

# Population Health and Wellbeing Annual Report 2024-2025

Living well, working well  
and flourishing in Fife

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# Introduction

**This is our second annual report since signing off our [2023-28 Population Health and Wellbeing Strategy](#). This report provides a summary on the progress we have made implementing our strategy during 2024-25. It is structured around our 2024-25 Corporate Objectives building the work described in our [2023-24 annual report](#) and the [2024-25 Mid-Year Report](#).**

When we developed our strategy, recognising we were working through a period of complexity and uncertainty, we deliberately opted to take an agile approach to the implementation of our strategy that allows us to pivot and respond to a wide range of emergent challenges in real time. This approach has been central to the planning and delivery of our work over the past 12-month period allowing NHS Fife to respond in real time to key strategic challenges. In early 2024, our financial forecasts highlighted a significant financial deficit for 2024-25. As an organisation we knew we needed to seize the initiative to put us on a path to sustainable future whilst also protecting delivery of frontline services.

Central to this work is our Re-form, Transform, Perform (RTP) framework. Agreed in March 2024, this is our tactical response to enable us to address our financial challenges whilst also driving forward the ongoing transformation of our services. Through RTP we are ensuring our services remain fit for purpose, whilst continuing to meet our strategy objectives.

In 2024-25 we collectively delivered savings of over £25million (set against a budget of around £1billion), whilst also continuing to protect patient care and maintaining service performance. This is no small achievement – it is the result of teamwork, dedication, and a shared belief that we can collectively deliver a stronger, more sustainable NHS Fife.

Whilst we have made fantastic progress during 2024-25, our work continues. As part of our Annual Delivery Plan, agreed with Scottish Government, we have updated our corporate objectives for 2025-26. These will be used to update on our progress at the end of the 2025-26 financial year.

We have shown ourselves what is possible when we come together with the confidence, vision and determination to do things differently and face our challenges head on. We will continue to hold onto this and as we look ahead we remain committed to vision outlined in our strategy: living well, working well, and flourishing in Fife.

# Our Strategic Framework

**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

## Strategic Priorities



**Strategic 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.*



**Strategic 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.*



**Strategic Priority 3:**  
Improve staff experience and wellbeing

*We value and look after our staff.*



**Strategic Priority 4:**  
Deliver value and sustainability

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

## Tactical Response

Reform, Transform and Perform (RTP)

## Enabling Strategies

### NHS Fife Strategies

- Anchor Institution Strategic Plan
- Cancer Framework
- Clinical Governance Strategic Framework
- Digital and Information Strategy
- Greenspace Strategy
- Pharmacy and Medicines Strategic Framework
- Property and Asset Management Strategy
- Research, Innovation, and Knowledge Strategy
- Realistic Medicine and Value Based Health
- Women's Health Plan
- Workforce Plan and HSCP Workforce Plan and Strategy

### Fife HSCP Supporting Strategies

(aligned to Fife HSCP Strategic Plan)

- Alcohol and Drug Strategy
- Carers Strategy
- Childrens Services Plan
- Dementia Strategy
- Home First Strategy
- Learning Disability Strategy
- Mental Health Strategy
- Prevention and Early Intervention Strategy
- Primary Care Strategy

## Delivery

NHS Fife Corporate Objectives

## Assurance

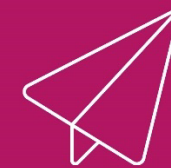
Annual Delivery Plan (ADP) | Integrated Performance and Quality Report (IPQR)

