

Shetland Health and Social Care Partnership

# Joint Strategic Plan 2025-2028

Working together to provide supportive and sustainable  
Community Health and Social Care in Shetland



## Contents

Introduction.....	3
Why we have a Joint Strategic Plan .....	6
How we will use the Plan .....	6
Our Strategic Plan overview.....	8
Our Area .....	8
Our Localities.....	10
Our Staff .....	11
Our Services.....	12
Our Ambitions.....	13
Shifting Balance of Care .....	15
Our Projects.....	16
Where we are now .....	17
COVID-19 Pandemic Impact.....	18
Our Finance .....	19
Funding Challenges.....	19
Cost Pressures .....	19
Budget vs Actual Spend .....	20
The Need for Transformation .....	21

How the budget is spent .....	22
Our Outcomes.....	23
What matters to you.....	23
1. Fair and accessible support for our communities .....	27
2. Prevention, early intervention and maximised wellbeing .....	32
3. Sustainable models of care .....	38
Our Performance .....	43
Key Words and Abbreviations.....	44
Thank you .....	47
Contact Details.....	47
Appendix 1.....	48
Local and National Factors.....	48
How we develop our Strategic Plan .....	50
Our structure and governance routes.....	51

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## Introduction



Natasha Cornick, Chair  
Shetland IJB

Welcome to Joint Strategic Plan (the 'Plan') for Shetland Health and Social Care Partnership (HSCP) for the years 2025 to 2028.

The Shetland Integration Joint Board (IJB) works with the Shetland Islands Council (SIC) and NHS Shetland. We work together to make sure health and care services meet the needs of people in Shetland. This partnership is called the Health and Social Care Partnership. The HSCP is responsible for carrying out the Plan for health and care services in the community.



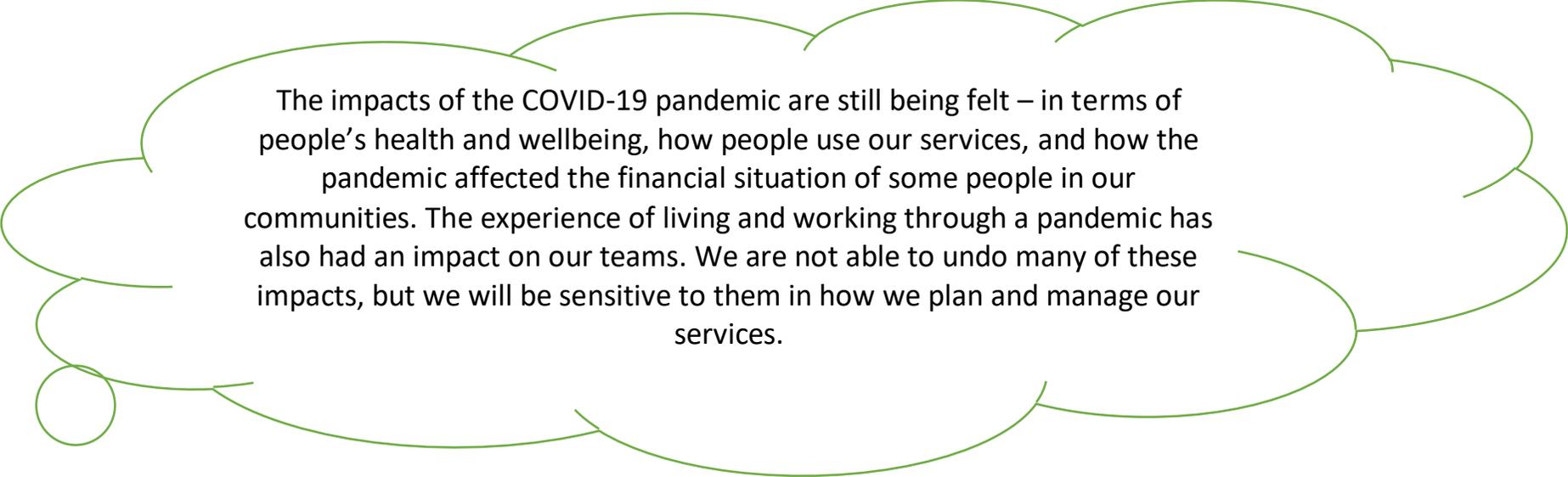
Jo Robinson, Chief Officer  
Shetland IJB

This Plan builds on our previous Plan from 2022 to 2025. Many things have changed in the world in recent years, in health and social care, and in Shetland. We've had some successes, but we've also faced challenges. These include ongoing financial challenges, staffing shortages, COVID-19 pandemic, bad weather, and connectivity (internet and phone) outages.

These difficult times have tested our staff and our communities. However, they have also shown us how strong we are as a community. People came together to support each other. We've learned a lot from these experiences.

We face challenges in 2025 to 2028. The HSCP has been under financial pressure, and this is expected to continue. We have an aging population, and increasing number of people with health conditions and disabilities, including Learning Disabilities and complex health needs. These changes are happening sooner in Shetland than in other parts of Scotland, which puts extra pressure on our services. We also know that we can't expect people to consistently go above and beyond. This is not sustainable in the long term for our staff, teams and our services.

We are committed to working together to make sure we are able to maintain our high quality services and where possible, to improve the efficiency and financial sustainability of our health and care services. We will listen to, learn from, and work with our partners, our community, our service users, and our staff. We will develop services sensitively and take into account the needs of our community and staff to ensure that we prioritise the health and care needs of people in Shetland. We are also committed to ensuring fair access to our health and social care services for everyone in our community.



The impacts of the COVID-19 pandemic are still being felt – in terms of people’s health and wellbeing, how people use our services, and how the pandemic affected the financial situation of some people in our communities. The experience of living and working through a pandemic has also had an impact on our teams. We are not able to undo many of these impacts, but we will be sensitive to them in how we plan and manage our services.

## Why we have a Joint Strategic Plan

Our Joint Strategic Plan (the 'Plan') describes our vision for our community health and care services in Shetland. The Plan tells you about our priorities, the goals and outcomes we want to achieve, and how we will plan and provide services to meet the needs of those in Shetland. We regularly review and update our Plan to ensure we work to provide the best possible health and social care services for our community.

This Plan describes our:

- [Ambitions](#) what we want to achieve over the next 3 years
- [Planning](#) how we plan our health and care services and identify gaps
- [Outcomes](#) how our health and care services will support individuals
- [Performance](#) how we will measure how well our health and care services are working

## How we will use the Plan

This Plan helps us to work in partnership with the community, so that we make well considered decisions to help us achieve our goals; including how to develop new services and how to use our money and resources wisely, such as time, money, and staff. This Plan helps us to monitor our services to make sure they are working as they should.

