



Moray Integration Joint Board  
Health & Social Care Moray

# Moray Partners in Care



**THE STRATEGIC PLAN FOR HEALTH AND  
CARE IN MORAY OVER THE NEXT 10  
YEARS (2019-2029)**

**Consultation draft**

**Consultation closes 11 October 2019**

**VERSION CONTROL**

Document status:	DRAFT
Version	0.4

**DOCUMENT CHANGE HISTORY**

Version	Date	Comments
0.1	August 2019	Draft document created by FM
0.2	06.08.19	Revisions from PG
0.3	08.08.19	Revisions from LW
0.4	16.08.19	Revisions from SPCG
0.5	29.08.19	Draft approved by MIJB for consultation

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For more information on the Moray Integration Joint Board and Health & Social Care Moray, or to request this document in large print, other formats and languages, please contact us. You will find the details on page 18.

## 1. THE HEALTH AND SOCIAL CARE STRATEGY AT A GLANCE

### WE ARE PARTNERS IN CARE

**OUR 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.”

**OUR VALUES:** Dignity and respect; person-centred; care and compassion; safe, effective and responsive

**OUTCOMES:** Lives are healthier – People live more independently – Experiences of services are positive – Quality of life is improved – Health inequalities are reduced – Carers are supported – People are safe – The workforce continually improves – Resources are used effectively and efficiently

**THEME 1:** Taking greater responsibility for our health and wellbeing

**THEME 2:** Being supported at home or in a homely setting as far as possible

**THEME 3:** Making choices and taking control over decisions affecting our care and support

### TRANSFORMATION (DELIVERY) PLAN supported by enablers:

Financial Plan

Performance Framework

Locality Plans

Existing strategies

Housing Contribution

Organisational Development Plan

Communication & Engagement Plan

## 1. WELCOME

To be completed once the draft is finalised.

Jonathan Passmore  
Chair  
Moray Integration Joint Board

Pam Gowans  
Chief Officer  
Health & Social Care Moray

## 2. INTRODUCTION

**“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.”**

Health, wellbeing and independent living are important to us all, which is why everyone has a stake in the success of this Strategic Plan.

The Moray Integration Joint Board brings together partners with a shared goal of everyone in Moray being able to live longer, healthier lives as independently as they can at home or in a homely setting.

We have a strong record of accomplishment in joint working to improve outcomes for our citizens. As with all health and social care systems, however, Moray is facing increasing demand for services at the same time as resources - both funding and workforce availability - are under pressure. These challenges will intensify in the coming years as our population grows older and the numbers of residents living with multiple and complex health and care needs rise.

To meet these challenges we have set our sights on transforming the health and care system through the delivery of this Strategic Plan.

We want to see a transformed, sustainable health and care system that manages 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 resources.

Key to this is the strengthening of our partnerships. By working together, 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 services.

Success will see everyone in Moray able to live longer, healthier lives at home or in a homely setting.

### 3. WHO WE ARE

The Moray Integration Joint Board has responsibility for a range of services in the community and the resources needed to deliver them. These services include:

- Social care services;
- Primary care services including GPs and community nursing;
- Allied health professionals such as occupational therapists, psychologists and physiotherapists;
- Community hospitals;
- Public health;
- Community dental, ophthalmic and pharmaceutical services;
- Unscheduled care services;
- Support for unpaid carers.

The full list of delegated functions can be viewed at the link [here](#).

The Board directs Moray Council and NHS Grampian to deliver on this plan through the staff they employ, seeking them to work together as the Health & Social Care Moray partnership to directly provide or commission services.

## 4. WHERE WE ARE

A Joint Strategic Needs Assessment was carried out in 2018. 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 at the link [here](#) on the Health & Social Care Moray website.

## 5. THE CHALLENGES WE FACE

As partners in care we face a range of challenges which make the current model of service provision unsustainable. These include:

**Increasing demand** – demand for health and care is growing at an unsustainable rate as people are living longer and with multiple chronic conditions. While people are living longer, they are spending longer in poor health. This puts a growing challenge on families, communities, public, third sector and independent sector services.

