



# Delivering what matters to our community: 2024-2028

Looking after  
our community  
and providing  
excellent care





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# Welcome from our CEO and Chair

Every single day our dedicated staff – **Team Orkney** – work hard to look after our community and provide excellent care and services.

Each conversation is an opportunity to listen and make a positive difference.

We've heard from many hundreds of people about what matters most to you. We've also reflected on previous strategies and why it is time for a new approach. This strategy will be different because it will be brought to life every day in all we do. It has a set of priorities that match what matters to you and which are measurable and realistic. We are determined to follow through on what we say we are going to do.

Our new Corporate Strategy is our promise to you, our community, and to Team Orkney (our staff), about what we will be prioritising and focusing on to make year-on-year improvements. It also sets out how we will measure our progress and publish regular updates as part of our commitment to consistently be open and transparent.

We have new strategic objectives, clear priorities, refreshed values and a new vision based on what we have heard and what you told us really matters. We will be unrelenting in our focus on becoming a continuously improving and learning organisation, recognising these two features are central to our success.

This is a five-year strategy (2024-2028) and 2024/25 marks Year 1 of our journey in pursuit of our goals.









# National, regional and local context

With circa 800 staff and serving a population of over 22,000, with a further population increase anticipated in the years to come, NHS Orkney is the smallest Territorial Health Board in Scotland, made up of 70 islands of which 20 are inhabited.

Whilst the smallest Health Board, NHS Orkney has big potential to be the leading provider of remote and rural healthcare with so much going for it. We provide a comprehensive range of primary, community-based and acute services.

NHS Orkney is experiencing the same service pressures facing the rest of the NHS in Scotland, including long waits and backlogs in planned care. We also have some unique challenges, including an ageing population and our geography. On the flip side, Orkney also has the longest healthy lifespan of anywhere in Scotland, and some of the lowest rates of heart disease. It is important to build on our community's strengths whilst we strive for our own improvements.

NHS Orkney, as part of NHS Scotland, is one of 14 Territorial Health Boards in Scotland.

## National

The national priorities set out by the Cabinet Secretary are:

1. Recovery – returning to pre-pandemic levels of activity and addressing our waiting lists (including patients waiting the longest for care and treatment)
2. Delivery – operational and financial performance
3. Valuing, supporting and listening to our staff and investing in health and wellbeing
4. Strong leadership and organisational culture improvements
5. Focus on prevention and reducing health inequalities
6. Improving productivity and efficiency
7. Maximising digital transformation and innovation



## Regional

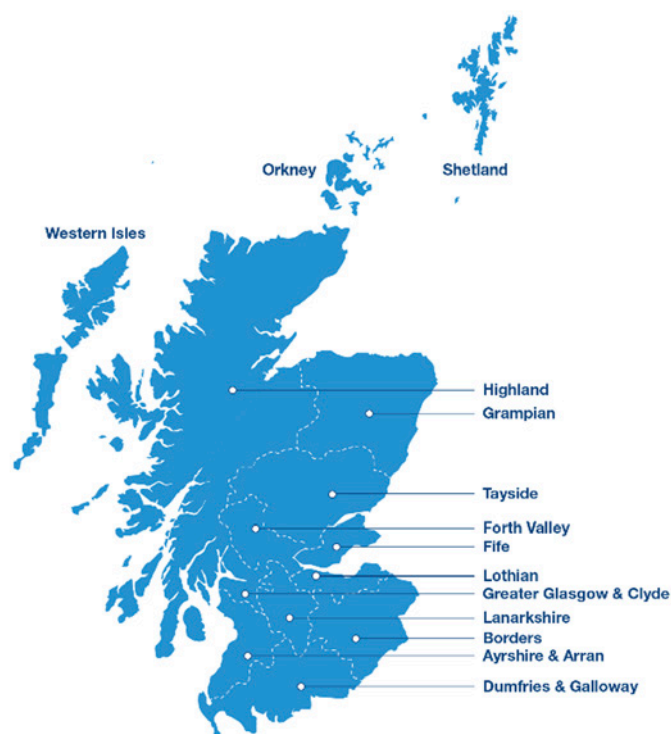
The North of Scotland Region covers 70% of the landmass of Scotland yet is home to only 26% of the population. This creates challenges for the delivery and accessibility of services.

