

Strategy 2011 - 2016



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1.0 Introduction

NHS National Services Scotland's purpose is to Support Scotland's Health by working at the heart of the NHS in Scotland, providing a range of services critical to frontline patient care and in support of the effective and efficient operation of the NHS in Scotland.

We deliver our services through 11 Divisions, their purposes are:

Central Legal Office – To provide a high quality, targeted legal service to the NHS Boards and Special Health Boards of NHS Scotland, delivered through specialist teams in response to individual client requirements.

Counter Fraud Service – To protect NHS Scotland from fraud. The aim is to reduce fraud and corruption in NHS Scotland by promoting the awareness of the damage caused by fraud and; proactively looking for fraud; taking sanctions against those who defraud the NHS.

Health Facilities Scotland – To deliver and co-ordinate effective advice, guidance and support in relation to national facilities, equipping and technical matters which supports improvements in health and wellbeing services.

Health Protection Scotland – To deliver effective and specialist national services which co-ordinate, strengthen and support activities aimed at protecting all the people of Scotland from infectious and environmental hazards.

Information Services Division – To deliver effective national and specialist information services to improve the health and wellbeing of people in Scotland.

National Services Division – To commission and co-ordinate high quality, effective, national specialist health and screening services to meet the needs of the population of Scotland.

National Information and Systems Group – To support the delivery of IM&T products and specialist services that will enable clinical process and efficiency improvements across Scotland.

Practitioner Services Division – To deliver effective customer focussed high quality payment and registration services for primary care practitioners in Scotland.

National Procurement – To deliver best value procurement and logistics services which enable and support improvements in the health and wellbeing of all the people of Scotland.

Scottish Health Service Centre – To provide Conference facilities, events organisation, library and information services, and national secretariat services.

Scottish National Blood Transfusion Service – To meet the transfusion, tissue and cell needs of patients in Scotland.

This strategy explains how NSS will achieve its Vision and develop and maintain quality services to fulfil its purpose over the forthcoming 5 years.

2.0 Our Vision

Our Vision for the future is **to be integral to a world-leading Health Service**. Our purpose is **to support Scotland's health**. We aim to achieve our vision by:

- having a clear strategy based on delivering services which meet customer and stakeholder needs and maximise health impact and savings;
- further developing our leaders who will provide the innovation and support to drive the organisation forward and
- having effective and efficient corporate services which support our Divisions to enable them to deliver their specialist services.

We will work towards our vision through the following strategic objectives:

- improve service delivery;
- enhance customer and partner engagement;
- build organisational capability;
- develop and support staff.

To achieve our vision we have identified 7 key areas we need to develop, which are:

Service Enhancement Themes

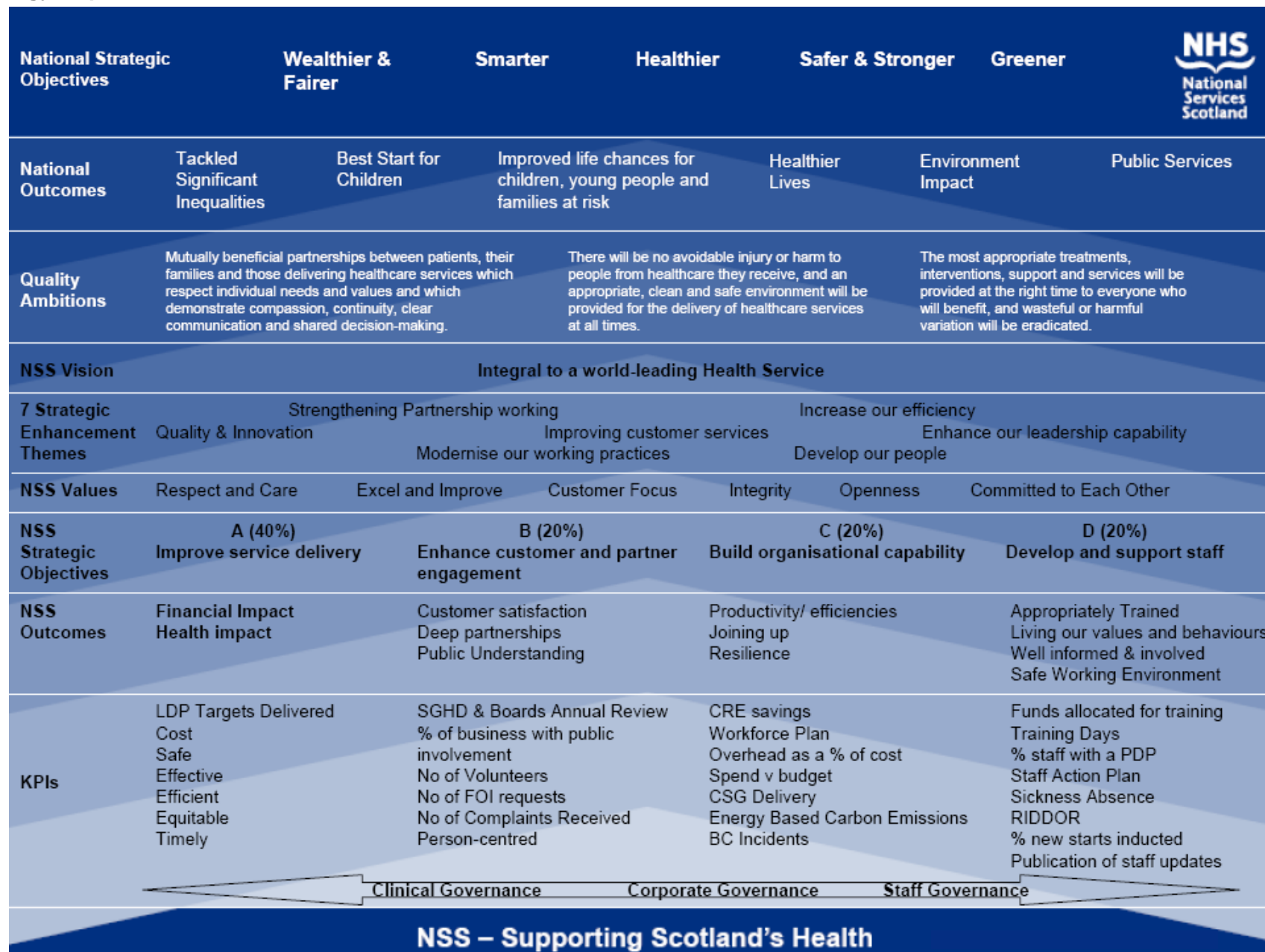
1. Improve Customer Service
2. Strengthen our Partnership Working
3. Ensure our Quality and Innovation

