



## Health and Social Care Partnership Strategic Improvement Plan

*Our vision is to enable people in Clackmannanshire and Stirling to live full and positive lives within supportive communities*

Clackmannanshire and Stirling Health and Social Care Partnership is the delivery vehicle for all community health and care services delegated by the three constituent authorities of Clackmannanshire Council, Stirling Council and NHS Forth Valley. This is a unique partnership in Scotland as there are two local authority areas and one health board all of whom have voting members on the Integrated Joint Board alongside representatives of the wider partnership including third sector, carers and community representatives.

This Plan describes legacy commitments for the HSCP as well as COVID-19 specific activities which have been accelerated during the pandemic and as such the Plan reflects rapid change and transformations progressed over the past few months.

### **Our Strategic Priorities**

Care closer to home  
Primary care transformation  
Caring and connected communities  
Mental health  
Supporting people living with dementia  
Alcohol and drugs

### **Our Key Enabling activities**

Technology enabled care  
Workforce planning and development  
Housing and adaptations  
Infrastructure

## Collaborative working

Priority	Action planned	Lead officer	Progress	Timescales	Reporting
Delegation of services and operational control of resources	Leadership structure established	Annemargaret Black	Leadership and management structure	January 2020	Strategic Inspection Plan – Care Inspectorate
HSCP Integration Joint Board	IJB effectiveness review	Lindsay Thomson	Review process underway with IJB members	December 2020	Integration Joint Board & NHS Forth Valley & Council Committees
HSCP Integration Scheme	Review of Integration Scheme with partners	Wendy Forrest	Re-drafted Scheme refreshed and out for consultation	December 2020	Integration Joint Board & NHS Forth Valley & Council Committees
Learning sessions with IJB members	Establish informal pre-IJB sessions with members – set aside / directions / performance	Wendy Forrest	Awaiting recruitment of Organisational Development post to support the development of the programme	January 2021	Strategic Inspection Plan – Care Inspectorate
HSCP Clinical and Care Governance Forum	Establish group across Clacks and Stirling	Scott Williams	Terms of reference agreed Programme of work drafted First meeting agreed for May 2020	May 2020 <b>Completed</b>	Strategic Inspection Plan – Care Inspectorate

Priority	Action planned	Lead officer	Progress	Timescales	Reporting
HSCP Transforming Care Board	Establish group across Clackmannanshire and Stirling	Annemargaret Black	Terms of reference agreed Programme of work drafted First meeting agreed for October 2020	October 2020 <b>Completed</b>	Transforming Care Board
HSCP Unscheduled Care Board	Establish group across Clackmannanshire and Stirling	Wendy Forrest	Ongoing engagement with NHS Forth Valley about future planning on scheduled and unscheduled care	December 2020	Transforming Care Board
HSCP Recovery and Renewal	Collaborate with partners to create joint recovery plan  In partnership with NHS Forth Valley, Clacks Council and Stirling deliver recovery approach for HSCP taking into account of second COVID-19 wave, winter pressures, flu and EU withdrawal	Wendy Forrest	Plans developed and agreed at HSCP Finance and Performance Committee Renewal Plan and Recovery Plan developed to reflect COVID-19 Work underway with partners to ensure a state of readiness for winter	August 2020 <b>Completed</b>	HSCP Finance and Performance Committee
HSCP Engagement and Participation	Develop the foundations for participation and engagement across all stakeholders as a requirement of the Public Bodies (Joint Working) Act	Wendy Forrest	Activities planned to work with communities across Clackmannanshire and Stirling, staff groups, providers and communities of interest	March 2021	Strategic Planning Group
CPP Health and Well-being Group	Establish group across Clackmannanshire and Stirling	Wendy Forrest	Terms of reference agreed Programme of work drafted First meeting of NHS Forth Valley agreed for July 2020	July 2020 <b>Group established</b>	Local Resilience Partnership
HSCP Property and Asset Management	Establish with partners property assets for services	Wendy Forrest	Development of Asset Strategy underway by the HSCP	April 2021	Integration Joint Board

