

# Living well, working well and flourishing in Fife

Population Health and Wellbeing Strategy  
Mid Year Report 2023-2024



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# Contents

Introduction ..... 2

The foundations of our strategy ..... 4

Delivering the strategy ..... 5

Priority 1: Improve health and wellbeing ..... 7

Priority 2: Improve the quality of health and care services..... 16

Priority 3: Improve staff experience and wellbeing..... 24

Priority 4: Deliver value and sustainability ..... 32

Emergent opportunities and challenges..... 40

Appendix One: Glossary of abbreviations and acronyms..... 42

Appendix Two: NHS Fife corporate risk register ..... 44



# Introduction

NHS Fife Board approved [\*Living Well, Working Well and Flourishing in Fife\*](#), our Population Health and Wellbeing Strategy, in March 2023. It outlines our vision to support population health and wellbeing. In this update, our first since the strategy was approved, we provide a progress update on all the work taken forward during the first 6 months of implementation. We also outline our future plans and describe how the impact of the strategy is monitored and the risks are managed.

Our aim is to deliver value-based health and care and we know this will be achieved by driving better outcomes and experiences for the people we care for through equitable, sustainable, appropriate, and transparent use of resources.

## Delivering over the longer term

The Population Health and Wellbeing Strategy 2023-28 covers a 5-year period. We are currently developing our plans based on what we know. Delivery of the vision and ambitions is being supported through a range of strategies and strategic programmes.

We know that our plans will need to be updated in response to a changing health and care landscape. We are already responding to new opportunities and challenges as they emerge, by adapting our plans and updating our assumptions.

Looking ahead over the longer term (5-10 years), we anticipate that there will be many opportunities for service change and innovation as well as challenges we are not yet aware of. As these become clearer, we will use our flexibility and agility to ensure that we respond appropriately.

## Engagement

Engagement with the public and staff is fundamental when there are changes being made in health and care. From a strong foundation during the development of the strategy, we are continuing to engage with people using our services and staff in the delivery of the strategy, for example through hosting workshops and open events. We are also developing our Public Participation and Community Engagement Strategy which will be completed by March 2024.



## Monitoring our progress

This update provides a summary of progress in the first 6 months following publication of the strategy and where appropriate references progress made by NHS Fife and Fife Health and Social Care Partnership (HSCP).

## Monitoring our impact and risks

Impact indicators are being developed and will assist in the assessment of evidencing the impact the strategy is making to the people of Fife. These will be reported regularly.

The corporate risks collectively outline the organisational risks associated with the delivery of our strategy.



# The foundations of our strategy



This strategy has set ambitious objectives to improve healthy life expectancy and reduce health inequalities. We acknowledge that successfully achieving this for the population of Fife is largely outside the direct control and influence of NHS Fife. People's health and wellbeing is determined by the conditions in which we grow up, live and work, which includes our education, employment, income, social networks, housing, and broader socio-economic, cultural and environmental factors.

Nonetheless, access to health and care services still plays a significant role. [The Marmot Review \(2010\)](#) identifies that health and social care services contribute 20% of the modifiable determinants of health. Strong healthcare systems across the world improve health outcomes, population health, and health equity.

Health and care services make an important contribution to improving health outcomes and reducing health inequalities by enabling inclusive, high quality, and patient-centred care; supporting action-focused work on prevention; improving early detection; supporting early intervention and treatment; and delivering sustainable services. All of these factors are closely aligned to the 4 strategic priorities of NHS Fife.

Supporting the strategy is our Annual Delivery Plan (ADP) which is our Scottish Government yearly commissioned plan. In the ADP, NHS Fife outlines the work being undertaken to deliver the Scottish Government's recovery drivers.

# Delivering the strategy

## Strategies and programmes

The Population Health and Wellbeing Strategy aligns a range of NHS Fife, Fife HSCP, regional, and national, supporting strategies and plans. These are all at various stages of development and delivery. Where relevant, key achievements have been provided as part of this update.

## Impact indicators

Work is continuing to develop the outcome-level measures which contribute to our overall desired impact. A framework is being developed to monitor progress against delivery of the strategy. This has been paused until the Scottish Government Care and Wellbeing Portfolio Analytical Insights Pack is in place, to ensure our measures are aligned to national standards. Definitions will be developed for each of these measures and baseline data gathered. These will be reported as part of the annual report of the Population Health and Wellbeing Strategy.

## Risk management

Although there is a corporate risk relating directly to the implementation of the Population Health and Wellbeing Strategy, it was recognised through the deep dive process undertaken in summer 2023 that all risks on the corporate risk register are impacted by and are aligned to the strategy. All corporate risks are reviewed regularly and reported via the governance committees to the NHS Fife Board.

Appendix Two provides a summary of the risks, their score in April 2023 and their status in September 2023 and allows a comparison of the overall risk level and should be considered against progress of the strategy. This analysis shows that our risk profile has not materially changed since the beginning of the financial year.

## Progress updates by strategic priority

Progress updates have been provided for each of the 4 strategic priorities against the 'What we are going to do' sections as outlined in the strategy. There has been more progress made against some actions than others but that should be expected in the context of delivery of a 5-year strategy.



# OUR STRATEGIC PRIORITIES

**Improve health  
and wellbeing**



**Improve staff  
experience and  
wellbeing**



**Deliver  
value and  
sustainability**



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





# Priority 1: Improve health and wellbeing

## Ambitions<sup>1</sup>

### 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 quality of outcomes for all.
6. eat well, have a healthy weight and are physically active.



<sup>1</sup> Based on [Scotland's 6 public health priorities](#)



## Progress update

**SP1.1** **What we said we would do:** Scale up the work supporting people to access benefits advice through training and upskilling so that more people, where appropriate, can access financial and benefits support.

### Progress to 30 September 2023

- Promotion of a range of Poverty Awareness Training supported and coordinated through our multi-agency Poverty Awareness Training Group. Training reflects current issues such as the cost-of-living crisis and supports key areas of work including income maximisation, no wrong door approach and addressing child poverty. Training courses are open to all public and voluntary sector workers in Fife.
- Face to face and virtual workshops were delivered with local and national partners across all sectors. For example, Citizens Advice and Rights Fife (CARF) and the Child Poverty Action Group (CPAG). Some of the training delivered includes:
  - Fife Benefit Checker and Our Fife Toolkit workshops.
  - Money Talk workshops (specifically targeting Health Visitors, Family Nurses and Midwives as part of the Financial Inclusion Referral Pathway).
  - Poverty Awareness Information Session.
- Further information on all poverty awareness training is available via the [Fife Health Promotion Training website](#).



