

## Appendix 1: NHS Highland Social Mitigation Action Plan

### 1 Unemployment and the economy – Aims:

- Employment across NHSH meets the requirements of the Fair Work Framework
- Anchor Institutions create a more inclusive local economy through recruitment and workforce development
- Procurement policies support the local economy

Actions	Update	NHS Lead(s)	Partnership structures	NHSH Governance structures
<ul style="list-style-type: none"> <li>• The workshop discussions and ideas around employment and recruitment should be fed onto the workforce planning group that are considering this specific work stream</li> <li>• A local job matching service to recruit individuals from at-risk sectors in filling vacancies under pressure</li> <li>• Target Fair Work opportunities to at-risk groups</li> </ul>	<p>Information is being collected to find out what work is happening elsewhere in health boards to support socially responsible recruitment</p> <p>Workforce planning workstream is exploring developments on recruitment and employment.</p>	<p>HR workforce planning</p>	<p>Highland Economic Recovery Partnership</p> <p>Public Sector Network</p>	<p>Learning and Development: Workforce Board</p> <p>Attraction, Recruitment, Retention and Succession Planning Strategy Group</p>
<ul style="list-style-type: none"> <li>• Develop policy and practice around procurement to increase local economic impacts</li> </ul>	<p>Accreditation as a Real Living Wage employer was gained last year in September 21.</p> <p>The community benefit portal launched last year and two workshops held with HTSI to introduce the portal. Currently there is only one application from a Highland organisation to the portal. A fresh focus on attracting bids will begin in March 22 to include both North Highland and A &amp; B.</p>	<p>Procurement</p>		

	<p>Public Health Scotland/SG met with health improvement and procurement staff from NHS Highland to explore the challenges of anchor organisations and community wealth building.</p> <p>Feedback from this and other boards will form the basis of actions required by Public Health Scotland to support local activity.</p>			
<ul style="list-style-type: none"> <li>Community Wealth Building approach with community planning partners</li> </ul>	<p>Five pillars of CWB include:  Procurement  Fair employment  Land and assets  Financial power  Economic growth</p> <p>Work is ongoing in procurement and fair employment as described above, the other aspects are as yet less well developed</p> <p>A CPD session for staff from Public health on Community Wealth Building is being held in Feb 22 was held in Feb 22.</p>	<p>Procurement  Finance  HR  Estates</p>	<p>Highland Community Planning Partnership   Argyll and Bute HSCP</p>	<p>Highland Community Planning Partnership and Partnership Group   Argyll and Bute Community Planning Partnership</p>

## 2. Income and financial security – Aims:

- Enhanced availability of, and access to, financial advice to support income maximisation
- More people are signposted to income maximisation support as a result of accessing NHS services
- Decrease in levels of child poverty across Highland and Argyll & Bute

Actions	Update	NHS Lead(s)	Partnership structures	NHS Governance Structures
<p>Agreed framework for social prescribing to include capacity building and raising awareness amongst clinicians as well as the development of resources</p> <p>Consider how best to support community pharmacy referral routes to social support.</p> <p>Promotion of Money Counts courses and Cash First Referral Leaflet across the organisation.</p>	<p>A bid into the Value Improvement Fund (Realistic Medicine) to support social prescribing and training for GP staff forms one of three bids from NHS Highland, for national consideration.</p> <p>Money Counts leaflet and poster distributed to community pharmacies to support onward referral for income maximisation</p> <p>Money counts courses for both North Highland and A &amp; B are programmed in for the year and courses recently promoted resulting in an increase in bookings.</p> <p>T4T course run and another scheduled to support other organisations out with highland to deliver the training</p>	<p>Health Improvement</p> <p>Pharmacy</p> <p>Health Improvement</p>	<p>Highland Healthcare for Climate Action Group (HHCA)</p> <p>Highland Council; IFAN; Social Security Scotland; NHS Highland; Argyll and Bute HSCP; Argyll and Bute Council</p>	
<p>Development of Community Link Workers</p>	<p>Contract for the delivery of Community Link workers has been awarded to Support In Mind (North Highland) and We</p>	<p>Health Improvement</p>	<p>Primary Care Modernisation Group</p>	<p>Primary Care Modernisation</p>

