



Aberdeenshire
Health & Social Care
Partnership

Aberdeenshire Health and Social Care Partnership

Annual Performance Report 2023-2024

July 2024



Aberdeenshire
COUNCIL



NHS
Grampian

Thank you to all colleagues who have contributed to the production of this report.

This current and all previous annual performance reports for Aberdeenshire Health and Social Care Partnership (AHSCP) can be accessed by the following website: [Aberdeenshire Health and Social Care Partnership Annual Performance Reports - Aberdeenshire Council](#)

This website also provides access to all key strategies and publications of AHSCP.

Please contact us via email: Aberdeenshirehscp@aberdeenshire.gov.uk if you require:

- Information within this document in another format including easy-read and plain text
- A telephone translation
- If you would like to make a comment on any aspect of this report

If you would like to find out more about AHSCP, please visit this [website](#).



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Foreword

On behalf of the Aberdeenshire Integration Joint Board, we are pleased to present the annual performance report for Aberdeenshire Health and Social Care Partnership (AHSCP) for 2023-2024.

In the last year, we have experienced considerable change as well as progress in the work delivered by AHSCP, which has positively impacted on the lives of the people of Aberdeenshire. We outline some of the key areas of progress undertaken through case studies and stories to help share the experience and the impact made. This report will show the progress achieved against our strategic priorities whilst acknowledging the challenges experienced.

The financial position of the AHSCP and the need to deliver significant savings and efficiencies has meant this has also been an extremely challenging and complex year. Our colleagues have worked amazingly hard and have helped us find ways to work smarter and more efficiently, so that we can keep delivering services to the people of Aberdeenshire.

The changes and challenges we face will only continue to grow as we see a rising complexity of need and demand for health and social care. Despite this, we have witnessed a dedicated workforce working hard to help us transform how we work and build a sustainable future. This has taken place with support from our partners across the Council, NHS, the third sector and with our communities.

We recognise that this report will not have managed to capture every single detail in the hard work undertaken by our staff. We would like to thank our staff, partners, and the people of Aberdeenshire for their support to AHSCP during this challenging year.

AHSCP remains committed to delivering care and provide an integrated and sustainable health and social care service to improve the lives of the people of Aberdeenshire.





John Tomlinson
Chair, Aberdeenshire IJB



Anne Stirling
Vice-Chair, Aberdeenshire IJB



Pamela Milliken
Chief Officer



Introduction

Overview of Aberdeenshire Health and Social Care Partnership

[Aberdeenshire Health and Social Care Partnership \(AHSCP\)](#) was established in April 2016 following the Scottish Government's introduction of legislation to integrate health and social care services.

The work delivered by AHSCP is overseen by our Integration Joint Board (IJB), which is a joint board of both Aberdeenshire Council and NHS Grampian.

Aberdeenshire is a largely rural area covering 6,313km², with [a population of approximately 263,900](#), making it the 6th largest council area in Scotland, with a slight increase in population observed over recent years.ⁱ Reflecting this wide geography and demographic context, AHSCP deliver care through integrated multi-disciplinary terms based around localities to ensure responsiveness to local need.

Its remit covers a very broad range of health and social care services including: adult care home provision, very sheltered housing and respite services, care at home and supported living services for older people and adults with physical and learning disabilities, community mental health services, criminal justice social work and alcohol and drugs services. It is responsible for the management of 10 community hospitals and community nursing services including district nursing, health visiting and school nursing teams, community-based Allied Health Professions (Physiotherapy, Occupational Therapy, Dietetics, Podiatry and Speech and Language Therapy) and primary care services (General Practice, Pharmacy, Optometry and Public Dental Service). The AHSCP also holds responsibility for management of the Joint Equipment Service (for aids and adaptations), for delivery of public health and health improvement services, and sensory loss services.



In addition to these Aberdeenshire services, the AHSCP hosts the management of some health services on behalf of all three IJBs in the NHS Grampian area, which include the health care services at Her Majesty's Prison (HMP) & Young Offender Institute (YOI) Grampian, forensic medical examiners, chronic oedema service, and specialist nursing services including diabetes, continence, retinal screening and heart failure services.

This is delivered within an annual budget of over £400million (2023-2024) and by a workforce of over 4,400 directly employed staff.

[Aims and Context for the Annual Performance Report](#)

As set out under the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#), the purpose of this report is to demonstrate the progress and performance of the AHSCP in relation to the planning and delivery of the health and social care services it provides to the people of Aberdeenshire.

In May 2024 the AHSCP produced a Joint Strategic Needs Assessment Report (JSNA). This provides a holistic understanding of our population and health needs at a high level. This analysis and understanding of Aberdeenshire's local population health and health needs, and particular challenges facing the AHSCP currently and in the future.

It is important to note the very significant financial challenges faced in the last year which have impacted on the way we deliver and support services, compounded by a growing complexity of need and demand for care and support.

Despite these challenges, AHSCP continues to focus on ensuring effective service delivery whilst identifying alternative and sustainable models of working in order to continue to support the health and social care needs of the people of



Aberdeenshire. This has been made possible by the dedication of our workforce, in collaboration with our partners and stakeholders.

[Aberdeenshire Health and Social Care Partnership's Strategic Plan](#)

AHSCP's strategic direction, vision, and priorities of the IJB are set out in its [Strategic Plan 2020 – 2025](#). The Plan outlines AHSCP's commitment to working with our partners to improve the health of the people within Aberdeenshire and provide care and support when needed, working towards delivery of the nine [National Health and Wellbeing Outcomes](#). These provide the strategic framework for all HSCPs in Scotland when delivering health and social care services and support, as summarised below:

Outcome 1	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 3	People who use health and social care services have positive experiences of those services, and have their dignity respected.
Outcome 4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 5	Health and social care services contribute to reducing health inequalities.
Outcome 6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.



Outcome 7	People who use health and social care services are safe from harm.
Outcome 8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 9	Resources are used effectively and efficiently in the provision of health and social care services.

Figure 1 Source from [National Outcomes | National Performance Framework](#)

The AHSCP Strategic Plan outlines our five key priorities for health and social care services over the 5-year period which, as illustrated below, all align with one or more of the National Health and Wellbeing Outcomes:

Strategic Priority	National Health and Wellbeing Outcomes
Engagement	Outcomes 3 and 8
Prevention & Early Prevention	Outcomes 1 and 6
Reshaping Care	Outcome 2
Tackling Inequalities & Public Protection	Outcomes 5 and 7
Effective Use of Resources	Outcomes 4 and 9



A new Strategic Delivery Plan was agreed in December 2022 which set out our key initiatives and workstreams from 2022 – 2025. This report demonstrates the progress made by AHSCP towards delivery of its strategic priorities and accordingly with the National Health and Wellbeing Outcomes over the 2023-2024 financial year.

Audit & Governance

Integration Joint Board

The work of the AHSCP is governed by Aberdeenshire Integration Joint Board (IJB). Its [membership](#) includes Aberdeenshire Council elected members, NHS Board members, public and carer representatives, the third sector and trade union partners.

In 2023-2024, the IJB has placed significant focus on responding to significant and ongoing challenges associated with the increase in demand to support people with complex needs and an ageing population alongside both financial and recruitment challenges.

Clinical and Adult Social Work Committee

Within the AHSCP, the Clinical and Adult Social Work Governance Committee provides the framework for monitoring and assuring the quality of health and social care services. One of the areas of work this group seeks assurance within is the inspections that take place within health and social care services in Aberdeenshire.

There are three main Inspection Agencies which undertake inspection programmes in health and social care settings: the Care Inspectorate, Healthcare Improvement Scotland and the Mental Health Welfare Commission.



In the 2023-2024, the following inspections were undertaken in Aberdeenshire:

- [Jarvis Court Very Sheltered Housing - Housing Support Service, April 2023](#)
- [Dawson Court Very Sheltered Housing - Housing Support Service, April 2023](#)
- [Allachburn Care Home Service, July 2023](#)
- [Dalvenie Gardens Very Sheltered Housing and Resource Centre, Housing Support Service, December 2023](#)
- [Ashcroft Ward, Bennachie View Care Village, February 2024](#)
- [Joint Inspection of Adult Support and Protection, 2024](#)

Summary of these inspection reports can be found in the Data Appendix document.