## Supporting Delivery

How we do things in Fife

Fife Change Model

Our Leadership Way

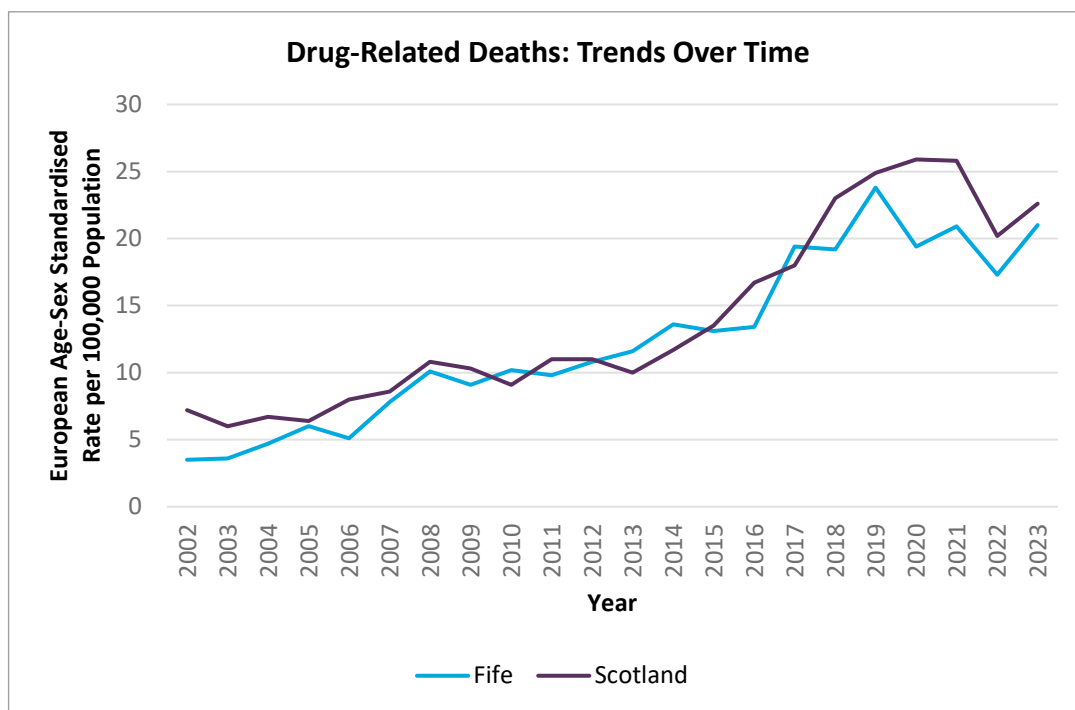


# Our Work in Action: how we are making a difference in practice

## Case Study 1: reducing the harms caused by drug use in Fife

### Why is this work a priority?

People in Scotland are more likely to die from illegal drug use than anywhere else in Europe, and more than twice as likely as those elsewhere in the UK. In Fife the drugs related deaths rate has been consistently slightly lower than Scotland's as a whole. However, since 2002, in common with the rest of Scotland, there have been increasing numbers of drug deaths. In 2023 there were 73 deaths linked to illegal drug use recorded in Fife.



## What has NHS Fife done?

We are increasing the provision of take-home naloxone kits to people at risk of an opioid overdose. Naloxone works by temporarily reversing the signs of an overdose of opioid drugs (such as heroin, methadone, fentanyl, and morphine) until further assistance can be provided by emergency services. Use of Naloxone can save lives.

Our work is coordinated by the Fife Alcohol and Drugs Partnership which includes Community Pharmacy teams, With You (a mental health charity) and NHS Fife. Kits are being distributed by community pharmacies to people taking opioid drugs as well as to their friends, families, and the wider public. Training is provided to support professionals to distribute the take home naloxone kits.

## How are we evaluating the impact of our work?

We are tracking the number of community pharmacies signing up to the scheme, the numbers of staff receiving training and the number of kits that have been distributed. To date, over 60 pharmacies have signed up to the Take Home Naloxone service, with over 300 pharmacy staff from across Fife receiving training. 300 naloxone kits have been distributed by community pharmacies between April 2024 to March 2025 (compared to 54 across the whole of the previous financial year).

A Senior Pharmacy Technician for Substance Use with NHS Fife's Addiction Services said: "Since the launch of the service last year we have seen examples of where lives have been saved directly through the distribution of these kits from community pharmacies."

## What are we doing next?

Fife Alcohol and Drugs Partnership is building on the partnership with community pharmacies. We will continue to provide further training to increase distribution of take-home Naloxone kits. We also plan to include community pharmacy in our early alert system to raise awareness of high-risk drugs that are circulating in communities.

Video link to the full story: [Take Home Naloxone Service](#)



## Case Study 2: Improving management of anaemia during pregnancy

### Why is this work a priority?

Anaemia is the most common medical issue in pregnancy. Data suggests that around 22% of women giving birth in Fife will develop anaemia in pregnancy (data for other parts of Scotland is similar). Anaemia can cause symptoms of fatigue in the mother and is linked to a range of adverse maternal and foetal outcomes, including preterm birth, low birth weight, and increased risk of maternal and perinatal morbidity. For women who give birth via caesarean section around 25% will be anaemic postnatally. Our serious adverse events review of surgical site infections has recognised anaemia to be a key factor in poor wound healing.

Fortunately, anaemia can be easily managed when identified. Robust management of anaemia has both clear benefits for the mother and baby, alongside a likely reduction in spend related to adverse outcomes.

### What has NHS Fife done?

Introduced in 2023, the Pregnancy Anaemia Management in Scotland (PrAMS) pathway was developed in collaboration with patients and clinical staff (including GPs, laboratories, obstetricians and midwives). It is based on the principles of prevention and early intervention.

In summary, the pathway means that all pregnant women will have their iron levels and iron stores checked at their first midwife appointment (usually at 11-13 weeks) and if found to be anaemic, will be provided with oral iron supplements from 16 weeks pregnancy until they give birth. In addition, iron levels are checked at 28 weeks, 34 weeks, and prior to birth by caesarean section. Where a deficiency is identified further appropriate treatment is provided. In Fife approximately 225 women per month have their iron levels checked as part of their maternity care. A key part of the work has been organising systems and processes to ensure that all these steps are happening in practise. For example, an additional clinic has been established in the Victoria Hospital Kirkcaldy and in Queen Margaret Hospital for any additional blood tests required as part of the pathway. We have also ensured that communication between the GP and maternity services is managed through use of clinical systems.



