

HFMA Scotland Branch Annual Conference 2021.

28TH October 2021

Opportunities and Ambitions for NHS Scotland

“We are what we repeatedly do. Excellence, then is not an act, but a habit”

William Durant The Story of Philosophy

Key Principles

- Population Health
- Base our thinking in People and Place
- Whole System
 - NHS Boards working together
 - Health and Social Care
 - Community Planning
- NHS Boards as Anchor Institutions
 - Community Wealth Building
- Integrate our planning:
 - service, quality, people and finance
 - Inform infrastructure investment
- New ways
 - New roles
 - Innovation
 - Digital
 - Realistic Medicine
- System leadership
 - Compassionate Leadership
- Agile and Flexible

Collective Leadership

“Traditional approaches to leadership have important limitations, with an emphasis on developing individual capability while neglecting collective leadership capability.....Compassionate leadership, in contrast, enables all to feel they have leadership responsibility, rights and accountability.....in the delivery of high quality care”

Michael A West “Compassionate Leadership”

Recovery, Re-design, Re-build

- Recovery in the short term
 - recognising the pressures that exist
 - Ambitious about reducing harms from pandemic
 - NHS Recovery Plan

Supporting the medium term

- Re-design that starts now
 - Embed new ways of working introduced in the last 20 months
 - Scale and adopt innovation

That Builds the future for the long term

- Care and Wellbeing Portfolio

Care and Wellbeing Programmes

Preventative and Proactive Care

The vision for the Preventative and Proactive Care (P&PC) Programme is to proactively keep people well, independent and in the most appropriate care setting for their needs.

Strategic objectives:

- Our citizens will be seen as a whole person with multiple needs (both physical and mental health and other social needs) as opposed to any specific condition, illness or injury.
- Professionals will actively work together to provide appropriate support and seamless holistic care.
- There will be integrated systems that can facilitate the sharing of information across professionals with workflow to support a seamless experience. It will be easier to refer across organisational boundaries and people will have a greater say in which services they access.

The values and principles of the National Care Service will underpin the P&PC Programme – Human Rights, Fair Work, Wellbeing economy, Community Wealth Building, Climate Change. It will take a co-design approach.

The programme will also take into account findings and recommendations from the Independent Review of Adult Social Care (IRASC) and learnings from the Getting it Right for Every Child model.

Integrated Unscheduled and Urgent Care

The vision for the Integrated Unscheduled and Urgent Care Programme is that recovery, redesign, and reform will take a whole system approach, with an overarching aim of improving outcomes for peoples and delivering on our aspiration to deliver right care, right place.

The longer term 2/3 year vision and objective of this care programme is to provide support to those people in need of urgent health and/or social care and to deliver them back to independent living or continued support from local multidisciplinary teams. This will be achieved by delivering therapeutic care, clinical and social assessment and interventions. It provides community and bed based care and its key objectives are to provide a coordinated response across different points of care to achieve:

- An integrated urgent response to help patients achieve the care they need in the most appropriate place for this care. To ensure settings delivering urgent care have appropriate resources to provide capacity and are sustainable
- To avoid/minimise admissions to hospital or other acute settings, allowing patients to be treated at home /closer to home (e.g. care home/ community hospital)
- Intermediate care to allow discharge, avoid readmission and keep patients out of the acute parts of the system.

Place and Wellbeing

The vision for the place and Wellbeing Programme is for communities, third sector and public sector organisations to work jointly to drive improvement in health and wellbeing, and reduce health inequalities of the population within local communities. Our focus is on supporting local level actions and aligning national policy and legislation behind these; accepting that further macro-level change will be needed if we are to eliminate some social determinants of health inequalities.

Strategic objectives:

- we will Support H&SC providers become effective anchor institutions; to use their spending, employment, and land and property decisions to tackle health inequalities within their communities.
- we will develop a new approach to how we and national partners invest locally at community level in a way that not only tests new approaches but also leaves a sustainable solution locally and supports national learning.
- we will change national policy, funding and governance in a way that encourages and enables local level, outcomes focused action to reduce health inequalities

Integrated Planned Care

The vision for the Integrated Planned Care Programme is to be flexible and adaptable to respond to emerging challenges and embrace rapid change in the delivery of health and care. Supporting the strategic development of NHS recovery plans - we want to be inclusive in our approach to recovery and promote transformation and innovation to deliver a world class service.

Strategic objectives:

- promote workforce development and enhancement.
- develop strategies to significantly reduce waiting times.
- utilise a collaborative working approach with key partners to support recovery.
- develop a performance framework to support national improvement in performance.
- roll out new techniques to ensure more efficient pathways, maximise use of digital technology and share and embed the learning, improvement across health and care.
- achieve financial value for money – sustainability rather than short term.
- improve accuracy of data.

The role of Finance as an influencer

- Contribution of finance as a strategic business partner
- Support to integrated planning
- Providing insight for better decision making