



Together We Care
with you, for you

CONSULTATION PACK



Together We Care – With you, for you



Our five-year strategy for 2022 to 2027 will take us on an exciting journey



This is our first strategy within NHS Highland and it has been developed against the backdrop of a major health pandemic



We want to put people at the heart of services, focusing on health and care by asking ‘what matters to you?’ rather than ‘what is the matter with you?’



We want to work with you to shape the services we need in the future and be there for you when you need our support

Together We Care – Our journey so far



- ✓ We began co-producing this strategy through listening to our population, our people and our partners
- ✓ We commissioned a programme of work to hear your views and opinions of health and care and where you wanted to be in 5 year's time



- ✓ Thank you to everyone who has contributed to shaping the future direction and ambitions for NHS Highland.
- ✓ The overall view was that NHS Highland is in a great position to make a real impact and have a leading role in taking forward our health and care system in partnership with those who use it and work with our population to shape the services of our future.



- ✓ This strategy reflects what matters most to the people we've engaged with and sets out our realistic ambitions for the next five years.
- ✓ Our annual delivery plan that is being developed at the same time will be our common set of priority actions to help achieve our ambitions over the next 5 years. Sometimes we will lead on this work, at other times we are one of multiple partners focused on achieving improved health outcomes for our communities.

In line with our values, we will continue to listen to and work together with our population, our partners and our people to deliver
Together We Care, with you, for you.

Together We Care – What did you tell us?

You told us so much and we have used your engagement to put you at the heart of our strategy.

To the right is a summary of the key themes that you said needed to be in our strategy and on the following pages you will see a selection of your quotes that you said mattered to you.

We have used this to shape our strategic objectives and ambitions which you will see in the following two pages.



In your own words...

"Staff need to be involved in decision making, frontline workers input should shape our future. There should be better engagement with senior managers."

Colleague, sex and age unknown

"Children and families starting with more support for first time mothers before and after birth leading to happier childhoods and less mental health issues."

Public, female, 45-60

"There should be a focus on being proactive rather than reactive, however the demands of the services, staffing issues and delays in forward planning means NHS is a very reactive service" Female, 45-60 years

"Improved access to all levels of Mental Health Service provision making it a proactive service rather than reactive"

Female, 60-70 years

"For early years services, especially CAMHS, the deficit in staff is glaring and has a direct affect on the young and vulnerable" Public, female, 45-60 years

"Consolidating all current aspects of cancer care and creating an improved cancer service fit for the future"

Public, male, migrant, 45-60

"Educate communities to use services respectfully and to greatest effect this approach will inform the integrity, trust, and value communities place on relationships with NHS Highland"

Public, LGBTQI+, 60-70 years old



"The service is too disjointed - experts in their own field but lack of holistic oversight to see the whole person and how they fit into life & society - we should be focused on the whole person not just the broken bits." Public, female, 45-60 years

"Investment in staff ... make working in the NHS a positive career choice and provide a safe and supportive environment that encourages staff to perform to their best, maintains their health in the long term and encourages them to stay in the profession" Colleague, Male, 45-60 years

We need to make working in the NHS a positive career choice and provide a safe and supportive environment that encourages staff to perform to their best, maintains their health in the long term and encourages them to stay in the profession" Colleague, Male, 45-60 years

I believe a huge investment should be focused on " Care at Home" services. If this service is working well, it avoids or delays people requiring care home and/or hospital places. This service ensures health and well being concerns are picked up and acted on quickly, thus avoiding other services being required and the individual is happier" Female, Public

"Support any work that enables people to take more control of their own care." Public, female 24-45 years

"[We should prioritise] the joining up of services. Integrated services which work collaboratively and are more easily accessible for healthcare providers and patients." Female, 60-70 years old

"As part of Palliative and End of life Care in the Community it is important to have the resilience to act on patients wishes to die at home. Facilitating this efficiently and effectively with the right resources 24/7" Anon



So what have we done?



We have drafted our mission, vision and 3 overall strategic objectives for our population and people working in partnership.



We have drafted our 16 strategic ambitions that are statements to guide our actions that will help us achieve our ambitions and strategic objectives through this 5 year implementation journey.

A guide to what everything means....



These are our core commitments to you



Our Ambitions –
Statements to guide our goals



Our Foundations – Things that underpin every ambition in our strategy



Our Future – Things that we need to focus on for our future sustainability



Our Intentions – Our actions within our delivery plan to achieve our ambitions

We have tried to make it as simple as possible but our health and care system is complex and requires to be carefully considered.