Priority	Action planned	Lead officer	Progress	Timescales	Reporting
	and staff across HSCP Develop Property and Asset Management Strategy				
HSCP Medium Term Financial Plan (MTFP)	Create medium term financial plan to support whole systems finance and decision making	Ewan Murray	Review of reserves policy and strategy required linked to MTFP  Review of 20/21 Budget Impact of Covid and effect on MTFP Based on Q1 Financial Performance  Periodic Update of MTFP	September 2020  Ongoing  Six Monthly	Integration Joint Board IJB Audit and Risk Committee and IJB Financial and Performance Committee
HSCP Set aside	Establish pan-Forth Valley Set-aside Group to improve links between activity and financial planning	Ewan Murray	Phase 1 project complete  Review of Phase 1 linked to post covid recovery and renewal planning	March 2020 <b>Completed</b>  September 2020	IJB Finance and Performance Committee and IJBs

## 1. Care close to home

Priority	Action planned	Lead officer	Progress	Timescale RAG status	Reporting
HSCP commissioning approach for Clackmannanshire and Stirling	Develop single commissioning service for Clackmannanshire and Stirling	Wendy Forrest	Delegation to HSCP agreed at IJB June 18 Transformation Portfolio lead identified to progress	December 2020	Integration Joint Board
Adult Social Work Review	Review of adult social care to create outcomes focus and modernisation of assessment and care management	Carolyn Wyllie / Chief Social Work Officers	Initial report completed and out for comment Implementation Group established Work plan being developed	January 2021	Transforming Care Board
Housing Contribution Statement	Review Housing Contribution statement	Wendy Forrest	HSCP joined the Strategic Housing Forum HSCP and Housing Services have established a Specialist Housing Group to create joint approach	March 2021	Strategic Planning Group
	Re-provision of Menstrie House	Wendy Forrest	Steering Group established Programme of work agreed Unable to proceed due to pandemic	April 2021 – April 2022	Integration Joint Board
	Scoping of options for Extra Care Housing Provision	Wendy Forrest	Initial discussions Housing & HSCP underway to identify clear work streams	April 2021 – April 2023	IJB and Council Housing Committees
	Re-provision of Strathendrick	Carolyn Wyllie	Steering Group established Programme of work agreed Unable to proceed due to pandemic	March 2021	Integration Joint Board
	Re-provision / de-commission of Beech Gardens and Allan Lodge	Carolyn Wyllie	Unable to proceed due to pandemic	December 2020	Stirling Council

Priority	Action planned	Lead officer	Progress	Timescale RAG status	Reporting
Systems, TEC, & e-Health Programme	Re-provision of Social Care Recording System	Carolyn Wyllie (Kevin Kelman)	Steering Group established Programme of work agreed Work delayed by three months due to pandemic	April 2022	Integration Joint Board  Stirling Council  Clackmannanshire Council
	Increased use of TEC (Technology Enabled Care) and e-Health	Carolyn Wyllie	HSCP Lead identified to scope activity and seek Scottish Government funding to support delivery	April 2021	
	JLES Equipment Programme Re-provision of JLES (Joint Loan Equipment Store) Equipment Store	Wendy Forrest	Transformation Portfolio lead identified	April 2021	Transforming Care Board

