

# Fife Integrated Community Assessment and Support Service and Community Hospitals

March 2022



Make a difference  
in Fife



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[www.nhsfife.org](http://www.nhsfife.org)

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# Introduction

Thank you for your interest in applying for one of our posts. This pack supplements the job description and person specification and is intended to provide more information about working and living in Fife. After reading this information, we sincerely hope that you will carry on and submit your application.

Fife's Health and Social Care Partnership is committed to transforming the way we deliver care with improved integrated services and delivery of care 'closer to home'. These posts will help to develop and deliver a service that is tailored to the health needs of our increasingly frail population. You will be expected to work to deliver care and rehabilitation to frail patients in community settings such as the Intermediate Care Team, Hospital at Home, Assessment and Rehabilitation Centres, Community Hospitals and support to Care Homes.

We place great importance on professional development and we will support you to attend training and education events and courses to meet your professional development plan objectives. In addition to drawing upon the knowledge of expertise from clinicians in Fife, we recognise that external courses and workshops can be important for developing specific skills to allow you to develop expertise in your job.



# Intermediate Care Teams

Intermediate Care Teams (ICT) cover a range of integrated services to provide assessment and rehabilitation to promote faster recovery from illness, prevent unnecessary hospital admission, support early discharge and maximise health and wellbeing. The teams are part of the Integrated Community Assessment and Support Service (ICASS). The other service currently in this model is Hospital at Home. These services will work in collaboration to ensure that the patient receives the right care in the right place at the right time.

Intermediate Care is provided by a multi-disciplinary assessment and rehabilitation team comprising of physiotherapists, occupational therapists, nurses, social care staff and non-registered support staff. The skill mix provided within the ICT ensures that there is a wide range of knowledge and skills from our junior staff through to our specialist therapists. Areas of specialist knowledge and expertise within the teams across Fife include Neurological, Pulmonary, Vascular and Stroke Rehabilitation, Parkinson's disease, Dementia, Orthopaedics, Falls, Frailty Management, and Major Trauma. The management of patients with multiple pathologies and complex care needs is also an area of expertise which involves particular knowledge of equipment and environmental needs and understanding of resources across the local communities.

The service is delivered in a variety of settings, including the community hospitals as in-patients/outpatients or outpatient attendance at Assessment and Rehabilitation Centres, the patients' own home, care home or community facilities.

Registered staff participate in the organisation and delivery of training sessions internally within our health and social care partnership and can also be invited to speak and deliver presentations within the acute, third sector and at public meetings.

The team plans, in collaboration with the patient, carers and relevant others, a programme enabling people to achieve an appropriate level of independence in everyday tasks, self manage health issues and support any short and long term personal outcomes. The duration of the service varies according to the individual need, but may be for up to six weeks, with the potential to be extended if necessary. The team works closely with other agencies including relevant other social care partners and the third sector.

## Vision Statement for Intermediate Care

To deliver a fully integrated health and social care service to individuals in community hospitals and the community, identifying key workers for all patients referred and using a person centred approach with clear personal outcomes. The workforce will continually develop and redesign in order to meet the needs of the local population. This will involve close links with our partners in social care and the third sector where possible, in order to focus on the health and wellbeing of all individuals referred to Intermediate Care Teams.

## Aims

- Comprehensively assess individuals in a timely manner by the most appropriate professional
- Plan with the patient, realistic and achievable personal outcomes, empowering individuals to maximise independence and encourage self management
- Deliver agreed appropriate evidence-based interventions
- Evaluate effectiveness of patient outcomes and service delivery

## Roles and Responsibilities of the ICT Staff Members:

The information below is not comprehensive.

