



# Corporate Plan 2017/2018



*Our community, we care, you matter.....*

## 1. Foreword

Welcome to NHS Orkney's 2017/2018 Corporate Plan. The Plan reaffirms our purpose as an organisation, our promise to the Orkney community, our patients and staff and refers to our priorities over the next twelve months. The Plan builds on our strategic aims or corporate objectives and articulates how we will work together to deliver and contribute to NHS Scotland's Health and Social Care Delivery Plan. Our contribution to the national Plan is captured in our 2017/2018 Local Delivery Plan.

In looking back I am struck by the progress we have made. I appreciate it is easier to focus on the things that we have not done or the things we have done less well but we have achieved much and staff can be proud of their contribution to our overall performance as an organisation.

In going forward the demands for health and social care services and the circumstances in which they will be delivered will be fundamentally different as we work more closely with NHS Boards in the North. Our first Regional Delivery Plan will describe how we can achieve more through a collaborative approach; this will be presented to the Board in line with the September deadline.

We agreed as part of 'Our Orkney, Our Health – transforming clinical services' more of the same is just not an option and there is still much to do. The time to change has never been as important to us as we look to adopt and spread the language and practice of transformation and innovation as part of our everyday culture. I believe transformation and innovation must be alive within our people, our policies and our practice and with the new hospital and healthcare facility becoming even more closer our state of preparedness must increase and be underpinned by good transitional implementation plans.

This Plan takes account of our strategy deployment approach to enable us to link our aims or objectives to programmes of work that have agreed measures to chart progress and address variance at pace.

In commending this Plan to you I am thoughtful of our vision and how it focuses on the delivery of safe and compassionate healthcare whilst encouraging people to think about their lifestyles and improving their health. I ask you to think about your contribution to 'better health and better care' and invite you to highlight any opportunities to eliminate any waste or delays. Your contribution to better health, better care and better value is greater than you think. I am keen that you acknowledge the difference you can make, your interaction with patients, partners and each other define who we are, the importance of getting it right first time, every time becomes everyone's responsibility. I am confident we will do that with pride and professionalism.

*Cathie Cowan*

Chief Executive

## 2. Introduction

This Corporate Plan provides a connection between national and local context. It brings together the Government's ambition and our response to what has been agreed as key priorities for 2017/18 as outlined in our Local Delivery Plan. The Plan has been kept deliberately short and sets our purpose or response as an organisation, our promise to our patients and staff and our priorities for the next 3 years to support and contribute to NHS Scotland's Health and Social Care Delivery Plan and implementation of the National Clinical Strategy. The 2020 vision outlined below builds on and develops our commitment as a NHS Board to achieve outcomes that matter to the people of Orkney.

### 2.1 Strategic Context - The 2020 Vision for Health and Care in Scotland

*'The Scottish National Health Service will be a publicly funded and publicly delivered health care service free to all our citizens. We will have a world-leading healthcare service where everyone is able to live longer and healthier lives at home, or in a homely setting. We will have a focus on reducing health inequalities, on prevention, anticipation and supported self-management. When hospital treatment is required, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.'*

### 2.2 Local Context and response to the 2020 Vision and Strategic Context

The Local Delivery Plan 2017/2018 focuses on the Triple Aim – 'better health, better care and better value. It is deliberately short and says what we will do rather than how we will do things. Our performance and delivery of the Plan will be reported to our Board in public and will be underpinned by a number of programme specific strategy deployment matrices.

As an employer, NHS Orkney will continue to invest in quality improvement capability and in the growth and development of our staff because we want the best people with the right skills, right behaviours and attitudes working with us to deliver the best possible care and services.

## Our purpose, our promises and our priorities

### 3.1 Our Purpose

Effective NHS Boards articulate an ambition for their organisation whilst managing the risk contained within that ambition and demonstrating leadership by undertaking 3 key roles:

- Formulating strategy for the organisation, including the development annually of a Local Delivery Plan whilst also contributing to a Regional Delivery Plan
- Ensuring commitment and accountability by holding the organisation (all staff) to account for performance and the delivery of both improvement in

population health, individual experience of care whilst operating with a context of affordability and sustainability

- Shaping a positive culture (open, just and fair) for the Board and organisation

In Orkney we have embraced the roles outlined above whilst at the same time being informed by -

- the external context within which we operate
- the intelligence which provides trend and comparative information on how our Board is performing
- dialogue and engagement with our patients, staff, partners and the people of Orkney

In summary our purpose is simple: as a Board we aim to **optimise** health (whilst supporting the local population to do their bit in keeping well), **optimise care and optimise cost**.