Whilst population changes are being experienced across Scotland, most remote and rural communities in the North have proportionally more people aged 65 and over, including Orkney.

An ageing population has well-known implications for health and care service demand due to prevalence of conditions such as cancer, dementia, diabetes, heart and respiratory disease.

The six North Health Boards are: NHS Orkney, NHS Shetland, NHS Western Isles, NHS Tayside, NHS Grampian and NHS Highland.

Collaboration is all the more important for the North, to ensure we maximise the use of the resources we have available to build more sustainable, value-based healthcare whilst staying connected to our unique local communities and populations we serve. Specific challenges to developing and maintaining sustainable and resilient cross-boundary services include those associated with patient or staff travel and capacity within Boards to meaningfully engage with the wide-ranging improvement that is needed to support regional level activity through to delivery. Regional Networks/Alliances continue to provide the backbone of our collaborative framework and are supported by regional staff in a variety of ways, dependent on specific needs of the service including trauma, cancer and imaging.







Other cross-boundary services exist within Service Level Agreements (SLAs) between island Boards, including NHS Orkney, and other specialist centres, in our case mostly at NHS Grampian and NHS Highland. We have started a review of all the agreements we have with other Health Boards, like Grampian, to ensure they are up-to-date, reflect our priorities, and deliver the best quality care in the right place for our patients at the right time. In addition to the demographic challenges experienced in the North of Scotland, other key challenges are:

- Workforce sustainability
- Travel
- Housing
- Funding
- Capital and infrastructure
- Clinical and corporate services at risk of unsustainability

There are some services and pieces of work that need to be delivered regionally and these include:

- North Imaging Alliance
- North Cancer Alliance
- Mental Health Collaborative
- Custody and Forensics
- Specialist Children's Services
- Planned Care
- Vascular Services Redesign

# A summary of our main challenges

## Local

- Growing and ageing population – and more patients presenting with multiple long-term conditions and complex health and social care needs. There is a forecast increase of 30% more people over the age of 65 in Orkney (2020-2035) and those over the age of 80 are forecast to double over the same time period
- Maintaining a strong focus on child health to ensure a healthy future
- Addressing health inequalities and the pockets of deprivation. In Orkney, we see the biggest gaps in our ferry-linked isles and our most remote parishes
- Workforce fragility and shortages in key areas – including Nursing and Midwifery (lack of trained and available workforce) and locum medical workforce (inability to recruit to several posts substantively requires an innovative approach to collaboration)
- Limited availability of social care services including residential, nursing, respite, and home care in our more remote communities
- A number of fragile clinical services – including Pain Services, Ophthalmology (Eyes), Dentistry (and Orthodontics) and some Children's Services
- Bureaucracy, overcomplicated processes and poor information flows/sharing
- Lack of leadership stability (the tier below the Executive Team)
- Transport (lack of national investment) - we also heard about unnecessary journeys for appointments, and our limited transport network makes this more difficult

- Housing availability, which impacts adversely on recruitment and retention
- Towards the end of 2023, we were escalated nationally for our deteriorating financial performance
- Adapting service delivery to address climate change





# Our journey of improvement

**Our journey of improvement was kick-started in April 2023.**

Over the last 12-months, many important foundations have been laid at NHS Orkney to ensure we can deliver much-needed sustainable change and improvement. At the heart of this has been reconnecting with Team Orkney and our community to build trusted and strengthened relationships.

Wider priorities, as we have described consistently, including via our CEO's 100-Day Report (published Summer 2023), have included: achieving leadership stability, operational and financial grip and sustainability, a strengthened focus on recruitment and retention, investing in Team Orkney and setting a clear vision for our future by developing this new strategy which will become our 'compass' and guide our improvement journey moving forward.

We have listened carefully to all of the feedback we received through the engagement period in recent months so we have a real understanding of what matters most to our community and what would make the experience of working here a better one.

