

Draft



GRAMPIAN
Acute Sector Strategic Plan
2020 to 2023





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GRAMPIAN Acute Sector Strategic Plan

2020 to 2023

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I am pleased to introduce NHS Grampian's Acute Sector Strategy which details how we aim to provide world class healthcare, in a dynamic learning environment. The Strategy demonstrates how we plan and deliver services and care, and identifies how, through integrated working with partners, including the three Health and Social Care Partnerships, we aim to provide the best possible clinical care in the best possible environment.

Innovation is high on our agenda and the Strategy is clear on what has already been achieved. The Strategy also describes our aims on how we move forward with further innovation including exploring new roles; further embracing digital technology; and how we ensure our workforce is well prepared for the future.

This plan has been produced following a series of engagement workshops, and I would like to give my thanks to all who contributed and for the commitment of staff throughout this process.

Professor Amanda Croft
Chief Executive, NHS Grampian

The Context:

The National Clinical Strategy describes the intention across NHSScotland to deliver more care closer to home and make patients and their families central to all decision-making. The Grampian Clinical strategy has described its shared strategic plan for the population of the North East and North of Scotland. In this document the Acute Sector presents its Strategic Plan over the next three years to support and develop Tertiary and Specialist services within Grampian that operate in the context of both regional and national delivery systems. This plan is intended to be progressive and will take into account the continuously changing and complex landscape of health and social care both within the region and across the nation. To effectively deliver our plan we will continue to reflect, engage and be guided by all our teams on the political, cultural, financial, workforce and leadership challenges that confront us.

The Acute Sector of NHS Grampian provides high quality, safe and world class healthcare in a dynamic learning environment. Working with our staff, patients and partners our intent is to focus on the delivery of planned care and respond to the unscheduled care needs of our population.

This is embodied in our focus on delivering complex secondary and tertiary planned and emergency interventions (which cannot be undertaken in primary care settings) for the population of Grampian, the North of Scotland and the provision of some specialist national services locally. We will strive to ensure our services are optimally positioned, sustainable and continue to develop new and innovative pathways to improve health and well-being outcomes uniformly across the entire life cycle of our population. The Acute Sector will continue to support and endorse the "Making Every Opportunity Count" (MeOC) programme aimed at supporting everyone to live as well as they can and embrace fully the reinforcement of self-care principles to maintain health.

Through this document we capture how we will achieve this in the context of the Grampian Clinical Strategy by describing who we are, what we do, our relationship with our partners, particularly our Health and Social Care Colleagues, our vision and values and our plans to deliver patient centred compassionate equitable care across our acute hospitals and beyond.

