

Together We Care  
with you, for you



**Our Mission**  
To anchor with our communities to support their health and wellbeing

**Our Vision**  
Outstanding care delivered by an outstanding team

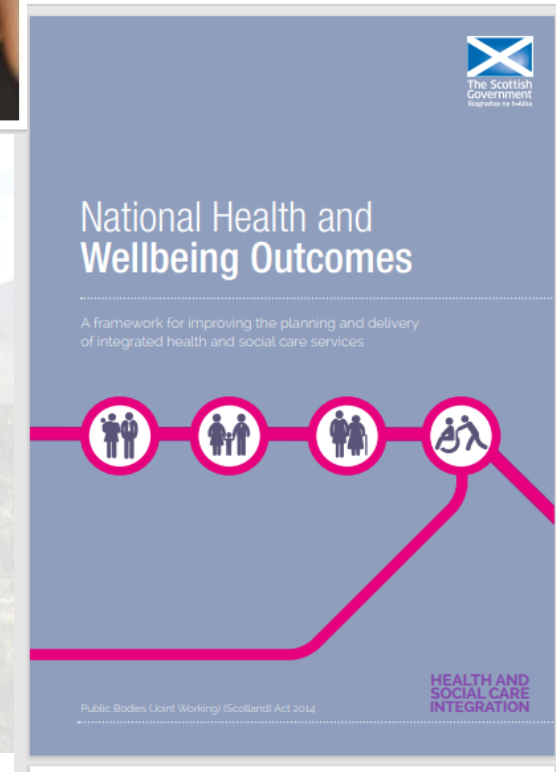
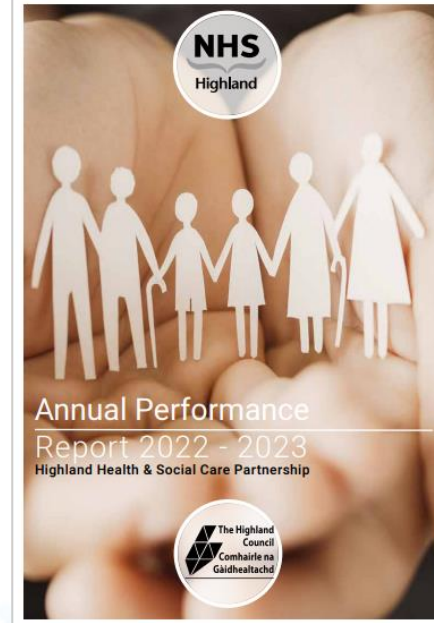
**Our Strategic Objectives**  
We have three strategic objectives that help us to achieve our mission and vision:

**Our Population**  
Deliver the best possible health and care outcomes

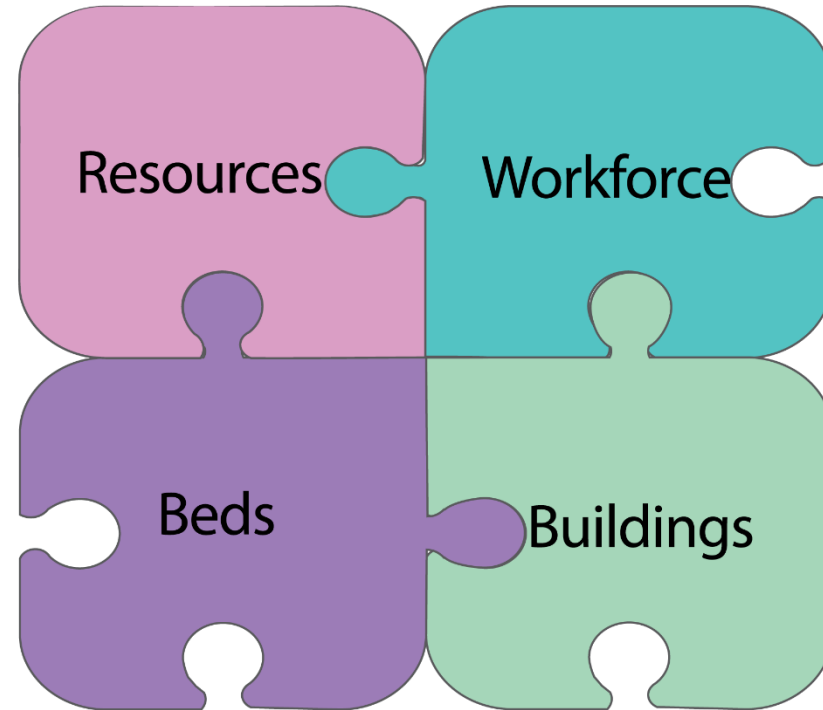
**Our People**  
Be a great place to work