In this document we set out our promise to you and how we have listened and will act on your vital feedback.

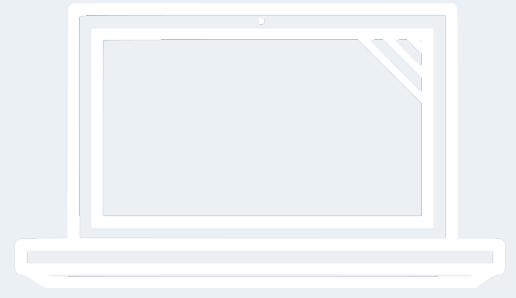


# Summary of engagement activity January – March 2024





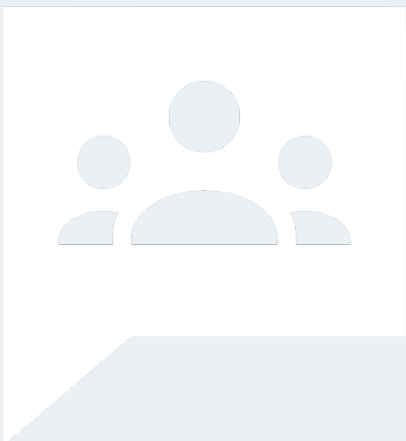
**230** responses to  
community survey



**79** responses to  
staff survey

**22** community and partner  
face-to-face sessions

**424** summary and  
individual responses  
recorded



**8** staff listening  
sessions

# What's most important to our community

- Providing high quality, patient-centred care
- Timely access to care, reducing waiting times and better visibility of waiting times
- Improved communication – with patients, between agencies/partners and with other Health Boards
- Improving access to:
  - GPs and Primary Care
  - Mental Health Services
  - Dentists and Orthodontists
  - Ophthalmology and Opticians
- One Orkney – equity of approach to health and care for all (whether living on the mainland or on the ferry-linked isles) wherever possible
- Access to local services where deliverable
- Honesty and transparency – what patients and our community want and expect and what services NHS Orkney will and won't offer in the future
- Improvements to how information is shared between partners/Health Boards to ensure we deliver more seamless care for patients
- Helping young people to know what a career at NHS Orkney looks like and supporting this





# Our strategy – connecting with our community

Our strategy is underpinned by our commitment to delivering excellent care and services to our community.

We will do this by connecting with our community and ensuring our values are at the heart of everything we do.

## Vision (our promise to you)

Looking after our community and providing excellent care.



## Values

Our values, aligned to those of NHS Scotland, are:

- Open and honest
- Respect
- Kindness

Underpinning these core values is 'Team Orkney' – which is our circa 800 staff who work together every day, and will evidence teamwork, in the pursuit of our goals and delivery of our promise. During our engagement on the development of this strategy, we heard time and time again from you that Team Orkney is our biggest asset. You told us that our staff are 'heroes', that they regularly 'go above and beyond', and that there were lots of examples of our 'staff delivering excellent patient-centred care.'

## Strategic objectives

We have 5 strategic objectives (the 5Ps):

### 1. People

By 2028 we will: ensure NHS Orkney is a great place to work

### 2. Patient safety, quality and experience

By 2028 we will: consistently deliver safe and high quality care to our community

### 3. Performance

By 2028 we will: within our budget, ensure our patients receive timely and equitable access to care and services and use our resources effectively

### 4. Potential

By 2028 we will: ensure innovation, transformation, education and learning are at the forefront of our continuous improvement

### 5. Place

By 2028 we will: be a key partner in leading the delivery of place-based care which improves health outcomes and reduces health inequalities for our community

Each strategic objective has an Executive Director Lead (see page 18 onwards).



