



Living well, working well and flourishing in Fife

Population health
and wellbeing strategy

2023–2028

FOREWORD

Welcome from our Chief Executive

We aim to deliver excellent care and improve population health and wellbeing for the people of Fife.



Carol Potter
Chief Executive

We have developed this new strategy through extensive engagement with our communities, staff, patients, and partners.

This work has highlighted what matters to the people of Fife when they need health care services and how communities want to be supported in maintaining and improving their health and wellbeing.

This strategy does not set out a series of detailed actions. It is a declaration of our vision and intent to prioritise health inequalities and support improvement in the health and wellbeing of our citizens. Through annual delivery plans, the implementation of the strategy will be taken forward in the context of a range of drivers for change.

Key to this will be our continuing recovery from the global pandemic which has significantly impacted our communities and their physical and mental health and wellbeing. The pandemic has also been very challenging for our staff and the delivery of our services. We anticipate this impact will continue for the foreseeable future.

Looking ahead, we will continue working towards providing high-quality care whilst addressing the challenges in the length of time many patients wait to receive their care. Our staff have continued to demonstrate their extraordinary commitment to public service, working under significant and sustained pressure for a period longer than anyone could have predicted at the outset.



This is an interactive document

The top toolbar allows you to navigate through the different sections of the guide.

We face an uncertain and challenging financial position as we emerge from the pandemic and redesign our services to fit the future needs of our communities.

It is widely recognised across health and social care and by professional organisations, including Audit Scotland, that the NHS was not financially sustainable before the pandemic. However, our challenges have been exacerbated by its impact and legacy. NHS Fife, like all NHS Boards, must plan an effective response to the significant capacity and supply issues in key areas of our workforce.

This new strategy acknowledges the compounding pressures that the financial and workforce challenges ahead of us will bring.

We are proactively preparing to deliver financial sustainability over the medium term and embracing all opportunities to provide new ways of working and developing new staff roles in supporting us through these most challenging times.

We know that recovery will not be achieved in the short term, but we remain ambitious for longer term recovery. We will work to secure a positive legacy from the pandemic, and this strategy underpins our approach.

Central to all our work will be a focus on prevention and early intervention. We know that our health and wellbeing are determined by many factors – education, housing, and employment, to name just a few – and as far back as 1948, the World Health Organisation recognised that “health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”.

We aspire toward being one of the best NHS Boards in the country, so all our citizens are living well, working well and flourishing in Fife and we look forward to working in partnership with other public sector bodies, third sector, industry, academia, and our communities across Fife to deliver this vision.



Our strategic framework

The foundations of our strategy



Our vision

Living well, working well and flourishing in Fife

Our values

Care and compassion

Dignity and respect

Openness, honesty and responsibility

Quality and teamwork

Our principles

Listening and involving

Supporting communities

Empowering people

Prevention and early intervention

Creating wellbeing

Being kind

Our strategic priorities

1. Improve health and wellbeing



We work to close the inequality gap ensuring that all people of Fife can flourish from cradle to grave.

2. Improve the quality of health and care



We provide the safest and best possible health and care services, from cradle to grave, for the people of Fife.

3. Improve staff experience and wellbeing



We value and look after our staff.

4. Deliver value and sustainability



We use our resources wisely to ensure our services are sustainable and meet our population's needs.



A foundation for Improvement

An enduring focus on the performance and sustainability of our services and on improving population health and wellbeing.

Principles for the strategy

Our principles underpin the development and implementation of the strategy. They commit us to:

1. **Listen** and involve people in how we design, deliver and improve everything we do
2. Support people to help each other in the **communities** that they live and work.
3. **Empower** people to take control and manage their own care.
4. Embed **prevention** and early intervention into the delivery of healthcare services.
5. Ensure the **wellbeing** of communities and staff is central to everything we do.
6. Act with **kindness** embedding it into the systems and culture of our organisation.

Our values

We treat people using services and provide our workforce with the care, compassion, dignity and respect they expect and deserve.

We believe in an open and honest culture. Everything we do is delivered through teamwork, and continued quality improvement is core business.

Care and compassion



Dignity and respect



Openness, honesty and responsibility



Quality and teamwork





CONTEXT

Living well, working well, and flourishing in Fife

The population of Fife and its healthcare needs are changing. In response, NHS Fife is transforming.

Why we need to change

There are a number of factors that influence why NHS Fife needs to change including:

- Recovery from the pandemic
- Our ageing population
- Health and wellbeing across Fife
- NHS Fife as an anchor institution
- Working across health and social care
- Financial sustainability
- Climate change and sustainability



Recovery from the pandemic

The impact of the pandemic has touched all parts of health and care services. The virus meant difficult decisions were made to protect patients and staff. It will be some years in the future before the legacy of the pandemic is fully understood.

The pandemic has taught us how things can be done differently, at pace and in an agile way. We have seen how we can use technology to deliver virtual consultations by video or phone call as a part of a blended approach to clinical service delivery. Looking ahead, we want to build on what has happened in the last three years and continue innovating to support service delivery and provide high quality care.

