The 2020 Vision for Health and Care in Scotland

“OUR VISION is that by 2020 everyone is able to live longer healthier lives at home, or in a homely setting. We will have a healthcare system where we have integrated health and social care, a focus on prevention anticipation and supported self-management. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk or readmission.”
Our Record of Excellence

In Scotland we have considerable experience and success in delivering and improving high quality and sustainable healthcare services which are already recognised internationally as world-leading. In particular our record of successes include:

- Legislation to ban smoking in public places

- Significantly reducing premature mortality from cancer, heart disease and stroke through a number of initiatives including most recently the high profile detect cancer early programme

- Delivering enhanced patient safety with major reductions in levels of Healthcare Associated Infections (HAI)

- Massively reducing waiting times and delayed discharge from hospital

- Effective management of a £12 billion budget
The Challenges

Ageing population
Over the next 10 years, the proportion of over 75s in Scotland’s population – who are the highest users of health and care services – will increase by over 25 per cent. By 2033 the number of people over 75 is likely to have increased by almost 60 per cent. Over the next 20 years demography alone could increase expenditure on health and social care by over 70 per cent.

Long-term conditions
There will be a continuing shift in the pattern of disease towards long-term conditions, particularly with growing numbers of older people with multiple conditions and complex needs such as dementia.

Dementia
Estimates suggest that the number of people with dementia is set to rise from 71,000 to 127,000 within the next 20 years. If we do not dedicate resource to dementia there will be tremendous financial costs to the NHS and social services as well as the health and cost impact on carers.
The 2020 Vision Route Map

- Recognises the importance to the public service reform agenda
- Maintains the commitment to pursuing the 2020 Vision for Health and Social Care through a focus on improving quality at scale
- Pursues opportunities to work with other public sector and business partners to drive transformational innovation, providing growth in the Scottish economy;
- Identifies particular areas for accelerated improvement
- Supports our commitment to shift the balance of power to individuals and communities through working in partnership in CPPs and
- Develops our strategy for engaging and empowering our workforce, and
- Provides our response in Scotland to addressing many of the issues raised by the Mid-Staffordshire/Francis Inquiry.
4 Pillars of Public Service Reform

- **Working in Partnership** – across NHSScotland, with local government, the Third Sector, industry, central government and with people

- **Person-centred** – a primary ambition relating to staff, patients and the public

- **Prevention** as a key priority area of activity around population health, and to the approaches we will develop to improve care for people with multi-morbidities/LTCs

- **Performance** is the foundation of our approach to improvement.
20:20 Vision / Quality Ambitions

Person Centred, Safe and Effective Care which supports people to live as long as possible at home or in a homely setting.

Triple Aim

Quality of Care

- Independent living
- Services are safe
- Engaged workforce
- Positive experiences

Health of the Population

- Healthier living

Value & Financial Sustainability

- Effective resource use

12 Priority Areas for Action
<table>
<thead>
<tr>
<th>Quality of Care</th>
<th>Person Centered</th>
<th>Person Centered Care</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Safe</td>
<td>Safe Care</td>
</tr>
<tr>
<td></td>
<td>Primary Care</td>
<td>Unscheduled and Emergency Care</td>
</tr>
<tr>
<td></td>
<td>Integrated Care</td>
<td>Care for Multiple and Chronic Illnesses</td>
</tr>
<tr>
<td>Health of the Population</td>
<td>Effective</td>
<td>Early Years</td>
</tr>
<tr>
<td></td>
<td>Health Inequalities</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>Workforce</td>
<td>Innovation</td>
</tr>
<tr>
<td>Value and Sustainability</td>
<td></td>
<td>Efficiency and Productivity</td>
</tr>
</tbody>
</table>
Underpinning Foundations