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

<p><b>PERFORMING</b> Embedding strong foundations and principles within our organisation.</p> <ul style="list-style-type: none"> <li>Finance</li> <li>Health inequalities</li> <li>Governance</li> <li>Quality</li> </ul>	<p><b>PROGRESSING</b> Ensuring an innovative approach to our future.</p> <ul style="list-style-type: none"> <li>Climate change and environment</li> <li>Digital</li> <li>Research and innovation</li> <li>Realistic medicine</li> </ul>
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# Strategic areas of focus for transformation and efficiency



- ASC £4.113m cost avoidance plan
- Highland Community Services £6.546m

# Horizon 1 work progress

## **Unscheduled Care:**

- Transformation Programme Board – review of programme boards in progress to align to emerging and strategic transformation priorities
- Out of Hours Redesign and align PCEC and FNC
- Winter Planning readiness underway
- Alignment of functions to support transformation delivery
- Integration – care home strategy and intent – collaborative working with THC and partners to review and plan care home capacity
- 2C practice management and development

## **Cost containment**

- Fully costed efficiency savings plans across Community, Primary Care, Adult Social Care, MH&LD
- Locum, agency and bank staff cost containment and cost reduction plan
- Vacancy control principles to control head count and support workforce redesign
- Current unfunded posts and unfunded business cases being reviewed at pace.
- Stop recruiting to unfunded posts or vacancies we cannot fill – workforce redesign at pace

# Horizon 1 work progress

- **Contracts:**
- Reassessing Care@Home Packages. New contract arrangements. Change where C@H is prescribed
- Contract amnesty has been undertaken on all contracts and SLAs
  - Baseline plan for redesign of contract delivery – outcomes based commissioning and realignment to strategic plans –improved governance and monitoring
  - Contain costs arising from scope creep
- **Digital:**
  - Near Me
  - MORSE
  - Care First replacement
  - Telecare
  - TEC
  - Benefits Realisation and Time Releasing

# Key workstreams that underpin Horizon 2 and 3

- Strategic Redesign Programmes: Caithness, North Sutherland, Lochaber, Skye
- UUSC Programme Board – Joint SLTs Consensus Workshop 23<sup>rd</sup> August and review of work streams - from the Collaborative to the Portfolios

## **Previously - 8 High Impact Change Areas**

Care Closer to Home  
Redesign of Urgent Care  
Virtual Capacity  
Urgent & Emergency Assessment  
Rapid Acute Assessment & Discharge  
New Models of Acute Care  
Discharge without Delay  
Community Focused Integrated Care

## **Now – 5 Portfolios**

Community Urgent Care  
Flow Navigation  
Hospital at Home  
Front Door Flow  
Optimising Flow

# Strategic Transformation Outputs

- District Level service design and integration – strategic change programme
- Optimise collective resource to deliver health and social care outcomes for people – whole system, balanced system
- Refresh and deliver further our integrated arrangements at a district level to be inclusive of all community partners including primary care services – GP, Pharmacy, Optometry and Dental
- Shifting unscheduled care to scheduled
- A standard of no delays