	Are With You ( A & B). Work still ongoing to support CLW implementation. Projected date for service delivery commencement March 2022.			
Develop and implement Child Poverty Action Plans	Implementation of actions identified to tackle child poverty.  Awaiting finalised plan from HC before publication.  Discussions ongoing around groups required to support delivery of actions  A & B Child Poverty Action Group and plan well established. There is a new Poverty Office role developed by A & B council which will offer closer working ties	Health Improvement	Highland Council/NHSH A & B Council/NHSH	Integrated child Care Plan

**3. Cost of Living including food insecurity – Aims:**

- Income maximisation support reduces dependency on emergency food provision
- More people are signposted to income maximisation support as a result of accessing services that provide help with food provision
- Impact on cost of living such as fuel poverty

<b>Actions</b>	<b>Update</b>	<b>NHS Lead(s)</b>	<b>Partnership structures</b>	<b>NHSH Governance Structures</b>
Actions to address cost of living	Information ref UNISON winter fuel grant for low paid members added into the Financial wellbeing section of the staff H & Wellbeing website	Health Improvement/ Communications/ HR		Staff Health and Wellbeing

	<p>Cash First leaflet available from HIRs and promoted in the Money counts courses includes referral to Home Energy Scotland and Welfare Support Team</p> <p>Information on Validium made available to staff on recent distribution to all</p>			
<p>Explore how we deal with food waste and distribution within NHS Highland</p>	<p>Meetings held with hospitality services established that food waste within our establishments is binned and that no actions are currently in place around redistribution of foods past best before dates. There would be a resource implication in exploring this but might be possible to pilot in a specific area</p>	<p>Hospitality Services</p>		
<p>Signpost people to income maximisation advice and employment support</p> <p>Promotion of Money Counts courses and Cash First Referral Leaflet across the organisation</p>	<p>See above actions in income and financial security.</p> <p>The approach is to take a Cash First Approach.</p> <p>A recent promotion of the Money counts course through NESH announcements has resulted in more staff from NESH attending courses, but there are still more opportunities to embed this approach across key areas and</p>	<p>Health Improvement</p>	<p>Highland Council; IFAN; Social Security Scotland; NHS Highland; Argyll and Bute HSCP; Argyll and Bute Council</p>	<p>Health Improvement/Public Health</p>

	services so that staff are skilled and confident to ask about money worries.			
Support work of the PHS group exploring food insecurity	Shared learning and good practice from elsewhere	Health Improvement	Public Health Scotland	Health Improvement/Public Health

#### 4. Mental health and wellbeing – Aims:

- Communities and organisations have capacity and resilience to respond to mental health needs
- Public awareness is increased and stigma reduced
- More people receive the help and support they need
- Increase mental health and wellbeing in the population
- Reduce the number of suicides across Highland and Argyll and Bute

<b>Actions</b>	<b>Update</b>	<b>NHS Lead(s)</b>	<b>Partnership structures</b>	<b>NHSH Governance Structures</b>
Signposting and referral to services and support – website; information; toolbox talks etc	Website in development HCPP signposting leaflet developed Face book page in development	Health Improvement	MHDG / Suicide Prevention Steering Group	HCPP
Development of Mental Health First Aiders within NHSH and staff to have mental health wellbeing plans.	Discussions ongoing with various teams including public health and estates about ways of piloting an approach to mental health first aiders within the organisation  Development of training and support for this is currently in progress with an aim of delivering training by April/May 22	Health Improvement	HR Staff health and wellbeing Public Health - Home Environment Group	Organisational Workforce Development / Board
Ongoing delivery of Suicide Intervention and Prevention Programme	Courses programmed and available on turas learn for the rest of the year.	Health Improvement	MHDG/ Suicide Prevention Steering Group	HCPP