IJB Audit Committee

IJB scrutiny is delegated to the IJB Audit Committee, which has representation from Aberdeenshire Councillors, NHS Board members and non-voting members. The role of this Committee is to assist the IJB to deliver its responsibilities for the conduct of business, and the stewardship of funds under its control.

Public Sector Internal Audit Standards require that Internal Audit produce an annual report on the adequacy and effectiveness of the IJB's framework of governance, risk management and control. It is one of the functions of the IJB Audit Committee to review the activities of the Internal Audit function, including its annual work programme.

For the period 1 April 2023 to 31 March 2024, the Chief Internal Auditor's opinion was that the IJB had an adequate and effective framework for Governance, Risk Management and Control. This is factored on the level of engagement



by the AHSCP, the completion of over 100 audit recommendations in year, the level of assurance provided in Internal Audit reports and the scrutiny of the Risk and Assurance Group, IJB Audit Committee and the Council's Audit Committee during the year.

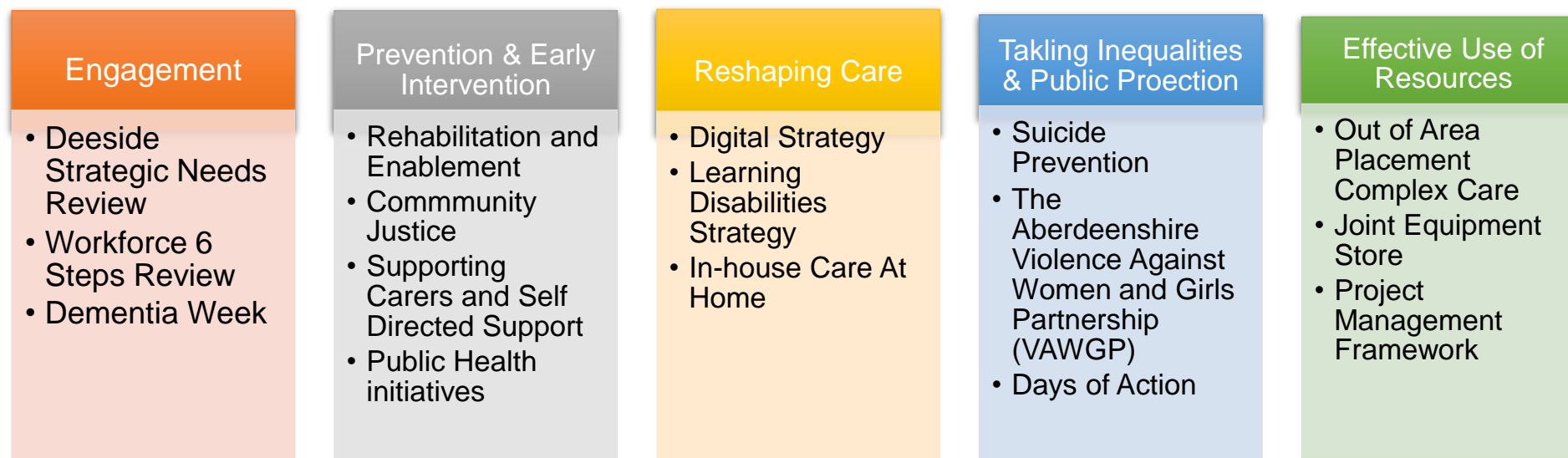
Strategic Planning Group

The Strategic Planning Group (SPG) brings together a wide range of AHSCP colleagues, partners and stakeholders with the aim of ensuring an integrated and consistent approach in implementation of the AHSCP's Strategic Delivery Plan, Commissioning and Procurement Plan, Medium Term Finance Strategy and Workforce Plan, as the key levers through which the overarching Strategic Plan and priorities will be delivered. Through the course of the year the SPG has monitored progress of the various transformational projects under the AHSCP's Strategic Delivery Plan, reviewed the current Strategic Plan and overseen the commencement of a Joint Strategic Needs Assessment in order to develop the AHSCP's next Strategic Plan.



Performance against Strategic Priorities

This section shall provide an overview of the key areas of work and progress achieved by AHSCP against the 5 strategic priorities. Further detail is provided throughout the remainder of this report.



For more information about AHSCP's strategic plan please go to this [webpage](#).

Priority 1 – Engagement

As reported in [AHSCP's Strategic Plan 2020-2025](#), it was agreed that engagement will be clear and transparent to support our decision making, that we will listen to and be responsive to what individuals and our communities say and that we will be open, honest and transparent when communicating with individuals and our communities and continue to engage with our staff.



One of the approaches used to support engagement is the digital platform, Engage HQ.

“Engage HQ is a digital platform used by AHSCP and compliments face to face engagement and consultation sessions well. We see it as a secure platform for secure personal information. On this online platform, a variety of tools are available, such as surveys, opinion polls, story sharing, discussion forums and newsfeed articles. It also allows us to provide information in Word format alongside videos, video and hyperlinks.”

Consultation and Engagement Officer, AHSCP

Workforce - **6 Steps Review (methodology)**

The world of health and social care sees us engage with the public on a daily basis, be that through delivering a service or asking for feedback.

But we also engage with our staff, who are at the heart of what we do. By engaging with our staff, we can empower them to own the outcome of decisions – whilst gaining confidence, skills and capacity.

One tool of engagement which we have found particularly effective is our Six Step Review – led by the AHSCP’s Workforce Transformation Programme Manager.

Outcomes of Six Step reviews have included identifying a need for further staff training, tests of change and creating an effective staff health and wellbeing programme.



“This is a process designed to develop a service-based Workforce Plan through a review process known as Six Steps. We began doing these reviews through engagement at the outset with staff and right through the reviews. The review is very much staff led, and normally takes the initial form of one to ones with staff. We can then come up with actions to create a service where staff feel heard and can ultimately go on to thrive.”

Workforce Transformation Programme Manager.

Initial feedback from various services thus far indicates that the process has paved the way for positive change.

Deeside Strategic Needs Review (SNA)

The aim of the review was to develop a service plan which will deliver sustainable Health and Social Care services to meet the needs of residents of Deeside and Upper Donside. To achieve this, an assessment of Health & Social Care service needs in Deeside and Upper Donside was undertaken.



Originally it was planned that a series of Options Building Workshops would follow, prior to a 6-week public consultation period. However, following analysis of the data captured during the period of engagement, it was found that there was no identified need for service redesign and therefore it would be unnecessary to proceed with the originally planned series of Options Building Workshops.

The geographical area for the SNA is vast (774 square miles) and contains a number and variety of Health and Social Care Services and serves a varied population (approx. 23,000) with different needs and priorities. There was a mix of urban and rural communities which meant a single outcome of service redesign would not meet the varying needs of the population.

Deeside Strategic Needs Review –

How did we engage?

Engaged with over 220 staff working in Deeside and Upper Donside, 85 staff surveys, 4 focus groups with 32 attendees, 15 staff briefings, 219 staff mailing list.

Engaged with over 1000 community members, 992 surveys, 15 venues to collect/return surveys, 8 drop-in sessions, 230+ mailing list subscribers, 20 focus groups with 111 attendees in 7 venues plus online.

2,602 comments analysed, 6,040 themes mentioned.

Project Board established to implement recommendations.

Community representatives involved in Project Board and Communications workstream.

Information sessions organised by community members in Short-life working group.

Recruitment and Retention action plan developed and implemented following workshop with staff.

Information pack on Community Led Care Provision developed and disseminated to Community Councils.



Aberdeenshire's dementia strategy, "[Making Connections](#)" is a nine-year strategy, launched in 2021 and the AHSCP continue to deliver on the aims and objectives as agreed within the strategy. The dementia strategy sets out six key priorities and outcomes focused on improving the lives of people living with dementia in Aberdeenshire. The dementia strategy delivery plan lists associated projects and actions which aim to focus on where progress is required in relation to the key priorities and outcomes.

Every year **Dementia Awareness Week** is held across Scotland. Many of our services within AHSCP provide support to people living with a diagnosis of dementia and care partners including our home care services, the older adults community mental health teams and specialist dementia wards located in some of our community hospitals.

