



Team Orkney
Improving Together



Annual Review 2023/24

Tuesday 3 December 2024

Agenda

Welcome, introductions and setting the scene – Board Chair

Review of 2023/24: Our improvement journey – reconnecting with you

- Overview – Chief Executive
- Patient/carer/community feedback – Board Chair
- Clinician feedback (Area Clinical Forum) – Chair, Area Clinical Forum
- Staff feedback (Area Partnership Forum) – Employee Director
- Clinical services updates - Director of Nursing, Midwifery, Allied Health Professions and Chief Officer for Acute
- Finance – Interim Director of Finance

Priorities for 2024/25: What's important and matters to you – Chief Executive

Our progress to date:

- People – Director of People & Culture
- Patient Safety, Quality and Experience – Medical Director
- Performance – Chief Officer for the Integration Joint Board
- Potential – Chief Executive
- Place – Director of Public Health

Questions from our patients, community and staff

Closing remarks – Board Chair



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Welcome, introductions and setting the scene

Board Chair
Meghan McEwen



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Our improvement journey: 2023/24 headlines

Chief Executive
Laura Skaife-Knight

Our improvement journey: 2023/24 headlines

- A year of significant change, transition and progress
 1. Workforce
 2. Culture
 3. Quality and safety
 4. Systems and governance
 5. Sustainability
- Reconnecting with people
- Listening to and acting on patient and staff feedback
- Basics right more consistently



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Patient, carer & community feedback

Board Chair
Meghan McEwen

Feedback



People in Orkney don't know how good they've got it

Staff are pushed and exhausted and doing their best - 'they are what makes NHS Orkney what it is'

Avoid saying to patients and families: 'that's not my job'

Local MRI service has made a huge difference. I was seen far sooner, with far less hassle. This is bound to have been cheaper than flights south

Appointments for older people all on the same day to minimise travel and 'get it all by with at once

Feedback



Too many appointments are cancelled on the day – and the impact of this is significant on mental health patients and therapeutic relationships

We get more help from The Blide Trust than anywhere else, including the NHS

Improvements to multi-agency training eg self harm is a positive

We don't feel listened to, we feel let down and we feel understanding and empathy is lacking

You have to fight for the care you need and too often reach crisis point to get help and support

No confidence this will lead to positive changes –we shared the same feedback 12-months ago

Feedback



Orkney Housing Association
Quality Affordable Homes for Orkney

A lack of formal data sharing protocol between OHAL, Community Link Practitioners and GPs

Orthodontics, podiatry and dentistry were topics of discussion where improvements to access are needed

Positive examples of complex patients receiving outstanding, kind, and person-centred care at the GP practice

A request that GP appointments are offered via Near Me and that a 'digital first' mindset become more universally adopted across NHS Orkney

No in-date protocol to prioritise home adjustments for social tenants; last updated pre-COVID

Mental health services under strain – putting pressure on people to be removed from their homes/ community



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Clinician feedback

Chair of Area Clinical Forum
Dr Kirsty Cole

Area Clinical Forum – Review of 2023/24

- Change in leadership – new Chair and Vice Chair
- Re-established the Area Pharmaceutical Committee
- A blend of new and more experienced members
- Changed the structure of meetings
- Well-attended Development Sessions, including:
 - Major Incident Planning
 - Risk Management
 - Island Games
 - Improving Together (efficiency) Programme

Area Clinical Forum – Focus for 2024/25

- Strong and effective clinical voices representing all of NHS Orkney's clinicians
- Improving reporting of patient safety concerns from our clinicians to the Board
- Focus on quality improvement, capturing excellent ideas from clinical staff
- Allowing sufficient time for clinical advisory groups to provide quality advice to the Board
- Exploring better use of digital systems to enhance the work of our clinical advisory groups between formal meetings