### Planned Activity to 31<sup>st</sup> March 2024

- Planned activities by the multi-agency Poverty Awareness Training Group include:
  - Building capacity of all our Poverty Awareness training programmes through growing our train the trainer workshops and ensuring all training is accessible, innovative, and supports all learning styles.
  - Developing a tiered approach to Poverty Awareness Training to showcase the level of training needed depending on the workers role and remit and the service they provide.
  - Creating a series of learning bytes demonstrating explicit links between poverty and mental health recognising that poverty is both a cause and a consequence of poor mental health.
  - Collaborate with the Health Promotion Localities Team to support the roll out of Poverty Awareness training across all 7 localities across Fife.
  - Continue to support campaigns such as Challenge Poverty week.
- Embed the Electronic Health Needs Assessment (eHNA) to increase referrals from Cancer Services to the Macmillan Improving Cancer Journey (ICJ) pathway to ensure patients with a cancer diagnosis have access to financial and benefits advice.
- Explore how we embed the eHNA process with patients diagnosed via the Rapid Cancer Diagnostic Service.

**SP 1.2**    **What we said we would do:** Ensure equitable access to routine, seasonal **and** selective immunisation programmes throughout the life course.

### Progress to 30 September 2023

- Immunisation Inclusion Group established to explore a community champions model.
- Final report of the Strategic Review of Childhood Immunisation Services in Fife presented to Fife Community Immunisation Services Programme Board.
- Quality improvement working group established focused on improving pre-school measles, mumps and rubella (MMR) vaccine uptake.
- Refreshed measles elimination action plan.
- Engagement with locality groups with locality-specific data.



### Planned Activity to 31<sup>st</sup> March 2024

- Agree Equality Impact Assessment action plan.
- Establish processes to oversee implementation of activities proposed within the 'Strategic Review of Childhood Immunisation Services in Fife' report.
- Report to Public Health & Wellbeing Committee at February 2024 development session on progress against short-term activities proposed within the Strategic Review of Childhood Immunisation Services in Fife.

**SP1.3 What we said we would do:** In line with the UN Convention on the Rights of the Child, support every child to have the best possible health. Examples include promoting breast-feeding and helping to address child poverty.

### Progress to 30 September 2023

- Publication of the 2023 [Director of Public Health \(DPH\) Annual Report](#) which includes a focus on children and young people in Fife with a [formal launch event](#) in September in conjunction with Fife Council's Education Service.
- Working with community planning partners through [Plan4Fife](#), we have published our 2022-23 [Tackling Poverty and Preventing Crisis Annual Report](#) which includes the Fife Annual Local Child Poverty Action Report.
- [Children's Services Plan 2023-2026](#) published.
- Raised awareness at Board level of [The Promise](#) and Corporate Parenting responsibilities.
- Accepted as a [Getting it Right for Everybody](#) (GIRFE) pathfinder with a focus on transition from child to adult services.
- NHS Fife has been selected as a pathfinder site to test the implementation of the [Bairn's Hoose standards](#) seeking to provide holistic, child-centred support to those who have been victims or witness of abuse and to children under the age of criminal responsibility whose behaviour has caused harm.





### Planned Activity to 31<sup>st</sup> March 2024

- Taking forward our pathfinder work as part of the GIRFE work and the Bairn's Hoose Standards.
- Continued implementation of [UNICEF Baby Friendly Standards](#) in maternity, neonatal and community care.
- Dissemination of DPH Report to Fife localities to inform development of local plans.
- Connecting on Place based work and No Wrong Door with Fife Council.
- Developing and enhancing services that support the most vulnerable children in our communities including:
  - Development of a CAMHS Kinship Team.
  - Expanding CAMHS Looked after Children's services.
  - Introducing a transitions specialist to support young people.

**SP 1.4** What we said we would do: Improve awareness of the range of mental health and wellbeing support across Fife amongst NHS staff and the public.

### Progress to 30 September 2023

For the public:

- HSCP Locality groups are functioning in all 7 localities with connections into Area Committees. Funding being made available for a Test of Change (ToC) to support mental health wellbeing and distress in the localities by mental health practitioners, ambulance services and police.
- Developed, launched and evaluated a new mental health and wellbeing resource 'Jobseekers Wellbeing Toolkit' designed as a self-management prevention and early intervention resource issued by employability partners to support client wellbeing.

For staff:

- Promotion of Access Therapies Fife, Step on Stress and other resources to support staff in addition to Counselling, Occupational Health, Peer Support, Spiritual Care and Staff Psychology Support.
- Pilot of Health and Safety Executive Stress Talking Toolkit undertaken within Mental Health and Learning Disability service, with positive results and excellent staff engagement.



### Planned Activity to 31<sup>st</sup> March 2024

For the public:

- Conclusion of the test of change for the mental health and wellbeing in localities work.

For staff:

- Focus on early intervention by the Occupational Health Mental Health Nursing service to retain staff at work.
- Expansion of Stress Talking Toolkit activity to other areas on a planned basis including Acute, Domestic Services and Pharmacy Services.

**SP 1.5**    **What we said we would do:** Improve mental health services for individuals struggling with substance misuse through closer working with the community alcohol and drug partnership.

### Progress to 30 September 2023

- Concluding implementation of the [2020-23 Alcohol and Drug Partnership Strategy](#).
- Commenced work on an updated Alcohol and Drugs Strategy for 2024 onwards. [Fife Alcohol and Drug Partnership](#) event held with stakeholders which identified priorities for new strategy.
- Drug Harms Assessment Group in place providing rapid assessment of potential risks to the population of Fife.
- Submission of evidence-based response by NHS Fife to Fife Licensing Board consultation on licencing policy in relation to local implementation of alcohol licensing legislation.

### Planned Activity to 31<sup>st</sup> March 2024

- Developing a performance framework for all Medication Assisted Treatment (MAT) standards to inform board performance reporting and Scottish Government returns.
- Completing the new Alcohol and Drugs Strategy by March 2024, focus groups with people with lived/living experience, staff from our commissioned services and Service Committee.
- Following publication of national guidance on Rapid Access Detox Acute Referral (RADAR) system (early notification of substances that cause harm), work will be carried out to embed in Fife services.



## SP 1.6 What we said we would do: Encourage people to make healthier food choices

### Progress to 30 September 2023

- Workshop taken place with a range of stakeholders to develop the Food4Fife strategy.
- An [event](#) focusing on Public Health Priority 6 (PHP6) was held in September 2023. This event aimed to focus on the 3 strands of PHP6 (food, weight, and physical activity) to identify priority areas for action and ensure alignment with our work around type 2 diabetes prevention.
- Engagement with Active Fifers Groups in 7 locality areas.

### Planned Activity to 31<sup>st</sup> March 2024

- The Food4Fife strategy is expected to be published by the end of 2023 and will cover the period to 2030.
- Priority areas and actions to be agreed and approach developed to build on PHP 6 event.

