



Together We Care
with you, for you



Cùram Còmhla Leatsa, Dhutsa

NHS Highland
Strategy 2022-2027



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Foreword and Introduction



Professor Boyd Robertson
Chair, NHS Highland Board



Pamela Dudek
Chief Executive, NHS Highland

We are pleased to share with you the NHS Highland Strategy “Together We Care, with you, for you 2022-2027”. This Strategy should be read in conjunction with the Argyll and Bute Integration Joint Board (IJB) Strategic Plan. We will work collaboratively with the IJB to support the ambitions of their Strategic Plan. The past two years have been challenging for all health and social care systems and staff have worked tirelessly in unprecedented circumstances while the public have had to interact in a different way with us. That has been difficult at times for all concerned. Although the pandemic persists, we must look to the future. The World has changed significantly as a result of the pandemic and we need to respond to that and look at how we operate as a health and social care system. Access to health and social care, inequalities, prevention, well-being and our role in climate change will be at the forefront of that review.

Reducing the inequalities gap and improving access to services when people need them will be priorities and we shall be mindful of the welfare impacts of the decisions we take when designing services. The increase in virtual forms of health and social care has been transformational but we need to work with communities to understand where it has worked well and where it has raised concerns. That will enable us to transition together more effectively as we go forward.

Prevention activities are a fundamental building block for communities. We are committed to working with our community planning partners to strengthen the local economy and health profile of the population.

Climate change is a significant area in which the health and care system can contribute positively by working differently. Working with our communities, we can all understand the changes we can make together that will have a significant impact on the future of our planet.

We know people are worried about waiting lists and that access to emergency and urgent care is extremely challenged. We are aiming to get appropriate care delivered in a timely manner as close to home as possible and, when necessary due to the level of specialism involved, in a centre where this can be delivered well ensuring the best outcome for the individual. Remote and rural service delivery is a major challenge but we will work with our communities and partners to understand better how to resolve some of the obstacles that can result in disadvantage.

Our workforce is our greatest asset but we appreciate that they have had a torrid and relentless time during the pandemic. It is humbling to witness their motivation, commitment and passion but we need to ensure that we take good care of our staff. We must also continue to be innovative as we try to increase opportunities to recruit and stabilise our workforce. We will strive to create the best environment for staff to flourish and pay attention to the values and behaviours needed to ensure a positive team approach. That will require all of us to start with ourselves and our contribution to the team, how we work with each other and how we work with individuals and their families to ensure the best experience of our health and care system.

This strategy sets out the ambition. There will be choices to be made, however, as we operate in the context of workforce limitations, financial constraints and the legacy of the pandemic. Our aspirations can only be achieved by working together. We are very grateful to all who participated in the extensive engagement that has taken place in bringing together this strategy and trust that the feedback solicited is evident in the document.

About Us

NHS Highland is managed by a Board made up of Non-Executive and designated Executive Directors. The Board is accountable to the Scottish Government through the Cabinet Secretary for Health and Social Care. All Board Members are appointed by the Cabinet Secretary.

We employ 10,500 colleagues in a variety of roles across the organisation. Our greatest asset is our workforce and the way we go about our work comes from the values and behaviours we demonstrate on a daily basis. As a board we strive to ensure the environment is conducive to nurturing a positive culture, supported and delivered through our NHS and Social Care values.

The Board Members of NHS Highland



Professor
Boyd Robertson
Chair of the Board



Ann Clark
Vice Chair Non Executive Director



Alexander Anderson
Non Executive Director



Gaener Rodger
Non Executive Director



Alasdair Christie
Non Executive Director



Sarah Compton - Bishop
Non Executive Director



Susan Ringwood
Non Executive Director



Gerard O'Brien
Non Executive Director



Graham Bell
Non Executive Director



Muriel Cockburn
Non Executive Director



Phillip MacRae
Non Executive Director



Jean Boardman
Non Executive Director



Garret Corner
Non Executive Director



Joanne McCoy
Non Executive Director



Albert Donald
Non Executive Director



Catriona Sinclair
Chair, Area Clinical Forum



Pamela Dudek
Chief Executive



Dr. Boyd Peters
Board Medical Director



Heidi May
Board Nurse Director



Dr. Tim Allison
Director of Public Health



Heledd Cooper
Director of Finance



Elspeth Caithness
Employee Director

About Us

The Executive Directors Group (EDG) undertakes an Executive leadership role for broader discussion and decision making in relation to the delivery of the Board’s strategic priorities and key operational, clinical and performance issues.

Members of EDG (below) are in attendance at NHS Highland Board meetings. The EDG is chaired by the Chief Executive and all Executive Directors who are also NHS Highland Board Members attend.

Executive Directors Group (EDG)



David Park
Deputy Chief Executive



Louise Bussell
Chief Officer North Highland



Fiona Davies
Chief Officer Argyll and Bute



Katherine Sutton
Chief Officer Acute



Fiona Hogg
Director of People and Culture



Alan Wilson
Director of Estates Facilities and Capital Planning



Ruth Daly
Secretary to The Board



Lorraine Cowie
Head of Strategy and Transformation



Ruth Fry
Head of Communications and Engagement



Deborah Jones
Director of Strategic Commissioning



Simon Steer
Director of Adult Social Care

Professional Advisory Committees (PACs) provide authoritative advice to the NHS Highland Board on relevant matters. The PACs promote an opportunity for development and strengthening communication and networking for clinical professionals. The Board is expected to keep under review and maximise the quality of the advice provided on the Board’s strategic objectives.



The Health and Social Care Partnership

Highland Health and Social Care Partnership (Lead Agency Model)

The Highland Health and Social Care Partnership (HSCP) covers the Highland Council area. The population is broadly equally divided across urban areas, small towns, rural areas and very rural areas. Outside Inverness and the Inner Moray Firth, there are a number of key settlements around the area including Wick and Thurso in the far north, Fort William in the South West and Skye in the West, Aviemore in the South, Nairn in the East. These areas act as local service centres for the extensive rural areas which make up the majority of the region.

NHS Highland is the Lead Agency for Integrated Health and Social care for Adults, while The Highland Council is the lead agency for Integrated Health and Social care for Children. There are four coterminous managerial areas for NHS Highland and The Highland Council children's services. There are also nine local Community Planning Partnerships. The governance of the partnership is managed by the Joint Monitoring Committee which consists of the two lead agencies, representatives from the Third Sector, Independent partners, service users and carers. These partners are represented in strategic planning and governance processes.