In May 2024, working collaboratively with partners from NHS Grampian, Aberdeen City Health & Social Care Partnership and Moray Health & Social Care Partnership, we hosted two virtual events entitled 'Let's talk about Dementia'. The sessions were open to both the public and staff, enabling us to engage with as many people as possible. The sessions were advertised widely through social media, the local press and internal networks.

The ultimate aim was to increase knowledge and awareness about dementia, reduce stigma and help others feel less alone. Topics included stress and distress, brain health and the role which technology can play in enabling people to remain independent. Attendees had the opportunity to ask questions and feedback has been incredibly positive.



People living in Aberdeenshire who have received or are in the process of receiving a diagnosis of dementia, should be offered one year of support to help them and their family. This is known as **post diagnostic support**.

People receive post diagnostic support in the year following a dementia diagnosis and it aims to help individuals and their families understand the diagnosis, access the right support, and make empowered decisions to prepare for the future. Within Aberdeenshire, post diagnostic support is provided by our Older Adult Community Mental Health Teams and was previously also provided by Alzheimer Scotland.

The AHSCP ran engagement sessions in Summer 2023 to hear about and understand people's experiences of receiving a diagnosis of dementia and the support that followed. People with lived experience and the third sector were also consulted as part of the planning for the PDS engagement. Existing dementia support groups and members were asked their preferred methods of engagement and if there were any additional supports they felt would better enable people living with dementia and carers to fully participate. Events were also held in familiar, accessible locations currently used by existing dementia support groups.

Three face to face events were held in Peterhead, Ellon and Banchory where we asked people to complete a survey to give us their views. The feedback has enhanced our understanding of what is important to people and has helped to inform and shape areas of work moving forward.

It is our intention to finalise and launch the Dementia Aberdeenshire Website in August 2024 and Living Well with Dementia App in the second half of this year.



Priority 2 - Prevention and Early Intervention

To achieve this work, AHSCP is committed to working with communities, the third sector and partners to collectively promote good health and offer opportunities to be active and connect with others. In doing so our aim is to support people to live healthy lifestyles, to self-manage long term conditions and to help people avoid preventable conditions.

Aberdeenshire Community Pulmonary Rehabilitation Service - Community Physiotherapy Team

We have seen great joined up working between our Aberdeenshire Community Physiotherapy Team and Live Life Aberdeenshire (LLA) in delivering pulmonary rehabilitation (PR) classes. Previously, these classes were mostly being delivered on NHS sites across Aberdeenshire.

At the beginning, in an attempt to increase exposure, the service set out looking into community-based venues to deliver this intervention believing that such venues would be more accessible to the public. This new way of working proved to be a success. Patients who attended PR classes are more likely to move onto engaging in further support and follow up classes held in LLA venues. Therefore, not only has this new way of joined up working led to an increase in patients engaging in PR classes; but, by choosing more accessible and community-based venues has helped support further self-management, reduced the likelihood of deterioration in condition while positively supporting general health and wellbeing through exercise and education.

Joint working between Physiotherapy and LLA has also helped to promote better understanding of the service amongst other colleagues and services, which has helped to contribute to the increase in referrals to the service.



Case Study Story

A care home resident in North Aberdeenshire suffered a stroke and as a result lost capacity, meaning they required a complex package of care. The MDT team worked with the resident to enable them to rehabilitate from the stroke upon leaving hospital. This was continued in the care home setting. Staff then created an environment similar to that of sheltered housing, where the resident was encouraged to be in charge of their own medication and mealtimes. This has enabled the resident to feel empowered and confident, and as a result they will now be moving to sheltered housing, which is a more appropriate setting for their age and circumstances.

At the heart of prevention and early intervention is the desire to support people to self-manage and ultimately lead a healthy life.

Prevention and early intervention play a huge role when it comes to delivering care in the community, which has been reflected in our Rehabilitation and Enablement project.

“Rehabilitation and enablement is about making sure that people have the right support. We know that putting care in early can make people more dependent on our services, and remaining independent is enormously beneficial for wellbeing.”

Occupational Therapist. AHSCP





The Rehabilitation and Enablement project sought to build on existing work implemented prior to the Covid-19 pandemic supported by a dedicated project team worked together to introduce a model of rehabilitation and enablement for older people and people living with disabilities. The aim of this approach is that multi-disciplinary teams (MDTs) work together to support people in not only regaining but maintaining their abilities before decisions are made about long term care. The project team have focused on implementing rehabilitation and enablement within hospital discharges, virtual community wards and community referrals.

Supporting Carers and Self-Directed Support

Self-Directed Support

The Social Care (Self-Directed Support) (Scotland) Act 2013 sets out principles governing Scotland's approach to how social care in Scotland should be delivered. The overarching aim of the Self -Directed Support (SDS) Act is to support and enable people to achieve the outcomes that are important to them, to lead full and meaningful lives, and to participate in and contribute to the economy and society.



Aberdeenshire Council continues to offer the [four options of Self-Directed Support](#), a duty under the SDS Act. Self-Directed Support continues to be embedded across all service user groups in Aberdeenshire, including adult services, children's services, and unpaid carers.

We have continued to facilitate a group of SDS Champions. This group met regularly to discuss good practice, support with the development of any procedures as well as collaboratively problem solve any issues with may have arisen for practitioners.

We also continue to have regular meetings of the Support Services, Service User and Carers Steering Group. This meeting occurs quarterly and was established to enable the voices of those with lived experience to be heard more directly and so they could receive information from our internal supports, finance, and commissioning, as well as external organisations who provide payroll, employment law and general SDS support.





Training and Development

There is a consistent and regular program of training in partnership with the Workforce Development Team. SDS Pathway training has been delivered quarterly to all practitioners working in adult services. Specific training on Option 1 and 2 continues to be delivered. This training course is delivered in partnership with Children's Services and is open to all practitioners.

New training on the RAS (Resource Allocation System) was developed and delivered to practitioners from the Mental Health, Older People &

Physical Disability and Learning Disability teams.

We invested in external Good Conversations training in March 2023 with all Team managers and SDS Champions from Adults services, provided by the Thistle Foundation with the aim of supporting practitioners to build their confidence in holding outcomes focused conversations, 'Good Conversations', in a variety of common and difficult situations. The sessions provided an opportunity to further explore personal outcomes and asset-based approaches, and the values and skills which underpin these approaches. This was such a success that we are now developing our own course and are looking to roll this out in 2024/25 to all council employees.



The implementation of the Scottish Government Self-Directed Support Improvement Plan 2023-27

The new [Improvement Plan \(2023-27\)](#) has been developed to coordinate the successful delivery of local and national priorities by Local Authorities, Third Sector organisations, COSLA and the Scottish Government. This improvement plan identified four key outcomes which will help form a focus for the improvement of the SDS support going forward. This work will also allow national engagement and involvement in 2024 and beyond.

Unpaid Carers

Since the implementation of the Carers (Scotland) Act 2016 we have seen consistently high numbers of new carers registering with the Aberdeenshire Carers Support Service.

Figure 2 below shows the number of new adult carers registered yearly with Quarriers Aberdeenshire Carer Support Service since 2019. These figures show a continuation of the increased number of referrals from 2020, with a further increase during 2022/2023.

Figures for 2023/2024 are noticeably reduced, which is likely due to the pending change of service provider from Quarriers to Voluntary Service Aberdeen (VSA) in April 2024.