## SP 1.7 What we said we would do: Support increased access to physical activity, particularly in older age, enabling people to stay independent and healthier for longer.

### Progress to 30 September 2023

- Finalised the 2024- 2029 Fife Musculoskeletal Physiotherapy Service Strategic Plan which has a focus on supporting physical activity for patients.
- Recently published a range of [health and wellbeing resources](#) on the NHS Fife website. A [tool](#) has been developed which has links for staff to signpost patients, supporting them to increase their physical activity, linked to their personal outcomes and good conversation work. Further research is currently underway.

### Planned Activity to 31<sup>st</sup> March 2024

- Commence the delivery of the Fife Musculoskeletal Physiotherapy Service Strategic Plan 2024-29.
- The impact of published resources will be monitored and resources will be refined as necessary.



**SP 1.8 What we said we would do:** 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.

**Progress to 30 September 2023**

- NHS Fife's draft Anchor Strategic Plan has been submitted to Scottish Government. This outlines how NHS Fife will maximise local employment, local procurement and the use of our land and buildings.
- The Community Benefits Portal is in place for procurement activities and will be evaluated against uptake.

**Planned Activity to 31<sup>st</sup> March 2024**

- Complete the baseline assessment of metrics for the Anchor Strategic Plan.
- Further locality stakeholder engagement planned through Fife HSCP.

**SP 1.9 What we said we would do:** Collaborate in regeneration projects like the River Leven programme.

**Progress to 30 September 2023**

- Identified from the River Leven Programme, the Green Health Partnership (GHP) has been established to support development of green prescribing and social prescribing.

**Planned Activity to 31<sup>st</sup> March 2024**

- The GHP is holding its first steering group meeting in November 2023.
- The Steering Group will be focused on securing funding for a GHP co-ordinator role and clarifying strategic and operational pathways for the project.





## SP 1.10 Other relevant areas of work linked to priority 1 ambitions

### Progress to 30 September 2023

- A workshop was held to explore why communities living in more deprived parts of Fife are less likely to participate in our screening programmes and how this can be addressed.
- Prevention and Early Intervention Strategy has been drafted.

### Planned Activity to 31<sup>st</sup> March 2024

- Contribute to refreshed [Plan for Fife](#) and agreed priority areas.
- Create an action plan to reduce inequalities in screening uptake.
- Finalise the Prevention and Early Intervention Strategy and develop implementation plans.



## Priority 2: Improve the quality of health and care services

### 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. Reduce 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



## Progress update

**SP 2.1 What we said we would do:** Redesign urgent and emergency care to reduce our reliance on the Emergency Department and in-patient care.

### Progress to 30 September 2023

- Priority areas identified by Unscheduled Care Programme Board:
  - Flow Navigation Centre (FNC)
  - Interface and Complex Care
  - Scottish Ambulance Service interface
  - Front Door/Rapid Triage Unit
  - Ambulatory care pathways
- Improved timely discharge from hospital by increasing the number of patient discharges taking place at the weekend.
- Employed a solicitor to assist patients who require welfare guardianship.
- Testing the delivery of rapid access or 'hot' clinics to avoid attendance or admission to hospital.
- [2023-26 Home First Strategy](#) published with Action Plan.
- Expansion of the Emergency Department (ED) medical workforce agreed to support system resilience and delivery of timely effective patient care.
- Primary care improvements including embedding Community Treatment and Access Centres (CTAC).

### Planned Activity to 31<sup>st</sup> March 2024

Review and update the work plan for the Unscheduled Care Programme ahead of the winter period.

- Monitor and report on the impact of the expansion of the ED medical workforce.
- Identify next steps following the FNC review.
- Review the learning from the Hot Clinics with a view to scaling this way of working for more specialties in Fife.



- Ensure actions from the Home First Strategy are progressed to reduce demand for acute hospital care. For example, ensuring that those who do not need admitted to an acute hospital bed are redirected and supported to be cared for in the right place.

**SP 2.2 What we said we would do:** Improve cancer care, for example by continuing to develop our Rapid Cancer Diagnostic Service.

**Progress to 30 September 2023**

- The Single Point of Contact Hub (SPOCH) is working collaboratively with Rapid Cancer Diagnostic Service (RCDS) to implement the optimal colorectal cancer diagnostic pathway.
- Expansion of the SPOCH to support Radiology in the management of urgent suspected lung cancer referrals.
- Initial findings show that the SPOCH has improved patient experience at the beginning of the pathway and has reduced the number of calls received by the colorectal and urology Clinical Nurse Specialists and acts as a single point of contact for Primary Care.
- A nurse led Rapid Access Diagnostic Clinic (RADC) for suspected prostate cancer referrals test of change commenced in August 2023. This is funded by Cancer Research UK over a period of 18 months. The aim is to improve patient experience from triage, diagnostics, and decision to treat. Evaluation of the project is underway by University of Stirling.
- Work ongoing to improve and implement the [Optimal Lung Cancer Pathway](#). Key achievements include same day/next day chest x-ray, introduction of enhanced vetting of referrals, and reduced waits for CT scan and MDT discussion.

**Planned Activity to 31<sup>st</sup> March 2024**

- The Cancer Framework Action Plan has identified actions for delivery by March 2024 which focuses on improvement of cancer care from prevention, treatment, end of life and survivorship.
- Continuing to test the Prostate Rapid Access Diagnostic Nurse-led Clinic and taking forward the evaluation of this approach.
- Implementation of [optimal diagnostic pathways](#) - with a focus on lung cancer and head of neck cancers as developed by the Centre for Sustainable Delivery (CfSD):





- Lung: Increase outpatient bronchoscopy capacity, introduction of frailty scoring prior to the first outpatient appointment to ensure patients are provided with tailored information relevant to their condition and exploring ways to provide timely reporting of diagnostic testing for patients who do not have a lung cancer diagnosis.
  - Head and Neck: plans are dependent on a funding bid to Scottish Government.
- Working with the national Scottish Cancer Network on the development of end-to-end pathways for prostate and head and neck cancers.
- Evaluation of the effectiveness of lifestyle interventions that can improve health and wellbeing for patients referred to the RCDS who are not found to have any definitive diagnosis for their symptoms. For example, providing advice around sleep, nutrition, exercise and relaxation.
- Explore how we can reduce waiting times for systemic anti-cancer therapies in our oncology and haematology day unit.

### **SP 2.3 What we said we would do:** Provide a world class elective orthopaedic service through the National Treatment Centre – Fife Orthopaedics.