### Occupational Therapy (OT):

- Provide a specialised OT assessment in order to plan treatment to facilitate and promote independence and wellbeing.
- Work with patients, carers and others involved in the patients' care ensuring personal outcomes are communicated effectively.
- Assess the home environment to enable the patients to carry out their functional activities safely in an appropriately adapted environment.
- Provide equipment and minor adaptations as required, facilitating functional independence.
- Assessment and rehabilitation of cognition in relation to functional independence and liaise with relevant professionals as appropriate e.g. G.P., Psychiatry.
- Work closely with other agencies e.g. Social Work departments, Voluntary Agencies and Community Groups, making onward referrals as appropriate.
- Provide education and advice to the patient and their carer with regards to the management of their medical condition and its impact on their health and wellbeing.

### Physiotherapy (PT):

- Provide a specialist PT assessment in order to plan treatment to facilitate and promote independence and wellbeing.
- Work closely with the multidisciplinary team to ensure the patient receives an integrated approach to care.
- Assess disorders of mobility, movement and pain.
- Implement a programme of exercises, mobility and physiotherapy specific techniques to achieve personal outcomes.
- Provide walking aids and assess home hazards in relation to the patients' mobility where appropriate.
- Identify the need for other ICT members to be involved in the patients care and to communicate this effectively.
- Work closely with other agencies e.g. Social Work departments, Voluntary agencies and Community Groups, making onward referrals as appropriate.
- Provide education and advice to the patient and their carer with regards to the management of their medical condition and its impact on their health and wellbeing.

#### Nursing staff:

- Provide skilled evidence based nursing care to ICT and ARC patients in relation to for example wound care, continence, medicines management.
- Works with patients to assist in facilitating them to self manage their own condition, to maximise their health potential and improve their quality of life.
- Provide education and advice to the patient and their carer with regards to the management of their medical condition and its impact on their health and wellbeing.
- Work closely with ICT colleagues and other agencies to facilitate patients to live at home independently.
- Collaborative working with community nursing providing shared care and referrals for ongoing nursing requirements.
- ARC staff supporting medical clinics/MDT for that service.

#### Home Care Manager:

- Provide an assessment of care needs and discuss and agree with patient and their carer further action required.
- Work closely with local ICT to provide caseload support.
- Carry out moving and handling assessment for transfer of care to mainstream care at home services.
- Work closely with other agencies e.g. Social Work departments, Voluntary agencies and Community Groups, making onward referrals as appropriate.
- Work closely with ICT colleagues and other agencies to facilitate patients to live at home independently.
- Provide advice to patient and carers with regards to local community assets.

#### Rehabilitation Support Workers/Healthcare Support Workers:

- Carry out rehabilitation programmes as directed by the OT and PT with patients in order to promote and facilitate independence.
- Carry out nursing care and tasks as directed such as, specimen collection and simple dressings.
- Recognise the need for specific equipment that would assist in functional activities of daily living.
- Deliver, fit, demonstrate and practice the use of equipment.
- Feedback progress and other relevant information to the key worker.
- Support the wider ICT as required.
- Ensure the smooth running of the ICT in terms of documentation and departmental routine tasks.



#### Major Trauma Coordinators

- To coordinate the repatriation of major trauma patients from major trauma centres (Tayside and Lothian).
- To collaborate with acute, ICT and community hospital staff ensuring that the individual rehab programmes are progressed and monitored.
- To provide specialist advice.
- Collaboration with the Scottish Trauma Audit Group (STAG) and other appropriate major trauma organisations.

## Come to Fife

Fife is a great place to live and work, with fantastic cultural and leisure facilities on your doorstep, with good transport links and affordable housing. The primary and secondary schools perform to a high standard and a range of excellent further education options are available from Fife College and St. Andrew's University.

We would be delighted to hear from you should you have any questions about the posts, or if you would like to arrange a visit. Please contact:

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# Organisational chart



# NHS Fife – Our vision, mission and values

## Our vision

The people of Fife live long and healthy lives

## Our mission

Transforming Health and Care in Fife to be the best

## Our values

Care and compassion

Dignity and respect

Openness, honesty and responsibility

Quality and teamwork

# NHS Fife – our priorities

## Our corporate objectives

### **Person-centred:**

- Listen to what matters to you
- Design services in partnership with service users, carers and communities
- Give you choices and information
- Create environments that encourage caring and positive outcomes for all
- Develop and redesign services that put patients first supporting independent living and self-management