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Staff feedback

Employee Director
Ryan McLaughlin

Area Partnership Forum – Review 2023/24

- Review of agenda, workplan and Constitution
- More Employee Director time dedicated to the People agenda
- Employee Director is now a member of our Senior Leadership Team and staffside leads are invited to Extended Senior Leadership Team
- Further developing how we work collaboratively and in partnership
- Strong focus on People Strategic Objective and top priorities, including: appraisals, training compliance, sickness absence, job evaluation, reward and recognition, wellbeing, speak up and staff involvement in decision-making

Area Partnership Forum – Review 2023/24


- Job evaluation training for managers
- Improving Together (efficiency) Programme – staffside support
- Organisational response to staff survey for the first time
- Board visibility much improved as is engagement and communication with staff across the organisation
- Joint Area Partnership Forum: Staff Governance Committee Development Session – focussed on our new staff experience programme

Area Partnership Forum – 2024/25 focus

- Continued focus on organisational priorities impacting staff experience, including appraisals, training compliance and sickness absence
- Ensuring the implementation of the non-pay elements of the 2023/24 Agenda for Change pay deal
- Updating workforce policies, including the implementation of the new Once for Scotland workforce policies
- Resilience, embedding and succession planning – reliance on roles and not individuals

Area Partnership Forum – 2024/25 focus

- Ensuring staffside colleagues have adequate time and resources to meaningfully carry out their key roles
- Developing our new staff experience and culture programmes
- Ensuring we find ways of engaging and communicating with hard-to-reach staff groups, including those working in our community and on our ferry-linked isles, and colleagues who do not have access to/regularly engage with digital communications



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Clinical services update

Director of Nursing, Midwifery, Allied
Health Professions and Chief Officer for
Acute Services
Sam Thomas

Progress report – responding to feedback

- Introduced new ways of working in Macmillan for end of life/symptom control patients
- Provided a High Dependency Unit at The Balfour
- Reviewed complaints about patient care at The Balfour
- New programme to value and recognise our staff



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Finance

Interim Director of Finance
Brian Steven

Finance headlines 2023/24

Our budget - £82.7m

How we spent the money we have

- £45m on staff (pay)
- £37.7m on clinical infrastructure and other clinical services

Spend with other Health Boards

- £9.1m (a £0.5m/+5% increase in line with inflation)

Capital programme (£3.1m)

- £2.9m spent on improving our wider estate, with a focus on energy and decarbonisation

Finance performance 2023/24

How we did against our plan

- Exceeded agreed in-year saving target of £3.7m by £0.1m
- We started 2024/25 with at least a £2.8m challenge

Level 3 escalation: NHS Scotland Support and Intervention Framework

- Scottish Government placed NHS Orkney into level 3 (out of 5) of their escalation framework in November 2023
- Recognise it may take up to 3-years to return to a break-even position

NHS Orkney's response to escalation

- Integrated approach to improvement
- Strong communication and engagement has led to positive progress




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Our improvement journey: 2023/24 headlines

Chief Executive
Laura Skaife-Knight



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Our priorities for 2024/25: What's important and matters to you

Chief Executive
Laura Skaife-Knight

What matters most to you

- High quality, patient-centred care
- Timely access to care
- Local where possible
- Reducing and better visibility of waiting times
- Improved communication
- One Orkney
- Honesty and transparency
- Helping children and young people



NHS
Orkney

**Delivering what matters to
our community: 2024-2028**

Looking after
our community
and providing
excellent care





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People

Director of People and Culture
Jay O'Brien

People

- People first – further improving patient and staff experience
- Leadership stability, visibility and development
- Recruitment and retention



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Patient Safety, Quality & Experience

Medical Director
Dr Anna Lamont

Patient Safety, Quality & Experience

- Listening to, responding and learning from patient feedback and incidents to inform improvements
- Strengthened approach to patient travel for those who need to go south for care and treatment
- Focus on creating a strong speak up culture