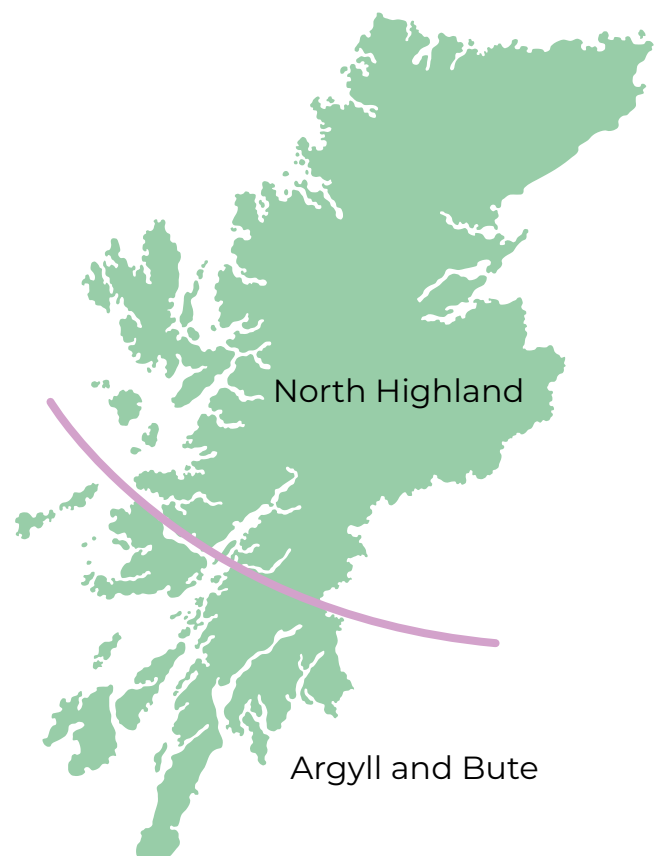
Argyll and Bute Health and Social Care Partnership (Integration Joint Board)

Argyll and Bute Integration Joint Board (IJB) is the public body that has strategic oversight and direction of the integrated services across Argyll and Bute. Through the Health and Social Care Partnership, NHS Highland ensures the safe and effective delivery of the healthcare services in partnership with the Council Social Care Services. This is supported by a partnership integration scheme determining the partnership agreements. All NHS Services are delegated to the Argyll and Bute IJB.

The area is divided into four localities:

- Oban, Lorn and the Isles (including Lorn and Islands Rural General Hospital in Oban)
- Mid Argyll, Kintyre and Islands
- Cowal and Bute,
- Helensburgh and Lomond

Argyll and Bute HSCP also manages its own corporate services. Argyll and Bute IJB has approved, in May 2022, its three year Joint Strategic Plan and Joint Strategic Commissioning Strategy which establishes the vision, strategic objectives and priorities setting out the strategic direction for how health and social care services will be shaped in the coming years. There are a number of areas where Argyll and Bute IJB works with NHS Highland collaboratively and these are detailed and planned each year as part of our Annual Delivery Plan.



Argyll and Bute IJB Strategic Plan

WHAT WE ARE PLANNING FOR

85,430 PEOPLE 3.6% SINCE 2010

WORKING AGE POPULATION

47% POPULATION LIVE IN 'RURAL AREAS' (2020)

23 INHABITED ISLANDS AT THE 2011 CENSUS.

THE OLDEST IN THE POPULATION

INCREASED DEMAND FOR HEALTH AND SOCIAL CARE SERVICES FROM CONTINUED INCREASES IN THE NUMBERS OF OLDER PEOPLE.

69% POPULATION (LIVE IN 'VERY REMOTE' AREAS (RURAL OR SMALL TOWNS)) (2020)

45% OF SMALL AREAS ARE WITHIN THE MOST ACCESS DEPRIVED IN SCOTLAND.

12,000 PEOPLE AGED 16+ PROVIDE UNPAID CARE IN ARGYLL AND BUTE

MAINTAIN WORKFORCE AS THE POPULATION OF WORKING AGE DECREASES

OUR HSCP 8 STRATEGIC OBJECTIVES

Promote health and wellbeing across our communities and age groups

Support unpaid carers, to reduce the impact of their caring role on their own health and wellbeing

Support staff to continuously improve the information, support, and care they deliver

Efficiently and effectively manage all resources to deliver best value

Reduce the number of avoidable emergency hospital admissions & minimise the time that people are delayed in hospital

Support people to live fulfilling lives in their own homes for as long as possible

Institute a continuous quality improvement management process across the functions delegated to the partnership

#KEEPTHEPROMISE

HSCP SERVICE AREAS

Children & Young People

Older Adults

Mental Health

Primary Care

Learning Disability

Carers

Public Health

Violence Against Women and Girls

BUDGET 2022/23 - £320.9 MILLION

Choice and Control & Innovation

Prevention, Early Intervention and Enablement

Community Co-Production

Living Well And Active Citizenship

PEOPLE IN ARGYLL AND BUTE WILL LIVE LONGER, HEALTHIER INDEPENDENT LIVES

HSCSP SERVICE AREAS

Children & Young People

I am listened to and centre of decisions

Older Adults

Mental Health

TEC

Primary Care

Interoperable Interface

Learning Disability

Engagement in Meaningful Activity and Relationships

Carers

hearing their voice 12,000 unpaid carers

Public Health

Violence Against Women and Girls

Compassion

Integrity

Excellence

Leadership

Respect

Continuous Learning

A&B Transforming HSCPI Together
Argyll & Bute Health & Social Care Partnership

JOINT STRATEGIC PLAN 2022-2025

PEOPLE IN ARGYLL AND BUTE WILL LIVE LONGER, HEALTHIER INDEPENDENT LIVES

[READ HERE](https://bit.ly/jisp-abhscpe-2022-25)

[HTTPS://BIT.LY/JISP-ABHSCPE-2022-25](https://bit.ly/jisp-abhscpe-2022-25)

