



**Plan**   
for the  
**Future**  
Healthier Together  
**2022 - 2028**

# NHS Grampian's Three Year Delivery Plan 2023-26

Plain English Summary







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## Plain English Summary

### What is the Three Year Delivery Plan about?

Our Three Year Delivery Plan covers August 2023 to March 2026. Our priorities are focussed around People, Places and Pathways and will also support delivery of the Scottish Government priorities for 2023 to 2026.

Our plan will help us achieve more sustainable health and care by 2032. These ambitions are described in more detail in our Plan for the Future 2022 to 2028.

Plan for the Future 



**PEOPLE**



**PLACES**



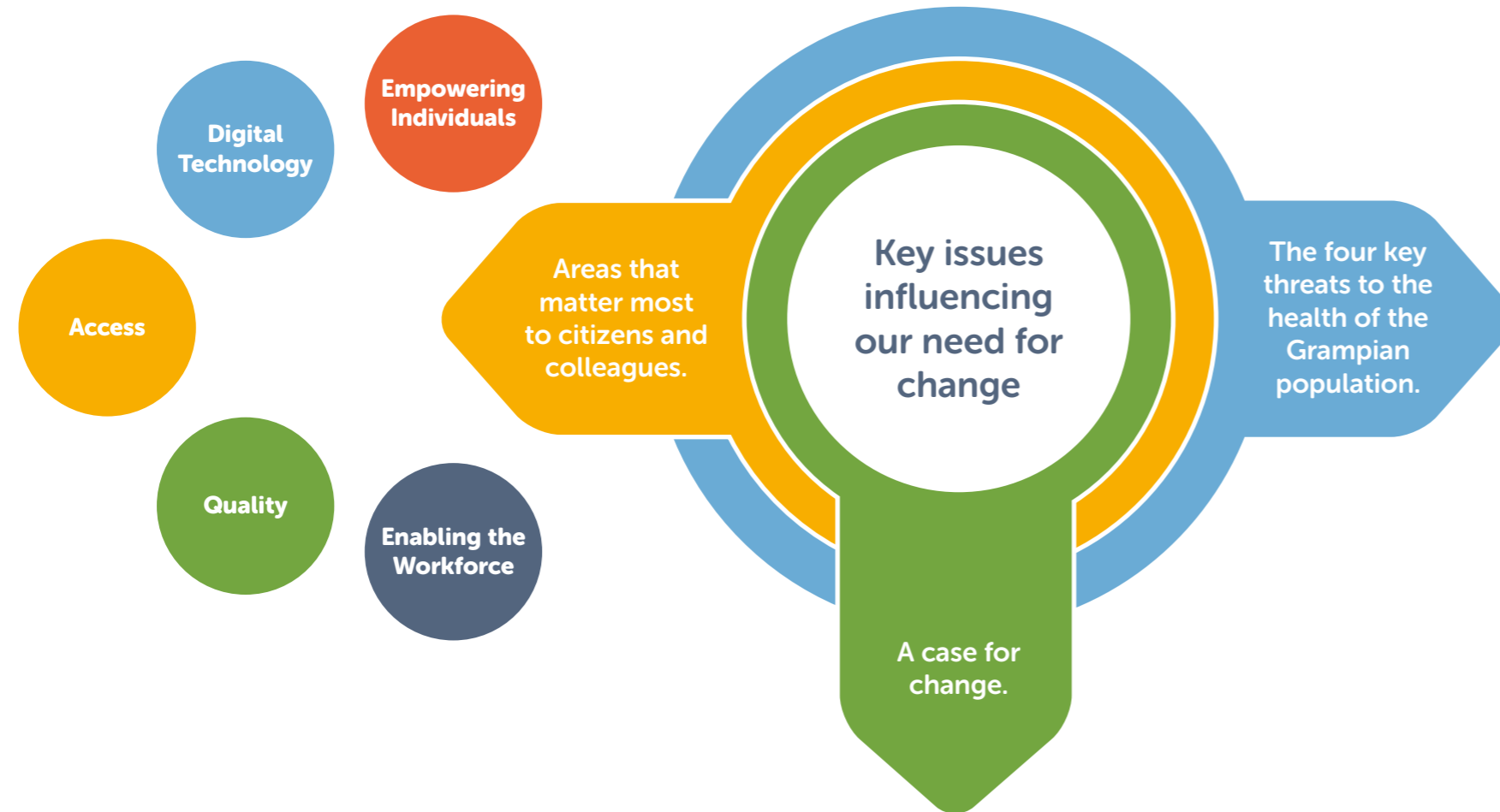
**PATHWAYS**



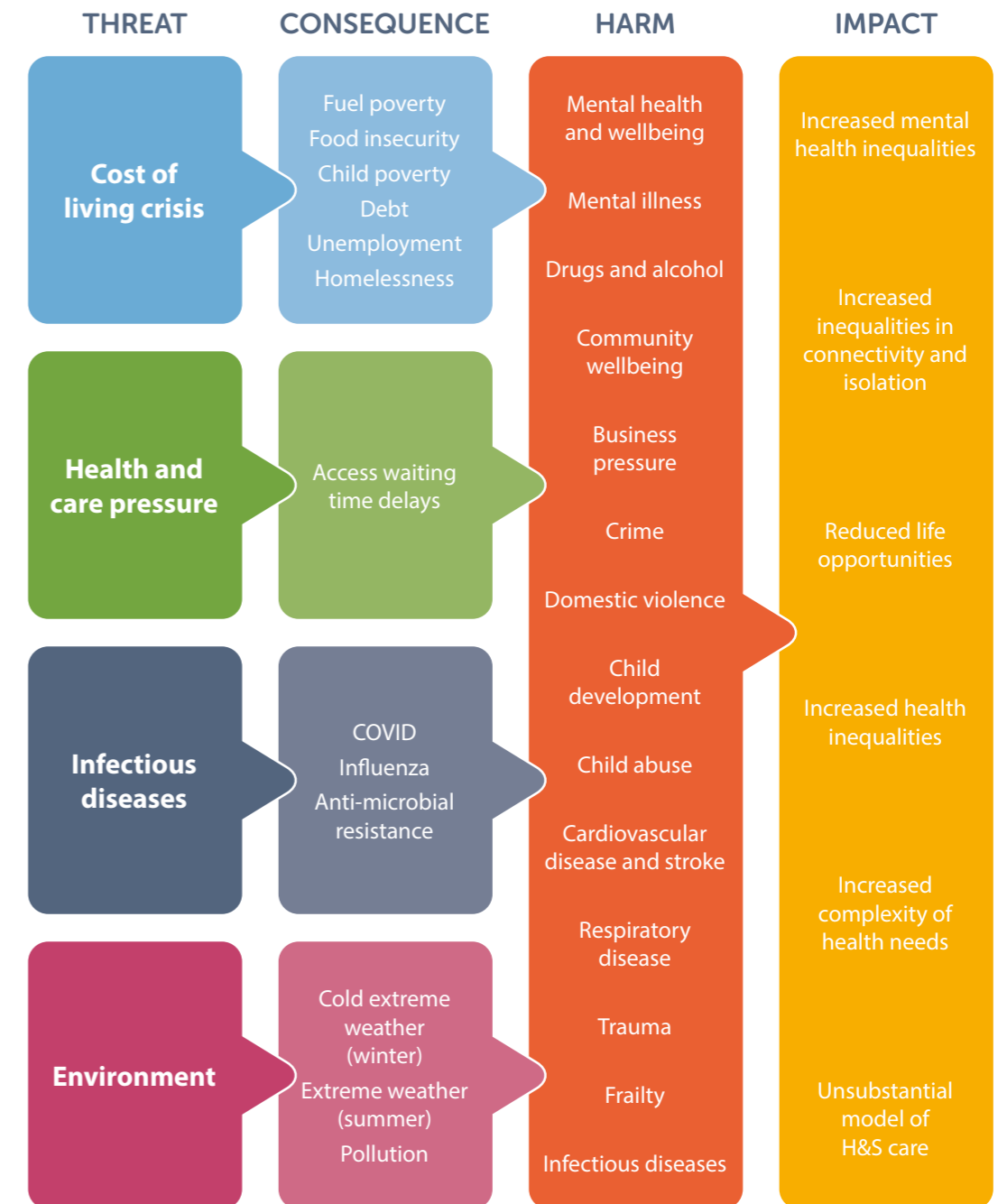
## Why do we need to change?

Key issues are shown in the bottom right of the diagram below.

We also understand what matters to citizens and colleagues in Grampian. We have solid foundations of robust intelligence, strong partnership working, clear direction with shared ambitions, and the dedication of our colleagues and partners. We are well placed to make sustainable changes which will improve outcomes.



The way healthcare is delivered has been changing - this needs to continue.	The health of our population is at risk of deteriorating and existing inequalities have increased.	Good health is a means to an end - it is our communities that help us flourish.
Climate change is one of the biggest threats to health and our biggest opportunity.	The pandemic has shown how we can care for ourselves with the rights tools.	We can help keep people well for longer, reduce new health problems and stop some from getting worse.





## Strengthen colleague and citizen engagement to improve health

### What are our priorities for March 2026?

By the end of March 2026, we will:

- **Strengthen colleague and citizen engagement to improve health.**
- **Create the conditions for sustainable change.**
- **Improve preventative and timely access to care.**

These priorities will help us to make significant progress towards the aims in our Plan for the Future.

