



**Plan**   
for the  
**Future**  
Healthier Together  
**2022 - 2028**

# NHS Grampian's Three Year Delivery Plan 2024-27

Plain English Summary



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## Plain English Summary

### What is the Three Year Delivery Plan about?

Our Three Year Delivery Plan covers April 2024 to March 2027. Our priorities are focussed around People, Places and Pathways and will also support delivery of the Scottish Government priorities for 2024-2027.



#### PEOPLE

Joining with  
people to flourish.



#### PLACES

Using our places to  
proactively seek the best  
health and wellbeing and  
fairness for all.



#### PATHWAYS

Enabling a partnership  
approach to our pathways  
of care.

Our plan will help us achieve more sustainable health and care by 2032. These ambitions are described in more detail in our Plan for the Future 2022-2028.

Plan for the Future



This plan sets out what we will focus on, what will be different by March 2027 and the detailed actions for the first year.

## Why do we need to change?

NHS Grampian's Three Year Delivery Plan builds on our NHS Grampian Delivery Plan (2023–2026) and is developed together with our three Health and Social Care Partnerships (HSCPs), wider partners, colleagues and citizens.

Our Plan reflects the realities of our financial position for 2024/25 and sets out priorities for delivery as we work towards achieving financial balance. The scale of financial savings to be made in the next financial year is significant and far greater than any level previously delivered by NHS Grampian in a single financial year.

However, whilst recognising the focus on immediate actions required to address the current financial position, this Three Year Delivery Plan also importantly sets out how we will strive to make progress towards achieving a sustainable health and care system where enabling wellness and treating illness are more in balance.

Along with achieving and sustaining financial balance, we must ensure equal focus on providing safe care, our workforce, prevention of illness, meeting the needs of our population and enhanced collaboration with our partners and citizens, if we are to achieve the broader scale of change required to meet the challenges we face.



## What are our goals for the next three years?

By the end of March 2027, we will:

- Strengthen colleague and citizen engagement to improve health.
- Create the conditions for sustainable change.
- Improve preventative and timely access to care.

These priorities will help us to make significant progress towards the aims in our Plan for the Future.

## What difference will these make?

Achieving the three goals would mean:

- We will have built a different relationship with our colleagues and citizens. We aim to be a partnership of equals.
- We will have made fundamental changes in how we deliver health and care to support future sustainability.
- We will have improved how people access care, working in partnership with them, and we will focus more on prevention.

## How will we deliver these?

We can only deliver these by working with our citizens, colleagues and partners, including the third sector.

To ensure our resources will make the biggest impact, we have listed key actions for the first year (by March 2025). These are described within the next few pages:



## Strengthen colleague and citizen engagement to improve health

### Right workforce to deliver care now and in the future

- Roll out e-Rostering and Safe Care IT systems.
- Increase research and development activity.
- Start implementing the Health and Care (Staffing) (Scotland) Act.
- Implement a review of Band 5 Nursing roles.
- Implement a reduction in the working week.
- Reduce costs associated with using supplementary staffing, such as agency and locums.
- Implement plans for reshaping workforce in support of sustainability.
- Improve percentage of colleagues completing statutory and mandatory training.

### Culture and wellbeing

- Deliver resources for managers to support culture in teams and health and safety compliance.
- Use survey outcomes to support culture development.
- Target change support to services where improvement in culture is identified as a priority.
- Appraisal completed for 50% of all staff.
- Implement protected learning time for staff.
- Use a broader range of mechanisms to support health and safety compliance and improvement.
- Take steps to reduce overall level of sickness absence for NHS Grampian.

### People Powered Health

**Putting People First is our new approach to how NHS Grampian listens to and involves the public.**

- Set foundations for 'Putting People First' approach, including developing staff skills and testing new ways of engaging.
- Consider how to increase our use of volunteers.
- Develop an integrated assessment tool to ensure we make strategic decisions that don't increase inequality.