Joint Strategic Plan 2022-2025
PEOPLE IN ARGYLL AND BUTE WILL LIVE LONGER, HEALTHIER INDEPENDENT LIVES

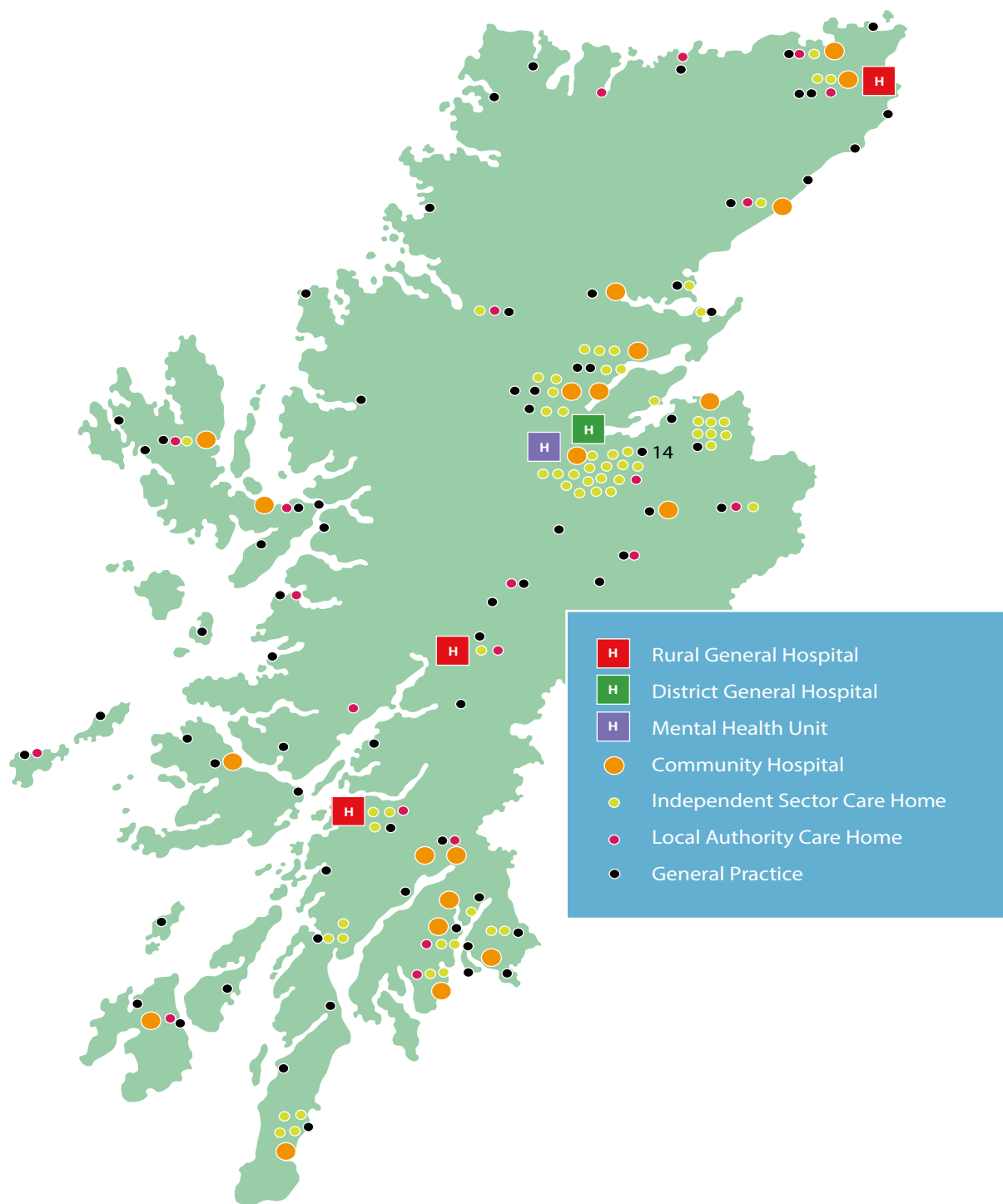
Operational Landscape

We work with people of all ages who need health and care in both hospital and community settings. Our health and care services are provided in people's homes, community settings and hospitals. We try and support people to avoid a hospital admission whenever possible.

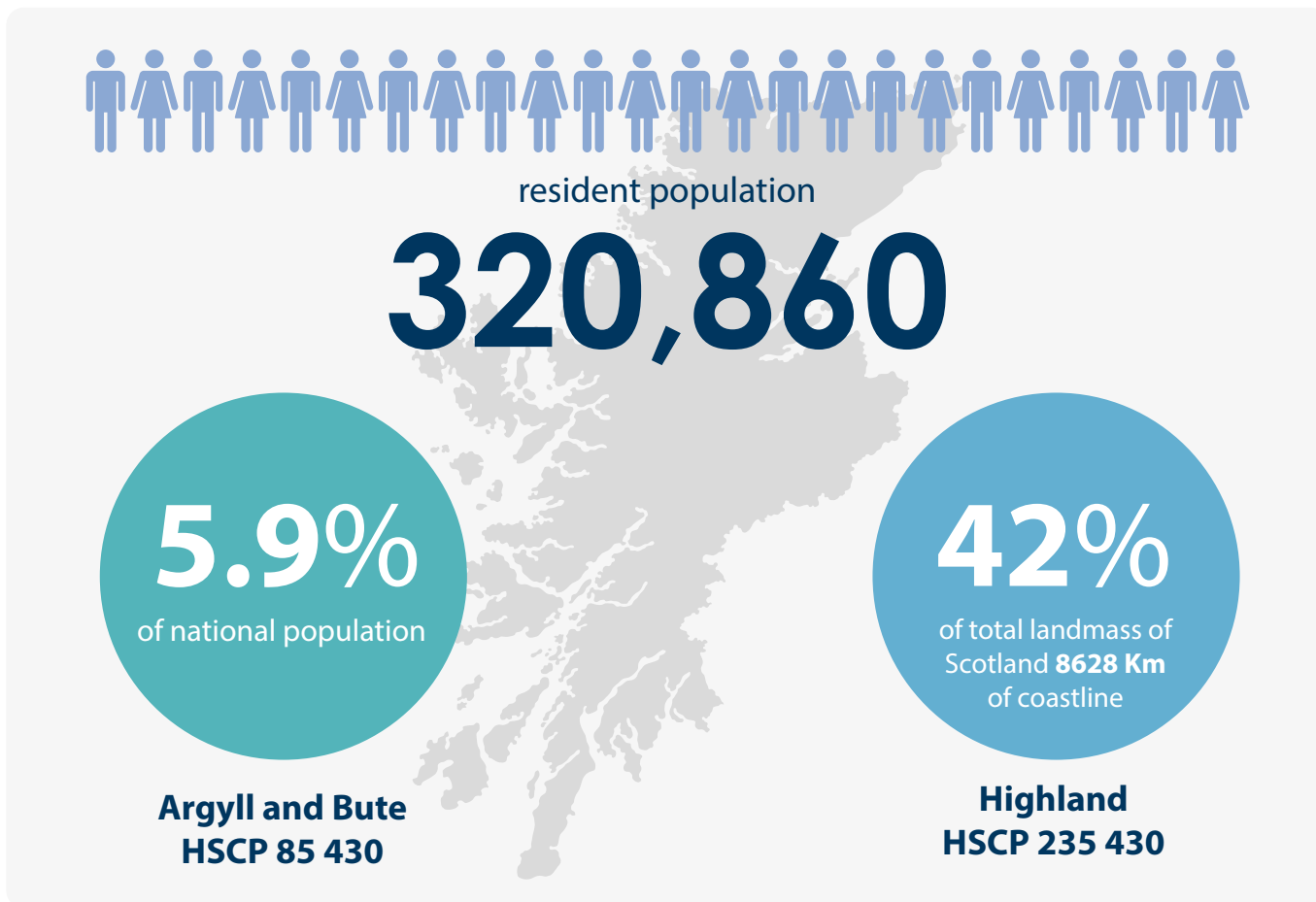
Our services cover the whole of North Highland and Argyll and Bute.

We provide services from 20 community hospitals, a learning disability unit, a specialist mental health hospital at New Craigs and four rural general hospitals. We also have our major acute hospital, Raigmore Hospital, which is in Inverness.

Many of our services are delivered in partnership with primary care, social care and the voluntary sector.



Population Context



Minorities

5,826
ethnic population 2001
2%
of total Highland population

16,561
ethnic population 2011
5.2%
of total Highland population

Health Inequality and deprivation

9%
population live in deprived areas

5.4%

Population speak Gaelic
Other languages spoken include; Polish, Spanish, Arabic and Latvian
(from requests for interpretation, NHS Highland, 2021 descending order)

Major Causes of Death

- Cancers
- Circulatory system diseases
- Respiratory system diseases
- Dementia

Life Expectancy

77.6 Years
male

81.8 Years
female

Unemployment Rate

3.4%
+ 16 yrs. Highland

3.8%
Scottish average

Child Poverty

23.5%
children aged 0-15
live in poverty

24.3%
Scottish average

Education

95.7%
1 or more pass at
SCQF level 4

96.2% Scottish average

64.9%
1 or more pass at
SCQF level 6

66% Scottish average

People Context



10,745

people currently employed by NHS Highland to support the health and care of our population.