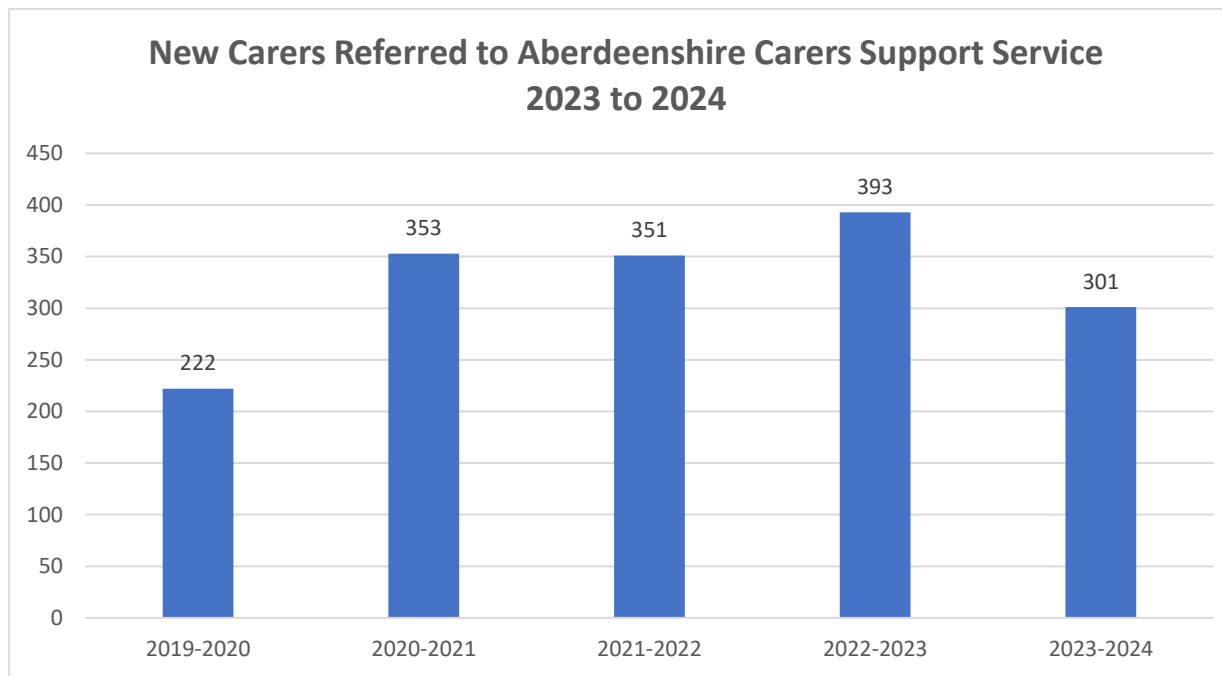


Figure 2: Number of new carers referred to Aberdeenshire Carers Support Service

AHSCP offers a programme called '[Short Breaks Bureau](#)', which supports carers and the people they care access to personalised short breaks. In April, five families enjoyed a residential break away to Nethybridge in the Highlands, funded by the Carers Trust 'Time for Me Funding'. Male carers across Aberdeenshire enjoyed a variety of breaks including a bowling event, a harbour tour, and a boat trip. Seven families also enjoyed a residential break to 'The Burn' in July, care of 'Better Breaks Funding'.



Adult carers have also been attending Carer Cafes in North and Central/South Aberdeenshire monthly, giving them an opportunity to meet up with other carers in a social setting.

£115,000 was also distributed to both adult and young carers via the Aberdeenshire Carer Support Service, from Shared Care Scotland's Creative Break Funding, supporting carers to access short breaks opportunities for themselves and the people they care for, giving carers opportunities to try new things, experience relaxing activities and return to their caring roles refreshed and able to keep going.

In addition to the Aberdeenshire Carers Support Service, carers in Aberdeenshire continue to be supported by Advocacy North East, PAMIS and Cornerstone SDS Aberdeenshire.

Our **Carer Practitioner Team** has continued to support unpaid carers eligible for Self-Directed Support (SDS) budgets. During the second quarter of 2023 we increased the Carer Practitioner Team from three to six practitioners covering Aberdeenshire, providing two Practitioners in each area, North, Central and South Aberdeenshire. This has had a significant impact on our waiting list. Figure 3 below shows a reduction from 118 unpaid carers waiting for support with an SDS budget in March 2023 to 14 in March 2024, ensuring carers are receiving support quicker and more consistently, to enable them to access breaks from caring and reduce the impact of their caring role.



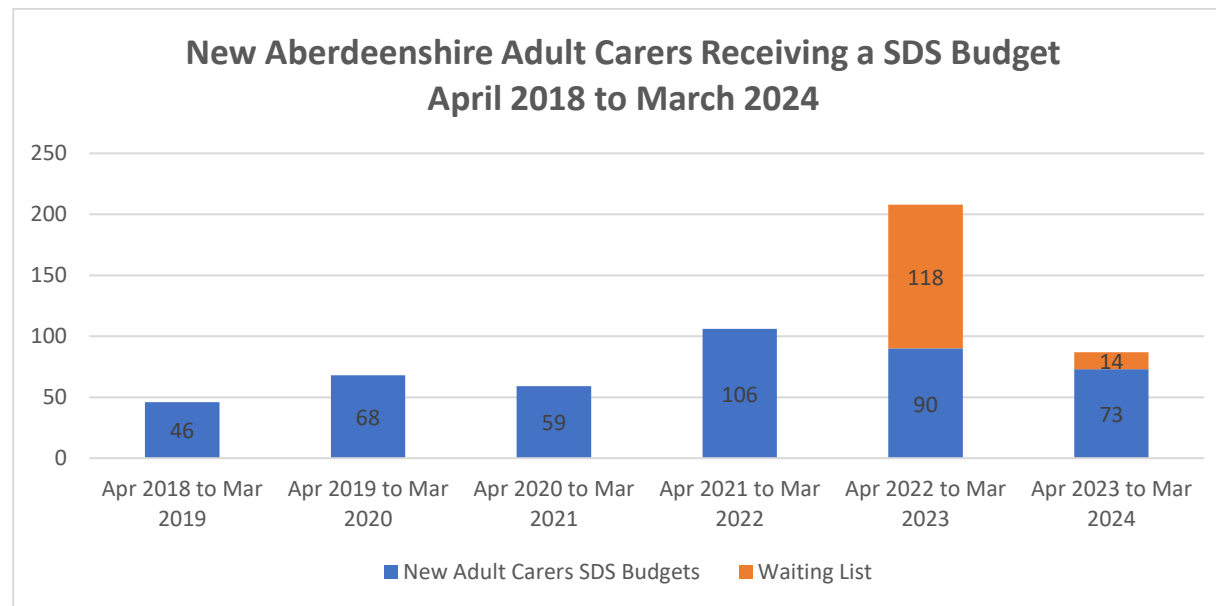


Figure 3: Number of new Aberdeenshire adult carers receiving a SDS budget from April 2018 – March 2024

Carers are accessing activities and support that is varied and flexible to meet their identified outcomes, covering a wide range of activities to improve and maintain their health and wellbeing, relationships and life balance, to give them a life alongside caring.

Figure 4 below illustrates the largest proportion of carers achieved or maintained their identified outcomes of improving/maintaining their health and wellbeing (137), their life balance (124) and relationships with the person they are caring for and/or family members/friends (91). Smaller numbers of carers had identified outcomes in future planning (50), finances (30) and employment and training (15), which were also achieved, using support funded via their Self-directed support budgets.



