

Annual review Public Session

Interim Board Chair - Davie Campbell

By attending our annual review and turning on your camera or microphone you agree to your image and voice being recorded.

The recording and transcript will be retained by NHS Orkney in line with other board communications and records.

For further information on how we protect your data rights and freedoms please visit our website and search for The NHSO Privacy Statement or contact a member of our Information Governance ork.dp@nhs.scot

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

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



#TeamOrkney

Patient Safety, Quality and Experience

- 7 Embed a consistent, proportionate approach to risk management, and further strengthen our governance
- 8 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



#TeamOrkney

People

4

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

6

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



#TeamOrkney

Performance

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



#TeamOrkney

Potential

13

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

14

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

15

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



[#TeamOrkney](#)

Questions from our community and staff

Minister for Drugs and Alcohol
Ms Maree Todd



Thank you for joining us