

<h1>NHS Highland</h1>	
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Meeting:	Highland Health and Social Care Committee
Meeting date:	2 nd July 2025
Title:	Transformation Overview 2025/26
Responsible Executive/Non-Executive:	Arlene Johnstone, Chief Officer
Report Author:	Rhiannon Boydell, Head of Service, Integration, Strategy and Transformation

Report Recommendation:
The Committee is asked to discuss and note the report and accept moderate assurance in that transformation work is occurring, is managed, monitored, connected and has oversight.

1 Purpose

Please select one item in each section *and delete the others*.

This is presented to the Board for:

- Assurance

This report relates to

- NHS Board/Integration Joint Board Strategy or Direction

This report will align to the following NHSScotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well		Thrive Well		Stay Well		Anchor Well	
Grow Well		Listen Well		Nurture Well		Plan Well	

Care Well	x	Live Well	x	Respond Well	x	Treat Well	
Journey Well		Age Well		End Well		Value Well	
Perform well		Progress well		All Well Themes			

2 Report summary

2.1 Situation

This report provides an overview of the transformation work currently being undertaken by Highland Health and Social Care Partnership (HSCP) and describes the transformation in relation to the delivery of the Joint Strategic Plan.

2.2 Background

The Highland Health and Social Care Partnership Joint Adult Services Strategic Plan 2024 – 27 is in its second year of implementation. The plans sets out the direction for Health and Social Care in Highland for the next 3 years and also the way in which the plan will be delivered, through engagement and collaboration with communities and partners. The plan acknowledges the challenges facing health and social care delivery, including financial and workforce challenges. Delivering the plan requires transformation.

Transformation programmes affecting the HSCP sit within NHS Highland Strategic Assurance Framework and taken forward collaboratively with partners and stakeholders through local District Planning Groups and also in formal partnership with the Highland Council through their delivery programme.

2.3 Assessment

The following diagram illustrates the high level transformational work streams being led by the HSCP and links them to the implementation of the Joint Strategic Plan, the mechanisms by which that is occurring through District Planning Groups and the ways in which performance is measured and demonstrated.

