![Aberdeenshire Health & Social Care Partnership logo]

APPENDIX 1

Strategic Needs Assessment

Project Progress Report

Deeside & Upper Donside

September 2023

1 Introduction

1.1 Foreword

The Aberdeenshire Integration Joint Board (IJB) agreed in May 2021 to conduct a 'Strategic Needs Assessment' of health & social care provision and services along the Deeside corridor including Upper Donside.

A 'Strategic Needs Assessment' is a process which brings together health & social care service providers, third sector, and the Community to look at what service provision there is now and how it can be improved and adapted to meet the current and future needs of the area population.

Deeside & Upper Donside is changing - the sizes of various communities have changed significantly over the years, the health conditions that people live with for longer, healthcare and how people can now use digital technology - have all changed.

A wide range of health and social care services for adults are delivered across the Deeside & Upper Donside area by the Aberdeenshire Health & Social Care Partnership, NHS Grampian, GP Practices and third sector organisations.

The AHSCP Strategic Plan (2020 – 2025) sets out the agreed priorities the Partnership will focus on to ensure we meet the needs of our communities.

To conduct the assessment we gathered information from staff and residents of Deeside & Upper Donside about the services they have used, how they feel about them and what is important to them. The information provided will help us plan for the future by better understanding how people access the services we already provide, what services may be needed and how people would prefer us to deliver them. It is important to ensure the precious resources available are used in the best way: to provide the most effective, sustainable and 'fit for the future' health and social care services.

1.2 The Journey so far

In December 2022, a report was presented to the IJB outlining a Project Board proposal to take forward considerations raised during the staff and public engagement undertaken as part of the SNA.

Deeside & Upper Donside Project Board	Communication	Review service and self-management information available to the public
		Review communication with the community regarding service provision (including alternatives to digital provision of information)
	Staffing	Create working group to revive recruitment and retention of staff within Deeside Hospitals
		Support staff wellbeing and increase opportunities for integrated working
		Consider housing options for staff
	Service Provision	Support staff wellbeing and increase opportunities for integrated working
		Review support for voluntary organisations that enhance health and social care activity
		Review options for replication of Braemar Care Initiative
		Review future need for provision of Care homes and Sheltered Housing

It was intended to include Digital Technology considerations separately but this was incorporated into the Communication workstream.

The project lead attended a Grampian-wide workshop and follow-up working group looking at travel and transport options to share learning and concerns raised during the SNA.

Finally, the considerations relating to some aspects of staffing were addressed in the Staffing workstream as there were representatives from both Council and NHS HR within the group.

- Share learning from SNA with work groups currently addressing recruitment and retention of staff.

- Share learning from SNA with colleagues in Human Resources in relation to recruitment, retention, post structure and training opportunities

There was an additional request from IJB to include community representatives in the Project Board and workstreams. This was implemented by sharing a registration survey with all mailing lists and inviting community representatives onto the Project Board, Communication Workstream and Planning group for Service Provision workstream.

2 Project Board

A Project Board was set up to implement the considerations resulting from the Strategic Needs Assessment undertaken in 2021-2022 which are outlined in the Project Board diagram above (page 3 of this report). The board included key members of AHSCP staff as well as a member of the community. Meetings took place every 4-6 weeks and received update reports from each of the workstreams and made decisions on next steps when required.

2.1 Communication Workstream

The Communication Workstream first met in May 2023 and included representatives from AHSCP Communication Team, General Practice, Hospital Medical Director, Libraries and a Community representative. A Terms of Reference was created and agreed by the group.

The group discussed options for continuing engagement and communication with the Deeside and Upper Donside Community and the most effective method to do this. Options included adding information to the My Aberdeenshire App, continuing use of the Engagement HQ page and updating information on the Council and NHS websites.

It was clarified that addition of information to the My Aberdeenshire app would take at least two years, therefore it would not be possible within the period of the project. As an alternative, a document containing a summary and link of where to find information on the Council website was created and shared with GP practices and Community Councils to share with anyone who may require the information. This document is in Appendix I.

