



HS Paper 5/18

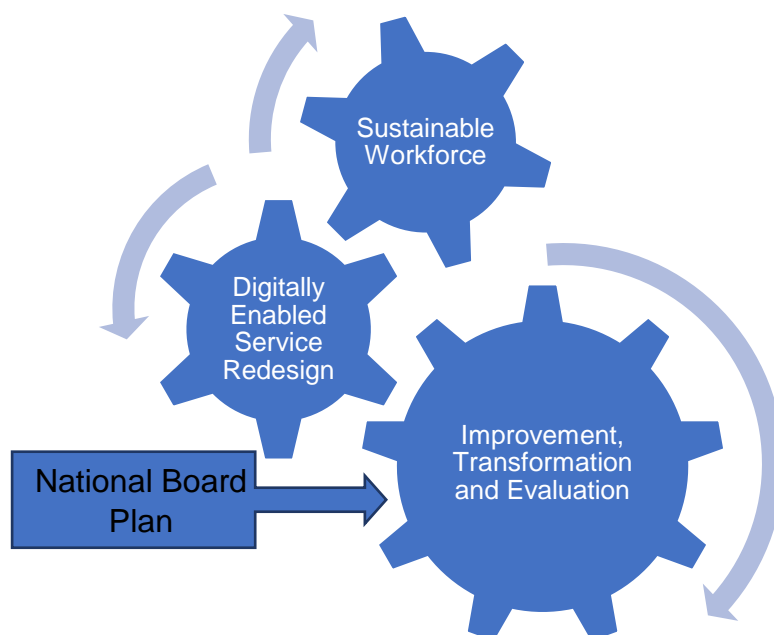
National Board Plan 2018-23

Summary for Board Meetings

Introduction

The National Board Plan 2018-23 will be submitted to Scottish Government at the end of March 2018. This paper provides a summary of the emerging plan for Board meetings prior to the submission deadline and is to endorse the general principles and direction of travel. Further engagement with Scottish Government, regions, territorial boards and social care partners will be required before the plan is finalised and workstreams which will involve Boards collaborating to deliver the plan will require further discussion and sign-off at future Board meetings to ensure the appropriate governance of investment and resource decisions.

As national boards we will support the *Health and Social Care Delivery Plan*, providing services that meet changing national, regional and local needs. Our plan will be closely aligned with regional plans and will support Scottish Government policy including the *National Clinical Strategy*, *Realistic Medicine* and the *Everyone Matters: 2020 Workforce Vision*. The plan will bring together collaborative teams to meet the challenges described in the regional plans and from our own analysis, helping to tackle the challenges of health inequalities, an ageing population and restricted budgets. The plan will involve developing new areas of collaborative work, distinct from 'core business' and underpinned by national evaluation, improvement and transformation services.



Underpinning this plan are the following principles; we will

- use existing capacity and capability wherever possible
- focus on potential impact and added value
- focus on priorities where we can achieve most by working together
- not limit our level of ambition
- work in partnership across health and social care

1. Improvement, Transformation and Evaluation

The national boards have a wealth of resources which can be better linked and made available to support transformational change. The plan will aim to develop national improvement, transformation and evaluation services to support all aspects of the *Health and Social Care Delivery Plan*, underpinned by new national planning arrangements. These services will help develop more integrated partnership approaches to service delivery and strengthen support for transformational change through a collaborative operating model supported by data and analytics and evaluation expertise.

