

**Borders NHS Board**



## **NHS BORDERS CLINICAL STRATEGY**

### **Aim**

The purpose of this paper is to update members of the Board on the process and development of NHS Borders Clinical Strategy.

### **Background**

NHS Borders is facing a number of significant challenges which will have a definite and significant impact over the next 3 to 5 years. If the organisation is to address these issues and remain sustainable, the way in which services are configured should be examined. In redesigning our delivery mechanisms we have an opportunity to improve accessibility to our services focusing on outreach with people only being admitted to hospital when they absolutely need to be.

Redesigning our services to ensure they are future proofed and will meet the challenges outlined above will take effective leadership, teamwork and creativity.

As in recent years, NHS Borders will also need to deliver significant improvements in the efficiency and quality of the services it provides. Although NHS Borders will receive additional funding year on year to cover increases in expenses such as inflation and pay awards the cost of providing services will be higher than the level of funding received due to increasing demand for and cost of services. Over the last 4 years, the organisation has been successful in achieving notable efficiency savings, however based on current indicative information between 2015 and 2020 it is estimated that a further £25 million of efficiency savings will need to be achieved.

To accommodate the increasing demand across all of our services will require a radical and innovative approach to the provision of our services and this presents an opportunity to explore new models of care, with a focus on integration of services where possible.

We can capitalise on the opportunity to ensure care is patient-centred, integrated and responsive whilst ensuring NHS Borders is an efficient and effective organisation and our performance is amongst the best in Scotland. A positive factor which will enable NHS Borders to achieve this aim is the relatively small size of the organisation meaning we can adapt more readily.

### **Clinical Strategy**

Work is underway to produce a Clinical Strategy for NHS Borders which will outline a number of key principles. These principles will require full engagement from our patients, carers, staff and partners. Discussions and work to date have included conversations with key clinicians across all Clinical Boards around the development of the principles in which each service should meet, these include areas such as:

- Services will be Safe, Effective and High Quality
- Services will be Patient-Centred and Seamless
- Health Improvement and Prevention will be as important as Cures
- Services will be delivered as close to home as possible
- Hospital Inpatient Care will only happen when really necessary, and will be brief and smooth
- Services will be delivered efficiently, within available means

### Efficiency Programme

Work is well underway to build the Efficiency Programme for the next 3 years to support the work described above in relation to the Clinical Strategy. A number of ideas are being progressed and it is anticipated that year 1 savings (2014/15) will be achieved if all projects deliver as expected. It is essential for years 2 and 3 outline plans are in place and taken forward as soon as possible. An event is currently being planned for the 28<sup>th</sup> November to have further discussions with clinical leaders across the organisation to develop ideas and generate thoughts around potential service initiatives. Continued work and involvement across the South East and Tayside regional planning group is also continuing with a focus on capacity planning and rebalancing care.

### Summary

Redesigning our services to ensure they are future proofed and will meet the challenges outlined above will take effective leadership, teamwork and creativity. There is an opportunity for the organisation to trial innovative models, moving away from our current traditional bed based and centrally focused systems.

Work is underway to produce a Clinical Strategy for NHS Borders which will outline a number of key principles. These principles will require full engagement from our patients, carers, staff and partners.

### Recommendation

The Board is asked to **note** the work underway to develop a Clinical Strategy for NHS Borders and the development of the Efficiency Programme for 2014/17.

<b>Policy/Strategy Implications</b>	The Clinical Strategy will further develop and implement the key principles as this work is progressed.
<b>Consultation</b>	Early discussions with key clinical leaders and managers are being undertaken. A full engagement plan will be developed.
<b>Consultation with Professional Committees</b>	See above
<b>Risk Assessment</b>	Consideration of issues and risks will be a continuous process and based on an

	assessment against set principles within the Clinical Strategy.
<b>Compliance with Board Policy requirements on Equality and Diversity</b>	The work will be delivered in line with Board Policy requirements on Equality and Diversity. A quality impact assessment will be carried out for any proposed changes.
<b>Resource/Staffing Implications</b>	These will be assessed as the work continues. The Strategy will have to be checked for sustainability, feasibility and acceptability.

**Approved by**

<b>Name</b>	<b>Designation</b>	<b>Name</b>	<b>Designation</b>
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