As a test, a project update and a snap poll was added to the Engagement HQ page and an email notification was sent to everyone on the mailing list. At the same time, mailing list members were given the opportunity to be removed from the list and subscription has been updated accordingly. While traffic increased to the page, there were only 2 responses to the snap poll. However, the engagement HQ page received significantly more traffic and responses from community members when a registration survey was added to added and information session as part of the Service Provision workstream (further information in section 2.3 of this report). This suggests that the page is still used when information is provided and the community members are required to provide information to the project team.

It was highlighted that there are a variety of styles and levels of information on GP Practice websites. As the content and style is created by each practice individually, there is not a standard template or format for practices to follow. There is also a variety in the information that individual practices may need to highlight to patients, for example, some practices use eConsult and other do not. It was agreed that differing approaches to web design and content would be fed back to the Grampian group which leads on GP communications. Feedback from that group was that there is not currently any dedicated resource which could support a standardisation in approach to GP websites.

As a longer-term outcome of this group, the Digital Project Manager has agreed to include challenges raised in relation to digital inclusion in future pieces of work including development of a Digital Strategy.

2.2 Staffing Workstream

The previous Staffing and Communication Group was reviewed and developed into the Staffing Workstream. A revised Terms of Reference was developed and agreed by the group. The main purpose of the group was to consider the challenges in relation to Recruitment and Retention of staff. It was agreed that the remit would be extended to all

Health and Social Care Services in Deeside and Upper Donside rather than solely the community hospital to allow shared learning across services.

A workshop took place in June 2023 and was attended by almost 30 staff from a cross-section of services and roles within Deeside and Upper Donside.

Question 1. What can we do to make posts more visible/attractive?

Some of the suggestions that came back and were discussed were the use of radio advertising and school and university events, which to a certain extent is already being done across Deeside with more recruitment days planned. Suggested ways that we can make posts more attractive included the use of apprenticeships, clear career progression and opportunities shown, highlighting opportunities for working parents. There was also quite a bit of discussion around issues with required registrations, which affect both social work as well as health registrations. Looking into ways to address the cost of living taking into consideration the cost of fuel and transportation around the Deeside area were also suggested. There have been some positive outcomes from the recent recruitment day at Allachburn Care Home and there are some upcoming events that staff teams will be looking to attend to further promote careers in Health and Social Care.

The group discussed some ideas around how to make interaction with schools better, how to appeal to younger people and what kind of options there are for work experience as well as some of the challenges. The discussion around apprenticeships spoke about trying to widen the scope of apprenticeships, possibly including multiple roles helping young people to work out which service they may want to focus on later as part of the journey. Also suggested was the creation of short videos featuring actual experiences from staff who have had good career progression experiences.

Question 2. What are the barriers to Learning and Development? How can these be overcome?

As expected, there were differences between the barriers experienced by NHS and Local Authority staff. Both sets of staff expressed difficulties with making time for training, the challenges presented by the geography of the area for face-to-face training. Issues with making time were highlighted as issues with vacancies meaning that staff were not able to be released for further training as freely. Some of the post covid challenges were discussed including the continued reliance on IT. Waiting times for SVQs were also discussed and the need for protected training times. One team spoke about their protected training time that has been in place for the last two years and how they have also had a knowledge sharing element which has proved greatly beneficial.

Question 3. What are you looking for in career progression and/or development to make a post more attractive?

Again this section concentrated on learning and development suggestions but also about future proofing posts, teams and services in general. Discussion was also had about targeting those who have a change in circumstances which might allow them to think about career progression or development, for example, those with children who are leaving full time education. Also discussed was highlighting to those taking a gap year the experience that they can gain from taking on a job as a carer, domestic or admin rather than travelling.

Question 4. What makes you feel valued as a team member?

Some of the themes that came through were open door policies with managers feeling listened to and supported during decision making, cohesive, multidisciplinary teams with

open and free speech, shadowing, visibility of senior management, team building opportunities and the modern and foundation apprenticeships. There were several positive comments on wellbeing days and events that have been arranged for staff and how these had helped teams to bond. There was some discussion at the meeting around events which are being planned within teams and the use of check-in chats within the team.