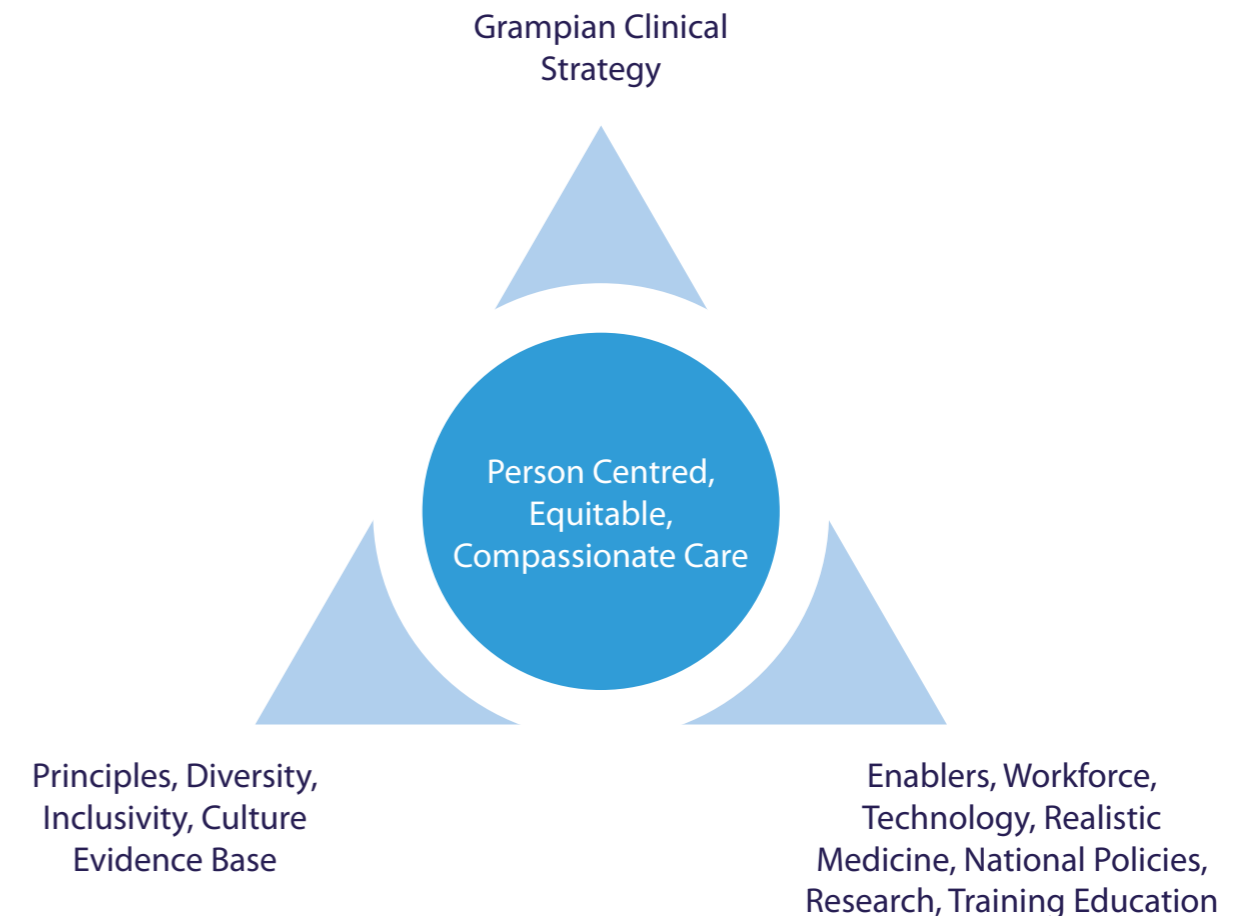
To get the best from this document please use the embedded links to access more detailed information on some of our key enabling and supporting strategies, policies and plans.

VISION ON A PAGE:

The acute sector will deliver healthcare across an integrated system matched to need

PRIORITIES:

Planned Care, Unscheduled Care, Self-management and Prevention, Integration



Who are we and what do we do?

The Acute Sector is large and complex and we aim to deliver healthcare across an integrated system matched to need. We are proud of our diverse workforce and our inclusive approach to supporting equitable access to education, training and career progression. This in turn reflects the diversity and multi ethnicity of the population we care for and support. Through our leadership and governance structure clinical, managerial and ancillary staff work together to not only deliver high quality core services but to continually learn, innovate and redesign. We aim to provide the people of Grampian with the best possible care in the best possible environment.



NHS Grampian Equality and Diversity Workforce Monitoring Report 2018/19

Each year NHS Grampian...



Delivers **5,600** babies.



Undertakes circa **315,000** new and return outpatient appointments.



Performs over **39,000** operations.



2.6 million samples analysed.

Working in the Acute Sector are...

- Over **2000** nurses.
- **1200** medical and dental staff.
- Over **800** domestic services staff.
- Nearly **800** healthcare support workers.
- **278** catering staff.
- Over **200** midwives.
- Over **180** physiotherapists, occupational therapists, speech and language therapists and dietitians.
- Over **170** radiographers.
- **169** medical secretaries.
- **149** portering and grounds staff.
- Around **100** clinical coordinators and receptionists.

The Acute Sector delivers secondary and tertiary care to the residents of Grampian, the North of Scotland and beyond. For certain services we also host both regional and national delegated services and are operationally accountable. We function across our healthcare systems collaboratively with the Integration Joint Boards, the System Leadership Team and the NHS Grampian Board.