We wanted you to open it up and see what we want to achieve for you or your family or what we do to support you if you are a colleague and relate to it wherever you work or live.

STRATEGIC OBJECTIVE 1: OUR POPULATION

Deliver the best possible health and care outcomes for our population

We will promote healthier lifestyles from the **start** to allow our population to **thrive** and **stay** well by actively addressing health inequalities. We will listen and respond to our population at all stages of their lives to ensure we are an active **anchor** in creating resilient communities.

We will achieve this through the following 4 ambitions that will each have a dedicated set of priorities and actions over the next 5 years to help us achieve the above




Ambition 1 – Start Well

Give every **child** the **opportunity** to start well in life by **educating** and **empowering** families to support their child's **development** and well-being before and during **pregnancy**.



Ambition 2 – Thrive Well

Work in **partnership** with our families and our partners to build truly **integrated** early years services. This will help build **resilient** communities that support our **children** and **young people** to **thrive**.



Ambition 3 – Stay Well

Focus on **ill health prevention** through **social prescribing** to enable a **holistic** approach across the whole system to enable our population to stay **well** for as long as possible.



Ambition 4 – Anchor Well

Committed to acting as an anchor for the **benefit** of our local **communities** and recognise that we can **positively contribute** in many ways beyond health and care and collectively focus on **reducing barriers** to access, improving experience and outcomes, through greater **co-production**, meaning that health and care is designed and delivered with our communities as **equal partners**.


STRATEGIC OBJECTIVE 2: OUR PEOPLE

Making this a great place to work for our people

We will **plan** and attract a sustainable workforce and support colleagues to **grow** their careers with us. We will **listen** to and learn from their experiences in developing future plans and we will **nurture** health and wellbeing in an environment of trust, respect and valuing difference.


We will achieve this through the following 4 ambitions that will each have a dedicated set of priorities and actions over the next 5 years to help us achieve the above through our people and culture directorate

Ambition 5 – Grow Well




Ensure that all colleagues are supported to be successful in their role and are **valued** and **respected** for the work they do. Everyone will be clear on their objectives and receive regular **feedback** and have a personal **development** plan.

Ambition 6 – Listen Well




Work in **partnership** with colleagues to **shape** our future and make decisions. Our leaders will be **visible** and engaged with the wider organisation, **listening** to, **hearing** and **learning** from experiences and views **shared**.

Ambition 7 – Nurture Well



Support colleague's **physical** and **mental health** and **wellbeing** through all the stages of their life and career with us. We foster an **inclusive** and **kind** culture and workplace where difference is **valued** and **respected**.

Ambition 8 – Plan Well



Create a **sustainable** pipeline of talent for all roles, and excel in our recruitment and onboarding, making us an **employer of choice** both locally and nationally. This will enable us to provide excellent care and services.

STRATEGIC OBJECTIVE 3: IN PARTNERSHIP

Working through partnership to transform and integrate health and care

We will continually improve and **transform** the quality of how we **treat, respond** and **care** for our population when they have physical or mental health needs to allow them to **live** well. We will work in partnership to create **integrated** services for all life stages. We will support our **ageing** population to **live** as long as possible with their independence and **end** well together.

We will achieve this through the following 6 ambitions that will each have a dedicated set of priorities and actions over the next 5 years to help us achieve the above



Ambition 9 – Care Well

Put our **population**, families and carers **first** to ensure that, in partnership with our local health and social care partners, care is **delivered** and experienced in an **integrated** way ‘**without boundaries**’.



Ambition 10 – Live Well

Ensure that both physical and **mental health** are on an **equal footing**, to reduce **stigma** surrounding mental health and enable all our staff, whatever area they work in, to **embrace conversations** about mental health and wellbeing.



Ambition 11 – Respond Well

Treat patients as **efficiently** as possible, and discharge them quickly and **safely**, with a clear care plan in place. It is important that our services are responsive to patients’ needs and we embed the principle of seven day working.



Ambition 12 – Treat Well

Provide **person centred, safe, compassionate** and **clinically excellent** patient care in a timely manner as **close to home** as possible.

STRATEGIC OBJECTIVE 3: IN PARTNERSHIP (CONTINUED)



Ambition 13 – Transform Well

Transform how we **support** and **treat** patients with cancer with a **focus** on **early detection** and transform to develop a **personalised care** approach to long term conditions.



