



**Meeting:** NHS HIGHLAND BOARD MEETING  
**Meeting date:** 27 SEPTEMBER 2022  
**Title:** NHS HIGHLAND STRATEGY  
 “TOGETHER WE CARE, WITH YOU, FOR YOU”  
**Responsible Executive/Non-Executive:** DAVID PARK, DEPUTY CHIEF EXECUTIVE  
**Report Author:** LORRAINE COWIE, HEAD OF STRATEGY & TRANSFORMATION

**1 Purpose**

**This is presented to the Board for:**

- ▶ ASSURANCE
- ▶ DECISION

**This report relates to a:**

- NHS Highland Board Strategy and Forward Plans

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

- All

**This report relates to the following Corporate Objective(s)**

<b>Clinical and Care Excellence</b> <ul style="list-style-type: none"> <li>• Improving health</li> <li>• Keeping you safe</li> <li>• Innovating our care</li> </ul>	X	<b>Partners in Care</b> <ul style="list-style-type: none"> <li>• Working in partnership</li> <li>• Listening and responding</li> <li>• Communicating well</li> </ul>	X
<b>A Great Place to Work</b> <ul style="list-style-type: none"> <li>• Growing talent</li> <li>• Leading by example</li> <li>• Being inclusive</li> <li>• Learning from experience</li> <li>• Improving wellbeing</li> </ul>	X	<b>Safe and Sustainable</b> <ul style="list-style-type: none"> <li>• Protecting our environment</li> <li>• In control</li> <li>• Well run</li> </ul>	X
Other (please explain below)		All of above	X

**2 Report summary**

This strategy “Together We Care, with you, for you” describes a positive and ambitious plan for NHS Highland over the next five years that, as we deliver it, will improve our health and care services for our population, people and partners. It does not propose a radical change of direction but a re-emphasis on the elements that are pivotal to health and social care as directed by our engagement and consultation. It also includes a description of the core elements of how we intend to deliver it, and encompasses our golden threads, through perform and progress well.

We will first and foremost address the many challenges of Covid, build on the principles of clinical leadership, willingness to change and system working that were the hallmarks of our success in dealing with the worst phases of the pandemic. This will be planned and implemented through the annual delivery plan which is presented alongside the strategy to give assurance.

This strategy is not derived from an organisation perspective but is firmly anchored in our population and people and puts them at its heart. The strategy is fully cognisant of the role and responsibilities of the lead agency in North Highland and the IJB in Argyll & Bute and we have included the Argyll & Bute strategic plan and context within it.

The Board is asked to approve the strategy to set the direction for NHS Highland for the next 5 years.

**2.1 Situation**

NHS Highland approved a direction to develop a 5 year strategy at the November 2021 Board meeting. NHS Highland has had progress updates at all Board meetings since commencement to ensure all Board members were aligned to the approach. Today it is presented as a final draft for approval.

**2.2 Background**

The NHS Highland Board committed to the development of a strategy to help shape the future and frame the mission, vision and values of NHS Highland. It was agreed that a sound strategy and delivery plan would help support the clinical, financial and operational sustainability of the services that we provide for our population. It was pivotal that it was a realistic set of objectives and ambitions to shape different future models of health and care for our communities through an integrated approach.

During the engagement phase, we delivered on the “engagement menu” approved previously at Board carrying out online engagement sessions, managers’ training sessions, partner sessions, questionnaires, email feedback, facebook advertising, press advertising and a radio interview. 500 community groups were contacted during this phase inviting them to engage through our Communications and Engagement contact database. Protected characteristic groups were particularly targeted to ensure we met all legal duties through the principles of the EQIA process. Post it boards were also placed in locations to get engagement from those who might not have direct access to the internet. This resulted in over 1700 responses which were analysed and reported.

During the consultation phase, EDG members delivered online or face to face consultation sessions aligned to their Community Planning Partnership area. A similar approach to the “engagement menu” above was also taken to ensure widespread consultation through the consultation pack produced.

All NHS Highland Governance Committees and a number of the Professional Committees were engaged and consulted again to ensure alignment and gain direction on the output.

The data from our engagement was used to draft our 3 strategic objectives and our 16 ambitions were derived from it. This covers the full spectrum of the health and care services we deliver and how we should work with our partners in the future. Quotes from our population and people have also been used to signify their importance in terms of our future and will be directly embedded in the strategy where they relate.

A process of understanding alignment to Scottish Government policies and quality standards has also ensured that we have a fully comprehensive approach.