Acute IJB Link Diagram



The majority of services including tertiary specialist care are delivered on the Foresterhill Campus, one of the biggest health campuses in Europe. Foresterhill hosts Aberdeen Royal Infirmary, Aberdeen Maternity Hospital and Royal Aberdeen Children's Hospital (RACH). RACH is one of only three dedicated children's hospitals in Scotland and the redevelopment of emergency care facilities enabled the creation of a link between the adult and paediatric emergency departments meaning that families caught up in trauma situations will receive their care close together. Aberdeen Maternity hospital has a long history of providing pre and post natal care to generations of our population stretching back to the 1800s. The maternity hospital will be relocated to the new state of the art Baird Family Hospital named after the Baird family who have contributed so much to medical and midwifery practice in Aberdeen and Scotland.

We refer frequently to innovation and NHS Grampian has a well articulated strategy that describes the organisation's plans to support and nurture innovation at all levels. The Acute Sector is no stranger to innovation and translation into clinical practice:

- Grampian launched the first Major Trauma Centre in Scotland and our model of co-ordination, communication and networking has set the standard for rest of the country.
- We are the sole provider of hyperbaric treatment for therapeutic recompression in Scotland.
- We are the preferred bidder for the provision of Extracorporeal Membrane Oxygenation (ECMO) services for Scotland.



Innovation Hub

- We are an accelerator site for the Access Quality Improvement (QI) initiative which supports the routine application of improvement science to deliver sustainable change and improvement.
- We have new facilities coming on stream as part of our capital investment programme that will provide modern, purpose built spaces which will improve experience for both patients and staff.



Elective Care Centre

Baird Family Hospital

Anchor Unit

Artist's impressions of the Anchor Unit, Baird Family Hospital and Elective Care Centre.

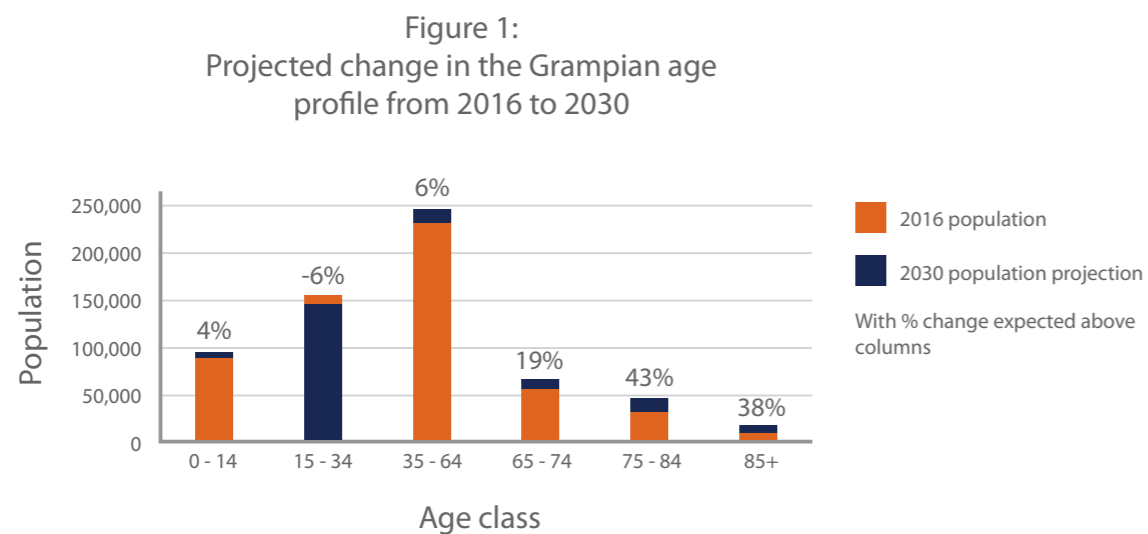
Co-located on the Foresterhill campus are the University of Aberdeen Medical School including the Rowett Institute of Nutrition and Health offering a unique opportunity for collaboration on research and training.

 [Our Commitment to Research: 2019 - 2023](#)

Secondary care services are also provided at Dr Gray's Hospital in Elgin and Woodend Hospital in Aberdeen.