	<p>SIPP trainers network meeting quarterly to plan and develop programme</p> <p>Still long waiting lists for this course so need to consider building capacity</p>			
<p>Development of Mental Health workers within PCMH services and receiving referrals from GPs.</p> <p>Links with Community Link Workers</p>	<p>Early intervention help for those with mild to moderate mental ill health, including self help; guided self help; 1 -1 short term interventions from 2 – 8 sessions and/or groupwork.</p> <p>Referrals received from GP practices for this support</p> <p>See update in section 2 above</p>	Mental Health Services	<p>NHS Highland Primary Mental Health Care</p> <p>Argyll and Bute Primary Care Mental Health</p>	<p>Primary Care Modernisation Plan / Primary Mental Health Care Services</p>
<p>Build public awareness and tackle stigma/ discrimination</p>	<p>Development of communications strategy through a communications group consisting of the various staff across partner organisations. Identify different themes on different weeks and ensure consistent messages are developed in partnership</p> <p>Effective utilisation of social media channels</p>		<p>HCPP thematic group – Mental Health Delivery Group; 9 Highland CPs A &amp; B Living Well steering group</p> <p>Communications Working Group</p>	MHDG/HCPP
<p>Increase accessibility and engagement with green space activity</p>	<p>Development of website and directory guidance and resources for individuals</p> <p>Funding, advice and grant</p>	Health Improvement	Highland Green Health Partnership	Highland Green Health Partnership

	<p>support for community groups</p> <p>Referral pathways in to nature based therapies.</p> <p>Services are recorded which are targeted to those most in need.</p> <p>Small grants distributed have as a key criteria the need to tackle health inequalities.</p>			
Development of Mental Health Strategy – Better connections with mental health services and public health	The development of a Mental Health strategy for adult services is currently in development for North Highland	Head of Strategy HHSCP		HHSCC
Development of DPH annual report focussed on suicide and mental health	<p>DPH publication has now been published and available on website.</p> <p>It is hoped that this will stimulate more debate and action on suicide prevention</p>	Public health		
Reduce feelings of loneliness and isolation within the Highland population	No current update			
Support for infant and perinatal mental health	A team of people are now in place with funding from SG to explore pathways of referral and interventions for support for families and children in early years.			



**5. Drugs and alcohol: reported through HADP partnership**

<b>Actions</b>	<b>Update</b>	<b>NHS Lead(s)</b>	<b>Partnership structures</b>	<b>NHSH Governance Structures</b>
HADP: Delivery of Highland 'Language Matters', Count 14 and Fetal Alcohol Syndrome campaigns	Promotion of positive language use and removal of discriminatory language in relation to alcohol and drugs. Targeted health improvement messages.	HADP/Public Health/Health Improvement	HADP	HCPP SG – HADP partnership
HADP: Delivery of up-to-date signposting information about local alcohol and drug services via the HADP website and the Substance Awareness Tool Kit	Up-to-date and accurate information available to health and social care workers and the public about changes in programmes and services through a variety of media including prevention/educational resources, twitter and facebook	HADP/Public Health/Health Improvement	HADP	HCPP SG – HADP partnership
HADP: Continued delivery of the Drug Related Death Review and Prevention Groups	Increased shared understanding by a range of partners about how to prevent drug related deaths	HADP/Public Health/Health Improvement	HADP	HCPP SG – HADP partnership
Better engagement with service users, specifically of drug and alcohol services, to redesign services in the way that best meets needs.	Ongoing opportunities to work with service users in the development of services.  Links to Together We Care.	HADP/Public Health	HADP	HCPP SG – HADP partnership
Increase uptake of vaccination amongst service users of drug and alcohol services	Still in development	Inclusive vaccination work/ Drug and alcohol services		
Improve integration between drug and alcohol and mental health services – delivery of ABI; and a focus on primary care	Still in development	Mental health services / Drug and alcohol services		

**6. Digital inclusion – aims:**

- Those most at risk of digital exclusion are identified and supported to access services

Actions	Update	NHS Lead(s)	Partnership structures	NHSH Governance Structures
<p>Develop a digital strategy which considers how we best deliver our services using technology and how we support patients and service users to access and use this.</p> <p>Impact assessment of access to health services specifically through digital means (TEC devices- national EQIA) – identifies digital access</p> <p>Work to improve access to devices and broadband for patients and service users</p> <p>Developing digital champions in communities</p>	<p>No further update</p> <p>Identify difficulties in accessing health services through an impact assessment and develop alternatives to reduce negative impact. This is completed at SG level for Near Me</p> <p>Working with local communities and volunteers in Skye to support use of ipads for people with appointments</p> <p>Some challenges in finding people able to volunteer to support this</p> <p>Provision of devices by midwifery/health visiting teams to ensure that pregnant and post-natal women receive support</p>	<p>ehealth</p> <p>As above</p> <p>TEC services</p> <p>Midwifery / Health Visitors</p>		<p>Digital Health and Care Board</p> <p>National TEC Programme</p>
<p>Deliver actions from the <i>Health Literacy Action Plan for Scotland 2017-2025 – people are supported to receive, understand and apply health information</i></p>	<p>HIRS and TAM currently working together to ensure that patient information is accessible and up to date</p>	<p>Health Improvement/ TAM</p>		

**7. Capacity and community resilience – aims:**

- Communities are supported to provide help and support to those who live in or are a part of their community.