**Growing pressure on limited resources** – the rise in demand puts pressure on our limited resources at a time of rising costs and restricted budgets. We struggle to recruit and retain sufficient staff in some sectors.

**Improving experiences and outcomes** – people who use services rightly have increasing expectations of better experiences and outcomes from high quality services and more joined-up ways of working, services and system driven by continuous improvement.

To meet these challenges we will identify what is working well and how we can continue to make improvement. We will also identify what we need to do differently.

This redesign may require us to make some difficult choices about how to allocate our limited resources to achieve better health, better care and better value for the people of Moray.

We are ambitious for transformational change to bring about advances and drive us towards achieving our vision for Moray.

## 6. DEVELOPING OUR STRATEGIC PLAN

Many partners in care worked to develop this Strategic Plan. They shared their experiences of the challenges facing today's system and ideas for what a better future system could look like.

We found many examples of great practice and good progress that we can build on as well as a range of things we need to do better or differently. We recognise that to move forward we need to:

- Help people understand the need for change and provide opportunities to become involved in defining the change 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

In developing the plan, we also reviewed and considered the other elements that influence and impact on our work.

These included how the Moray IJB has delivered on its first strategic plan launched in 2016; financial, service and workforce pressures; national legislation and policy; and direction from the Moray Community Planning Partnership.

We recognise that Moray Integration Joint Board has a duty to contribute to reducing health inequalities (Outcome 5). Health inequalities 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.

## 7. WHERE WE WANT TO BE

### **OUR VISION** – Where we are aiming to be

“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.”

### **OUR MISSION** – What we are striving for

We work to deliver the triple aim of the national Health and Social Care Delivery Plan in that we seek to:

- Improve the health and wellbeing of the population (**better health**)
- Improve the quality of care people receive (**better care**)
- Improve the efficiency of health and social care services to ensure we spend public money on services that get good outcomes for people (**better value**)

### **OUR VALUES** – What guides our behaviour

We will demonstrate our values and principles in the way we engage with people and how we behave.

- Dignity and respect
- Care and compassion
- Person-centred
- Safe, effective and responsive

### **OUR STANDARDS**

We work to meet the National Health and Social Care Standards that are:

- People experience high quality care and support that is right for them
- People are fully involved in all decisions about their care and support
- People have confidence in the people who support and care for them
- People have confidence in the organisation providing their care and support
- People experience a high quality environment (if the organisation provides the premises).

## 8. OUR STRATEGIC THEMES

Building on what we know, we have identified three strategic themes where we will direct effort. As these themes are closely linked, improvements in one area will influence positively on the others.

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

### THEME 1: Taking greater responsibility for our health and wellbeing

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 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 resources and those of their community not only when they experience health and care challenges but to prevent problems happening.

**Personal responsibility** - We will support people, including members of the workforce, to take their physical and mental health seriously throughout their lives.

**Self-management** - We will support people to build their skills and confidence to manage their own long-term health conditions and build resilience, helping them make the most of community connections and community assets.

**Information** – We will help people to access information to improve their knowledge and signpost them to sources of advice and help to maintain their independence. Staff will make every opportunity count by promoting positive health messages during all interactions.

**Early intervention and prevention** – We will promote prevention, early intervention and harm reduction programmes, including around mental health and loneliness.

### THEME 2: Being supported at home or in a homely setting as far as possible

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

We will develop services in partnership with providers of health and care services and support, including the Third Sector and Independent Care Sector, to deliver better and more joined-up care.

Hospitals will always be required while we explore opportunities for shifting resources to provide more community-based service that are closer to the person.

**Multi-Disciplinary Teams** – We will enhance locality-based care delivered by health and social care professionals from different disciplines working together as multi-disciplinary teams (MDT) to provide more co-ordinated care to help patients prevent avoidable hospital admissions. These MDTs will expand to include Third Sector partners. They will implement models to identify people at risk of losing their independence, for example those with frailty, and work with them to develop their anticipatory care plans.

