NHS Highland
na Gàidhealtachd

FRIDAY 6 NOVEMBER

ANNUAL REVIEW



FINANCIAL YEAR 2025-26

PRESENTED BY
SARAH COMPTON-BISHOP, CHAIR

TODAY’S AGENDA

- 2025/26 in review
- Delivering care across Highland
- Looking ahead
- Q&A



A YEAR OF STABILISATION

Restored financial stability

- Delivered £41.5 million in efficiencies
- Met all financial targets
- Ended the year in balance

Strengthened our workforce and services

- Launched new workforce strategies
- Introduced OpenLine
- Improved GP recruitment and reduced reliance on locums

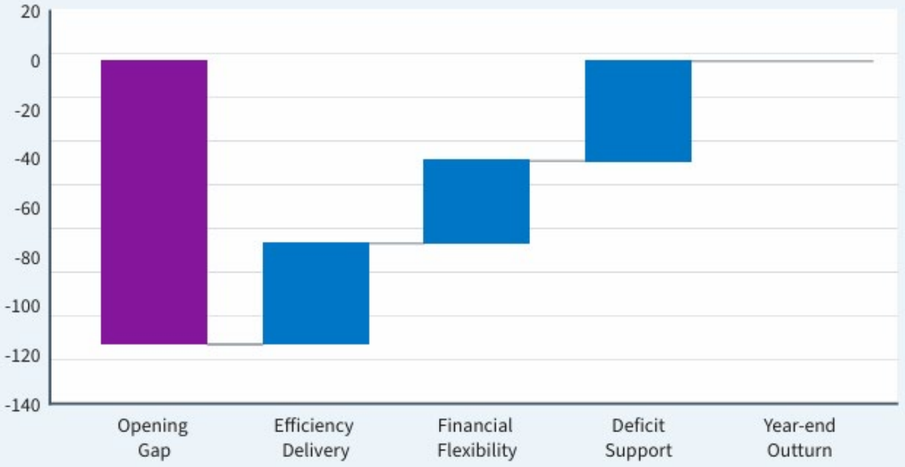
Innovation and improvement at scale

- Increased theatre efficiency
- Brought New Craigs back into NHS ownership
- Developed a Green Theatres model

Table 2: Financial Plan to Outturn

	£m
Opening Gap	115.596
Deficit Support Funding	40.000
Efficiency Delivery	41.549
Financial Flexibility	33.851
Reported Underspend	0.196

From Opening Gap to Year-end Outturn (£m)



WHAT WE DELIVERED

- Reducing waiting times, improving access to care
- Transforming mental health services
- Delivering care closer to home

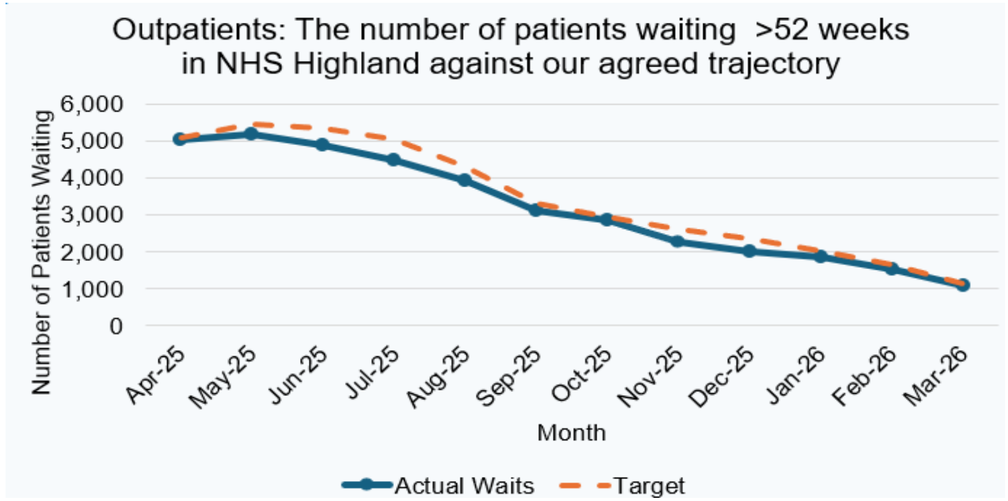
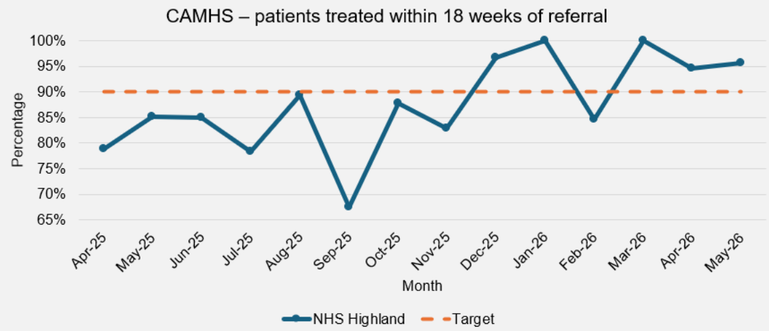


Figure 14: CAMHS – Child and Adolescent Mental Health Services



CAMHS – patients treated within 18 weeks of referral	Mar-24	Mar-25	Mar-26
	66.7%	79.5%	100%

ALREADY DELIVERING

Care closer to home

- Expanding Hospital at Home
- Enhancing GP access to provide more care in community settings

Services designed around Highland's geography

- Adapting national priorities to meet the needs of rural and island communities

Building sustainable local services

- Investing in workforce accommodation
- Improving vaccination delivery
- Developing models that support longterm access to care



URGENT CARE

- Pressure on urgent and unscheduled care
- Delayed discharge remains a significant challenge
- Taking action across the whole system



CANCER & FRAGILE SPECIALIST SERVICES

- Challenges in performance and sustainability of fragile services
- Supporting specialist services through partnership
- Planning sustainable specialist care for the future



"I had no symptoms and no idea anything was wrong. It was the bowel screening programme that caught this and diagnosed early stage cancer. Thanks to the robotic-assisted surgery and incredible care and empathy from the Raigmore oncology team, I was home 48 hours after surgery, fully mobile and back to a normal diet." John S, patient

CONSTRUCTIVE PARTNERSHIP & SUPPORT

- Working openly with Scottish Government on the area where we need support
- Close working with both councils on integration to reduce inequalities and improve outcomes
- Working with Community Planning Partnerships and wider partners on population health including the new Highland Outcome Improvement Plan
- Joint resilience and emergency response with partner agencies across our area



LOOKING AHEAD

- Our finances remain a focus with a planned £67m deficit
- Tackling health inequalities and improving population health
- Designing care closer to home across Argyll & Bute and Highland
- Shaping the future of health and care in Scotland



QUESTIONS



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