#### **Progress to 30 September 2023**

- Embedded the new facilities following the opening of the National Treatment Centre - Fife Orthopaedics.
- Commenced a review of orthopaedics services which aims to deliver a patient centred, safe, flexible, and sustainable orthopaedic-trauma model which can plan for the changes in demand over the next 15-20 years.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Redesign orthopaedic pathways to improve patient experience and fully embed the opportunities for new ways of working.
- Continue the work of the orthopaedics review so that by summer 2024 we have developed plans to deliver a gold standard, 24/7 orthopaedic-trauma service with and for the people of Fife.



**SP 2.4 What we said we would do:** Further develop our day surgery service at Queen Margaret Hospital.

**Progress to 30 September 2023**

- Opened a Procedure Unit at Queen Margaret Hospital (QMH).
- Delivered the final stages of the project to improve and expand Day Surgery facilities at QMH which has provided additional capacity and improved patient experience.

**Planned Activity to 31<sup>st</sup> March 2024**

- Increase utilisation of day surgery space at QMH and continue to support clinical innovation for the benefit of patients.

**SP 2.5 What we said we would do:** Increase the level of ambulatory services (care provided without being admitted to hospital) across Fife.

**Progress to 30 September 2023**

- Commenced scoping work to expand ambulatory care services to enable more patients to be treated without an unnecessary in-patient hospital admission.

**Planned Activity to 31<sup>st</sup> March 2024**

- Prepare the business case for the ambulatory care service and consider as part of the medium-term financial plan and Annual Delivery Plan for 2024/25.

**SP 2.6 What we said we would do:** Redesign women's services aligned to the ambitions of the [Women's Health Plan](#).

**Progress to 30 September 2023**

- Local strategic leadership for the implementation of the Women's Health Plan is now confirmed. This is supporting an increasing focus on a women's life course approach to service planning across services in NHS Fife.



- An assessment covering a range of women's health services has been undertaken. This has considered access to contraception, termination of pregnancy, menopause care, promoting positive approaches to menstrual health and pregnancy and has highlighted good practice and areas for further development.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Review provision of abortion services to ensure optimal geographical access.
- Work with primary care to develop guidelines and prescribing pathway for women experiencing early pregnancy bleeding.
- Explore with the Cardiac Rehab team, including staff and people using our services, to understand how services can be developed in response to women's needs.

**SP 2.7 What we said we would do:** Implement [Best Start](#) for maternity and neonatal services.

#### **Progress to 30 September 2023**

- Increasing uptake of each 'place of birth' option as appropriate for those giving birth. This includes provision of midwife only care, home births and births in the Midwife led Unit which is part of the Victoria Hospital Birthing Unit.
- Participating as a path finder site for the implementation of the new maternity and neonatal (perinatal) adverse event review process.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Continue remodelling services to work towards ensuring continuity of care by a primary midwife for those using our services.
- Submission of evidence and application for the [Baby Bliss Charter](#) Silver Award before the end of 2023.



**SP 2.8 What we said we would do:** Focus on waiting times and support people, where appropriate, to wait well for their procedure.

**Progress to 30 September 2023**

- Primary care improvements are ongoing including embedding the activity in Community Treatment and Access Centres (CTAC).
- Maximising use of planned care capacity through embedding Active Clinical Referral Triage, Patient Initiated Review and increasing the use of day surgery where possible.
- Outpatient communications (letters and website information) have been updated to provide information on the availability of [The Well](#) which can provide people with a range of support as they are waiting for treatment.
- A [Waiting Well](#) service is being tested in Orthopaedics. This service can refer people to [The Well](#). For patients who have had longer waits, a Waiting Well appointment with an Advanced Nurse Practitioner is being tested to provide a review of patients waiting for treatment.

**Planned Activity to 31<sup>st</sup> March 2024**

- Expand the [Waiting Well](#) service to other specialities where patients are experiencing long waits.
- Share our experiences through the work of CfSD with other Health Boards and learn from practice elsewhere.

**SP 2.9 What we said we would do:** Continue to invest and develop in new technologies such as robot assisted surgery to provide high quality care.

**Progress to 30 September 2023**

- Completed 500 cases using Robotically Assisted Surgery (RAS) to support better outcomes for people including shorter length of stay.
- Pioneering developments in surgery such as the use of an innovative new device (iTind) in Urology to treat lower urinary tract symptoms associated with an enlarged prostate has been introduced. This is less invasive than traditional interventions with patients being treated as day-cases and returning home the same day.





### Planned Activity to 31<sup>st</sup> March 2024

- Continue to embed provision of RAS procedures for Colorectal, Gynaecology and Urology patients.
- Explore availability of funding for a second robot to continue to grow the provision of RAS in NHS Fife.

### SP 2.10 Other relevant areas of work linked to priority 2 ambitions

### Progress to 30 September 2023

- Launched a project to improve the care and management of deteriorating patients in our hospitals.
- Testing approaches to improve safety and reduce the harm associated with usage of high-risk pain medicines.
- Commenced work to improve our approach to how we respond to patient complaints, including improving our response times.
- NHS Fife Charity funding support received to enhance staff and patient areas.
- Fife HSCP is developing a Prevention and Early Intervention Strategy to support overall health improvement and reduce the burden of disease in the population of Fife.

### Planned Activity to 31<sup>st</sup> March 2024

- Progress plans for the deteriorating patient work.
- Spread improvement as part of the High-Risk Pain Medicines project.
- Agree and implement a new approach to patient complaint responses and reduce the number of outstanding complaints by March 2024.



## Priority 3: Improve staff experience and wellbeing

### 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.



## Progress update

**SP 3.1 What we said we would do:** Promote a range of career pathways with a focus on developing our workforce.

### Progress to 30 September 2023

- Agreement on the Career Development Framework for Healthcare Support Workers and Assistant Practitioners (band 2-4) to support the development of the nursing workforce.
- Mass recruitment event in June 2023.
- Unregistered staff pools created within Acute Services to support underlying long-term vacancies.
- Investment in [Gateway Doctors](#) to replace junior locum spend.
- Additional ward administration staff in post to mitigate the workload associated with non-clinical clerical tasks for nursing staff.
- Reducing use of agency staffing by working towards a more substantive workforce and use of our own in-house staff bank.

### Planned Activity to 31<sup>st</sup> March 2024

- Consider the strategic framework for nursing and midwifery by NHS Fife Board by March 2024.
- Undertake a further recruitment campaign for Mental Health Service.
- Scope opportunity to expand our international recruitment programme using existing vacancies across NHS Fife.
- Continue work on reducing agency nursing staff usage and increase scope of this work to include the locum medical workforce.



**SP 3.2 What we said we would do:** Expand and enhance our employability programmes across Fife including a range of foundation and modern apprenticeships.

