

NHS Shetland

Meeting:	Shetland NHS Board
Meeting date:	12 December 2023
Agenda reference:	Board Paper 2023/24/47
Title:	NHS Shetland Strategic Delivery Plan 2024-2029
Responsible Executive/Non-Executive:	Brian Chittick, Chief Executive
Report Author:	Lucy Flaws, Planning and Performance Officer

1. Purpose

This is presented to the Board/Committee for:

- Awareness
- Decision
- Discussion

This report relates to:

- Local policy
- NHS Shetland Strategy
- Annual Operating Plan

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person-centred

2. Report summary

2.1. Situation

The draft Strategic Delivery Plan 2024-2029 is presented for the Board's discussion and approval. It aligns with national strategic direction and outlines the proposal for achieving the Organisation's vision and strategic intent. The Strategic Delivery Plan builds on existing work and documents, including the Clinical and Care Strategy, the Joint Strategic Commissioning Plan, the Shetland Partnership Plan and the Shetland Children's Plan. In recent years planning has been focussed on the shorter term, and aligning to Scottish Government requirements, particularly while navigating the COVID-19 pandemic and recovery period. This Delivery Plan represents a shift change, moving towards longer term, Shetland focussed planning.

2.2. Background

2.2.1 The Strategic Delivery Plan has been designed to encapsulate the different roles the organisation has – as a service provider, as a business, and as an Anchor Organisation. This is reflected in the three core objectives:

- We provide excellent services for people
- We create the conditions for a sustainable organisation
- We support the building blocks of healthy communities

2.2.2 The Plan builds on existing work and activity rather than representing a host of new or extra work. Joining up and aligning work in this way to illustrate the breadth of NHS Shetland's portfolio of activity should support decision making and more focussed performance monitoring.

2.2.3 In preparing the Annual Delivery Plan for Scottish Government the organisation details its contribution to national requirements and outcomes; however, we recognise that Shetland's needs and priorities are not always reflected evenly in the national planning guidance which is applied to all territorial boards. Development of this local strategic delivery plan will support achievement of national priorities, through a local lens allowing focus on the areas likely to have the greatest impact in Shetland. To provide assurance that this plan meets Scottish Government requirements the NHs Scotland Drivers for Recovery are included, mapped against the local drivers.

2.2.4 The plan identifies six high priority areas of focus for the next 3-5 years. These are not distinct service areas, but programmes or types of delivery, for example 'Planned Care' and 'Urgent & Unscheduled Care' are considered key roles of most of our patient facing services, and teams will be expected to consider these within their own context. The six priorities are:

- Planned Care
- Urgent and Unscheduled Care
- Preventative and Proactive Care
- Programme IA
- Influencing Change
- Shifting the Balance of Care

2.2.5 A number of other strategies and plans are referred to within the strategic delivery plan, either as foundations, including the Clinical and Care Strategy, the Joint Strategic

Commissioning Plan, the Shetland Partnership Plan and the Shetland Children's Plan, or as enablers, including the Digital Strategy, the Anchors Strategy and Workforce Planning. Development or review and renewal of all of these will be one of the next steps in development of the strategic delivery plan.

2.2.6 The next steps in development of this delivery plan will be work with the senior leadership team to map current improvement work, and understand the activity and change required over the next 1, 3 and 5 years to achieve the objectives.

2.2.7 The Planning team will explore options for effective monitoring of the plan to develop a meaningful, balanced approach to performance reporting to Board.

2.3 .Assessment

2.3.1 Quality / patient care

One of the core objectives of the delivery plan is to provide excellent services for people, and development work includes production of a local Quality and Safety Framework. This objective is built around the following drivers:

- Provide person-centred care
- Provide safe, quality care
- Provide equitable access to preventative and timely care

2.3.2 Workforce

A second core objective is to create the conditions for a sustainable organisation, which includes the driver:

- Nurturing and developing our workforce

The plan recognises workforce as the organisation's greatest asset, and also recognises the increasing pressure on them. The continue to provide services within existing human and financial resources requires us to deliver differently – change is vital to protect and support our teams to do their best work.

2.3.3 Financial

The core objective to create the conditions for a sustainable organisation includes the driver:

- Solution focused approach to delivery including digital first and other innovative ways of working

And the work includes the development and implementation of the Recovery and Sustainability Plan. The clarity and focus around direction of travel and work required should support decision making around investment and disinvestment to achieve financial sustainability.