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Performance

Chief Officer for the Integration Joint Board
Stephen Brown

Performance

- Delivering our Financial Plan and having a clear path to de-escalation and sustainability
- Improving access to our services and reducing waiting times (including mental health, dentistry and primary care services) and the discharge experience for our patients, including those living on our ferry-linked isles
- Improving the Neuro-Developmental pathways for children and young people



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Potential

Chief Executive
Laura Skaife-Knight

Potential

- Accelerating digital transformation - and reducing unnecessary patient travel south
- Clear ambition for education, training and improvement
- Plans to address our challenges with accommodation and maximising the use of our estate



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Place

Director of Public Health
Dr Louise Wilson

Place

- Improving population health – with a strong focus on obesity, drugs, alcohol
- Integrating population health and prevention into all we do – including our new Integrated Performance Report
- Having a stronger voice on the national stage when it comes to rural, remote and island healthcare



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Questions from our community and staff

Board Chair
Meghan McEwen

Closing remarks

Board Chair
Meghan McEwen



Thank you for joining us

NHS Orkney - Annual Review 2024: reconnecting with our community

Patient and Carer feedback – a summary of our listening and engagement sessions

As part of our Annual Review meeting preparation for 2024, the Board Chair and Chief Executive led a series engagement and listening sessions in the community in-person as follows during October and November 2024 as follows:

1. Age Scotland Orkney (23 October 2024) – 10 attendees
2. Orkney Housing Association Limited (25 November 2024) – 6 attendees
3. The Blide Trust (26 November 2024) – 9 attendees

- **Age Scotland Orkney – a summary of feedback**

Positives

GP appointment happened sooner due to a cancellation. The GP was ‘kind, compassionate and patient.’

‘I’ve got nothing but good things to say’ – 3 joint replacements – 2 at Golden Jubilee and 1 privately in Dundee. Perfect handover to the physios.

Some changes to doctors between Dounby and Kirkwall and it happened seamlessly.

The local MRI service has made a huge difference. ‘I was seen far sooner, with far less hassle, and I didn’t need an escort. That is bound to have been cheaper than flights south.’

Vaccinations are well-handled and communicated, ‘I asked them to use my left arm because I sleep on my right and they were very happy and kind to me.’

Staff are pushed and exhausted and doing their best - ‘they are what makes NHS Orkney what it is.’

When false teeth broke the Dentistry Service was fast, responsive, and kind. A great example of dignity and kindness.

DURING COVID: Husband was taken away very poorly, wife was unable to travel with him during end of life. Staff at NHS Grampian enabled video links during this terrible time, and staff t NHS Orkney who were aware of what was going on checked in regularly and really wrapped around this individual.

When a family was given bad news, staff on the wards provided them with a discrete and private space to speak with clinicians but also to process with each other.

People spoke very highly of colleagues who were rooted in and understood Orkney.

We are so connected. People are so respectful and kind.

There aren't power dynamics, just help and care.

I had great experiences with Stroke Services, Macmillan, and inpatients. Working together and wrapping around older people in a very fragile time was great.

'People in Orkney don't know how good they've got it.'

Magic wand feedback

Admiral Nurse: communication about discharges can be tricky. Often information is not shared and to the detriment of patients.

Discharges that happen between services, home, and third sector are inevitably harder to navigate. Information and records are not shared. It feels like a bit of a 'flex' from NHS Orkney to withhold information.

A desire to have the ability to access Primary Care closer to work/home depending (the geography of Orkney can mean people giving up days of school and work for 10- minute appointments).

People would like more babies to be delivered in Orkney with examples of trips to NHS Grampian that placed a burden on families.

More home visits from doctors, to really establish relationships was something people would wish for.

People would like to see qualifications and opportunities for qualifications locally, recognising that for some people going away for university and training is not always the right option.

Every person present would welcome the opportunity to volunteer for the NHS in some way, by supporting inpatients with daily tasks or even sitting with them and providing some basic conversation and connection. 'It would surely make the nurses life easier to have a bit of help there.'