Following the workshop, an action plan was created for team managers to implement (included in Appendix II). Teams have provided an update on progress in relation to implementing the action plan.

 - Team already has an established "protected learning time" of at least three full days a year where staff can study from home or a suitable learning environment.
 - Looking at formalising Buddy system for new members of staff.
 - Started attending career events.
 - Arranged to become part of Foundation Apprenticeship.
 - Arranged two Foundation Apprenticeship Students to start from September 2023 to March 2024.
 - Accepted placement of Foundation Apprenticeship for 2023/24.
 - Given 3rd year RGU students taster session visits (in addition to their normal clinical placements).
 - Worked with colleagues to produce a school's presentation.
 - Offered work experience placements.
 - Arranging new staff to undertake mandatory training in first two weeks then shadowing staff. This has resulted in training completion rate increasing.
 - Planning student taster sessions for next year.
 - Filled all Modern Apprenticeship posts.
 - Hosted 2 days of open day recruitment and successfully recruited 28 people to 34 vacant positions.

Challenges

 - Limited time for staff to take out of clinical/working day to attend events.
 - If staff attend events out of hours, the need time back or payment.
 - Was asked to host work experience placement in Summer and completed all paperwork and risk assessments but the student withdrew.
 - Difficult to get food hygiene trainers to complete assessment.

Work that has been implemented in this workstream is now being carried forward by the Location Manager for the area to monitor and review as a team.

2.3 Service Provision Workstream

The Service Provision Workstream was intended to deliver a workshop to share information with community members about options to replicate the Braemar Care Initiative. Registration was sought via the same survey for community members to sign up to be representatives on the different project workstreams. Unexpectedly, there were very few people signed up to attend a workshop which contrasted with the number of people who had expressed interest during the SNA. A different approach was adopted and those who responded to the survey were contacted and asked to be on a planning group for the workshop sessions. The planning group comprised project team members, a colleague from Environment and Infrastructure Services and three community members.

The format of a workshop was discussed, it was agreed to provide, and information session followed by a panel Question and Answer. Two information sessions were scheduled for

September 2023 to take place in Torphins and Ballater. The sessions comprised of information about models that can be used to set up a Community Led Care Provision, testimonial from Braemar Care and Information on services available from Aberdeenshire Voluntary Action. (Poster advertising events included in Appendix III).

The two workshops were attended by 20 members of the community with each session lasting 2 hours. Information was provided and then there was an open opportunity for attendees to ask questions of panel members. The questions and answers will be included in an information pack that is being developed and will be shared with attendees as well as Community Councils and community organisations. The pack will include information from the presentations and a list of useful contacts so that if there are any future queries regarding setting up a Community Lead Care Service, the information will be available. It was also requested by an attendee to share contact details of other people attending sessions so that they can link up regarding common communities, a list was created during the sessions with the relevant details to be shared.

The information provided by Aberdeenshire Voluntary Action during the session will be made available to voluntary organisations that may be looking for additional support.

Finally, a review will be incorporated into ongoing work looking at homely settings and future provision required.

3 Summary

The work undertaken by the Project Board and workstreams would not have been possible without the input from members of the workstreams, team managers and staff, members of the Project Group and community members. As the project is handed over to the Location Manager to continue the implementation of the staffing action plan, we would like to thank the motivation of Team Managers to continue with the Staffing Action Plan and community organisations for their ongoing commitment to share documents with useful links and information for community members.