There are outreach clinics for various services across Aberdeenshire and Moray delivered from a range of locations including Community Hospitals as well as Aberdeen Community Health and Care Village in the centre of Aberdeen City. Grampian consultants also travel to Stracathro Hospital in Tayside to deliver services as well as to the northern isles of Orkney and Shetland; though increasingly telemedicine is being used rather than traditional face to face appointments all aimed at bringing care closer to home.

The Acute Sector will meet the future demand of our ageing population (Figure 1) through a 'whole system' approach by working increasingly in collaboration with our partners in the three Health and Social Care Partnerships.



This includes exploring new roles, embracing digital technology and ensuring our workforce is well equipped for the future. It is not yet clear how new models of working will impact upon the overall need for secondary care services but there is a wide range of local and national documents which set out the principles that will help us to prepare for the future including our underpinning local Workforce and Organisational Development Plans.

 [NHS Grampian Workforce Plan 2019 - 2022](#)

 [Acute Organisational Development Plan 2019](#)

The Strategic Landscape



New roles

There are some excellent examples of how we are developing and adapting our workforce to deliver high quality, efficient and sustainable services now and in the future.

- **Physician Associates**
The Acute Sector has worked with the University of Aberdeen to train the first cohort of Physician Associates in Scotland and to champion this role within the healthcare setting. These posts are offered a year's internship with a view to encouraging them to continue practising in Grampian. They play an important role in sustaining core service delivery by completing tasks previously undertaken by junior doctors. We are already looking forward to welcoming the next cohort.
- **Advanced Pharmacist Practitioner**
This enhanced clinical practitioner has been embedded in obstetrics, gynaecology and paediatrics in Dr Gray's Hospital in Elgin to augment the medical workforce. It includes delivery of care such as prescribing, care planning and diagnostic testing at all stages of the patient pathway. A key aim of introducing the role is to determine if it can reduce reliance on a wholly medical workforce model in the long term. The post has been positively received by both clinical staff and patients and the extended skill set of the postholder means there is a degree of resilience in overall staffing as well as additional support for junior doctors in training.
- **Wellbeing and Enablement Practitioners**
The Diploma of Higher Education (Dip HE) in Wellbeing and Enablement is a new, innovative course which has been designed to meet the changing workforce demands within Health and Social Care setting and to support new ways of delivering quality, person-centred care. NHS Grampian is investing in this course to support the career progression and development of Healthcare Support Workers (HCSWs) into level 4 roles. Fifteen places have been allocated to Acute in the first cohort with a commitment to ongoing recruitment each year. The course is designed to support learning in the workplace, and HCSWs will maintain their employment with NHS Grampian whilst undertaking their studies on a part time basis.
- **Operating Department Practitioner (ODP)**
All Health Boards in Scotland are engaged in delivering the new Dip HE ODP course in conjunction with the University of the West of Scotland (UWS). In the first cohort, theatres across Acute services are supporting 15 ODP students for the two year programme to achieve competencies in scrub, anaesthetics and recovery. The aim is to support 10 new ODP students each year until a full substantive perioperative workforce is achieved.
- **Magnet**
The Magnet Recognition Program® provides a roadmap to nursing and midwifery excellence, which benefits the whole of an organisation. NHS Grampian has committed to this programme. For nurses and midwives, this means education and development through every career stage, which leads to greater autonomy at the bedside. For patients, it means the very best care, delivered by nurses and midwives who are supported to be the very best that they can be.



Our vision and values

The development of the Acute Sector Strategic plan commenced in December 2018 with a series of 'Setting the Direction' engagement workshops. There has been excellent engagement throughout the process and the commitment of staff has been hugely encouraging. In terms of:

- **Prevention**
We have a role in prevention at all stages of the patient journey in our system and we will ensure national screening programmes are well positioned.
- **Self Management**
We will ensure the principles of Realistic Medicine are comprehensively applied.
- **Planned Care**
We will deliver specialist services ensuring they are safe, equitable, responsive, resilient and flexible. To ensure the care and treatment we offer is effective and of value we will embed and work to the principles of Realistic Medicine. Currently, work is progressing with colleagues in Public Health and Wellbeing and Health and Social Care to offer both alternative non-medical or self-help pathways. Linked to planned care will be the ability to support teaching, education and research within Grampian and across the region. We will continue the work commenced with our District General Hospital, Dr Gray's to ensure it continues its transformation to be a vital part of our network providing access to non-tertiary level care to the population of Grampian. Our relationship with Stracathro Hospital Regional Treatment Centre will be further developed to provide access to ambulatory facilities.
- **Unscheduled Care**
We will facilitate transformation of clinical pathways to manage patients near to home, ensure smooth patient flow when admission is required and efficient discharge when safe. This will require facilitative dialogue and collaboration with partners in Integration Joint Boards and Health Social Care Partnerships.