**Rehabilitation, reablement and recovery** – We will continue to work with people to provide them with the services and support they need, in the most appropriate setting and by the most appropriately skilled staff group, to regain and maintain their health, wellbeing and independent living skills.

**Housing, adaptations and technology** – We will continue to work with housing providers to support people in homes which best meet their care and support needs, such as dementia friendly housing. They will be able to access technology to support independent living.

**Crisis support** – We will continue to develop rapid responses for 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 admission where possible and to help people return home from hospital quickly.

### **THEME 3: Making choices and taking control over decisions affecting our care and support**

We are committed to working with people not as passive recipients but as partners in their own care, support and treatment.

We will continue to change our relationship with people who use services, their families and carers so that they are in charge of making informed choices and decisions on what their care and support looks like and how it is delivered so they can live their life and achieve the outcomes that matter to them.

**Personalised care and support planning** – We will involve people and their families in all processes from assessing their own health and wellbeing needs through to the planning and commissioning of the support to meet their needs. We will build on the implementation of self-directed support (SDS) to support people to identify and achieve their personal outcomes. We will uphold the rights of carers to be involved in the care and support planning of the person they care for or intend to care for.

**Realistic Medicine** – We will continue to encourage health and care workers to find out what matters to the person so that the care of their condition fits their needs and situation. Through shared decision-making individuals and their families will feel empowered to discuss and understand possible treatment available and the benefits

and risks of these, including the option of doing nothing and what effects this could have.

**Long-term conditions** – We will explore the opportunities presented by the House of Care programme to help people with long term conditions be more involved in their care and self-management.

**Palliative and end of life care** – We will support people to exercise their preference in relation to palliative and end of life care in the setting of their choice.

**Engagement in services** – We will engage with people so they have more say in decisions about local services and more involvement in designing and delivering them.

**Market shaping strategies** – We will work with current and potential providers to develop a diverse and thriving market place of opportunities and services from which people can choose to access for care and support.

## 9. OUR ENABLING PLANS

The Strategic Plan for 2019-2029 is the overarching umbrella 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; the Moray Alcohol and Drug Partnership.

These are available 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 Transformation Plan, supported by a number of enabling plans. These include:

- The Financial Plan - achieving financial sustainability
- The Organisational Development Plan - developing positive organisational culture among the workforce
- 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 Plan – guiding how we share information, listen to and learn from each other to support

## 10. 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.

## 11. MEASURING SUCCESS

Maintaining consistently high standards through a period of transformation is a challenge, but to the people who rely on health and social care services it is vitally important we achieve this.

We will continue to ask people about their experiences of services, listen to what they say and act on it. This will help us learn if outcomes are being met and where improvement should be made.

Performance management arrangements are in place to monitor, scrutinise our effectiveness in delivering the vision and priorities of the Moray IJB and to demonstrate we are achieving the national outcomes and highlight areas for improvement.

Performance information is gathered at service level. Governance and operational performance reports are scrutinised by the Moray IJB that publishes an Annual Performance Report to reflect on activity during each financial year.

## 12. TELL US WHAT YOU THINK

Health and wellbeing matters to all of us in Moray. We want to involve everyone as partners in care to ensure this Strategic Plan is successful in improving outcomes.

Have we understood what is important to you? Are there any other themes you want to see included along with the three we are proposing? If yes, what are they?

Do you have any other ideas on how we can best meet the health and care needs of adults living in Moray, keeping in mind our limited resources and increasing demand for care? What do we need to keep or redesign?

The formal consultation for this draft Strategic Plan closes on **11 October 2019**. To ensure we review and manage all the responses consistently please feedback to us using our online survey if possible. This can be accessed using the link:

<http://hscmoray.co.uk/draft-strategic-plan-2019.html>

If you would like a printed version of the consultation response form, or further information about any aspect of this document, would like it in a different language or format or have any comment to make, please get in touch.

A report on the consultation and the final version of the Strategic Plan will be presented to the Board on 31 October 2019.

### Staying involved

The Moray Integration Joint Board and Health & Social Care Moray are committed to achieving 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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