



*healthfit* →  
TOMORROW'S HEALTH TODAY

## Grampian Health Plan 2009/10

April 2009

### If you would like:

- more information on issues and plans mentioned in this booklet
- someone to come to talk to your group about Healthfit or the Grampian Health Plan
- more information on how you, or your group, can get involved in helping us develop the 'best' local health services possible
- to give us comments or suggestions on any part of the work of NHS Grampian

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## What is this booklet about?

NHS Grampian is keen to involve you in developing health services. This booklet is part of that and aims to:

- explain the purpose of the Grampian Health Plan
- explain the Healthfit vision
- tell you about some of the achievements made last year against the priorities outlined in the *Grampian Health Plan Update for 2008/09*
- give you the key priorities and plans for this year (2009/10)
- explain how we will develop the next Grampian Health Plan for 2010/11 onwards
- advise you how you can get involved in helping develop the next Grampian Health Plan.

# What is the Grampian Health Plan?

The purpose of the Health Plan is to make sure NHS Grampian continues to improve health and health services in Grampian. It also allows us to move towards achieving our Healthfit vision (see page 8).

This plan helps to tell us what we have achieved to date and what we need to do to keep improving the health of people who live in Grampian, as well as people from across the North of Scotland, who also use health services in Grampian.

To produce this Grampian Health Plan, we have developed our priorities for next year by involving:

- patients and the public through our Community Forums and Public Focus Groups
- groups of staff and professional advisory committees
- our partner organisations (local authorities and voluntary organisations) through our Community Health Partnerships (CHPs)
- the North of Scotland Planning Group, which is made up of the six NHS Boards in the North of Scotland.

In addition to the above, we have also made sure that our plans fit with the national health strategy, called *Better Health, Better Care*.



# What is the purpose of NHS Grampian?

The purpose of NHS Grampian is to:

- improve the health of people in the North East of Scotland and beyond
- provide high quality services for our patients
- help people choose the best ways to look after their health.



# What is NHS Grampian's vision?

NHS Grampian's vision (also known as Healthfit) is a picture of what we would like health and health services to look like in the future. For you and your family, this will mean:

- helping you enjoy better health through understanding how to keep healthy
- supporting you to live a longer, healthier life
- developing, with you, safe, sustainable and high quality services, delivered in the right place at the right time
- delivering services fairly for your improved wellbeing.

In 2002, we agreed a vision for future health and healthcare services in Grampian. Our vision was created and updated by NHS Grampian staff, patients, members of the public and members of partner organisations, such as local authorities and voluntary groups.

This vision was updated in 2008 to ensure it remains relevant for future years. During 2009, we will continue to discuss and develop our vision with you, the public of Grampian, our staff and partners.

If you would like more information on Healthfit, this can be found at [www.nhsgrampian.org/healthfit](http://www.nhsgrampian.org/healthfit).

# What have we achieved in the last year?

Last year, we produced the 'Grampian Health Plan Update 2008/09' which told you what we had done to improve health, care and services in response to your concerns. In this document we also said what our priorities were for 2008/09. A copy of last year's Health Plan can be found at:

[www.nhsgrampian.org/healthfit](http://www.nhsgrampian.org/healthfit)

Excellent work and progress has been made in the last year. The next section outlines just some of the achievements made against the priority areas outlined in last year's Grampian Health Plan.



## Improving health and reducing inequalities

We want to improve the health of the whole Grampian population and make sure we focus on those who are disadvantaged in their access to and use of health services and in their risk of serious, preventable ill-health. In the last year we have:

- refocused health services by:
  - developing ways to refresh and co-ordinate our approach to improving health and reducing inequalities in health outcomes, access and use of services.
  - agreeing how we will implement the use of the ‘Health Impact Assessment Screening Tool’ in NHS Grampian, to make sure our services are developed fairly and improve health.
  - implementing the ‘Keep Well’ pilot as part of the Scottish Government’s programme. Five GP practices now deliver health checks to people aged 45-64 years, who have been identified as being at particular risk of preventable ill-health and living in the most disadvantaged areas of Aberdeen City.
  - training doctors and nurses in GP practices, and midwives, to help them identify and provide advice to patients who are consuming harmful levels of alcohol.