Appendix I

How to access a 'Care Assessment'

If you, or someone you know is struggling with everyday tasks which means they might struggle to live independently or struggle with things like personal care then they may qualify for extra support at home. They will need to be assessed to see what support they might be eligible for and you can find the information about how to get an assessment here: https://www.aberdeenshire.gov.uk/social-care-and-health/living-independently/how-do-i-get-help/

Information and support for Unpaid Carers

If someone you care for needs your help to do everyday tasks, then you are likely to be classed as an Unpaid Carer. There is a range of support available to Unpaid Carers and you can find out more here: https://www.aberdeenshire.gov.uk/social-care-and-health/caring-for-others/carer-support-organisations/

Getting Mental Health Support

There is a wealth of support and advice on how to keep well mentally and also a number of services which you can self-refer to. Here is a link to some of those services in Aberdeenshire https://www.aberdeenshire.gov.uk/social-care-and-health/living-independently/mental-health-wellbeing/

Mental Health Improvement and Wellbeing Service

This is an Aberdeenshire service for anyone over the age of 16, and you can get support by going directly to them. When you click on the link you will be able to get support by filling in an online form or call an answering service and leave a message https://www.aberdeenshire.gov.uk/social-care-and-health/living-independently/mental-health-wellbeing/mental-health-improvement-and-wellbeing-service/

Prevent Suicide App and Website

The Prevent Suicide website and app was developed for Grampian and has a huge amount of information about how to access Mental Health Support locally. There is also information for people that might be worried about a loved one and information about local drug and alcohol services https://www.preventsuicideapp.com/index.html

Local Support and Services

Across Grampian there are many, many local services and organisations that support wellbeing and getting active. You can find local services on ALISS (A Local Information System for Scotland) by popping your https://www.aliss.org/

Aberdeenshire Voluntary Action

Volunteering opportunities are a great way of connecting with people and supporting your community. You can find opportunities to volunteer here: https://www.avashire.org.uk/volunteering.html

For more information about Community support and services in Aberdeenshire you can take a look at our pages here: https://www.aberdeenshire.gov.uk/social-care-and-health/community-care-services/

Appendix II

Action Plan				
What was the issue	**what will we do**	**who will do it**	**how will we do it**	**when will we do it**
low recruitment	recruitment events	staff in services	attend events to promote services	ongoing
	school presentations	staff in services	provide presentations to school pupils	ongoing
	apprenticeships to be multi-role	Douglas Andrew	rotate around different roles	ongoing
	link with school headteachers about recruitment	staff in services	talks to school pupils	ongoing
	open door/taster sessions in services	service managers	services to arrange a session	ongoing
	explore work experience placements https://www.nhsgrampianworkexperience.com/	service managers	scope options for services and implement as appropriate	ongoing
	meet the team sessions for apprentices	staff in services	services to arrange a session	ongoing
L&D	explore options for staff to be on rota to cover for training release or staff to be allocated hours off-site to complete training	service managers	services to come up with plans for their team	05/09/2023
	implement buddy system to induct new or returning staff on use of systems	service managers	plan and introduce buddy system	05/09/2023
	agreed plan for statutory and mandatory training	service managers	agreed plan for the team	05/09/2023
	consider staggering training that requires ongoing observation for sign-off	service managers	agreed plan for the team	05/09/2023
valued	teams to explore i-matter feedback for improvements	service managers	agreed plan for the team	05/09/2023
attracting staff	video testimonies of staff	Jo Raine-Mitchell	prepare videos to use for recruitment campaigns	05/09/2023
wellbeing	explore team care pack from WeCare	Kimberley Forsyth	Consider options that can be shared with teams	31/08/2023
	wellbeing plan for teams	Carina Ebdy	share resources for teams	31/08/2023

Appendix III

Aberdeenshire
Health & Social Care
Partnership

Calling all Deeside & Upper Donside Residents!

Would you like to find out how you could set up community led care in your area?

Come along to one of our information sessions to find out more.

When?	6th September 2023	AGENDA

When? 6th September 2023

Where?

9.30-11.30 am
Torphins, Learney hall

1-3 pm
Ballater, V&A hall

AGENDA

- **Intro**
- **Information on models and funding**
- **Braemar care testimony**
- **Information on support available**
- **Panel Q&A**

You can register to attend using the link or scanning the QR code below.

https://engage.aberdeenshire.gov.uk/deeside-strategic-needs-assessment

Aberdeenshire COUNCIL

NHS Grampian