Actions	Update	NHS Lead(s)	Partnership structures	NHSH Governance structures
Training on resilience for communities and peer support groups	See links to mental health section and digital inclusion			
Development of volunteering opportunities both within NHS and communities	<p>The priority of the Programme is to provide a service which enhances the patient experience whilst simultaneously supporting staff. The programme does benefit from the support of a diverse group of volunteers which may have some indirect effect on community resilience and community capacity.</p> <p>If we wanted to develop more links around supporting those who experience disadvantage into volunteering positions this would require additional capacity to support this</p>			Volunteer Strategy and Steering Group, NHSH
Community Engagement and investment in community development and place-based approaches	<p>Together We Care - Board Strategy Development</p> <p>Pilot taking place in Dunoon for Shaping Places for Wellbeing, joint work with A &amp; B HSCP, A &amp; B council and Improvement Service.</p>		HCPPP: CLDE thematic group; local CPs A&B: Living Well networks Improvement Service	

	Living Well network co-ordinators continue to operate in 8 areas in A & B. Role in improving health through connecting and engaging with communities.			
Review process for commissioning and supporting 3 <sup>rd</sup> sector organisations	A & B – new strategic commissioning plan in development	NHSH 3 <sup>rd</sup> sector commissioning group/ Contracts	NHS Highland	
Development of Community Led Support	Community HUBS providing access to services and support are developed in three pilot areas within North Highland  Community Assets Project Board developed	PMO (Claire Cameron)  Linda Currie (Associate Director of AHPs)	NHS Highland	PMO Office Adult Social Care Projects

### 8. Transport poverty and active travel – aims:

Identify actions to tackle transport poverty to ensure fair access to employment, goods and services

<b>Actions</b>	<b>Update</b>	<b>NHS Lead(s)</b>	<b>Partnership structures</b>	<b>NHSH Governance Structures</b>
Discussions with transport providers and local community transport schemes about supporting access to local and regional services	NTC access / Aviemore Hospital	Estates Capital Planning Service Leads	Highland Council, Transport and Planning Transport providers and Community transport schemes Public Transport HiTRANS	
Deliver infrastructure improvement to support active every day journeys and social distancing	Increase in safe active every day journeys	Health Improvement Team /		Environment and Sustainability Board / Project Team

<p>Normalise and promote active every day journeys.</p> <p>Review impact on public transport and liftsharing due to social distancing and consider ways to support individuals who rely on this to access services</p>	<p>Improvements to active every day journeys travel facilities such as cycle parking at various NHS sites.</p> <p>Promotional material and public facing websites</p> <p>Increase in safe use of public transport and liftsharing</p>	<p>SUSTRANS NHS Highland Active Travel Engagement Project HR Estates</p>		
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**9. Violence against women – Highland VAW Partnership actions: reported through HVAWP**

<b>Actions</b>	<b>Update</b>	<b>NHS Lead(s)</b>	<b>Partnership structures</b>	<b>NHS Governance Structures</b>
<p>Deliver on Strategic 3- year plan April 2021-March 2024</p>	<p>Reduction in and support for women who experience violence</p>	<p>Health Improvement</p>	<p>HVAWP; Highland Public Protection Chief Officers Group; Adult Protection Cttee; MAPPA; HADP</p>	<p>Highland Public Protection Chief Officers Group</p> <p>Annual Report SG – (April – March) Equally Safe Strategy</p>
<p>Update HVAWP document <i>Key risks and mitigating actions ref strategic response to covid-19</i></p>	<p>Identification and implementation of key actions required to mitigate impact of COVID-19</p>	<p>Health Improvement</p>	<p>As above</p>	<p>As above</p>
<p>Links into National forums and development</p>		<p>Health Improvement</p>		<p>As above</p>