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NHS Dumfries and Galloway

Our Strategy for Recovery, Modernisation and Transformation

1. Why do we need a Strategic Direction

Whilst the NHS looks to the IJB to provide a framework for the strategic development of health and social care services, the NHS Board has a responsibility to ensure the people of Dumfries and Galloway and the partner organisations we work with are clear about our intent:

That we are clear about our commitment to partnership working, maximising the potential of the NHS as a contributor to the local economy, provide the best possible working conditions for our employees and, fundamentally, articulate clearly our expectations regarding the quality of care that the people of Dumfries and Galloway can expect from our services.

In so doing we will be demonstrating how the NHS Board and the services we provide will deliver on our Mission to:

'We will work with partners to empower, enable and support people to live the best life possible, while delivering high quality health services when people need them.'

There have been fundamental changes in the economic, political and societal forces impacting on healthcare services over the last 15 years. Whilst some of these represent increased threats: recruitment and retention, changing and challenging demographics, climate change, the cost of living crises and increased pressure on services, new opportunities have also arisen, such as virtual technology and AI, new medications, improved integration of health and social care. All of this is against a backdrop of significant financial challenge and the need to significantly reduce our carbon footprint.

Whilst we need to respond to the challenges facing us today we also need to understand our ambitions and where we want to be in the next 10 years. Transforming and modernising healthcare services in response to our challenges.

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This strategic document reminds us of our purpose, in the form of a 'Mission Statement' and sets out a clear and realistic vision for how the NHS Board will develop and respond to challenges and opportunities over the next decade. It describes seven ambitions upon which our future health system will be built. It reaffirms our commitment to working in partnership. It describes our ambition as an employer - how we want it to feel to work here, and the reasons for staying. It confirms the standards we expect services to deliver to meet the needs of the people we serve.

By setting out these elements of our strategic direction in this way, this paper offers a strategic touchstone to enable us to develop annual tactical priorities which will help us to achieve our 10 year ambitions.

2. Our Vision

In pursuit of that mission, we must be clear about the type of healthcare system we want to become.

Our vision is that:

'By 2034, NHS Dumfries and Galloway is recognised as a collaborative organisation. We will use our resources to improve population health and wellbeing, address health inequalities, deliver safe, effective, person-centred remote and rural healthcare, and be an employer of choice.'

3. Realising our Vision

Achievement of that vision will mean that, by 2033, our local healthcare system will look and feel very different.

We will have embraced our role as an Anchor Organisation: we will:

- develop and offer well-paid, well-trained roles for people from our local communities, within which they are supported and developed to realise their full potential;
- contribute to the development of our local economy by exercising our purchasing power to buy from local businesses wherever possible; and
- encourage local communities and groups to use our buildings and facilities.

We will have radically changed how we deliver services in response to our anticipated recruitment challenges, as well as a fit with the financial resources that will be available to us.

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We will look to use new technology to delivery our services, ensuring people across the region benefit from much more locally accessible services. Travel within our region will only be for treatments that are hospital-based. Travel outwith the region only being for more specialist procedures.

Guided by the IJB, this will see the reinvestment of resources from some services that can no longer be sustained locally, into those that local people need the most, ensuring that we meet changing needs over time.

We will respond to the challenges we encounter and the opportunities we identify with a renewed and re-energised focus on making NHS Dumfries and Galloway an exemplar employer and our local area a place where people want to come to live and work.

Recognising the importance of high quality, accessible social care to the delivery of safe, effective healthcare, some of this reinvestment will be used to support prevention and early intervention, as well as to develop, enhance and sustain services from local Third Sector organisations and Independent Care providers, ensuring people can access the range of care and support they need within their local communities.

By radically redesigning our services in this way, and listening carefully to the voices of local people as we maintain a dialogue with them, we will enhance and protect the quality of services we deliver and secure for local people, while increasing people's experience of and access to assessment, diagnostics, treatment, care and support.

We will deliver a paradigm shift in individual and societal attitudes to caring responsibilities, placing much greater emphasis on supporting people to better manage their own condition and to care for and support themselves and their loved ones, with improved knowledge and understanding of the options available and how to access them when needs change.

This combined with a focus on early intervention and prevention will enable us to help local people live the healthy, active, happy life they want, for longer.

Through these changes, as we naturally become a smaller, leaner organisation with a reduced footprint, we work with other NHS Boards across Scotland to collectively design and deliver the pooled models of support services that will be required to keep our clinical services operating safely and effectively.

Finally, we must recognise our contribution to the Dumfries and Galloway economy and our commitment to national challenges such as a response to 'Net Zero'. Delivery of this will ensure we will be well on our way to reducing our carbon footprint, ensuring that wherever feasible we are building a circular economy for the products that we use.

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We will procure as much as we can locally, so as to reduce carbon miles, consolidate our 'anchor' status and make best use of national sustainable procurement options. We will have transformed our approaches to energy utilisation and waste. Our property footprint will be rationalised so as to reduce our need to heat and light buildings when services and staff can work in a different way. Wherever possible, we will have considered the use of digital options.

4. Our Direction for the Organisation

While recognising the importance of a clear ambition and long-term vision, we understand that a more tangible description of the changes we want to achieve in the shorter-term is vital to securing the buy-in and support of our staff, partners, and local people.