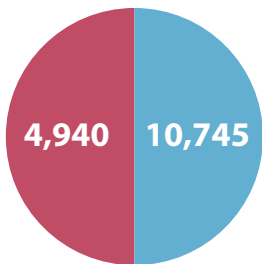
full time **47%**

part time **53%**

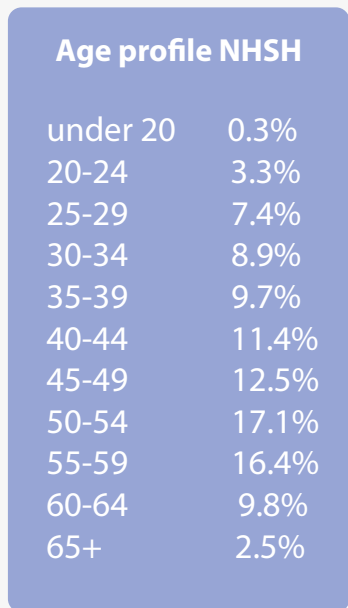
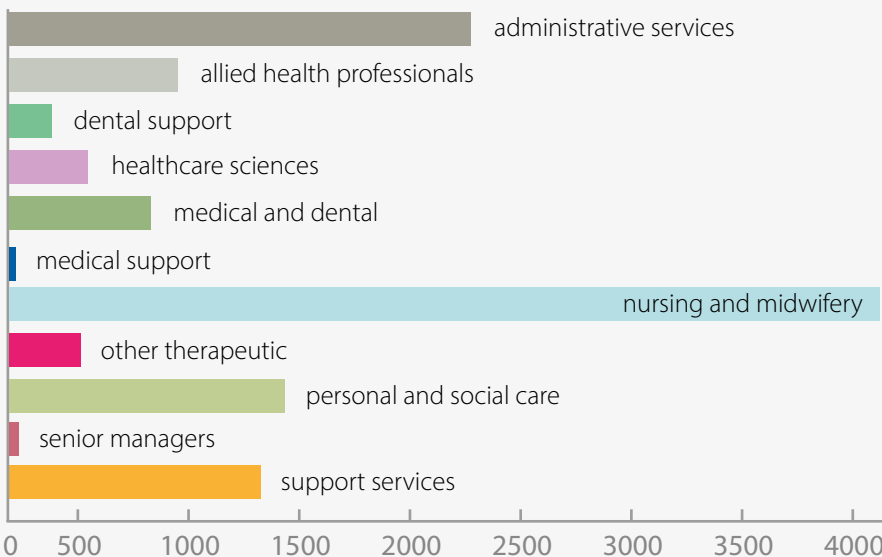
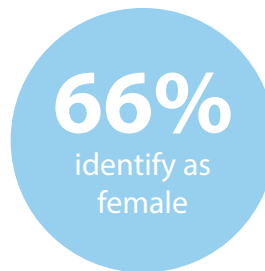
8,602 whole time equivalent

93.7% permanent contract

Health care workforce in Highland



independent NHS sector NHS Highland



Values

Care . Compassion . Dignity.
Respect . Openness . Honesty .
Responsibility . Quality . Teamwork .

Care and compassion

Quality and teamwork

Openness, honesty and responsibility

Dignity and respect

Our core values are the principles and beliefs that we use to guide us as we deliver health and care and they are pivotal to our future. These important concepts should apply to everything that we do as individuals.

They ensure that all colleagues, partners and service users are treated in a fair, consistent and non-discriminatory way.

Strategy overview

Our Mission

To anchor with our communities to support their health and wellbeing

Our Vision

Outstanding care delivered by an outstanding team

Our Strategic Objectives

We have three strategic objectives that help us to achieve our mission and vision:

Our Population

Deliver the best possible health and care outcomes

Our People

Be a great place to work

In Partnership

Create value by working collaboratively to transform the way we deliver health and care

PERFORMING

Embedding strong foundations and principles within our organisation.



Finance



Health inequalities



Governance



Quality

PROGRESSING

Ensuring an innovative approach to our future.



Climate change and environment



Digital



Research and innovation



Realistic medicine

Strategic Outcomes


To deliver on each of our strategic objectives we have developed a set of 16 strategic outcomes, underpinned by an Annual Delivery Plan that will help us achieve our vision and mission.

Our Population deliver the best possible health and care outcomes



1 start well	2 thrive well	3 stay well	4 anchor well
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Our People be a great place to work

5 grow well	6 listen well	7 nurture well	8 plan well	
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In partnership

transform health and care by working together and creating value through partnership



9 care well	10 live well	11 respond well	12 treat well
13 journey well	14 age well	15 end well	16 value well

Outcome 1

Start Well

Give every child the opportunity to start well in life by empowering parents and families through information sharing, education and support, before and during pregnancy.

What you said

"Perinatal mental health should be implemented and expanded."

Female, aged 25-45, East Ross

"Women deserve a welcoming place to birth their babies where the family unit is supported."

Female, aged 45-60, East Ross



"More support for first time mothers before and after childbirth leading to happier childhoods and less mental health issues."

Female, aged 45-60, Inverness- Shire

What we will do

Empower parents and families through support and information to see the benefits of choosing to eat well, being a healthy weight and being physically active from pre-pregnancy to later life.

Improve the access and quality of post pregnancy care, especially within vulnerable groups, to improve infant health outcomes and the development of strong parent-child relationships.

Ensure that we implement all the recommendations of Best Start and ensure parents and families have the best care experience possible throughout pregnancy and birth.

What can you do?

For more information on a healthy pregnancy, please visit:

<https://www.nhsinform.scot/ready-steady-baby/pregnancy/your-baby-s-development/having-a-safe-and-healthy-pregnancy>

Outcome 2

Thrive Well

We will work together with our families, communities and partners to build joined-up services that support our children and young people to thrive.

What you said

“Improved services for children and young people with disabilities. Investment in children’s services to ensure we meet the evolving health needs for all children in our communities.”

Female, aged 45-60, Argyll & Bute

“I think that one area that needs to be focused upon immediately and into the future is the neurodevelopmental/child mental health resources available in the Highlands.”

Female, aged 25-45, Nairnshire

“Paediatric in-patient and dedicated out-patient area.”

Female, aged 45-60, Caithness



What we will do

We will work collaboratively to deliver #keepthepromise to play our part in giving every child in Scotland the chance to grow up loved, safe and respected so that they realise their full potential.

We will work together to deliver support to those children and young people who have health and care needs, to allow them to thrive.

We will support our children and young people who have mental health or neurodiversity needs with timely, accessible care and a ‘no wrong door approach’.

What can you do?