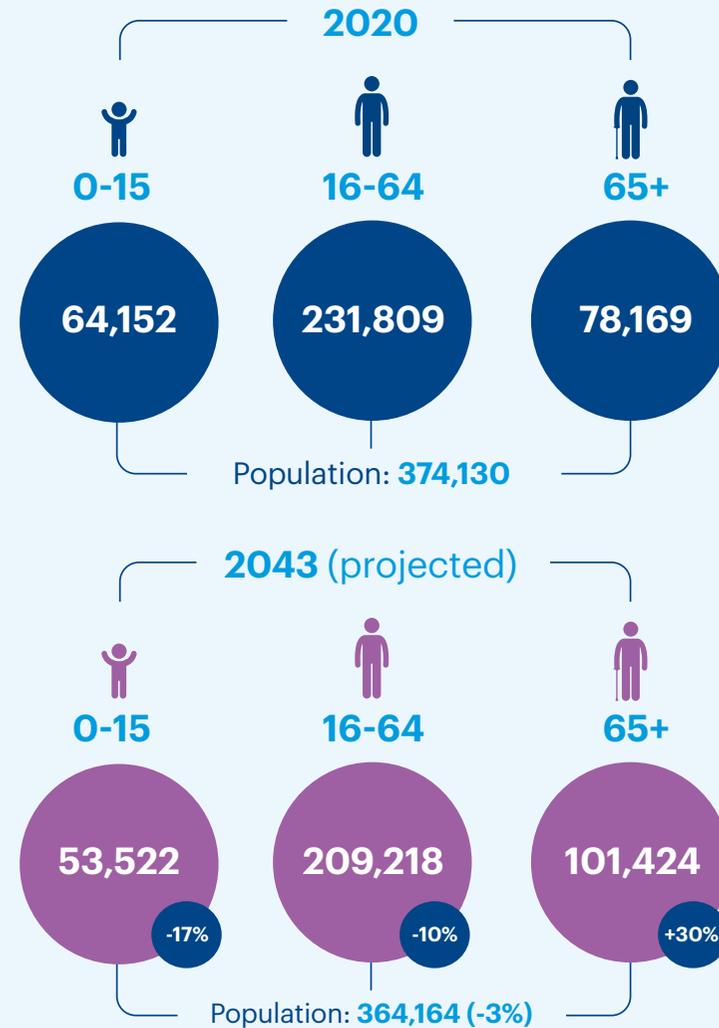
Due to the pandemic, many patients are now experiencing longer waits for treatment and care.

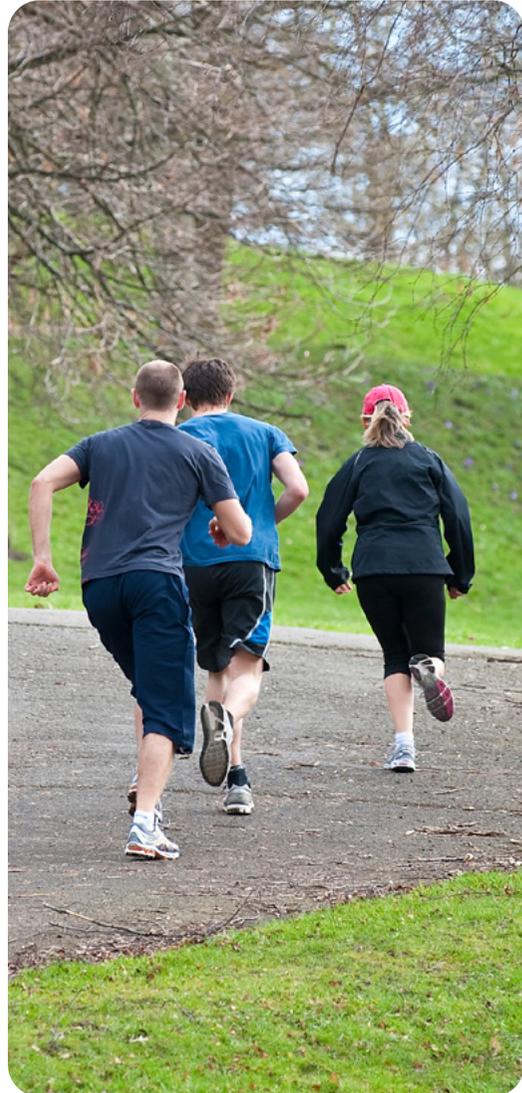
There are challenges in responding to this increased demand; we must be creative in addressing this.

Our ageing population

Fife's population is expected to grow older. By 2043, there will be a 30% increase in those aged 65+. We know that this age group is likely to experience multiple health conditions with increasing frailty. Because of this, those in the 65+ age group use health services more frequently than others.

We want to ensure that people can live well as they age and are supported to make decisions about the care they want to receive and ultimately, we want to ensure that people can receive good end of life care. To achieve this, we need to make changes to how we are currently delivering services so that they remain sustainable in the future.





Health and wellbeing across Fife

Our most recent [Director of Public Health Annual Report 2020-2021](#) highlighted that many factors influence health and wellbeing.

Some cannot be changed, such as our age or genetics, while others can be modified such as our diet. Levels of obesity, smoking, alcohol intake, lack of exercise and experience of childhood adversity, are higher in Fife than they should be for good health.

The report also highlighted that ischaemic heart disease, lung cancer and dementia were the top three individual causes of early death.

Our health and wellbeing is also influenced by the conditions in which we are born, grow up in, live and work in.

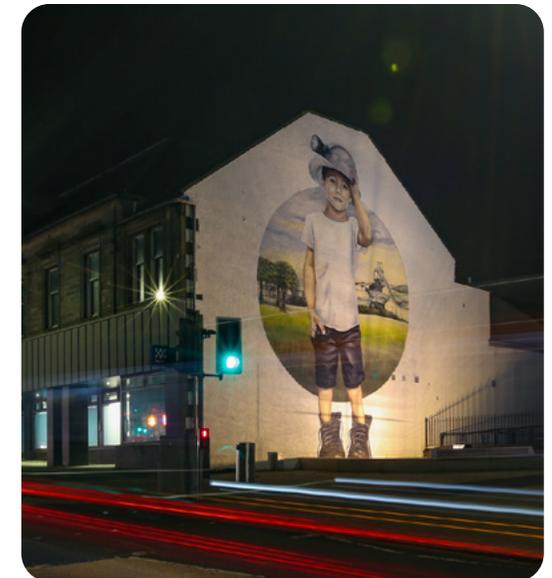
The building blocks of community health and wellbeing include:

- Affordable, secure, and quality housing.
- Stable, well-paid work.
- Accessible childcare.
- Training and education.