The output of our workshops provided clear principles, captured in the diagram overleaf, which encompasses the Acute Sector's drive to provide the highest standard of equitable care within a culture of compassion and collaboration. It will be delivered by an empowered, valued and skilled workforce. These core values set the tone for how the Acute Sector will deliver its contribution to the Grampian Clinical Strategy and to health and social care across Grampian and the North of Scotland.



To enable the correct tone to be set it is essential we work to understand and positively influence not only the physical environment of the Acute Sector but also its culture and the wellness of staff. In acknowledgement, we will make staff health and wellbeing a priority. We will

- Encourage teams to both participate and reflect on their service using iMatter.
- Work with partners to implement new diagnostic organisational cultural tools that help teams to identify particular areas that can be improved with targeted interventions.
- Ensure leadership at all levels promote positive mental health, musculoskeletal wellbeing and healthy life styles by embedding these principles in all we do and in our staff induction systems.

Click on the boxes below to find out more, or just keep reading:



What will we do?

- Deliver National Targets (OP/IP/Cancer).
- Deliver more care as daycase and OP.
- Improve access to diagnostics.
- Improve flow for unscheduled care patients.
- Optimise service delivery through improved linkage with Dr Gray's Hospital.

How will we do it?

- Implement approved waiting time plan.
- Seek external capacity to meet immediate demand but transform services to achieve sustainable improvement.
- Further develop the multi-disciplinary team.
- Optimise capability of Physician Associates, Clinical Nurse Specialists, Advanced Nurse Practitioners.
- Redesign services to deliver more one-stop care.

High quality safe equitable care delivered at the right time by the right person in the right setting taking into account the different needs of our population, including those who experience poorer health outcomes.

What does the Grampian Clinical Strategy say?

- Valued and involved staff are a pre-requisite for successful delivery of sustainable change.
- Focus on enhancing clinical roles.
- Ensure integration of prevention and self management.

What about our partners?

- Collaborate on development of community hubs to allow transfer of activity closer to home.
- Collaborate on development of pathways to improve flow into and out of hospital based services.

What will we do?

- Work with patients, carers and families to codesign key services.
- Engage with patients to ensure care and treatment is truly person centred and aligned to their goals.
- Ensure our approach reflects key national strategies e.g. Our Voice Citizens' Juries, Scottish Leadership Qualities Framework.
- Keep equity at the forefront of what we do with due regard to 'Our Fairer Duty Scotland'.

Collaborative working with patients and families

What does the Grampian Clinical Strategy say?

- Partnership working is identified as a priority by patients and staff.
- We must reduce silo working and improve communication between primary and secondary care.
- Make best use of resources on regional basis.

How will we do it?

- Develop a model of integrated working with our HSCP partners so that patient experience is that of seamless care between sectors.
- Improve our processes and communication methods with patients to reduce unwarranted delays.
- Embed Make Every Opportunity Count (MeOC) as part of an inclusive systems approach ensuring we direct patients to appropriate support.
- Review the configuration of services across main hospital sites to ensure co-ordinated and equitable delivery of service.

What about our partners?