It is important when reflecting on our purpose to consider individuals and families whilst stopping to think about the population challenges we will face over the next decade and to also consider that the characteristics of a Health Board's population will be the major determinant of services that are required from that Board. Demand will be influenced by population age profile and health status and also changes in expectation.

The significant demographic changes expected in the next 20 years and the corresponding rise in need, particularly in the older population, will mean that the way social care and health services are provided to the local population will need to fundamentally change. In short, more people will need care, their needs will be greater and there will be fewer people of working age to provide that care. The creation of our local Integration Authority will be required to play a key role in commissioning services in ways that support people stay and keep well in their own homes and/or communities using the nine national outcomes to inform their decisions.

### 3.2 Our Promise to our patients and their families

At NHS Orkney we pride ourselves in delivering high quality care and we will ensure all our patients are treated with dignity and respect whilst ensuring we deliver excellence and professionalism in all that we do.

You can expect

- to be treated with dignity and respect
- for us to show compassion by taking the time to listen, to talk and do the things that matter to you
- to receive high quality patient care and when you don't, we will listen and act on your feedback so we can learn, improve and do better next time
- for us to be consistent and reliable and do what we say we will
- us to work with you and your family (carers) and our colleagues so that we put your needs first

- for us to communicate (as individuals, teams and as an organisation) effectively, keeping you informed and involved and providing explanation if something has not happened

## Our Promise to our staff and your promise to NHS Orkney

You can expect

- to be kept well informed
- to be appropriately trained and developed
- to be involved in decisions that affect you
- to be treated fairly and consistently with dignity and respect; in an environment where diversity is valued
- to be provided with a continuously improving and safe environment that promotes your health and wellbeing

In return as employers we ask that all staff show commitment and be accountable for their actions and contribution to individual, team/department and organisational performance including:

- keeping themselves up to date with developments relevant to their job within the organisation
- committing to continuous personal and professional development
- adhering to standards set by their regulatory bodies
- actively participate in discussions on issues that affect them directly or via their trade union/professional organisation
- treating colleagues and patients with dignity and respect while valuing diversity
- ensuring that their actions maintain and promote the health, safety and wellbeing of their colleagues, patients and carers and community

Embedding the values of the NHS into 'our promise' will make the 2020 Workforce Vision a reality. In practice we are using i-matter to improve engagement and how we work together to deliver high quality care and services. Measuring our progress as part of our Staff Governance Action Plan will help us identify and deal with behaviours that don't live up to our values as detailed below.



### 3.3 Our Corporate Aims/Objectives

Building on our corporate themes of 2016/17 staff have asked that we make no changes to the previously agreed corporate or strategic objectives. These objectives will inform the contribution our staff will make to our agreed national and local priorities in 3 key areas: health improvement, health care delivery and service/financial sustainability.

In responding to requests for keeping our messages simple and the number of priorities to a minimum, the Senior Management Team is proposing that our corporate objectives (or aims) refer to our operating principles and this small change has been added to objective seven. Other than that our objectives remain unchanged for 2017/2018. For reference the objectives are listed below:

- Improve the Health and Wellbeing of the people of Orkney and reduce health inequities
- Pioneer ways of working to meet local health needs and reduce inequality
- Value and develop our people
- Nurture a culture of excellence, continuous improvement and organisational learning
- Demonstrate best value using our resources
- Improve the delivery of safe, effective and person centred care and our services
- Demonstrate behaviours that are consistent with our values and operating principles (operating principles detailed below)

#### 3.3.1 Our Priorities

It is intended that all staff use the corporate objectives detailed above to inform their individual objectives (eksf including pdp completion) including behaviours and how they intend contributing to the overall performance of the organisation. During 2017/2018 a key performance measure will be to improve our eksf standard from 60% (current) to 80% by end of March 2018 and it is our intention in adopting the national objective setting process that we add a personal objective (individual contribution) that will describe how a member of staff will support or lead quality improvement within their span of responsibility.

## **Our Operating Principles**

- **Work together**
- **Create a workplace that works for staff and those who use our services**
- **Reduce waste, using people's experiences to define what adds value**
- **Make good decisions, based on evidence, which are aligned with our corporate objectives**
- **Raise issues with positivity and address them at the right level**
- **Ensure projects are sufficiently resourced and aligned to our long term vision**
- **Standardise where possible and customise where it adds value**
- **Appreciate others, welcome positive challenge and respect diversity**
- **Promote professionalism and high quality standards**
- **Reflect, learn and develop**
- **Include a sense of place and a regard to island communities**