Appointments for older people all on the same day to minimise travel and 'get it all by with at once.'

Avoid saying to patients and families 'that's not my job.'

- **Orkney Housing Association Limited (OHAL) – a summary of feedback**

Discussion about discharge planning, and the option at discharge to include energy efficiency and other issues that might be negatively impacted on a person's health (COPD and black mould for example)

A lack of formal data sharing protocol between OHAL, Community Link Practitioners and GPs.

Praise for the great work of Community Link Practitioners and the difference they are making – acknowledge the mixed economy between them and Isles Wellbeing Coordinators.

Communication and information sharing was a theme - between NHS Orkney and local services, between primary and secondary care (medicines and cancelled operations), and between NHS Orkney and other Health Boards.

A request that GP appointments are offered via Near Me and that a 'digital first' mindset become more universally adopted across NHS Orkney.

A plea for 7-day services, including GPs.

Orthodontics, Podiatry and Dentistry a real topic of discussion, and an overall observation that the service has deteriorated, even within private sector.

There is no outstanding protocol to prioritise home adjustments for social tenants, which was last updated in 2014. The size of the pot (re: funding) has not grown, but a significant backlog built up during the pandemic.

The costs of adjustments have gone up, however, the size of the funding award has not.

Stories of people who have not been able to return to their homes when discharged from hospital because the adjustments could not be made.

Positive examples of complex patients receiving outstanding, kind, and person-centred care at the GP practice.

Examples of using digital appointments for dermatology – positive.

A discussion about Mental Health services being under strain and the pressure it puts on people to be removed from their homes and community. The impacts of having their life 'on hold' whilst an inpatient.

A general observation that some services have become more complex in an effort to simplify: an older patient seen at a GP practice by a nurse practitioner who was not able to refer for an x-ray – then needed to come back to see a GP to eventually get the x-ray.

- **The Blide Trust – a summary of feedback**

Discussion about the lack of expertise in self harm.

Many service users are experiencing very long waits for Mental Health support/appointments.

A strong message that the current Mental Health service in Orkney is not fit for purpose.

Self harm training organised by Blide Trust and attended by staff from A&E is a positive development, on which to build.

There are too many cancelled appointments by the NHS on the day – and the impact of this is significant on mental health patients and therapeutic relationships. Linked to this, there was clear feedback that service users need to chase the NHS for updates about support and appointments and have to do this themselves, when it should be the other way round.

A strength of feeling that people get more help from The Blide Trust than anywhere else, including the NHS which has an unfit for purpose model of care in the eyes of service users presently, and that a one shop stop service in Orkney is desperately needed.

Service users said they don't feel listened to, feel let down and feel understanding and empathy is lacking; in some cases making people feel worthless.

Peoples' experience all too often is that they have to fight for the care they need and too often reach crisis point before appropriate help and support is provided.

There is no confidence from service users that sharing this feedback will lead to positive changes – as the same feedback was shared 12-months ago and nothing has changed since which needs to be acknowledged.

NHS Orkney Annual Review 2024

Report from the Area Clinical Forum – 15th November 2024

Area Clinical Forum's core purpose *"is to distil the work of the Advisory committees and to be a conduit of information and opinions between the clinical community and the Board."*

NHS Orkney's Area Clinical Forum (ACF) meets bimonthly with development sessions open to all clinicians held in the months between. The ACF Chair is a non-Executive Director on the NHS Orkney Board providing an update at each Board meeting from ACF in the form of a Chair's Assurance Report. The ACF Chair is also a member of two governance committees; the Joint Clinical & Care Governance Committee and the Staff Governance Committee. National links and updates are achieved through the National ACF Chair's Group, which meets regularly throughout the year.