When some or all of these building blocks are missing, community health and wellbeing declines. For example, not having enough income can lead to constant worrying about making ends meet. Over time this can put people at an increased risk of illnesses such as heart disease.

We know that people living in poverty have shorter lives.

In 2016-2020, life expectancy in Fife was 10 years lower in the most deprived areas than the least deprived areas among males, and 8 years lower among females. These differences in health outcomes are described as health inequalities and are to a large extent avoidable. Unfortunately, the recent [cost-of-living crisis](#) is forecast to widen health inequalities even further.



NHS Fife as an anchor institution

As a large organisation connected to our local area and community, we recognise we can make a positive contribution as an [anchor institution](#).

We can influence the health and wellbeing of people in Fife simply by being there. But by investing in and working locally and responsibly with others, we can have an even greater impact on the wider factors that make us healthy.

However, we cannot directly influence all the building blocks for good health and wellbeing. That is why we need to work in partnership with other organisations, such as the Fife Health and Social Care Partnership (HSCP), Fife Council, Scottish Government, and the voluntary sector.

We employ people from local communities through fair and equitable employment practices and pay a living wage.



We use our land and buildings to support local communities and influencing health and wellbeing in education, housing and employment.



Purchasing goods and services locally where appropriate to support businesses in Fife.



Sally's story

In 2022, we participated in a work experience initiative to provide young people aged 16-24 from our local communities with valuable work experience and development opportunities.

Sally started her six-month placement within the Procurement team which involved liaising with various multi-disciplinary ward-based staff to ensure the provision of critical products needed to deliver effective patient care.

By the end of the placement, Sally's self-confidence had increased and the work experience gained, allowed her to actively apply for a permanent post.

Working across health and social care

We have legislation, the Public Bodies (Joint Working) (Scotland) Act 2014, which requires NHS Boards and local authorities to collaborate to integrate the provision of health and social care services known as 'health and social care integration'. Fife HSCP provides a wide range of delegated health and care services for NHS Fife and Fife Council.

This strategy is closely aligned with the Fife HSCP Strategic Plan and we will work together to deliver and develop services for people in Fife.

The Scottish Government has committed to establishing a National Care Service by 2026. We will work with Fife HSCP and others to ensure that people experience joined-up care, in the right place, at the right time, both now and in the future.

Achieving financial sustainability

Whilst planning services, we bring together operational, workforce and financial objectives to ensure the most effective allocation of resources across our health system. The finite nature of our financial resources will inevitably require us to prioritise areas for investment and disinvestment.

With increasing demand for our services, we must look at ways to deliver more. We will ensure we drive the best value from our resource allocation for the people of Fife. There are likely to be important choices ahead, ensuring that we focus on the areas of service and support which drive the most health benefit to the people of Fife.





Climate change and sustainability

Nationally the Scottish Government has published the [NHS Scotland Climate Emergency and Sustainability Strategy 2022-2026](#). This sets out five key themes and a range of actions to support the achievement of 'Net Zero'.

We recognise our duty to act to address climate change and are working towards achieving these objectives.

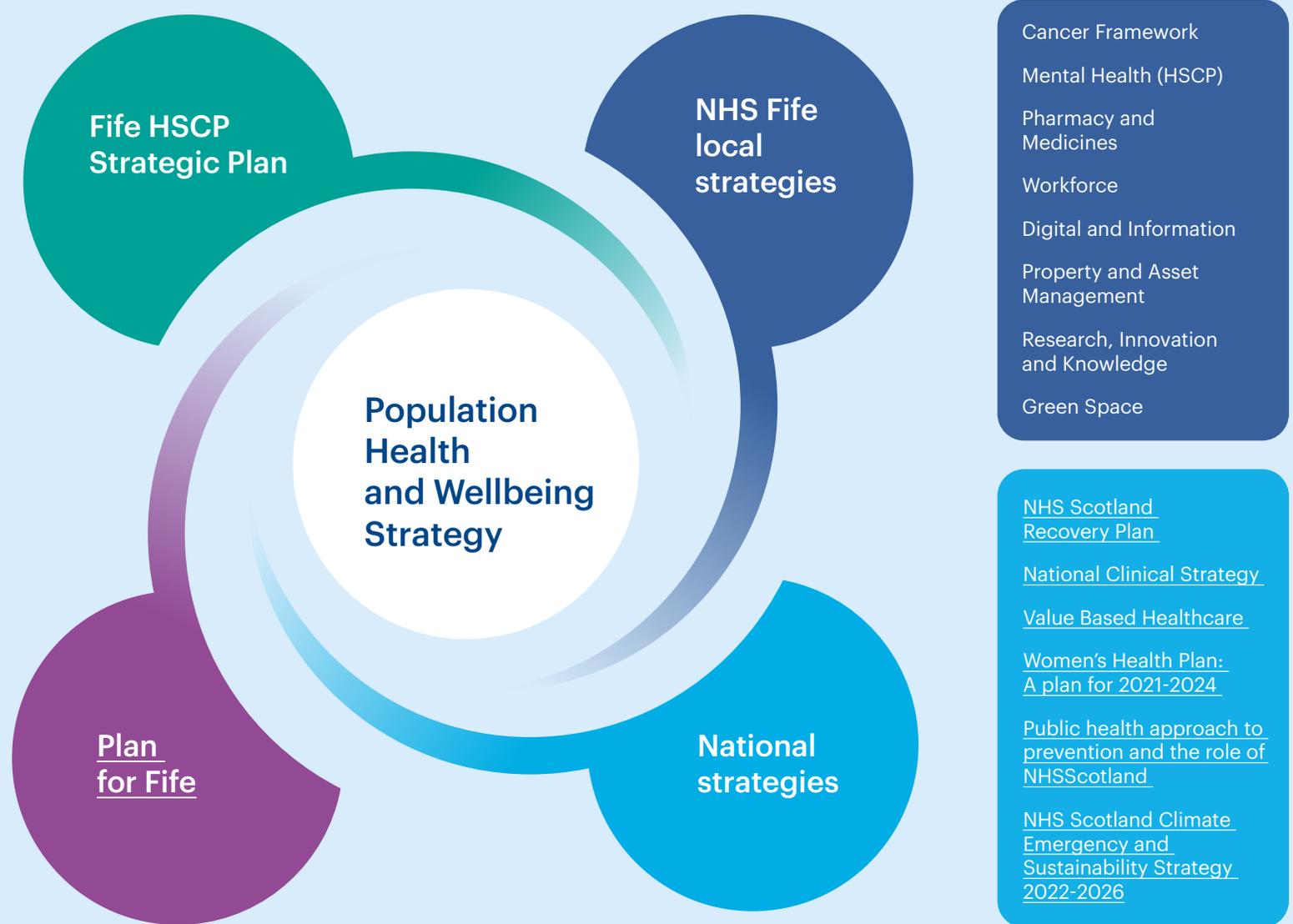
Examples of our work include:

- Identifying ways to heat all NHS buildings using renewable resources by 2038.
- Reducing emissions from inhalers.
- Promoting sustainable travel for our patients and staff.

We have developed a local action plan to support the delivery of these objectives.

How this strategy aligns with other work

Our strategy aligns to a range of local, national and partnership plans reflecting national policy and local ambitions. NHS Fife has a unique contribution in terms of health to the wider strategies and plans. As part of the health and social care system, we will continue to work in partnership with our partners in the recovery from the pandemic.





ENGAGEMENT

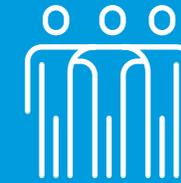
Listening to what matters to you

What we heard from our staff and public about health and wellbeing.

Who we spoke to

We have undertaken extensive engagement with our staff and communities across NHS Fife.

We spoke to over **2000** people.



1300 members of the public.

200 staff sessions to talk about inequalities.



We have spoken at over **60** meetings about the strategy.

We reviewed over **350** patient stories.



Presented to over **550** staff about the strategy.

What we learned

Following engagement with our staff, service users and the communities we serve, a number of consistent themes started to emerge.

People of all ages spoke about how the pandemic affected their mental health and the challenges of accessing timely support during this period.

Person-centred care

Whilst still providing high quality care, the perception of many respondents was that the focus of health care services has changed to managing the volume of patients rather than providing individual care.

Lack of joined-up care was also a recurring theme, with patients expressing concerns about communications between services and other NHS Boards.

Access and waiting times

We heard first-hand experiences of pressure in the health and care system including the impact of needing to wait for care and difficulties in making appointments. In some parts of Fife, it was commented that it is difficult to register with or make a GP appointment.

Geography was also highlighted as challenging, particularly for some more rural and isolated communities. For those who do not have access to a car, travelling around Fife is difficult. Participants spoke about the challenges of taking public transport to and from hospital appointments.



Workforce

Members of the public spoke positively about our friendly, caring and professional staff, while recognising the pressure they are under due to the impact of the pandemic.

Staff also highlighted the importance of focusing on staff recruitment and retention to allow us to meet increasing demand while continuing to deliver person-centred care.

Communication

The importance of good communication between staff, patients and clinical teams was also highlighted. With suggestions for improvement including more regular updates, more accessible information and better conversations between patients and their clinical team.

Health and wellbeing

Improving health and wellbeing was highlighted as a key priority and ensuring that individuals were able to access services to actively help and support their own physical and mental health.

Some of the barriers identified included cost, time and uncertainty around what local groups and activities are available.

There was geographical variation identified, for example, from those living in more rural communities feeling disadvantaged in accessing services near where they live.

The pandemic was also highlighted as having a negative impact on health and wellbeing and access to services.

Innovative ways of working

In response to the global pandemic, we had to look at doing things differently to ensure that those with clinical needs could continue to access health care in a safe and sustainable way.

Technology played a huge part in enabling clinicians and their patients to continue engaging safely through the various lockdowns and restrictions.

This new blended approach will include telephone triaging, video consultations, and online self-referral in tandem with face-to-face appointments with a range of health care professionals.

As we look ahead, these new ways of working adopted in the pandemic will continue to be part of how we deliver services. Where appropriate, patients may have options on how they wish to engage with clinical teams.





interactive infographic
Click the icons for more information.



**Improve health
and wellbeing**

**Improve staff
experience and
wellbeing**

**Improve the
quality of health
and care services**

**Deliver
value and
sustainability**



PRIORITY 1

Improve health and wellbeing

We work to close the inequality gap ensuring that all people of Fife can flourish from cradle to grave.

Ambitions*

A Fife where we:

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

What we were told

Throughout our engagement with our colleagues and the local communities we serve, we heard about the challenges people living in Fife faced in maintaining and improving their physical and mental health and wellbeing.

Addressing health inequalities was also a recurring theme with a drive and motivation expressed to create a Fife where everybody can thrive.

It was acknowledged that health inequalities across communities and the general population are caused by a range of factors, including where we are born, grow up in, live and work in. These conditions influence our opportunities for good mental and physical health.

*Based on Scotland's [6 public health priorities](#).

