



# NHS Grampian's Delivery Plan Summary

August 2022 to March 2023



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### What is this document about?

Every year, NHS Grampian produces a plan which details what we will do to improve health and care. Our plans over the next few years will help us achieve our ambitions for more sustainable health and care in ten years time. We've described these ambitions in more detail in our **Plan for the Future 2022 to 2028**.

Plan for the Future 

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



**PEOPLE**



**PLACES**



**PATHWAYS**

We will achieve this by focusing on people, places and pathways.

While our overall aims are ambitious, we know we are on a long journey and cannot do everything at once, so we need to focus on the most important issues at this time. This summary sets out the key things we will do by the end of March 2023.

### What are the priorities for March 2023?

**By the end of March 2023, we will:**

- Work towards reducing delays in accessing care.
- Continue to support our colleagues to be safe and well at work.
- Create the conditions to enable us to make changes which lead to better and more sustainable health and care.

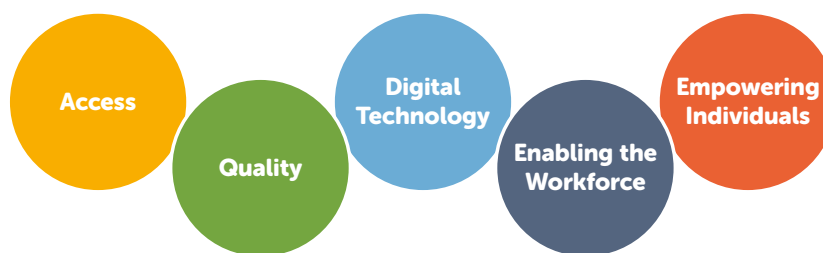
We will focus on the three priorities above to help us continue to respond to the challenges we face and progress the ambitions set out in our Plan for the Future.

### What difference will these make?

**Achieving the three priorities would mean:**

- We will have identified and developed solutions in partnership with the people of Grampian to improve access to and experience of services.
- We will have prioritised our colleagues' wellbeing, which in turn will mean they are able to better support our citizens.
- We will design services by consistently bringing people together from across health and care and do more of the things that are working well and making the biggest difference.

## What matters most to citizens in Grampian



### How will we deliver these?

We will only be able to deliver these priorities by working closely with our citizens, colleagues and partners, including the third sector. We decided on these priorities after speaking in depth to communities, colleagues and our partners over the last 12 months.

The key actions we will take forward to deliver these are summarised below.



### Reduce delays in accessing care

#### By 31 March 2023, we will:

- Improve access to urgent and unscheduled care (care which cannot be planned in advance) by:
  - Making the most of providing care closer to home.
  - Streamlining pathways for urgent/emergency assessment.
  - Increasing timely discharge.
- Protect the capacity we already have for planned care (health services and treatments which are planned in advance). Obtain extra capacity to improve access for citizens who need planned and/or cancer care.
- Improve access to primary care services in Grampian by focusing on pharmacotherapy (pharmacists working with or in General Practice teams to support improvements in prescribing and medication management), dental services, delivery of vaccination programmes (childhood, at risk/age groups for influenza, COVID), General Practice, and Community Treatment and Care (CTAC) services.
- Make the most of capacity in social care by accessing alternatives to care, self-directed support, recruitment/retention, redesign and commissioning.
- Develop and test with our partners an approach to “wrap around” care focusing initially on individuals affected by substance use, with a plan to roll out this approach to others where this would make a difference.
- Work with partners to build on existing work which supports positive mental health and wellbeing with a specific focus on children to improve early access to support.
- Promote and support approaches to self-management to help people to live well, particularly those who are waiting for access to health and social care.



## Support our colleagues to be safe and well at work

### **In order to progress this, by 31 March 2023, we will:**

- Deliver projects that provide enhanced support for staff health, wellbeing and recovery.
- Streamline how we recruit new colleagues along with adopting different approaches to filling high volume posts such as medical, nursing and allied health professionals.
- Take steps to improve staff retention by using terms and conditions differently and enhance our 'bank' arrangements.
- Take forward themes and actions from the Culture Survey Phase 1 results and prepare to roll out Phase 2.
- Resume our role and commitments to education and research.
- Improve take-up of statutory and mandatory learning and support protected time for learning.



## Creating the conditions for sustainable change

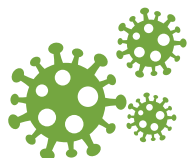
### **In order to progress this, by 31 March 2023, we will:**

- Further develop our approach to community engagement and better utilise partner networks to engage, involve and support improvements in the delivery of pathways of care.
- Take forward service planning to inform future sustainable services (including workforce) models and confirm priorities for the next phase of redesign.
- Implement the recommendations as agreed in the Moray Maternity Review.
- With citizens of Moray and staff, create the Dr Gray's Hospital Strategic Plan.
- Seek to understand how NHS staff can better support children and families affected by poverty.
- Confirm the highest risk backlog priorities for our buildings and agree a five-year capital investment plan, along with producing a longer-term plan for the next 15 to 20 years.
- Agree and begin implementing plans to reduce our carbon footprint.
- Support improved whole system working by increasing staff awareness and creating opportunities for involvement in this.



## What are the things which may stop us delivering our priorities?

There are a number of things which may prevent us fully delivering our priorities. The key ones are outlined below and we have taken steps to monitor and help minimise these so they do not stop us delivering our priorities.



**COVID is unpredictable**



**Many staff are tired**



**Accessing extra capacity**



**Staff vacancies**



**Rising costs and funding**

## How will we know we are making a difference?

We will monitor our progress against these actions. This will tell us if we are making good progress or not. Every three months we will report on progress (and any challenges) to the Board committee which oversees this plan. We will also submit progress reports to the Scottish Government and share regular progress with our citizens, colleagues and partners.

## What happens after March 2023?

Based on our learning and further engagement with citizens, colleagues and our partners over the next six months, we will set out our priorities for delivery between 1 April 2023 and 31 March 2026. We will publish the Three Year Delivery Plan in April 2023.

If you would like to get involved, please get in touch by contacting the email below.



### Contacting us

If you would like more information or to get involved, please get in touch by contacting **[gram.planforthefuture@nhs.scot](mailto:gram.planforthefuture@nhs.scot)**

This publication is also available in other formats and languages on request. Please call Health Information Resources Service on 01224 558504 or email: [gram.resources@nhs.scot](mailto:gram.resources@nhs.scot)

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