Review of the past year:

ACF saw a change in leadership this year. A new Chair and vice-Chair were elected in February 2024, with formal transfer of ACF leadership taking place in April. Positive feedback on the effectiveness of both the outgoing, and new ACF Chair has been welcomed with particular mention of their visible support to the other Clinical Advisory Committees. The commitment and approach of the ACF Chair was acknowledged as a strength of the committee and a key success factor.

ACF members have noted meetings feeling increasingly accessible and inclusive, with a more organised structure seen to positively facilitate clinician engagement in meetings. Reshaping of the agenda to focus on the Chair's Assurance Reports (CARs) from the Clinical Advisory Committees has been very welcome and has had an onward positive effect on how those committees themselves structure their meetings.

Previous quoracy struggles seen in some of the advisory committees are now being overcome. Area Pharmaceutical Committee is an example of adopting a flexible arrangement by meeting in the out of hours period to support independent contractors to attend, whilst opening their meetings up to pharmacy technicians and including an educational element to their meetings.

A recent comprehensive review of the ACF escalation log provided a good opportunity for the Chair and vice-Chair to meet with the leaders of all of the Clinical Advisory Committees allowing for more informal discussions to take place. It was been acknowledged that feedback from the Board is improving, with ACF members feeling better heard than in the past.

Development of NHS Orkney's Corporate Strategy "Delivering what matters to our community: 2024-2028", which was published earlier this year involved meeting with the ACF as well as good engagement across the Clinical Advisory Committees. This was very

welcome by the Board with the encouraging level of clinical engagement captured in their Engagement Report.

Development sessions over the past year have included well attended sessions focussing on Major Incident Planning, NHS Orkney's Improving Together Programme, Risk Management and the International Island Games which will be hosted in Orkney in summer 2025. Bringing in external speakers to these sessions has been highlighted by members as very welcome.

Our focus for the future:

Patient safety related items are often discussed at ACF with concerns escalated to the Board. Many of these issues may not be explicitly identified as patient safety concerns however. As part of improving the focus of our agenda and the effectiveness of meetings, the committee will be asked to consider a regular item on the agenda relating to patient safety. In an effort to enhance focus on patient safety these areas will also be more effectively highlighted in the ACF Chair's regular reports to the Board.

The past year has seen repeated emphasis on NHS Orkney's financial position with particular focus on identifying money saving opportunities. ACF members have identified that hearing this same message repeated has resulted in disengagement from many clinical colleagues. Moving the spotlight onto improvement focussed work would be very welcome.

We are currently experiencing some challenges relating to last minute requests to Clinical Advisory Committees for feedback or recommendations on items such as policies and reports. There needs to be some work carried out on improving the timing of these requests. This links in with a broader piece of work being undertaken by NHS Orkney's lead Clinical Executives on the clinical governance structure. The Clinical Advisory Committees would also benefit from exploring digital solutions to enhance efficiency of work carried out between meetings.

Moving in to year two of NHS Orkney's Corporate strategy with a focus on staff and patient experience, and looking forward to the refresh of the Clinical Strategy will be excellent opportunities to really enhance clinician engagement in NHS Orkney over the next 12 months.

Dr. Kirsty Cole
Chair, Area Clinical Forum

Area Partnership Forum

The forum takes a proactive approach in embedding partnership working at all levels to assist the process of devolved decision-making.

NHS Orkney Annual Review 2024 – Area Partnership Forum - covering April 2023 to March 2024

The Area Partnership Forum (APF) continues to hold formal monthly meetings with a varied and newly restructured agenda to ensure that all colleagues are up to date with and contribute to driving the priority People areas and to ensure colleagues are working together to take forward the People priorities as set out in the organisation's new Corporate Strategy.

The Employee Director sits on the Health Board as a Non-Executive Director and in 2024 became a member of Senior Leadership Team, which is the main decision-making forum on the operation arm of the Board's governance system, and which means the staff side voice is even more central to influencing strategic and Board-level decision-making.