## How are we evaluating the impact of our work?

We collected data on the rate of anaemia at first midwife appointment, 28 weeks, 34 weeks, and postnatally. Where relevant, we also collected data on anaemia rates prior to caesarean section. The data show we have successfully reduced rates of anaemia in women during their pregnancy. There has been a 60% reduction in the rates of anaemia at 28 and 34 weeks, and 55% reduction in anaemia in women undergoing Caesarean section. Postnatally 1 in 5 women (20%) are anaemic compared to the numbers prior to the PRAMs programme, when 1 in 4 women (25%) were found to be anaemic. A further benefit of the new pathway has seen a significant reduction in the rates of anaemia in women with surgical site infections.

## What are we doing next?

The team continue to deliver the anaemia pathway seeking to reduce the likelihood of anaemia during pregnancy. A dashboard is being developed to support monitoring of outcomes relating to mortality, morbidity and postpartum haemorrhage. It is expected that over time as the pathway becomes more embedded the wider benefits of reduced rates of anaemia will be seen.



# Update on our work

## Strategic Priority 1: improve health and wellbeing

**Corporate Objective 1:** we will deliver pathways into employment in support of our Anchor ambitions through the development of innovative approaches to support priority groups to choose careers with NHS Fife.

Provision of good stable employment, particularly for the most disadvantaged in society, can address health inequalities and impact positively on the social determinants of health. In our Anchors Strategic Plan, we identified a key focus of our work would be to promote employment opportunities in Fife with a focus on progressive recruitment practices. During 2024-25 we have continued with ongoing work to widen employment access, with the aim of building a more inclusive and diverse workforce by engaging with priority groups and in areas of multiple deprivation within Fife.

### Key achievements in 2024-25:

- Supported people interested in working in health and care in NHS Fife to gain knowledge, skills and experience that enables them to take up employment in NHS Fife. For example, in conjunction with the Prince's Trust, we provided 4-week placements to young people interested in working in Health and Social Care aged between 16 – 30 years of age. Young people are supported to build both confidence as well as practical skills in the workplace. As part of the Fife Council Life Chances Programme, we are providing 13-week paid placements within NHS Fife with the aim of candidates transitioning into permanent posts at the end of the placement.
- We are seeking to raise awareness of the wide range of careers on offer in Fife to young people thinking about future job opportunities and careers. We are part of the [Developing the Young Workforce Fife Board](#) and we ran interactive Health and Social Care Career Events for high school pupils across Fife.



- For both our existing workforce and our future workforce, we have provided training and development opportunities supporting people with the skills they need to succeed in the workplace. For example, we have partnered with Fife College in the [Emerge](#) programme, a collaboration with Fife College, where applicants with an interest in pursuing a career in healthcare undertake a 12-month qualification with Fife College and a work placement within NHS Fife. Planning is now underway for the August 2025 intake. We have also delivered a range of apprenticeship opportunities across the organisation for both existing staff and new recruits. We are providing practical work experience with a qualification, and we plan to further expand programmes in 2025 and beyond.

### **Modern Apprentices in NHS Fife**

During 2024-25 we have supported around 100 Modern Apprentices across NHS Fife. These roles combine on-the-job training learning from experienced staff in the workplace with formal education. They are becoming an established career pathway for a range of roles in NHS Fife and are open to new recruits and our existing workforce.

Within our pharmacy services we have had around 20 Modern Apprentices. This programme supports the training and recruitment of Pharmacy Support Workers and Pre-Registration Pharmacy Technicians. These roles support a wide range of clinical services and are enabling the transformation in the delivery pharmacy across a wide range of settings (acute, community and primary care). The apprenticeships ensure that we are developing the workforce we need and demonstrate our role as an anchor institution in Fife.

*“Our work is meaningful for the team and educational for us”*

(a Pharmacy Modern Apprentice in NHS Fife sharing their experiences of the Apprenticeship Programme)



**Corporate Objective 2:** we will finalise the prevention and early intervention strategy and action plan across the life course focusing on child health and working with partners to address the building blocks for health.

Prevention and early intervention underpin the delivery of our Population Health and Wellbeing Strategy. It will lead to better health outcomes for people, their families, carers and our wider communities. We can reduce the burden of illness, reduce inequalities and prevent early deaths for our population. It will take time, but getting this right will ultimately lead to benefits for our population and for the Fife health and care system through reduced demand for services.

**Key achievements in 2024-25:**

- In September 2024 we published the [Prevention and Early Intervention Strategy](#) with input from a wide range of stakeholders.
- This included developing definitions of prevention and early intervention ensuring they are shared meaningful concepts across our Health and Care System. The strategy was approved via the governance routes of the Fife HSCP and supported by the NHS Fife Board.
- Delivery of the strategy is now underway. A Prevention and Early Intervention Strategic Oversight Group has been established to support this. A delivery plan is in development which takes a life course approach alongside a wide range of services. This takes account of a range of existing strategies recognising complexity, dependencies and the interconnectedness of this work.



**Corporate Objective 3:** we will provide tiered support for people who are waiting for planned care building on the established 'Well' initiative and embed new learning from pilot work to support people who are waiting for appointments, procedures, and other care.