**Progress to 30 September 2023**

- Showcased a wide range of NHS careers at schools and careers fairs through in-person and virtual platforms, with a #TeamNHSFife approach.
- Through working closely with colleagues and local education providers, internship, and apprenticeship programmes are being established. These will support both development and progression of existing staff as well as recruitment of new staff to posts including Graduate Apprenticeships.
- Our collaborative efforts with Fife Council's Employability team resulted in the establishment of employability pathways, such as the [Kickstart Scheme](#). This scheme has seen recruitment and development of 12 young people in a variety of entry-level roles, 7 of these individuals remain employed within NHS Fife.
- A Graduate Information Analyst was recruited through the Graduate Career Advantage Scotland (GCAS) paid work experience scheme, in collaboration with NES.
- Scoped opportunities and strengthened relationships with a variety of key partners, charities, and educational establishments, such as the [MCR Pathways Mentoring Scheme](#), which we plan to support.
- There has been significant work with Fife College and partners to provide mentorships for students.

**Planned Activity to 31<sup>st</sup> March 2024**

- Increase engagement with those considering careers in healthcare through strengthened links with the Developing the Young Workforce Fife Regional Board and the Schools Co-ordinators.
- Participate in the Fife Council led recruitment initiative 'Progressive Life Chances', aimed at supporting disadvantaged individuals into employment.
- Enhance links with local educational providers to promote careers in NHS Fife. For example, offering internship placements for Dundee University students across NHS Fife and Fife HSCP and considering Graduate Apprenticeship opportunities with Heriot Watt University.



- Create opportunities for young people to engage with NHS Fife as part of the Young Person's Guarantee.
- Recruit an Employability Officer to support all our work and deliver against the Board's ambitions.
- In partnership with Fife College, provide a Foundation Apprenticeship in Health.
- Continue working with Fife College to offer Modern Apprenticeship (MA) Level 2 and 3 opportunities for NHS Fife Healthcare Support Workers.

**SP 3.3 What we said we would do:** Continue to support our staff with their physical health and mental wellbeing.

#### Progress to 30 September 2023

- NHS Fife's Occupational Health Service has developed a new mental health nursing service for staff, building on the fatigue management service introduced during the Covid-19 pandemic.
- The Chaplaincy team has worked with around 40 teams utilising [values based reflective practice](#) to help staff with their mental wellbeing in the workplace. This is in addition to existing staff spiritual care support.
- The 'Boost your Income' initiative has been delivered and evaluated. This programme supported staff with financial concerns and provided benefits advice to ensure staff are accessing all the benefits they are entitled too. Over the reporting period, 69 people have been supported and received an increase in their household income. This equated to over £160k. Uptake of this support has been lower than expected and next steps are being considered as to how staff with financial concerns can be supported.
- There has been a focus on menopause support for staff, with monthly sessions at Victoria and Queen Margaret Hospitals which are well attended and received by staff.
- The staff psychology support team have delivered multiple Leading with Compassion sessions to managers and senior leaders.
- Since December 2022, EnergyPods have been available which give staff the opportunity to boost their energy and take time out with a personalised guided power nap in comfortable surroundings. Permanent locations for the EnergyPods at the Victoria Hospital site have now been secured.





#### Planned Activity to 31<sup>st</sup> March 2024

- Review existing wellbeing activity and prepare an updated staff health and wellbeing action plan to ensure maximisation of resources to support staff wellbeing.
- Launch a new Cycle to Work scheme to support active travel and low carbon commuting.
- Explore how we can provide weight management support for staff.
- Increase opportunities for staff to be more physically active through working with the Fife Active Communities Officer and with Fife Sports and Leisure Trust.
- Scope how opportunities for staff to access Menopause support can be expanded for those who work out with Victoria Hospital and Queen Margaret Hospital.
- Develop the mental health support offered to staff.
- Open a refurbished Staff Hub in Whyteman's Brae Hospital in November 2023 and refurbish staff rest areas on the Cameron, Lynebank and Stratheden Hospital sites before the end of March 2024.
- Develop further plans to refurbish and create staff hubs within clinics and health centres.
- Identify how staff can be supported who have experienced adverse events in the workplace.

**SP 3.4** **What we said we would do:** Set new international recruitment targets annually for Fife, focussing on key areas of shortage over the next five years.

#### Progress to 30 September 2023

- 17 posts successfully recruited via the international recruitment programme for 2023-24.

#### Planned Activity to 31<sup>st</sup> March 2024

- Work with Scottish Government and other stakeholders to identify plans for further international recruitment beyond March 2024, noting that no additional funding has been confirmed for 2024-25.
- Participate in the pilot for the NHS Scotland Pastoral Care Quality Award (PCQA) and will undertake the International Recruitment Pastoral Care Quality Charter.



**SP 3.5 What we said we would do:** Develop and launch a new Leadership Framework focussed on compassionate leadership and an open, transparent, and nurturing culture.

**Progress to 30 September 2023**

- Plans agreed to recruit a new senior manager for the workforce team to accelerate work around leadership, organisational culture, and wellbeing.
- The NHS Fife Psychology Service continued to deliver the *Compassionate, Connected and Effective Teams* workshop.

**Planned Activity to 31<sup>st</sup> March 2024**

- Finalise the Leadership Framework in conjunction with colleagues across NHS Fife by Spring 2024.
- Hold the first meeting of the newly created Systems Leadership Group in October 2023. The focus will be on engaging with senior teams to explore how we support delivering improvements in our culture and how we collectively plan for the future.
- Commence a programme of compassionate leadership development for the Acute Senior Leadership Team and the Executive Directors.

**SP 3.6 Other relevant areas of work linked to priority 3 ambitions**

**Progress to 30 September 2023**

- Relaunch of Diverse Ethnicity Network with Coffee Connect sessions held in May 2023.
- Ethnically Diverse Staff Experience Survey opened in September 2023 and will run till 31 October 2023.
- Through the #SpeakingUp project, a further 21 confidential contacts were recruited and trained to offer support to staff who wish to speak up and raise concerns.
- Improved performance on iMatter: 78% of teams in NHS Fife now have an action plan. This reflects the best performance from a territorial board in NHS Scotland.
- NHS Fife Board has continued to engage staff through a programme of visits to a range of locations across Fife. Our Interim Chair has promoted the work of the board through a new Bitesize Briefing and regular updates to staff.



### **Planned Activity to 31<sup>st</sup> March 2024**

- Complete analysis of the Ethnically Diverse Staff Experience survey.
- Establish a LGBTQ+ staff network.
- Finalise our Corporate Communication and Public Participation and Community Engagement strategies.