## Women and children's health and wellbeing

- Scope the provision of High Dependency and Critical Care Services of children in the North of Scotland.
- Deliver actions in the Child Poverty Action Plan.
- Agree model for pathways of care for long-term ventilated children and children with complex care packages.
- Improve transition pathways for children with disabilities and complex needs.
- Maintain elective paediatric surgery activity.
- Achieve gold standard for UNICEF baby friendly initiative in community child health teams and work towards gold for maternity and paediatric services.
- Implement the next milestones for the Moray Maternity Plan.
- Improve maternity triage across NHS Grampian.
- Implement Best Start to meet national standards.
- North of Scotland Regional Neonatal Implementation Plan.
- Women's Health Plan.



# Create the conditions for sustainable change

## Employment, procurement and physical assets

- Develop our Anchor Strategic Workplan and a core dataset, working in partnership with other agencies.

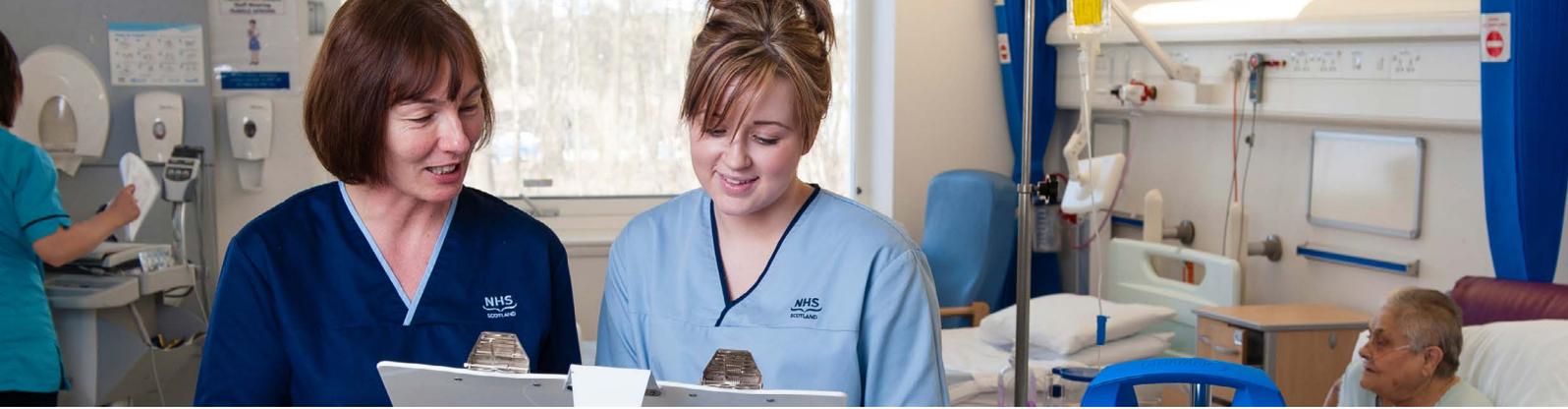
## Population based approach to health

- Year 1 actions within our Health Equity Plan (2024-2029).
- Agree our approach to support local Joint Strategic Needs Assessments (JSNA).
- Provide specialist Public Health input to support the National Mission on Drugs to reduce deaths and improve lives.
- Deliver our Joint Health Protection Plan (JHPP) and modernise the surveillance system for Health Protection.
- Implement Sexual Health and Blood Borne Virus Action Plan for Scotland in Grampian.
- Evaluate local projects from Community Planning Partnerships (CPPs) that aim to address the cost of living.
- Deliver adult weight management redesign pathway working with partners and embedding prevention for pre-diabetes, Type 2 and gestational diabetes.
- Develop a plan to embed prevention within our healthcare pathways.

## Greening health systems

### Making our model of care more environmentally sustainable and adapting to climate change.

- Complete the Foresterhill biodiversity project.
- Reduce inhaler emissions through prescribing guidance and education.
- Develop new clinical waste reduction programme.
- Develop quarterly recycling improvement action plan.
- Develop quarterly emissions and energy use reduction plan.



