



#### **Annual review Public Session**

Interim Board Chair - Davie Campbell

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# Resilience, Recovery and Renewal: NHS Orkney key achievements 2024/25

- A year of stability and progress
  - 1. Improving our Culture
  - 2. Stability of leadership
  - 3. Operational grip and control
  - 4. Strengthened approach to governance and risk management
- Listening to and acting on patient and staff feedback
- Commissioned an external review into cultural development, governance and senior leadership
- Basics right more consistently

#### Our achievements 2024/25

#### **Place**

- Introduced a new chapter in our Integrated Performance Report for Population Health
- Moved forward with our plans for the Old Balfour site and King Street
- Completed work to decarbonise our estate

#### **People**

- Improved imatter scores in many areas in 2024 compared to 2023
- Staff Bright ideas scheme has gone from strength to strength
- Three finalists nominated for the Nurse of the Year Award And midwife of the Year Award in the 2024 Scotland Health Awards

#### Patient Safety, Quality and Experience

- Introduced Care Opinion (Maternity) a new way of listening to and responding to patient feedback
- New Board Assurance Framework introduced December 2024
- New clinical governance structure with clear operational reporting
- MRI relocatable unit now on-site
- Wholescale redesign of risk management and reporting
- SAERs timely completion with SMART recommendations.
- Recovery of colonoscopy waiting lists and services
- Launched a new sponge capsule clinic

#### **Performance**

- Achieved £4million savings target set by Scottish Government
- 100% patients seen within 18-weeks in our Community Mental Health Service
- Publish summary of our waiting times by specialty
- Introduced Performance Review Meetings

#### **Potential**

- Started the roll-out of Electronic Patients Records (EPR) for community-based staff
- Upgraded our electronic document management system
- Transitioning to new IT system in General Practice

#### Finance headlines 2024/25

Our budget - £88.8m

How we spent the money we have

- £46.9m on staff (pay)
- £41.9m on clinical infrastructure and other clinical services
- Spend with other Health Boards
- £16.5m (a £1.7m 11.5% increase from 2023/24)
- Increased scrutiny and approval of Service Level Agreements
- Capital programme (£3.0m)
- Majority of our capital £2.0 million was spent on decarbonisation of our estate

#### Our challenges in 2024/25

- Quarter of our population 65 (compared to 20% national average)
- By 2043, the number of residents aged 75 and over will increase by 86%
- Fragile clinical and corporate services
- Staff recruitment and retention
- Housing for staff
- Travel to access services out of Orkney
- Long waits for planned care across Endoscopy, Ophthalmology, ENT and Trauma and Orthopaedics
- Financial position

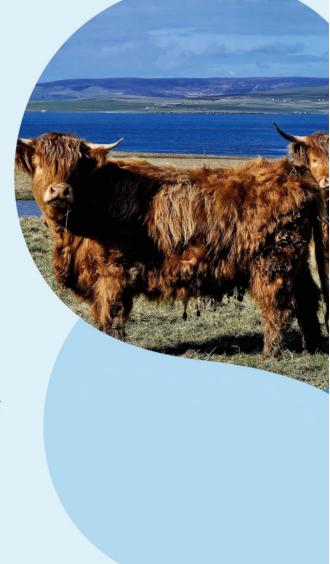




# Our priorities for 2025/26: What's important and matters to you

### Place

- Improve people's physical, mental health and wellbeing
   by prioritising prevention and early intervention for smoking, obesity and wellbeing
- Progress our ambition to become a Population Health
   organisation and system by putting prevention and early intervention at the core of what we do
- Explore local reform opportunities to further improve
   services and outcomes for patients and our community
   and environment



# Patient Safety, Quality and Experience

- 7 Embed a consistent, proportionate approach to risk management, and further strengthen our governance
- Foster a culture of safety, learning, and openness, encouraging staff to speak up
- **9** Ensure the clinical voice drives safety and improvement changes, across our hospital and community services



## People

Launch a new overarching experience programme which includes new
 behavioural standards to bring our values to life and ensures patient,
 staff and community feedback drives continuous improvement



5 Drive a step change in appraisal, mandatory training and sickness absence rates

Launch our new leadership development programme and approach to succession planning for the Executive Team, Senior Leadership Team and the Board

### Performance

- Deliver our 2025/26 financial plan and continue our path to de-escalation
- 11 Further improve access and reduce waiting times
- Further improve the discharge experience for our patients particularly those living on our ferry-linked isles



### Potential

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Accelerate digital transformation, and introduce a new model for how we deliver Digital Services for our patients, community and staff



Set out a clear ambition for education, training and improvement — underpinned by an integrated Education Strategy and new on-site Education and Improvement Centre

Revisit and refresh our Clinical Strategy which will redefine NHS Orkney, determine transformation opportunities and create more sustainable services





# Questions from our community and staff

Minister for Drugs and Alcohol
Ms Maree Todd