2.3.4 Risk assessment/management

2.3.5 Equality and Diversity, including health inequalities

The strategy supports the Public Sector Equality Duty by working to provide equitable access to services and tackle inequalities through partnership working. The strategic delivery plan is too high level to support a meaningful impact assessment, however this will be done as standard as part of the planning process for programmes of work as they are developed to deliver on the objectives.

2.3.6 Other impacts

Environmental

The strategy includes a shift to enhance digital delivery, shift the balance of care, and deliver on person centred-care through Realistic Medicine – all of these approaches present opportunities to maximise value, minimise waste, and decrease travel by patients and clinicians. NHs Shetland is also providing Executive Leadership for the Climate Change strand of the Shetland Partnership Plan and appropriate activity will be embedded in our organisational approach.

2.3.7 Communication, involvement, engagement and consultation

A communication and participation framework will be drawn up on approval of the draft strategy. This will include staff, patients and our community - taking a place based approach in our conversations.

2.3.8 Route to the meeting

This report has not been sighted at any other Committee Meetings.

2.4 Recommendation

- **Awareness**

For Members to note:

- The progress of the planning process culminating in a first draft of the Strategic Delivery Plan 2024-2029 being presented to Board;
- That change work required to implement the Strategic Delivery Plan will be explored with senior leadership and teams in Q4 of 2023/24
- That this is a first draft of the strategy and a final version will be brought back to Board with detail against the high priority areas of focus in April 2024.

- **Discussion**

That Members:

- Have an opportunity to discuss the draft strategy

- **Decision**

- That the Board approves the draft Strategic Delivery Plan so the next steps of development can be progressed, this will include engagement with teams and the public, in conjunction with Programme IA and Digital Strategy engagement.

3 List of appendices

The following appendices are included with this report:

4 Background Documents:

[Shetland Clinical and Care Strategy 2021-2031](#)

[Shetland Partnership Plan 2018-2028](#)

[Shetland Partnership Plan Delivery Plan 2023-28](#)

Shetland Children's Partnership Plan (included in Board pack for approval)

[NHS Scotland Recovery Plan 2021-26](#)

NHS Shetland

Strategic Delivery Plan 2024-29

DRAFT

Contents

Role of the Strategic Delivery Plan..... 3

Vision..... 3

Strategic Intent 3

The Health and Social Care System in Shetland..... 3

Objectives 4

Drivers of Success 5

NHS Scotland Planning Context 6

1. We provide excellent services for people..... 7

2. We create the conditions for a sustainable organisation 8

3. We support the building blocks of healthy communities..... 9

Priorities..... 10

Enablers and Constraints 11

DRAFT

Role of the Strategic Delivery Plan

We have designed this strategic delivery plan to set out clearly the direction of travel for NHS Shetland and to articulate our objectives, to support decision-making and improvement across our organisation. The Plan builds on existing documents, including the Clinical and Care Strategy, the HSCP Joint Strategic Commissioning Plan and the Shetland Partnership Plan, and is based on the engagement work undertaken to inform those strategies.

The vision and strategic intent is agreed and set by the board, and the means of arriving at and implementing that intent will be explored by senior leaders within the organisation and with key partners where appropriate. Our vision for Shetland goes beyond what we can provide through health services, and we recognise our role as partners, leaders and as an anchor organisation within our community in realising it. Performance against this plan will be reported to the board.

Vision

Everyone in Shetland can live well for longer, and easily access the support they need from us.

Strategic Intent

To provide easy access to high quality, sustainable and person-centred care as close to home as possible and make a meaningful difference to the building blocks of good health in our communities.

The Health and Social Care System in Shetland

We provide services within a complex system and there are many different factors that impact the health and wellbeing of our patients. Some of these are within our control and some are not. Providing excellent services is a key part of our intent, but to make a real difference to people's lives in Shetland we need to work together with other organisations and communities to make Shetland a place that builds health and wellbeing for our citizens.

We are a key partner driving collaborative work in several different domains in Shetland, including Shetland Health and Social Care Partnership, Shetland Children's Partnership and the Shetland Partnership – and our teams participate in many areas of collaborative work besides. NHS Shetland is also part of a bigger system of healthcare within Scotland and taking an active part in regional and national planning will help us to make the most of our regional and national assets going forward to have a sustainable model of healthcare. Working with other health boards in the North of Scotland and beyond means our patients will continue to have access to regional pathways and appropriate specialist services that cannot be provided in Shetland.