This Strategic Plan is useful for many people:

- Health and Care Staff                      staff can use the Plan to understand our goals and how the work they do helps to contribute to achieving our [ambitions](#)
- Planning and Decision makers            the Plan helps us with [planning](#) and making decisions that will help us to achieve our goals and ambitions; such as how to develop new services and how to use our money and resources
- Service Users, Carers and the General Public                      the Plan provides information on how health and care services are planned, how they will be provided, and the services and [outcomes](#) people can expect
- Third Sector and Voluntary Agency Partners                      the Plan helps our third sector and voluntary agency partners to understand our goals, resources, roles and responsibilities; helping us to work together to use our strengths to support each other and to achieve long term goals

## Our Strategic Plan overview

Our Strategic Plan is our ‘big picture’ strategy, it shows us where we want to go (our goals and ambitions), how we will get there (planning and projects), and how we will know if we have been successful by tracking key results such as using Key Performance Indicators (KPIs). In [Appendix 1](#), we have included further information on how the Strategic Plan is brought together, including legislation and national strategies, along with our structure and governance information.

This Plan is for everyone in the HSCP, including individual teams, to ensure we all work together to achieve our goals and ambitions. The Plan becomes part of the [Community Health and Social Care Directorate Plan, and individual Service Areas Plans](#), to ensure all the teams are working together to achieve the best for our community.



### Our Area

In Shetland, although our population may be relatively small, with a current estimate of around 23,000 people, we have a distinct culture and a strong sense of community.

In terms of health, Shetland has an average life expectancy of around 83 years for females, and 80 years for males; this is higher than the Scottish average. The leading causes of death are Cancer, Dementia, Alzheimer’s and Heart related diseases.

We have one hospital in Shetland, the Gilbert Bain, ten Health centres/GP practices, four Dental Clinics, nine Care Centres (one run by Crossreach), Housing and Community Support Services, short break and respite care home, day care services, alongside sheltered and supported living options. Due to our remote location, some people go to mainland Scotland for treatment and specialised care.



The prevalence of Learning Disabilities and Autism Spectrum Disorders is increasing globally, and Shetland also has an increasing population with these conditions, as well as people with more complex health and care needs. This means we are likely to see more demand for health and care services in future.

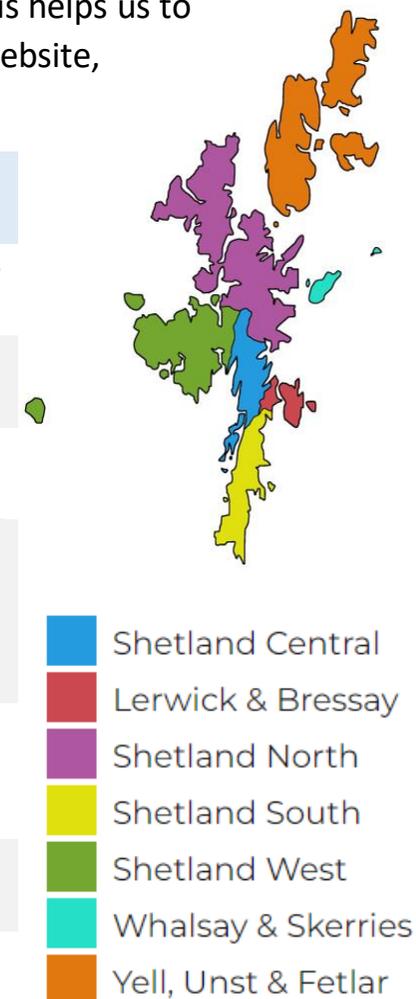
In Shetland we also have an aging population; meaning the number of older people is increasing whilst the number of younger people is decreasing. This may lead to more pressure on our health and care services and a decline in the number of people available locally to join our workforce.

There is no easy solution to the challenges of a population with increasing complex needs or an aging population. However, by working together with our staff, the community and our Third sector and voluntary agency partners, we can look to develop effective ways to address these challenges and to ensure people have the right level of support and care to meet their needs.

## Our Localities

We have seven Localities in Shetland with each area working with a locality group, who ensures we work together, as well as working with our communities and partners, including third and independent sector organisations. This helps us to improve health, care and wellbeing for our communities. The map shown is from Shetland Partnership website, [www.shetlandpartnership.org](http://www.shetlandpartnership.org). More information on each of the localities can be found on this website.

Localities	Areas they include	Approx. Population	Our services in the community include
Lerwick area	Lerwick and the island of Bressay	7,000 (30%)	Hospital, Health Centre, Care Centre, Wellbeing Hub
Central Mainland	Whiteness and Weisdale, Scalloway, Burra, Trondra, Tingwall and Girlsta	3,500 (15%)	Health Centre, Wellbeing Hub
North Mainland	Delting, Nesting & Lunnasting, Brae and Northmavine	3,250 (14%)	Health Centre, Care Centre, Wellbeing Hub
South Mainland	Gulberwick, Quarff, Cunningsburgh, Sandwick, Levenwick, Bigton, Scousburgh, Dunrossness, Sumburgh and Fair Isle	4,500 (20%)	Health Centre, Care Centre
West Mainland	Tresta, Bixter, Aith, Reawick, Skeld, Walls, Sandness, Foula and Papa Stour	2,250 (10%)	Health Centre, Care Centre
Whalsay & Skerries	The islands of Whalsay and Out Skerries	1,100 (5%)	Health Centre, Care Centre
Yell, Unst & Fetlar	The islands of Yell, Unst and Fetlar	1,500 (7%)	Health Centre, Care Centre, Wellbeing Hub



## Our Staff

Our HSCP staff are made up from NHS Shetland and Shetland Islands Council employees (see [Appendix 1](#)), working together in partnership to plan and provide our services, we call this an integrated service. The HSCP staff work within the Community Health and Social Care Directorate; the Directorate is across both the NHS and the Council. It is the excellent joint working of our teams, the good communication, sharing of knowledge and skills and their commitment to work together to provide the best for our community that enables us to meet our ambitions and goals.

As an IJB we will endeavour to provide good communication to staff working in the HSCP, so that they are able to see how their contribution positively impacts on the health and wellbeing of our community, and how it enables us to meet our ambitions.

We couldn't provide our high quality services without our staff and their commitment to providing excellent health and care support. As a HSCP we are committed to ensuring that we will continue to listen to and support our staff, ensuring they are able to work in a safe, respectful, engaging and positive environment. We will work with our partners to ensure that our staff are able to focus on growing their skills and to undertake training opportunities, so that they can develop their careers and have the support and tools they need.

Above all else, we will value the workforce we have.

### **We will:**

- ✓ Communicate well with our staff
- ✓ Support wellbeing of our staff
- ✓ Value our staff
- ✓ Support development of our staff
- ✓ Listen to our staff
- ✓ Support new ways of working

## Our Services

The HSCP provides health and care services in the community. We work closely with health care, social care and hospital-based services such as doctors, dentists, nurses, pharmacists, physiotherapists, social workers, care workers, staff at the Gilbert Bain hospital, Grantfield, Health Centres and Care Centres, alongside other staff and services to help people in Shetland. We also commission some Third Sector services to support Health and Care in Shetland.