As an anchor institution, we are working with our partners to help address these issues and provide opportunities for all to thrive. For example, signposting people to community and religious groups such as food banks.

Evidence suggests one of the most effective things we can do for peoples' health is to help them financially.

There are already examples of good practice in this area. Many of our services routinely ask people about their financial circumstances and, where appropriate, refer them for benefits advice. This work has shown clear evidence that by supporting people to maximise their income, this can have a direct and positive impact on their physical and mental health.



What we will do

Current examples of local initiatives include:

- Through training and upskilling our staff we will scale up the work supporting people to access benefits advice so that more people, where appropriate, can access financial and benefits support.
- Ensuring universal access to immunisations including influenza and COVID-19.
- In line with the [UN Convention on the Rights of the Child](#), we will support every child to have the best possible health. Examples include promoting breast-feeding and helping to address child poverty.
- Improving awareness of the range of mental health and wellbeing support across Fife amongst NHS staff and the public.
- Improving mental health services for individuals struggling with substance misuse through closer working with the community alcohol and drug partnership.
- We will encourage people to make healthier food choices.
- We will support increased access to physical activity, particularly in older age, enabling people to stay independent and healthier for longer.
- We will use NHS Fife's buildings and land to support communities to improve health and wellbeing. For example, making our buildings and land more accessible to support third sector activities.
- Collaborating in regeneration projects like the [River Leven programme](#).

Julia's story

Julia lives in a three-bed private let in East Fife with her three children: Sam (8), Amy (4) and Ben (9-months). Julia's health visitor asked her how she was managing and Julia shared that she was struggling to make ends meet.

Recognising that Julia might be entitled to other benefits she was not currently claiming, her Health Visitor referred her to the Money Talk Team for information and advice. The Money Talk Team is run by the Citizens Advice and Rights Fife (CARF) and aims to increase financial awareness, maximise incomes and improve health outcomes for people.

The team identified that Julia was entitled to Universal Credit. They also explained that this is a qualifying benefit allowing people to apply for other benefits such as a Council Tax reduction.

As well as advising on benefits, the team provided her with information on practical ways to reduce her outgoings such as energy costs.

“

Thank you [Money Talks Team] for explaining everything, you made it so easy to understand and didn't treat me like a child. I feel more confident as I know I will have more independence now I have some money coming in.

Feedback from a client of the Money Talks Team

Citizens
Advice &
Rights
Fife





Jack's story

Jack is a 78-year-old widower with emphysema. He was admitted to the hospital following a fall at home. During Jack's admission, the healthcare team fully assessed his needs. They identified that Jack lives alone without any family nearby. His hobbies include gardening and walking but his shortness of breath makes this challenging.

The healthcare team suggested Jack visit The Well, a drop-in service provided by the Fife HSCP in community venues and online. It provides information and general advice to help people stay well and independent within their local community.

The Well provided Jack with information on a community walking group which allows Jack the opportunity to meet new people whilst doing some gentle exercise. Not only does this help Jack continue to do what he enjoys by keeping physically active, but it may also reduce the risk of another fall and being readmitted to the hospital. Jack also raised a concern regarding his finances. Staff working in The Well helped him by referring Jack to Citizens Advice and Rights Fife to ensure he receives the benefits he may be entitled to.



We need services to change their models and access approach. Work in areas not traditionally health and also consider other methods.

NHS Fife staff member



PRIORITY 2

Improve the quality of health and care services

We provide the safest and best possible health and care services, from cradle to grave, for the people of Fife.

Ambitions

For all healthcare services provided by NHS Fife, we will:

- 1 Provide high quality person-centred care.
- 2 Deliver services as close to home as possible.
- 3 Less reliance on inpatient beds by providing alternatives to admission to hospital.
- 4 Ensure timely access to services based on clinical need.
- 5 Prevent and identify disease earlier.
- 6 Support the delivery of seamless, integrated care and services across health and social care.

