



Plan
for the 
Future
Healthier Together
2022 - 2028



Plan for the Future

Summary

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Executive Summary

Welcome to this summary of NHS Grampian's Plan for the Future 2022 to 2028. This is an overview of our approach to the plan; why we need to change; our strategy; and the plans which will support the delivery of our strategy.

In developing our Plan we engaged intensively with the public, colleagues and partners. This engagement, along with what we know is happening locally and nationally, helped us shape what our organisation will do over the next six years and beyond. Please see further detail on the engagement process here - **What You Told Us** (www.nhsgrampian.org/about-us/planforthefuture/what-you-told-us/)

What You Told Us 

Three simple things we believe to be critical to our plan are:



PEOPLE



PLACES



PATHWAYS

These are described in more detail here - **What We Intend To Do** (www.nhsgrampian.org/about-us/planforthefuture/what-we-intend-to-do/)

What We Intend To Do 

We want to create a sustainable health and care system over the next 10 years. To do this we need to balance enabling wellness while still responding to illness and ensuring timely delivery of services. We must also do the things that can positively impact on health and we will need to work with all colleagues, partners and public if we are to ultimately reduce demands on healthcare.

A Case for Change sets out the challenges we face, described in more detail here **Case for Change** (www.nhsgrampian.org/globalassets/foidocument/foi-public-documents1---all-documents/Plan-for-the-Future_2022-2028_Case-for-Change.pdf)

Case for Change 

We know that access to services is a bigger issue than ever before and too many people are waiting too long for the care they need. We know we need to work differently with our partners to improve population health and reduce inequalities. We recognise the challenges that our colleagues have faced over the last two years and continue to face and the impact this is having on morale and wellbeing.

We know we have challenges ahead and need to change significantly and quickly. We will only be able to achieve our aims with your full support and by working together, united in our vision and intent.

Whether you work in health and social care, for one of our partner agencies or are a member of one of the communities we serve, we hope you will feel inspired by this approach. Please do join us on this journey to create the health and social care system in our area that we all want to see.

The Plan is not a static document. We will update it regularly with reports on how we are doing. We are publishing the plan digitally so we can keep improving it in real time.

Our Approach

Engagement and Co-Creation

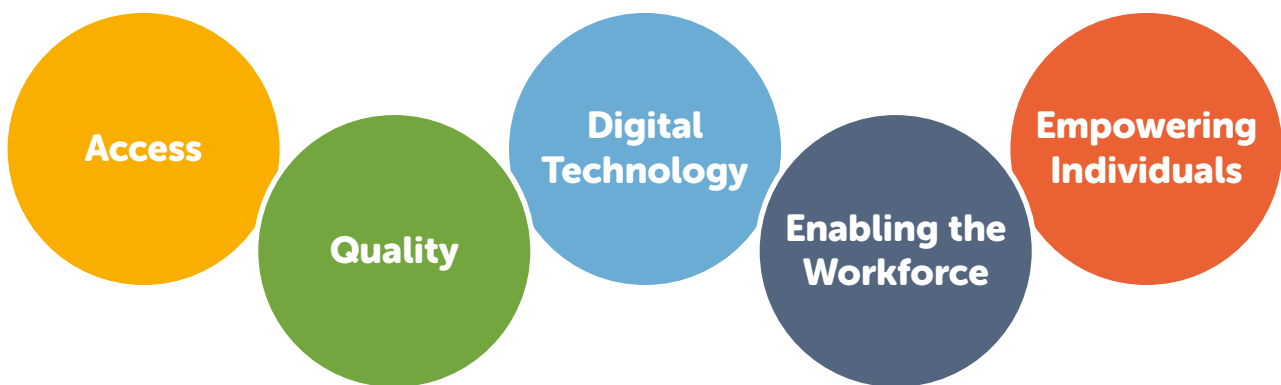
From the start, we have developed the Plan with colleagues, public and partner organisations.

We followed national best practice in our engagement so it was meaningful and meant we created a plan that everyone helped to develop (this is called “co-creation”).