## 2. Localities and primary care transformation

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
Locality planning	Create and deliver an effective model of locality planning	Wendy Forrest	HSCP Service Improvement Lead undertaking desk top analysis Locality Plan being developed for IJB in September	October 2020 <b>Completed</b>	Strategic Planning Group
Integrated community teams	Care Homes Assessment and Review Team (CHART)	Carolyn Wyllie	Team established during the emergency response to the pandemic – analysis of impact underway	June 2020 <b>Team established</b>	Transforming Care Board
	Enhanced Care Team in the Community; integrated community team focused on prevention of admission	Carolyn Wyllie	Team established during the emergency response to the pandemic Analysis of impact underway	June 2020 <b>Team established</b>	Transforming Care Board
	Test the use of Community Links Workers in GP practices across Clackmannanshire & Stirling	Wendy Forrest	Finance identified to test Link Workers within communities	April 2021	Strategic Planning Group
Intermediate Care, Care at Home, and Reablement Programme	Best Value Review of Care at Home	Scott Ross	Steering Group established Transformation Portfolio lead identified Programme of work agreed Initial progress report circulated to partners	August 2020	Transforming Care Board
	Review of model of care within the Bellfield	Carolyn Wyllie	Steering Group established iHub support in place iHub agreed programme of support with HSCP	November 2020 <b>Underway – delayed</b>	Transforming Care Board

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
				<b>due to pandemic</b>	
	Review opportunities for expansion of acute into community e.g. cardiology	Carolyn Wyllie	Discussions underway with acute and allied health professionals to create re-ablement and rehabilitation	November 2020 <b>Underway – delayed due to pandemic</b>	Transforming Care Board
	Seek opportunities for staff co-location across Clackmannanshire and Stirling	Carolyn Wyllie	Locality Managers reviewing across all teams in Clackmannanshire and Stirling	November 2020 <b>Underway – delayed due to pandemic</b>	HSCP Senior Management Team
Palliative and end of life care	Review current pathways	Carolyn Wyllie	Agreement across HSCPs and NHS Forth Valley to review approach to palliative and end of life care	March 2020 <b>Review underway</b>	Integration Joint Board
Programme of engagement with all staff groups across the HSCP	Create a programme of meet and greet sessions with SLT (every 4 months)	Wendy Forrest	Awaiting recruitment of Organisational Development post to support the development of the programme  Staff engagement sessions (every 6 months). Sessions will involve cross section of teams across HSCP in order to promote communication, integration and understanding of diverse roles/responsibilities.	October 2020 <b>Post out to recruitment</b>	HSCP Senior Management Team



Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
Participatory Budgeting	Seek opportunities across Clackmannanshire and Stirling to support participatory budgeting	Wendy Forrest	Discussions underway with Councils to ensure approaches align and are undertaken in partnership	March 2021	Integration Joint Board

November 2020

### 3. Caring and connected communities

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
Effective demand management and signposting within the community	Establish effective early intervention model linking people with third sector and community supports	Wendy Forrest	Community response has been significant during the pandemic Continued work with TSI and Carers Centres to create ongoing community capacity	December 2020 <b>Ongoing</b>	Strategic Planning Group
Programme of engagement across all communities in Clackmannanshire and Stirling	Deliver continuous programme of engagement with all providers working with the HSCP & create opportunities for joint working with independent sector	Carolyn Wyllie	Providers forums for care at home and care homes well established	March 2020 – April 2021	Strategic Planning Group
Support to Carers	Review HSCP Carers Strategy and priorities	Wendy Forrest	Carers Strategy Group re-established for August Draft work plan circulated	March 2021	Strategic Planning Group
	Review HSCP Short Breaks Policy	Wendy Forrest	Carers Strategy Group re-established for August Draft work plan circulated	March 2021	Strategic Planning Group
Self-Directed Support	Review and Refresh approach to SDS across Clackmannanshire and Stirling	Carolyn Wyllie	Operational Lead identified to progress Desktop review of current status underway	March 2021	Transforming Care Board
Co-production and participation	Review Participation and Engagement Strategy	Wendy Forrest	Draft Strategy developed and will be presented to Integration Joint Board in September	September 2020 <b>Completed</b>	Integration Joint Board

