

YOUR NHS OUR COMMITMENT

Enabling wellness, and responding to illness – now and in the future





NHS Shetland provides healthcare services to a population of approximately 23,000 residents. Our Strategic Delivery Plan is guided by a strong commitment to delivering high-quality, sustainable, and person-centred care that is easily accessible and as close to home as possible. In addition, the plan seeks to make a lasting impact on the key factors that contribute to the overall health and wellbeing of our communities.



Photo above: Jennifer is one of the GPs at the Lerwick Health Centre (LHC). LHC is situated on the Bay of Brei Wick and is located across the road from the Gilbert Bain Hospital.

Cover photos: Colleagues from our Shetland community.

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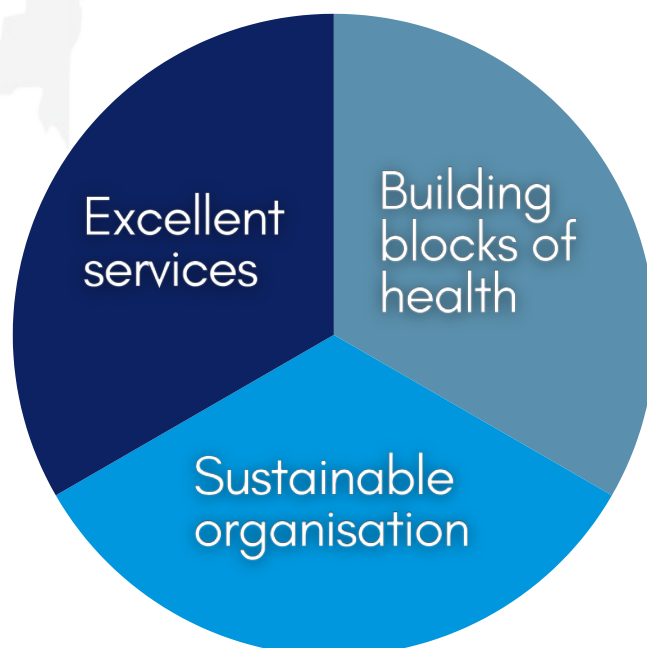
Thank you for taking the time to read our publication on NHS Shetland's Strategic Delivery Plan. Developing this plan was one of my top priorities when I assumed the role of Chief Executive, as I wanted to ensure we clearly outline how we, as an organisation, can support the Shetland community in achieving its full health and wellbeing potential.

The plan details our commitment to providing care as close to home as possible, ensuring timely access to services when you need them, and working together with you and the wider community to build a healthier future.

I hope you can see within the strategy that we have listened to what matters most to you. We understand that health and wellbeing extend beyond the services we provide; they are shaped by the people and organisations we support. Our aim is to place NHS Shetland at the heart of our community, while embedding the community at the heart of NHS Shetland.



Brian Chittick, Chief Executive NHS Shetland



Below is a photo of Mary and Sandra, who are Domestic Support Workers on Ward 1 at the Gilbert Bain Hospital. Conducting cleaning duties, speaking, and supporting patients means they are very much the eyes and ears of the hospital.



Vision

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

Our Promise

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.

There are lots of different things that affect the health and wellbeing of our patients. Some of these are things the NHS can support and some are not – the NHS was never meant to go it alone. Providing excellent services is very important, but to make a real difference to people’s lives in Shetland, we need to work together with other organisations (including the Shetland Health and Social Care Partnership, Shetland Children’s Partnership and the Shetland Partnership) and communities to make Shetland a place that builds health and wellbeing.

NHS Shetland is also part of a bigger system of healthcare within Scotland. Taking an active part in regional and national planning will help us to make the most of what we have, provide good value for public money, and deliver services that are strong and stable.

How do we deliver this?

Shetland has its own needs, challenges, and strengths, and we want to make sure we are doing the right thing for people in Shetland – for now and into the future. To help us do this, we have three main goals:



We provide excellent services for people.

- We listen to what matters to you.
- You get the right care for you, and that care is safe.
- No matter your circumstances, you can get the support you need.



We support the building blocks of healthy communities.

- We look after our staff, and do our best for our community.
- We work together with different organisations and communities.



We create the conditions for a sustainable organisation.

- We keep the buildings and places that we use safe, and do our best to protect our environment.
- We welcome new ways of working, including new technology.