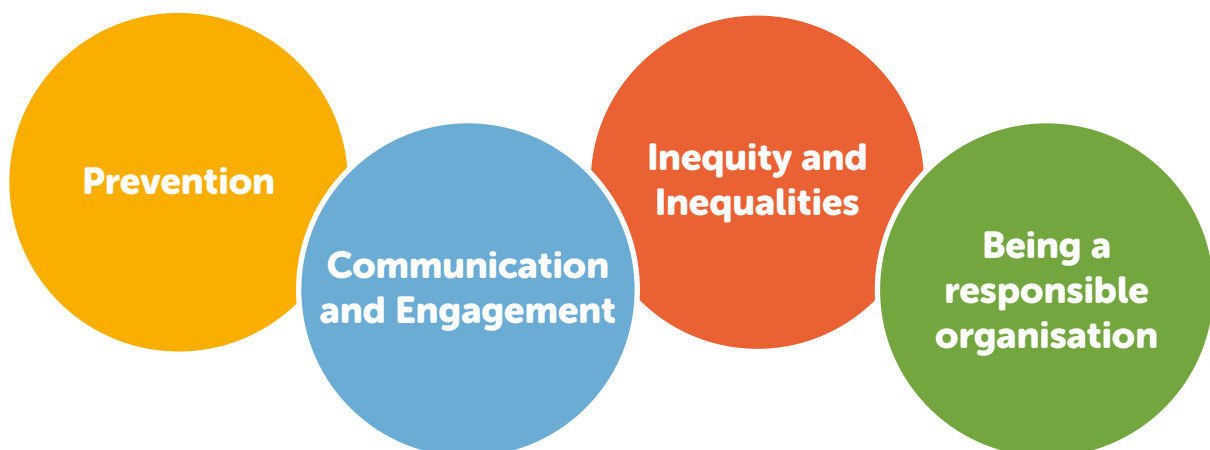
We also made a commitment to have ongoing engagement and conversations with stakeholders after the plan is published. This will be key in supporting the successful delivery of our Plan in the months and years ahead.

We followed the Scottish Approach to Service Design (SAtSD) which has four phases: discover, define, develop and deliver. The approach, our findings and evaluation are covered in detail on the website. The high level themes from both Phase 1 and Phase 2 of the engagement are shown below.

Phase 1 High Level Themes



Phase 2 High Level Themes from Focus Groups/Workshops



NHS Grampian's Case for Change



Population Health

The health of our population is at risk of deteriorating and existing inequalities have increased along with other wider impacts of COVID-19.



Healthcare

The way healthcare is delivered has been changing and this needs to continue if we are to manage the impacts of COVID-19 including the waiting list backlog, workforce and financial pressures.

- Waiting list backlog - with current demand/ capacity waiting list likely to grow by as much as **13,000** a year.
- Workforce growth - **1%** workforce growth in national plans over the next **five** years is not enough to keep up with demand
- Annual financial gap of **£60 million** projected for Grampian by **2026**.



Climate Change

Climate change is one of the biggest threats to health and our biggest opportunity to make a difference. We have a responsibility for the environmental stewardship of our extensive estate and facilities and a Scottish Government target of net-zero greenhouse gas emissions by **2045**.



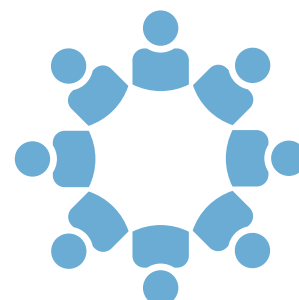
Health Improvement

We can reduce new health problems, stop some from getting worse and manage those we live with. We want to create a prosperous and flourishing society, where we each have an opportunity to enjoy the best possible health and quality of life.