Ambition 14 – Age Well

Ensure older people are **supported** with **personalised care** and that we **respect** their **choices** so they are truly able to take **more control** over their health and wellbeing.



Ambition 15 – End Well

Support our population and families at the **end of life** with appropriate care at this time and **beyond**.



Ambition 16 – Integrate Well

Work towards, **integrating** and **consolidating** services across the providers, improving **pathways** and bringing **together** the organisations to work **collectively** to improve delivery and **health outcomes** for the Highland population.

Perform Well

We recognise as a system in order to build for the future to achieve the best model of care we will need strategies that will underpin our approach to implementing our ambitions and actions. As part of your feedback you said this was important. These “perform well” strategies are an important overall priority for us as an organisation to implement within all areas as part of their ambitions as a consistent theme.

These strategies will allow us to have an open, transparent and consistent approach so we can implement Together We Care – With you, for you with these corporate enabler strategies supporting our direction.

- **Patient Experience & Quality Strategy**
- **Financial Strategy**
- **Communication & Engagement Strategy**
- **Performance Framework**



Progress Well

We recognise as a system in order to progress well then we will need strategies and frameworks that will underpin our approach to focusing on the future.

These strategies will allow us to have a focus on areas which will help support our services of today and underpin our future into the later years of Together We Care – With you, for you.

- **Digital Strategy**
- **Research, Development and Innovation Strategy**
- **Sustainability and Climate Change Strategy**
- **Estates and Infrastructure Strategy**

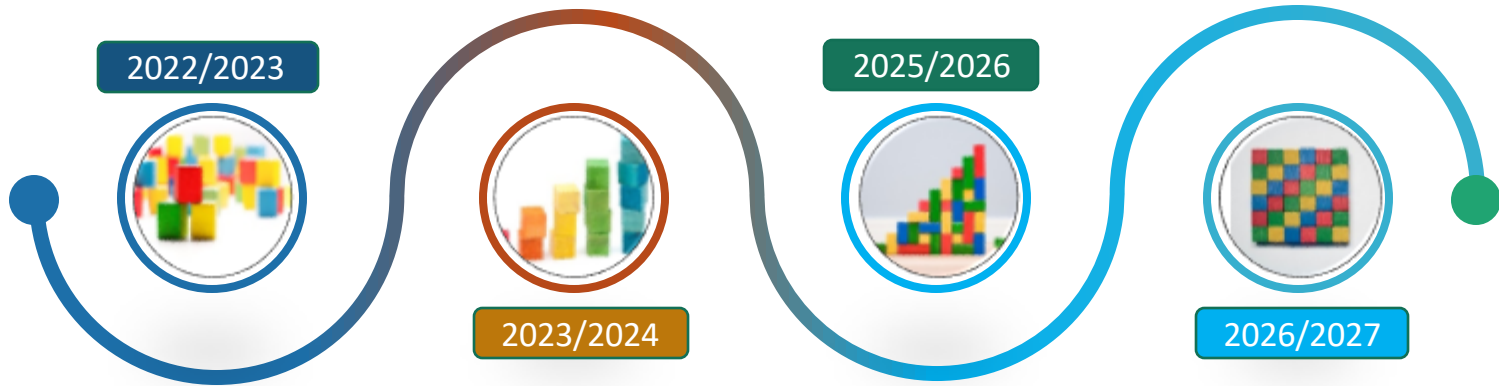




Together We Care – How it all comes together?



Our Implementation Approach and Timeline



BASICS

Creating our firm foundations and plans for the future

BUILD

Transforming our services to enable better delivery.

BETTER

Learning and improving from our building

BEST

Delivering the ambitions and actions of Together We Care

Consultation



We have completed our engagement to draft Together We Care now we need you to see if it meets what you think we should be aiming for – with you, for you



Have a look at our strategic objectives and our ambitions – can you see how it applies to you as a member of our population, a partner or as one of our people working in NHSH?



Do you agree with what we are aiming to achieve over the next 5 years?



Is there anything else you think we need to consider or change?

Consultation Menu

Following the same process as the engagement (4 weeks)

On-line consultation events

Face to face events at locations across Highland

Partner engagement sessions

Email feedback

Postal feedback

Governance committees/programme boards

Website / Intranet

Social media

Press release