

NHS Dumfries and Galloway

Tactical Priorities 2024/25

Our Tactical Priorities

To bring focus to our efforts in delivering that Direction, we have developed the following draft Tactical Priorities, based on six key facets:

- **Service Sustainability**

We will establish new models of remote and rural healthcare that:

- reflect the messaging we have heard through Right Care; Right Place about the importance of care as close to communities as possible;
- are affordable, preventative, effective and sustainable;
- offer education and support to help people self-manage;
- mainstream the use of digital opportunities to improve accessibility and deliver efficiency; and
- change our approach to delivery and embed the principles of Values Based Health and Care.

- **Financial Sustainability**

We will deliver our agreed Financial Plan and move the organisation towards financial balance and a more sustainable position.

- **Workforce Sustainability**

We will value and promote diversity, equality and inclusivity within the organisation while embedding a culture and demonstrating behaviours that enhances staff wellbeing and satisfaction, and improves recruitment and retention.

- **Environmental Sustainability**

We will progress towards our 2040 Net-Zero target by modernising our services, infrastructure and fleet through a planned programme of renewal and redesign, by maximising the use of retained buildings and by supporting our teams to establish and embed green care pathways.

- **Quality and Safety**

We will strengthen our commitment to clinical governance and fostering our culture of patient safety. Through the revitalisation of our Quality Improvement Programme, and by placing a Human Factors approach at the heart of it, our focus will be on ensuring the safety, effectiveness, and person-centeredness of our care delivery. Our goal is to optimise clinical models by prioritising right care in the right place at the right time, while minimising harm, waste and removing non-value adding steps.

- **Population Health and Health Inequalities**

We will deliver our key preventive programmes and our commitments in the Local Outcomes Improvement Plan. Working collaboratively with other Anchor Organisations we will maximise our contribution to creating environments that help address the things that determine our health, reduce inequalities and empower, enable and support people to make changes that will keep them well.

Alignment of Tactical Priorities with National Recovery Drivers

These Tactical Priorities offer the structure and focus we believe is necessary to achieve demonstrable improvement locally.

We also recognise the need to work under the framework of the National Recovery Drivers if we are to apply learning from other systems and plan effectively at a Regional and National level to deliver and secure sustainable services for our local population.

We have therefore aligned our local Tactical Priorities with the National Recovery Drivers as follows:

Tactical Priority	Recovery Driver
Service Sustainability	1 Primary and Community Care 2 Urgent and Unscheduled Care 3 Mental Health Support 4 Planned Care 5 National Cancer Action Plan 7 Women's Health Plan 9 Optimise Use of Digital Technologies
Financial Sustainability	* See Financial Plan
Workforce Sustainability	8 Implementation of Workforce Strategy
Environmental Sustainability	10 Climate Emergency & Environment
Quality and Safety	1 Primary and Community Care 2 Urgent and Unscheduled Care 3 Mental Health Support 4 Planned Care 5 National Cancer Action Plan 7 Women's Health Plan 9 Optimise Use of Digital Technologies
Population Health and Health Inequalities	6 Health Inequalities and Improved Population Health

Tactical Priorities to Mitigate Corporate Risk

Within NHS Dumfries and Galloway we have a number of Corporate Risks currently assessed as 'very high' or 'high' that impact on our ability to deliver this Annual Delivery Plan.

It is important that our Tactical Priorities and the associated actions for change mitigate these risks, with their successful delivery leading to a demonstrable reduction in the assessed level of risk.

The following table summarises the risks against each of the Tactical Priorities:

Tactical Priority	Risk ID	Risk Description
Service Sustainability	3177	Access to NHS Dental Services
	3311	Failure to redesign and deliver services to meet the health and care needs of the population
	2925	Infrastructure is inadequate to meet both physical and technological needs of the population
Financial Sustainability	2924	Failure to meet financial targets
Workforce Sustainability	2923	The organisation does not have a sustainable workforce
	2929	Health and Wellbeing of our staff is not optimised
	2938	Organisational culture and staff experience results in staff not feeling safe and confident to speak up and raise concerns
Environmental Sustainability	3206	Failure to deliver reductions in CO2
Quality and Safety	2940	Patients may come to harm as a result of a delay in their discharge process or as a result of service capacity issues
	3186	Failure to staff the Neonatal Unit to National Standards resulting in sub-optimal care

Tactical Priority	Risk ID	Risk Description
Population Health and Health Inequalities	2926	Sectors of our population continue to experience health inequalities
	2932	We will not improve the health and wellbeing of our population

We are developing a tool to more formally assess the likely impact of mitigating actions and will apply this as we work with the Executive Directors and Teams responsible for these Corporate Risks in agreeing the target risk level for the end of 2024/25.

Further, we will review our Corporate Risks to identify any further risks to the delivery of our tactical priorities and establish plans to mitigate them where they exist.