- worked with communities by implementing pilots which support the Scottish Government's 'Well North' programme to address health inequalities in remote and rural areas. In Aberdeenshire, a GP practice pilot has been developed which focuses on supporting healthy weight management. In Moray, a pilot is underway to support Dufftown community to improve self care
- worked with 195 employer organisations to create and maintain the workplace as an environment which promotes the health and wellbeing of staff
- helped individuals by:
  - piloting a public information booklet with Insch Medical Practice. We are evaluating this pilot, before considering roll-out across Grampian.
  - promoting healthy weight, healthy eating and physical activity in Grampian. Plans have also been developed to promote child healthy weight as part of a national programme.
  - rolling out the national 'Human Papilloma Virus' (HPV) vaccination programme, for all school girls aged 12-13. This will help reduce their risk of developing cervical cancer in later life.
  - increasing awareness of preventing sexually transmitted infections through public awareness campaigns and through 'Sexual Health and Relationship Education' (SHARE) training.
- implementing the Grampian Dental Plan, which was approved by the Grampian NHS Board in August 2008.
- securing funding from the Scottish Government to pilot a campaign in spring 2009, to help the public know where to get the right information about their health concerns.
- opening the ARI *healthpoint* to provide staff, patients and visitors with free and confidential advice and information from trained staff on a wide range of topics. Nicola Sturgeon, Cabinet Secretary for Health, visited this facility in January 2009.



## Better care without delay

Over the last year we have:

- worked towards the delivery of the national waiting time standards. At the time of writing this booklet we were on track to substantially exceed the following standards, whereby at the end of March 2009:
  - no one waited longer than 15 weeks for a first outpatient appointment, an inpatient appointment or day case treatment.
  - no one waited longer than 6 weeks for diagnostic tests (including gastroscopy, sigmoidoscopy, colonoscopy and cystoscopy) and diagnostic scans (including MRI, CT, barium studies and ultrasound).
- started to implement a plan to improve how we make and handle patient referrals for assessment and treatment. This will help make sure that patients referred will experience fewer delays and will be seen more quickly
- agreed plans to roll out pre-assessment services across Grampian. This means carrying out assessment and diagnostic tests at an earlier stage to speed up treatment and avoid cancellations
- established an 'Unscheduled Care Network', which will co-ordinate and plan more responsive emergency and urgent care across different services such as NHS24, A&E and General Practice. This will ensure patients receive the right care, in the most appropriate place and at the right time.



This work will also support the delivery of the four hour maximum time to receive treatment or be discharged from A&E departments

- continued to improve cancer services and work towards the national cancer standard, where no one will wait longer than 62 days from an urgent referral for suspicion of cancer to treatment. We are currently meeting this standard for lung, breast, and head and neck cancers and are striving to make this the case for all cancers. For example, we have improved cancer services by:
  - redesigning chemotherapy services to improve access for more people.
  - looking at which services can be safely delivered in the community setting. We already deliver oral chemotherapy and follow-up for some colorectal cancer patients in community hospitals and have recently started delivery of Herceptin in people's homes for patients who meet the specific criteria.
  - working with other NHS Boards in the North of Scotland to develop plans to implement the Scottish Government's *Better Cancer Care, An Action Plan*, to improve access to good quality diagnostics, treatment and general cancer care.

We also said we would complete a survey in every GP practice to assess the needs of patients, regarding practice opening hours and access to services. This did not happen, as a similar survey is due to occur across Scotland next year, in which Grampian will take part.

## Long term conditions

Over the last year we have worked with our partners to:

- provide appropriate specialist care locally for people with long term conditions such as diabetes, coronary heart disease and chronic respiratory problems such as asthma
- put in place suitable packages of care for patients identified as high risk of having a preventable hospital admission. This will help staff and patients to respond quickly when a patient's condition deteriorates
- train community staff so that they have the necessary skills to be able to deliver good quality care and treatment in patients' homes, which was previously provided in hospitals
- deliver training courses to ensure diabetes nurses in the community have the right skills and knowledge to support patients with diabetes to manage their condition more effectively and reduce health complications
- provide the care and support in the community to enable patients to be safely discharged home. This type of care has made a big difference to patients admitted to respiratory wards in ARI, as the average length of stay has been reduced from seven to five days over recent years

- start the development of a three year plan to improve the quality of care and patient experience for people with long term conditions, in addition to meeting the Scottish Government standards set for March 2011
- implement intensive packages of care for older people with complex care needs, who wish to be cared for at home. We will continue to increase the number of people who receive this type of care over the next few years.



## Intermediate care

Over the last year we have:

- started the development of a Specialist Rehabilitation Unit at Woodend Hospital, which is due to open at the end of December 2009
- started to implement plans to turn Woodend Hospital into an Aberdeen Community Hospital
- piloted a rapid access service for elderly people in Aberdeen City, which aims to prevent unnecessary admission to hospital
- developed early supported discharge services across Grampian. An example is the 'Hospital at Home' service in Moray
- developed anticipatory care planning pilots in Banchory and Turriff to prevent unnecessary admission to hospital for those patients identified as being at high risk of a hospital admission.