What we were told

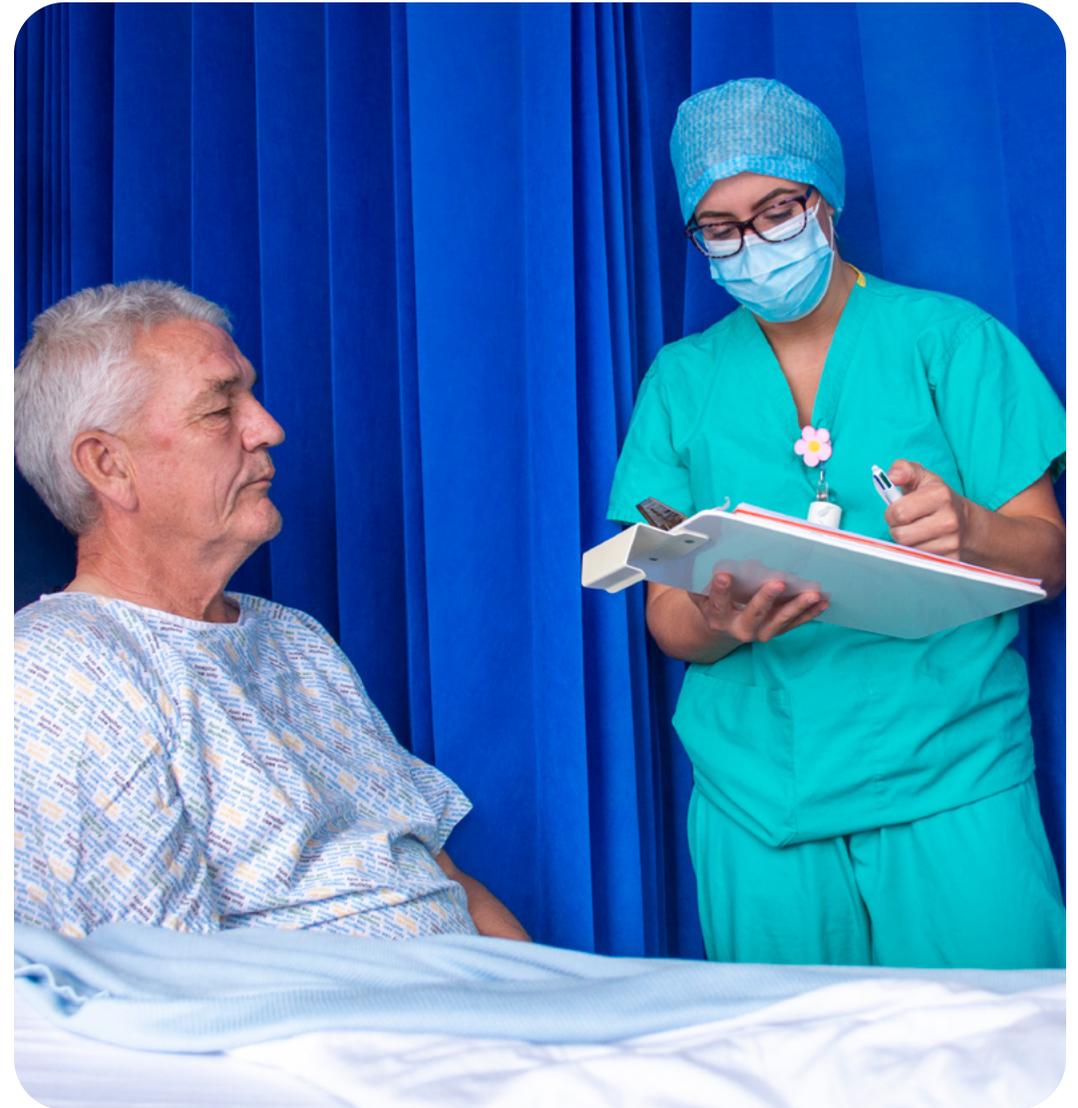
The pandemic led to many changes in health and care services. During our engagement work with members of the public and staff, we heard that their experience is that many of the services they work in or rely upon have been impacted.

One reason for this is services have been unable to meet patient demand which meant that our performance has deteriorated in common with other NHS Boards across Scotland. This is evident in patients having to wait longer for many of our services.

It was also recognised that we must identify new ways of working to manage the increasing demand for services from our citizens. We know this will include those 65+ years who are more likely to have medical conditions and be frailer. Admission to hospital should not be the only way for patients to access health care.

What we are going to do

- Redesign urgent and emergency care to reduce our reliance on the Emergency Department and in-patient care.
 - Improve cancer care, for example by continuing to develop our Rapid Cancer Diagnostic Service.
 - Provide a world class elective orthopaedic service through the National Treatment Centre – Fife Orthopaedics.
 - Further develop our day surgery service at Queen Margaret Hospital.
 - Increase the level of ambulatory services (care provided without being admitted to hospital) across Fife.
 - Redesign women's services aligned to the ambitions of the Women's Health Plan.
- Implement Best Start for maternity and neonatal services.
 - Focus on waiting times and support people, where appropriate, to wait well for their procedure.
 - Continue to invest and develop in new technologies such as robot assisted surgery to provide high quality care.



John's story

John is a 53-year-old man who suffered from unexplained weight loss and feeling nauseous. He made an appointment with his GP, who carried out several blood tests. This highlighted some abnormal results, and following a discussion with his GP, it was agreed that he should be referred to the Rapid Cancer Diagnostic Service. This service investigates patients with possible symptoms that may be caused by cancer and aims to confirm or exclude a cancer diagnosis within 21 days from a referral by a GP.

The day after John was referred, he received a phone call from the Advanced Clinical Nurse Specialist, as this is a nurse-led service.

They spoke through John's blood test results, explored John's symptoms further and recommended that John have a Computerised Tomography (CT) scan.

A CT scan and consultation was booked over the phone to address any concerns John had.

48 hours after the CT scan, John received a phone call from the service, who explained that he didn't have any sign of cancer. However, the tests did show severe inflammation in the small intestine.

John was given a treatment plan and a further follow-up CT scan was arranged in 3 months to check the inflammation was improving.



I personally want to thank the Rapid Cancer Diagnostic Service for such great service – thank you NHS Fife.

Feedback from John on the service he received

Dorothy's story

Dorothy is 86 years old and lives in Sheltered Housing. Dorothy was recently discharged from hospital following a fractured hip. Dorothy can sometimes get confused, but can live independently at home. During admission, she has been advised to use a walking stick to help her move around safely. Her 65-year-old daughter Louise has been supporting her with managing her money, general domestic tasks, and some meal preparation.

On Thursday afternoon at around 4pm, Dorothy had another fall while her daughter was there. Louise helped her mum to get back into a chair. However, Dorothy continued to complain of discomfort in her hip that was previously broken.

Fearing that her mum had broken her hip again, Louise contacted NHS 111 for advice on what to do next. They directed her to attend the hospital to get assessed.

The team on the assessment unit reviewed Dorothy, and she remained in hospital overnight. The following morning Dorothy was assessed by the frailty team, who confirmed no fracture. The frailty team recognised that Dorothy would benefit from some further rehabilitation to support Dorothy to continue to live at home independently.

They reviewed Dorothy's care with a social worker in the hospital who suggested accessing a Short-Term Assessment and Reablement (STAR) bed which Fife HSCP provides in conjunction with care homes across Fife. This service helps people return to their homes after a short stay in the hospital.

A STAR bed was identified and Dorothy was discharged. She was supported to recover further and later returned to her home with a support plan to help her continue living as independently as possible.