The [Partnership](#) covers:

<b>Adult Social Work</b>	<b>Justice Social Work</b>	<b>Community Care Resources</b> including: Care@Home, Care Homes, Day services	<b>Adult Services</b> including: Learning Disability, Additional Support, Respite
<b>Allied Health Professionals</b> including: Occupational Therapy, Podiatry, Physiotherapy	<b>Primary Care</b> including: GPs, Community Optometry	<b>Community Nursing</b> including: District Nursing, Intermediate Care Team	<b>Dental/Oral Health</b>
<b>Pharmacy and Prescribing</b>	<b>Mental Health</b> including Substance use services, Dementia services, Talking Therapies	Some aspects of unscheduled care services	Some aspects of renal services
Some aspects of sexual health services	Some aspects of health improvement services	More details on our services and what they include is available online: <a href="http://www.shetland.gov.uk/social-care-health/community-health-social-care-partnership">www.shetland.gov.uk/social-care-health/community-health-social-care-partnership</a>	

## Our Ambitions

In 2025 to 2028 we have 3 key ambitions and 9 supporting goals that we are focussing on.

These are:

Fair and accessible support for our communities



Prevention, early intervention and maximised wellbeing



Sustainable models of care

Our 2025 -2028 Ambitions and goals are:

### 3 Ambitions

What we are looking to achieve

Fair and accessible  
support for our  
communities

Prevention, early  
intervention and  
maximised wellbeing

Sustainable models of  
care

### 9 Goals

How we will achieve our ambitions

1. Reduce inequalities and stigma in health and care
2. Provide fair and accessible care, support and information
3. Work in partnership with our communities to provide best outcomes
4. Provide support to ensure people can lead healthy, independent lives
5. Provide support at an early stage to enable better outcomes
6. Ensure people are supported to manage and improve their wellbeing
7. Ensure people receive health and care in the setting and location that best suits their needs
8. Support our staff to develop in a safe and engaging workplace
9. Make good use of technology and innovations to support progress

## Shifting Balance of Care

Our goal with Shifting Balance of Care is to improve health and wellbeing for everyone in Shetland, by ensuring we provide the right care and support in the right place; whether this is at home, in the community, or in hospital. This will help us improve health and wellbeing for everyone in Shetland, while providing good quality health and care in an affordable and sustainable way, so that we can continue to provide our services now and in the future.

The population of Shetland is getting older and there are more care needs; we know that the demand for our services will continue to increase, so we need to find ways to provide them efficiently and effectively. Our Shifting Balance of Care has many aims;

- Make sure our services can continue to run in the future
- Ensure everyone has fair and equal access to health and care services
- Provide care and support in the best possible place for people
- Improve the health and wellbeing of people in Shetland
- Maintain, and where possible, improve the quality of our services
- Provide services in the most cost effective, efficient and sustainable way

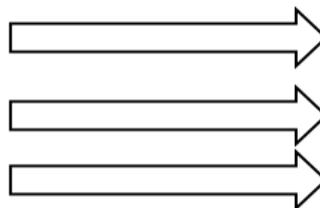
Below you can see the key themes from the 2022-25 strategy, and the key themes for 2025-28.

### 1st April 2022 – 31st March 2025

Developing ways of working

Enhancing Person Centred Care

Putting Community First



### 1st April 2025 – 31st March 2028

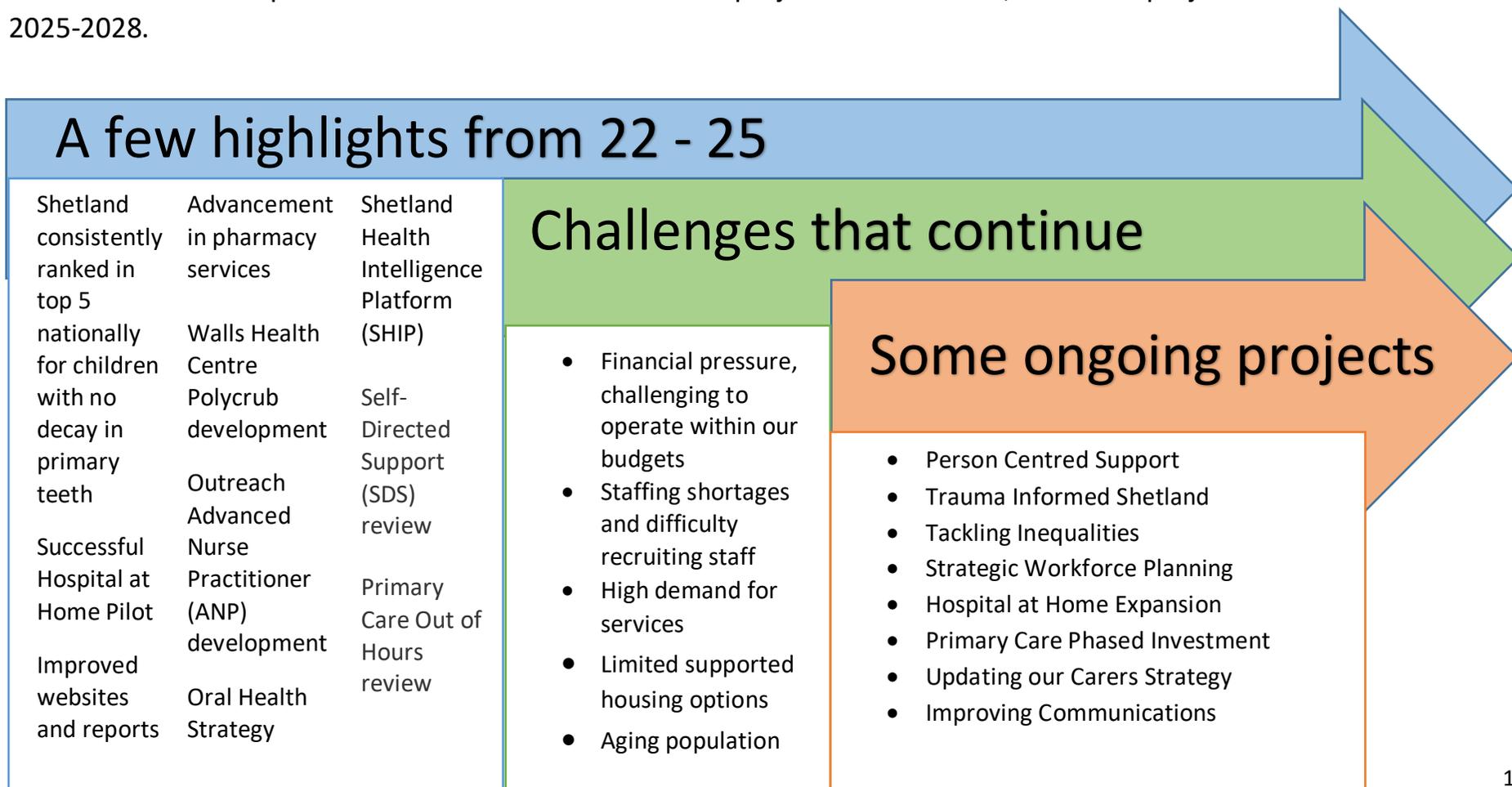
Sustainable models of care

Maximising wellbeing

Support for our communities

## Our Projects

The projects within our Shifting Balance of Care programme continue to support our community. Our teams have completed a number of key projects in our 2022 – 2025 Plan, whilst other projects will continue in this Plan. We have listed below an example of some of the achievements and projects in 2022-2025, and some projects that will continue in 2025-2028.



