

CEO's 100-day report

RECONNECTING WITH PEOPLE

Summary version

August 2023

Introduction

This report summarises my experiences and insights since taking up post on 3 April 2023.

The purpose of this report is to summarise what I've heard, to share my reflections and observations on this vital insight, and to set out how I propose we now move forward as an organisation.

Context and who we are



Serve a population of 22,000



NHS Orkney is the smallest and one of 14 Territorial Health Boards in Scotland – but it has so much potential



We provide a comprehensive range of primary, community-based and acute services



800 staff



Orkney is made up of 70 islands of which 20 are inhabited

Summary

At the heart of this report is one over-riding observation about our starting point at NHS Orkney which we must seek to put right together:

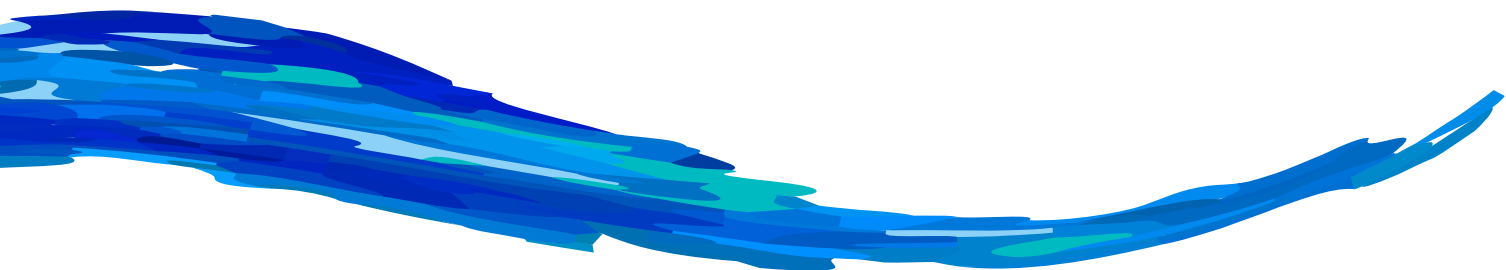
Prioritising people, which means finding meaningful ways to reconnect with our patients, local community and our staff.

3 main priorities

1. To agree that culture, leadership, recruitment and retention, getting back to basics and having a clear direction and ambition for the future are the highest priorities.
2. Recognising this report must have synergy with other workplans, we must ensure there is alignment between our Plan on a Page for 2023/24, Annual Delivery Plan, Medium-Term Plan, the emerging long-term Corporate Strategy, as well as the Board's Clinical Strategy and wider supporting workplans.
3. To (1) invest in the development and upskilling of Team Orkney as a priority so we can ensure working here is a fulfilling and rewarding experience, so we can grow our own and so people who choose NHS Orkney feel able to reach their true potential and (2) put in place the building blocks that will support the creation of a safety-first, learning and continuous improvement culture.

Implementation

An appropriate governance process will be put in place to track progress. This will use existing reporting and monitoring systems, including through Board Committees and Senior Leadership Team.



Next steps

1. Establish the monitoring approach and frequency through existing governance arrangements
2. Following the introduction of a newly-formed Senior Leadership Team which began meeting in July 2023, a review of operational governance will commence so that staff voices are heard and drive decision-making at all levels of the organisation
3. Ensuring join-up with wider workplans – including clinical, people, financial recovery, digital and estates and our new Corporate Strategy which will be developed following engagement later in 2023/24
4. Create a clear implementation plan which captures the key actions linked to this 100-day plan for oversight, monitoring and assurance re: delivery
5. With the development of a new long-term Corporate Strategy (internal and external engagement will commence Autumn 2023), to ensure there is a single clear annual workplan setting out what will be taken forward each year and deliverables by quarter

Commitment needed from Team Orkney

Moving NHS Orkney forward is a team sport. We need every member of Team Orkney to be up for this, to sign up to the direction of travel and ambition and to play their part.

Part of my ask here is that staff will:

- Continue to share feedback so that we can celebrate our position progress and have honest conversations about where we need to improve and change things
- Focusing on the small things, which often matter most – including, saying ‘thank you’
- Ensure we don’t tolerate poor behaviours and challenge when we see or experience behaviours or actions that are not in line with our values

Laura Skaife-Knight,
CEO