Every member of our NHS Shetland family has an active role in caring for patients across the isles. Below is a photo of Leslie, an NHS Shetland Porter, who can see the full circle of life on a shift.



What does it mean for you?



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

- We put you, as the individual, at the heart of what we do, recognising and understanding your needs and strengths and deciding together the best way to support you.
- Healthcare professionals encourage and support you to discuss your care fully, including any benefits and risks of tests and treatment, any alternative options, and what will happen if you choose not to have tests or treatment.
- We will improve how we communicate with people, so they feel welcome, safe and supported, for example by using trauma-informed practice so our support is helpful and not harmful, and by making sure we communicate in the way that best suits you.

Provide safe, quality care

- We are proud to provide services that our teams would recommend to their own friends and families. We want to be clear as an organisation what quality care means for all our different services - so we know we are doing the right things, and doing them well. To make sure our NHS Shetland services are fit for the future, we want to learn from experiences when things have not gone to plan, and stop those things happening again.

Provide access to care

- Health inequalities are the unfair variances in health that affect different groups simply because of who they are. We will do our bit to tackle these unfair variances by making sure our services are provided free of judgement. We will try to understand who is missing out and make it easier for people who find it difficult to get the support they need.
- We want to try and prevent illness, or worsening of health problems wherever possible. This means working with people to spot early warning signs, and supporting them to take steps to protect or improve their health.



Below is a photo of some of our NHS Shetland nursing team, showcasing the diversity of their expertise to school students at Lerwick Town Hall and hopefully inspiring the next generation of homegrown nursing talent.



What does it mean for you?



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. We have to do this responsibly, with the money we have available.

Nurturing and developing our workforce

- Our workforce is our biggest asset, and we cannot achieve our goals without it. Giving our teams support, skills training, and effective leadership is essential to ensuring good teamwork and making our NHS Shetland services fit for the future.

Ageing estate and a need for modern infrastructure

- Planning and developing places and spaces that are fit for the future and supporting our teams to do their best work is very important.
- Some of our buildings and infrastructure is no longer fit for purpose and this impacts on how well we can deliver services. We are working with the Scottish Government and our local partners to look at what investment is needed in buildings and infrastructure across all of our services.
- We are prioritising maintaining our existing estate and optimising our building usage across clinical, business and residential accommodation.

Embracing digital technology and innovative ways of working

- To continue to deliver high-quality services with the money, staffing, and facilities available, we have to work differently. An example is making the most of new skilled roles, like Healthcare Support Workers and Advanced Nurse Practitioners, and using digital technology to access services, such as AskMyGP and video appointments.
- We are changing the way we work to increase efficiency and support earlier intervention, for example, using The House of Care model, which is about how we review people with long term conditions - this means people are better supported and will lead to improved health and wellbeing.



Our Radiography Team joined together to excitedly watch the milestone moment when the Magnetic Resonance Imaging (MRI) scanner was crane-lifted to the new Helyer MRI Suite and then moved into position. Just a few weeks prior to this, two Radiographers had travelled to Edinburgh to receive the final round of their imaging training.



What does it mean for you?



We support the building blocks of healthy communities

Almost every aspect of our lives impacts our health and how long we will live - our jobs and homes, access to education and public transport and whether we experience poverty or discrimination. We care about people in Shetland and want to use our influence and expertise to create better places and spaces to support health in Shetland.

Be an effective Anchor Organisation

- NHS Shetland is a large organisation and we have a responsibility to understand our impact on our community, aiming to make this as positive as possible. We can do this by being a good employer and looking after our workforce, by providing excellent services, and by being a positive part of the community in Shetland.

Partnership Working

- We want to work with you as patients and carers to understand what you need. That might mean using our teams and services, or it might mean us connecting you to other services, organisations, or things in your community that can help you stay well.
- By working together with different organisations, we can make a big difference to people's outcomes. To achieve this we need a shared understanding about what Shetland needs, strong leaders who speak up for what we need, and excellent teams who are committed to making a difference.
- We already work closely with different teams and organisations, both to make day-to-day care as good as possible, and to plan well for the future. We are working together to make sure we do not waste time and effort on activity that does not contribute to better outcomes for you.
- We are proud to have an important role in the Shetland Partnership and have helped shape the recently approved Shetland Partnership Delivery Plan 2023-28. There are five big projects in this plan - Place-Based Approach, Compassionate Communities, Climate Change, Person-Centred Support, and Inclusive Growth - these have been chosen to have the biggest impact possible on life in Shetland.