### What difference will these make?

Achieving the three priorities would mean:

- **We will have built a different relationship with our colleagues and citizens. We aim to be a partnership of equals.**
- **We will have made fundamental changes in how we deliver health and care to support future sustainability.**
- **We will have improved how people access care, working in partnership with them, and we will focus more on prevention.**

### How will we deliver these?

We can only deliver these priorities by working with our citizens, colleagues and partners, including the third sector.

To ensure our resources will make the biggest impact, we have listed key actions for the first year (by March 2024). These are described below:

### Right workforce to deliver care now and in the future

Improving how we work with our colleagues will support a positive experience for staff and people accessing our services. This will also help us attract people with the right values, retain colleagues and redesign services fit for the future. We also want to develop our colleagues through education and refresh our commitment to research.

### Culture and wellbeing

We have increased our focus on enabling and encouraging a positive culture (using tools such as Best Practice Australia (BPA), Magnet and Culture Matters). We also want to focus on sustained investment in supporting the health and wellbeing of staff.

### People powered health

**A vision that recognises people's lived experience and opinions as a valuable asset in helping shape health.**

We want to create a partnership of equals and place people more in control of their health and wellbeing. We will focus on developing how we work with the public and ensure we hear a diverse range of voices. We will also develop a volunteering strategy and implement training to support trauma-informed practice (at first focusing on professionals working with children).

### Children's health and wellbeing

How we engage with children and young people is crucial. Several factors impact on the outcomes of children, such as increased poverty due to the higher cost of living, the impacts of the pandemic and increased waiting times for specialist surgery. We will focus on tackling these.



## Create the conditions for sustainable change

### Employment, procurement and physical assets

We need to use our position as an “anchor” organisation to reduce inequalities through our employment and procurement practices and the use of our premises. We will focus on identifying opportunities for local and regional suppliers and widening access to health and care careers.

### Population health approach

We want health to be everyone’s business. Together we can act to prevent harm, improve health and support communities to thrive now and in the future. We will develop a five-year plan to tackle health inequalities and test our approaches in child health, mental health and wellbeing, substance use, and place and wellbeing and implement a women’s health plan.

### Greening health systems

#### Making our model of care more environmentally sustainable and adapting to climate change.

We have challenged ourselves to be leaders in sustainability and reduce our impact on the environment. We will publish our Climate Emergency and Sustainability Framework, outlining our aim for net zero, reducing emissions and waste and improving our ‘green’ infrastructure.

### Capital/infrastructure developments

We have several developments in progress that we will continue to prioritise (ANCHOR Centre, Baird Family Hospital, National Treatment Centre and improvements at Dr Gray’s). We will also develop a long-term infrastructure plan for 15 to 20 years, as well as focusing on maintaining our existing buildings.

### Value and sustainability

We have developed a local Value and Sustainability Plan outlining actions to achieve a level of 3% savings for 2023-24. We will implement a programme to oversee this work. We will also continue to embed the principles of Realistic Medicine across NHS Grampian.



## Improve preventative and timely access to care

### Pathway redesign

Our redesign of health and care will look at the whole system, and pathways from end to end. We will work with key stakeholders, focusing on two separate pathways: Adult General Mental Health and Frailty.

### Intelligence-led improvements

We want to focus on how we develop live data modelling. This will allow us to be informed by emerging population health data and demographics. Such data helps us redesign pathways, modernise the surveillance system for health protection and identify areas of low uptake for immunisation and vaccination.

### Making Every Opportunity Count (MEOC)

MEOC encourages staff to have conversations on lifestyle and life circumstances, led by the individual and what is important to them. We want to ensure that MEOC is used consistently across Grampian. We will also increase the number of specialties providing holistic support to people on the waiting lists for procedures (the “Waiting Well” initiative).

### Primary and community care

Working with the Integrated Joint Boards (IJBs), we will develop a joint vision for general practice in Grampian. The vision will identify areas for action as we move towards better resilience and sustainability.



## Secondary care

Our focus on improving access in the short and longer term covers several key areas:

- **Improving access and protecting planned care**

We will focus on reducing the number of people waiting for care with a detailed Planned Care Action Plan. Two new streams of work will help inform us how we protect planned care beds without disturbing other clinical pathways. These streams are the Aberdeen Royal Infirmary (ARI) Bed Base Review and a national working group chaired by a Board Chief Executive and sponsored by Scottish Government.

- **Cancer care**

A new Cancer Strategy for Scotland was published in spring 2023, upon which we will base our local Cancer Plan. We will maintain our good performance against the target of people receiving their first cancer treatment within 31 days of a decision to treat. We will also aim to improve the number of people treated within 62 days of their referral.