Self-Care

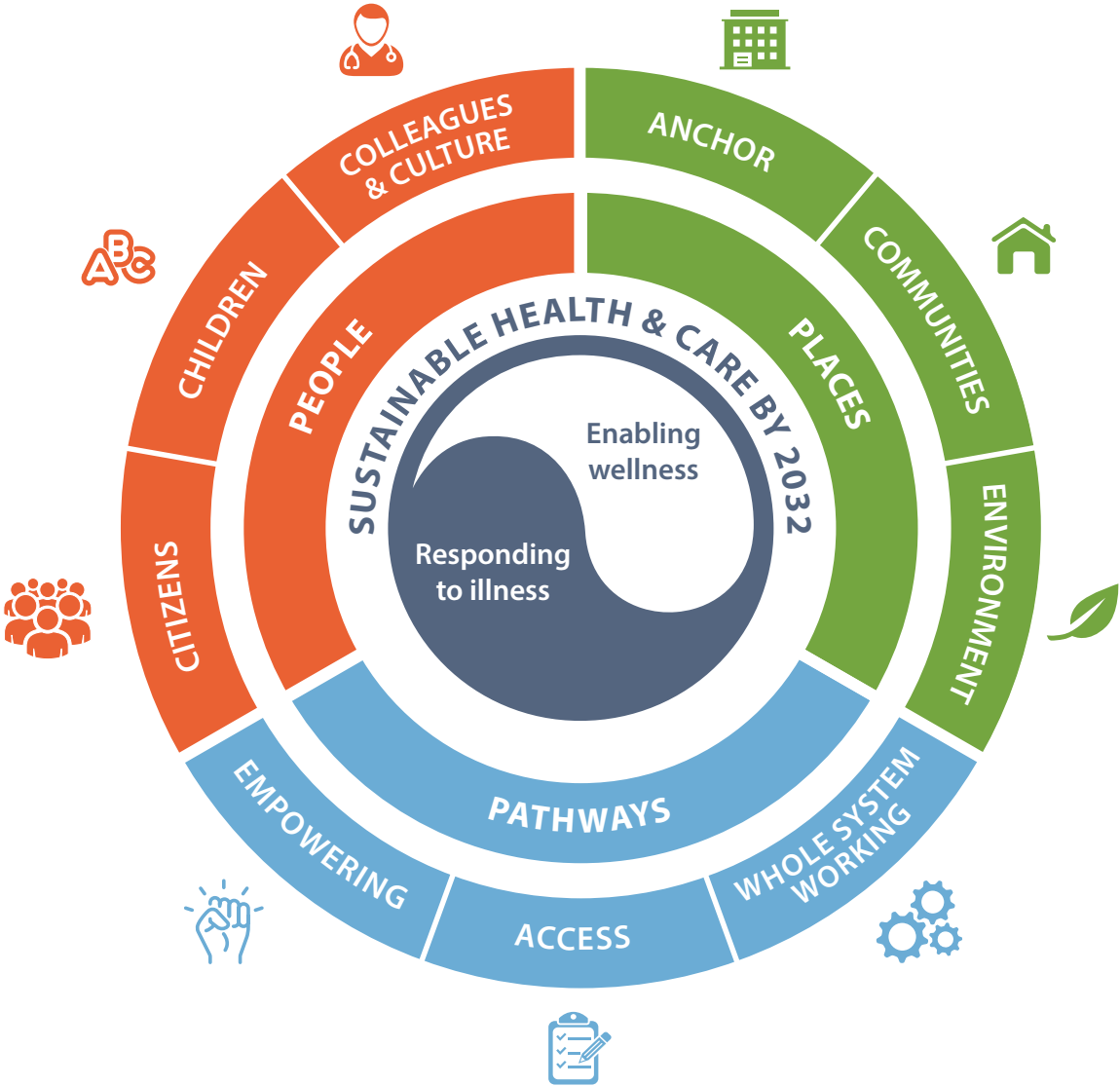
The pandemic has shown how we can care for ourselves with the right tools. Person and community centred approaches where individuals are supported and enabled to manage their own health can improve health and wellbeing.



Building and Supporting Local Communities is Central to the Case for Change

Our communities help us flourish, by supporting and enabling individuals to make the right lifestyle choices and healthcare decisions. We all need to look beyond just health to improve our wellbeing.

Our Strategic Direction and Priorities



 **PEOPLE**
Joining with people to flourish.

 **PLACES**
Using our places to proactively seek the best health and wellbeing and fairness for all.

 **PATHWAYS**
Enabling a partnership approach to our pathways of care.

PEOPLE

Joining with people to flourish

Our people are our most important asset. We need to invest our time and efforts to create a different conversation and relationship with the people of Grampian. This will ensure we can provide sustainable health and care services in the future while meeting the health and wellbeing needs of the population.

Our Principles

We will:

- Work with people as partners in their own care.
- Ensure we hear a wide range of voices and truly listen.
- Use language that focuses on strengths, resilience and assets, and reduce the use of jargon.
- Be clear about our priorities and what we will do.
- Enable staff, patients and public to take a leading role in how care is delivered. Provide them with the tools and support they need.
- Use trusted voices from our organisation and communities to increase the number of people we reach.
- Demonstrate the difference this approach makes in a range of ways to build trust and momentum.

Our Priorities



Citizens

To live in a fair and vibrant society where individuals flourish, we will focus on improvements for all citizens, joining with them in partnership.



Children

We want to focus on children and their families to enable healthier and happier future generations.



Colleagues and Culture

We recognise the challenges our colleagues face. We will focus on improving their experience because a valued, empowered and thriving workforce will create and lead the innovation we need.

PLACES

Using our places to proactively seek the best health, wellbeing and fairness for all

In our priorities under Places we are committed to be a mindful and deliberate partner, working with others to achieve sustainable change for our communities.