Short-Term Assessment and Reablement (STAR) beds helps people return to their homes after a short stay in the hospital.





PRIORITY 3

Improve staff experience and wellbeing

We value and look after our staff.

Ambitions

Our workforce:

- 1 is inclusive and diverse, reflecting Fife's communities.
- 2 is supported to develop new skills that help improve care for patients.
- 3 is heard and at the heart of transforming services.
- 4 works in partnership across health and social care, recognising interdependencies.
- 5 experiences compassionate leadership in a culture that supports wellbeing.

What we were told

During the engagement work, the importance of our staff has been repeatedly highlighted. We heard that people using our services have confidence in NHS Fife staff. We also heard that the pandemic has had an enduring impact on our workforce.

NHS Fife has developed a 2022–2025 Workforce Plan which sets out how NHS Fife will respond to these workforce challenges. This plan aligns across our Fife partners and details how:

- We will develop our workforce to reflect changing clinical services.
- Our workforce will be supported as services are transformed.
- Sustainability of our workforce to support clinical services will be achieved.

What we are going to do

We will:

- Promote a range of career pathways with a focus on developing our workforce.
- Expand and enhance our employability programmes across Fife including a range of foundation and modern apprenticeships.
- Continue to support our staff with their practical health and mental wellbeing
- Set new international recruitment targets annually for Fife, focusing on key areas of shortage over the next five years.
- Develop and launch a new Leadership Framework focussed on compassionate leadership and an open, transparent and nurturing culture.

Developing our workforce: creating new nursing roles

We are creating a new Assistant Practitioner role to support our nursing workforce. Assistant Practitioners are not registered nurses but have a high level of clinical skills and experience.

These new roles are integral to the wider nursing team to provide a sustainable nursing workforce going forward and support registered nurses to focus on more complex clinical care.

We are working with Fife College to provide a one year fully funded training programme to support recruitment and training of high-quality healthcare professionals across NHS Fife.



Fife College is delighted to be working in partnership with NHS Fife in delivering this exciting new course.

Rebecca's story

After having children in her teens, Rebecca started college in her early 20s, thinking she might train to work in nursery education, but soon decided it wasn't the right role for her. Rebecca saw jobs advertised in maternity services and she jumped at the opportunity to use her skills in a different way.

Rebecca never imagined that she would love it as much as she did. After about six months, she realised she wanted to be a nurse and enrolled in a Paediatric nursing course. Rebecca qualified as a paediatric nurse and was offered a job in the Neonatal Unit, which she absolutely loved.

Following her first role in nursing, Rebecca progressed in Fife to the junior charge nurse role, but her passion lay in working with babies so she specialised as an Advanced Neonatal Nurse Practitioner.



I've been an Advanced Neonatal Nurse Practitioner for seven years, and it has been a challenging but amazing career. I feel very blessed to work with all the families and babies that I have. It is their stories that inspire me.

Rebecca talking about her career as a nurse

Helen's story

Helen's journey into working in healthcare has been an unconventional one. Before the pandemic, she worked in media production but this area was severely impacted during the pandemic and she had to explore new opportunities for employment.

She began her NHS journey as a Venue Support Worker at the vaccination clinics and loved this experience. She was part of a great team and admired how much everyone worked together with a common purpose and drive and commitment to deliver the ambitious vaccination programme.

Her colleagues encouraged her to join the NHS Fife nurse bank. She joined the bank as a Healthcare Support Worker and never looked back.

Helen started working at Stratheden Hospital and was inspired by the team she was working with. She realised that she was passionate about her role and found it incredibly rewarding.

After working for a year as a bank healthcare support worker, she decided to make the leap and become a permanent member of staff with the intention to train as a registered mental health nurse.



The NHS helped me when I needed it most, and I've unexpectedly found a passion and career path where I feel like more than just a number.

I feel appreciated, valued and needed. I am excited to see where the next few years will take me.

Helen talking about her career path



PRIORITY 4

Deliver value and sustainability

We use our resources wisely to ensure our services are sustainable and meet our population's needs.

Ambitions

- 1 Provide the right services in the right places with the right facilities.
- 2 Ensure the best use of our buildings and land.
- 3 Reduce energy usage and carbon emissions, working toward carbon neutral by 2040.
- 4 Deliver our capital programmes for primary care, mental health, and acute services creating high quality environments for patients and staff.
- 5 Deliver sustainable and effective resource allocation that supports value-based healthcare.

What we were told

We were told how we rapidly changed how we delivered services during the pandemic to ensure patients were seen and treated safely and our staff worked in a safe environment.

Further feedback suggested that we should offer more healthcare closer to the community including outreach services which can be accessed more easily and promptly. This would reduce travel requirements to access services.

The public supported our focus on sustainability and working towards being carbon neutral by changing the way we heat our buildings, reducing travel and reducing waste.

Alternative ways of delivering and supporting healthcare using technology were embraced by our patients but the public felt that options should remain for more traditional methods of service delivery where required.

Members of the public and our staff felt that technology could be better used to help services become more efficient and support better sharing of information internally between services and externally between NHS Boards and other partners.

The current financial pressures were acknowledged by the public and we need to ensure that we continue to use our funding as effectively as possible and invest in sustainable solutions.

What we are going to do

- Maximise the use of our buildings and land in line with service and community needs.
- Develop new buildings to support service delivery, such as new Health and Wellbeing Centres in Kincardine and Lochgelly.
- Redesign and develop mental health services in Fife, including fit-for-purpose inpatient and community-based services.
- Reduce our energy usage by adopting zero carbon technology, such as increased usage of solar panels and redesigning how we heat our buildings.
- Lower the environmental impact of travel by adapting the use of technology (virtual appointments and virtual working), supporting sustainable travel (walking, cycling and public transport) and investing in electric and low emissions vehicles.
- Become an organisation providing more responsive care using technology, developing digital solutions such as virtual appointments, electronic access to test results and growing our use of data to support planning and delivery of care.
- Apply value-based healthcare principles that focus on achieving the outcomes that matter to people and targeting our interventions on what really makes a difference.
- Use a structured approach to identify financial efficiencies, for example, through careful procurement of supplies and optimising the use of medicines.