### **Clinically excellence:**

- Work with individuals to receive the best care possible
- Ensure there is no avoidable harm
- Achieve and maintain quality standards
- Ensure environment is clean, tidy, well maintained, safe and something to be proud of
- Embed patient safety consistently across all aspects of healthcare provision

### **Sustainable:**

- Optimise resource for health and wellbeing
- Ensure cost effective and within budget
- Increase efficiency and Reduce Waste
- Service redesign will ensure cost effective, lean and minimise adverse variation
- Optimise use of property and assets with our partners

### **Exemplar employer:**

- Create time and space for continuous learning
- Listen to and involve staff at all levels
- Give staff skills, resources and equipment required for the job
- Encourage staff to be ambassadors for Health and Social Care in Fife
- Create high performing multidisciplinary teams through education and development
- Equip people to be the best leaders

# National context

## Quality healthcare

Annually the Scottish Government sets NHS Boards with performance targets in order to ensure that resources made available to them are directed at areas which are a priority for improvement, and are consistent with the Scottish Government's Purpose and National Outcomes. These targets are focused on Health Improvement, Efficiency, Access and Treatment (also known as HEAT targets).

## Working in partnership with Local Authorities and the Third Sector

NHS Scotland works in partnership with local authorities and the Third Sector to achieve a healthier Scotland. "The Quality Strategy provides NHS Scotland with a basis on which partnerships such as the aforementioned can be formed.

This is done through Community Planning Partnerships which secures progress towards a number of strategic priorities, and the outcomes agreed locally and nationally through the National Performance Framework.

- Caring and compassionate staff and services.
- Clear communication and explanation about conditions and treatment.
- Effective collaboration between clinicians, patients and others.
- A clean and safe care environment.
- Continuity of care; and Clinical excellence.

## Fife Local Resilience Partnership

Local resilience Partnerships (LRPs) are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Scottish Environmental Protection Agency and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act. Fife Local Resilience Partnership has been a key component in NHS Fife's planning and response to the current global pandemic.

## Health and Social Care Integration

In 2016 the Scottish Government legislated to bring together health and social care in to a single, integrated system. The legislation created 31 integration authorities across Scotland who are now responsible for £8.5 billion of funding for local services. These services were previously managed separately by NHS Boards and local authorities.

In Fife, we have one Joint Integration Board and the purpose of health and social care integration is to transform people's experience of care and the outcomes they experience. This is necessary

because when services are planned and delivered together, closer co-ordination will enable the fundamental changes in care models required to keep pace with people's changing needs.

You will provide leadership as part of a multiagency approach comprising of Fife Health and Social Care Partnership and Fife Council to ensure value for money and enhanced outcomes for patients across both acute and community care settings in Fife.

## Links to our key strategic documents and national resources

### **NHS Fife Strategic Documents**

#### **Improving Services NHS Fife**

<http://www.nhsfife.org/nhs/index.cfm?fuseaction=nhs.displaytheme&themeid=E44C37C3-5056-8C6F-C003CD63C15D8FF0>

More information on NHS Fife Board can be found by visiting [www.nhsfife.org](http://www.nhsfife.org)

### **National Resource Links**

#### **Re-mobilise, Recover, Re-design: the framework for NHS Scotland**

Sets out how health boards will safely and incrementally prioritise the resumption of some paused services, while maintaining COVID-19 capacity and resilience.

<https://www.gov.scot/publications/re-mobilise-recover-re-design-framework-nhs-scotland/pages/2/>

#### **Scotland's National Performance Framework**

Information on Scotland's National Performance Framework and how Scotland is performing against it.

<https://nationalperformance.gov.scot>

#### **Realistic Medicine**

Realistic medicine recognises that a one size fits all approach to health and social care is not the most effective path for the patient or the NHS.

