



Strategic Priorities 2023/24 – Quarter 3 Update

Workforce



Workforce is at the heart of NHS Orkney and our local community. Now more than ever we face profound challenges, and we must take steps to retain the great staff we have through strengthened support and development options whilst attracting the best people to join us.

Action	Executive Lead	Q2 Update
Acknowledge the range of pressures our workforce face personally and professionally and maximise support for them through a range of actions.	Interim Director of People and Culture	<ul style="list-style-type: none"> The organisation has launched the Health Assured Employee Assistance Program with awareness sessions conducted and additional communications shared weekly. The wellbeing coordinator joined the organisation on December 23. The Team Orkney awards have been launched and voting methods have been shared across the organisation and the community. The awards evening is confirmed to be on Friday 22 March 2024.
Invest in leadership and staff development.	Interim Director of People and Culture	<ul style="list-style-type: none"> Proposal developed and agreed with the CEO for Executive Team development. Funding has been secured by Scottish Government for this. Currently sourcing an OD Specialist to support the programme which will commence in January 2024. From this a plan will be put in place for full Board development.

Action	Executive Lead	Q2 Update
Use the Healthcare Staffing Act to enhance and shape our actions in relation to staffing.	Director of Nursing, Midwifery, AHPs and Chief Officer for Acute (DoNMAHP)	<ul style="list-style-type: none"> Work continue on this and structure reviews taking place. Mid-year reviews taken place for full Executive Team and fed into the Remuneration Committee.
Support teams to review their roles, responsibilities and engage with others to promote shared learning and collaboration.	Interim Director of People and Culture	<ul style="list-style-type: none"> Work continues on this action and structure reviews taking place. Mid-year reviews taken place for full Executive Team and fed into the Remuneration Committee.
Use the Workforce Plan to support succession planning.	Interim Director of People and Culture	<ul style="list-style-type: none"> Establishment Review undertaken and presented to F&P in December 2023. 1-2-1 Appraisal training ongoing . Succession Planning Policy developed and put on hold for discussions during Q4 and implementation 2024/25
Explore how to strengthen our induction and orientation process.	Interim Director of People and Culture	<ul style="list-style-type: none"> Feedback taken on board and work will continue to ensure any updates relating to on-board and induction are included in the future programme. Feedback gathered from Bank workers on the challenges they face when joining the organisation. Further work is planned to review this process and the support/orientation they require from the hiring manager.
Build on learning from Covid, ensure wellbeing and resilience is central to our decision-making processes.	Interim Director of People and Culture	<ul style="list-style-type: none"> iMatter National update due to be provided to the Board December 2023 with Action. Actions will be updated and circulated for discussion at a join APF and Staff Governance Fourn in Q4.

Culture



Improving our Culture is at the heart of how we continue to develop as an organisation. It will help us to secure the future that places the needs of those we care for central to how we act, by listening to our users, empowering staff to act, making decisions in a fair and open way, valuing high quality care and building a sustainable future

Action	Executive Lead	Q2 Update
Using the key engagement forums such as Area Partnership Forum, agree how we will enhance communication internally (across) and outside our organisation.	Chief Executive	<ul style="list-style-type: none"> • APF have agreed a clear set of priorities, including improving appraisal rates (being led by CEO and Employee Director) • Weekly touchpoint agreed with APF to ensure engagement is strengthened re: financial escalation • Internal communications continues to be strengthened via CEO briefings with Executive Team, blogs, listening events and various all staff communications to ensure lines of communication are open and communications are clear, honest and regular • New Team Orkney Awards launched in response to staff feedback
Ensure our Clinical Strategy informs our strategic decision-making process.	Interim Medical Director	<ul style="list-style-type: none"> • Progress update presented by Interim Deputy Medical Director in October 2023.
Explore development opportunities for staff to support enhanced communication skills.	Interim Director of People and Culture	<ul style="list-style-type: none"> • Sessions have been organised with Managers to have 1-2-1 sessions on completion of PDPR's. Figures for each Department are now included on a monthly basis within the CEO blog to emphasise the importance of completion of these. iMatter - Action Plan developed for Board in Decembr 2023 with updates along with a joint APF / Staff Governance Session taking place during Q4 to highlight the areas and work through the Action.
Work to ensure governance work is visible and meaningful to staff.	Chief Executive	<ul style="list-style-type: none"> • Operational governance review completed by December 2023 as planned (phase 1) and communicated to staff • First Board-Extended SLT meeting took place in December 2023 – to improve • Corporate Governance Lead (interim) in place to strengthen resource and experience in this area • Complete cleanse of current Risk Register completed and presented ay Board in December 2023 as planned • All staff are invited to attend SLT to observe as part of development and for transparency of decision-making

Quality and Safety



Quality and Safety is critical to ensure we are delivering the best for those who need our care. Focusing on the experience of our patients and the outcomes they achieve will build confidence that we are delivering the highest quality care for our local community