### A few highlights from 22 - 25

Shetland consistently ranked in top 5 nationally for children with no decay in primary teeth	Advancement in pharmacy services	Shetland Health Intelligence Platform (SHIP)
Successful Hospital at Home Pilot	Walls Health Centre Polycrub development	Self-Directed Support (SDS) review
Improved websites and reports	Outreach Advanced Nurse Practitioner (ANP) development	Primary Care Out of Hours review
	Oral Health Strategy	

### Challenges that continue

- Financial pressure, challenging to operate within our budgets
- Staffing shortages and difficulty recruiting staff
- High demand for services
- Limited supported housing options
- Aging population

### Some ongoing projects

- Person Centred Support
- Trauma Informed Shetland
- Tackling Inequalities
- Strategic Workforce Planning
- Hospital at Home Expansion
- Primary Care Phased Investment
- Updating our Carers Strategy
- Improving Communications

## Where we are now

We are proud of the high quality services we provide for our community, but we also recognise we have some challenges. These include financial constraints, staff shortages and recruitment difficulties, and there are unfair and avoidable differences in health in our communities (health inequalities). Some of our buildings and systems are aging, which means we cannot continue to provide our services in the same way in the future.



To address the challenges we have, we will continue to review and where we can, develop our ways of working to improve the efficiency of our services, systems and buildings. This will help us continue to provide high quality services, make access to services easier, reduce inequalities, and improve the overall efficiency of health and care in Shetland.

We have already made a lot of changes to our services to improve efficiency, but we will keep looking for ways to do things better.

However, there are some things we can't change. This might be because:

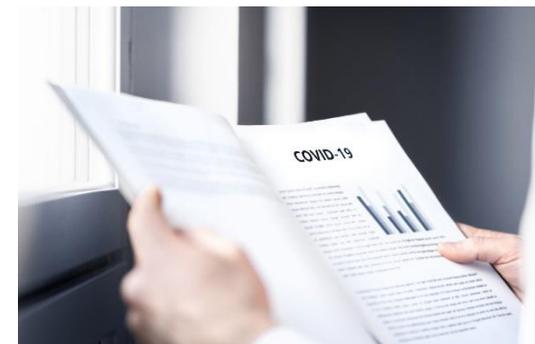
- We have to provide a particular type of service
- There are rules about how we must provide a service
- We need a specific number of staff to do the job
- We've already made all the improvements we can

### **We will:**

- ✓ Maintain existing good practice
- ✓ Look for cost effective and sustainable solutions
- ✓ Reduce inequality and improve access to services

## COVID-19 Pandemic Impact

In Shetland, we felt the impact of the pandemic early on. Our remote location and reliance on travel links to the Scottish mainland presented additional challenges. During the pandemic our health and care teams faced challenges in managing outbreaks, ensuring adequate staffing levels, and providing timely access to specialist care. People in Shetland experienced disruptions to routine services, reduced access to their loved ones in care homes and limitations on personal freedom during the COVID restrictions and social distancing measures.



We know that the restrictions and social distancing measures also increased feelings of isolation and loneliness for some people, particularly among our more vulnerable communities. The pandemic also had an impact on people's mental health. People waiting for some services experienced longer waiting times, and our teams and services have needed time to recover after the pandemic disrupted services.

The pandemic, along with other recent events, such as the connectivity issues, snow and power outages, show how vulnerable we can be in Shetland. We face challenges in maintaining the infrastructure we need to support our health and care services. These events have also shown us the importance of our teams working well together, the need for strong and adaptable systems that can handle unexpected challenges, and the importance of community support networks. However these events also remind us how strong our community is; there is amazing strength and resilience within our communities, who come together to support each other during difficult times.

### We will:

- ✓ Reflect and learn from the COVID-19 pandemic
- ✓ Address the impacts on our services from COVID-19
- ✓ Support people living with the impacts of COVID-19

## Our Finance

Shetland IJB is responsible for the strategic planning and arranging (commissioning) of health and social care services. The funding for the IJB comes from contributions made by NHS Shetland and SIC, showing that they work together to provide a partnership approach to delivering these important services. In the 2024/25 financial year, the total IJB budget was £68 million, with NHS Shetland and SIC each paying a share of the contributions.

### Funding Challenges

Shetland IJB is facing tough financial times. Over the next few years (2025-2028) we need to find ways to save money to stay financially sustainable. To help us become sustainable we aim to find a minimum of 3% savings each year. This means we must be very careful with our finances and look for ways to do things more efficiently, while still making sure our services remain accessible and of a high quality.

### Cost Pressures

One of the biggest costs for the IJB is relying on temporary workers (such as locums and agency staff) to provide our essential, frontline services. This challenge is bigger in Shetland because we are a remote and rural area, making hiring and keeping permanent staff more difficult. Even if we have enough money, finding enough staff to provide our services is a major challenge.



## Budget vs Actual Spend

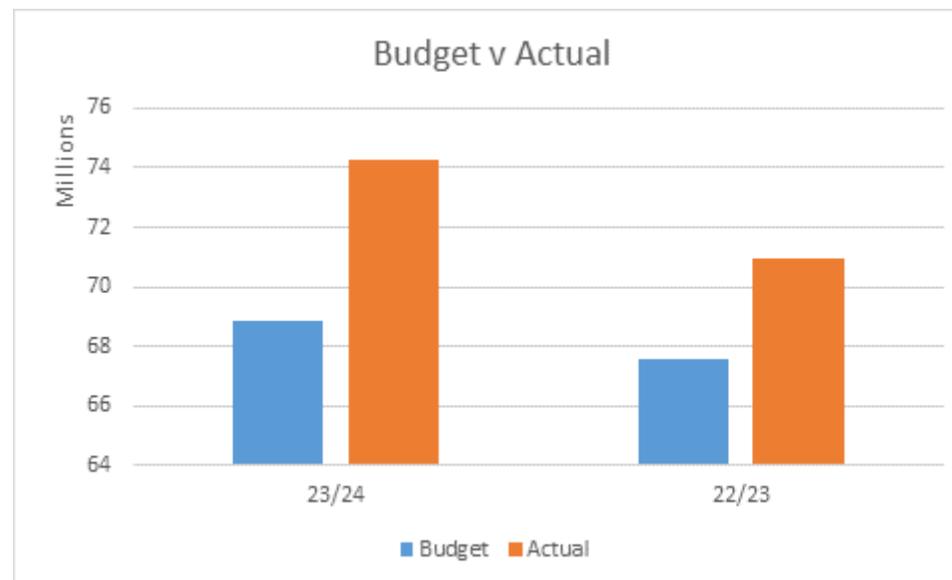
This graph shows how much more money was actually spent in previous years, compared to what was originally planned to be spent.

