



**Bon
Accord
Care**



BON ACCORD CARE

Strategic Plan

2023 - 2026

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FOREWORDS

“The closest thing to being cared for is to care for someone else.”

I have borrowed this inspirational quote from Carson McCullers as I believe it best describes the motivation that drives the staff that work in Bon Accord Care. The Board members have met a lot of staff as they visit the various premises Bon Accord Care have. The overriding perspective that the Board has drawn from those visits is that our staff care deeply for those they support and take great pride in the jobs they undertake.

No care provider can be successful without a culture that achieves the sentiments above. The new strategy which is presented here sets out to ensure that working within the financial limits of the organisation, we ‘make a difference’, support staff to achieve that aspiration and ensure effective Board oversight of how the organisation is run.

Without greater emphasis on reducing the increasing demand for social care we will limit the contribution Bon Accord Care can make to support those who need our assistance. Enabling independence as a focus of the Bon Accord Care strategy demonstrates our commitment to reducing demand by improving the lives of those under our care.

Bon Accord Care is a vital cog in a wheel of social care provision in Aberdeen. We will make a significant contribution to the Partnership by aligning our Strategic Plan to theirs.

The Board fully endorse this plan and look forward to the development of annual work plans which will bring it to life.



Peter Murray, Chairperson



I am excited to present and launch our new Strategic Plan. This plan will help us focus our efforts to offer the best care for the people we support over the next three years and beyond. I am proud and honoured to have worked collaboratively with a variety of partners including the people we support in the creation of this plan.

In preparation for this strategy, we have been focussing on our culture, vision and values to help us visualise, and bring to reality, what Bon Accord Care at its best looks and feels like. We have also been working on our governance and performance management arrangements, which will provide robust oversight and assurance that we continue to provide the highest quality of care to the people we support, whilst operating efficiently and effectively, demonstrating value for money for our commissioners and the citizens of Aberdeen.

The Aberdeen City Health and Social Care Partnership Strategic/Delivery Plan 2022 - 2025, tells us that the number of people aged 75 and over, living in Aberdeen City, is anticipated to increase by 28.2% by 2033. In addition, unmet needs for social care increased by 75% between April 2021 and April 2022. With these statistics in mind, it is clear that demands upon health and social care services are increasing. We need to think creatively about how we can be responsive, flexible and innovative to meet future demands.

At Bon Accord Care, we focus on an integrated approach to re-enablement and prevention throughout our services encouraging the people we support to maximise independence, whilst promoting healthy fulfilling lives.

This Strategic Plan is ambitious, with a strong sense of community engagement, putting the people we support at the heart of everything and we look forward to working with our partners and staff to bring our plans to life.



Pamela Mackenzie, Managing Director

INTRODUCTION



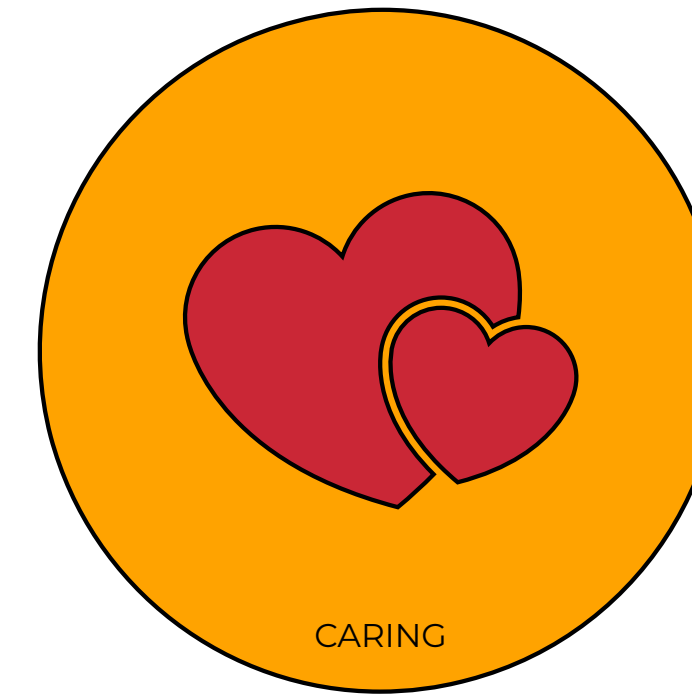
Over the next three years, our approach to delivering our strategy will be measured and proactive. In collaboration with Aberdeen City Health and Social Care Partnership, progress will be monitored quarterly. Together, we will review and update this strategic plan on a yearly basis, to ensure that we are responsive to the needs of those we support and those we are working with. We will continue to develop ways in which we can best hear their voices now and in the future.