## Recognising excellence and recognising staff achievements

Across NHS Fife, there are many talented colleagues who provide fantastic care for the population of Fife. It is not possible to share everyone's achievements, but examples include:

- Vicki Bennett and Simon Fevre were both recognised at the annual British Dietetic Association Awards celebrating outstanding individuals working within the dietetic profession from across the UK. Vicki was recognised with the Mary Turner Award for her outstanding work as a trade union representative, which Vicki combines with her role in Public Health. Simon was awarded with a Fellowship, the British Dietetic Association's highest honour, given in recognition of Simon's many years of committed and inspirational service to the dietetic profession.
- Debs Steven, Lead Pharmacist Pain Management, was awarded a Fellowship of the Royal Pharmaceutical Society for Distinction in the Profession of Pharmacy. Being appointed as a Fellow is one of the highest accolades that can be paid, as it recognises the distinction members have attained in their pharmacy career. As fellowship awards are based on nominations from members, it also signifies the high esteem in which colleagues are held by their peers.
- NHS Fife Children's community nursing team won the prestigious Children's Nursing & Midwifery Award at the Royal College of Nursing Nurse of the Year Awards. The team were recognised for the incredible support and care they provide to families whose children are diagnosed with complex and severe health conditions.

A [Celebrating Success](#) event was held in the summer 2023 where the fantastic work of all the medical trainees across NHS Fife was recognised. In September 2023, the [NHS Fife Staff Awards](#) was held acknowledging all of the outstanding work of NHS Fife staff.



## Priority 4: Deliver value and sustainability

### 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.



## Progress update

**SP 4.1 What we said we would do:** Maximise the use of our buildings and land in line with service and community needs.

### Progress to 30 September 2023

- A primary care premises review has been undertaken to understand the future requirements for space and facilities across GP Practices. The review identified 17 immediate, short, and medium-term recommendations. The immediate recommendations have now been completed with support of £2 million funding from Fife HSCP. This has resulted in the creation of an additional 61 consulting rooms across NHS Fife's primary care estate.
- The [Property and Asset Management Strategy \(PAMS\)](#) was submitted to Scottish Government. This outlined the investment required to address the challenges presented by the ageing estate.
- Analysis of our estate has shown that 62% of the estate is classed as green space. [NHS Fife Greenspace Strategy](#) was approved by the NHS Fife Board. The vision is to maximise the health promoting potential of the land and support the response to the climate emergency.
- An improved Day Surgery Unit Queen Margaret Hospital was opened as well as an improved A&E department with new signage and [web pages](#).
- NHS Fife are working with [Lucky Ewe](#) to explore a potential [Community Asset Transfer](#) (CAT) of land at Stratheden Hospital.

### Planned Activity to 31<sup>st</sup> March 2024

- Complete the short- and medium-term actions from the primary care premises review in conjunction with the delivery of the Fife Primary Care Strategy.
- In conjunction with [Fife Climate Hub](#), planning will commence for a stakeholder event early in the 2024/25 financial year. This event will bring together a range of communities and groups with an interest in climate change across Fife and support the implementation of our Greenspace Strategy.





**SP 4.2 What we said we would do:** Develop buildings to support service delivery, such as new Health and Wellbeing Centres in Kincardine and Lochgelly.

**Progress to 30 September 2023**

- Scottish Government has requested NHS Boards develop plans for the NHS estate as a whole system to support prioritisation and allocation of resource. Supporting the development of the NHS Fife plan, a masterplan for the Victoria Hospital site has been drafted which will improve the experience of the site, build a green corridor supporting biodiversity, and support active travel.
- An upgrade of Ward 5 at the Victoria Hospital Kirkcaldy is underway. This is one of the oldest parts of the Victoria Hospital and will develop the ward into a fit for purpose clinical area.

**Planned Activity to 31<sup>st</sup> March 2024**

- Complete the refurbishment of Ward 5 by March 2024.
- Deliver additional capacity for the delivery of education within Cameron and Whyteman's Brae Hospitals.
- Continue to retrofit existing buildings to improve energy efficiency in line with commitments to reduce carbon emissions.
- Review the existing PAMS to ensure the focus on the refurbishment of the existing estate is in line with publication of new guidance expected by March 2024.
- Continue to update and develop the whole system plan for NHS Fife to support prioritisation and allocation of resources.



**SP 4.3 What we said we would do:** Redesign and develop mental health services in Fife, including fit-for-purpose inpatient and community-based services.

**Progress to 30 September 2023**

- Following publication of the NHS Scotland [Mental Health and Wellbeing Strategy](#) in summer 2023, Fife HSCP is developing an aligned strategic statement and associated delivery plan which responds to priorities for the population of Fife.
- Initial agreement has been prepared for the Mental Health Estates Project and is now progressing through internal governance.
- There has been commitment to funding for the next 3 years to improve the Mental Health estate across NHS Fife. Work has commenced to refurbish Ward 3 at Queen Margaret Hospital.

**Planned Activity to 31<sup>st</sup> March 2024**

- Engage the wider population of Fife and staff to support the development of the Fife Mental Health Services strategic statement and delivery plan.
- Finalise internal governance processes for the initial agreement of the Mental Health Estates Project.
- Complete refurbishment of Ward 3 at Queen Margaret Hospital and finalise plans for the next phase of work to improve the mental health estate across NHS Fife.



**SP 4.4 What we said we would do:** Reduce our carbon footprint by adopting zero carbon technology, such as increased usage of solar panels and redesigning how we heat our buildings.

#### **Progress to 30 September 2023**

- Investment of £1.8 million has been secured as part of a low carbon infrastructure programme. This has seen installation of solar panels, improvements to hot water systems, more accurate automated heating controls and optimisation of our fridge-freezers. This will make buildings more comfortable, reliable, and reduce carbon emissions.
- Reduction in use of medical gases and working with pharmacy colleagues to prepare to transition inhalers to non-greenhouse gas propellant inhalers.
- Published our [Climate Emergency and Sustainability Annual Report 2021/22](#) which outlines work towards achieving net-zero. The Climate Emergency and Sustainability Annual Report 2022/23 is being drafted. This suggests that since 2021/22, there has been reductions in Greenhouse Emissions of over 2%, reductions in medical gases of over 12% and a reduction in water usage of around 15%.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Complete the low carbon infrastructure investment programme with upgrades to windows at Whyteman's Brae and Stratheden Hospitals.
- Secure funding for installation of LED lighting across the NHS Fife estates, a heat recovery system in the NHS Fife laundry and further funding for windows and insulation in the Fife College of Nursing.
- Finalise and publish of the Climate Emergency and Sustainability Report 2022/23.