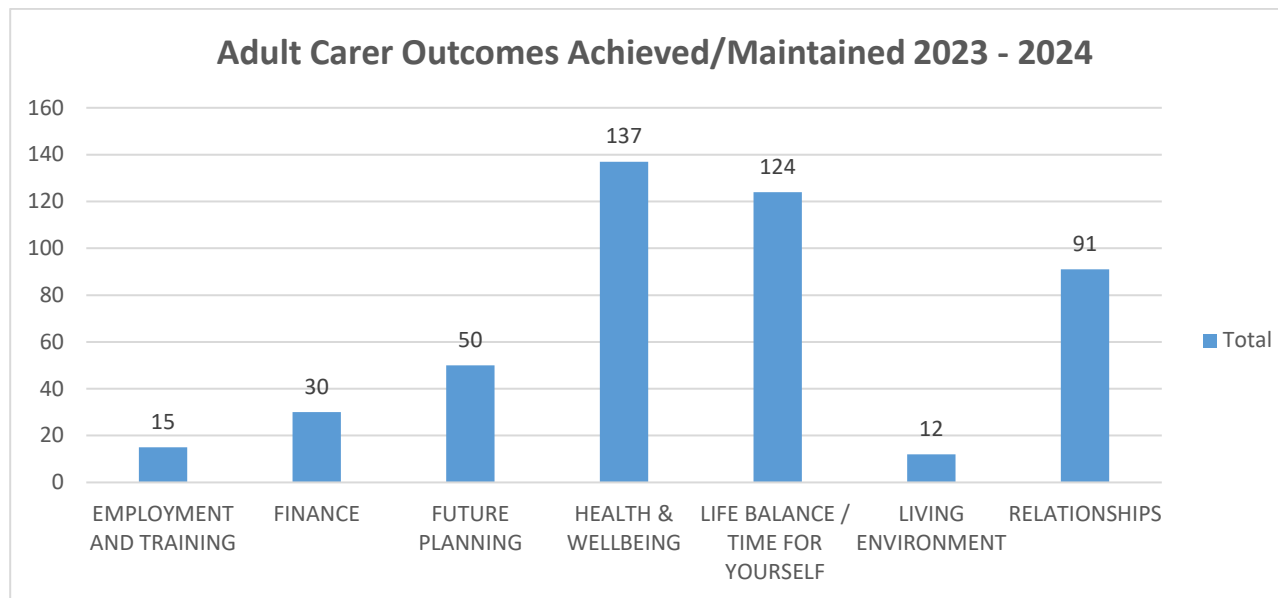


Figure 4: The number of adult carer outcomes achieved/maintained 2023 - 24

Other Carer Support

Carers caring for 248 individuals with a learning disability, across Aberdeenshire, have been able to access breaks from their caring role when the person they are caring for has attended Day Services, as identified in figure 5:



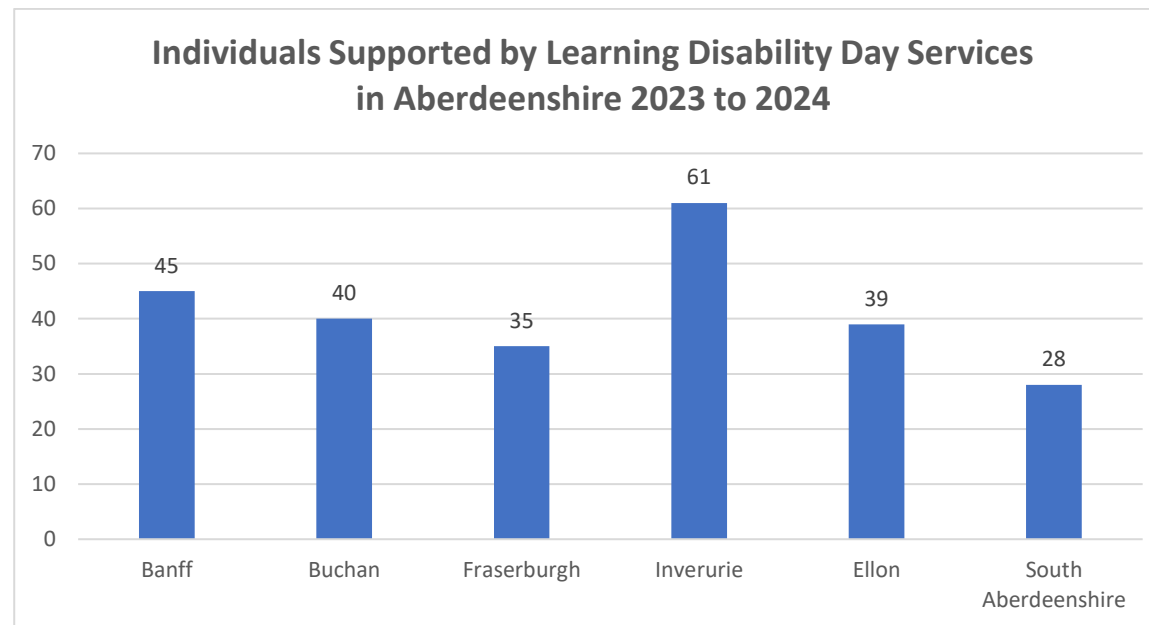


Figure 5: The number of individuals supported by Learning Disability Day Services in Aberdeenshire 2023 - 24

Carers have also been able to benefit from access to breaks from caring due to 140 service users accessing residential respite care during 2023-2024, for a total of 2241 nights over the year. This is a significant increase in last year when 74 carers accessed 956 nights.

AHSCP have also re-introduced support for carers to plan short breaks via our Short Breaks Co-ordinator. 48 referrals were received by the service between 2023 and 2024, resulting in 9 carers being supported with initial discussions, a home visit being provided with information to arrange a break. 8 carers were sign posted to other services for support. 7 carers received information and advice, 9 carers were supported with traditional respite and 8 carers received support to source, arrange and undertake innovative short breaks.





Public Health - Aberdeenshire Wellbeing Festival

The Aberdeenshire Wellbeing Festival aims to improve mental health and wellbeing in Aberdeenshire and to improve public and practitioner awareness of mental health and wellbeing resources. To help achieve this, our Public Health Team focus significant efforts on increasing participation in local activities by local groups/organisations which support increasing awareness of mental wellbeing and increasing capacity within communities to provide support for promotion of mental

wellbeing. One calendar event which everyone looks forward to is the annual Wellbeing Festival.

The planning of the wellbeing 'Shire -wide festival is led by our Public Health Coordinators and Community Health Improvement Officers (who connect with our community partners, groups and organisations) encouraging them to offer free activities and take part in the festival and help plan larger events.

In 2023, we held 166 Events provided by 78 host organisations/groups.





In addition the Public Health Team work collaboratively with our partners, Aberdeenshire Health and Wellbeing Community Planning Partnership (CPP) and Local Outcome Improvement Plan (LOIP) in which together they have developed two strands of work, these being Healthy Eating Active Living (HEAL) and Mental Health and Wellbeing. Smaller projects delivered within these strands include Henry's Healthy Families – Right from the start programmeⁱⁱ,



Implementation of the Pilot Community Paradigm Model in New Pitsligo, Just Ask (financial support), Evidence collation Transportation and Appointment Setting, Confidence to Cook and Community Engagement in Kingseat.

Primary Care Improvement Plan

Aberdeenshire HSCP's Primary Care Improvement Plan (PCIP) provides the basis for delivering key workstreams under the 2018 national General Medical Services (GMS) Contract, with a particular focus on expansion of the multi-disciplinary workforce within Primary Care. Across Grampian the significant challenges for General Practice in terms of recruitment and retention and the concomitant pressures in being able to fully deliver the PCIP are also a reflection of the wide-ranging communities and geography within our region. Following agreement by the Chief Officers of the three HSCPs in Grampian, work has been undertaken on a programme to develop a local vision with strategic objectives and an associated implementation plan with the aim of creating a more resilient and sustainable model. Aberdeenshire HSCP has been actively involved in this work with General Practice sustainability being a particularly key challenge facing us in recent years.

As per the Scottish Government Memorandum of Understanding 2, implementation of Community Treatment and Care Services, Urgent Care and Pharmacotherapy has been prioritised under the PCIP. Although many practices will have access to the above, further progress is required to ensure clarity and achievement of an equitable service.

Notwithstanding these challenges there has been continued progress in PCIP implementation. The First Contact Physiotherapy service is now a well-established service which has physiotherapists based in practices offering



appointments for musculoskeletal conditions. There are currently 29 practices with access to this service averaging 477 appointments offered weekly across Aberdeenshire.

The vaccinations workstream has seen 183,767 vaccinations delivered by staff in the past year across Aberdeenshire, however this service has also presented many opportunities to expand to support an early intervention and preventative approach. For example, we are currently rolling out the Learning Disabilities Health Check which was piloted in Peterhead (the first area in Grampian). Learning Disability Health checks are offered annually to citizens and discussion around medication and lifestyle choices are included along with the physical checks such as weight, blood pressure and urinalysis. The overall results have been very positive from all stakeholders.

All Aberdeenshire Vaccination Centres are now recognised Community Information Points (CIPs) where we work in collaboration with Public Health colleagues to highlight and share information on different health topics. All the Community Information Points provide sanitary and sexual health products.

Stonehaven Vaccination Centre piloted a Stroke Awareness Campaign alongside Public Health and Stonehaven Medical Centre - this involved a social media campaign and an invitation to a cohort of patients to attend the centre to have a one-lead ECG and Blood Pressure checks. Again, the overall results from all stakeholders were very positive and both the vaccination centre and the medical centre have agreed to continue to offer this service to citizens.