**Even though we have made some progress in making savings, our spending is still higher than our budget.**

This means we are spending more money than we have available, so we have a deficit. To cover this deficit, the NHS and Council have given more money to 'top up' and balance IJB finances, but we can't be sure they can keep doing this in future.

**To avoid financial problems in the future, we need to continue finding ways to save money and reduce costs.**

We need to reduce overspending and look at ways we can provide services differently to ensure we can continue to provide them within our financial means.



Whilst our Plan is 2025-2028, the work towards achieving sustainability will continue past 2028, and will be reflected in our future Plans.

Projects, recruitment work and reducing financial costs will take time.

Our aim is to set a solid foundation to enable us to continue our work on achieving these goals.

## The Need for Transformation

To overcome these challenges, we need to come up with new and creative ways of providing care that are affordable and work well for our community. These new ways should:



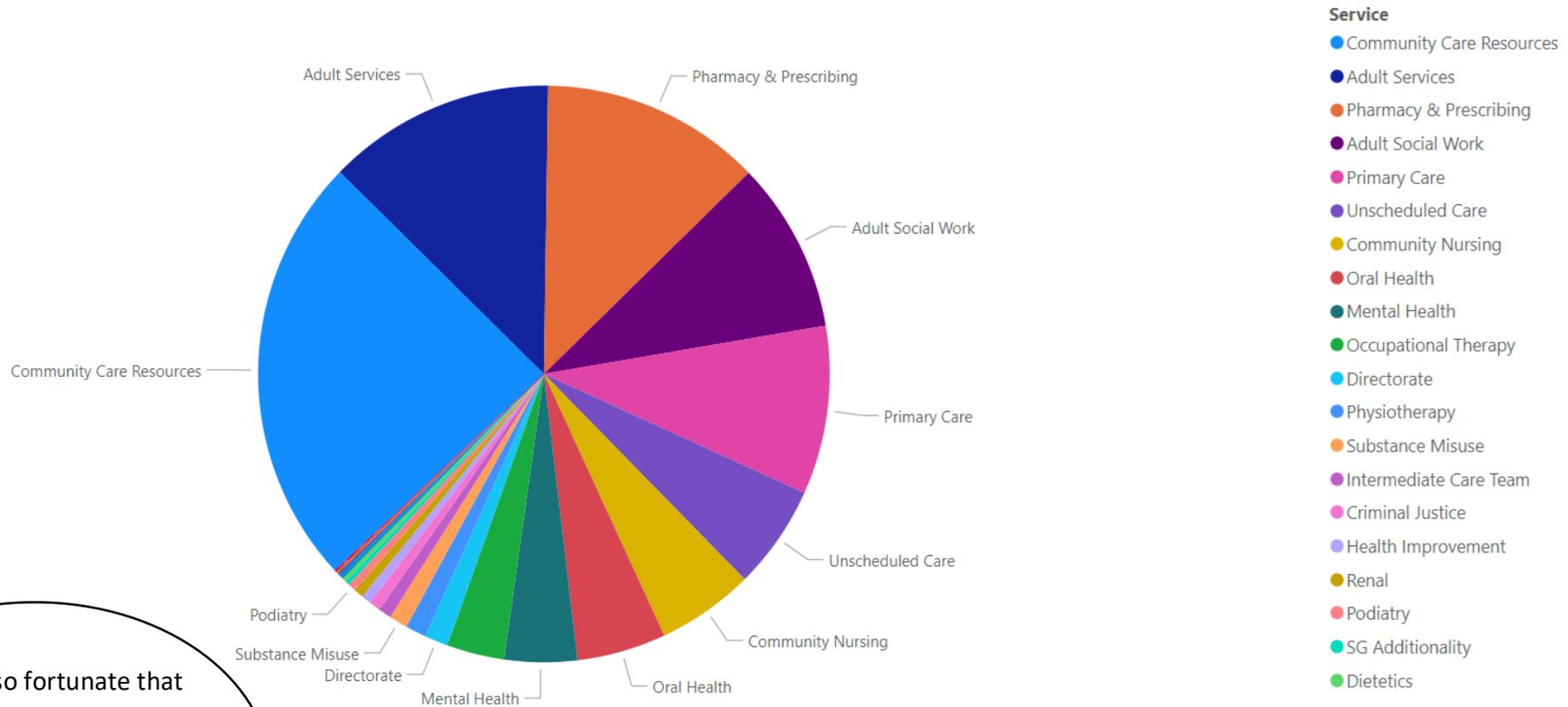
Achieving these changes will take time, but by working together, we can help manage the financial pressures and ensure that the HSCP continues to provide high quality, sustainable health and social care services in Shetland.

### We will:

- ✓ Work to achieve a minimum of 3% savings each year
- ✓ Look at ways we can reduce our overspending
- ✓ Look at ways we can recruit to our local workforce

### How the budget is spent

Our financial planning will continue to be challenging in 2025 – 2028. This graph shows how we currently divide our budget between our service areas:



We are also fortunate that we continue to receive ongoing funding from Shetland Charitable Trust to support some of our care services.

## Our Outcomes

We set specific outcomes we want to achieve, aligning them with our goals and national targets like the National Health and Wellbeing Outcomes.

These outcomes help us to:

- **Measure effectiveness:** We use outcomes to see if our services are making a real difference in people's lives
- **Improve quality of care:** Outcomes help us identify areas for improvement and make necessary adjustments to our services
- **Be accountable:** We produce performance reports to show our progress against our goals
- **Make informed decisions:** Our outcome data helps us make informed decisions about how to use our resources and where to develop new services
- **Focus our teams:** Outcomes help our teams focus on the most important work and share best practices

## What matters to you

We value the feedback we received from our community during this planning process. We heard concerns about the rate of alcohol consumption, substance use, mental health, financial hardship and loneliness in our communities. We were also encouraged to hear that people generally feel our services are good quality, with helpful and friendly staff.

Some people also expressed concern about the use of agency and locum staff, and how this may impact the consistency of care for service users and patients. While we may need to use temporary staffing solutions in some cases, we will continue to focus on recruiting, retaining, and training local staff.

Some of the suggestions and comments given to us are below;

**You said:** “There needs to be more NHS Dentistry”

**We will:** Work to improve the number of staff and capacity of our Public Dental Service

**You said:** “Teams should talk to each other”

**We will:** Ensure that our staff meet to provide handovers and share useful information

**You said:** “There could be more emphasis on respite to help carers”

**We will:** Look at opportunities to support carers including respite care

**You said:** “I don’t want to have to keep repeating my story”

**We will:** Ensure that our staff are able to share relevant information, where permission is granted.

**You said:** “We need a new hospital”

**We will:** Although we are unable to assist with this, we will support our NHS colleagues to look at how we use buildings and space.