Our services are under pressure and sometimes patients are having to wait longer than we would like. [Waiting well](#) approaches enable people to support their health and wellbeing while they are waiting for their appointment, procedure, treatment and other care. In 2023-24, we tested ways of embedding a waiting well approach in our Orthopaedics service. This showed that there are benefits of raising awareness of all the resources available. We also found that when we communicate directly with patients, using person centred approaches to understand 'what matters', this is more likely to lead to increased uptake of supporting services.

Through our work to date we have built close working relationships between acute services (where patients are typically waiting) and [The Well](#) who run drop-in services providing free information and general advice to help people stay well and independent within their local community.

**Key achievements in 2024-25:**

- Building on the learning in Orthopaedics, we have ensured information on waiting well is readily available on the NHS Fife Website, Patient Hub app, outpatient clinics, and letters for patients of all secondary care specialties. We have also included links to the NHS Fife Pain Talking website.
- Developed referral pathways to The Well to ensure all patients who can benefit from this service have access to it. The Well now run a weekly outreach service on site at the Victoria Hospital in Kirkcaldy.
- We brought together a workshop for staff working across a range of services to share good practice and develop further plans for implementation. Supporting our work we are participating in the national Waiting Well Learning Network.



## Strategic Priority 2: improve the quality of health and care services

**Corporate Objective 4:** we will establish a transformative and sustainable model for unscheduled care in Fife and implement sustainable changes that will lay a solid foundation for the reformation and continuous improvement of unscheduled care services, ensuring they are integrated, efficient, and responsive to the needs of our community.

Urgent and unscheduled care services provide any care in an emergency including during out of hours. It includes care provided by our Accident and Emergency (A&E) department, minor injury units and a range of community services. Our services have experienced increasing demand with year-on-year increases in presentations to our A&E department. This pressure is seen in our waiting times which have increased. In previous years we have invested in growing our capacity and undertaken redesign of our unscheduled care services. Further work is ongoing to embed changes and take forward further improvements across our health and care system to ensure that our unscheduled care services provide high quality sustainable care in the longer term.

### Key achievements in 2024-25:

- We launched our Same Day Emergency Care (SDEC) Service which provides care to approximately 130 patients/ week. There are a range of pathways into the service, for example via a GP, our Flow Navigation Centre, or through A&E. The service schedules appointments for patients requiring speedy access to diagnostics and treatment – typically within 24-48 hours. The service reduces demand on our A&E department and ensures that patients don't need to wait in A&E unnecessarily for care.
- We have continued to embed our redesigned Flow Navigation Centre (FNC) following the changes made in 2023-24. This seeks to increase the integration between our FNC, A&E and other parts of our health and care system. These changes are supporting a more joined up, whole system approach.
- We have commenced work to support adults in care homes across Fife to have timely access to community-based services in order to reduce unnecessary acute hospital admissions. A whole-systems approach was undertaken to help identify challenges, escalations and solutions with a focus on safely reducing avoidable transfer to hospital from care homes. Looking ahead, the learning from this work will inform future projects including a focus on frailty.



**Corporate Objective 5:** We will develop an Acute Services Clinical Framework and action plan that will guide the strategic direction and delivery of services throughout the lifespan of the strategy, ensuring a cohesive and integrated approach to healthcare provision that meets the evolving needs of our patient population.

Supporting our Population Health and Wellbeing Strategy, we are developing an Acute Services Clinical Framework covering the period 2025-28. We will also prepare a delivery plan which will detail changes we want to make. Together, this will outline how we will deliver safe and sustainable acute services that meet the needs of Fife. This will guide the transformation of acute services and will be aligned to our Re-form, Transform, Perform framework.

**Key achievements in 2024-25:**

- We have scoped the Acute Services Clinical Framework with clinical teams in acute services.
- This work has told us we need to think bigger and be bolder in our ambitions to join services up, work across boundaries and think about how we can do things differently. Beyond immediate pressures, we must plan for the next generation of healthcare – embedding prevention, maximising early intervention, and ensuring sustainability of services that improve long-term outcomes. Much of this work is already underway but we want to increase the alignment of what we are doing and accelerate progress.
- As we move into 2025-26, we will build on the work undertaken to date and work with our clinicians, our workforce, and the people of Fife to further define how services should evolve in the coming years.



**Corporate Objective 6:** We will develop an approach to clinically underpin Re-form, Perform and Transform initiatives enabling Realistic, Timely and Personalised Care through developing clear methodologies for implementation and measurement, and underlining the intrinsic link between this approach and the sustainability and value of healthcare services in Fife.

[Realistic Medicine](#) and Value Based Healthcare are central to our RTP framework. The realistic medicine principles include shared decision making, personalising approaches to care, reducing waste and harm caused by healthcare, reducing unwarranted variation, better managing risk, and seeking to continually improve and innovate.

**Key achievements in 2024-25:**

- Continued to embed Realistic Medicine principles across all our work. This is supported with promotion of the national training and education modules on Realistic Medicine available on our e-learning platform, the national campaign It's ok to Ask, as well as the Benefits, Risks, Alternatives and do Nothing (BRAN) questions.
- Running awareness sessions throughout 2024-25 that were positively received.
- Worked with our clinical teams to embed approaches as part of our work. For example, our frailty team incorporated Realistic Medicine into the revised prescribing guidelines. We have also considered Realistic Medicine as part of the RTP Medicines Optimisation scheme and our Medicines Safety Programme to ensure the safety, sustainability, and value from medicines.