For more information on healthy growth and development, please visit:
<https://www.nhsinform.scot/healthy-living>

Outcome 3

Stay Well

We will work alongside our partners by developing sustainable and accessible health and care focused on prevention and early intervention.

What you said

"Self-care, empowering people to take responsibility for their own health."

Female, aged 45-60, Inverness-shire

"The most important priority to me after 20 years of service in NHS Highland is prevention and focus on health inequalities.

This is achievable through providing support to people with their behaviours, focus on signposting to services and empowering patients and staff to help to improve population health and building community resilience."

Female, aged 45-60, Inverness-shire

"Prevention is better than cure."

Female, aged 25-45 years, Ross-shire



What we will do

We will deliver robust screening and vaccination programmes ensuring uptake is maximised and access is equitable across our population.

Engage with individuals, families and communities to strengthen protective factors and reduce health risk factors, to support people to make healthier choices for their future.

Ensure more people are empowered to take control of their own health and wellbeing.

What can you do?

For more information on our vaccination programmes, please visit:
<https://www.nhsinform.scot/healthy-living/immunisation>

Outcome 4

Anchor Well

Be an anchor by working as equal partners within our communities to design and deliver health and care that has a focus on our population and where they live.

What you said



“There was a huge increase in demand through the covid pandemic due to lockdown and change in lifestyle activities and decrease in services due to staff illness, redeployment, decrease in planned surgeries.”
Female, aged 45-60, not known

“We need seamless services that fit around the patient, not the patient having to navigate lots of different services.”
Female, aged 25-45, Inverness-shire

“Be human, be connected, demonstrate you care about the population and your staff.”
Female, aged 45-60, Mid Ross

What we will do

- Support recovery from the pandemic for our population in the context of the impact on the wider determinants of health.
- Work with our population, communities and partners identifying priorities to co-produce and co-deliver health and care.
- Embed population experience ensuring our people are at the centre of all we do.

What can you do?

For more information, please see our Engagement Framework

Outcome 5

Grow Well

Ensure that all colleagues are supported to be successful in their role and are valued and respected for the work they do. Everyone will be clear on their objectives, receive regular feedback and have a personal development plan.

What you said

“Investment in supervision, and training to strive for an excellent service with excellent patient care and cared for staff.”
Female, aged 45-60, Nairnshire

“We need respected and valued staff who in turn will, hopefully, provide excellent care to patients.”
Female, aged 45-60, Inverness-shire

“Actively engage in workforce planning and development to meet the needs of our service.”
Female, aged 45-60, Lochaber



What we will do

Develop and implement a system to ensure all colleagues have clear objectives linked to our strategy, a development plan and regular performance conversations which feed into a robust talent and succession planning process.

Embed Promoting Professionalism and Civility Saves Lives within the organisation, to ensure colleagues and patients are valued and respected and issues can be quickly and effectively raised and resolved locally.

Build a mature and resilient safety culture and systems to protect our colleagues and patients and enhance the quality of our services, whilst maintaining high levels of compliance and reducing risk.

What can you do?

For more information and guidance, please visit:
<https://www.nhswellbeingatwork.scot.nhs.uk/workplace-support/>

Outcome 6

Listen Well

Work in partnership with colleagues to shape our future and make decisions. Our leaders will be visible and engaged with the wider organisation, listening to, hearing and learning from experiences and views shared.

What you said



“Reinvent approaches to work with communities to co-design and co-produce services...working in partnership with colleagues.”
Male aged 45-60, Inverness-shire

“Management making clear to staff what decisions are being made and why - hearing front line staff’s voice in decision making process especially where staffing pressures are being experienced.”
Female, aged 25-45, Inverness-shire

“Better communication and stronger visible leadership”
Female, aged 25-45, Argyll and Bute

What we will do

Listen to and work in partnership with all colleagues to shape our future, support decision making and continuous improvement.

Have effective partnership working with all colleagues to maximise the value of collaboration to address opportunities, challenges, change and transformation.

Have robust structures and develop skills in teams for listening, communication, engagement and team working.

What can you do?

For more information and guidance, please visit:
<https://www.nhshwellbeingatwork.scot.nhs.uk/workplace-support/>

Outcome 7

Nurture Well

Support colleagues' physical and mental health and wellbeing through all the stages of their life and career with us. We foster an inclusive and kind culture where difference is valued and respected.

What you said



"Actively support staff who raise concerns rather than isolating them - hugely more support given to the member having the complaint lodged about them than those raising concern."
Female, aged 25-45, Inverness

"Looking after staff's health, mental health. Looking after and retaining the staff we have and looking at what we can do to look after future staff."
Female, aged 45-60, Inverness

"Training members of staff appointed to management roles to ensure that they have the appropriate skills to manage."
Female, aged 45-60, Inverness

What we will do

Create and deliver a health and wellbeing strategy and plan which ensures that colleagues can maintain good mental and physical health in delivering their roles, as well as being supported to recovery when unwell.

Strive to create an inclusive workplace where all colleagues can expect to be treated with compassion, dignity and respect and where difference of any kind is valued and celebrated.

Ensure all of our supervisors, managers and leaders are trained and developed in their roles and responsibilities and embedding the principles of systems leadership to harness all of our capacity and capability.

What can you do?

For more information and guidance, please visit:
<https://www.nhshwellbeingatwork.scot.nhs.uk/workplace-support/>

Outcome 8

Plan Well

Create a sustainable pipeline of talent for all roles and excel in our recruitment and onboarding, making us an employer of choice both locally and nationally.

What you said



*"Make sure services are sustainable. Recruitment."
Female, aged 25-45, Inverness-shire*

*Massive recruitment drive... Make positions an attractive option by paying accordingly and providing support and ongoing training."
Female, aged 25-45, Inverness-shire*

*"Looking at recruitment pipeline - encouraging young people to consider a career in the health service (starting in schools)."
Female, aged 25-45, Moray*

What we will do

We will develop and deliver against integrated workforce plans that enable sustainable service delivery and quality outcomes by using the best roles and skills to deliver health and care.

Transform our attraction, recruitment and onboarding approach to position us as the Employer of Choice.

Work in partnership with education and training providers, schools and communities to create wide ranging and well publicised career pathways and apprenticeships for our core roles.

What can you do?

For more information and guidance, please visit:
<https://www.nhshwellbeingatwork.scot.nhs.uk/workplace-support/>

Outcome 9

Care Well

Work together with health and social care partners by delivering care and support that puts our population, families and carers experience at its heart.

What you said

“GP services must be priority where other services are lacking as the GP is where the population first contacts.”
Female, aged 45–60, Lochaber

“Invest in front line hands - on staff.”
Female, aged 45-60, Inverness-shire

“The patient should be at the centre so ensuring that they are able to have as seamless a journey with clean links between all aspects of health and social care.”
Male, aged 25–45, Inverness-shire



What we will do

Support primary care to be resilient and sustainable to deliver the ambition of providing a range of local services, ensuring we work together across all parts of health and care.

Embed a place approach to Home-based Care and Support and care homes so that proactive care is provided tailored to the needs of the individual.

Develop fully integrated front line community health and social care teams across all areas of Highland.

What can you do?