## Mental health

Over the last year we have:

- improved the quality of care experienced by patients. Examples of these are the provision of:
  - the first NHS adult eating disorders unit in Scotland, which opened in February 2009 for North of Scotland residents.
  - primary care mental health workers and a counsellor in Moray, who provide easier access to care for patients with mild to moderate depressive illness.
  - old age psychiatry support to care home residents and elderly services in Woodend Hospital, to support care packages and earlier discharge home.
- started to develop a care pathway with patients, carers, clinicians and partners to improve early diagnosis and management of patients with dementia
- reduced the number of people re-admitted to our psychiatric hospital by 10%, ahead of the December 2009 national standard
- reduced suicide rates by 20%, ahead of the 2013 agreed national standard
- worked towards reducing the rate of antidepressant prescriptions, but have found this very difficult, as have other NHS Boards. We are looking at the evidence to establish why we have not been able to reduce antidepressant use by 10%, as per the national standard

- established a Grampian Mental Health Programme which is a three year, nationally funded programme to continue to improve access to services and the quality of care for people with mental health needs.





## Patient safety

We have continued to ensure patient safety is key to everything we do. In the last year we:

- launched and circulated the agreed *NHS Grampian Patient Safety Strategy*
- have continued to work towards the delivery of the national standard to reduce all healthcare associated infection by 30% by 2010 and to reduce the rate of Clostridium difficile (C. diff) infection in hospitals by at least 30% by 2011
- have been one of three NHS boards participating in a national MRSA screening pilot. Since August 2008, we have:
  - screened patients for MRSA, who have been admitted for an overnight stay in ARI or in the orthopaedic wards at Woodend Hospital, Aberdeen.
  - screened 25,000 patients in the first six months of the pilot and have provided appropriate treatment for people identified as having MRSA.
  - trained more than 1,500 staff members who are either registered or qualified as cleanliness champions.

- have carried out hand hygiene audits as part of the national campaign, where every two months, members of the Community Forum decide which ward or department will be audited to ensure staff are complying with good hand hygiene practice
- ensured continuous monitoring of hospital cleanliness. Each hospital consistently achieves above the national 90% target
- have begun to implement the Scottish Patient Safety Programme in pilot sites in Grampian. Examples include:
  - regular patient safety walkrounds. This is where the Executive Team, with a patient representative, meet ward and department staff to discuss patient safety issues.
  - the introduction of ‘safety briefings’ as part of staff handover, which involve the whole team, including domestic staff, agreeing key patient safety risks that day, for example, cleaning arrangements to tackle specific infection issues.
  - reducing infection rates by improving the care of cannulas (also known as venflons).

## Workforce and organisational development

In the last year we have:

- developed and agreed an *NHS Grampian Recruitment Strategy*, to improve the recruitment and retention of our staff to help create a sustainable workforce
- produced a workforce plan for NHS Grampian, which tells us about the numbers, groups and profiles of staff. This helps us plan the types of staff and skills we need to provide future services
- conducted a staff survey on workplace issues. Focus groups have been held to discuss the results and develop plans to improve workplaces for staff, which will also create benefits for patient care. Findings of the survey compared favourably with other organisations, which have undertaken the survey
- continued to develop and pilot new healthcare professionals’ roles, which help us to provide the right care, in the right place and at the right time. Examples of these roles are patient support workers, housekeepers, night nurse practitioners, medical support nurses and pharmacy technicians
- received the first intake of dental students to the new Dental School. Work is ongoing to provide two courses per year for dental support nurses and staff. At present we provide one course per year for dental support nurses in Grampian.



## Health campus

In the last year we have:

- gained approval from the Aberdeen City Council Planning Authority for the Foresterhill Development Framework, which sets out our long-term plans for the development of this site
- started to implement the 'ARI Blueprint', which sets out the vision for clinical service delivery. A Short Stay Medical Unit opened in January 2009, which facilitates quicker diagnosis and treatment of patients, thus reducing the time patients stay in hospital
- started to develop the blueprint for Dr Gray's Hospital and expect to agree this in summer 2009. Blueprints for Royal Cornhill Hospital and Woodend Hospital are also being progressed
- developed full business cases for the new Dental School in Aberdeen, the Dental Facility in Elgin and Chalmers Community Hospital in Banff, which were approved by the Grampian NHS Board. Building work is underway for all of these developments. This will allow us to improve patient care and patient experience, and support the redesign of services to provide more local care in the coming years
- produced outline business cases for the Health Village to be located in Aberdeen, the Emergency Care Centre and the Energy Centre (both on the Foresterhill site). These have been approved by the Grampian NHS Board