# Priorities for 2024/25 (Year 1)

## 1. People (Lead Executive Director: Director of People and Culture)

- Developing an organisational culture programme, which sets out how we will be inclusive, fair and celebrate difference
- Developing a new staff experience programme which sets out how we will listen to and act on staff feedback and measure how staff are feeling about working here throughout the year
- Investing in upskilling our staff and leadership development
- Prioritising improving our appraisal, mandatory training, sickness and staff experience scores – recognising these are important measures of how staff feel about working here, with the aim of creating a happier workforce
- Improving our communication with our patients and staff and between Health Boards and partners/agencies
- Introducing a new recruitment and retention programme which sets out how we will make NHS Orkney an attractive place to work and to pursue a career

## 2. Patient safety, quality and experience (Lead Executive Director: Medical Director)

- Ensuring all of our patients are treated with dignity, kindness, and respect
- Maximising learning from incidents, complaints and Significant Adverse Events
- Introducing new baseline metrics for safety, quality and experience and evidencing year-on-year improvements in each domain
- Introducing a clear way of listening to and responding to patient feedback and partnering with patients in decision-making about their care and improving our services, by exploring multiple ways of ensuring our diverse island communities are able to shape our organisation at all levels
- Creating a culture where staff feel safe speaking up about concerns, including safety concerns, and are confident that they will be listened to and feedback acted on
- Further strengthening our approach to risk management, governance and clinical engagement



# Priorities for 2024/25 (Year 1) continued

## 3. Performance (Lead Executive Director: Director of Nursing, Midwifery, AHPs and Chief Officer for Acute)

- Further improving our waiting times for patients for:
  - Planned care (the time patients wait for outpatient appointments, operations, tests and scans)
  - Cancer care
  - Unscheduled (urgent) care
- More transparency with our community about our waiting times for each service, and our improvement plans when we are not meeting our targets
- Improving access to a number of key services, including: Children's, Mental Health, Primary Care, Dentistry and Orthodontics, Pain and Eye Services
- Improving our financial performance and delivering our Financial Plan for 2024/25, which includes achieving our £4million savings requirement
- Improving theatre utilisation, efficiency and reducing cancelled operations so that patients get a better experience in our care
- Having fit for purpose Service Level Agreements, recognising that we are reliant on other Health Boards to deliver timely care for our community

## 4. Potential (Lead Executive Director: CEO)

- Prioritising accelerating the digitisation of NHS Orkney – including looking at how technology and digital services can reduce patient journeys
- Developing a single Education Strategy which sets out our ambition for the future
- Establishing NHS Orkney as a hub for innovation and research in remote and rural healthcare through partnerships that unlock creativity within our people and communities
- Introducing a new risk management framework and enhancing people's understanding of risk and management of risk at all levels of the organisation
- Being a better partner by sharing information between agencies and Health Boards more freely so that our patients receive more seamless and timely care
- Refreshing our Clinical Strategy to ensure it is aligned to the views of our patients, community and staff, and local, regional and national policy and priorities



## 5. Place (Lead Executive Director: Director of Public Health)

- Ensuring our patients receive care locally wherever possible, preventing unnecessary trips south for care and treatment
- Being clear with our community what services we offer locally and what services are provided south
- Further improving health outcomes and reducing health inequalities for our community
- Being a key voice at the Community Planning Partnership and developing strengthened place-based partnerships with other local organisations, including public and third sector partners, so we fulfil our role as an anchor institution
- Increasing the benefits to our community through innovative employment and procurement strategies, better use of land and assets, progressing our journey to net zero status and in doing so contributing to reducing the impact of poverty in Orkney and tackling climate change
- Working collaboratively with the five other Territorial Health Boards in the North of Scotland to ensure we are working together where it makes sense for our patients and staff and having a stronger 'voice' on the national stage and where relevant work more closely with the other island Health Boards (NHS Shetland and NHS Western Isles) to ensure the views are better heard and understood