Joining up our planning across these domains means we do not waste time and effort, and we make best use of the experience and expertise within our systems to have the biggest possible impact on health outcomes for our inputs.

Objectives

We have three key objectives that will help us to deliver on our strategic intent. We have designed these objectives to ensure that we are planning to provide services over the short, medium and longer term. This means we need to take action to deliver excellent services to meet current needs, while building service models and structures that deliver best value within available resources whilst taking meaningful action on population health to prevent future need and build wellness for people in Shetland.

To support planning, we have split these objectives into drivers for success – areas of focus that, if achieved, will realise our objectives. We have derived these drivers from existing work; including the Clinical and Care Strategy, the Health and Social Care Partnership Joint Strategic Commissioning Plan, the national Capital Investment process and the Shetland Partnership Plan.

Each objective has key enablers that will optimise our efforts to achieve it, these enablers represent approaches, tools or strategies that will help us understand that we are doing the right things, in the most appropriate way, systematically across our services.

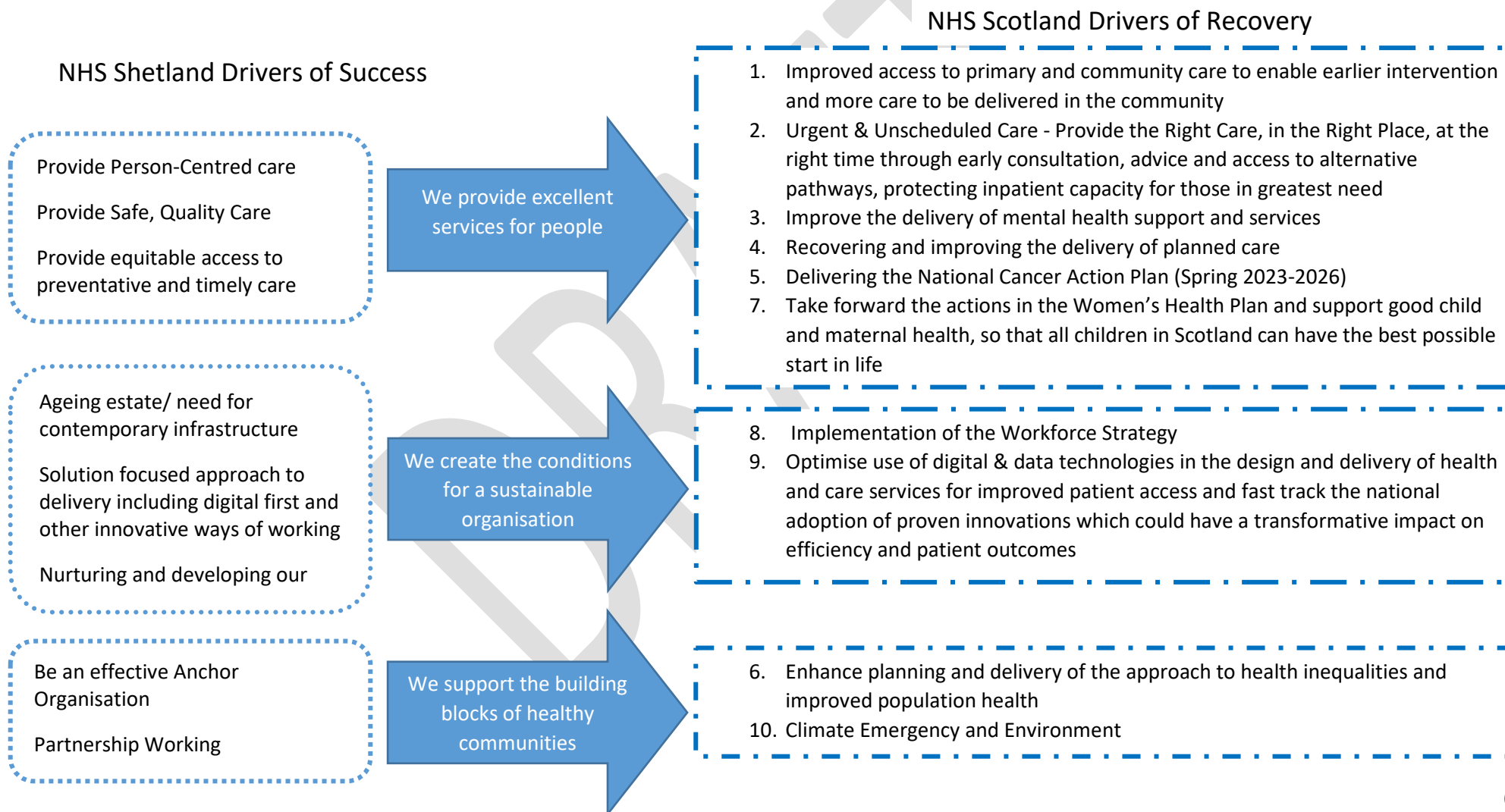


Drivers of Success



NHS Scotland Planning Context

These areas of focus fit well with the NHS Scotland ‘Drivers of Recovery’ on which national medium-term planning is based. We have mapped these below to show how they interact. It is important to note that Shetland has its own needs, challenges and strengths so we have a bigger emphasis on some drivers to ensure we are doing the right thing for Shetland.



1. We provide excellent services for people

To support better health outcomes, we must ensure people get the right care, at the right time, from the right person, in the right place for them.

Provide Person-Centred care

This is a shared priority across Health, Social Care and the wider Shetland Partnership, and links to some cross-cutting pieces of work including Realistic Medicine and Trauma-Informed Practice.

Providing person-centred care means putting the individual at the heart of what we do, recognising and understanding their needs, strengths and assets and deciding together the best way to support them. Achieving this means changing how we approach individual interactions to empower people in these shared decisions, improving how we communicate and engage with people, and examining the structures and processes that can get in the way of our teams delivering a person-centred approach.

Provide Safe, Quality Care

All of our teams work within their own professional guidance striving for best practice in their area – from clinical and domestic teams to finance and HR colleagues – and all of these teams contribute to the provision of safe, quality care for our patients. We want to be a planning organisation, identifying where things could go wrong and mitigating these risks, and learning from experiences when things have not gone to plan.

Beyond upholding professional standards, we want to be clear as an organisation about what high quality care means for us, and we want everyone in our team to understand how they contribute. We are proud to provide services that our teams would recommend to their own friends and families, and we want to learn from the skills and teamwork that builds positive outcomes for many people every day.

Provide equitable access to preventative and timely care