- continued to upgrade and plan the redevelopment of GP practices, community hospitals and other community premises. Examples include a new primary and community care centre in Forbes, which is at the detailed planning stage, and new medical centres in Laurencekirk and Elgin, which are under construction
- begun to develop plans for an Ambulatory Care Centre and a Cancer Centre, both on the Foresterhill site
- supported the opening of the Maud Community Resource Centre. The centre is owned and managed by Maud Village Trust and has been financed by NHS Grampian
- completed the first stage in the reconstruction and improvement of the traffic flow around the Foresterhill site. Further improvements will be made over the next five years. A review is underway to ensure that the work done has created safer and better access for patients, visitors and staff
- spent over £200,000 in improving access to NHS Grampian premises for disabled and elderly patients.

## Aberdeen City primary care redesign

In the last year we have started to develop plans to redesign the delivery of community services across Aberdeen City, so that they are sustainable and meet the future needs of people living in Aberdeen. Examples are:

- we have begun to review GP practice boundaries, with a view to focusing on local communities and improving access
- supporting long term workforce planning through the development of an internet based workforce tool, to gather baseline information on the numbers and type of staff, in addition to how many will retire in the next few years
- we continue to implement our 10 year premises plan, which ensures premises are fit for purpose and in the most appropriate locations, to deliver the right care and services for the future.

## Involving the public and improving the patient experience

We have continued with our commitment to working in partnership with patients, the public, carers and voluntary sector organisations in planning and developing new and existing health services. In the last year we have:

- organised, with the Scottish Health Council, a development day for members of Public Partnership Forums to share ideas and plan how to improve the way we involve patients and the public in the Community Health Partnerships
- trained more staff, including senior doctors, in patient focus and public involvement
- continued to support our public forum members, who sit on groups and committees
- introduced and evaluated the new feedback card system, encouraging more people to give their views on NHS services
- organised an open day for the public and staff about the plans for the new Emergency Care Centre
- developed information leaflets, posters and DVDs for patients about the MRSA screening pilot programme. We are currently asking patients who have been screened for their views, as part of the evaluation of the pilot programme

- invited the public, patients and community groups to give their views on the Health and Transport Action Plan and the Dental Plan for Grampian, which were both approved in summer 2008
- increased the number of face-to-face interpreters from 60 to 120, so that we can communicate more effectively with the growing number of non-English speaking people accessing and receiving health services
- produced an updated *Guide to Local Services for People with Disabilities and their Carers*. This document has proved to be very popular.



## Getting the best from our resources

In the last year we have:

- continued to develop a prioritisation process, which will help to ensure we use all of the resources available to us as efficiently as possible, to provide the best care and services to improve the health of the Grampian population and others who access our services
- maintained financial balance and have met the three Government targets set for finance. This means that NHS Grampian continues to operate within the funding which we have been given.

## What did you tell us were your **concerns?**

During autumn 2008, we met various groups (staff and public) who told us their concerns and what they felt we needed to do to improve health, care and services. You told us it was important that we ensure:

- quick access to safe and effective care and services, when you or your family need it
- adequate car parking for patients, staff and visitors
- better communication, for example:
  - on what services are available where, and how these can be accessed.
  - on all the good work being done in NHS Grampian.
  - between staff about patient needs and treatment plans.
- more involvement and communication with staff around changes
- we continue to change how we deliver care and services to meet the health needs of the local population i.e. growing elderly population, migrants, increasing obesity and harmful alcohol consumption

- we reduce the health gap between those people living in disadvantaged areas and those living in affluent areas
- we have the right information technology to deliver the best care
- we have the right staff to deliver the right care in the right place
- buildings and premises are fit for purpose, so that our staff can keep delivering the best care and as safely as possible
- we prioritise how we use all our resources so that we can get maximum benefit for the Grampian population.

## What are our priorities for this year?

Based on what you have told us, we will concentrate our efforts during 2009/10 on five overarching key areas of work.

1. Improving health and reducing health inequalities
2. Involving patients, public, staff and partners towards mutuality
3. Delivering safe, effective and timely care in the right place
4. Developing the workforce and empowering staff
5. Improving efficiency, productivity and sustainability - getting the best from our resources.

To ensure that there are practical actions to deliver each of these five areas of major importance for NHS Grampian, we have dedicated specific resources to six priority programmes. These priority programmes will provide focus where maximum impact can be achieved.

