

## **Efficiency Statement**

NHS Grampian achieved its three key financial targets for the year 2015/16:

- ✓ Operated successfully within Revenue Resource Limit
- ✓ Operated successfully within Capital Resource Limit
- ✓ Met Cash Requirement

Successful achievement of these targets was made possible through the delivery of efficiency savings totaling £25.053 million during the course of 2015/16. These savings were delivered through a range of efficiency initiatives aimed at eliminating waste, increasing productivity and delivering best value from service redesign while maintaining and enhancing the quality of front line clinical service delivery.

NHS Grampian as a responsible steward of public resources consistently strives to deliver increased value through improvements in the economy, efficiency and effectiveness of its functions. Continuous Service Improvement (CSI) and best value is firmly embedded within the culture throughout NHS Grampian.

Preparing for health and social care integration was a key area of focus, working closely with local authority and third sector partners to achieve the delegation of key health and social care functions to the new Integration Joint Boards within the prescribed timescales. The IJB's were formally established on 6 February 2016 and are legally constituted cross sector bodies providing a focus for NHS Grampian to work in partnership with other agencies, including Local Authorities and Primary Healthcare contractors, in the provision of integrated services to the local communities. Executive and Non Executive Directors of the NHS Grampian Board are members of the Integration Joint Boards which will provide the future strategic direction for the integration of adult health and social care.

Other key areas of achievement included implementation of our unscheduled care programme with 95% of all patients consistently seen at our Emergency Departments within four hours and our work on patient flow and to redesign services in the community delivering an overall reduction in the number of delayed discharges. 2015/16 also saw an improvement in access to cancer services following a significant injection of resources both in terms of additional staffing and through targeted investment in the equipping and staffing of a new endoscopy service at the Aberdeen Health and Community Care Village.

Primary care services continue to respond to pressures arising from demographic change, changes in clinical practice and increased patient expectations by developing revised ways of working, strengthening the multidisciplinary team approach and encouraging greater involvement of patients and the population as a whole to take responsibility for the improvement of health and the delivery of local healthcare.