



West of Scotland region

## Connecting beyond boundaries

### Developing a new regional plan for the West of Scotland

Information for staff

May 2018

Issue two

The launch of the Health and Social Care Delivery Plan in December 2016 set out an ambition to look across boundaries and to plan and deliver services that would meet the triple aim of:

- improving the patient experience of care;
- improving the health of populations; and
- reducing the cost of health care.

In the West of Scotland we have added to this by stating that the fourth aim should be about staff value. Since the publication of the plan, we have seen the regional planning arrangements across Scotland evolve. This newsletter provides the second update to staff across the West of Scotland about the work being taken forward.

In the West of Scotland we have been working across our Health Boards and Integration Joint Boards to establish a common purpose to our planning that respects the importance of local and locality planning:

- improving health and wellbeing;
- increasing care and quality;
- better workplace with a focus on staff; and
- delivering best value.

#### West of Scotland region

The West of Scotland has a population of around 2.7 million people, and covers approximately 8,777 square miles. There is a combination of urban, rural and island communities.

A range of organisations have responsibilities for health and care services across the West of Scotland, including the five territorial Health Boards, 15 Integration Joint Boards and 16 local authorities.

The vast majority of care in the West of Scotland is provided local to people's homes.

For the period 2012/2013 to 2016/2017, activity within the hospital setting grew at an average rate of just under one per cent each year - with the growth much greater among those aged 65 years and over. Activity within the hospital setting in the West of Scotland is higher than would be expected (once age, sex and deprivation are accounted for) when compared to the rest of Scotland.



**John Burns, Chief Executive of NHS Ayrshire & Arran, and Regional Implementation Lead for the West of Scotland, comments:**

“In the 70 years since the NHS was established – and indeed in the 50 years since the Social Work (Scotland) Act was signed – the West of Scotland has seen great changes in what, how and where care is delivered. These changes have been made possible for lots of reasons – not least of which have been the considerable advances in knowledge and technology. However, they have also been driven by often bold leadership and a collective appreciation that improvement requires change. We have made considerable strides in improving quality of care, and today we can and should take pride in the many examples of excellent care available. However, we also know that we can and need to do more to prevent and address the high levels of ill-health and care needs that blight the lives of too many individuals, families and communities.

“The Health and Social Care Delivery Plan and the National Clinical Strategy set out the expectations for a modern health and care system for Scotland. This includes a requirement for organisations to come together and focus on regional planning of services where appropriate.

“In the West of Scotland we have a strong track record of delivering new models and effective regional services. These achievements have demonstrated that it is possible to overcome challenges and deliver safer, higher quality services, but only if we get the process right and genuinely challenge ourselves. For example, in 2009 we set up regional cardiology services. Nearly ten years on, we need to be planning how to meet the challenges of the next 20 years. And given the scale of challenges, our transformation ambition needs to be greater than ever.

“We have developed a draft regional position and discussion document that describes the collective ambition of the West of Scotland Boards to improve the health and care of the 2.7 million people who live within our communities. We will do this by providing care to and with individuals and their carers that fosters independence; is sustainable; and is safe, effective, equitable and proportionate to their needs. Working across and connecting beyond our traditional boundaries - across health and social care; across professions and disciplines; across settings; across specialties; and across organisations - will be critical to building a person-centred and sustainable service that is fit for the 21st century.

“This is an ongoing journey that will build on the engagement to date to create a more involving approach, as we look to develop and successfully implement improvements for the West of Scotland. We understand that in looking to take this bold agenda forward – whether at regional, health board, Integration Joint Board/Community Planning Partnership or locality level – there will need to be:

- celebrating of, learning from and scaling up of good practice within the region;
- co-production with individuals and communities; and across staff, services and organisations;
- fostering of support for improvement from within local communities;
- leadership for improvement at national, regional and local levels; and
- action at a “once for Scotland” level - across the three regions, and with the National Boards.”



## Our vision

We will ensure that wherever you live in the West of Scotland that you are in control of your wellbeing and care, by respecting your wishes and empowering you to live independently.

Our priority is that you will get the care you need in the right place, at the right time, every time.

### You will:

- **be at the heart of decisions that affect you.**

We will tailor our approach so that we provide integrated care organised around your needs and the needs of your carer.

- **be empowered.**

We will provide support that enables you to take greater responsibility for your own health and wellbeing. This will include innovative ways of working to help you live a healthy life in your own home.

- **receive safe and high quality care.**

Wherever you receive your care and whoever is providing it, we will ensure services are safe and effective.

- **receive care in the most appropriate place for you.**

We will provide care that is both convenient and of a high quality. We will do this by reducing unnecessary trips to health centres and hospitals and ensuring you get the most out of the visits you make.

- **experience compassionate care no matter where you live.**

Wherever possible, care will be provided as close to your home as possible and reflect your care needs and personal circumstances.



**Sharon Adamson, Director of Regional Planning for the West of Scotland, comments:**

“Regional partners have been developing an over-arching model of care that reflects our aspiration to deliver both the National Health and Social Care Delivery Plan and the National Clinical Strategy; and reinforce the conditions for delivering Realistic Medicine and Care.

“With the empowered individual at its heart, the model emphasises the importance of strengthening and increasing informed self-care and self-management; supportive and connected communities; integrated health and care services; and networked clinical services.

“Fundamentally, the model of care reflects an understanding that getting the basics right is likely to be much more important than any single tool or care management approach; and that our systems have to encourage and strengthen our approach to prevention by encouraging individuals to manage their own health and be responsible for personal wellbeing.

“All of this work is underpinned by the recognition that:

- many of the same functions and interventions will be provided within different settings;
- wherever a function or intervention is delivered - or indeed by whom - that it will be done to the same high standard;
- individuals will frequently receive care and support in different settings as part of the same package of care/care episode;
- in order to provide as much support and services as close to people’s homes as possible, ensure consistent quality and reduce the number of journeys that people have to make to receive care, services and staff may have to operate as part of a structured network;
- staff may operate across different settings and be part of multi-disciplinary teams in doing so;
- the contribution of unpaid carers needs to be properly appreciated and that they require to be supported appropriately; and
- the individual and their care needs should be at the heart of all decision-making, with and for them.”

## Next steps

The development of the West of Scotland delivery plan is ongoing, with communication and engagement being two important aspects of our work going forward.

Over the coming months we will continue our engagement to refine the regional position and discussion document across our five local Health Boards; and our 15 Integration Joint Boards. We will also further engage with local authorities; and strengthen our engagement across professional disciplines and with other important stakeholders, including staff side and the third sector.

As we progress our work we look forward to working with as many colleagues as possible to shape the future of services across our region. Look out for details on how you can get involved.

## Further information

As our plans progress, we will be issuing further staff briefings so that you are kept up-to-date with what's going on across the West of Scotland.

For more information about how we are sharing updates on the regional delivery plan, contact your local communications lead.

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