## Strategic Priority 3: improve staff experience and wellbeing

**Corporate Objective 7:** We will develop a workforce staffing model in line with our Re-form, Perform, Transform objectives. This will include full review of establishments across NHS Fife, demand modelling, and a full review of our skills and expertise to maximise our opportunities and continued pursuit of teaching board status.

NHS Fife's workforce is essential to the delivery of high-quality services. We know that the best way to deliver high quality care is to have substantive staff who are part of our clinical teams. Our Workforce Plan (2022-25) set out our plans for how we will develop our workforce to ensure that we deploy our staffing resources effectively and this aligns with plans to redesign and transform services. These themes will continue into our next workforce plan which is currently in draft.

In March 2024, we jointly co-signed an ambitious partnership agreement between NHS Fife and the University of St Andrews. This formalised a long-standing collaboration and sets the foundation for NHS Fife to become a recognised teaching hospital, strengthening our academic, research, and clinical leadership role.

### Key achievements in 2024-25:

- We undertook a detailed workforce review, mapping our workforce against NHS Scotland averages, looking to identify opportunities to update staffing models to better align with service transformation, infrastructure planning, and financial sustainability. This work has enabled us to better project forward our workforce and take a more strategic approach to our decision making.
- Across all staff groups we have worked to reduce use of supplementary staffing. Agency staffing use is now only in exceptional circumstances. We have invested in our workforce and introduced a Direct Engagement Model in August 2024 for agency staff, as part of our RTP transformation work which has significantly reduced supplementary spend. For services with specific staffing challenges, we are looking at redesign to protect continued delivery of care. We are reporting our progress with this work to Scottish Government, and we will continue building on our momentum throughout 2025-26, embedding processes across all parts of our organisation.
- [The Health and Care \(Staffing\) \(Scotland\) Act](#) (HCSA) came into force on 1 April 2024. In line with the provisions of the Act we continue to utilise a range of [tools](#) to assess our staffing levels and provide assurance these are safe to meet the safe delivery of patient care. We continue to engage with Healthcare Improvement Scotland around the provisions of the Act and will continue to work towards ensuring we fulfil the reporting requirements of the Health and Care Staffing legislation.



**Corporate Objective 8:** We will deliver against key staff governance metrics for 2024/25. This includes reducing sickness absence levels to at least 6.5% and maintaining 80% compliance with mandatory training and 60% uptake of Personal Development Plans and Reviews (PDPR)<sup>1</sup>.

NHS Fife is committed to improving the wellbeing of our staff, believing that this supports the ongoing retention of our workforce and positively contributes to improved patient care and clinical outcomes. Our staff governance metrics provide an insight into how well we are delivering this in practice. Recognising that there is room for improvement we are seeking to reduce sickness absence rates and increase uptake of mandatory training and PDPR. As we take this forward, we are ensuring that we deliver [Protected Learning Time](#) (PLT) for all relevant staff groups.

**Key achievements in 2024-25:**

- Implementation of a short-term action plan to increase completion rates of PDPR across NHS Fife before 31st March 2025. Actions included the regular provision of feedback to all line managers on the rates of completion and provision of advice and guidance on how to increase the rates of completion. This included ensuring PDPR and mandatory training was completed correctly, provision of appropriate training, and improved review of data. Building on our learning to date, a longer-term action plan for 2025-26 has been developed which includes actions to ensure all managers are provided with enhanced reporting functionality for both PDPR and core skills compliance monitoring.
- Proactively seeking to reduce our absence rate through enhancing Attendance Management training for managers and implementing a standardised approach to Promoting Attendance Panels to ensure management of attendance is aligned with the Once for Scotland Attendance Policy. We continue to work closely with service areas to improve the accuracy of absence recording and using data to identify trends, patterns, and potential challenges. These insights will support managers to develop and implement strategies designed to enhance overall attendance.
- We have made plans to continue work to reduce our sickness absence rate, increase PDPR completion, and increase uptake of mandatory training into 2025-26.

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<sup>1</sup> The PDPR is developed between an employee and their line manager. It sets out the employee's objectives for the year ahead, any agreed development needs, and a plan for how these will be achieved.



**Corporate Objective 9:** We will develop and launch a leadership framework focussed on compassionate leadership and an open, transparent, and nurturing culture, underpinned by strong staff engagement.

During 2024-25 we have developed our Fife Leadership Framework that has reach and relevance for all of us in NHS Fife. This puts a significant stake in the ground for Fife at a time when both performance and culture are mission critical to our ambitions and capabilities to deliver excellent care, with our people at the heart of our approach. We have deliberately co-designed Our Leadership Way (OLW), so that we build confidence in the leadership behaviours that matter the most to us here in Fife. Our framework begins with the principle that these leadership behaviours will be applicable to all of us, regardless of role, grade, or profession, and that we are all leaders, with a voice and responsibility to make a difference.