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
	Develop Localities Plan for community participation	Wendy Forrest	Work is underway to develop a Plan alongside Community Planning partners	March 2021	Strategic Planning Group
	Develop models of self-care and self-management with third sector partners	Wendy Forrest		June 2021	Transforming Care Board  Strategic Planning Group
Public reporting	Create public facing format for quarterly performance reports and annual performance report	Wendy Forrest	Review of quarterly performance report underway	December 2020	Strategic Planning Group

November 2020

#### 4. Mental health

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
Integrated community mental health services	Delegation of Community Mental Health Services to the HSCP	Annemargaret Black	Discussions underway with Falkirk HSCP and NHS Forth Valley to create a receiving infra-structure	March 2021	Integration Joint Board
Community Mental Health Strategy	Develop a co-produced Mental Health Strategy for Clackmannanshire and Stirling	TBC	Discussions underway with Falkirk HSCP and NHS Forth Valley to create a receiving infra-structure	March 2021	Integration Joint Board
Self-Evaluation of Adult Support and Protection	Undertake a programme of self-evaluation of processes linked to adult support and protection	Carolyn Wyllie	Discussions underway with ASP Co-ordinators and Chief Social Work Officers	March 2021	Integration Joint Board

**5. Supporting people living with dementia**

Priority	Action planned	Lead officer	Progress	Timescales RAG status	Reporting
Create person centred services	Review commissioning arrangements for dementia support	Wendy Forrest	Awaiting Commissioning Teams delegation	March 2021 – March 2022	Integration Joint Board
Dementia Friendly Communities	Continue to support approach to Dementia Friendly Communities	Wendy Forrest	Steering Group and funding in place for two years	March 2022	Integration Joint Board

## 6. Alcohol and drugs

Priority	Action planned	Lead officer	Progress / RAG status	Timescales	Reporting
Meet priorities of Scottish Government Strategy - Rights, Response and Recovery	Delegate ADP function to the HSCP in line with the Public Bodies (Joint Bodies) Act 2014	Wendy Forrest	Paper will be presented to September Integration Joint Board	September 2020 <b>Completed</b>	Integration Joint Board
Co-produced response to alcohol and drug use	Clackmannanshire and Stirling ADP will localise the Scottish Government vision of creating an environment where “we live long, healthy and active lives regardless of where we come from and where individuals, families and communities	TBC	ADP Development Plan lays out the approach	2020 – 2023	Integration Joint Board
Engage with those affected by issues of drugs and alcohol misuse	ADP continues to work with third sector organisations and with recovery cafes to ensure co-produced services delivery	Wendy Forrest	ADP Development Plan lays out the approach  Work ongoing within the ADP to be continued within the HSCP	2020 – 2023	Integration Joint Board

## Workforce planning and development

Priority	Action planned	Lead officer	Progress / RAG status	Timescales	Reporting
HSCP Workforce Plan in line with new guidance	Review and update current plan	Elaine Bell	Workforce Plan 2019 – 2022 will need to be reviewed to reflect the impact of the pandemic	March 2022	
	Monitor PDPs and PRDs across HSCP staff establishment	SLT	SLT access to HR systems in NHS and both Councils to support completion of PDPs and PRDs	March 2021	
Learning opportunities for HSCP services and managers	Establish learning and development forum for HSCP	Wendy Forrest	OD Lead post recruitment process underway	September 2020	
	Programme of engagement with all staff groups across the HSCP for delegated staff groups	Wendy Forrest	Awaiting recruitment of Organisational Development post to support the development of the programme	September 2020	
	Seek opportunities for mentoring, shadowing and leadership exchange across NHS and local authority partners for delegated staff	Wendy Forrest	Awaiting recruitment of Organisational Development post to support the development of the programme	September 2020	
	Development of professional forum for Social Workers	Carolyn Wyllie/ Chief Social Work Officers	Awaiting recruitment of Organisational Development post to support the development of the programme	September 2020	
HSCP identity	Review staff/public facing information e.g. website	Wendy Forrest	A review of website underway	March 2021	

November 2020