<https://www.realisticmedicine.scot/>

#### **Scottish Government Website:**

<http://www.scotland.gov.uk/Topics/Health/About/NHS-Scotland>

Discover NHS Fife

Live NHS

Fife

to the fullest



Victoria Hospital, Kirkcaldy



Queen Margaret Hospital, Dunfermline



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## Inspiring healthcare, inspiring life

The National Health Service (Scotland) Act 1947 came into effect on 5 July, 1948 and created the National Health Service in Scotland.

Since then the NHS in Scotland has gone from strength to strength, taking advantage of new technologies and innovations and continually changing and evolving to meet the needs of the communities it services.

NHS Fife is one of 14 Regional NHS Boards in Scotland. The organisation provides healthcare to over 367,000 people and employs just over 8,700 staff, making it one of the largest employers in the region.

As a large rural area with varied geography and several centres of population, there are particular challenges to meeting the health needs of the people of Fife.

To address these challenges NHS Fife works closely with a variety of partners at a local, regional and national level, including Fife Council, Fife Health & Social Care Partnership, other Health Boards in Scotland, the voluntary and independent sector and, most importantly, the public.

## Brief overview of NHS Fife

NHS Fife provides healthcare to over 367,000 residents of Fife and employs around 8,700 staff. As a large rural area with varied geography and several centres of population, there are particular challenges to meet the health needs of the people of Fife.

Fife is home to two large hospitals - the Victoria Hospital, a district general in the centre of the Kingdom; and Queen Margaret Hospital in West Fife.

The majority of NHS Fife's acute services are provided from the Victoria Hospital in the town of Kirkcaldy. The Queen Margaret Hospital in Dunfermline is home to a considerable number of community and therapy services, alongside a minor injuries unit and a state-of-the-art diagnostic and treatment centre.

Fife is home to a further eight community hospitals spread across the Kingdom; Lynebank Hospital in Dunfermline; Glenrothes Hospital; Whyteman's Brae Hospital in Kirkcaldy, Cameron Hospital in Windygates, Randolph Wemyss Memorial Hospital in Buckhaven, Stratheden Hospital in Springfield, Adamson Hospital in Cupar and; St Andrews Community Hospital.



In addition, there is also a wide range of Primary Care services available in Fife. There are 55 GP practices, 59 Dentists, 46 Opticians and 85 community pharmacies throughout Fife.

## Improving services provided by NHS Fife

NHS Fife, along with help from its partners, the public, other NHS Boards, Fife Council and voluntary agencies, is working to improve its services. The board is working on a number of strategic projects that will shape the future of health care in Fife through the transformation of service provision and facilities. This includes work currently underway in developing;

- Primary Care Hubs
- Mental Health
- Fife Elective Orthopaedic Centre

## Demographic and social profile of Fife

The Kingdom of Fife is a peninsula in eastern Scotland with a coastline of 170 kilometres (105 miles) bounded by the Firth of Forth to the South and the Firth of Tay to the North. It is the third largest local authority area in Scotland with a population of over 370,330. This represents 7% of the total population of Scotland. 96% of Fife residents live in 134 settlements, the largest of these being Kirkcaldy, Dunfermline and Glenrothes. 59% of residents feel they have access to quality green space, from award winning beaches to historic town parks.

Fife shares inland boundaries with Perth & Kinross and Clackmannanshire, and is divided into seven administrative or business areas:

- Cowdenbeath
- Dunfermline
- Glenrothes
- Kirkcaldy
- Levenmouth
- North East Fife
- South West Fife

By 2039, the population of Fife is expected to increase by 4.5% to 387,214. The 16 to 19 age group is expected to reduce and those aged 75+ to see the greatest increase. This may be attributed to a declining birth rate and increased life expectancy in Fife, which is currently greater than the Scottish average for both males and females.

The baseline for the minority ethnic population in Fife is still the 2011 Census. This estimated that approximately 1.6% of Fife's population were from an ethnic minority group, with the highest percentage categorised as Asian Pakistani.