# Metrics for delivery 2024/25 – how we will measure our progress – Year 1





# Strategic objective 1

## People

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Developing an organisational culture programme, which sets out how we will be inclusive, fair, and celebrate difference</p>	<p>New culture programme which incorporates equality, diversity and inclusion, and includes a new anti-discrimination policy, covering workforce and racialised healthcare inequalities</p> <p>To commission an external review of our People and Culture function to ensure it is fit for purpose for the future</p>
<p>Developing a new staff experience programme which sets out how we will listen to and act on staff feedback and measure how staff are feeling about working here throughout the year</p>	<p>Developing and launching behavioural standards to underpin our new values</p> <p>Developing a new staff experience programme</p> <p>To improve iMatter scores as follows:</p> <ol style="list-style-type: none"> <li>1. Overall engagement score from 6.4 to &gt;7</li> <li>2. Employee Engagement score from 74% to at least 78%</li> <li>3. Recommend NHS Orkney as a good place to work from 70 to at least 75</li> </ol>
<p>Investing in upskilling our staff and leadership development</p>	<p>Board and Executive Team development programmes commissioned and phase 1 completed</p> <p>Commission a development programme for the Senior Leadership Team</p> <p>&gt;5% of staff to complete Quality Improvement training, prioritising the Improvement Team and Heads of Service</p> <p>To introduce Power BI in our Data and Improvement Team</p> <p>Introduce a new Managers' Induction for new and existing line managers which covers:</p> <ul style="list-style-type: none"> <li>• Budget management</li> <li>• Appraisals</li> <li>• Sickness management</li> <li>• Compassionate leadership and conversations</li> <li>• Values and behaviours</li> </ul>

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Prioritising improving our appraisal, mandatory training, sickness and staff experience scores – recognising these are important measures of how staff feel about working here with the aim of creating a happier workforce</p>	<p>&gt;40% appraisal rates</p> <p>Sickness rates consistently below the national average of &lt;6%</p> <p>Further strengthened internal communications which is aligned to our strategy and values.</p> <p>Developing a new long-term workforce plan to support the retention and development of our people</p>
<p>Improving our communication with our patients and staff and between Health Boards and partners/agencies</p>	<p>Ensure patients have a single point of contact – wherever possible – to improve communication between our community and NHS Orkney</p>
<p>Introducing a new recruitment and retention programme which sets out how we will make NHS Orkney an attractive place to work and to pursue a career</p>	<p>To develop an innovative recruitment campaign which positions Orkney as a great place to live and work</p> <p>To work closely with schools and higher education institutions to offer career opportunities at NHS Orkney</p>

# Strategic objective 2

## Patient safety, quality and experience

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Ensuring all of our patients are treated with kindness, dignity and respect</p>	<p>25% of all clinical staff will complete Compassionate Conversations training</p> <p>25% reduction in complaints relating to poor communication with patients and families</p>
<p>Maximising learning from incidents, complaints and Significant Adverse Events</p>	<p>The key actions we will take to become a learning organisation are:</p> <ul style="list-style-type: none"> <li>• Patient stories and learning at public Board meetings</li> <li>• Evidencing learning from complaints and Significant Adverse Events to patients and staff</li> <li>• A multi-disciplinary approach to learning</li> </ul>
<p>Introducing new baseline metrics for safety, quality and experience and evidence year-on-year improvements in each domain</p>	<p>Our Integrated Performance Report will include new and enhanced metrics for quality, safety and experience and the objective in 2024/25 is to improve in every area</p>
<p>Introducing a clear way of listening to and responding to patient feedback and partnering with patients in decision-making about their care and improving our services by exploring multiple ways of ensuring our diverse island communities are able to shape our organisation at all levels</p>	<p>Exploring a structure for ensuring patient engagement and voice is heard at all levels of the organisation</p> <p>Working with the isles Wellbeing Co-ordinators to ensure the voice of our ferry-linked isles' communities are heard</p> <p>To set up a new volunteer programme for NHS Orkney to connect with our community and third sector partners</p>



KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Creating a culture where staff feel safe speaking up about concerns, including safety concerns, and are confident that they will be listened to and acted on</p>	<p>To improve iMatter scores in raising concerns section where NHS Orkney is currently an outlier as follows:</p> <ol style="list-style-type: none"> <li>1. Improve the score for staff feeling able to raise safety concerns from 75-80</li> <li>2. Improve the score for staff feeling confident concerns will be followed-up when they speak up from 65 to over 70</li> </ol>
<p>Further strengthening our approach to risk management, governance and clinical engagement</p>	<p>New Board Assurance Framework aligned to our new Corporate Strategy's strategic objectives</p> <p>Increased staff engagement in risk management processes, as measured by participation in risk awareness activities and feedback</p> <p>Enhanced Board understanding and oversight of risk, including delivery of a risk workshop for Board members, the Risk Management Forum and Extended Senior Leadership Team</p> <p>Operational governance arm – all forums have Chairs, Terms of Reference and Chair's Assurance Reports feeding into Senior Leadership Team or Board Assurance Committees</p> <p>Introduce a new Board Assurance Framework Our Medical Director, Director of Nursing, Midwifery, AHPs and Chief Officer for Acute and the Director of Public Health will work together to improve clinical engagement, including relaunching our Clinical Advisory Groups to ensure the clinical voice is listened to</p>

# Strategic objective 3

## Performance

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Further improving our waiting times for patients for:</p> <ul style="list-style-type: none"> <li>Planned care (the time patients wait for outpatient appointments, operations, tests and scans)</li> <li>Cancer care</li> <li>Unscheduled (urgent) care</li> </ul>	<p>Improvement plans for each service to reduce waiting times</p> <p>Reduction in waiting times for planned care services (Treatment Time Guarantee and outpatient standards) &gt;10%</p> <p>To improve the discharge experience of patients, including those living on ferry-linked isles, via the isles Wellbeing Co-ordinators</p> <p>Pre-noon discharges to improve from 20% to 30%</p> <p>Develop a cancer performance improvement plan</p> <p>Reduce outpatient DNAs and cancellation rates by a minimum of 5%</p> <p>Further evolve our integrated performance report – including moving to exception reporting, a greater focus on mitigations and benchmarking</p> <p>We will introduce quarterly Performance Review meetings for all core clinical and corporate services so that colleagues feel support and are held to account for delivery of objectives and operational and financial performance</p>
<p>More transparency with our community about our waiting times for each service</p>	<p>To publish a simple summary of our performance each month to our community so it is easy to understand and digest, including waiting times by specialty</p>
<p>Improving access to a number of key services, including: Children’s, Mental Health, Primary Care, Dentistry, Pain and Eye Services</p>	<p>Ensure there are clear plans to improve access to key services in these specialties which are overseen at the Joint Clinical and Care Governance Committee and Finance and Performance Committee</p>

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Improving our financial performance and delivering our Financial Plan for 2024/25, which includes achieving our £4million savings requirement</p>	<p>Deliver the Board-approved Financial Plan for 2024/25</p>
<p>Improving theatre utilisation, efficiency and reducing cancelled operations so that patients get a better experience in our care</p>	<p>Reduce cancelled operations by 50%</p>
<p>Having fit for purpose Service Level Agreements (SLAs), recognising we are reliant on other Health Boards to deliver timely care for our community</p>	<p>To prioritise reviewing our SLAs with NHS Grampian and NHS Highland</p> <p>All SLAs to be overseen by Procurement and to have operational leads, with regular performance review meetings to ensure they are delivering for our patients</p> <p>To improve our relationship with Loganair and in turn ensure this translates to performance improvements to minimise disruption caused by delayed/cancelled flights for our patients and staff</p>