**You said:** “We need to future-proof the care homes”

**We will:** Look at how we can ensure our care homes are able to meet needs now, and in the future.

**You said:** “The waiting lists are too long”

**We will:** Work to reduce waiting lists, and improve resources and advice you get while you wait.

**Fair and accessible support for our communities**



## 1. Fair and accessible support for our communities

Our aim is to ensure that that everyone has the opportunity to access the support they need to maintain and improve their health and wellbeing, regardless of their individual circumstances or background. We will advocate for our island community on the particular challenges we have, to help inform central Government understanding.

### Reduce inequalities and stigma in health and care



#### We will:

- ✓ Ensure everyone in our community has fair and equal access to health and care services that meets their individual needs and desired outcomes.
- ✓ We will keep working to make sure everyone's rights are respected and protected when we provide our services.
- ✓ Use Equality Impact Assessments (EIAs) and other good equality practices to ensure our services and workplaces are inclusive and welcoming.
- ✓ We will work to reduce stigma and ensure our services are free from discrimination.

#### This will help:

- Reduce health inequalities
- Reduce stigma
- Improve communication
- Support unpaid carers

## Provide fair and accessible care, support and information



### Priority Areas

- Unpaid Carers
- Substance use
- Poverty
- Accessible communication
- Community engagement

### We will:

- ✓ Ensure that everyone has access to the health, care, and wellbeing services they need including when moving between services, or when their needs change.
- ✓ Ensure our services are easy to find and use. Our services will provide clear communication so that everyone can have a say in their care and share their needs and preferences.
- ✓ Continue to develop our use of plain language without jargon in communication, this includes leaflets and reports.
- ✓ We will look to expand the information we offer in accessible formats like Easy Read and British Sign Language (BSL).
- ✓ Identify unpaid carers early on and provide them with the support and advice they need to maintain their own wellbeing while caring for others.

### Unpaid Carers

Unpaid carers play a vital role in our community by providing essential care to family, friends, and neighbours who need support. We recognise the importance of supporting these carers.

As part of our commitment, we will prioritise a review and update of our Carers Strategy to ensure it continues to meet the needs of carers in our community.

## Work in partnership with our communities to provide best outcomes



### We will:

- ✓ Value the different perspectives within our communities, and ensure they can contribute towards our understanding of communities, local needs and the impact our services have.
- ✓ Work with our communities to build and support community led initiatives and strong networks that support local care, resilience, opportunities and address social factors.
- ✓ Engage with the Scottish Government to advocate and highlight the challenges and opportunities our island community has.
- ✓ Share our expertise with our partners, and learn from our partners, so that we can improve the health and wellbeing in our community.

### Outcomes we will measure (KPI's) include:

- Carers Support Plans
- Equality Impact Assessments

## Fair and accessible support for our communities projects

### Person Centred Support

Taking a personal approach to care, understanding what someone needs and working together as services with them and their families to support them.

### Trauma Informed Shetland

Providing support and services in a way that is sensitive to how trauma can impact an individual and their experiences. This helps to decrease some of the challenges people have in accessing help and support.

### Models of care

Adapting how we deliver our services to make the most of our strengths, skills and time - including our staff and our partner agencies; so that we are effective and efficient, and can manage the demand on our services.

### Carers Strategy

People who provide unpaid or informal care do an incredible job in looking after people in our communities – we will review and develop our strategy to support carers to have positive experiences, good health and wellbeing.

### Improving communication

Our improving communication project looks at making communication clearer and more accessible, such as providing Easy Read versions.



## 2. Prevention, early intervention and maximised wellbeing

Our aim to help people to improve their lives by providing support that works for them as early as possible, to prevent future ill health.

**Provide support to ensure people can lead healthy, independent lives**



### We will:

- ✓ Provide and support access to reliable information and helpful resources, to help people to manage their health and wellbeing in a way that works for them.
- ✓ Provide clear information about how to access support.
- ✓ Help people find the right support and services.
- ✓ Help people return home safely and quickly after leaving hospital.
- ✓ Continue to improve community mental health, alcohol and drugs use support.
- ✓ Focus on preventing problems so people don't reach a crisis.

### This will help:

- Improve community health and wellbeing
- Understanding of population and risk
- Coordinate support and resources

## Provide support at an early stage to enable better outcomes



### We will:

- ✓ Work in partnership with third sector, charities, communities and the housing sector, to focus on prevention and early intervention.
- ✓ Recognise the valuable work of our third sector, charity and voluntary providers, and work with them to broaden support, making finding and accessing support easier.
- ✓ Work with care homes and the community to help people avoid falls and reduce injuries.
- ✓ Have open and honest conversations with people about their care needs and wishes, including end-of-life care.
- ✓ Support individuals, and their caregivers, when they are receiving end-of-life care.

### Priority Areas

- Falls prevention
- Pain Management
- Self-Management
- Palliative Care
- Mental Health

**Ensure people are supported to manage and improve their wellbeing**



**We will:**

- ✓ Support people to self-manage, so that they can independently manage their own wellbeing.
- ✓ Support people in making choices about their care, and we will respect their choices.
- ✓ Listen to people and their families about their needs and preferences.
- ✓ Help people to understand their options and make informed decisions about the support they want to receive, when it is safe and appropriate.
- ✓ Help people stay healthy and safe, and help them to reduce risks.
- ✓ Use technology to improve people's ability to self-manage their wellbeing.

**Outcomes we will measure (KPI's) include:**

- Learning Disability Annual Health checks
- Distress Brief Interventions
- Alcohol Brief Interventions
- FAST alcohol screenings
- Drug treatment referrals
- Dementia Support referrals

## Commissioning Services

It is our priority to ensure people in our community get the support and help they need. This assistance may be through our Health and Social Care Partnership services, but it may also be from Third Sector (voluntary) organisations.

We commission (contract) Third sector organisations to provide some services as they may have unique and special skill or services, specific knowledge and understanding, or may be able to better adapt a service to help someone.

We will continue to work closely with our Third sector partners to find valuable solutions for our community.

Such as;

Mind Your Head works with Shetland HSCP to provide Distress Brief Interventions (DBI), these help people who are feeling really upset or overwhelmed to feel better in the short and long term. This is quick, friendly support to help figure things out.

Shetland Care Attendant Scheme (SCAS), in partnership with Shetland HSCP, provides trained care workers to help unpaid carers by taking over some of their duties. This gives the carers a break and some time for themselves.

Shetland Community Connections and Shared Lives work in partnership with HSCP. Offering independent advice and guidance for people accessing support and innovative alternative long term support for Unpaid Carers and individuals.

Shetland Recovery Hub & Community Network and Shetland HSCP work together to provide comprehensive support for individuals and families affected by alcohol or substance use, such as providing drop in and one-to-one support, support groups and Naloxone availability.

## Prevention, early intervention and maximised wellbeing projects

### Healthy Lifestyle Support

Supporting people to improve their health, and avoid ill-health or complications wherever possible. For example by becoming more active, eating better and managing stress.

### Falls Prevention

Helping to decrease the risk of falls by supporting people to be stronger, more active, confident and independent in their daily lives.

### Chronic Pain Management

Improve management of Chronic Pain to help improve the lives of those living with Chronic Pain.

