Team Orkney
Improving Together

NHS
Orkney

Annual review 2025/26

Davie Campbell – Board Chair
Dave Harris – Chief Executive Officer

Wednesday 18 November 2026

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NHS Orkney key achievements 2025/26

- Ongoing organisational stability alongside progress
- Development of a more compassionate, open culture
- Increased continuity within the Executive leadership team
- Clearer understanding of operational and financial oversight and control
- Improvements in governance, assurance and risk management
- Patient, community and staff feedback used more effectively
- More reliable delivery of the core elements of safe, effective care
- Agreed Orkney's Routemap to Reform with Orkney Islands Council and the Integration Joint Board (IJB)

Our achievements 2025/26

Place

- Supported safe delivery of the 2025 Island Games with partners
- Progressed plans for the Old Balfour and King Street sites
- Completed the £4 million programme to decarbonise our estate
- Strengthened Orkney's voice in regional, rural and island planning

People

- Achieved a 69% iMatter response rate compared to national average 57%
- 66% of teams agreed an iMatter action plan, national 56%
- Launched our Behavioural Framework
- Developed *Your Employee Journey* to turn staff feedback into action

Patient Safety, Quality and Experience

- Embedded more systematic clinical audit review and reporting
- Redesigned organisational risk management and escalation arrangements
- Improved governance and oversight of research activity
- Maintained 100% compliance with the 31-day cancer treatment standard
- Continued listening and responding through complaints, compliments and Care Opinion

Performance

- Emergency Department activity increased while four-hour performance improved to 93.98%
- CAMHS maintained 100% compliance with the 18-week standard
- Psychological therapies achieved 94.85% compliance
- The endoscopy waiting list reduced from 152 to 39 patients
- Monthly public waiting-time reporting improved openness and transparency
- Achieved the £2.09m savings target set by the Scottish Government
- Our Community Mental Health Service saw 100% of patients within 18 weeks

Potential

- Rolled out the MORSE electronic patient record - Community Mental Health
- Established a network of 20 digital champions
- Increased cyber-resilience compliance to 56%
- Progressed improvements to digital records and GP IT systems
- Continued planning for the Education and Improvement Centre

Finance headlines 2025/26

Our budget - **£91.213m**

How we spent the money we have

- Staff pay **£51.55m**
- £41.9m on clinical infrastructure and other clinical services
- Core expenditure: **£93.840 million**
- Overspend against core allocation: **£2.627 million**
- Scottish Government deficit support received: **£2.8 million**
- Capital expenditure: **£1.676 million**
- Services received from other NHS Boards: **£13.5 million**

Area Clinical Forum – Chair Dr Kirsty Cole

Review of the past year

- Growing confidence and maturity in the ACF's clinical advisory role.
- Too often reactive rather than proactive, with opportunities for earlier clinical engagement being missed.
- Progress in governance arrangements, but inconsistent administrative support and closing the feedback loop remain challenges.

Looking ahead

- Be more proactive: horizon scanning and earlier involvement in service development and organisational planning.
- Strengthen clinical influence: clearer governance, better feedback and stronger links between committees, the ACF and the Board.
- Enable participation: visible organisational support, appropriate endorsement of committee roles.

Area Partnership Forum – Joint Chairs, Dave Harris & Ryan McLaughlin

- Supported successful implementation of the reduced working week across NHS Orkney.
- Sustained job evaluation activity despite significant capacity pressures.
- Continued workforce involvement in strategic and policy work.
- The revised Managing Organisational Change Policy established clearer expectations for early Staff Side involvement.
- Agreed core principles to guide partnership involvement in Public Sector Reform.
- Restarted work on facility time, with sustainable representative capacity remaining a priority.
- In 2026/27 continue partnership focus on shaping a bespoke islands model of care and sustainable workforce arrangements.

Our challenges in 2026/27

- A quarter of Orkney's population is aged 65 or over, compared with 20% nationally
- Increasing demand associated with an ageing population and long-term conditions
- Recruitment, retention, housing and workforce sustainability
- Travel and equitable access for people living across the islands
- Reducing long waits for some planned treatments delivered via Service Level Agreements with other Health Boards
- Financial sustainability and continued escalation
- Maintaining service resilience within a remote and island setting
- Delivering all Scottish Government national plans stretches NHS Orkney's limited capacity.

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Our priorities for 2026/27: What's important and matters to you

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



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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

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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

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Performance



10 Deliver our 2026/27 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

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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

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Questions from our community and staff

Davie Campbell – Board Chair

Thank you for joining us