Bon Accord Care is funded via a fixed price contract to deliver health and social care services. Whilst providing these services, Bon Accord Care must also deliver on its financial targets, including the need to deliver a balanced budget each financial year. In fulfilling its strategic aims, Bon Accord Care needs to ensure that service delivery is as efficient as possible whilst also maintaining our quality standards and person-centred focus. Our ability to deliver our strategic aims whilst operating within the parameters of our fixed price contract will be evaluated annually.

This strategic plan outlines the aims and target areas for Bon Accord Care over the next three years. At the heart of this strategy is engagement with the people we support. They have helped us to develop this strategy along with engagement from staff across our organisation, and our external health and social care partner organisations. We focus on a central theme of 'making a difference' in the lives of the people we support and work with, encompassing our values and behaviours in order to achieve four strategic aims:

- **Caring**
- **Enabling independence**
- **Workforce**
- **Healthy lives**

These strategic aims and the target areas are aligned to the Aberdeen City Health and Social Care Partnership's Strategic Plan and build on the positive work and learning from the last five years. They ensure that we remain focused on the task in hand, to 'make a difference' for the people we support, their families and unpaid carers, and for the people we work with when delivering person-centred health and social care services.



Our strategic aims for this plan are: Caring, Enabling Independence, Workforce and Healthy Lives.

WHO WE ARE



Bon Accord Care is a key provider of social care services for people and their families with a range of needs living in Aberdeen City.

We are an Arm's Length External Organisation of Aberdeen City Council that is comprised of two registered limited companies, Bon Accord Care and Bon Accord Support Services, collectively known as Bon Accord Care for operational purposes. Bon Accord Care is a wholly owned subsidiary of Aberdeen City Council, its sole shareholder. Through its contract with Aberdeen City Council, Bon Accord Care provide a range of social care services within Aberdeen.

Bon Accord Care delivers a range of commissioned adult social care services to the people of Aberdeen, which include residential, non-residential, care at home, rehabilitation, equipment and adaptations, day care, respite, occupational therapy, reablement, telecare and a community responder service. These services are predominately for Older People although Occupational Therapy and the Joint Equipment Service provide support to all age ranges within the community.

We strive to create positive everyday experiences for the people we support; helping them to reach their full potential and lead independent lives. We have an important role to play in enhancing lives and wellbeing; what we do matters. We continue to be at the forefront of providing flexible and sustainable services to meet the growing needs of an ageing population.

To achieve this, we work collaboratively with our key partners Aberdeen City Council and Aberdeen City Health and Social Care Partnership, continually aligning with their priorities, to meet the agreed outcomes of those we support.