### Good Conversations

Involving people properly in their support – understanding what is important to them, and what they need to thrive.

### Realistic Medicine

Fully involving people in decisions about their care and treatment. Making sure we are not wasteful, and our treatments and interventions are worthwhile and effective.

# Sustainable models of care



### 3. Sustainable models of care

Our aim is that we use our resources efficiently to achieve the best outcomes – this includes how we use our budgets, our workforce, and our attention or time. We will work closely with our Partners, Third sector and voluntary sector so that we can find opportunities, share knowledge and skills, and develop support in our communities.

**Ensure people receive health and care in the setting and location that best suits their needs**



#### **We will:**

- ✓ Aim to provide timely and effective care in the most suitable location to meet individual's needs
- ✓ Ensure there is a variety of support available to accommodate different needs in the community.
- ✓ Provide support for individuals leaving hospital, including access (where appropriate) to supported living, reablement, respite, assistive technology and other services.
- ✓ Work together with hospitals to look at ways we can reduce unnecessary hospital admissions and lengthy hospital stays (delayed discharges).

#### **This will help:**

- Improve and ensure sustainable workload
- Longevity of health and care system in Shetland
- Provide information, support and care timeously
- Ensure financially sustainable services
- Reduce travel and increase accessibility of health and care



## Accommodation options for people with learning disabilities, complex needs, and older adults in Shetland.

We need to look at the way we can meet the growing need for supported accommodation.

From 2025 to 2028, one of our key projects is to review a range of accommodation options. We'll look at:

- **Our current accommodation:** How it's used to support people
- **Future needs:** How we can best support people in the future

This project will help us to explore the different options, so we can:

- Understand what is possible for the future
- Make decisions in how to provide cost-effective supportive accommodation options
- Continue to support people with learning disabilities, complex needs, and older adults who can't live safely at home

### *Project*

#### **Look at different accommodation options**

To meet demands and future needs of service users and staff.

### *Considerations*

#### **Sustainability and quality**

Project will look at needs, costs, staffing, engagement and feedback, community, quality.

### *Benefits*

#### **Improved quality of life**

Wellbeing, independence, reduced costs, sustainable service, staff satisfaction.

## Support our staff to develop in a safe and engaging workplace



### We will:

- ✓ Ensure our staff have safe and supportive work environments. Providing a space where our staff can feel comfortable in raising any concerns they have.
- ✓ Recognise excellent work, leadership, and teamwork.
- ✓ Ensure our services are informed by data and feedback.
- ✓ Support our staff to access training and development opportunities. This will help them grow their skills and knowledge.

Empower our teams so they can feel confident to make decisions and improvements.

We'll follow the human rights laws, and we will always try to learn and improve.

### Priority Areas

- Social Care
- Primary Care
- Mental Health

## Make good use of technology and innovations to support progress



### Technology and Apps we are developing

- Improving our digital forms
- New digital App for Musculoskeletal
- Improving digital systems in our Health Care centres

### We will:

- ✓ Use technology and innovation to provide excellent health and care services and improve people's outcomes.
- ✓ Offer digital ways to access services, such as remote appointments, online consultations and Apps.
- ✓ Simplify processes and reduce paperwork.
- ✓ Use data to better predict and manage demand for our services, such as improving staff scheduling and resource allocation.
- ✓ Reduce energy consumption, waste and unnecessary resource use, by improving our processes and technology use.

### Outcomes we will measure (KPI's) include:

- Delayed discharges
- Technology enabled care use
- Wait lists and referrals times
- Occupancy of care homes
- Use of short breaks and respite
- Case and resource management

## Sustainable models of care projects

### Primary Care Redesign

Develop a Primary Care strategy for Shetland that builds on improvement work and supports workforce planning.

### Accommodation Review

This project will help us develop buildings that meet the needs of our community in future.

### Social Care Sustainability Review

To improve our Social Care staffing model and enhance our recruitment.

### Risk Stratification

To help us understand needs, ensure our focus is on the right place, and to help us manage our service demand.

### Health Intelligence

This project will provide additional data to help us understand our work, demands and future requirements.

## Our Performance

We will regularly track our progress towards the goals in this Plan. This helps us see what's working well and identify any areas for improvement. We will share our findings with the IJB, the Scottish Government, and with the public through regular reports. You can find out about our IJB meetings, and watch online on our website:

<https://www.shetland.gov.uk/integration-partnership/ijb-meetings>

We measure our performance using a variety of methods, including Key Performance Indicators (KPIs). These KPIs track how well our services are improving the health and wellbeing of our community. We regularly review and update these indicators to ensure they reflect the changing needs in Shetland.

We will produce quarterly performance reports, these include both quantitative (numerical) and qualitative (descriptive) data. This allows us to understand the impact of our services and make necessary adjustments. We use this information to Plan for the future needs of our community and ensure we are providing the best possible care for everyone in Shetland.

We will also publish annual reports, showing how well we are meeting the goals set out in our Strategic Plan. They will look at our performance over the past year and compare our results to national targets for improving health and wellbeing; this includes a Core Suite of National Integration Indicators, which have been published by the Scottish Government to measure progress in relation to the National Health and Wellbeing Outcomes. These outcomes are high level statements of what health and social care partners are looking to achieve through integration.

We also produce reports on specific areas, such as equality, to monitor progress and compare our performance with other areas of Scotland. Our overall priority is to support the health, care, and wellbeing for everyone in Shetland.

## Key Words and Abbreviations

<b>Assistive technology</b>	Technology that helps people live independently (like wheelchair ramps or special equipment).
<b>Clinical Care Governance</b>	This governance group focuses on continuous improvement and patient safety, helping to ensure that our patients receive the best possible care.
<b>Commissioned services</b>	Organisations that have been given a contract or hired to provide a specific service.
<b>Equity and accessibility</b>	Making sure everyone has fair and equal access to health and care services.
<b>IJB Audit Committee</b>	Our IJB Audit Committee helps make sure that our Health and Social Care Partnership is managed responsibly and transparently, with good financial practices and governance.
<b>Performance</b>	How well our health and care services are working, and if they are meeting the goals set.
<b>Reablement</b>	Support to help people regain skills and confidence to live independently.
<b>Respite care</b>	Short term care, which gives unpaid carers a break from caring for someone.

<b>Shifting balance of care</b>	Look at how and where we provide care; so that we ensure that people receive the right support in the right place, whether that's at home, in the community, or in hospital.
<b>Strategic Planning Group</b>	The Strategic Planning Group (SPG) supports the IJB with strategic planning, monitors the delivery of our ambitions and goals, as well as reviewing and providing views on new policies and strategies.
<b>Supported living</b>	Help with daily living in a home setting.
<b>Sustainable/sustainability</b>	In this Plan we use these words to mean to ensure that our services can continue to run in the future.
<b>Third sector</b>	Non-business and non-governmental organisations that help people and communities; such as charities, volunteer organisations and community groups.
<b>HSCP</b>	Shetland Health and Social Care Partnership
<b>IJB</b>	Shetland Integration Joint Board
<b>KPIs</b>	Key Performance Indicators, the way we measure our performance. These are measurable data, such as the number of people seen.
<b>SIC</b>	Shetland Islands Council

## **the 'Plan'**

Shetland Integration Joint Board's Joint Strategic Plan. The Plan is also known as the Joint Strategic Commissioning Plan.