These priority programmes are:

- Better Care without Delay – improving the quality of care and reducing waiting times
- Long Term Conditions – helping people with chronic conditions, for example, diabetes, asthma and coronary heart disease
- Mental Health – improving access to services and the quality of care for people with mental health needs
- Intermediate Care – preventing hospital admission and reducing the length of hospital stay for those admitted to hospital
- Health Campus – a programme to develop 21st century facilities to support the provision of the right care in the right place
- Aberdeen City Primary Care Redesign – a significant programme of continuous improvement, to ensure the long term sustainability of community services in the city.

Some of the actions for the next year are outlined in the following pages.

## Working in partnership

To improve the health and wellbeing of the Grampian population, it is crucial that NHS Grampian works closely with the public, staff, voluntary organisations, other NHS Boards, statutory organisations such as local authorities (councils), Grampian Police and universities to:

- identify and address those areas that influence health and wellbeing. Examples are housing, unemployment, work place environments and the general environment e.g. pollution
- plan and deliver the best care and services possible, by ensuring care is delivered at the right time, in the right place and by the right people
- work together to get the best from our resources and support the delivery of the Scottish Government's objectives for a healthier, wealthier, fairer, safer, stronger and greener Scotland.

A key way of supporting partnership working is the development of the 'Single Outcome Agreement', where organisations plan and work together to get the best from their resources for their local population and support the delivery of the Scottish Government's objectives. Our three Community Health Partnerships support this work on behalf of NHS Grampian.

In both this section and in the previous, you will see some of the areas where we work in partnership.

# 1. Improving health and reducing inequalities

In the next year we will continue to improve health and reduce disadvantage (inequalities) in health outcomes, access to and use of health services, for example:

- implement health policy by:
  - ensuring plans and policies are assessed to determine their impact on health.
  - implementing the *Scottish Government Hepatitis C Action Plan* to prevent and reduce Hepatitis C, in addition to improving testing, treatment and support for those diagnosed with this condition.
  - implementing a healthy weight strategy.
- refocusing health services by:
  - providing guidance to NHS Grampian’s priority programmes, networks and partnership work.
  - providing staff with the right tools and knowledge to improve and promote health and reduce health inequalities.
  - reviewing current information to ensure we understand our population, their health needs and that the right services are provided. For example we will:
    - identify areas where breastfeeding rates are low and ensure additional, specialised support is provided

- respond to the identified health needs of people with learning disabilities.
- helping individuals to become skilled in maintaining their own health, for example:
  - ensure access to information by developing additional *healthpoint* facilities in Peterhead, Fraserburgh and at Dr Gray’s Hospital, Elgin.
  - progress the ‘Keep Well’ programme by delivering the agreed number of cardiovascular health checks by March 2010 and pilot other models to deliver these health checks.
  - fully establish the school-based Human Papilloma Vaccination (HPV) programme for cervical cancer prevention and ensuring that all eligible girls have access to it.



- continue to improve dental care by:
  - ensuring that 80% of three to five year old children in Grampian are registered with an NHS Dentist
  - developing care pathways for special needs groups, such as the elderly or people with learning disabilities.
- continue to provide intensive and specialist smoking cessation support across Grampian, incorporating the community, workplaces, pregnant women, patients in hospital and also through local pharmacies.
- creating supportive environments for health by:
  - providing health promoting hospitals, incorporating the UNICEF Baby Friendly Initiative in Aberdeen Maternity Hospital and Dr Gray's Hospital, Elgin.
  - increasing and maintaining the number of workplaces that are healthy and safe, using the 'Healthy Working Lives Framework'.
- working with communities, such as:
  - delivering the Dufftown self help project, as part of the 'Well North' regional programme.
  - working with partners to improve the health of vulnerable groups such as the homeless and looked-after children.
  - implementing the 'Equally Well' Scottish Government programme, to reduce inequalities for people with learning disabilities.



## 2. Involving the public and improving the patient experience

A mutual NHS is one which works in a truly co-operative and collaborative way with its staff, public and patients, and partner organisations. NHS Grampian is already working towards the concept of mutuality, but wants to do more to develop more meaningful relationships with the public and our communities. Importantly, we want to make sure that patients experience the best possible care when they come into contact with our services.