Community Treatment And Care (CTAC) Hubs are now located in all the vaccination centres plus there are an additional 4 Hubs in our community hospitals of Chalmers Hospital (Banff), Fraserburgh Hospital, Inverurie Hospital and Kincardine Community Hospital (Stonehaven). These Hubs all have different practices feeding into them and there is continuing work to improve these services to the highest standard. Around 5000 appointments are offered by CTAC each week between in-practice provision, vaccination provision and CTAC Hub provision in Aberdeenshire.

Priority 3 - Reshaping Care

One of the main focusses of this programme of work is to develop a variety of interlinked support packages enabling people to stay at home or in a homely environment for as long as possible. The aim is to build on models of care which are fit for the future, which support people to remain in a homely environment and to live healthy and independent lives, whilst ensuring people can access the right support when they need it.



Digital approach to delivering health support

“Technology is very much here to enhance our services, it is never a replacement for hands on care but it can be invaluable in allowing people to maintain a degree of independence.

There are so many great pieces of technology which can enable people to remain independent at home for as long as possible. This feeds into our rehabilitation and enablement practice, because we know that if we immediately put care in place, it’s not actually always the best option for service users. It can make them far more dependent on care at an early stage, and unfortunately speed up the time frame for needing full time care. But with the use of technology, we know that people can thrive within their own communities’



Digital Project Manager, AHSCP





Tech Room, Peterhead



Having an innovative digital strategy in place will enable us to remain up to date, whilst ensuring many of the people we care for are able to remain independent for as long as possible. It also brings the potential to transform how our staff work, whilst also delivering value for money. For example, the use of technology may, and where appropriate, release staff for overnight stays and visits. Technology can be programmed to assist individuals in their home set as reminders to take medication and have meals, and also provide regular updates to families.

In the 2023-2024 financial year, our Digital Project Manager consulted with stakeholders across the HSCP to assess the current digital landscape and shape an initial draft Digital Strategy. Further stakeholder engagement and formal consultation on a revised draft is to follow this year.

Case Study Story

Effort has been invested in planning a Technology Demonstration Room and introducing digital technology in supported accommodation setting, in which it intends to deliver both of these in the next financial year.

The 'Tech room' in Peterhead is now up and running where both staff and members of the public will be able to come along and find out more about the role which technology can play in healthcare. This will enable them to get to grips with the technology in real time, and speak to some of our experts as to how it could be beneficial in their lives. We are hopeful that this initiative will be popular and enable us to engage with both the public and staff.

Learning Disability Strategy

Aberdeenshire's 5-year Learning Disability strategy 'Be All You Can Be' was published in 2020 and currently in year 4 of delivery. Our 4 priorities from the Strategy are that people with learning disabilities in Aberdeenshire feel:

- Well



- Involved
- Valued
- Supported

To deliver the strategy, 14 projects were created that aimed to improve the lives of people living with a learning disability in Aberdeenshire. In 2023/24 progress was made on a number of projects as summarised below.

Virtual Community Wards

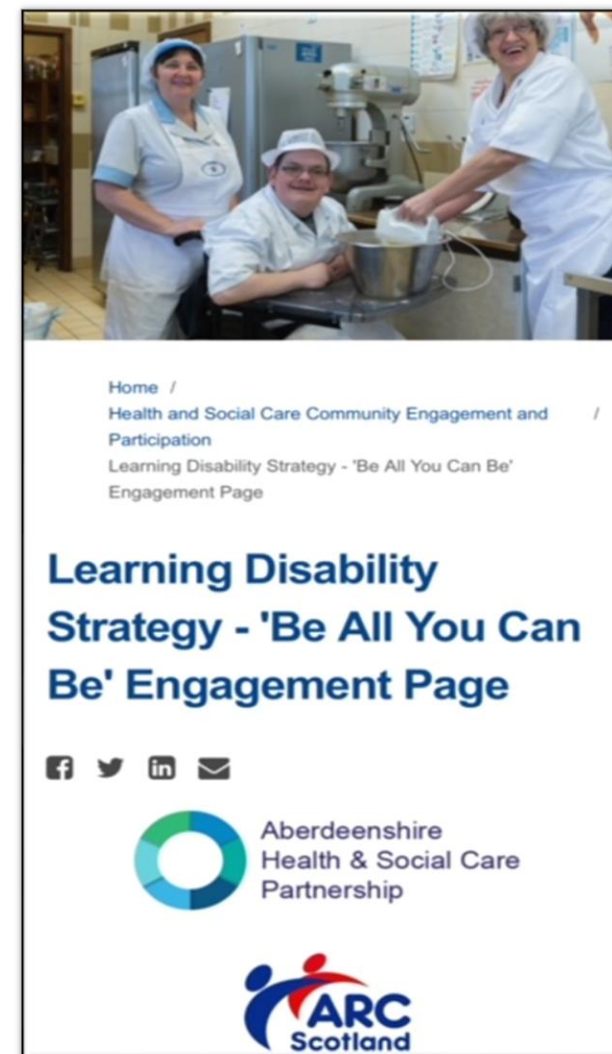
Virtual Community Wards allow coordination of short term, wrap around care to be agreed, mobilised, and monitored for those who are at risk of placement breakdown or hospitalisation. Learning Disability teams have been using Virtual Community Wards (VCWs) in order to identify people who are at risk of placement breakdown or hospitalisation. This multi-disciplinary approach allows wrap-around care to be put in place for those people identified as requiring admission to the Virtual Community Ward. Since the inception of these VCWs within Learning Disabilities, we have seen crisis averted for a number of people.



Engagement and Self Advocacy

As part of this project, we are increasing the ways in which we engage with service users, families, carers and staff to publicise the work ongoing within learning disabilities. [Learning Disabilities has its own Engage Aberdeenshire page](#) where we can publicise the work taking place within our teams. For example, we host all our Day Service newsletters on the page, have uploaded all new and developed documents that are a direct result of our Strategy, e.g. our Transport 'Plan on a Page', and publish a regular newsfeed where we update people on the work of delivering our Strategy.

Our Self-Advocates group play a key role in decision making within the Partnership. All strategic and operational changes are discussed with our self-advocates to ensure that service user voices are incorporated into our decision making. In 2023/24, we developed a Transport 'Plan on a page' with help from our self-advocates which outlines the transport options for people in Aberdeenshire with a learning disability.



Day Opportunities

AHSCP continues to embrace a new model of delivering Day Opportunities with particular focus on community integration and outreach. Examples of initiatives to strengthen community links, such as Shopping Buddies, where



service users collect shopping for people who are unable to leave their home and Books on Legs, delivering library books to older or disabled people. This is a move away from building based services which continues to be strengthened in 2023/24 and will remain a key priority moving forward.

Health Inequalities

To reduce health inequalities for people with a learning disability, a number of pathways including a palliative and end of life care pathway and a dementia pathway have been completed and embedded in practice. The Partnership are also currently rolling out a pilot of Annual Health Checks as part of a wider Grampian-wide roll-out, following Scottish Government guidance. There is currently a small pilot ongoing (12-14 people) in North for Scottish Government's Learning Disability Annual Health Check.





As part of the AHSCP's Social Care Sustainability Programme, the review of the internal Home Care Service has been implemented to improve recruitment and retention and ensure the sustainability and quality of service delivery to meet unmet need and service users' outcomes.

This project has encompassed a range of workstreams but in particular has been successful in the creation of and recruitment to a new Care Team Support Officer post; implementation of a uniform trial (to support feedback from carers about menopause friendly uniforms); promotion of incentive schemes and foundation apprenticeships within the home care service; and the development of consistent training and induction resources.

Priority 4 - Tackling Inequalities and Public Protection

The AHSCP's progress against this strategic priority is centred on how we work with partners to keep vulnerable people safe, removing barriers so that everybody is able to access the service or treatment that they need, and fundamentally to strive towards ensuring that Aberdeenshire is a safe and happy place to live for everyone.

Suicide Prevention

Public Protection is a term used to encompass the many different strategic approaches and responses to keeping children and adults safe in our communities and involves working with both victims and perpetrators. The main areas of public protection are Adult Support and Protection, Child Protection, Domestic Abuse, MAPPA, Alcohol and Drug Partnership and Suicide Prevention.