A brief summary of the agreed strategic objectives and ambitions are set out below.

**Strategic Objective 1: Our Population**

**Deliver the best possible health and care outcomes for our population**

- Ambition 1: Start Well                      Focusing on pre-pregnancy and empowering families
- Ambition 2: Thrive Well                    Working in partnership building early years services
- Ambition 3: Stay Well                      Considering ill health prevention and social prescribing
- Ambition 4: Anchor Well                  Reducing barriers and working as equal partners

**Strategic Objective 2: Our People**

**Making this a great place to work for our people**

- Ambition 5: Grow Well                    Ensuring everyone is valued, respected and has an appraisal
- Ambition 6: Listen Well                   Working with our colleagues to shape our future
- Ambition 7: Nurture Well                Supporting our colleagues physical, mental health and wellbeing
- Ambition 8: Plan Well                    Creating a sustainable pipeline and making us the employer of choice

**Strategic Objective 3: In Partnership**

**Working through partnership to transform and integrate health and care**

- Ambition 9: Care Well                    Working in an integrated way without boundaries
- Ambition 10: Live Well                    Ensuring physical and mental health are on an equal footing
- Ambition 11: Respond Well              Treating efficiently and embedding a home is best approach
- Ambition 12: Treat Well                   Person centred care as close to home as possible
- Ambition 13: Journey Well               Focusing on early detection and personalised cancer care
- Ambition 14: Age Well                    Respecting choice and embedding condition management
- Ambition 15: End Well                    Supporting our population at the end of life
- Ambition 16: Value Well                  Valuing the role our 3<sup>rd</sup> sector, carers and volunteers take

**2.3 Assessment**

The strategy will only be the first stage of our future; the strategy will be supported throughout the organisation and be embedded through our annual delivery plans and by continual active performance management through the triangulation of performance (targets/finance), quality and workforce.

Adopting a clinically led, a transformation ethos will be pivotal to the success of “Together We Care, with you, for you”.

The strategy, if approved, will now be used as basis for all that we do within NHS Highland.

We will also produce various versions such as Gaelic, easy read etc. We are also currently producing an animation to bring it to life. The Head of Strategy and the Head of Communications are also working together to consider case studies to ensure we see the strategy from our population and colleagues perspective as we move forward.

**2.4 Proposed level of Assurance**

This report proposes the following level of assurance:

Substantial	X	Moderate	
Limited		None	

**3 Impact Analysis**

**3.1 Quality/ Patient Care**

This is core to the strategy and for the services we deliver. A quality framework is being developed to complement this strategy and is one of the perform well areas.

**3.2 Workforce**

There will be a positive impact on our workforce due to the engagement and consultation, their involvement in the implementation plan (ADP) and our focus as a Board on supporting them as one of our strategic objectives. Evidence from the King’s Fund demonstrates the positive impact having a clear direction can have throughout an organisation.

**3.3 Financial**

The implementation of the strategy has been considered from a financial perspective moving forward and gives clarity to our objectives and ambitions so we can align and transform to achieve financial balance.

**3.4 Risk Assessment/Management**

The Corporate Risk Register is currently being aligned to the strategy and any risks to its implementation will be addressed through this.

**3.5 Equality and Diversity, including health inequalities**

This strategy will set out how NHS Highland intends to respond to the inequalities that were described at the Board Development session and achieve greater equity in health for the Highland/Argyll & Bute population. It recognises that health inequalities reflect much broader societal forces that we cannot address on our own. However, NHS services play an important role in mitigating the effects of these wider social inequalities on health, and NHS Highland will work with partners to try to address the underlying influences.

**3.6 Other impacts**

None

**3.7 Communication, involvement, engagement and consultation**

The Board has carried out its legal duties to involve and engage external stakeholders as appropriate. Engagement with our population, people and partners has been fully completed in development of the strategy and with the annual delivery plan.

**3.9 Route to the Meeting**

This has been previously considered by

- NHS Highland Board & Board Development Sessions
- Finance, Resources and Performance Committee
- Clinical Governance Committee
- Staff Governance Committee
- Executive Directors Group
- Area Clinical Forum and Associated Sub Groups

**4 Recommendation**

The NHS Highland Board is recommended to:

- Approve the NHS Highland strategy “Together We Care, with you, for you”
- Note the development of the strategy has been used a driver for the annual delivery plan and that implementation has thus commenced

**4.1 List of appendices**

The following appendices are included with this report:

“Together We Care, with you, for you” – September 2022