Over the next year we expect to:

- provide more training and support to staff on involving patients and the public. The main areas will be:
  - supporting the priority programmes with their public involvement and patient experience work.
  - supporting Community Health Partnerships to encourage members of Public Partnership Forums to be more involved in planning and development of services.
- develop a communication and involvement plan to look at innovative ways of gathering patient experiences of cancer services, to inform the development of plans for the cancer centre
- produce a report on the patient experiences and views of the MRSA screening pilot in Grampian. This will inform the national pilot



- consult widely on the draft three year Grampian Health Plan, which will be developed and agreed by the Grampian NHS Board in early 2010
- support Moray Community Health and Social Care Partnership to engage and consult with patients and public around Dr Gray's Hospital and Forres Community and Primary Care developments
- agree the future model for the provision of health services in Aberdeen City for children with complex needs
- review how NHS Grampian consults and involves young people concerning health services
- implement the *Better Together: Scotland's Patient Experience Programme* in Grampian
- increase the number of language line telephone interpretation access points from 450 to 500
- make available more materials, which better support communication with people with comprehension and communication difficulties.

### 3. Delivering safe, effective and timely care in the right place

This is about ensuring that the care we provide meets the individual needs of patients and is safe and effective. We will ensure that this care is delivered at the right time and in the right place whether in hospital, in a GP practice or in the patient's home. Over the next year we will:

#### continue to improve safety by:

- implementing the *Patient Safety Strategy*, which will support:
  - the delivery of the Scottish Patient Safety Programme, which aims to reduce mortality (death) by 15% and adverse events by 30% by January 2011. This will be achieved by reducing surgical complications, harm from medications and infections. During the next year, the programme will be rolled out to other areas in Grampian, such as the Children's Hospital and community hospitals.
  - staff to continuously improve patient safety and put into practice the NHS Grampian patient safety motto, 'Every patient, every time'.
- continuing to work towards reducing all healthcare associated infection by 30% by 2010. We will continue to deliver the national MRSA screening pilot, which will be evaluated and rolled out, as advised by the national project

- reducing the rate of Clostridium difficile (C. diff) infection in hospitals. We will implement phase two of the 'National Hand Hygiene Campaign', to ensure that all staff maintain the highest standard of hand hygiene, in line with the NHS Grampian zero tolerance stance to non-compliance with hand hygiene
- attending major public events for example, agricultural shows and hold events in public areas to raise public awareness of the need for good hand hygiene
- continuing to act on feedback from independent reviews of our health services for example, Health and Safety Executive review of healthcare associated infection at Woodend Hospital, and the multi-agency child protection inspections
- working closely with our partners to maintain plans to prevent emergencies and reduce, control and mitigate the effect of an emergency, if one occurs.



### continue to improve access to timely care by:

- implementing the Better Care without Delay Programme, which is part of the national 18 week waiting time standard – by the end of December 2011, patients will wait no more than 18 weeks from date of referral from GP, to having treatment. We will achieve this by:
  - supporting staff, services and clinical networks to review how care is delivered and help them develop new ways of working to ensure that patients receive good quality, safe care, when required and in the right place.
  - rolling out the electronic management and tracking of referrals, to ensure delays are minimised and that patients are progressing along the pathway as planned.
  - developing and agreeing plans to ensure people receive the right diagnostic tests at the right time and as close to home as clinically appropriate.
- developing and agreeing a refreshed strategy (long-term plan) for improving child health and improving access to children's services both locally and nationally
- continuing to improve cancer services, where, by December 2011, the maximum wait from an urgent referral for suspicion of cancer to treatment is 62 days, and that all patients diagnosed with cancer will receive their first treatment within 31 days.

We aim to further improve cancer services in the next year by:

- continuing to work with other NHS Boards in the North of Scotland and voluntary organisations to improve access to assessment, diagnosis and cancer treatments.
- evaluating the Herceptin community pilot and if this proves successful, rolling this out further.
- reviewing the patient journey for Lymphoma (cancer of the lymph node/tissue).
- participating in the National Neurosurgery Service Network, which will create closer joint working with the other three Neurosurgery Services in Scotland, to improve patient care both locally and across Scotland
- implementing the Grampian Mental Health Programme as outlined on page 20, by:
  - developing plans to ensure we continue to improve the quality of care experienced by patients in these services, which are being developed and improved as part of the mental health programme.
  - implementing the agreed integrated care pathway for dementia across Grampian.
  - continuing to meet the national standard for preventable re-admissions and suicide prevention.