We have therefore set out a clear Direction, confirming that by March 2027:

'We will have made demonstrable progress towards our new models of remote and rural healthcare that we have begun to develop through our Right Care; Right Place Programme, and can demonstrate quantifiable improvements in:

- *capacity of our Primary and Community Care services to support people living, recovering and dying well closer to their local communities*
- *the quality of care provided and our bed occupancy;*
- *people experiencing a delayed discharge;*
- *people experiencing waits for planned treatments;*
- *our staff's experience of the workplace and their levels of satisfaction and wellbeing;*
- *our carbon footprint; and*
- *our financial deficit*

while ensuring our services, within the constraints of the Financial Plan, promote preventative and self-management approaches and are safe, effective and person-centred'

5. 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:

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- **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.

6. Our 7 Key Ambitions

To deliver the magnitude of change required we need to realise our ambition for strengthening and building upon the seven key ambitions that are fundamental to achieving excellence in healthcare. By 2033:

(i) Population Health: We will work with our Partners, including local people and communities, to create the environment, opportunities and supports necessary for people to live the healthy, happy, active life they want, delivering health outcomes that are amongst the best in Scotland and makes demonstrable progress towards reducing inequalities.

(ii) Workforce: We will recruit, develop and nurture passionate, capable and enthusiastic individuals across all aspects of our organisation, ensuring we have the right skills, expertise and experience to deliver the best rural healthcare in Scotland, while offering the support they need to maximise their potential and sustain their wellbeing. This will feel like a great place to work and stay and building a positive culture across the organisation will be a key enabler to achieving all of the other ambitions.

(iii) Finance: We will operate a lean organisational structure, ensuring every Dumfries & Galloway pound spent contributes to highly effective healthcare delivery and improved outcomes for local people. We will demonstrate best value.

(iv) Quality: We will deliver the highest quality rural health services, ensuring they are underpinned by the national Quality ambitions that are safe, efficient, effective, equitable, timely and person-centred. Embedding the principles of Value Based Health & Care in discussions with our patients to explore the evidence, risks and benefits of the treatments and investigations offered. Thus, making certain they deliver maximum value, minimise harm so that patients are in control of the options available to them. We will focus on improving outcomes and addressing healthcare inequalities, we will continue to utilise and develop technology to improve care delivery and to enhance outcomes.

(v) Service: We will work closely with local people, our workforce and Partners to fully understand local health needs, forecast how these will change over time and plan the delivery of local healthcare, as well as the more specialist interventions that will need to be delivered regionally or nationally. We will reduce inefficiency, maximise value and enhance sustainability.

(vi) Environment: We will make significant progress towards becoming a zero emissions health system by making positive choices about the medicines and equipment we prescribe and use. We will also reduce the level of patient and staff travel our services require and make positive choices about the fleet and vehicles we and our staff use to reduce our carbon emissions.

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We will seek to influence how the county as a whole supports active travel. We will embrace the opportunities of hybrid working and adapt our buildings to minimise their impact. This will include developing and delivering on a Sustainable Energy Strategy and Property Strategy, and plans for the reduction of our own estate, while maximising opportunities to share facilities with Partner organisation.

(vii) Digital: We will maximise our use of existing, new and emergent digital technologies, placing these at the heart of service delivery and supporting local people to develop their confidence in using them, ensuring they have greater control over their health and care data, as well as benefiting from more accessible assessment, treatment, care and support. In turn, these technologies will help to reduce our impact upon the environment.

7. Our Focus on Delivery

In pursuing these ambitions, we will firmly place the needs and preferences of local people at the heart of everything we do, with a renewed focus and emphasis on the ongoing engagement with, listening to and involvement of the public at the heart of how we develop new models of care locally.

By doing so, we will focus the development of each of our aspirations to ensure local people are supported to make positive choices that prevent or reduce the need for long-term care and support, are able to self-manage where appropriate and receive the right assessment, diagnosis, treatment, care and support, in the most appropriate location closest to their home and within the facilities most likely to achieve the best possible outcome when necessary.

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Our NHS Board, Executive Team and Senior colleagues will work closely with our staff teams to build and deliver an approach which actively and overtly demonstrates the behaviours required to bring our values to life:



We listen,
we support,
we care



We are honest with
ourselves and others,
we work together for
the best outcomes



We embrace equality
and respect diversity,
we are fair



We strive to be the best
we can and to do the
best we can

Only by doing so, can we develop and sustain the open, transparent, engaging and collaborative culture required to successfully modernise and transform our local health system. Getting the right culture means that staff will stay, and the organisation is seen as an attractive place to work.

9. Our Commitment to Collaboration

We recognise that we cannot achieve our ambitions alone and that our vision, statement of intent and ambitions complement and rely on Dumfries and Galloway Council's ambition to:

'create an ambitious, prosperous and confident Dumfries and Galloway, where people achieve their full potential.'

They are also consistent with Third Sector Dumfries and Galloway's vision to:

'improve the quality of life of the most vulnerable and disadvantaged individuals and communities in Dumfries and Galloway'

And with Scottish Care's aim to:

'create an environment in which care providers can continue to deliver and develop the high quality care that communities require and deserve.'

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We believe that only by working together more effectively to realise our collective aspirations, through existing mechanisms such as the Community Planning Partnership, will we build the infrastructure, staffing and new ways of working, as well as the capacity and resilience of our communities, necessary to support the direction set out by our local Integration Joint Board, who in March 2022 committed to commissioning a model of care that will result in:

'People living happier, healthier lives in Dumfries and Galloway.'