For more information about care support and rights, please visit:

<https://www.nhsinform.scot/care-support-and-rights> and <https://connectingcarers.org.uk/>

Outcome 10

Live Well

Ensure that both physical and mental health are on an equal footing and reduce stigma by improving access and enabling staff in all services to speak about mental health and wellbeing.

What you said

“Mental Health prevention and treatment. Right person, delivering the right treatment at the right time, having stability in order to evaluate and identify most important aspects of care delivery.”

Female, aged 45-60, Inverness-shire

“Join up services. Integrated services which work collaboratively and are more easily accessible for healthcare providers and patients.”

Anonymous, aged 60–70, Sutherland

“[Prioritise] data sharing as appropriate... Expand digital services.”

Female, aged 45-60, Inverness-shire



What we will do

Deliver consistently excellent care that is quality focused, follows best practice, is data driven, efficient, consistent and supported by the latest digital technologies.

We will develop integrated local services by working together with local partners to enable people to stay well for longer, help meet growing demand and to coordinate care and prevention.

We will improve the quality of care delivered to patients receiving enhanced care to support their mental health and develop individualised care planning and the right level of care to those in crisis.

What can you do?

For more information about how to look after your mental health and wellbeing, please visit: <https://www.nhsinform.scot/healthy-living/mental-wellbeing>

Outcome 11

Respond Well

Ensure that our services are responsive to our population’s needs by adopting a “home is best” approach.

What you said

“[We should prioritise] resource to enable people to be safely discharged from hospital in a timely manner to their own home/most appropriate environment.”
Female, aged 45-60, Lochaber

“[We need] more urgent care interfaces like AEC so patients can be seen quickly and investigated.”
Female, aged 45-60, Black Isle and Cromarty

“We need accessible bases - where people in crisis can access as required... people often need [care] outwith 9-5 and end up pressurising emergency services as they have nobody else to access.”
Female, aged 45-60, Caithness



What we will do

Respond to our population needs when they have an urgent health problem by treating them with the right care, in the right place at the right time.

Ensure that those people with serious or life-threatening emergency needs are treated quickly.

Work to minimise the length of time that hospital-based care is required. We will work with you, your family, and carers to adopt a “home is best” approach.

What can you do?

To help make informed decisions about your health needs, please visit:
<https://www.nhsinform.scot/>

Outcome 12

Treat Well

Give our population the best possible experience by providing person centred planned care in a timely way as close to home as possible.

What you said

"Safe and effective care with timely appointments and follow ups."
Anonymous

"We need rapid diagnosis and test results."
Male, aged 60-70, Moray

"Further integration of services, working across acute and community boundaries better."
Female, aged 45-60, East Ross



What we will do

Ensure our population have timely access to planned care through transforming the way we deliver this and making sure they have the best experience possible.

Deliver a hospital without walls system that transforms the way we deliver outpatient services which will rethink the boundaries between patient and clinician to make the most of our valuable resources.

Optimise diagnostic and support services capacity and improve efficiency with new service delivery models.

What can you do?

To help make informed decisions about your health needs, please visit:
<https://www.nhsinform.scot/>

Outcome 13

Journey Well

Support our population on their journey with, and beyond, cancer by having equitable and timely access to the most effective evidence based referral, diagnosis, treatment and personal support.

What you said

"[Prioritise] Cancer services and diagnostic services to get patients through the system to get the best outcome."

Female, aged 45-60, Inverness-shire



"Having an approach that recognises overlap, improves communication between teams and offers early detection and intervention is key."

Female, aged 45-60, Inverness-shire

"[We need] sustainable and responsive cancer care"

Female, 45-60yrs, Mid Ross, Workforce

What we will do

We will work together to raise population awareness of the symptoms of cancer to facilitate earlier and faster diagnosis.

We will further develop multi-professional teams to provide the most effective care during the active stages of treatment.

We will improve the experience of our population living with and beyond cancer.

What can you do?

For more information about NHS Highland cancer services, please visit: <https://www.nhshighland.scot.nhs.uk/Pages/welcome.aspx> and search for 'Cancer'

Outcome 14

Age Well

Ensure people are supported as they age by promoting independence, choice, self-fulfilment and dignity with personalised care planning at its heart.

What you said

“The ageing population is a key area, initiatives which support healthy ageing and continued engagement such as men’s sheds, community orchards, working with planning to ensure older and disabled people are able to remain living independently in their own communities are essential in preventing hospitalisation and the use of acute services.”

*Female, aged 60-70,
Black Isle*



“Empowering people to take responsibility for their own health.”

Female, aged 45-60, Inverness-shire

“Create preventative and frailty services.”

Female, aged 45-60, Argyll and Bute

What we will do

We will support people to promote independence by targeting prevention and developing appropriate choices.

We will take a person-centred and flexible approach to providing support at all stages of the care journey for anyone who has dementia or depression.

We will develop a coordinated service model for long-term conditions that is proactive, holistic, preventive and patient-centred that enables patients and clinicians to work together.

What can you do?

For more information about falls prevention & frailty, please visit:

<https://www.nhsinform.scot/healthy-living/preventing-falls> and <https://www.ageuk.org.uk/scotland/>

Outcome 15

End Well

Support and empower our population and families at the end of life by giving appropriate care and choice at this time and beyond.

What you said

“As part of Palliative and End of life Care in the Community. It is important to have the resilience to act on patients wishes... Facilitating this efficiently and effectively with the right resources 24/7.”

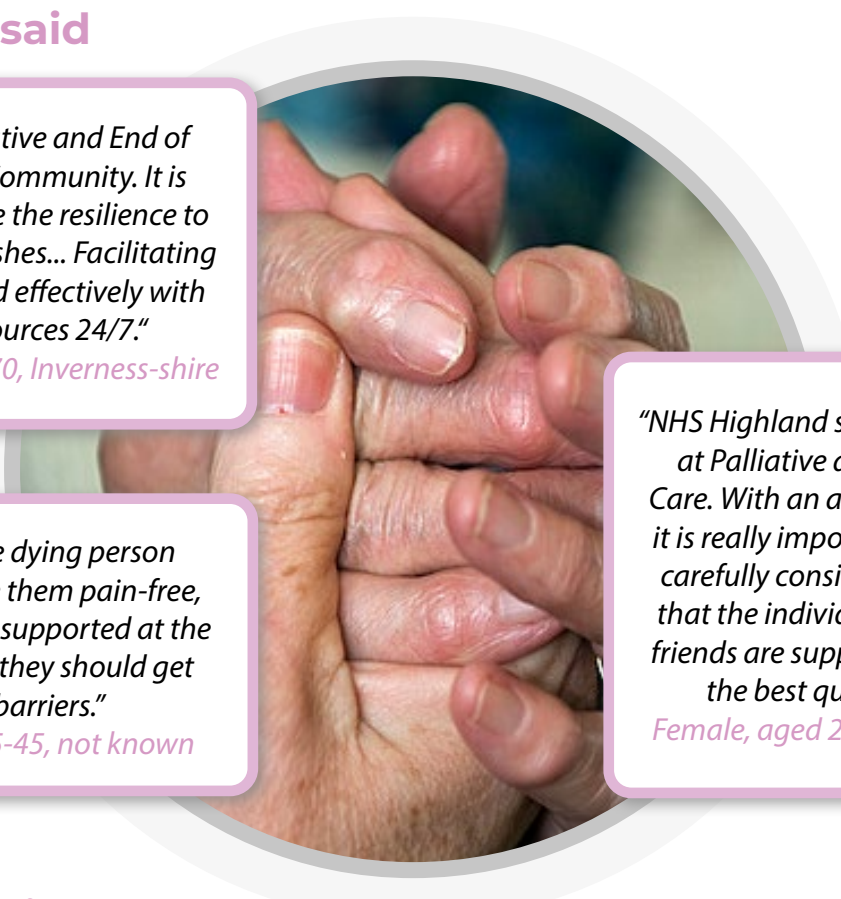
Female, aged 60-70, Inverness-shire

“Whatever the dying person requires to make them pain-free, comfortable and supported at the end of their life, they should get without barriers.”