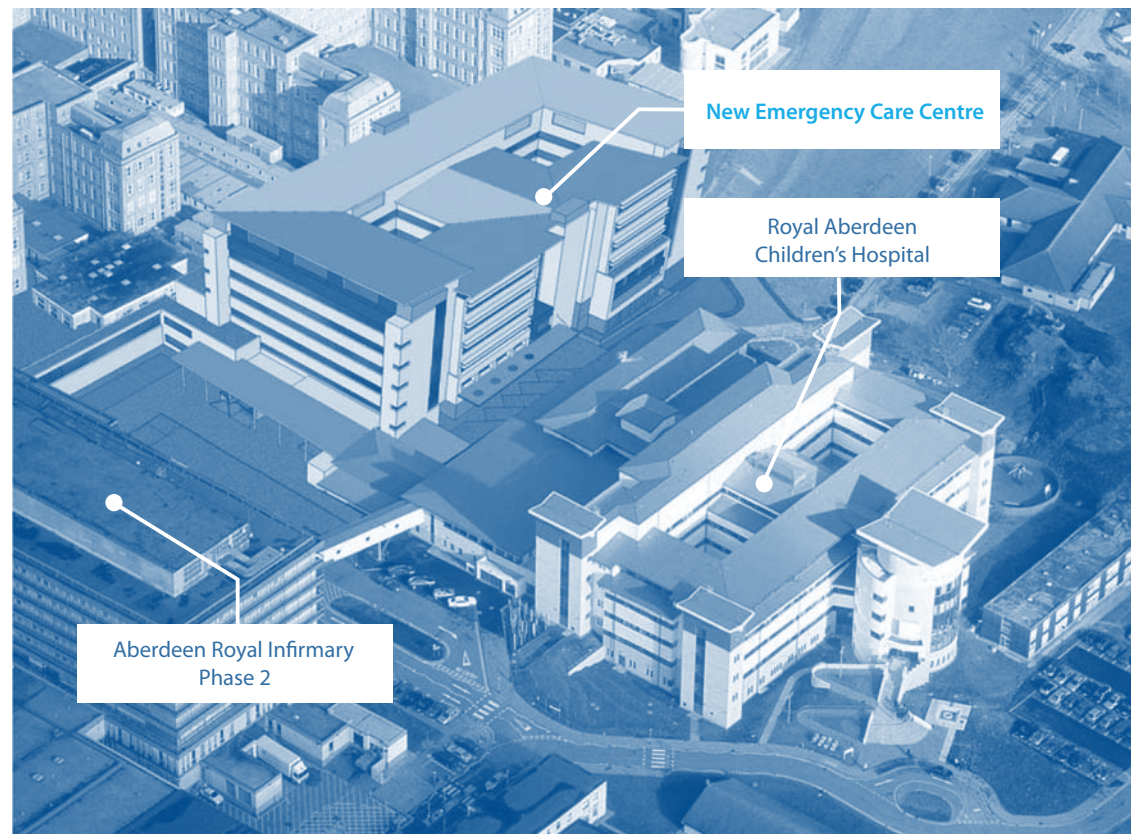
- developing plans to ensure appropriate antidepressant use, based on the Government's refreshed national *Mental Health Delivery Plan*, due to be published in 2009.
- continuing to implement the Grampian Long Term Condition and Intermediate Care Programmes, so that we can continue to improve health, improve patient care and meet the national standards set for March 2011. Over the next year we will:
  - develop models which will support patients and carers to be aware of when they require to take action, for example making changes to their treatment or contacting a healthcare professional.
  - review and identify other ways to appropriately reduce the length of hospital stay, whilst ensuring the right care is developed in the community to support the needs of patients. An example is the delivery of an early supported discharge service for stroke and orthopaedic patients in Aberdeen City in early summer 2009.
  - develop a training course to provide staff with the skills and knowledge to support patients to manage their chronic conditions more effectively and reduce health complications.
  - continue to increase the number of older people, with complex needs, receiving care at home.
  - develop and agree plans to ensure Aberdeenshire patients, currently receiving rehabilitation and long term care at Woodend Hospital, can receive this care closer to home.

- work with the Aberdeen City, Aberdeenshire and Moray Alcohol and Drug Action Teams to jointly reduce substance misuse and improve access to quality treatment and rehabilitation services.

### continue to provide care in the right place by:

- agreeing our plan for replacing and improving buildings and equipment, which responds to the care and service requirements for future years
- implementing the agreed priority GP practice boundary changes to improve access to local services across Aberdeen City, as agreed through the Aberdeen City Redesign Programme
- continuing to implement and co-ordinate the development of modern facilities, which respond to service needs for future years. In the next year we will:
  - consult with our staff and the public on developing plans for an Ambulatory Care Centre and a Cancer Centre.
  - continue to progress and agree blueprints for Dr Gray's Hospital in Elgin, Royal Cornhill Hospital and Woodend Hospital in Aberdeen.
  - develop and agree a full business case for the Health Village and Forres Primary and Community Care Centre.
  - commence the construction of the Emergency Care Centre.