# Strategic objective 4

## Potential

KEY PRIORITIES FOR 2024/25	METRICS/KPIS
<p>Prioritise accelerating the digitisation of NHS Orkney – including looking at how technology and digital services can reduce patient journeys</p>	<p>Prioritise improving our digital maturity – including:</p> <ul style="list-style-type: none"> <li>• Implementation and reprovisioning of GP IT system</li> <li>• Roll-out additional functionality for M365</li> <li>• Maximise the use of Near Me (virtual appointments) to reduce the need for patients to go south for treatment</li> <li>• New theatre scheduling tool</li> <li>• Introducing a new text message reminder service</li> <li>• Digital Dictation</li> <li>• Updates to C Cube and Trakcare</li> </ul> <p>Patient-focussed booking</p> <p>Digital Maturity and Network and Information System Improvement Plans</p>
<p>Developing a single Education Strategy which sets out our ambition for the future</p>	<p>To engage with all relevant professional groups and leads to develop a single Education Strategy</p>
<p>Introducing a new risk management framework and enhancing people’s understanding of risk and management of risk at all levels of the organisation</p>	<p>New risk management framework which aligns to the Corporate Strategy and Board Assurance Framework</p>
<p>Establishing NHS Orkney as a hub for innovation and research in remote and rural healthcare through partnerships that unlock creativity within our people and communities</p>	<p>Bright (staff) ideas scheme – 50 ideas in 2024/25</p> <p>Set up a pipeline of students to undertake design or other innovation/improvement projects between NHS Orkney and our university partners</p>
<p>Being a better partner by sharing information between agencies and Health Boards more freely so that our patients receive more seamless and timely care</p>	<p>Raising awareness of how to share information across the organisation to ensure more seamless care for patients</p>
<p>Refreshing our Clinical Strategy to ensure it is aligned to the views of our patients, community and staff, and local, regional and national policy and priorities</p>	<p>Launch a refreshed Clinical Strategy following engagement with patients, community, partners and staff</p>



# Strategic objective 4

## Place

KEY PRIORITIES FOR 2024/25	METRICS/KEY PERFORMANCE INDICATORS
<p>Ensuring our patients receive care locally wherever possible, preventing unnecessary trips south for care and treatment</p>	<p>To ensure patients only have to travel south or into The Balfour for appointments where absolutely necessary and use digital solutions wherever possible as the default – we will do this by increasing virtual appointments and Near Me use by a minimum of 5% versus 2023/24 data</p>
<p>Being clear with our community what services we offer locally and what services are provided south so this is more clearly understood</p>	<p>More honest communications with our community about how we will need to work in partnership, and what NHS Orkney needs from the community re: accessing and utilising health services appropriately</p>
<p>Further improving health outcomes and reducing health inequalities for our community</p>	<p>Develop a new approach to Population Health Management and Prevention reporting – with clear KPIs and metrics so that year-on-year improvements can be measured</p> <p>Clear delivery plan and KPIs for our Anchor Strategy which sets out our 2024/25 priorities</p>
<p>Being a key voice at the Community Planning Partnership and developing strengthened place-based partnerships with other local organisations, including public and third sector partners, so we fulfil our role as an anchor institution</p>	<p>Playing a more active role in the Community Planning Partnership with a strong focus on prevention, reducing health inequalities, reducing poverty and NHS Orkney’s contribution to community wealth building</p> <p>Further strengthening relationships with third sector partners</p>
<p>Increasing the benefits to our community through innovative employment and procurement strategies, better use of land and assets, progressing our journey to net zero status and in doing so contributing to reducing the impact of poverty in Orkney and tackling climate change</p>	<p>Move forward on plans for the Old Balfour site and King Street – to ensure we maximise the use of these assets to support the delivery of our Corporate and Clinical Strategies</p>



## KEY PRIORITIES FOR 2024/25

## METRICS/KEY PERFORMANCE INDICATORS

Working collaboratively with the five other Territorial Health Boards in the North of Scotland to ensure we have sustainable clinical and corporate services

Working collaboratively with the five other Territorial Health Boards in the North of Scotland to ensure we are working together where it makes sense for our patients and staff and having a stronger 'voice' on the national stage and where relevant work more closely with the other island Health Boards (NHS Shetland and NHS Western Isles) to ensure the views are better heard and understood

To continue to work towards achieving net zero status, and progress on renovating the remaining NHS Orkney buildings (including the GP surgeries and houses on Sanday, Westray, Stronsay and North Ronaldsay) and removing fossil fuels, replacing with renewable energy and continuing to replace fossil fuel vehicles with electric

To contribute via the Chair and CEO's meeting for the North of Scotland (the NHS Orkney Chair is the Chair of this group), via Executive Director/professional lead contributions in the North and via the Clinical Collaborative (where Medical Directors and Directors of Nursing in the North work together on key issues, including working together to create sustainable services)

Use this strategy and our priorities in all of our national conversations as leaders and Board members

The Chair, CEO and Executive Directors taking lead roles in national and regional spaces for certain topics that will benefit both NHS Orkney and NHS Scotland