**SP 4.5 What we said we would do:** 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.

#### **Progress to 30 September 2023**

- To support delivery of the 2025 target to decarbonise vehicles, plans are now agreed to increase the availability and usage of electric vehicles. Currently 44% of light vehicles and 6% of cars are electric. This number is expected to rise substantially between now and 2025.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Increase corporate electric vehicle charging infrastructure to support the transition to electric vehicles. Across Fife, there are already 61 charging points for corporate electric vehicles, and this will increase to 77 charging points by March 2024.
- Explore how to increase the availability of charging points for private vehicles (for example those belonging to staff, patients, and other visitors to NHS Fife) through collaborating with commercial companies.
- Encourage low carbon commuting through provision of a salary sacrifice scheme for staff to lease electric cars and expansion of the cycle to work scheme.



**SP 4.6 What we said we would do:** 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.

#### **Progress to 30 September 2023**

- Established the Electronic Health Record (EHR) Group to provide oversight to digital adoption in clinical settings.
- Conducted prioritisation workshop with Digital and Information (D&I) Board and EHR Group members.
- Extended data sharing arrangements with Scottish Ambulance Service to support sharing of electronic summaries.
- Appointment notifications being received by patients within Patient Hub for Pain Management and Vasectomy.
- Scanning of active health records for Cohort 1 complete.
- Federation between NHS Fife and Fife Council established on M365 platform to ease sharing of calendars and MS Teams.

#### **Planned Activity to 31<sup>st</sup> March 2024**

- Review the progress in delivering the existing Digital Strategy and present findings to the Clinical Governance Committee.
- Commence development of the future Digital Strategy and ensure alignment to national and local strategic priorities.
- Complete the prioritisation and planning to finalise the 2024-25 delivery plan via EHR Group and D&I Board.
- Implement Phase 1 and Phase 2 concurrently of the Laboratory Information Management System (LIMS).
- Commence the Hospital Electronic Prescribing Management Administration (HEPMA) project with replacement of Pharmacy Stock Control system.
- Finalise the Business Case for GP IT replacement programme.
- Other highlights of the work of the Digital Strategic Delivery Team are available in the [November 2023 Update](#).



**SP 4.7 What we said we would do:** 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.

**Progress to 30 September 2023**

- A workshop bringing together a wide range of stakeholders from across NHS Fife was held in September 2023. This explored how we embed the aims and principles of value-based health and care in everything we do in Fife.

**Planned Activity to 31<sup>st</sup> March 2024**

- Following the workshop, an action plan has been developed to proactively support embedding value-based health and care in how we do things. For example, ensuring we include consideration of value-based health and care in all committee and board papers.

**SP 4.8 What we said we would do:** Use a structured approach to identify financial efficiencies, for example, through careful procurement of supplies and optimising the use of medicines.

**Progress to 30 September 2023**

- A £15.8m revenue overspend is reported for the first six months of the financial year for Health Board retained services. Despite the receipt of additional financial sustainability allocations and New Medicines Funding from Scottish Government during June 2023, the Board's financial position continues to track beyond the agreed Board risk appetite in relation to delivering value and sustainability.

**Planned Activity to 31<sup>st</sup> March 2024**

- Assess and progress options to support financial recovery and minimise overspend before the end of the financial year following the mid-year review.





## Emergent opportunities and challenges

A range of opportunities and challenges are emerging as we consider longer term planning horizons. Below are some areas that we will be considering as we undertake our planning work.

### 1. Anchor Institution

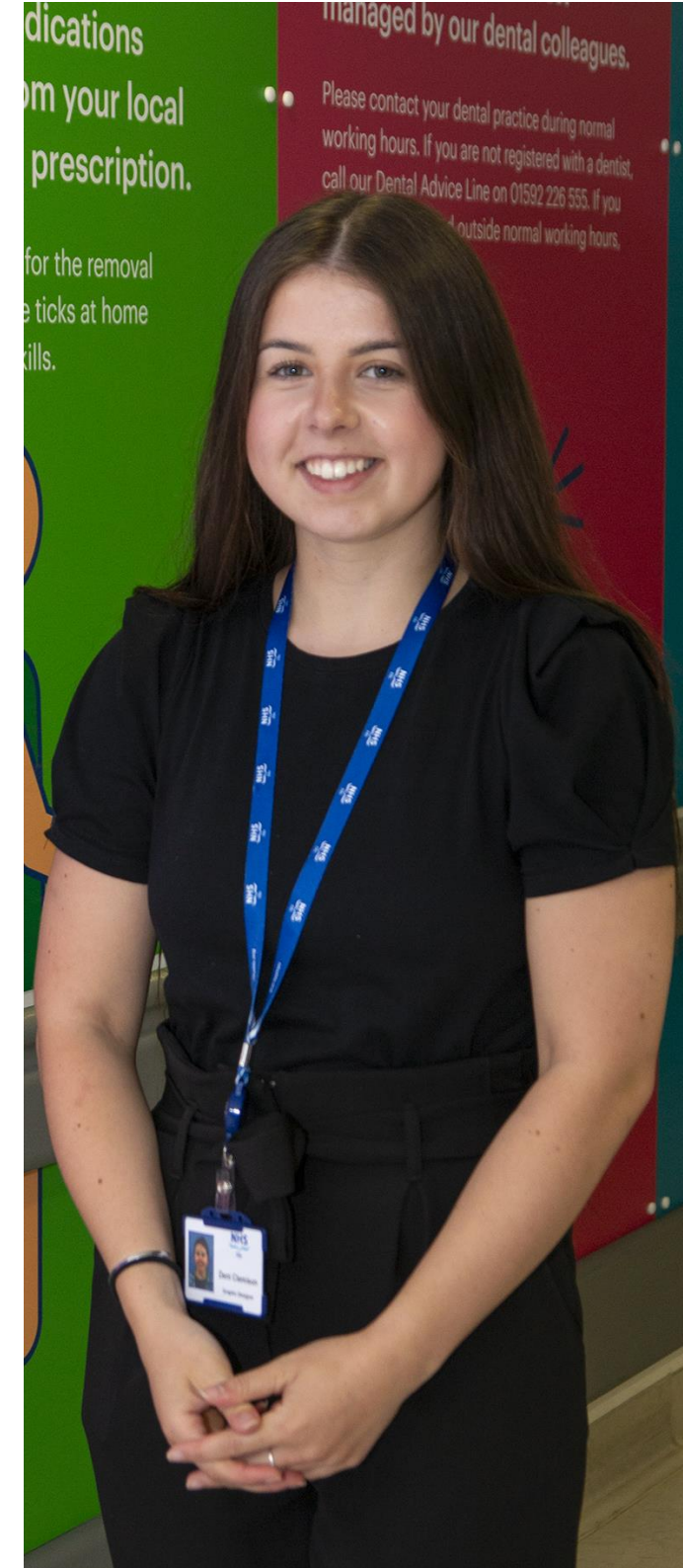
We are producing an Anchor Strategic Plan that will be implemented over the next few years. This work represents a significant opportunity to achieve many of our ambitions in the Population Health and Wellbeing Strategy.