Services linked to these areas are embedded in everyday practice across the partnership, and we have taken great strides in Suicide Prevention.

We understand that suicide by its very nature, is complex. This can make it one of the most challenging areas of public protection. We are now in year two of the north-east suicide prevention delivery plan - which has seen us deliver the Scottish Government's Suicide Prevention Strategy, '[Creating Hope Together](#)' at a local level.

With a focus on helping people at the earliest opportunity, AHSCP commissioned Scottish Action for Mental Health (SAMH) to deliver suicide prevention within the community. The Plan has enabled us to focus on tackling stigma, raising awareness, and educating the public in keeping both themselves and others safe. Our premise of making



suicide everyone's business, has seen the launch of numerous projects in recent months. This includes enabling the employment of four community engagement officers, who are based across the Grampian region and came into the post at the start of 2024. Each officer has their own area of interest, be that older adults or suicide prevention through the lens of rural localities. Through the introduction of these posts we have been able to deliver introduction to suicide prevention to hundreds of people in the north-east.

One of the projects which AHSCP has been delivering is about taking suicide prevention into the workplace, and we have worked with a wide range of employees. Examples include ARCH responders and those working on the front line in roads and housing. The latter is a predominately male workforce, and we hope that our continuous work could make a difference in the face of statistics surrounding male suicide.

AHSCP has spearheaded an event held on International Women's Day, which saw us bring communities together to examine inequalities in women's mental health. Our expert panel of speakers covered a wide range of topics, from perinatal and postnatal mental health to menopause and the benefits of a trauma informed approach.

We have also shaped our Prevent Suicide app to contain services aimed at those who may be impacted by inequality factors, which in turn make them more at risk of suicide. This includes a comprehensive list of contact details, from debt advice to domestic violence.



AHSCP has support around work delivered in the community, from men's sheds to schools, local wellbeing initiatives such as wild swimming groups, alongside third sector organisations including Aberdeen Foyer. Feedback has demonstrated that education at the heart of communities has enabled us to help people support both themselves and others.

[The Aberdeenshire Violence Against Women and Girls Partnership \(VAWGP\)](#)

In 2022, AHSCP and Aberdeenshire Council Housing jointly commissioned Grampian Women's Aid (GWA) to provide outreach support to women and children that had been affected by domestic abuse.

The outreach support provides practical and emotional support, advice, and advocacy on matters such as housing, tenancy sustainment, resettlement, safety planning, risks and management of risks, emotional support, welfare benefits, legal options, health, education, training and childcare. Throughout 2023, 104 referrals to GWA were received through the commissioned service contract. On average 46 women per month are receiving ongoing support and report consistently that the negative impact of domestic abuse for them has reduced.

The AHSCP continues to run a single point of contact for all domestic abuse enquiries/referrals for people who do not have children under the age of 16. This single point of contact is delivered through the Aberdeenshire Adult Protection



Network. Strategy and Action Planning for domestic abuse sits with the Aberdeenshire Violence Against Women and Girls Partnership (VAWGP). AHSCP actively engages with VAWP and its subgroups through consistent attendance at meetings and contribute to the development and implementation of the [VAWGP Strategy and Action Plan](#).

The Aberdeenshire VAWGP recognises the importance of tackling all forms of violence against women and girls, this is reflected within the Action Plan. However, a key priority for Aberdeenshire is Domestic Abuse due to the prevalence of the issue across the area.

Days of Action

We are incredibly proud of our Days of Action initiative, which has seen us work alongside multiple agencies in a bid to reach some of our most vulnerable members across our communities. From our drug and alcohol services to housing, Police and social work, Days of Action provides a unique opportunity to directly engage with the public.

This initiative was launched two years ago and has enabled the AHSCP with partners to focus on our outreach efforts in tackling issues associated with drug related harm in our communities. The general format sees expert staff approach vulnerable individuals to discuss the help available, which, for example, can include our Step in Service. Step-In acts as an access point across Aberdeenshire and can see people self-refer for issues linked to drugs and alcohol. We also hand out helpful resources during Days of Actions, including information on how to stay safe.

Days of Action has proven to be incredibly effective in reaching people who we know to be at most at risk. Days of Action has enabled staff to work closely with these individuals, bring them directly “into service” and also hand out



lifesaving kits such as Naxalone which can reverse non fatal opioid overdoses. Our partnership 'health bus' is also routinely used during Days of Action and provides a base for people to meet with our health and social care staff. Each event is tailored to the issues which we know are prevalent in the area at any one time and offers the most direct approach in combating issues which are known to impact everyone.

Case Study Story

The AHSCP has utilised Action 15 funding (part of the Scottish Government Mental Health Strategy) to allow a justice social worker to attend court three days a week – with a focus on Aberdeenshire residents.

Our Social Workers explain the court process to those who may be appearing for the first time and will make contact with other services on their behalf. This can include organising a script for anyone receiving opioid replacement therapy, and they can also organise referrals to our access points such as **Step-In**, which is aimed at anyone experiencing problems with substance or alcohol misuse. They also spend two days in the community and provide a power of support to people appearing in court.

"I check in with anyone who has an Aberdeenshire address and provide support in numerous ways. When people are in custody, it can impact their mental health to the point that they may feel suicidal. In the background there can be housing issues, substance misuse – I'm there to provide practical and emotional support."

Social Worker



At the very start of April 2024 following the inspection period in 2023-24, the [adult support and protection inspection report was](#) published which recognised the positive work delivered by the AHSCP workforce and with our partners towards achieving positive outcomes for adults at risk of harm. Areas of improvement were highlighted, but most significantly the inspectors reported on the strong collaborative working and inspectors saw *‘an exemplary level of quality and competence’ⁱⁱⁱ* within our teams.



Priority 5 - Effective Use of Resources

The AHSCP aims to get the best value, and to change the balance of service provision from hospital and residential based care to community-based services, prevention and self-care. These aims need to be achieved alongside demographic pressures of a rising population of older people with more complex needs.

The AHSCP's ambitions in relation to the strategic priority of the effective use of resources are to ensure that we have the right amount of staff with the right skills, that we are focusing our resources where they are most needed, and effectively managing our reducing budget against increasing need.

Out of *Area Placement Care – Complex Care*

Following the findings from the Scottish Government's report, *Coming Home: Complex needs and out of area placements*^{iv}, we have embarked upon a programme of work to identify people with learning disabilities who live out of area, with the aim of, where appropriate, supporting these people to return home to Aberdeenshire. Although this continues to be a huge undertaking, it will enable the most effective use of resources long term.

From reducing the financial cost of out of area placements to finding the most appropriate environment for service users, it also enables us as a partnership to use the resources available to reduce the impact on both vulnerable people and their families – who may have had to repeatedly travel in order to visit a loved one.



We have also looked inward towards our own resources in order to allow out of area adults to be appropriately housed in Aberdeenshire. This has included:

- Working with the local learning disability teams in Aberdeenshire North, Central and South.
- Supporting MDT local referrals when out of area adults are allocated a house in the local area, to ask for occupational therapy input, learning disability nursing, etc. This careful planning allows for the MDT to have as much information as possible before the move and for health colleagues to be allocated in plenty of time so that the care provider feels supported, reduce risks and to prevent the placement from breaking down.
- Viewing property to assess suitability and discussing with family if there are minor adaptations and particular needs (gates for safety/ locks on doors and kitchen cupboards), as well as sharing information about local day services in the area.
- Assessment of need to be shared with care providers for commissioning care locally, working with the local social worker/care manager in the transition period.

Resources are at the very heart of this project, and we hope to bring certain out of area placements home, towards the end of 2024.





Our Joint Equipment Services is based in Inverurie and delivers thousands of pieces of equipment across Aberdeenshire every year.

From standing frames to commodes and hospital grade bed frames, our teams of occupational therapists write up prescriptions for service users following assessment. But with so many individual pieces of equipment delivered across a broad geographical area, it is vital to achieve a level of sustainability. We are very proud that up to 80% of the equipment is re-used across our Joint Equipment Service, achieving significant savings every year.