Providing excellent services is also about making sure the people who really need support are able to access it easily. We will work to tackle inequalities of access and inequalities of outcome by ensuring our services are provided free of judgement and decreasing barriers to access wherever possible, by better understanding how our services are used by different people and by acting on the needs of our communities.

We also want to continue our shift towards prevention of ill health wherever possible – this can be at any stage of illness from primary prevention, through early intervention, to prevention of worsening, and optimising outcomes in later stage disease.

Key Enablers:

Quality and Safety Framework

Intelligence Led

Digital Strategy

Participation and Engagement Strategy

Workforce Planning

2. We create the conditions for a sustainable organisation

To be able to provide excellent services into the future we need to develop the people, places and ways of working that will make that possible, within our available resources.

Nurturing and developing our workforce

Our workforce is our biggest asset and we cannot achieve our objectives without them. Supporting our teams to be able to do their best work means investing time in support and training, ensuring we have structures in place to support good team working, and giving everyone the opportunity to be part of the solution and play to their strengths.

Giving people the skills, capacity and opportunity to contribute also requires effective, supportive leadership with clear direction and an understanding of how we intend to achieve our goals.

Ageing estate/need for contemporary infrastructure

Some of our estate and infrastructure is no longer fit for purpose and this impacts on the ability of our teams to deliver services and work well together. As an organisation we are engaged with Scottish Government and our local partners to complete a whole system planning capital investment process – the Programme Initial Agreement. This will see us produce a capital investment plan looking ahead over the next two decades, considering what Shetland will need and how we can meet those needs.

Planning and developing places and spaces that are fit for the future and support our teams to do their best work is an essential component for us delivering quality services in coming years.

Solution focused approach to delivery including digital first and other innovative ways of working

To continue to deliver high quality services within available resource we must look to do things differently. Delivering in different ways includes:

- examining how we use our workforce, and how we match skills to need to ensure we have an appropriate mix of skills within our teams, for example increased role and use of Healthcare Support Workers, and increasing Advanced Practice roles;
- use of technology and digital approaches to service access and delivery for example AskmyGP and video consultation;
- use of systems and digital approaches to understanding need and targeting resources, for example Shetland Health Intelligence Platform; and
- proactive approaches to care to increase efficiency and support earlier intervention, for example House of Care model for long term condition management

Key Enablers:

Digital Strategy

Workforce Planning

Quality and Safety Framework

Recovery and Sustainability Plan

Culture Strategy

3. We support the building blocks of healthy communities

Almost every aspect of our lives impacts our health, so it is in our best interests as a healthcare provider to use our influence and expertise to create better places and spaces to support the health and wellbeing of our population. While many of the building blocks of health lie outside our remit as a healthcare provider – access to good work and education, housing, public transport, and poverty for example – as a major organisation we do have an influence on the decision making of others, and we have a role in mitigating impact on people.