## **Section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014**

This legislation states that integration authorities (IJB's) must provide an annual performance report.

## Thank you

We would like to say a big thank you to everyone who has worked with us and helped us to develop our Joint Strategic Plan. We have had a great level of support, feedback and input throughout the creation of this Plan. Thank you to our health and social care services partners, Strategic Planning Group, service users, staff, care providers and carers.



## Contact Details

Visit website: [www.shetland.gov.uk/social-care-health](http://www.shetland.gov.uk/social-care-health)

Email: [community.care@shetland.gov.uk](mailto:community.care@shetland.gov.uk)

Write: CHSC, NHS Montfield, Burgh Road, Lerwick, ZE1 0LA

Call: 01595 74 4308

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## Appendix 1

### Local and National Factors

**Our priority is to create the best possible community health and social care system for Shetland.**

To achieve this, we work within national guidelines and legislation to ensure our services are safe, effective, and meet the highest standards. When planning our health and social care services, we carefully consider local and national strategies, alongside the legislation that we must adhere to. We also listen to the expectations of our communities, as well as the Scottish Government. We will work in collaboration with our communities, partners and other local organisations, to ensure everyone has access to the right support for their health and wellbeing.

We currently have a number of Strategies, projects and Plans in place, and more will come during 2025 – 2028, including an updated Carers Strategy. Some of these will be developed to meet local needs, others will be to meet national priorities and expectations.

To develop our Plans and projects we carefully consider all this information to ensure we are including everything that is required. We will ensure our planning looks at how to provide the best possible care while using Shetland's resources wisely.

#### National and Local Strategies includes:

- The Independent Review of Adult Social Care 2021
- Scotland's Digital Health and Care Strategy
- Primary Care Improvement Programme
- Getting It Right For Everyone (GIRFE)
- Alcohol and Drug Partnership Plans
- Children's services
- Housing strategies
- NHS Shetland Plans and Strategies
- Medication Assisted Treatment (MAT) standards

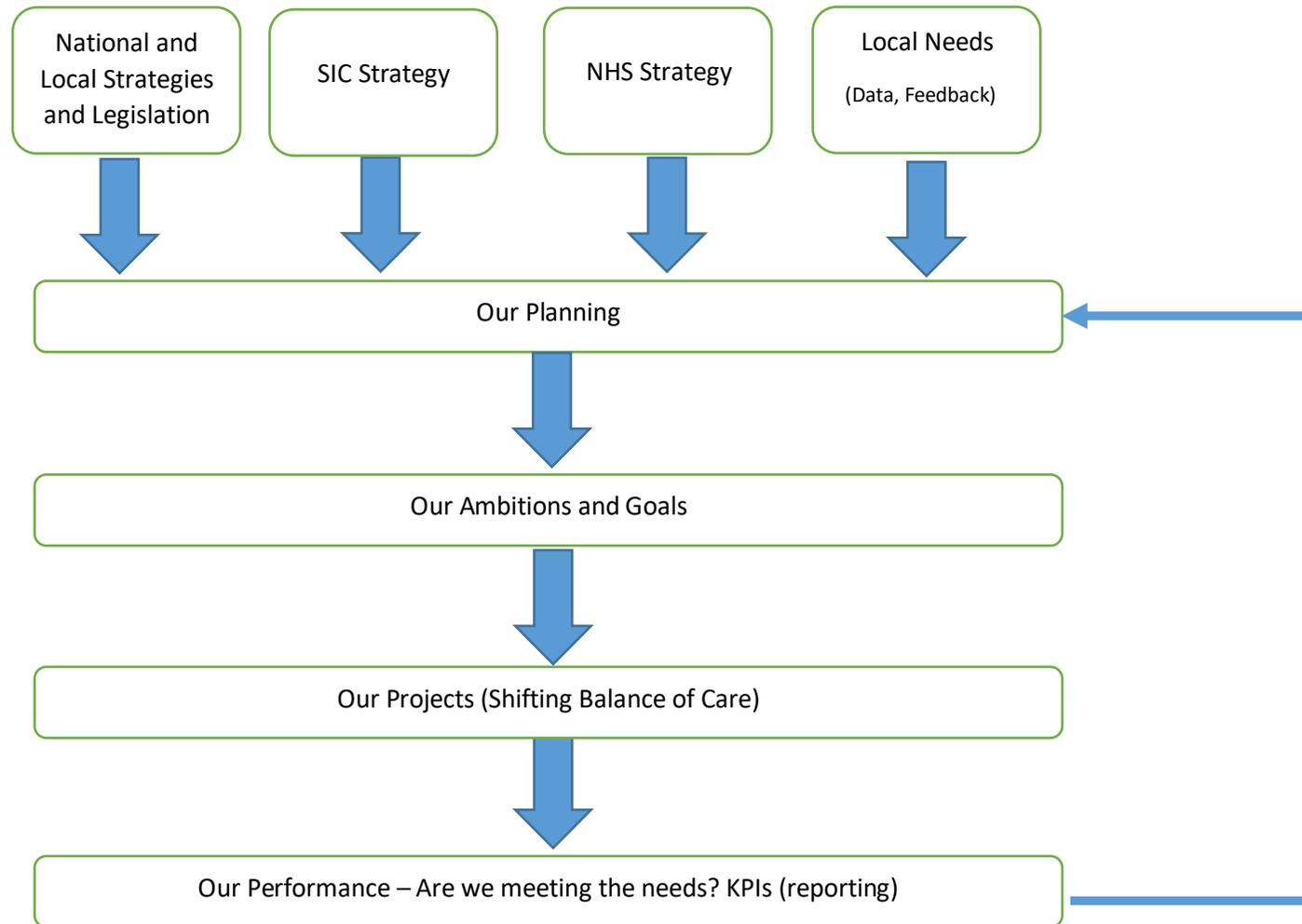
We will sensitively plan our services looking at all the available data we have, taking into consideration ways that we may be able to increase efficiencies. We will make sure that our services work well in supporting the needs of individuals, their families, unpaid carers, volunteers, staff and communities.

We will continue to look at ways to maintain the quality of our services, and to learn from lived experiences to develop and improve our services, so that they meet the changing needs of our community. Our Plans and projects will help us to ensure we have a strong and responsive health and social care system in Shetland.

#### Legislation includes:

- Fairer Duty Scotland
- Equalities (Scotland) Act 2010
- Public Sector Equalities Duty
- Human Rights Act 2006
- Equalities & Islands Impact Assessment
- Community Empowerment (Scotland) Act 2015
- National Performance Framework
- Carers (Scotland) Act 2016
- Self-Directed Support) (Scotland) Act 2013

### How we develop our Strategic Plan



## Our structure and governance routes