**Key achievements in 2024-25:**

- OLW was signed off by the NHS Fife Board in March 2025. It is structured around three behaviours: *adaptive*, *compassionate*, and *collaborative*. Each behaviour is accompanied by a description of what this looks like in practice.
- The framework is a guide, based on Fife-specific insights and the contemporary literature and evidence base. It has reach and relevance for leaders at all levels, 'from the ward to the board', across our whole NHS Fife health and care system, regardless of grade, role or profession.
- A formal launch of OLW is planned in early 2025-26. This will help embed and sustain our ongoing commitment as an organisation to healthy workplace cultures and enhance the impact and opportunities of leadership at every level.



## Strategic Priority 4: deliver value and sustainability

**Corporate Objective 10:** We will Re-form, Transform and Perform our organisation to deliver a minimum of 3% recurring savings, and design, approve and commence plans to deliver break even for 2024/25, in support of medium to long term financial sustainability.

The first year of our Re-form, Transform, Perform framework has been a series of savings schemes to help us secure the minimum 3% savings target. This equates to £25million of savings across our total expenditure. We have also established a series of programmes that will take forward the ongoing transformation of NHS Fife.

### Key achievements in 2024-25:

- Identified a range of saving schemes that would collectively support delivery of our financial savings target. Over the course of 2024-25 we delivered 13 schemes which collectively saved more than our savings target of £25million during 2024-25.
- Created a transformation portfolio which includes the following programmes: Clinical Services Redesign, Infrastructure, People and Change, and Business and Digital Transformation.
- Plans for these programmes have been developed for 2025-26 with a summary of key actions, identified benefits, and measures of impact for what this work will achieve.



**Corporate Objective 11:** We will develop a digital framework to underpin RTP including specific delivery plans: to modernise administration and business enabling functions; to enhance adoption of technologies; to implement Digital Medicines; and to ensure further innovative approaches to support clinical redesign.

Use of digital approaches is central to how we are redesigning services. To support this work, we are replacing our existing digital strategy with an updated Digital Framework. This will build flexibility into our delivery plans, underpin our RTP Business Transformation Programme, and ultimately ensure that we utilise our financial resources wisely.

**Key achievements in 2024-25:**

- Delivered Electronic Immediate Discharge Documentation (EIDD) and continued working towards implementation of Pharmacy Stock Control and Hospital Electronic Prescribing and Medicines Administration (HEPMA).
- Commenced drafting our digital framework including identifying key objectives and how these align with national, regional, and local objectives (including RTP).
- Led scoping supporting the Business Transformation Programme to consider how we can improve use of digital solutions to complete internal administration and digital functions. For example, supporting the recruitment process.



**Corporate Objective 12:** We will continue to implement actions to support the challenge of climate emergency including the reduction of energy, carbon, waste, and unnecessary travel together with improved use of our Greenspace; including the development of the whole system infrastructure plan.

NHS Fife, in common with other NHS Boards, recognises the climate emergency and has made a commitment to developing sustainable practices and working towards net zero. Our aim is to reduce greenhouse gas emissions from our buildings by at least 75% by 2030 compared to a 1990 baseline, by 2038 to use renewable heating systems for all NHS-owned buildings, and by 2040 for all our estate to achieve net-zero emissions (meaning overall we are not increasing levels of carbon dioxide in our atmosphere). Recognising the scale of this work, we have developed a range of interconnected strategies and programmes which support us to deliver this in a phased way.

**Key achievements in 2024-25:**

- Throughout 2024/25, we made measurable progress towards net zero, focusing on emissions reduction, energy savings, waste minimisation, sustainable travel, and greenspace development. Our actions continue to support long-term environmental sustainability across our estate. Examples of our work include:
  - Significant energy savings and emissions from building infrastructure reduced through ongoing energy efficiency measures,
  - Over £99k in avoided procurement costs through internal reuse network ‘Warp-it’, with more than 700 staff participating,
  - Securing £45k secured for cycling infrastructure upgrades;
  - Staff e-bike hire and Electric Vehicle (EV) salary sacrifice schemes launched to support low-carbon travel.
  - Greenspace Development projects designed to support staff, patients and visitors.
- Further detail on our work is outlined in our [Sustainability & Greenspace Report](#) (published November 2024) and our [2023-24 Annual Climate Emergency and Sustainability Report](#) (Published January 2025).



# Conclusion

Work has continued to implement the NHS Fife Population Health and Wellbeing Strategy in 2024-25. There has been considerable progress towards a sustainable future with significant savings made through the work of RTP. Through the creation of our transformation portfolio, we have built a firm foundation from which to continue the ongoing transformation of NHS Fife. This delivery of change at pace, combined with the continued strategic focus of the ambitions of our strategy will continue into 2025-26.