## Infrastructure – building and equipment

- Finalise construction and commission new mortuary building.
- Ongoing construction of the Baird Family Hospital and ANCHOR Centre.
- Address high priority backlog maintenance and essential equipment replacement.
- Develop a Whole System Infrastructure Plan in line with Scottish Government guidance.
- Implement the Facilities and Estates Healthcare Associated Infection (HAI) Workplan.

## Value-based health and care

- Embed shared decision-making into Flying Start programme and describe models that demonstrate how it has been implemented in selected services.
- Support pathway redesign.
- Develop Future Care Planning resource.
- Improve transparency and governance of good quality patient information.
- Identify and reduce waste, including prescribing.

## Dr Gray's Hospital Strategic Plan

- Redesign of Theatres Pathways, Surgical Services Pathways and Front Door/Emergency Department.
- Site infrastructure priorities included as part of NHS Grampian infrastructure overview.
- Implement linked projects with Value and Sustainability Programme to address rostering and locum use.
- Continue to develop engagement with staff, fellow anchor organisations and public as stakeholders.
- Completed Policy for Clinical Skills Centre.
- Prepare Year 2 Annual Report for NHS Grampian Board.

## Pathway redesign

- Evaluate testing of artificial intelligence in lung and breast pathways.
- Evaluate the CAELUS project.
- Continue work on redesigning pathway for adult general mental health.
- Grampian Frailty Programme Plan.

## Primary and community care

- Implementation Plan for the Joint Vision for General Practice across Grampian.
- Complete child oral and dental health needs assessment and agree action plan.

## Improving access and protecting planned care – secondary care

- Find a solution to commission additional short stay theatre.
- Create a sustainable radiology capacity plan.
- Create a sustainable endoscopy capacity plan.
- Agree the future elective care contribution expected from Dr Gray's Hospital.
- Phase 2 of the Aberdeen Royal Infirmary (ARI) bed base review.

## Cancer care – secondary care

- Recover the percentage of people receiving their first cancer treatment within 31 days of decision to treat back to 95%.
- Increase the percentage of people treated within 62 days of urgent referral for suspected cancer to first treatment to 72%.
- Deliver Framework for Effective Cancer Management and Scottish Cancer Strategy.



## Unscheduled Care (USC) - secondary care

- Look at establishing an Urgent Care Hub model.
- Improve flow through the Emergency Department and assessment units to point of discharge or admission into hospital.
- Ensure discharge planning is effective and efficient.
- Use learning from winter 2023/24 to develop a plan for 2024/25.
- Joint commission on Scottish Ambulance Service (SAS) transfers.
- Reshape the USC improvement team.

## Mental health

- Improve mental health outcomes in line with national strategies and specifications.
- Achieve children and adolescent mental health service (CAMHS) referral to treatment waiting times standard.
- Achieve 90% referral to treatment waiting times standard for psychological therapies.
- Progress and report on the Forensic Network Review.
- Develop priority workstreams for the mental health and learning disabilities services (MHLDS) portfolio.
- Complete a strategic needs assessment of mental health inpatient facilities.
- Develop an action plan for adult mental health process mapping exercise.
- Work with partners and communities to develop a collective approach for promoting good mental health and addressing the causes of inequalities, supporting groups particularly at risk.

## Digital

- Modernise the Digital Directorate organisational structure.
- Continue to implement the integrated electronic patient record (EPR).
- Complete the rollout of Hospital Electronic Prescribing and Medicines Administration (HEPMA).
- Introduce 24/7 Service Desk and develop automation and colleague self-help.
- Consider options for digital patient correspondence.

## What could stop us delivering our priorities?

Several issues may prevent us delivering our priorities. We will monitor and help minimise these so they do not stop us delivering our priorities.



Many staff are tired



Rising costs and funding



Accessing extra capacity



Staff vacancies



Ageing infrastructure



Lack of capacity to engage



Complex systems

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

We will report our progress (and any challenges) to the Grampian NHS Board and to the Scottish Government every three months.

We will also share updates with colleagues, citizens, communities and our partners and publish progress reports on the NHS Grampian 'Plan for the Future' website [Plan for the Future \(nhsgrampian.org\)](http://PlanfortheFuture.nhsgrampian.org)



### 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)





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