Be an effective Anchor Organisation

NHS Shetland have significant assets and influence within Shetland as a large organisation, service provider, customer and employer. We have a responsibility as an Anchor Organisation to understand our impact on our community, aiming to make this as positive as possible. Being an effective Anchor Organisation is hugely beneficial to us as it sets the conditions for more prosperous, healthy communities who need different services over time.

Partnership Working

In a complex system we can have limited impact on our own, but by working effectively in collaboration we can make a meaningful difference to people's outcomes, and change how the system works over time. To achieve effective collaboration requires strong, focussed leadership, clear direction and the opportunity for the right people to participate in change. We are actively engaged in several partnerships at strategic and operational levels as well as reviewing the usefulness of these with our planning partners to ensure we do not waste time and effort on activity that does not contribute to better outcomes.

As a statutory partner we are playing a major role in the Shetland Partnership and have helped shape the recently approved Shetland Partnership Delivery Plan 2023-28. As an organisation we will input into all five major themes – Place-Based approach, Compassion, Mitigating and Adapting to Climate Change, Person-Centred Delivery of Support Services, and Inclusive Growth – while providing executive leadership for Person-Centred Delivery, and Climate Change.

Key Enablers:

Intelligence Led

Participation and Engagement Strategy

Culture Strategy

Anchor Strategy



Priorities

These high priority areas of focus for the next 3-5 years represent where we think we can have a significant impact through applied, collaborative effort.

Planned Care

This refers to all aspects of care or support that is planned ahead of time – ideally we would maximise the amount of care that is planned and minimise unscheduled or unplanned care where possible. ‘Planned Care’ applies to most clinical areas including Primary Care, Elective Hospital services, Mental Health services and Children’s services.

Programme IA

This Capital Investment programme NHS Shetland is engaged in takes a whole system approach, examining services and need, across community and hospital services. Developing intelligence to build the business case has involved gathering evidence from across the system and is building a deeper understanding of the system we operate in.

Urgent & Unscheduled Care (UUC)

This refers to care that is not planned ahead of time – we aim to minimise the amount of UUC activity by providing high quality planned care, and anticipating or preventing need wherever possible, however not all instances of UUC can be avoided. There are aspects of UUC in most clinical areas including Primary Care, Acute Care, Mental Health services and Children’s services.

Influencing change

This reflects our role beyond service provision, and the influence we have within partnerships and relationships locally, regionally and nationally. To make a meaningful difference we must be intentional about how we use our influence and clear about what we are trying to achieve through collaboration.

Preventive & Proactive Care

This describes the kind of care we want to deliver aiming to prevent ill health through early identification and intervention, and optimising our input by giving people access to what they need to benefit from services, for example self-management support, and health improving activity at every stage of disease.

