



## Putting People First – An approach to how NHS Grampian listens to and involves people

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### Summary

## Situation

As reflected across the whole of Scotland, NHS Grampian is experiencing more demand for health and care services than the current system can cope with.

Across Scotland, people are spending more of their life in ill health and the number of people dying early is increasing. The gap in healthy life expectancy between the poorest and the wealthiest is growing.

NHS Grampian's Plan for the Future aims to change the relationship with the public so we can create a more preventative system and develop sustainable models of care rooted in communities.

## Background

To help achieve this aim, work has been ongoing to help shape a new approach and to make recommendations for action.

The following activities were carried out to inform the new approach:

- ✓ Evidence-based review.
- ✓ Sounding board of system experts established.
- ✓ Mapping of staff and public engagement within NHS Grampian.
- ✓ Listening to and involving a diverse range of people to help shape the approach.

## Assessment

The work undertaken identified that:

- There is strong support across the system for having a shared approach to how we listen to and involve people.
- The evidence base review highlights the link between listening and engaging well to quality and safety of care provided, staff satisfaction, patient satisfaction as well as financial performance.
- Engaging with people in communities which focuses on building trust and ongoing dialogue can help create a more preventative system. This is most effective when there is targeted engagement with communities, involving trusted third sector, local services and focussing on what really matters to people.
- There are many pockets of good practice around listening to and involving people, but there is not an infrastructure which supports cross-system learning to spread good practice and to identify areas which require collective action.
- Much of the current listening and communicating with the public is episodic, based on specific projects and does not support relational working between people and communities.
- Many staff will need support to develop skills, confidence and capacity to play their part and we have highly skilled teams within corporate services who can provide support.

## Response

Our new ambition, *Putting People First* is for NHS Grampian to lead the way in how we welcome, involve, and invite all colleagues and citizens to contribute to enhance services and to improve the health of people locally. This requires us to nurture relationships, valuing the expertise of people seeking care as much as those providing it. We will grow conditions for participation which starts with what is strong - not what is wrong, and engages with the talent and expertise which exists within staff teams, the wider community and the third sector. We will see more opportunities for people to feedback and help shape existing services and to connect with health to shape more tailored preventative approaches.

The *Putting People First* guiding principles are:

### 1. We Put People First

We strengthen the voice and expertise of lived experience within existing services and support local staff to act on what they hear.

### 2. Collaboration always

We are clear on the unique role and expertise offered by NHS Grampian and collaborate within wider the local system.

### 3. We value each other equally

We equally value the expertise of people seeking care, the third sector alongside the expertise provided by clinicians and celebrate our diversity, using flexible inclusive approaches to support diverse involvement.

### 4. We care about our purpose and learn together

We focus on learning and developing together and we elevate the value of human stories to rebalance a target-focused NHS culture.



## Over time, this will lead to a situation where:

- ✓ Everyone can contribute to improving services and be involved in improving the health of the population.
- ✓ All care pathways having third sector and community involvement.
- ✓ More people are able to self-manage and take an active role in their health and wellbeing.
- ✓ We have a highly motivated workforce who have the autonomy to innovate to improve outcomes.
- ✓ We have reduced inequalities in health outcomes and improvements in the overall health of the population.

## A long term commitment starts with building the foundations

This will be a significant change for the organisation to change culture, develop skills and confidence, build relationships and create an infrastructure, at a time of unprecedented financial challenges and system pressures. A three horizons approach will be taken focusing on building the foundations for this new approach over the new 1-2 years.

Following the principles, we will focus on the building the foundations, collaborating within existing resources and working in collaboration with the wider system across 4 key thematic areas in the next 2 years:

- Increasing people's skills and confidence in listening to and involving people.
- Design and implement community led health approaches - for example; Community Appointment Days.
- Increasing the feedback we receive from the public and acting on what we hear.
- Making listening to and involving people a visible priority and growing a movement of collaborators.

## Oversight and governance

Progress will be overseen by a newly established *Putting People First* Oversight Group and will report regularly to the Population Health Committee.



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