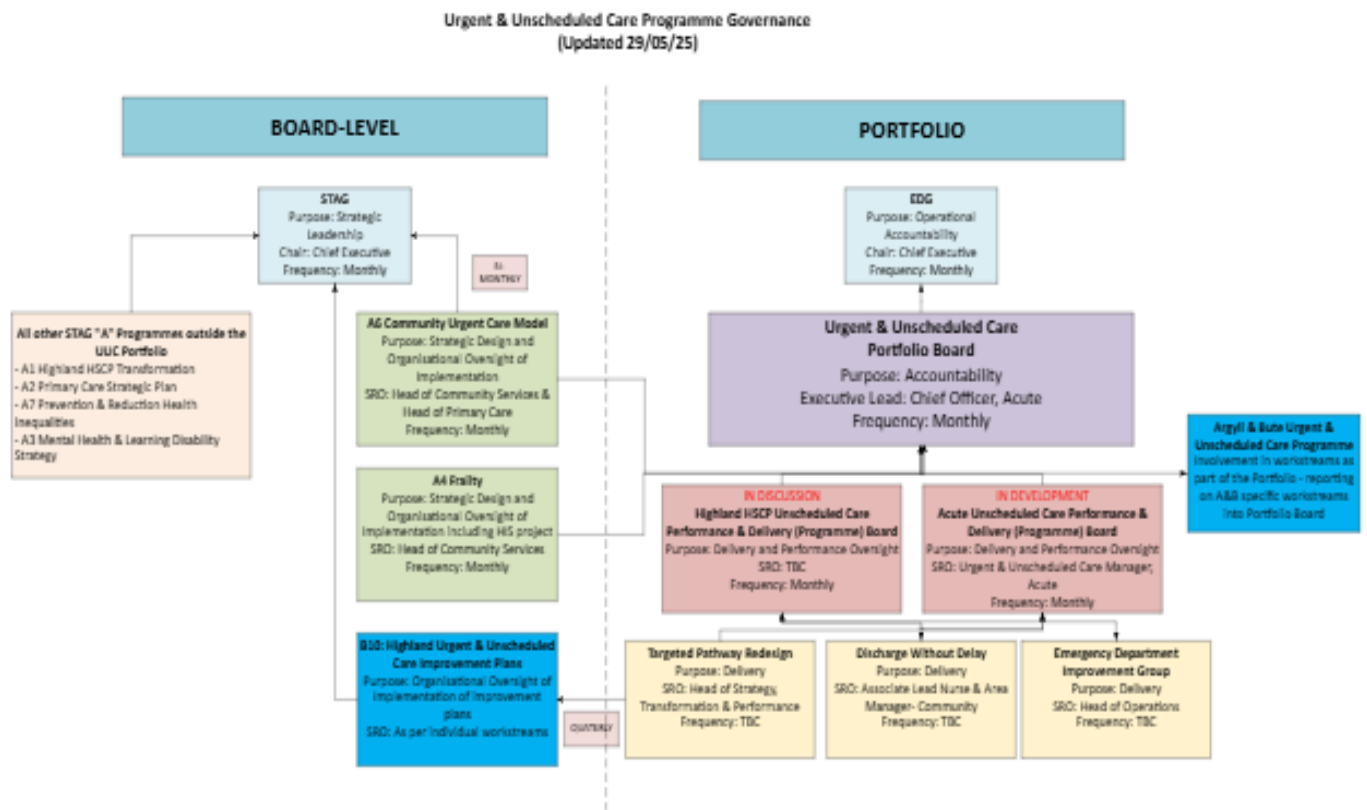


Beneath each work stream heading in the diagram are working groups, currently totalling 45, taking forward various elements of redesign.

For Adult Social Care transformation, a team is being formed to develop and action implementation plans linking the Transformation Programme project work to frontline practice and ongoing management.

The work streams are also being taken forward in a portfolio arrangement, thus ensuring they are interconnected and have a whole system perspective and consideration.

The following diagram illustrates this arrangement with the interconnections between the Urgent and Unscheduled Care (UUC) work streams and the Strategic Transformation Group (STAG). It also illustrates work streams with principally an acute focus and with leadership from acute services, such as the Emergency Department Improvement Group.



Highland HSCP are taking forward an extensive work plan of transformational change to develop safe, sustainable and affordable services across Highland. This is supported and overseen by the NHS Highland Strategic Governance framework and partnership working with the Highland Council.

2.4 Proposed level of Assurance

Substantial	<input type="checkbox"/>	Moderate	<input checked="" type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

The report provides moderate assurance in that transformation work is occurring, is managed, monitored, connected and has oversight. The work is at an early stage in the year and therefore does not provide assurance of achievement.

3 Impact Analysis

3.1 Quality/ Patient Care

Quality and patient care are expected to improve as a result of the transformation work. Work is undertaken through Project Implementation Plans which identify quality and patient care benefits.

3.2 Workforce

Transformation work may affect the way in which the workforce is structured and the way in which they work, including the development of new processes and roles. Workstreams may aim to improve conditions for the workforce including new development opportunities and improved staff experience.

3.3 Financial

Financial efficiencies are expected as a result of transformation work.

3.4 Risk Assessment/Management

Risks are managed through risk and impact assessment at project level.

3.5 Data Protection

The work described in this report does not use person identifiable information.

3.6 Equality and Diversity, including health inequalities

Transformational workstreams are managed through a project management approach which includes an impact assessment for each work stream.

3.7 Other impacts

3.8 Communication, involvement, engagement and consultation

Transformational work streams include stakeholder working groups

3.9 Route to the Meeting

- The extent of the transformational work in the HSPC is shared at HSCP Senior Leadership Team
- The work is an integral part of the NHS Highland Performance Governance Structure

4.1 List of appendices