Female, aged 25-45, not known

“NHS Highland should be looking at Palliative and End of Life Care. With an aging population it is really important that this is carefully considered to ensure that the individual, family and friends are supported and have the best quality of life.”

Female, aged 25-45, Nairnshire



What we will do

In partnership, ensure our population has access to palliative and end of life services and support at all times, enabling people to live and die in the setting of their choice.

Proactively recognise people who may be in their last year of life, being respectful of what matters to them by co-developing anticipatory care plans with them and for them.

Ensure we deliver timely, culturally sensitive and dignified care for our population in their last year of life and their families have a choice to access bereavement support.

What can you do?

For more information on palliative care, death and bereavement, please visit:
<https://www.nhsinform.scot/care-support-and-rights>

Outcome 16

Value Well

Improve experience by valuing the role that carers, partners in the third sector and volunteers bring, harnessing their individual skills and expertise.

What you said



“Carers should be recognised for the role they provide.”
Female, aged 25-45, Caithness

“Education, local authority, community groups, voluntary organisations, business, third sector all have roles to play.”
Male, aged 45-60, Inverness-shire

“Volunteers / carers should be given a higher priority.”
Anonymous, aged 60-70, Inverness-shire

What we will do

Value the role of carers, acknowledging them as experts by experience, and ensure they are informed, supported and valued.

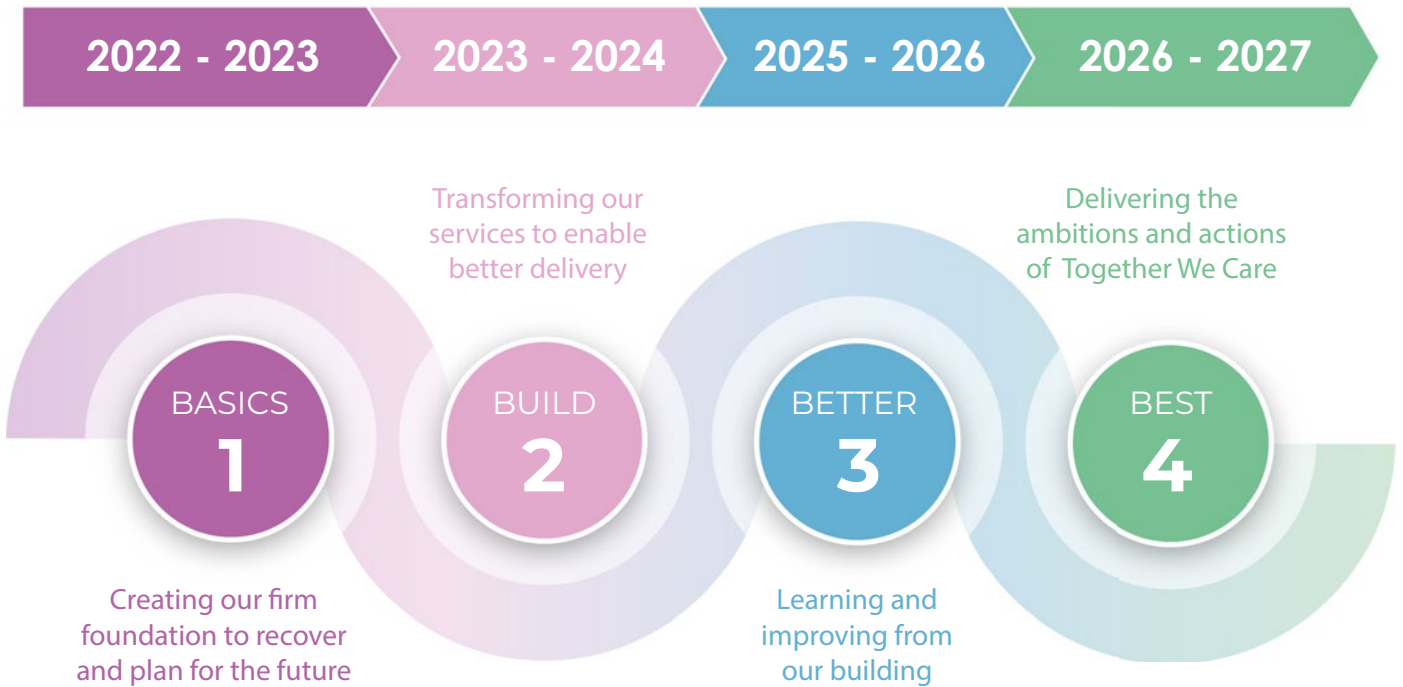
We will work in true partnership with the third sector creating collaborative opportunities to value the expertise they bring for our population.

We will enhance the experiences of patients and colleagues by recognising and valuing the role of volunteers in their unique contributions to our system.

What can you do?

For more information on care, support, rights and allowances, please visit:
<https://www.nhsinform.scot/care-support-and-rights> and <https://www.gov.uk/carers-allowance>

Timeline for Implementation



Our implementation timeline will be over the next five years and it will be delivered in stages with our population and our people through our Annual Delivery Plans until we fully implement Together We Care, with you, for you in 2027.

We will embed mechanisms to review progress, be intelligence led and identify risks to ensure we keep on track and work in a cohesive, inclusive and informed way.



Performing well and Progressing well

We have tried to make it as simple as possible, but our health and care system is complex and requires careful consideration so we can support our population, our people and work in partnership to ensure everyone feels part of our future.

Our strategic outcomes are what our population and our people have said they want health and care services to look like in five years time. They cover the whole life span with specific outcomes which you said were important that we consider now and in the future.

There are additional areas that underpin everything that we do as a health and care system. Some of these we need to develop as strong foundations to perform well and others we need to progress to create a sustainable future.

These areas on the right are the golden threads that go through each of our outcomes and priorities as we work towards our mission, vision and objectives.

Finance

We will become financially sustainable, work together to achieve efficiencies and create value by maximising our use of resources.

Health Inequalities

We will focus on reducing health inequalities with our partners across our system to reduce the gaps in our communities.

Governance

We will develop and refine the way our organisation is governed and directed.

Quality

We will create a culture of continuous improvement to develop the safety, experience and our responsiveness to the population we serve by delivering outstanding care every day.

