and Social Care Assets

The Health and Social Care Partnership Resources in the Elgin Locality

Service Type	Service	Number
Secondary Care	Acute Medical Hospital	1
Primary Care	GP Practice	2
A&E	Emergency Department	1
Care Homes	Care homes Residential & Nursing	4
Care Homes	Care Homes Residential	1
	Sheltered / Very Sheltered Housing	10
Provider services	Palliative Care Day service	1
Provider services	Day service Older People	1
Provider Services	Care at Home	1
Provider services	Community Response Team Elgin	1

2.4 Health and Social Care Challenges

The Elgin communities are quite diverse. There are strengths and challenges that are reflected across the whole locality and there are also examples of health inequalities that relate only to a small part of the whole locality. The locality identifies as North Elgin and South Elgin

The locality has lower than average life expectancy rates in comparison to the Moray average but higher than the National average, and 3% higher than the National average percentage of the population with a long term health condition. Of the long term life conditions people do have the five most common in order of prevalence are: Asthma, Arthritis, Cancer, Coronary Heart Disease and Diabetes. With the exception of Asthma, all are below or equal to the Moray average.

The locality records higher than the Moray average for Unscheduled Care Emergency Admission but second lowest for Unscheduled Care Bed days than the Moray average. Both are below the National average. The locality also records lower numbers of preventable hospital admissions than the National average.

The locality records 2nd lowest Mental Health Emergency Admissions well below the Moray or National average, however has a higher than average use of unscheduled bed days but still lower than National average.

The locality reports a higher number of alcohol related hospital admissions than the Moray average.

Delayed Discharges from hospital tend to be higher than other Moray localities and there tends to be more instances of people waiting for a care at home provision. The numbers of people waiting for a social care assessment, or review, are very similar to the Forres and Lossiemouth locality and tend to be higher than the East localities. However, there has been a notable decrease in people awaiting and Occupational Therapy assessment which is demonstrating a steady decrease in trend.

A great deal of data is available which provides the ability to drill down into specific communities within the locality. Providing the opportunity to either take a locality wide approach or a community specific approach to address health and social care inequalities.

2.5 What are the people living and working in Elgin telling us?

The people of Elgin are challenged in being able to separate out what is important to them within their communities which separates out these from the wider Moray population. There are many assets that promote healthy living in terms of facilities, community groups, parks and forests.

It is also important for the people of Elgin to be able to remain in their community following an acute admission to hospital. The absence of a community hospital can make this challenging for people and their loved ones.

To facilitate engagement and discussion, below are themes to help focus setting more detailed priorities based on work captured in the Community Work Plan

- Provision of GP/Dental services
- Mental Health supports
- Infrastructures to support housing developments
- Increased awareness of community groups for both children & young people and adults

PEOPLE AND FINANCES

3.1 People

Health and social care teams operate across Moray and the principles for of the teams are:

- To be multi-disciplined.
- Meeting the needs of “people” must be at the core of everything they do.
- Professionals acknowledge the skills and expertise of others within the team.

The oversight group once established for Elgin, will work with the local health and social care teams, organisations and communities to review the best use of available resources and how this can be managed to support the ongoing work to deliver the strategic priorities within the locality area.

Health and Social Care Moray continue to hold discussions with key partners and stakeholders across health and social care developing our workforce plans across our integrated teams. Evidence shows that staff who are valued, treated well and supported to give their best will deliver better outcomes for people. We commit to value our workforce and develop the changes that need to be made to ensure a high quality of service is provided. This will ensure a healthy organisational culture from a capable workforce who are then able to deliver integrated services, supported through effective leadership and management.

3.2 Finance

The 2022/23 budget for Health and Social Care Moray is £172M. Whilst some of the budget can be split to a locality level, many of them are still running Moray wide and it is expected these split out across the localities as progress is made in the coming years. This will allow budgets to work at a more localised level better supporting the community and the people who live within that locality requiring support from H&SCM. The budget for 2023/24 is yet to be set.

WHAT DO WE NEED TO DO?

4.1 Our Local Priorities

The Elgin Locality has yet to establish the Oversight Group but work is underway to progress with this and engagement took place with Elgin Community Council in December 2022. Further engagement with the professional sector and wider community stakeholders is underway and would look to have the oversight group established by end of March 2023. This will then allow the Elgin locality to identify their key priorities which will populate the Action Plan. The Action Plan has been populated with some high level priorities to facilitate initial discussions at the first Oversight Group but will develop and change potentially following this.

The Key priorities for the Elgin Locality should be in support of the nine health and wellbeing outcomes set by the Scottish Government and our Health and Social Care Moray strategic themes

ACTION PLAN

Local Priority 1					
Establishing Elgin Oversight Group with Terms of Reference					
Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Communicate out draft locality plan to identified members of Oversight Group	Feb 23	LA	To become established within the Elgin Locality to drive forward the key priorities identified.		
Organise and confirm date of first Oversight Group meeting	Feb 23	LA			100%
					27/4/23

Local Priority 2					
Establish models of engaging with the community and ensuring the communities voice is visible within locally planning and strategic planning processes – <i>To be further explored and discussed at the Oversight Group</i>					

Local Priority 3

Mental health and wellbeing.- *To be further explored and discussed at the Oversight Group*

Local Priority 4

Improve Multi Disciplinary Team working

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Document current models of provision within Elgin	April 23		Improvement in MDT working within Elgin area		
Evaluate 'How Good Is Our MDT Working' within Elgin	June 23				
Discuss and agree any improvements to current models	June 23				

Local Priority 5

Support access to appropriate health and social care services.

Action	Timeline	Lead	Desired Outcome	KPI	Progress %
Review public information regarding contacting local GP, and health and social care professionals			Increase in public satisfaction in accessing health and social care appointments/services		
Promote and inform public in regards to the current models of practice					
Support individuals within localities to access health care support through digital technology					

HOW WILL WE KNOW WE ARE GETTING THERE?

6.1 Measuring Performance

The targets within the Locality Action Plan will be reviewed by Locality Oversight Group on a bimonthly basis, with a more in depth review against locality performance and demographic data on an annual basis.

Regular reports from the Locality Oversight Group to the HSCM Senior Leadership Team and the Moray Integration Joint Board will help demonstrate what outcome integrating services is having for the people who access the services and support. A performance report will be developed each year as required by legislation.

7.1 Reference Documents

- Health and Social Care Moray Strategic Plan 2019 - 2029
- Health and Social Care Standards 2015
- National Health and Wellbeing Outcomes 2017
- Public Health Scotland Strategic Plan 2020 – 2023
- Scottish Public Health Observatory Profile Data for Elgin area
- NHSG Health and Wellbeing Profiles
- HSCM Daily Performance Data
- HSCM Healthier Lives, Healthier Communities Survey Results



Health and Social Care Moray are committed to meaningful and sustained engagement with all stakeholders.

If you would like to be added to our locality communications group 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 live in experience to help achieve positive change.

UPDATE this section



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