One example of our commitment to supporting those who may face challenges in accessing services is our involvement with the Veterans Pop Up Hub and Veterans Breakfast Club, in partnership with the Royal British Legion. Collaborating with colleagues from the Council and Living Well Hubs, NHS Shetland's Health Improvement Team took pride in developing new resources and participating in this engagement event at the Lerwick Legion. This initiative reflects our dedication to finding innovative ways to reach and support all members of our community.



Photo: Nicola from the Health Improvement Team joining a Shetland Islands Council colleague at the Veterans Pop Up Hub.

Working in partnership

NHS Shetland has also partnered with the Scottish Ambulance Service and the Scottish Fire and Rescue Service to support the establishment of the First Responder and GoodSAM schemes. These initiatives equip community members in various localities with Basic Life Support skills, enhancing the resilience of our communities and ensuring swift, life-saving interventions when needed.



Photo: A Scottish Ambulance Service Paramedic sharing skills in Cardiopulmonary resuscitation (CPR) at the Unst Show

Our commitment to you

- We will review our progress to see what outcomes we have achieved, the impact of our work and the challenges we are facing.
- Progress will be reported to the NHS Shetland Board throughout the year in a performance report, combining service access and outcomes, quality measures, progress against improvement plans and key financial and workforce information.
- There will also be an annual review against health inequalities measures, outcomes to which we are a key contributor as a service provider, employer, partner in the Shetland Partnership, and member of our community.
- We will aim to make this information available and accessible across the organisation and in the community, encouraging interaction and feedback so we can better understand where we are doing well and where we can improve.
- Progress will also be reported to the Scottish Government as required throughout the year.
- Most importantly, we strive to be a listening organisation, committed to working with you and our community to understand what matters most to you and to help you achieve your full health and wellbeing potential.

Photos: Gai and Elizabeth from the NHS Shetland Diabetic Eye Screening Service (left). Emily, one of the NHS Shetland GPs (right).



A final thought

In an organisation that is always "on" and responding to demand, it can be difficult to find time for reflection and review. This strategy will enable us to build on opportunities, adapt to change, and learn from our experiences. As we move forward, we will face tough decisions about how best to prioritise what we do with the finances and workforce that we have.

To achieve our goals, we must change the way we work. We want to make NHS Shetland fit for the future by understanding what is working well, finding areas for improvement, and supporting our teams to use this learning to make things better for patients.

To support this, the NHS Shetland leadership team has developed a programme management structure that will help us make informed decisions, ensuring we continue to progress and adapt to change. We are committed to monitoring our progress, acting on the information we gather, evolving the strategy as needed, and strengthening our dedication to working with you.



Photo: Some of the team from the NHS Shetland Substance Support and Recovery Service.

Feedback

If you would like to leave us some feedback about your experience, we would be pleased to hear from you. We are committed to improving NHS Shetland services for all our patients and their families/carers. Understanding how people have found their care and taking action when things haven't quite gone to plan is one of the best ways we can make improvements.

In the Charter of Patient Rights and Responsibilities, you have the right to:

- give feedback, make comments, or raise concerns or complaints about the health care you receive;
- be told the outcome of any investigation into your concerns or complaints;
- independent advice and support when providing feedback;
- take your complaint to the Scottish Public Services Ombudsman (SPSO).

You can contact us directly at the details below, or you can provide anonymous feedback through Care Opinion by scanning the QR code or visiting the following webpage: <https://www.careopinion.org.uk/>.



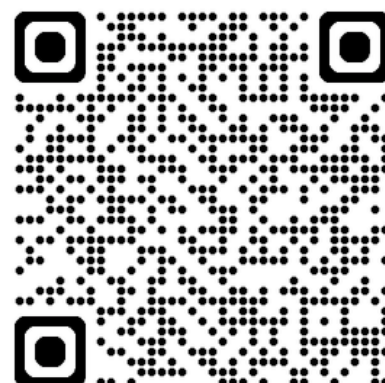
Feedback and Complaints Service
NHS Shetland
Montfield Upper Floor
Burgh Road, Lerwick
ZE1 0LA



01595 918286



shet.feedbackandcomplaints@nhs.scot



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Photo: Helen is a Domestic Support Worker and Weekend Supervisor who works on Ward 3.