# Annex One:

## Strategies and Programmes Update

### NHS Fife Local Strategies

**Delivery status:** signed off and being implemented

**In Development status:** strategy being written and pre-sign off

| Strategy |   | Timeline  | Status   | Strategic Priority |   |   |   | Summary of Progress  |
|----------|---|-----------|----------|--------------------|---|---|---|--|
|          |   |           |          | 1                  | 2 | 3 | 4 |  |
| 1.       | <a href="#">Anchor Institution Strategic Plan</a>       | 2023-2028 | Delivery | •                  |   | • | • | With an emphasis on employability, work has been completed to widen access, engage with priority groups and focus on areas of multiple deprivation. Further achievements are completion of Community Asset Transfer and promoting active travel, in support of sustainability goals, and maintaining Living Wage accreditation whilst improving payment performance metrics. |
| 2.       | <a href="#">Cancer Framework</a>                        | 2022-2025 | Delivery |                    | • |   |   | Working to finalise the refreshed Cancer Framework which will align with the Population and Wellbeing Strategy and 10-year Cancer Strategy.  |
| 3.       | <a href="#">Clinical Governance Strategic Framework</a> | 2022-2025 | Delivery |                    | • |   | • | Of the eleven work streams on the plan, four have been delivered and two, partially delivered. Timescales for the outstanding five work streams have been revised.   |
| 4.       | <a href="#">Digital and Information Strategy</a>        | 2019-2024 | Delivery |                    |   |   | • | A digital framework is in development as a replacement for the previous strategy. A closing report for the 2019-24 Strategy was submitted to the Board in November 2024. The revised Digital Framework was presented to the January 2025 meeting of the Digital and Information Board and is now being shared for wider stakeholder  |

| Strategy |   | Timeline  | Status   | Strategic Priority |   |   |   | Summary of Progress  |
|----------|---|-----------|----------|--------------------|---|---|---|--|
|          |   |           |          | 1                  | 2 | 3 | 4 |  |
|          |   |           |          |                    |   |   |   | consideration. Expected data of completion and presentation to Clinical Governance Group is July 2025.   |
| 5.       | <a href="#">Greenspace Strategy</a>           | 2023-2030 | Delivery | •                  |   |   | • | We are progressing towards our climate emergency goals by continuing to implement actions agreed in the Greenspace Strategy by continuing to focus on renewable energy solutions and ongoing greenspace development. Projects in progress include Pain Management Garden at Queen Margaret Hospital, a full green space plan at Lynebank Hospital, and developing ongoing partnerships with Fife Council, Fife Communities Climate Action Network (FCCAN) and other relevant community groups. |
| 6.       | Pharmacy and Medicines Strategic Framework    | 2024-2026 | Delivery |                    | • |   |   | Strategic framework objectives have been agreed within Pharmacy. Deliverables were prioritised in the medium term to take account of delivery of digital medicines programme and winter pressures. Reporting is through Pharmacy Senior Leadership Team.   |
| 7.       | Property and Asset Management Strategy (PAMS) | 2023-2030 | Delivery |                    |   |   | • | Ongoing consolidation and rationalisation of our estate to improve condition and efficiency. A Business Continuity & Essential Investment Infrastructure Plan was submitted to Scottish Government in January 2025 (Phase 1) and we are awaiting instruction and guidance regarding the Whole System capital planning initiative (Phase 2).  |
| 8.       | Research Innovation and Knowledge Strategy    | 2022-2025 | Delivery | •                  | • |   | • | Working in collaboration with St Andrews School of Medicine on a refresh and redevelopment of the strategy. Surveys have been distributed internally and externally to gather feedback on proposed future priorities and short, medium, and longer-term objectives.  |

| Strategy |   | Timeline  | Status   | Strategic Priority |   |   |   | Summary of Progress   |
|----------|---|-----------|----------|--------------------|---|---|---|---|
|          |   |           |          | 1                  | 2 | 3 | 4 |   |
| 9.       | Realistic Medicine and Value Based Health           | 2024-2025 | Delivery | ●                  | ● |   | ● | Continued working towards Realistic Medicine (RM) principles becoming fully embedded in Fife. Working with patients and families/advocates to ask BRAN questions (Benefits, Risks, Alternatives, and do-Nothing). Evaluating shared decision making from patients' perspectives and encouraging staff to complete Shared Decision-Making learning module.   |
| 10.      | Women's Health Plan                                 | Ongoing   | Delivery |                    | ● |   |   | A gynaecology ambulatory unit at Queen Margaret Hospital has been opened to provide modern fit for purpose facilities for gynaecology clinics. The number of referrals for menopause services has continued to increase. Limited prescribing for Testosterone is available, opportunities to enhance prescribing in line with clinical guidance will be explored.   |
| 11.      | Workforce Plan and HSCP Workforce Plan and Strategy | 2022-2025 | Delivery |                    |   | ● |   | Workforce plan for NHS Fife and HSCP are now complete and in line with Annual Delivery and Financial plans. The plans will be submitted to Scottish Government following approval through governance committees. Continued implementation of Direct Engagement and transition of medical and other locums to Staff Bank. The new Leadership Framework will be at Board imminently and published thereafter. |