National Treatment Centre – Fife Orthopaedics

Across Scotland, the number of people requiring orthopaedic services has been growing. This, combined with the development of innovative and new approaches to care and treatment, has provided an opportunity for NHS Fife to open the first national treatment centre in Scotland. This will be used for Fife patients as well as supporting other NHS Boards to reduce long orthopaedic waits.

Opened in March 2023, the development of the new National Treatment Centre on the Victoria Hospital site provides a purpose-built orthopaedic centre. An increase in the number of theatres, additional outpatient space and dedicated wards means we have significantly increased the capacity for patient care for people in Fife and across Scotland.

Building on our international reputation as a centre of excellence in orthopaedic surgery including pioneering hip and knee replacement day surgery, we have taken the opportunity to integrate a range of technology into the new build to facilitate teaching research and innovation to enhance the patient experience and outcomes.

“

We are determined to ensure people receive the treatment they need as soon as possible so I am pleased to officially open the Fife centre, which will give people across the country faster access to life-changing orthopaedic surgery.

Right Honourable Nicola Sturgeon MSP,
First Minister of Scotland



Towards Net Zero: improving the energy efficiency of our buildings

NHS Fife is working towards achievement of 'Net Zero carbon' by 2040. Heating and lighting our buildings makes up a large proportion of the Board's carbon emissions. Taking an energy efficient approach to improving buildings is vital to minimise energy demand and reduce emissions.

Working with Scottish Government, NHS Fife has secured investment in energy saving measures. This includes installing LED lighting; improving the fabric of buildings such as installing draft proofing and insulation; and installing solar panels to generate electricity. As part of this work, solar panels have now been installed on a range of NHS Fife sites.

The benefits of this work include reducing our energy usage which leads to financial savings, reducing the environmental impact of buildings by supporting achievement of Net Zero and helping to maintain buildings across the NHS Fife estate.





IMPLEMENTATION

How we will deliver the strategy

Supporting the implementation of our strategy with clear plans, oversight of our progress and ongoing monitoring of impact and benefits.

Partnership working

We will work in partnership with other key organisations involved in the planning and provision of services to support population health and wellbeing. Examples of key partners include Fife HSCP, Fife Council, Fife Health Charity, Fife Voluntary Action, community groups, other NHS Boards and the Scottish Government.

Implementation of this strategy is closely aligned to the Fife HSCP Strategic Plan and we will work closely together to achieve our vision and goals.

We also have close relationships with local universities and colleges. They support both the delivery of education and training for our current and prospective workforce as well as innovation and research that benefits our current and future patients.

Our ambition is to build on our relationship with the University of St Andrews and gain teaching board status for NHS Fife.

Continuing to involve our staff and the public

This strategy has been informed by extensive engagement with both staff and the public.

Through ongoing engagement we will continue to respond and adapt to feedback enabling us to continually improve our services.



Population Health and Wellbeing Strategy

Programme planning and implementation

We will establish a range of strategic programmes, with agreed timelines, to support the delivery of this strategy. Priority programmes currently underway include:

- **Integrated Unscheduled Care** – how we provide care in an emergency, including services provided by Minor Injuries Units, Emergency Department and Inpatient Care.
- **Integrated Planned Care** – care that is scheduled in advance, including outpatient appointments, diagnostics and inpatient/day-case treatment.
- **Cancer Services** – all services to support people with cancer, including diagnostics (such as scans), surgical services and non-surgical treatments such as chemotherapy.

- **High-Risk Pain Medicines** – improving patient safety through improved understanding, prescribing and access to alternatives to help people manage their pain conditions.
- **Digital and Information** – supporting the transformation of services using technology across Fife.
- **Financial Improvement and Sustainability** – ensuring the ongoing effective allocation of financial resources.

Our programmes will be developed in conjunction with our key partners and in particular, with Fife HSCP as their Strategic Plan is so closely aligned to this strategy.

We will work together with the programmes of Fife HSCP, such as the Mental Health and Learning Disability programme and the upcoming Prevention and Early Intervention Strategy to ensure our work remains joined up and delivers benefits to the population of Fife.

Communication

We will regularly report on the progress of implementation of the strategy to our staff and public. Clear and consistent disclosure of plans, progress, risks and opportunities will maintain trust and confidence that we are doing what we said we would.

Monitoring and evaluation

We will undertake ongoing monitoring and evaluation of the strategy. This will enable us to track our progress and achievements but also ensure we remain able to adapt to changing organisational priorities.



Published March 2023

The names of individuals in our patient stories have been changed for anonymity and all photos have consent by individuals for publication.

We provide accessible communication in various formats, including for people who are speakers of community languages, who require Easy Read versions, who use BSL, read Braille or use Audio formats.

Our SMS text service number **07805800005** is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:
fife.EqualityandHumanRights@nhs.scot
or phone **01592 729130**.

NHS Fife

Hayfield House
Hayfield Road
Kirkcaldy, KY2 5AH

www.nhsfife.org

📘 [facebook.com/nhsfife](https://www.facebook.com/nhsfife)

🐦 [@nhsfife](https://twitter.com/nhsfife)

📷 [@nhsfife](https://www.instagram.com/nhsfife)

🌐 [linkedin.com/company/nhsfife](https://www.linkedin.com/company/nhsfife)