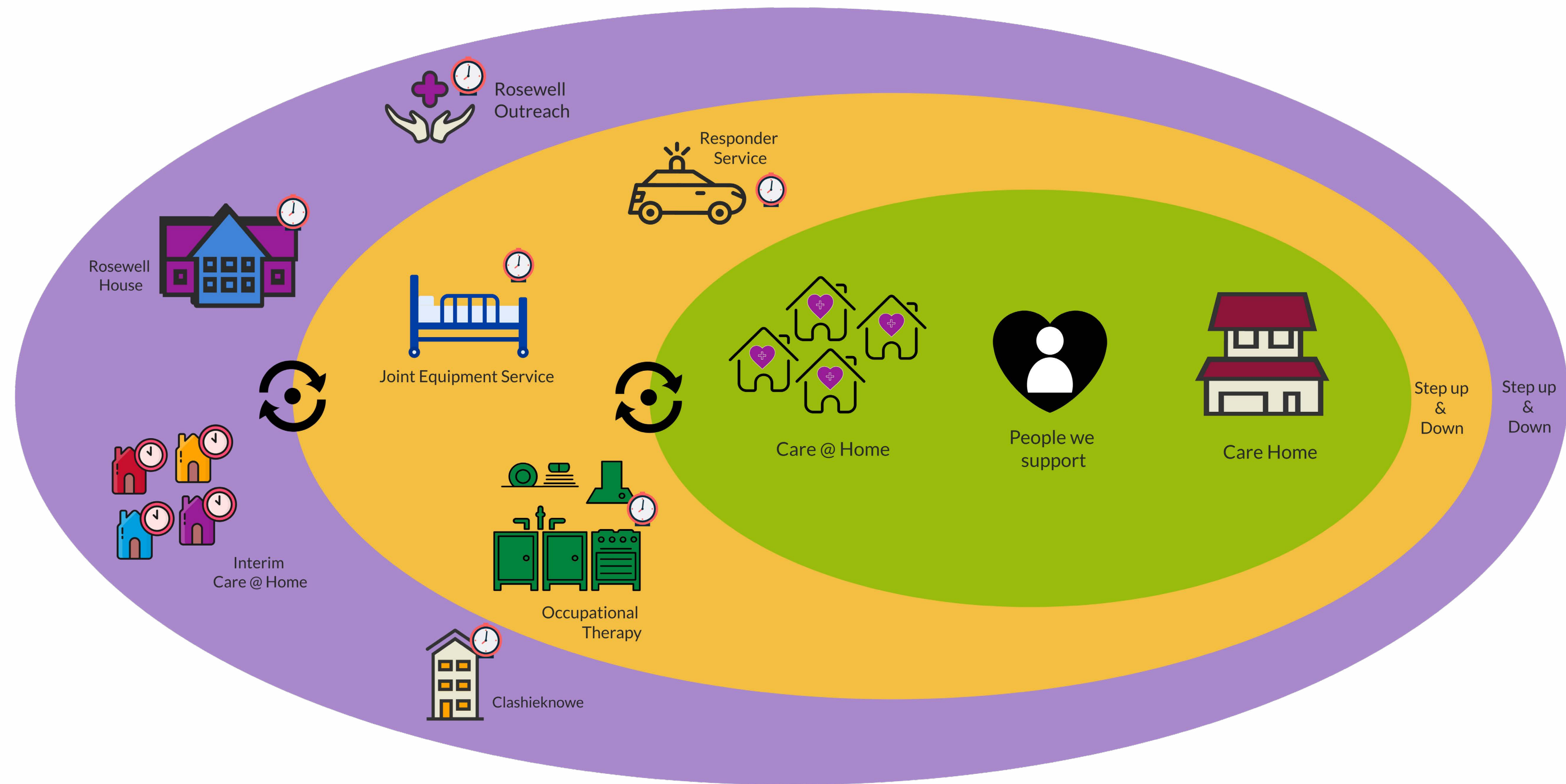


CARE AND SUPPORT SERVICES

Our care services are aimed at prevention and early intervention to enable independence, reduce hospital admissions and promote active ageing and wellbeing.

We adopt a reablement approach to support people across all of our services, working collaboratively with our key partners, Aberdeen City Council and Aberdeen City Health and Social Care Partnership. Together, we continually align our joint priorities to meet the agreed outcomes of those we support.

We offer services on a continuous basis (**Green Zone**) and these help people to maintain health and wellbeing at home. Whilst our intermediate support services, first level (**Yellow Zone**) and second level (**Purple Zone**), are both time sensitive services and can be stepped up and down as required.



A LOOK BACK



There has recently been a full restructure of the Executive Leadership Team. This has further strengthened the skills and knowledge within the organisation to ensure Bon Accord Care has the ability to respond to future demands. There has been a full review of our Corporate Governance, with the guidance and Terms of Reference being refreshed for all our Board Committees. This will provide robust oversight and assurance that we provide the highest quality of care.

A number of major innovations and developments have taken place within our Learning and Development department. The new Learning Hub, a new online Learning Management System, new SVQ courses and the development of short courses for staff working in the Health and Social Care Sector, to name a few. These new developments will enhance and improve professional learning for all Bon Accord Care staff.

Our Telecare Service has maintained accreditation from the 'Technology Enabled Care - Quality Standards Framework' for three years running. The Framework was developed as an independent audit and certification programme for the Technology Enabled Care Industry and they continue to further develop these standards to audit against.

We strengthened our Young Workforce by offering Foundation, Modern and Graduate Apprenticeship Programmes. Through these programmes our young people have the opportunity to learn about the theory involved in healthcare and then apply this knowledge within a practical setting. Young people are using these experiences to build their confidence and ensure that they have the right skills and values required for working in social care.

Across Bon Accord Care, we continued to support through the pandemic. Keeping the people we support and our staff safe was, and continues to be, a priority. Front line staff worked tirelessly, following guidelines, incorporating enhanced cleaning regimes and effective use of personal protective equipment. Staff developed creative and innovative ways of working to ensure people remained connected.