The APF is co-chaired by the Chief Executive and the Employee Director, recognising that effective partnership working is central to our continuous improvement to how we deliver services and the fundamental principles around the five elements of Staff Governance.

Outlined below are our key discussion points from the last year (2023/24):

We have restructured the agenda so that we give due attention to the priority areas APF needs to focus on, whilst getting relevant local and national updates. We have updated the workplan, business cycle and Constitution also, to ensure the membership is inclusive. Staff side leads are routinely invited to our quarterly Extended Senior Leadership Team meetings so that they are part of our senior leadership community who come together on a quarterly basis to discuss strategic matters of importance to the organisation and take part in any awareness sessions.

Over the last year, more Employee Director time has been dedicated to the People agenda, as evidenced by the Employee Director becoming a member of Senior Leadership Team and increasing their days dedicated to this role. This has enabled more focus on supporting the delivery of NHS Orkney's People objective and priorities.

There is much evidence that APF continues to mature, and members are developing how they work collaboratively and in partnership, building on the foundations put in place in recent years. This is enabling different conversations that supports the delivery of change.

APF has very deliberately focused on the People Strategic Objective and top priorities, including appraisals, training compliance, sickness absence, job evaluation, reward and recognition, wellbeing, speak up and staff involvement in decision-making, both by working together to work through different solutions to these challenges and by involving colleagues at every stage.

Staff side leads have been involved in the workstreams for our organisation wide Improving Together (efficiency) programme. This enables them to have a say on and work alongside the clinical and operational teams who are leading on these projects, putting in appropriate challenge to ensure Quality Impact Assessments and staff wellbeing morale is not adversely impacted.

During the year, we have introduced Job Evaluation training for managers and staff side, and have collaborated a short life working group to implement the Agenda for Change non-pay changes and supported implementation of the Health and Care Staffing Act across NHS Orkney, with APF receiving regular updates.

For the first time, in 2023/24, through APF we agreed five organisational priorities in response to staff feedback via iMatter (the staff survey), notably:

1. Staff health and wellbeing
2. Valuing and recognising staff
3. Involved in decision-making
4. Listening to and acting on staff feedback (and closing the loop)
5. Living our values

NHS Orkney's iMatter survey results show positive improvements across a range of metrics. Board visibility has improved by eight points (the most improved area of any Board in Scotland), as has the number of responses received (+10%) and the number of action plans created (+11%). Staff are reporting that they feel better informed, involved and engaged in the future direction and decision-making of the organisation.

Development sessions

One main development session took place in 2023/24, which was held jointly between the Area Partnership Forum and the Staff Governance Committee. This session was mainly focussed on our new staff experience programme.

Looking to 2024/25

The priorities for APF include:

- Continuing focus on core organisational priorities impacting colleague experience, namely appraisals, statutory/mandatory training, and sickness absence.
- Ensuring the implementation of the non-pay elements of the 2023/24 Agenda for Change pay deal.
- Continuing our work on updating workforce policies, including the implementation of new Once for Scotland workforce policies.
- Focus on resilience, embedding and succession planning – reliance on roles and not individuals, ensuring staff side colleagues have adequate time and resources to meaningfully carry out their key roles.
- Involvement in developing our new staff experience and culture programmes and delivering the priorities set out for the year.
- Ensuring we find ways of engaging and communicating with hard-to-reach staff groups, including staff working in our community and on our ferry-linked isles, and colleagues who do not have access to/regularly engage with digital communications.

Summary

2023/24 was a year where we can evidence further progress, both building and strengthening relationships, and delivering against our priorities, including improving staff engagement and experience.

There is much to be celebrated from the 2023/24 Area Partnership Forum activity and work. There are healthy relationships and an environment where staff side colleagues feel part of decision-making and influencing the Board's strategic direction with a collaborative approach to identifying and working through issues and finding solutions together.

**Ryan McLaughlin Employee Director
Joint Chair**

**Laura Skaife-Knight Chief Executive
Joint Chair**