### 2. Changing risks associated with Covid-19

The risks associated with Covid-19 are changing. The success of the vaccination programme and increasing immunity means that the associated risk in the risk register will be reduced. Sustained reductions in this risk means that there are more options in how services are delivered and the focus can move to other strategic challenges.

### 3. Embedding Realistic Medicine and Value Based Healthcare learning

We are continuing to take forward work to help us to deliver more person-centred and responsive care that meets the needs of the population of Fife and considering how we can do things differently. Central to our approach is embedding the values and principles of Realistic Medicine and Values Based Healthcare which will help us deliver quality care designed around the needs of people.



#### 4. Health and Care Staffing (Scotland) Act 2019 (HCSA /Safe Staffing)

Full implementation of the Health and Care Staffing (Scotland) Act will take place on 1 April 2024. This includes the commencement of monitoring and governance. Board reports are due to be submitted to the Scottish Government by 31 March 2025. NHS Fife must demonstrate how we have met the specific duties of the Act and provide information to the Scottish Ministers on the steps taken to comply with the legislation. The first Ministerial reports to Parliament are expected in April 2026.

The Common Staffing Methodology, as part of the Act, includes using the outputs of the staffing level tools and professional judgment to inform and ensure appropriate staffing in place for all staff covered within the scope of the Act.

#### 5. New and Emerging Legislation

The Scottish Parliament continues to enact a range of legislation that will impact NHS Fife and the wider health and social care sector. For example, the creation of a Patient Safety Commissioner with a remit to ensure the safety of healthcare; a Housing Bill which may include a duty on the wider public sector (including NHS Scotland) to prevent homelessness; and the National Care Service. As legislation is enacted we will continually seek to provide good quality and appropriate care.



## Appendix One: Glossary of abbreviations and acronyms

<b>A&amp;E</b>	Accident & Emergency
<b>ADP</b>	Annual Delivery Plan
<b>CAMHS</b>	Child and Adolescent Mental Health Services
<b>CARF</b>	Citizens Advice and Rights Fife
<b>CAT</b>	Community Asset Transfer
<b>CfSD</b>	Centre for Sustainable Delivery
<b>CPAG</b>	Child Poverty Action Group
<b>CT</b>	Computed Tomography
<b>CTAC</b>	Community Treatment and Access Centres
<b>CWT</b>	Cancer Waiting Times
<b>D&amp;I</b>	Digital and Information
<b>DPH</b>	Director of Public Health
<b>ED</b>	Emergency Department
<b>eHNA</b>	Electronic Health Needs Assessment
<b>EHR</b>	Electronic Health Record
<b>FNC</b>	Flow Navigation Centre
<b>GCAS</b>	Graduate Career Advantage Scotland
<b>GHP</b>	Green Health Partnership
<b>GIRFE</b>	Getting it Right for Everybody
<b>HEPMA</b>	Hospital Electronic Prescribing Management Administration
<b>HSCP</b>	Health and Social Care Partnership
<b>ICJ</b>	Improving Cancer Journey
<b>iTIND</b>	Second Generation Temporarily Implanted Nitinol Device

<b>LED</b>	Light-emitting diode
<b>LGBTQ+</b>	Lesbian, Gay, Bi, Trans. The plus stands for all other sexual orientations, gender identities or expressions, and sexual characteristics. Including (but not limited to) asexual, intersex, non-binary, pansexual, queer or questioning.
<b>LIMS</b>	Laboratory Information Management System
<b>MA</b>	Modern Apprenticeship
<b>MAT</b>	Medication Assisted Treatment
<b>MDT</b>	Multidisciplinary Team
<b>MMR</b>	Measles, mumps and rubella
<b>PAMS</b>	Property and Asset Management Strategy
<b>PCQA</b>	Pastoral Care Quality Award
<b>PHP6</b>	Public Health Priority 6
<b>QMH</b>	Queen Margaret Hospital
<b>RADAR</b>	Rapid Access Detox Acute Referral
<b>RADC</b>	Rapid Access Diagnostic Clinic
<b>RAS</b>	Robotically Assisted Surgery
<b>RCDS</b>	Rapid Cancer Diagnosis Service
<b>SPOCH</b>	Single Point of Contact Hub
<b>ToC</b>	Test of Change
<b>UNICEF</b>	United Nations Children's Fund

## Appendix Two: NHS Fife corporate risk register

Risk title (taken from risk register)	Score April 2023	Score Sept 2023	Target Risk Level	Trend <sup>2</sup>
1. Population Health and Wellbeing Strategy	Mod 12	Mod 12	Mod 12 by 31/03/24	=
2. Health Inequalities	High 20	High 20	Mod 10 by 31/03/24	=
3. COVID 19 Pandemic	Mod 12	Mod 9	Mod 12 by October 2023	↓
4. Policy obligations in relation to environmental management and climate change	Mod 12	Mod 12	Mod 10 by 01/04/25	=
5. Optimal Clinical Outcomes	High 15	High 15	Mod 10 by 31/03/24	=
6. Whole System Capacity	High 20	High 20	Mod 9 by 30/04/24	=
7. Access to outpatient, diagnostic and treatment services	High 20	High 20	- <sup>3</sup>	=
8. Cancer Waiting Times (CWT)	High 15	High 15	Mod 12 by 30/04/24	=
9. Quality & Safety	High 15	High 15	Mod 10 by 31/03/24	=
10. Primary Care Services	High 16	High 16	Mod 12 by 31/03/24	=
11. Workforce Planning and Delivery	High 16	High 16	Mod 8 by 31/3/25	=
12. Staff Health and Wellbeing	High 16	High 16	Mod 8 by 31/03/25	=
13. Delivery of a balanced in-year financial position	High 16	High 16	Mod 12 by 31/03/24	=
14. Delivery of recurring financial balance over the medium-term	High 16	High 16	Mod 12by 31/03/24	=
15. Prioritisation & Management of Capital funding	Mod 12	Mod 12	Mod 8 by 1/04/26	=
16. Off-Site Area Sterilisation and Disinfection Unit Service	Mod 12	Mod 12	Low 6 by 01/04/26	=
17. Cyber Resilience	High 16	High 16	Mod 12 by Sept 2024	=
18. Digital & Information	High 15	High 15	Mod 8 by April 2025	=

<sup>2</sup> = risk stayed the same, ↓ risk falling, ↑ risk increasing

<sup>3</sup> It is not possible to provide a target risk and date given the uncertainty over future availability of funding.

**NHS Fife provides accessible communication in a variety of formats including for people who are speakers of community languages, who need Easy Read versions, who speak BSL, read Braille or use Audio formats.**

NHS Fife 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](mailto:fife.EqualityandHumanRights@nhs.scot) or phone 01592 729130.

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