# NHS Fife Strategic Programmes Update

**Delivery status:** signed off and being implemented

**In Development status:** strategy being written and pre-sign off

| Strategy |                                       | Timeline   | Status   | Strategic Priority |   |   |   | Summary of Progress   |
|----------|---------------------------------------|------------|----------|--------------------|---|---|---|---|
|          |                                       |            |          | 1                  | 2 | 3 | 4 |   |
| 1.       | Integrated Unscheduled Care Programme | March 2025 | Delivery |                    | ● |   |   | The Integrated Unscheduled Care Programme has delivered joint working across the Fife health and care system to develop admission prevention pathways for care home residents to provide care closer to home, strengthen redirection pathways from the ‘front door’ through Flow Navigation Centre and Rapid Triage Unit to ensure the right care is delivered in the right place and at the right time, and review our urgent and unscheduled care provision across Fife to deliver transformed models of care.  |
| 2.       | Integrated Planned Care Programme     | March 2025 | Delivery |                    | ● |   |   | The Integrated Planned Care Programme has achieved the required deliverables set out for 2024-2025. There has been a focus on pathway and service improvements and optimising productive opportunities. These opportunities have been enabled by schemes to deliver the remobilisation and recovery of elective care. These workstreams have seen all required national priorities develop Active Clinical Referral Triage and Patient Initiated Review usage, along with improvements for day surgery and waiting times trajectories and continuing with digital improvements including patient hub. |

## Fife HSCP Strategies

**Delivery status:** signed off and being implemented

**In Development status:** strategy being written and pre-sign off

| Strategy                                       | Timeline  | Status      | Strategic Priority |   |   |   | Summary of Progress   |
|--|-----------|-------------|--------------------|---|---|---|---|
|  |           |             | 1                  | 2 | 3 | 4 |   |
| 1. <a href="#">Alcohol &amp; Drug Strategy</a> | 2024-2027 | Delivery    | ●                  |   |   |   | Implementation is progressing well. Take Home Naloxone programme remains on track with over 50 training sessions taking place within the Fife localities. Fife Alcohol and Drug Partnership has worked closely with locality teams to offer training based on local need and identifying areas that may require more support. |
| 2. <a href="#">Carers Strategy</a>             | 2023-2026 | Delivery    |                    | ● |   |   | A carers experience survey was completed and used to prioritise improvements in support of carers. A desktop review of the Short Breaks Service Statement has been undertaken, with plans for a fuller review in the coming year.   |
| 3. <a href="#">Children's Services Plan</a>    | 2023-2026 | Delivery    |                    | ● |   |   | This is a rolling programme of work which spans several years and is aligned to Fife Children's Services priorities and plan. Four priority areas have been identified – Closing the Equality Gap, Supporting Wellbeing, Children's Rights and Delivering the Promise.  |
| 4. Dementia Strategy                           | TBC       | Development |                    | ● |   |   | The Fife Dementia Working group has been established to consider how the national strategy will be implemented locally.   |
| 5. <a href="#">Digital Strategy</a>            | 2024-2027 | Delivery    |                    |   |   | ● | The Integrated Joint Board (IJB) have approved the Digital Strategy. A rolling programme of work is being progressed via a joint Digital Oversight Board, collaborative delivery groups and key leads   |

| Strategy |  | Timeline  | Status      | Strategic Priority |   |   |   | Summary of Progress   |
|----------|--|-----------|-------------|--------------------|---|---|---|---|
|          |  |           |             | 1                  | 2 | 3 | 4 |   |
| 5.       | <a href="#">Home First Strategy</a>                        | 2023-2026 | Delivery    |                    | ● |   |   | A Home First workshop was held in February 2025 to review progress and agree future priorities. In-reach nurse practitioner posts have been introduced supporting smoother, more timely and appropriate discharges to the Hospital at Home service. |
| 6.       | Mental Health and wellbeing Strategy                       | 2025-2028 | Development |                    | ● |   |   | The Mental Health and Wellbeing Strategy is currently progressing through the governance process, expected to be reviewed by the IJB in 2025-26.  |
| 7.       | <a href="#">Prevention and Early Intervention Strategy</a> | 2024-2027 | Delivery    | ●                  |   |   |   | The IJB have approved the Prevention and Early Intervention Strategy. A rolling programme of work is being progressed via delivery groups and key leads.  |
| 8.       | <a href="#">Primary Care Strategy</a>                      | 2023-2026 | Delivery    |                    | ● |   |   | With a focus on sustainability and quality, a rolling programme of work is being progressed including the implementation of a Fife wide communication and engagement plan   |

# Annex Two:

## Glossary of Abbreviations and Acronyms

**A&E**- Accident and Emergency Department

**BRAN**- Benefits, Risks, Alternatives, Do Nothing

**EIDD**- Electronic Immediate Discharge Documentation

**EV**- Electric Vehicle

**FCCAN**- Fife Communities Climate Action Network

**HCSA**- Healthcare Staffing Act

**HEPMA**- Hospital Electronic Prescribing and Medicines Administration

**HSCP**- Health and Social Care Partnership

**OLW**- Our Leadership Way

**PDPR**- Personal Development Planning Review

**PLT**- Protected Learning Time

**QMH**- Queen Margaret Hospital

**RM**- Realistic Medicine

**SDEC**- Same Day Emergency Care

**VHK**- Victoria Hospital Kirkcaldy

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