The extent of deprivation in Fife is fairly evenly spread across the different data zone bands from most to least deprived. The 2009 Scottish Index of Multiple Deprivation (SIMD) indicates that Fife has an increasing share of Scotland's most deprived areas. Fife has the sixth highest local authority share of the 15% most deprived data zones in Scotland. 51 (5.2%) of the 976 data zones in the top 15% across Scotland are located in Fife, 8 of which fall into the top 5%. The 2009 data also confirms enduring deprivation in specific areas of Fife.

The proportion of young people not in education, employment or training in Fife is higher than for Scotland overall. The proportion of the working age population with no qualifications is 10.4 per 100,000 of the population, which is also below the Scottish average. Physical health data is positive and among the best in Scotland. This shows evidence of good general health and nurture, and the emergency hospital rate is lower than the Scottish average.

In recent years Fife's economy has moved away from traditional manufacturing industries towards the service sector.

## Realise your full potential with NHS Fife

With its stunning beauty, rich history and abundance of sporting and leisure activities, Fife is a fantastic place to live and work, with an identity and a character all of its own. The cost of living here is lower than the national Scottish average and house prices offer superb value for money, providing you with a high standard of living and quality of life.

The major economic and cultural hubs of Edinburgh, Stirling, Perth and Dundee are all within easy commuting distance. In Fife you really can have it all.

## Work life balance

As one of the largest employers in the region, NHS Fife is a forward-thinking and innovative organisation which offers an exciting and diverse range of work, training and study opportunities for people from all backgrounds.

NHS Fife works to provide a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential. Our 'Well at Work' programme has helped to bring about a truly positive culture within NHS Fife, helping to reduce stress, increase motivation and improve productivity among staff.

## It's a beautiful life

The Kingdom of Fife occupies the peninsula formed by the Firth of Forth to the south and the Firth of Tay to the north. The region's landscape is as beautiful as it is diverse, with rolling hills, lochs and spectacular coastline.

This is a place steeped in history. Dunfermline was the first capital of Scotland, home to royal inhabitants, as well as birthplace of Andrew Carnegie, steel magnate and philanthropist whose legacy lives on across the world to this day. The more recent past saw the establishment of the pits and coal mines, heavy industry whose rich heritage is still evident today in the close-knit communities of Cowdenbeath, Lochgelly and Kelty.

The town of St Andrews, named after Scotland's patron saint, sits on its own on a wide bay on our north east shores, boasting not only Scotland's first university, but also its oldest golf club, the Royal and Ancient Golf Club, which helped to establish the sport as one of Scotland's greatest exports.

Nowadays it's Kirkcaldy and new town Glenrothes that offer the modern bases favoured by major manufacturing and services industries. Both towns are well connected to Scotland's capital, Edinburgh and the North via the M90 motorway and are easily accessible in less than half an hour by car.

## Well connected

Getting to and around Fife is simple, with excellent public transport links from around the UK. This fabulous region is not far from Scotland's cities and is also very easy to get around.

With Edinburgh just to the south, Dundee and Perth to the north, and Glasgow to the south west, Fife is in a great position in Scotland and getting here is simple thanks to excellent air, road, rail and public transport links from around the UK.



### By road

If you are driving from Edinburgh and the south, Edinburgh is directly connected by the Queensferry Crossing. Then head to Dunfermline where the A92 takes you further into Fife.

From Glasgow and the west, it is easiest to take the M8 to Edinburgh and then head to Fife from there. The best route from Aberdeen and Dundee is to head for the Tay Road Bridge where the A92 continues into Fife. If you are heading to Fife from Inverness, Perth and the north, follow the A9 from Inverness to Perth. Continue down the M90 from either the A912 at the Bridge of Earn, or continue to Dunfermline on the A92.

The A92 connects the whole region and is perfect for car touring with many well sign-posted scenic routes linking the smaller towns and villages.

## **By train**

If you wish to get the train here, there are a number of train stations which have direct rail connections to other towns and cities in Scotland, including Edinburgh, Glasgow, Dundee, Aberdeen and Inverness. There are also links to major English towns and cities on the east and west coast. Fife Circle trains make stops at numerous towns and villages in south west Fife, while there are also regular trains which run between Edinburgh and Dundee.