Shifting the Balance of Care

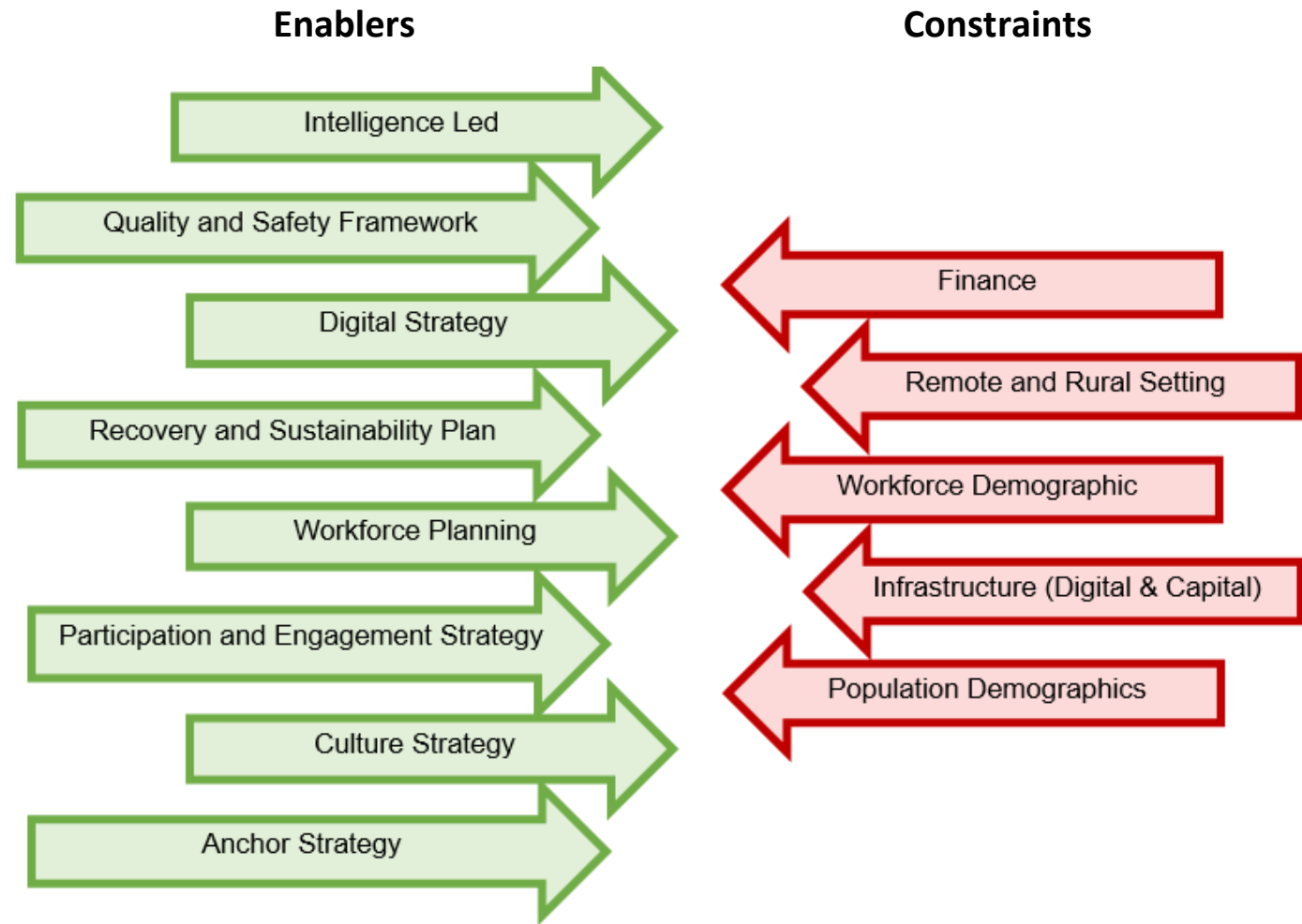
This term has been in use for some time. In Shetland it describes a shift towards delivering care closer to home - from the Scottish mainland to Shetland, from hospital to community, from primary care to a person’s home – it also describes a shift towards prevention, and a shift in power towards people being involved as equal partners in their care.

Enablers and Constraints

We are operating within a complex system with a number of constraints that present a challenge both locally and nationally. Some of these are risks that have been realised and we are actively managing – particularly financial uncertainty, and growing demand due to population demographics. Being aware of these and actively managing them wherever possible will contribute to our success.

We have identified a number of key enablers to optimise our efforts – these reflect key strategies and plans that will help to coordinate and focus our efforts to ensure we are doing the rights things, doing them systematically, and doing them well. ‘Intelligence Led’ is included to reflect the approach we are taking to service delivery, making best use of the evidence we have, the data we gather and the expertise we hold to be strong and decisive in our change efforts – even where these represent a change from the status quo.

Developing these enablers will be important work in the initial phases of implementation of this strategic delivery plan. We will manage the constraints, where appropriate, through the organisational risk management process, and they will continue to inform the change work we undertake to ensure it is impactful.



Implementation Approach

To add consistency and align work around our shared objectives, and towards our vision we will take a logic modelling approach, and embed impact assessment in our planning approach – these will help us to understand and communicate cause and effect, and should reduce unintended impacts of change while helping tackle inequalities. These approaches are reliant on quality inputs and we will develop the detail with teams delivering services and pathways, both clinical and support, to ensure they are realistic, achievable and appropriate but ambitious. Activities will be laid out over a 1, 3 and 5 year timescale to enable longer term planning, recognising both the need for immediate action and the time it takes to effect change.