Bon Accord Care works in partnership with a number of other organisations and institutions across Aberdeen including Robert Gordon University, NHS Grampian and Sport Aberdeen. Key partnerships and collaborations included the Rosewell House project, the Joint Equipment Service, student placements and the Interim Care at Home service.

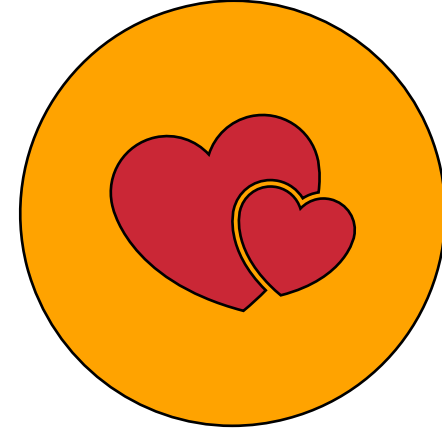
STRATEGIC PLAN ON A PAGE 2023 - 2026

Our Strategic Plan on a Page highlights key enabling priorities in the purple centre area. Our determination to ‘make a difference’ in the lives of the people we support and those of their families and unpaid carers, along with our collaborative partnerships were key drivers in helping us to identify our strategic aims.

To that end, over the next three years, we will strive to develop, embed and evaluate the Bon Accord Care vision and values. We will implement a clear communication plan that conveys our core vision, values and behaviours and develop a stakeholder engagement strategy that includes the people we support and work with. In the coloured circles around the outside, our four strategic aims are outlined, having been developed in line with the data and drivers in the Aberdeen City Health and Social Care Partnership’s Strategic Plan.



STRATEGIC AIMS



CARING

It is important to us that we play a part in helping the citizens of Aberdeen to access appropriate services that meet their needs at a time when they are required. To achieve this, we will work in collaboration with the people we support, their families, unpaid carers and other health and social care provider organisations to review the way in which we provide care. Together, we will explore new ways of working whilst empowering people who access our services, their families and unpaid carers to co-design services that meet their needs.

We will nurture partnerships with other health and social care organisations and work together to explore how these co-designed services link with a whole-system approach. In doing this, we want to empower individuals across Aberdeen City to meet their health and wellbeing needs through joined-up services that link seamlessly with wider health and social care organisations.

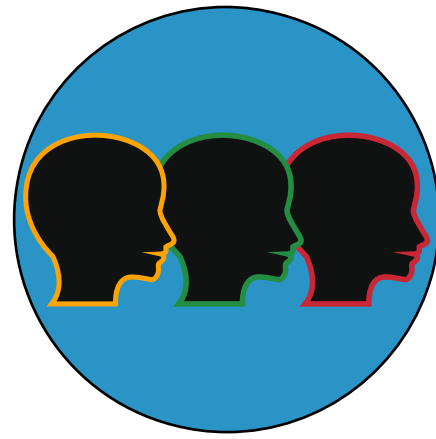


ENABLING INDEPENDENCE

Helping the citizens of Aberdeen to remain well at home for as long as they wish is an important strategic aim for us. We will work with the people we support, their families and unpaid carers to maximise their safety and independence through our 'Enablement' approach to care and rehabilitate.

We will work with other health and social care organisations to increase our capacity to support and re-enable people living with long-term conditions, including assessment and adaptations in the home and digital innovation that supports independent living. Together, we will promote access to the right care, from the right service, at the right time and in the right place, reviewing our unscheduled care services and working together to reduce the need for hospital-based care.

STRATEGIC AIMS



WORKFORCE

Investing in and developing and supporting our workforce is a key strategic aim within Bon Accord Care. Promoting a culture where employees, the people we support, their families and unpaid carers are supported to maintain their health and wellbeing is important to us. We will develop systems of work that utilise appropriate technology to promote safe working practices and health and wellbeing for all.

To facilitate this, we will review our learning and development pathways to ensure that we are resourced with a skilled workforce and utilise available technologies that enhance staff performance. Furthermore, we will develop our support service functions and systems to maximise the performance, capacity and capability of our organisation.



HEALTHY LIVES

Linking with health and wellbeing organisations across the Health and Social Care Partnership, we will promote and maximise independence, encouraging the people we support to live active lives. We will enable people to look after their own health in a way that is manageable to them. This includes exploring and maximising the use of technology in the design of services that help the people we support make choices and enable them to live and stay well for as long as possible.