- commence construction of the new Energy Centre on the Foresterhill site.
- continue to implement the agreed plans for the development of Chalmers Hospital, Banff.
- open the new Dental School in Aberdeen in October 2009, in support of the Grampian Dental Plan.
- increase the number of car parking spaces set aside for disabled motorists, based on site reviews.



## 4. Developing the workforce and empowering staff

This is about providing staff with the skills, information and knowledge to develop and redesign the workforce for the future, so that we can create a sustainable healthcare system.

Over the next year we will:

- develop our yearly *Workforce Development Plan*
- implement the agreed *NHS Grampian Recruitment Strategy*, which will include the:
  - implementation of the refreshed relocation policy, in association with another public service body, to provide better packages for staff relocating to Grampian.
  - development of the recruitment website.
- develop and implement the refreshed *NHS Grampian Human Resources (HR) Strategy*, which focuses on health, safety and wellbeing, improving workforce planning, leadership, learning and development of staff, partnership working and staff governance
- agree and implement the plans based on the staff workplace survey, as discussed on page 25
- continue to pilot and develop new roles for healthcare professionals, who will help us provide the right care, in the right place and at the right time. Examples are, increasing the number of patient support workers and the redesign of allied health professional roles (for example physiotherapists, occupational therapists) and community nurses

- support the priority programmes to develop the workforce to create sustainable healthcare, for example, the Aberdeen City Primary Care Redesign Programme to:
  - establish the amount and type of workload (care and services) currently provided in General Practice and what this may look like in the future.
  - identify opportunities to introduce new roles which support the long term sustainability of community services.



## 5. Improving efficiency, productivity and sustainability

NHS Grampian has a duty to use public money wisely and to give the public confidence that we are using allocated resources (staff, buildings, equipment etc), efficiently and effectively. Over the next year we will:

- continue to maintain our financial balance and meet the three Government targets set for finance. We will also meet the agreed efficiency savings target, where we make savings and re-invest the money locally to improve health and healthcare
- agree a prioritisation process, which will help ensure we improve health and provide the best care to the Grampian population, within our available resources
- continue to improve NHS buildings and premises to ensure they are environmentally friendly and energy efficient, and support the delivery of safe and effective care
- continue to work with staff to create ways to promote more efficient use of staff time and resources, for example, improving technology, reducing staff sickness absence and reducing excessive staff turnover
- adopt a consistent approach to continuous improvement, ensuring all staff and managers have the tools and techniques to make appropriate changes to ensure we deliver safe, effective and efficient care and services

- develop and agree an improvement plan which will embed 'best value' across NHS Grampian. Best value means striving to improve our health services, so that they meet the needs of the people, and achieve a successful balance between the cost and the quality of those services.

If you would like more information on our priorities for 2009/10, please contact our Corporate Communications Team. Details can be found on page two.

# What are our plans for developing the next Grampian Health Plan?

It has been agreed by members of the Grampian NHS Board, that we will no longer produce an annual Health Plan, but instead will produce a Health Plan every three years. This means that the next Health Plan produced will focus on the period from April 2010 to March 2013. To ensure that public, staff and partners are aware of the progress being made against the three year Health Plan, we will produce a brief 'Health Plan Update' every year.

During 2009, we will again be working with staff, patients, members of the public and partner organisations to agree our priorities for the next three years. This will help us make sure we continue to work towards implementing the Healthfit vision and the Government's national strategy.

We expect to:

- meet groups of staff, members of the public and partner organisations to hear about their needs, priorities and suggestions during April to September 2009
- write a draft Health Plan based on the views of staff and the public, and discuss this with NHS Grampian Board members in October 2009

- meet staff, members of the public and our partner organisations to gather their thoughts on the draft plan. This will happen during mid-October to mid-December 2009
- ask NHS Grampian Board members to discuss and approve the final plan in February 2010
- make sure as many staff, members of the public and partners as possible are made aware of the Health Plan and our priorities for the next three years. We will start this process in February 2010.

## How do you get involved?

If you are a patient, a member of NHS Grampian staff, or a member of the public and would like to be involved in helping us plan and develop the best local NHS services, then please get in touch. Details are listed on page two.

If you would like:

- to access more information on this publication, please see page two
- to access this document electronically, please go to [www.nhsgrampian.org/healthfit](http://www.nhsgrampian.org/healthfit)