- **Urgent and unscheduled care and preparations for winter 2023/24**

Urgent and unscheduled care (USC) services across the system have been under enduring pressure. This has impacted on performance against the 4, 8 and 12 hour Emergency Department (ED) access standard, ambulance turnaround times, length of stay and delayed discharges. This year, we will focus on triage and assessment, patient flow and discharge without delay, expanding Hospital @ Home provision and a surge plan for winter 2023/24. A key piece of work ahead of winter 2023 is starting the ARI Bed Base Review (mentioned in the planned care section above).

- **Mental health and learning disabilities (MHLDD)**

Across all areas of service (children and adults), we have increased demand which we expect to be a continued trend. We will focus on moving towards the national 18-week standard for treatment within our Child and Adolescent Mental Health Services (CAMHS) and for Adult Psychological Therapies.

- **Dr Gray's strategic plan**

In February 2023, we approved the strategic plan for Dr Gray's Hospital. This set out a clear role and function aiming to create a vibrant future for the hospital. We will implement Phase 1 of the Dr Gray's Plan over this next year. This will include developing networked services, focusing on recruitment and retention and year one of the Moray Maternity Services Plan (in collaboration with NHS Highland).

## Progress of 1-Year Delivery Plan (2022-23)

The last year was challenging. We continued to respond to COVID and deal with sustained pressures across the health and care system. Despite this, we did start to make changes to move to a more sustainable position. Our progress against some of the milestones set out in the 2022/23 Delivery Plan is described below and highlights our three objectives for people, places and pathways. Progress has been hampered by system-wide pressures and the need to have "all hands on-deck". That we are still moving forward is testament to the focus and hard work of teams right across the organisation and wider system.

### PEOPLE

- Recruitment and retention of staff is showing some positive signs with 95 new international registered nurses (RNs) in post by June 2023 and signs of stability in non-medical retention rates. However, we still see a significant increase in supplementary staffing (doctors and nurses). Work to set up a medical locum bank is continuing. We are ahead of other boards in our work on re-banding Band 2 healthcare support workers.
- Education and continuing professional development are important. We have agreed monthly protected learning time for Agenda for Change (AfC) staff as part of AfC reforms and we await further detail. All clinical education programmes have been restarted.
- Staff wellbeing is key, and we continue to invest in this. However, our Pulse survey suggests only 49% of respondents believe the 'We Care' programme supports their wellbeing; this is down from the earlier survey. We plan to carry out a more comprehensive review of feedback to understand this better.

### PLACES

- Working with communities on what matters to them helps to build a stronger, healthier society. Experiences of doing this in New Pitsligo has led to a community led celebration of local projects, all helping with health and wellbeing.
- Environmental factors are key to sustainability and our plans to reduce our carbon footprint in our NHS activities and in communities are still developing.
- We have implemented innovative approaches to care which aid quality and safety and help with sustainability. This quarter we have seen the launch of electronic prescribing (HEPMA) and 'GRACE' (an artificial intelligence (AI) driven lung cancer pathway redesign).

### PATHWAYS

- Waiting lists for planned care continue to grow, affected by unscheduled care demands during winter. However, we are making steady progress on reducing patients waiting longer than two years for treatment. The 'Waiting Well' calls continue to be well received by patients. Planned care was also affected by infrastructure problems during winter, including loss of facilities at Dr Gray's (now resolved) and reduced capacity in the Vanguard theatre.
- Achieving good patient flow throughout the pathway of care has been particularly affected by sustained demand for care and the workforce and capacity challenges in social care. There are some signs of easing with a significant drop in delayed discharges during the spring and summer of 2023.

## What could stop us delivering our priorities?

Several issues may prevent us delivering our priorities. We will monitor and help minimise these so they do not stop us delivering our priorities.



Many staff are tired



Rising costs and funding



Accessing extra capacity



Staff vacancies



Ageing infrastructure



Lack of capacity to engage



Complex systems

## How will we know we are making a difference?

We will report our progress (and any challenges) to the Grampian NHS Board and to the Scottish Government every three months.

We will also share updates with colleagues, citizens, communities and our partners and publish progress reports on the NHS Grampian 'Plan for the Future' website Plan for the Future ([nhsgrampian.org](http://nhsgrampian.org))



### Contacting us

If you would like more information or to get involved, please get in touch by contacting [gram.planforthefuture@nhs.scot](mailto:gram.planforthefuture@nhs.scot)



This publication is also available in other formats and languages on request. Please call Health Information Resources Service on 01224 558504 or email: [gram.resources@nhs.scot](mailto:gram.resources@nhs.scot)

Ask for publication MVC 230075

**Published July 2023**