Bon Accord Care will work together with partner health and social care organisations to create innovative ways that ensure the best use of resources. We will review our care pathways to deliver care that contributes to capacity across the wider health and social care system. We will also work with the people we support and staff to promote equality, diversity and inclusion across our organisation. We will achieve this by fostering interpersonal connections and supportive relationships amongst the people we support and staff across our organisation, promoting healthier lives for all.

DELIVERY INTENT

Strategic Aim	Target Area	Action	Timeframe
Caring	A) Empower the people who we support to be involved in shaping the care we deliver.	i) Develop care plans with the people we support to ensure our care reflects their individual care needs and provide staff training to support this.	2023 - 2024
		ii) Contribute to the delivery of the Carers Strategy within the Aberdeen City Health and Social Care Partnership and explore opportunities to increase involvement of those who we support.	2023 - 2026
	B) Review our social care pathways to reflect the needs of the people we support and partnership organisations, in order to improve access and coordination of care.	i) Further promote collaborative partnerships across Health and Social Care organisations and sectors to promote enhanced coordination of services.	2023 - 2026
		ii) Define and review our social care pathways, service specifications, ways of working, and Information and Communication Technology systems across our portfolio of services.	2023 - 2024
		iii) Review commercial service provision, including Learning and Development.	2023

DELIVERY INTENT

Strategic Aim	Target Area	Action	Timeframe
Enabling Independence	A) Increasing our capacity to support and re-enable people living with long-term conditions.	i) Contribute to review and implementation of the rehabilitation programme within Aberdeen City Health and Social Care Partnership.	2023 - 2025
	B) Review our unscheduled care services to ensure that people are able to access the right care, from the right service, at the right time and in the right place.	i) Review our unscheduled care presence within our revised social care pathways.	2023 - 2024
		ii) Work collaboratively with health and social care partners across different organisations, services and sectors to deliver service models that reduce the need for acute hospital-based admissions.	2023 - 2024
	C) Maximising the wellbeing and safety of people we support, ensuring their current home meets their needs.	i) Engage in national consultations, training and rollout of Analogue to Digital telecare.	2023 - 2025
		ii) Monitoring the wellbeing of the people we support who are living with long-term condition(s) by utilising technology to evaluate trends/changes in their wellbeing.	2023 - 2025
		iii) Work with partnership organisations to enhance our equipment and adaptations service offerings.	2023 - 2025

DELIVERY INTENT

Strategic Aim	Target Area	Action	Timeframe
Workforce	A) Health, Safety and Wellbeing	i) Promoting a culture where employees, people we support, and their families are supported to maintain their health and wellbeing.	2023 - 2026
		ii) Develop safe systems of work, with respective staff training that improve service delivery.	2023 - 2025
		iii) Utilising technologies to improve our service provision/safe staffing levels.	2023 - 2025
	B) Performance, Learning and Development	i) Develop and implement a performance management framework, evaluating current workforce capabilities, developing training plans and including succession planning.	2023
		ii) Review our Learning and Development and our recruitment pathways to ensure that we are resourced with experienced managers and staff.	2023 - 2025
		iii) Utilising available technologies to enhance staff performance.	2023 - 2025
		iv) Develop our support service functions and systems to maximise the performance and capability of our organisation.	2023 - 2025

DELIVERY INTENT

Strategic Aim	Target Area	Action	Timeframe
Healthy Lives	A) Help the people we support to prevent ill health and support them to live healthy and fulfilling lives.	i) Link with health and wellbeing organisations across health and social care sectors to promote, support and maximise independence, encouraging the people we support to live healthy active lives.	2023 - 2026
		ii) Explore and maximise the use of technology in the design of services that help people we support to make choices that help them to live and stay well for as long as possible.	2023 - 2025
	B) Working together in innovative and creative ways to ensure the best use of resources, deliver care and create capacity across the wider Health and Social Care system, to help the citizens of Aberdeen achieve healthy fulfilling lives.	i) Work collaboratively to create capacity within our care pathways to support people with multiple care needs.	2023 - 2024
	C) Work with people we support and staff to promote equality, dignity, and respect across our organisation.	i) Embed human rights, dignity and respect in staff training, whilst adopting the vision, values and behaviours that support these throughout the organisation.	2023 - 2025



*What did
you think?*



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