Our Principles

We will:

- Be mindful of our much wider impact on society and future generations.
- Focus on aiming for people to be well within their local communities.
- Earn people's trust by doing the right thing with the populations we serve both now and in the future.
- Create environments (both social and physical) that encourage promoting health and wellbeing.

Our Priorities

 <p>Anchor*</p>	<p>We will use our role as an anchor organisation and our reach and influence to make a real difference in Grampian.</p> <p>* An organisation that has major influence on local communities.</p>
 <p>Communities</p>	<p>We will be an active and committed partner in community development and planning. We will integrate the work we are already doing to support communities to thrive.</p>
 <p>Environment</p>	<p>We want to be a leader in sustainability and reduce our impact on the environment.</p>

PATHWAYS

Enabling a partnership approach to our pathways of care

We want to have pathways of care, which are responsive and adaptable to meet individuals' needs. Care is currently fragmented; people don't know how to navigate their care and it can be difficult to access services in a timely manner.

Our Principles

We will:

- Acknowledge and respond to the impact our decision-making can have on inequalities.
- Use data and intelligence to highlight inequity and share our findings.
- Ensure people in a care situation are well informed and we are honest and transparent with them.
- Work together with partners in Grampian and beyond to 'push' in the same direction.
- Recognise and value the equal role partners play and hold us and them to account.
- See people as a 'whole person' in the context of where and how they live.

Our Priorities

 <p>Empowering</p>	<p>We aim to have pathways that are empowering, built with and around people and their families, ensuring they are partners in their care.</p>
 <p>Access</p>	<p>We know that access to services is an issue and many people are waiting too long for the care they need. We want pathways that are quick, simple and efficient.</p>
 <p>Whole System Working</p>	<p>To ensure the care we provide is joined up and connected around people, we need to work as a whole system. We need to keep people at the centre of everything and not let traditional boundaries get in the way.</p>

Supporting Package of Enabling Plans

NHS Grampian's Plan for the Future sets out the strategic direction for 2022 to 2028 and provides a framework for other key plans to be aligned to, ensuring that our strategic intent becomes a reality.

Ongoing Communication and Engagement

- Designing services with people.
- Ongoing collaboration with partners.
- Developing new relationships and conversations.
- Be a 'listening' organisation.
- Support and enable colleagues to have different conversations.

Service Transformation Through Digital Strategy

- Outcomes.
- Universal adoption of electronic records.
- Safe, secure, accessible and reliable.
- Improve health and social care.

Finance (Medium Term Financial Strategy)

- Resources targeted at delivery of strategic priorities.
- Ensure sustainability (financial and environmental).
- Support improved outcomes through transformation of service delivery.

Infrastructure

- Five year investment programme to support strategic priorities.
- Improve estate and asset performance on all key indicators, including an environmentally sustainable and carbon neutral infrastructure.
- Disinvest from buildings with high operating costs.
- Invest and develop in innovative technology.

Workforce

- Build a sustainable workforce.
- Enhance culture and staff experience.
- Development of three-year workforce plan.

Leadership

- System Leadership.
- Portfolio approach.
- Clinical Professional Leadership and Governance – high quality safe care.

Learning Health System

- Use of technology to improve use of research and organisational learning.
- Draw evidence real-time.

Performance Assurance

- Shared outcomes will be measured against objectives.
- Linked to Performance, Assurance and Governance Framework.

Population Health Alliance

- Build on strong partnership relationships.
- Create system of public health learning across partners.
- Collective responsibility.
- Share best practise.

Realistic Medicine

- People and their healthcare team working in partnership.
- Shared decision making.
- Reduce variation and waste.

Strategic Risk

- NHS Grampian Risk Management Lifecycle.
- Risks stored in Datix (our specialised database).
- Risk Register for the Plan developed.

The Grampian Delivery Plan will underpin the Plan for the Future (2022 to 2028). It will be framed around People, Places and Pathway and our nine strategic priorities.

The Delivery Plan will set out our current position and how we hope to achieve our aims. It will include key milestones against our priority areas for Year One, Year Two and Year Three. It will also detail how we will measure our progress over the lifetime of the Plan for the Future and will be supported by three year plans in areas that will enable us to achieve our ambitions (namely workforce, finance, digital and infrastructure).

The Delivery Plan will also reflect Scottish Government priorities (listed below) as we learn to live and work with COVID-19 and look ahead to regenerating our health and care services.

Scottish Government key priorities for 2022/23 include:

Staff wellbeing

Recruitment and retention of our health and social care workforce

Recovery and protection of planned care

Urgent and unscheduled care

Supporting and improving social care

Sustainability and value

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