Not only does it enable us to effectively use resources to the best of our ability, it also means we can be more environmentally friendly in the long term instead of disposing of equipment once it is no longer required. A dedicated team of staff thoroughly clean each piece of equipment and carry out any necessary repairs. This means that equipment can help multiple service users during its lifespan, instead of being limited with one time use.

2023/24 Financial Performance

2023/24 Financial Year

At the beginning of the financial year the IJB set a balanced budget for 2023/24 of £394 million after recording an overspend position for the 2022/23 financial year of £6.4 million against the revenue budget.

The financial position for 2023/24 resulted in an overspend which mirrored the financial positions pre Covid-19 in 2018/19 and 2019/20 where the AHSCP had recorded overspends against budget. In overall terms the AHSCP recorded an overspend of £27.1 million against the operating budget (6.4% of total revised budget for 2023/24 of £426.4 million).

The Annual Accounts show a deficit position for 2023/24 of £10.2 million (2.4% of total revised budget for 2023/24 of £426.4 million) when the use of reserves of £16.9 million are taken into account.

As per the Integration Scheme additional funding contributions from NHS Grampian and Aberdeenshire Council were requested to balance the overspend on the IJB budget. In line with the respective shares of the overall IJB budget, the additional funding requirements are £5.760 million for NHS Grampian and £4.397 million for Aberdeenshire Council.

A number of operational areas experienced financial pressure throughout 2023/24. The areas which recorded the largest pressures for the year are shown below:

GP Prescribing	£3.6m	Both volume and cost increases are impacting on budget. Volume is greater than in 22/23 and cost per item has increased.
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Older People – Care Management	£3.5m	Client packages are in an overspend position due to the continuing demographic increases and suppliers requiring higher inflationary increases than were provided in the budget.
Older People – Residential Care	£3.5m	The overspend is mainly due to the addition of in house Care home provision and its associated costs.
Other Direct Patient Care	£2.7m	This overspend is principally the result of requirement to maintain continuity of service at salaried medical practices.
Adult Services – Community Care	£2.2m	Client Care Packages are over budget. Demographic increases and complexities of care are all impacting.
Adult Services – Residential Care	£1.1m	Staffing continues to be over budget with the use of agency and overtime and continuing impact of complex care needs.

More information can be found in the [Aberdeenshire Integration Joint Board Unaudited Annual Accounts 2023/24 report](#).

2024/25 Revenue Budget

AHSCP agreed the revenue budget for 2024-2025 in March 2024. The budget sets out how resources will be spent across health and social care services for the year and reflects the funding contributions agreed with NHS Grampian and Aberdeenshire Council.

2024-2025 is again likely to be a challenging year in financial terms, the HSCP will require to continue to balance delivery of services whilst avoiding developing the type of financial pressures which have been experienced in previous years.

Account will also continue to be taken of:



- How best to invest additional funding confirmed by the Scottish Government in areas such as mental health services, drug deaths prevention and primary care.
- The emerging recommendations from the national review of Adult Social Care services and the creation of a National Care Service.
- The normal financial risks around items such as pay awards, drug costs and workforce challenges.

The IJB is operating in an increasingly challenging environment with funding not keeping pace with increasing demand for services and increasing costs linked to the delivery of services. This is reflected in the MTFS, which has identified a potential £57 million financial gap over the next 4 years if funding levels and demand for services continue on current trends. This equates to an annual requirement of the need to identify circa £14 million of new cash releasing savings each year over the next 4 years, equivalent to 3.4% of the total IJB budget.

Many public sector organisations are continuing an increasing challenge to balance their budgets in the context of increasing service demand and rising costs. Aberdeenshire IJB is no different to this pattern. Delivery of effective and lasting transformation of health and social care services is central to the vision of the IJB. The IJB's Strategic Plan 2020 – 2025 outlines its ambitions over the medium term and the reshaping of services which will support delivery.

The IJBs revenue budget for 2024/25 totals £415.6 million and was agreed on 20th March 2024. The overall budget includes planned savings of £20 million. The IJB Revenue Budget for 2024/25 is a one year budget, reflecting the funding settlement of our partner organisations (NHS Grampian and Aberdeenshire Council). The IJB has approved a [Medium Term Financial Strategy \(MTFS\)](#) covering five financial years.

It is recognised that a strategic and medium-term view of resources is essential if the IJB is to deliver on its priorities.

More detailed information about our financial performance can be found in our [IJB Annual Audit Accounts](#).

Performance

The AHSCP's performance is monitored against the national core suite of integration indicators which provides the framework for all AHSCPs in Scotland to benchmark their performance and progress towards delivery of the National Health and Wellbeing Outcomes. All AHSCPs are also monitored against a suite of 6 indicators set by the Ministerial Strategic Group for Health and Community Care. The Annexe document which supports this report provides analysis of AHSCP's performance for 2023/24 based on available data.

Through monitoring there has been a slight increase in trend (above the Scotland score) identified in NI-6 Percentage of people with positive experience of care at their GP practice and NI-9 Percentage of adults supported at home who agreed they felt safe. There has also been a slight decrease (below the Scotland score) identified in NI-8 Total combined % carers who feel supported to continue in their caring role, NI-17 Proportion of care services graded 'good'



(4) or better in Care Inspectorate inspections and NI-18 Percentage of adults with intensive care needs receiving care at home.

AHSCP also utilises a variety of local performance data to ensure effective operational management of services on a day to day basis. A key challenge in the last year has been in relation to delayed discharges. This describes the situation where a hospital inpatient has been assessed as being clinically ready to be discharged from hospital but cannot be discharged which can be for a variety of reasons. The AHSCP continues through a variety of measures to manage our delayed discharges as effectively as possible with close oversight at Aberdeenshire wide and local management team level and working with system partners across NHS Grampian to support patient flow.

Delayed Discharge data can provide an indication of how well the process for assessment of patients and implementation of discharge plans is operating. However, it is just one indicator of how well our community-based services are meeting the needs of the local population. More widely the AHSCP continues to focus efforts on maintaining people safely in the community wherever possible through for example our Social Care Sustainability work and continued development of our Virtual Community Wards (a multi-disciplinary team approach to providing rapid wrap around care in the community to prevent unnecessary admissions). Aligned with work to achieve more timely and safe discharges from hospital, the aim is more individuals will be supported to maintain a level of independence and quality of life in their own home or a homely setting.

Achieving this objective has and will continue to present significant challenges for health and social care when increasing demand and complexity of need exceeds the available resource. This will require the AHSCP to be clear



and consistent in delivering against its priorities as agreed with the IJB. To support this, over the next year engagement will commence on development of the AHSCP's new Strategic Plan from 2025 onwards with the aim of informing the AHSCP's future strategic direction and priorities, by listening to and working with our communities, staff and partners to consider how resources, services and assets can be used to best effect.





References

[Aberdeenshire Joint Strategic Needs Assessment](#)

[Joint Inspection of adult support and protection in Aberdeenshire](#)

[Joint Strategic Needs Assessment 2024](#)

[National Health and Wellbeing Outcomes](#)

[National Outcomes | National Performance Framework](#)

[National Records of Scotland](#)

[Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#)

[Self Directed Support Scotland Improvement Plan 2023 -2027](#)

[Strategic Plan 2020 – 2025](#)

[Scottish Government Suicide Prevention Strategy ‘Creating Hope Together’](#)

ⁱ National Records of Scotland <https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/aberdeenshire-council-profile-correction.html#:~:text=Population%20Estimates&text=On%2030%20June%202021%2C%20the,32%20council%20areas%20in%20Scotland.>

ⁱⁱ HENRY's Healthy Families Right from the Start Programme [Homepage | HENRY](#)

ⁱⁱⁱ Care Inspectorate [Joint inspection of adult support and protection in Aberdeenshire \(careinspectorate.com\)](https://careinspectorate.com/joint-inspection-of-adult-support-and-protection-in-aberdeenshire)

^{iv} Scottish Government – Coming Home: Complex Needs and Out of Area Placements [Coming Home: A Report on Out-of-Area Placements and Delayed Discharge for People with Learning Disabilities and Complex Needs \(www.gov.scot\)](https://www.gov.scot/publications/coming-home-2023-2024/pages/introduction/)