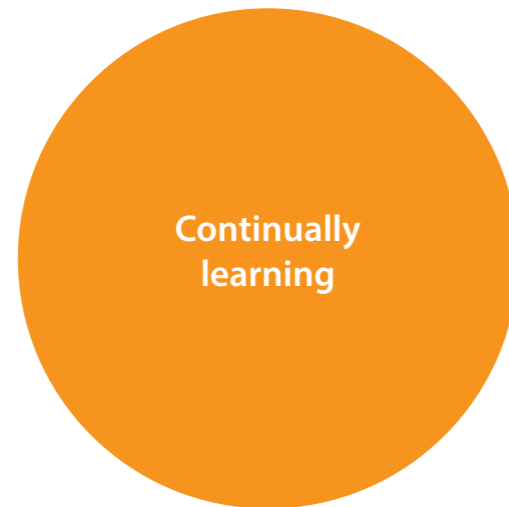
- Patient experience must be of seamless care.
- We must work together to support people to achieve their own quality outcomes and goals that improve their quality of life.

What will we do?

- Ensure our entire workforce is at the heart of change.
- Support staff to access training and development opportunities so they can learn new skills and be prepared to explore innovative ways of working.
- Seek out research and development opportunities.

How will we do it?

- Support staff to engage in learning and development opportunities (e.g. SCILs, Leadership Programme, Career Aspirations).
- Support staff to get involved with service redesign (Baird Family Hospital, Best Start Programme, Facing the Future Standards).
- Use MeOC to optimise prevention and self management within our priorities.
- Build on existing relationships with educational partners.



What does the Grampian Clinical Strategy say?

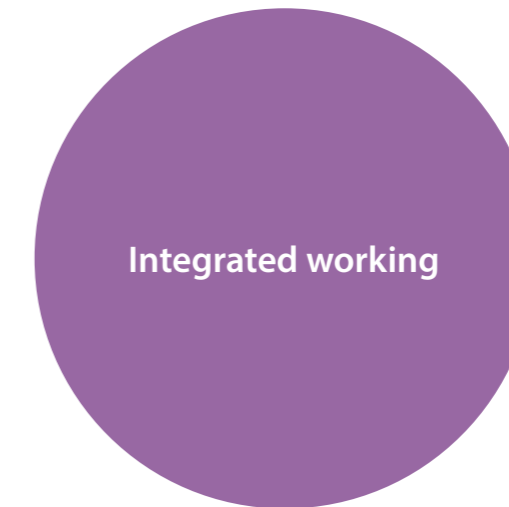
- Learning is an integral part of core business.
- NHS Grampian's Workforce Plan recognises the need for training to prepare staff for change.

What about our partners?

- Develop posts which work flexibly across acute and primary care.
- Seek opportunities for shared learning.

What will we do?

- Work across sector boundaries and borders to improve cancer pathways.
- Work collaboratively with primary care to develop clear referral pathways and criteria.
- Work with partners to reduce unnecessary attendance at Unscheduled Care (USC) services and convert USC events to planned care.
- Support the development of trustful links between Primary and Secondary care.



What does the Grampian Clinical Strategy say?

- Make best use of regional opportunities.
- Reduce silo working.
- Improve communication between primary and secondary care.

How will we do it?

- Continue to support the development of Grampian Guidance.
- Make best use of clinical decision making tools that support patient involvement.
- Develop appropriate educational material.
- Develop referral pathways between Acute and Healthpoint services to offer alternative services to patients.
- Improve communication between primary and secondary care and explore opportunities for shared learning.

What about our partners?

- Collaborate on strategic planning of delegated services (USC, Gen Med, Respiratory, Palliative, Older Peoples' Medicine, Rehab Medicine).
- Work together to share learning, resources and skills.
- Collaborate on development of roles that work across sectors.

What will we do?

- Create a culture of inclusiveness and mutual respect.
- Invest in the existing workforce and encourage new staff to join the team.
- Work towards compliance with the Health and Care (Scotland) (Staffing) Bill.

How will we do it?

- Embed use of I-matter as a tool to support team building and facilitate respectful feedback.
- Review the output of the Sturrock Report and ensure recommendations are implemented.
- Continue to develop new roles and expand the multi-disciplinary team (e.g. PAs, ODPs, Health and Wellbeing Practitioners. See page 10).



Valuing everyone's contribution

What does the Grampian Clinical Strategy say?

- A confident, competent and healthy workforce is the key to transformation.
- Staff should be supported to access the right training and learning opportunities and supported to increase their wellbeing.

What about our partners?

- All staff are entitled to be treated with dignity and respect by peers, colleagues and patients.
- Respect our staff and give them the support and trust they need to fulfil their potential.