Action	Executive Lead	Q2 Update
Use latest guidance to ensure meaningful patient feedback mechanisms are in place which demonstrate that we listen, act, and learn.	Interim Medical Director	<ul style="list-style-type: none"> Successfully appointed to Substantive Medical Director, due to start 22 January 2024 and Head of Patient Safety, Quality and Risk, due to start 5 February 2024.
Empower staff to make changes to improve care.	Interim Medical Director/ DoNMAHP	<ul style="list-style-type: none"> Operational Governance Review was approved by Board in December 2023. Policy Framework was approved at Senior Leadership Team and will go to Board in February 2024 for approval.
Support staff to learn when things don't go as planned.	Interim Medical Director	<ul style="list-style-type: none"> Medical colleagues job plans updated to include clinical governance like Datix reviews and SAER investigations.
Continue to embed the Serious Adverse Events and learning form incidents process.	Interim Medical Director	<ul style="list-style-type: none"> Medical colleagues job plans updated to include clinical governance like Datix reviews and SAER investigations.
Explore where single points of failure exist what can practically be done to address these.	Interim Medical Director	<ul style="list-style-type: none"> Outcomes of local fragile services review shared via template Nationally and to Director of Planning for North of Scotland in December 2023.
Ensure learning from the HSE visit is acted on and risk management is firmly embedded with visible leadership present in all teams.	Interim Medical Director/ Interim Director of People and Culture	<ul style="list-style-type: none"> Risk and Assurance Report produced for all Governance Committees and Board. SLT updated monthly via Risk and Assurance report. Chairs Assurance report submitted to Audit and Risk Committee. Corporate Risk registered refreshed and implemented. Further work required to review Operational risk registers.

Systems and Governance



Systems and Governance supports everyone working in the organisation to know the way we work is aligned to our values, is fair and that decisions made will be consistent.

Action	Executive Lead	Q2 RAG
Continue our focus on strengthening governance processes across NHS Orkney services.	Chief Executive	<ul style="list-style-type: none"> Operational governance review completed by December 2023 as planned (phase 1) and communicated to staff First Board-Extended SLT meeting took place in December 2023 – to improve relationships First extended SLT meetings to focus on: Financial improvement and service annual planning Corporate Governance Lead (interim) in place to strengthen resource and experience in this area All staff are invited to attend SLT to observe as part of development and for transparency of decision-making Invite list for Extended SLT open to all senior leaders in the organisation New monthly meeting with Board Chair, Chairs of Board Committees, CEO and Corporate Governance Lead Board Chair attends Executive Team month once a month to discuss governance and Board issues
Empower staff to make decisions in a collaborative, open and transparent way.	Chief Executive	<ul style="list-style-type: none"> Successful Speak Up week Continued evidence of better involving staff in decision-making – including CSB changes – we have listened to and acted on staff feedback Continue to seek feedback from staff via monthly staff briefings and various listening forums to act on feedback in the moment A continued focus on closing the loop and feeding back to staff when concerns are raised or improvements are suggested
Learning from Covid remains a priority, ensuring we are mindful of the wider impact on health and wellbeing across our community.	Chief Executive	<ul style="list-style-type: none"> Work underway to increase use of technology (as we did during COVID) to reduce unnecessary travel for patients Integrated Improvement Function to be implemented Quarter 4 23/24 Improvement project underway in Physiotherapy – led by staff – to reduce waiting times and improve staff experience

Action	Executive Lead	Q2 RAG
<p>Services must not make patients suffer because we do not wish to change, we need to share information, collaborate, and ensure an effective flow across organisational boundaries.</p>	<p>Chief Executive</p>	<ul style="list-style-type: none"> • Anchor Strategy launched • Patient feedback sought as part of Annual Review process
<p>Build on the communication successes to grow our impact.</p>	<p>Chief Executive</p>	<ul style="list-style-type: none"> • Continued effective relationship building with a range of external partners and stakeholders – including: <ul style="list-style-type: none"> Third sector (regular meetings) Politicians (monthly meetings) CEOs at NHSO, Council and Police (quarterly meeting) Media (quarterly meetings with The Orcadian and BBC) • Annual Review involved seeking feedback from patients and local community • CEO and Chair monthly columns in The Orcadian to share news and updates with local community
<p>Strengthen training for leaders and managers to allow decision-making to take place at an appropriate level.</p>	<p>Interim Director of People and Culture</p>	<ul style="list-style-type: none"> • Sessions have been organised with Managers to have 1-2-1 sessions on completion of PDPR's. Figures for each Department are now included on a monthly basis within the CEO blog to emphasise the importance of completion of these. CEO Blog and Briefings highlighting the areas of support required to all staff.

Sustainability



Sustainability has to be a goal that we strive for, not only environmentally but also financially and from a workforce perspective. NHS Orkney has profound challenges that will require consistent and multi-year efforts to achieve sustainability.

Action	Executive Lead	Q2 RAG
Support the organisation to achieve a sustainable future by using the Clinical Strategy, Workforce plan and Financial Sustainability Plans to inform and shape our decisions.	Director of Finance	<ul style="list-style-type: none">Joint Planning Sessions took place in November and December through Extended Senior Leadership Team.
Use Net Zero as a driver for change in our models of care.	Director of Finance	<ul style="list-style-type: none">Update provided to Finance and Performance Committee in November 2023.Discussions have taken place with the Green Theatres National team to discuss and progress opportunities to drive Net Zero.
Continue the progress of the multi-year financial recovery plan by getting ownership across the organisation.	Director of Finance	<ul style="list-style-type: none">Notification received on 27 November that NHS Orkney has been moved to Level 3 of the NHS Scotland Support and Intervention Framework. Support package commissioned to establish a Recovery team to address the underlying financial position.