This will involve developing national improvement, transformation and evaluation services which

- bring together expertise and capacity to support transformational change alongside the development of a culture of continuous improvement
- provide self-service data and modelling tools for planning, improvement and change and a 'virtual laboratory' for scenario testing
- bring together research and evaluation expertise to support system wide improvement and transformation which also spreads learning
- maintain a strong focus on public health and supports the transition to a new public health landscape underpinned by population health intelligence and data and modelling tools

Some of the benefits that are expected to accrue from this approach are

- accelerating the shift in the balance of care and reduced pressure on services
- higher quality care at less cost

- an integrated and accessible national framework for change
- better sharing of good practice and effective models of change
- better alignment of workforce, service and financial plans
- better service planning supported by data over a longer timescale
- a better understanding of the evidence base for effective change
- a joined-up approach to public health at a national and local level
- improved access intelligence and data and modelling tools

2. Digitally Enabled Service Transformation

Digital innovation is a key enabler of service transformation and will be a constant theme across the plan to support the *Digital Health and Care Strategy*. Digitally enabled services will help people manage their own health and ensure staff have the skills to deliver digital solutions and use data to improve standards, freeing up clinical time to focus on complex cases and cases where direct clinical input is required.

This will involve helping to drive service redesign in conjunction with users at national, regional or local levels (supported by national improvement, transformation and evaluation services) which

- improve elective and outpatient care to ensure people are directed into the most appropriate care pathway
- provide triage and specialist paramedic practice support which relieves the pressure on primary and unscheduled care
- provide digitally enabled unscheduled mental health services which complement local services and improves access to professionals
- provide alternative care pathways for older people into community services
- help to deliver the *Digital Health and Care Strategy*, providing consistent digital architecture and a national approach to information governance
- provide national cloud-based business systems which enable more effective shared services models, reduce cost and improve analytics
- develop a workforce confident with providing digitally enabled services

Some of the benefits that are expected to accrue from this approach are

- care pathways that better meet people's needs and free up resources

- services that are easier for people to use and don't waste time and money
- reduced acute out-patient demand though less face to face consultation
- reduced demand on primary and unscheduled care and less acute referrals
- public engagement that creates ownership of digital and its benefits
- common technologies that can be built and procured once
- people more able take control of their own health and wellbeing
- the ability to more easily scale up proven digital innovations
- a more digitally ready workforce around the clock easily accessible services

3. A Sustainable Workforce

Redesigned services will require a reshaped workforce supported by data that enables workforce planners to model demand and projected supply. The plan will have a strong workforce element to help improve workforce planning, recruitment and retention, attraction and education and training.

This will involve helping to develop national workforce initiatives, (supported by national improvement, transformation and evaluation services), which

- improve workforce planning with a better match between supply and demand along with new guidance, a data platform and training
- provide *eRostering* to improve staff deployment and help employees to better manage their working lives
- develop recruitment, attraction and employee engagement through a *Digital Portal* and enhanced employer brand
- put in place a new national approach to youth employment
- establish national education and training commissioning along with guiding principles for *Recognition of Prior Learning (RPL)*
- roll out a national cloud-based learning management system
- strengthen leadership, talent management and performance appraisal and develops national support to work with local systems
- deliver national models of employment and employment policies

Some of the benefits that are expected to accrue from this approach are

- better workforce planning over a longer timescale and upskilled planners

- better alignment of workforce, service and financial plans
- employees better able to manage their own working lives
- improved recruitment, retention, talent management and staff engagement
- better awareness and opportunities for young people
- better recognition, transferability and access in relation to learning
- an enhanced talent pool and improved succession planning
- increased leadership capacity and capability for transforming services
- improved employment transferability to support national and regional models

4. Financial Framework and Investment Case

We recognise the continuing financial challenge for the whole system and the importance of a robust financial framework to support the plan. The financial framework will outline the consolidated financial position of the national boards over the next five years and the economic impact of delivering the work in the plan.

The financial framework will be based on developing a culture of sharing risk and cost underpinned by a commitment to value for money (return on investment) in the delivery of core individual operations and collaborative work. The overarching aim is to create capacity and capability to support the health and social care system and manage the ever-increasing demands for services and the associated workforce challenges. The investment case to support the plan will be based on the principle that we will utilise existing national infrastructure to reduce the pressures on individual organisations and achieve economies of scale.