What will we do?

- Continue our proud history of research and innovation leading to excellence in practice.
- Support our staff to engage in research opportunities.
- Redesign our services to achieve best in class standards.



Strive for excellence

What does the Grampian Clinical Strategy say?

- We must create the right environment for workplace innovation across the entire system.
- Let's get the best from key resources.
- Enable new ideas to be generated from within.

How will we do it?

- Improve IT systems to enhance system connectivity.
- Target research opportunities in key services e.g. Interventional Radiology.
- We will use our Digital Strategy to transform services to improve patient flow and reduce waiting times across all disciplines.
- Promote use of technology enabled care (telehealth, Near Me, home monitoring).

What about our partners?

- Work together to ensure our health and care systems are equipped for the future.
- Ensure we are well positioned to take advantage of new technologies and new ways of working.
- Focus on information sharing,

Priorities for action

Our six Clinical Divisions have developed plans that expand on the actions noted under each theme and are now working with individual services to drive forward implementation. This is a considerable undertaking at every level and there are some extra challenges given our role as a teaching hospital as we work to accommodate the learning needs of our students and staff while continuing to deliver timely, safe, equitable and effective care. Training the clinical workforce of the future is a priority for us and our relationship with the University of Aberdeen and the Robert Gordon University is not just about teaching. The presence of clinical academic colleagues on the Foresterhill Health Campus provides a unique opportunity to work together on new and exciting developments that have the potential to transform how we provide and deliver health care in the future and this is a key theme within our Learning and Development Strategy.



Acute Sector Divisional Driver Diagrams

Where are we going?

In order to achieve the transformational change required to meet both our strategy and vision we will ensure that not only do we have the right workforce in place, supported to work collaboratively across teams, departments, locations and sectors by a strong organisational plan but we also develop within our teams a powerful positive culture that draws from the diversity of our workforce.

- It is important that every member of our workforce feels valued through recognition of the contribution they make to service delivery and acknowledgement that they often go above and beyond their duty to ensure our patients receive the best care possible.
- We utilise reward and recognition schemes to acknowledge and celebrate the commitment and dedication of our staff. The recognition from peers is extremely positive for those nominated as well as for the winners.
- Our ambition is to reduce the time patients wait to be seen by a specialist and to deliver truly responsive care with the patient at the centre of everything we do and involved in decisions about their care and treatment in a way that works for them.
- We want to work jointly with our Health and Social Care Partners to ensure patients receive care and treatment in the most appropriate place for their situation or condition and if they need to move between primary, secondary, tertiary or social care then they do this seamlessly.

We have described our vision and values and we are preparing the way ahead by focussing on the development of new, innovative roles and ways of working while still working hard to deliver timely and effective care here and now.



A key component of transformational change is being able to track and measure the impact of the new components we are introducing across the system. The Acute Sector Leadership team has developed a leadership and governance structure that will facilitate improvement and oversee the delivery of change.



Meetings Structure – Managing Risk, Seeking Assurance, Clear Decision Making, Open and Involved Management Team

This structure facilitates appropriate engagement across the system from service delivery, advisory committees and staff side partnership colleagues, ensuring a continued focus on agreed priorities including the development of measures that track performance and demonstrate improvement. The governance structure will also play a key role in the Acute Sector's risk strategy and will ensure, in particular, that finance and workforce plans are aligned with the transformation programme.

Summary

We have described what is important to us and outlined how we will work in collaboration with our staff, partners and most importantly with patients, carers and families to deliver the range and standard of service our population deserves.

We have stated our priorities and we have outlined the steps we will take to address these.

We now need to consolidate our approach to implementation and begin to work together to make it happen.

Acknowledgements

With thanks to the following organisations for their contributions to the report:

- Advisory Board: Area Clinical Forum; Area Medical Committee; Consultant Sub Committee
- NHS Grampian System Leadership Team (SLT)
- Acute Sector
- Organisational Development Team
- Corporate Communications, Corporate Graphic Design
- The senior ALT triumvirate extend their special thanks to Aileen MacVinish, Susan Harrold and Anne Inglis