## **By air**

National and international flights fly into Edinburgh International Airport and Dundee Airport, which are both just a 20-minute drive from the Kingdom of Fife. In addition, there is Glasgow International Airport, which is just over an hour away.

## **By bus**

Buses from all over the UK stop at Inverkeithing Ferrytoll, where you can continue your journey throughout Fife by bus. An express coach network links Anstruther, Dunfermline, Kirkcaldy, Leven, Glenrothes, Cupar and St Andrews and is complemented by local bus networks in each town.

## **Sustainability**

NHS Fife seeks to encourage staff to be mindful of the impact that their journey to work has on the environment. We encourage staff car sharing, provide electric vehicle charging points at our larger hospitals and offer low emissions pool cars for use of staff. There is also a regular shuttle bus between the QMH and Victoria hospitals for staff use.



## Firsts for NHS Fife

At NHS Fife we are always developing and improving services to meet the needs of our local population through innovative and pioneering work across the organisation.

Here are just some examples of recent work that is making a real difference to our patients and services on a local and national scale:

NHS Fife became the first Board in Scotland to pilot Urolift, a minimally invasive procedure for enlarged prostate. Patients now recover faster and the risk of permanent side effects is eradicated.

In another 'first', we were the first Scottish Health Board to pilot successful day surgery hip replacement. This groundbreaking procedure has reduced the length of stay for some patients to less than 12 hours, where previously the average length of stay was three days.

Our frailty assessment service at Victoria Hospital was the first of its kind in Scotland, bringing together different disciplines to identify frailty in patients. The service ensures frailty in patients is identified at the earliest opportunity and patients are given the right treatment in the best place.

A programme developed by NHS Fife, Fife Health and Social Care Partnership and Macmillan Cancer Support Scotland to support patients with advanced lung cancer is providing comprehensive and individualised care while allowing patients to spend significantly less time in hospital and more time at home.

Our laboratories have achieved the international quality accreditation standard known as ISO 15189 – one of the first labs in the whole of the UK to be awarded this gold standard.

NHS Fife is the first Health Board in Scotland to deploy a full scale electronic track and trigger system, having gone live with Patientrack at Victoria Hospital. Patientrack enables nurses to capture vital signs digitally at the patient's bedside. The technology can then accurately calculate an early warning score for the patient and automatically call medical staff to intervene when signs of deterioration are present. Life-enhancing innovations



## Life-enhancing innovations

Clinical research is a vital, everyday part of the NHS. It confirms what works best, improves current care and helps to discover new treatments and medications.

Over 100 of Fife's clinical staff are currently involved in some 250 commercial and non-commercial research studies, with strong links to prestigious neighbouring universities and colleges. These include work with the University of St Andrews (actively participating in its Digital Health Science Initiative), collaboration with the University of Dundee's Health Informatics Centre, and as an internationally accepted site for European research.

NHS Fife's Research & Development Department provides ongoing support to Fife's NHS Research Scotland Research Fellows, PhD scholarships and other postgraduate activities, along with assisting successful recipients of CSO, MRS, Wellcome and other grants from large grant-awarding bodies.

Our established R&D Department, with its dedicated Research Nurses and Clinical Research Assistants, provides support to researchers on study design, governance, day-to-day study management, approvals, study set-up, conducting patient assessments, data collection, dealing with study paperwork and advising on Intellectual Property. In addition, training courses are run on a wide range of research topics.

Along with a purpose-built Clinical Research Facility at Victoria Hospital, where a range of healthcare and life science related research activities are undertaken, R&D has fully equipped laboratory areas for sample processing, and archiving facilities for long-term storage of study documentation.



**NHS Fife provides accessible communication in a variety of formats including for people who are speakers of community languages, who require Easy Read versions, who speak BSL, read Braille or use Audio formats.**

NHS Fife SMS text service number 07805800005 is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:


fife-UHB.EqualityandHumanRights@nhs.net or phone 01592 729130

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