- Performance (e.g. HEAT targets and Local Delivery Plans)
- Governance
- Integration of health and social care
- Planning (Service, Workforce, Estate) Leadership
- Capability/Development
- IT/eHealth/Measurement
<table>
<thead>
<tr>
<th>Triple Aim</th>
<th>Quality Ambitions</th>
<th>12 Priority Areas for Improvement</th>
<th>25 Key Deliverables for 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Centered</td>
<td>Person Centered Care</td>
<td>1 Person-Centred Health and Care Collaborative implemented</td>
<td></td>
</tr>
<tr>
<td>Safe</td>
<td>Safe Care</td>
<td>2 Information and support to enable people at home and during times of transition</td>
<td></td>
</tr>
<tr>
<td>Primary Care</td>
<td>3 Further increase in safety in Scottish Hospitals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unscheduled and Emergency Care</td>
<td>4 New broader measure of safety developed (SPSI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Care</td>
<td>5 Maternity, mental health and primary care safety programmes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Care for Multiple and Chronic Illnesses</td>
<td>6 Implementation of new GP contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early Years</td>
<td>7 2020 Vision for expanded primary care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Inequalities</td>
<td>8 New Models of 'place-based' primary care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prevention</td>
<td>9 Out of hospital care action plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce</td>
<td>10 Sustainable performance on 4 hour A&amp;E waits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>11 Increase flow through the system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency and Productivity</td>
<td>12 New Bill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective</td>
<td>13 Preparatory work with Health Boards, Local Authorities, third and independent sector and the building of effective IHSCPs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key pressure points in the entire patient pathway for most common multiple illnesses will be identified and actions agreed</td>
<td>14 Key pressure points in the entire patient pathway for most common multiple illnesses will be identified and actions agreed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Through more detailed analysis of existing data, people will be identified as ‘at risk’ and anticipatory plans will be agreed</td>
<td>15 Through more detailed analysis of existing data, people will be identified as ‘at risk’ and anticipatory plans will be agreed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The world’s first national multiagency quality improvement programme will be implemented across partner organisations</td>
<td>16 The world’s first national multiagency quality improvement programme will be implemented across partner organisations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New focus on most deprived areas</td>
<td>17 New focus on most deprived areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>'Deep-end' GP practices approach rolled out more widely across relevant areas</td>
<td>18 'Deep-end' GP practices approach rolled out more widely across relevant areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early detection of cancer</td>
<td>19 Early detection of cancer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New restrictions on tobacco advertising</td>
<td>20 New restrictions on tobacco advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020 Vision for NHSScotland workforce</td>
<td>21 2020 Vision for NHSScotland workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detailed action plan agreed to deliver 2020 Workforce vision</td>
<td>22 Detailed action plan agreed to deliver 2020 Workforce vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A new fund to provide pump-priming for innovative approaches in healthcare</td>
<td>23 A new fund to provide pump-priming for innovative approaches in healthcare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A new procurement portal will be established to encourageworking with SMEs and Third Sector</td>
<td>24 A new procurement portal will be established to encourageworking with SMEs and Third Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommendations to increase shared services</td>
<td>25 Recommendations to increase shared services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Vision, Aim, Values & Behaviours

Taking Root: our collective leadership commitment and challenge – Story so far…
What the public said.....
What our staff said.....

Honesty  Respect  Caring  Trustworthy  Professional  Compassion  Integrity  Teamwork  Valued  Openness  Helpfulness  Confidentiality  Security  Commitment  Equality  Hardworking
What NHS Scotland’s core values say

Person-centred

Integrated

Ambitious

Honesty

Commitment

Caring

Innovative

Respectful

Compassionate

Effective

Passionate

Visionary

Fair

Supportive

Quality

Inclusive

Enthusiasm

Professional

Challenging

Transparency

Authentic

Openness

Aspirational

Motivated

Driven

Leadership

Accessible

Safe

Developing

Quality improvement
**VISION**

Everyone has the best care experience possible

**AIM:**

To be the best at getting better

**VALUES**

1. Put patients first
2. Show compassion, care and kindness
3. Treat everyone with dignity and respect
4. Take the time to have good, open communications and be accountable for our actions and behaviours
5. Do the best that we can by working as a team to provide excellent treatment and care
Values Mapping Exercise

The values revealed from the Fair and Just Culture exercise have been mapped to codes from these bodies:

- Nursing and Midwifery Council
- Healthcare Support Workers
- Institute of Healthcare Management
- Health and Care Professions Council
- General Medical Council
- Scottish Social Services Council

These bodies cover the majority of NHS Tayside staff as shown in the rough breakdown opposite. As there is not a direct match between staff group and governing body this is not exact. For example, only the GMC has been included and Dentists would be covered by the General Dental Council. Membership of Institute of Healthcare Managers is not compulsory for Senior Management and Healthcare Support Workers only covers those in post after 31st December 2010.

<table>
<thead>
<tr>
<th>Staff Group</th>
<th>% Headcount</th>
<th>Governing Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing &amp; Midwifery</td>
<td>43%</td>
<td>Nursing and Midwifery Council / Healthcare Support Workers</td>
</tr>
<tr>
<td>Administration (including Senior Management)</td>
<td>18%</td>
<td>Healthcare Support Workers / Institute of Healthcare Management</td>
</tr>
<tr>
<td>Support Services</td>
<td>14%</td>
<td>Healthcare Support Workers</td>
</tr>
<tr>
<td>AHP</td>
<td>14%</td>
<td>Health and Care Professions Council</td>
</tr>
<tr>
<td>Healthcare Science Other Therapy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical and Dental</td>
<td>9%</td>
<td>General Medical Council</td>
</tr>
<tr>
<td>Social Care</td>
<td>&lt;1%</td>
<td>Scottish Social Services Council</td>
</tr>
</tbody>
</table>
Developing leadership commitment

22\textsuperscript{nd} August : NHS Tayside Board meeting
4\textsuperscript{th} July : Area Clinical Forum
3\textsuperscript{rd} July : Area Partnership Forum meeting
July : Executive Management Team
25\textsuperscript{th} June : NHS Tayside Board : briefing
24\textsuperscript{th} June : Executive Team

Significant engagement and development process after 22\textsuperscript{nd} August : in design stages
The collective leadership commitment and challenge...

• My personal commitment is…

• What is yours?

• What is ours?
Early Years Covenant

To make Scotland the best place in the world to grow up in by improving outcomes, and reducing inequalities, for all babies, children, mothers, fathers and families across Scotland to ensure that all children have the best start in life and are ready to succeed.