Climate Change and Environment

We will work in a sustainable and efficient environment in line with carbon commitments to support delivery of health and care in the future.

Digital

We will provide electronic systems that empower our communities to choose how they interact with us and enable our staff to work seamlessly.

Research, Development and Innovation

We will work in partnership to create opportunities for research, development and innovation to improve the health and care we deliver for our population.

Realistic Medicine

We will have meaningful conversations with people to plan and agree care which will support all staff and patients to base care around what matters most to people, with a shared understanding of what healthcare might realistically contribute to this.

Finance



We will become financially sustainable, work together to achieve efficiencies and create value by maximising our use of resources.

Living Within
Our Means

We will ensure a healthy financial foundation for NHS Highland, both in relation to revenue and capital by living within our means.

Maximise
Investment

We will maximise investment in the services that we provide, both revenue and capital, ensuring we deliver for our population.

Use Resources
Wisely

We will protect the public purse through tackling inefficiencies, improving quality and maintaining the objective independence of the Finance Department.

Sustain And
Transform

We will continue in our proactive role of partner, working with all our stakeholders to ensure the sustainability and transformation of the system as a whole.

Fit For Purpose

The Finance Department function will be sufficiently and appropriately resourced to deliver its future commitments to support our people and population.

Health Inequalities



We will focus on reducing health inequalities with our partners across our system to reduce the gaps within our communities.

Partner Working

We will work with our partners and communities to reduce barriers to accessing health and care.

Focus

We will work to undo the fundamental causes of health inequalities with a focus on the unequal distribution of income, power and wealth.

Prevent

We will work to prevent the wider environmental influences in which people live and work that result in health inequalities, such as low income, poor housing, low education or a lack of access to services.

Mitigate

We will work to mitigate the individual experiences resulting from economic or work factors, physical factors or social factors that lead to health inequalities.

Educate

We will raise awareness of the impact of health inequalities among staff and the public including the impact of stigma and discrimination which we will aim to identify and address.

Governance



We will develop and refine the way that our organisation is governed and directed.

Transparent

We are answerable to Scottish Government Ministers, and will participate in our annual accountability review with full transparency and involvement of the public and all our stakeholders.

Review and Refine Framework

We will continue to review and develop our governance framework, so it is effective, fit for purpose and ensures we are a well-run organisation.

Develop Board and Committees

We will develop our Board and its Members through the provision of high quality information and maintaining good practice so that all Board Members' are equipped to fulfil their roles effectively.

Risk And Assurance

We will ensure our corporate governance addresses the risks associated with service delivery and the achievement of our strategy. We will develop and embed our risk management with Board Members oversight, implementing the recommendations of our Internal Auditors' reviews to ensure the provision of assurance to the Board.

Demonstrate Corporate Values and Behaviours

We will demonstrate the principles of the new Code of Conduct for Board members', address any conflicts of interest and apply best practice in relation to gifts, hospitality, sponsorship, expenses and handling public money.

Quality



We will create a culture of continuous improvement to develop the safety, experience and our responsiveness to the population we serve by delivering outstanding care every day.

Listen and Learn

We will listen to what our patients tell us, and use this information to learn and to improve their experiences in NHS Highland.

Facilitate Change

We will work with our people to promote effective leadership across the organisation to create the right conditions to facilitate change in NHS Highland.

Embed Quality Management System

We will introduce and embed a Quality Management System that will become a standard management system across NHS Highland.

Shared Learning

We will develop our structures to facilitate a meaningful learning organisation, sharing learning when we don't get things right and being accessible to everyone in NHS Highland.

Work Across Highland

We will work across the organisation to ensure that through the delivery of Together We Care, quality is everyone's priority in NHS Highland.

Climate Change and Environment



Work in a sustainable and efficient environment in line with carbon commitments to support delivery of health and care in the future.

Sustainable Buildings and Land

We are committed to creating healthy, inclusive, resilient and nature-rich healthcare environments that nurture good health and well-being for patients, staff and the wider community and minimise our impact on the environment.

Sustainable Travel

We will work to make it easier to walk, wheel, cycle and take public transport to NHS services. We will also look to reduce the need to travel, where appropriate, and support the shift to active travel.

Sustainable Goods And Services

We will work to create circularity in our supply chains and reduce waste by maximising repair and reuse, and improve how we deal with equipment, material and goods at the end of their useful life.

Sustainable Care Reducing Harm and Waste

We will work to reduce harm and waste, creating sustainable care pathways, reduce pharmaceutical waste, use green theatre space, and support primary care.

Sustainable Communities

We will work to establish and embed green health partnerships and similar approaches to increasing the use of nature-based solutions to deliver health outcomes.

Digital Direction



We will provide electronic systems that empower our communities to choose how they interact with us and enable our staff to work seamlessly.

Accessible Digital Services

We will ensure that our population have flexible and ready access to information, their own data and services which support their health and well-being, wherever they are.

Available Digital Services

We will ensure that digital options are increasingly available as a choice for people accessing services and staff delivering them.

Robust Digital Foundations

We will ensure that the infrastructure, systems, regulating standards and governance are in place to ensure robust and secure delivery.

Digital Skills and Leadership

We will engage with the workforce to ensure digital skills are seen as core skills across the health and care sectors.

Fit For Purpose

The digital functions will be sufficiently and appropriately resourced to deliver its future commitments to support our people and population.

Research, Development and Innovation



We will work in partnership to create opportunities for research, development and innovation to improve the health and care we deliver for our population.

Centre of Research Excellence

We will build and extend the research and development capability within NHS Highland, and raise our profile in areas of national expertise.

Enable Change

We will develop an innovation network with partners, harnessing our expertise to support innovators across the Highlands, regionally and nationally.

Service Adoption

We will ensure that initiatives move through the research, development and innovation processes 'starting with the end in mind', in contrast to 'starting with the next step in mind', therefore increasing the likelihood of adoption.

Maximise Impact

We will maximise the impact of our Research, Development and Innovation activity by ensuring focus on priority areas and delivering outputs that have a positive impact on health and care, as well as supporting the broader health and wealth agenda.

Build

We will build on the existing Research, Development and Innovation capability and capacity of our workforce, sharing best practice and supporting staff to develop their knowledge, skills and experience.

Realistic Medicine



We will have meaningful conversations with people to plan and agree care which will support all staff and patients to base care around what matters most to people, with a shared understanding of what healthcare might realistically contribute to this.

Engage

We will engage our workforce and community in the importance and benefits of Realistic Medicine practice.

Educate

We will develop a bank of educational resources and use innovative methods to deliver education for our workforce and community to support the practice of Realistic Medicine.

Empower

We will empower our workforce to practise Realistic Medicine through linking with complementary strategies and workstreams such as Education, Quality Improvement, and Research Development and Innovation.

Promote and Embed

We will continue to promote and embed the principles of Realistic Medicine throughout NHS Highland and our partner organisations.

Partner

We will collaborate with patients and our community to partner in their care and shape the future direction of our services.



Approved on 27/09/2022

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This document is available in other languages/formats. Please contact NHSH.togetherwecareideas@NHS.scot to request a copy.

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