Our Ways of Working Enhancement Themes

4. Modernise our Working Practices
5. Increase our Efficiency
6. Enhance our Leadership Capability
7. Develop our People

The relationship between the Scottish Governments Strategic Objectives, National Outcomes and the NSS Vision, Objectives and Outcomes is shown pictorially in our Strategy Map at Section 3.

3.0 Strategy Map



4.0 Drivers For Change

For National Services Scotland the three main drivers for our strategy are:

- **Economic and Policy Climate**

The current challenging economic climate means that we will all need to demonstrate efficiency and effective service delivery based on customer requirements. We therefore expect actual or 'real terms' reductions in funding from Scottish Government in relation to specific pieces of work. We must also plan for potential policy changes which may concern specific parts of our organisation.

We will be impacted by a reduction in our funding but perhaps the lesser known impact on NSS will come from our stakeholders who are also facing tight pressure on their financial situation. This will necessitate them to make choices on what is affordable, potentially affecting services that we deliver to them or co-ordinate on their behalf.

While the general public sector financial climate is unlikely to improve over the next five years, the Scottish Government elections in May 2011 will determine the detail over future budget and policy drivers.

- **NHS Scotland Quality Strategy**

The Quality Strategy (Scottish Government, May 2010) is about working across the NHS in Scotland to further improve our services to being more responsive to patient needs by:

- putting people at the centre of the NHS by listening to patient's views, gathering information about their personal experiences and responding to make improvements to care;
- building the values of staff and their commitment to providing the best possible care and advice compassionately and reliably by making the right thing easier to do for every person, every time;
- making measurable improvement in the aspects of quality of care that patients, their families and carers and those providing healthcare services see as really important.

The Strategy introduces Quality Ambitions, which are:

- Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision making.
- There will be no avoidable injury or harm to people from healthcare they receive and an appropriate, clean and safe environment will be provided for the delivery of healthcare at all times.
- The most appropriate treatments and interventions, support and services will be provided at the right time to everyone who will benefit and wasteful or harmful variation will be eradicated.

NSS will support these ambitions and ensure that the six dimensions of healthcare quality are reflected in the services we provide:

- person centred;
- safe;
- effective;
- efficient;
- equitable and
- timely.

- **Health Impact**

The majority of the NSS contribution to improvements in health and wellbeing of the people of Scotland is made indirectly, through supporting other parts of NHS Scotland in the delivery of health services. Only a small proportion of our activities involve direct contact with patients and the public. This presents us with important challenges. Our contribution to improving health and healthcare is not always easy to describe or quantify. While we are able to describe the services we provide, the ultimate health outcomes are often not clearly understood.

The development of '*NSS Supporting Scotland's Health - a strategic plan to maximise our health impact*' in 2010 was driven by the need to better understand our health impact and to ensure that we are equipped to continually improve the quality of our support to health and healthcare in order to maximise our health impact for the people of Scotland. Going forward this agenda will cease to be a separate strategic plan and be fully integrated into all of NSS activity.

To address these drivers NHS National Services Scotland recognises that we will need to:

- reduce our costs, both revenue and capital;
- be more efficient, effective and responsive in the way we operate;
- ensure we are having a positive impact on the health of the population of Scotland and that we focus on and clearly demonstrate this;
- engage with our customers to ensure maximum benefit for the end user of our services and
- build on the commitment, skills and experience of our staff to deliver quality services.

5.0 Where We Want To Be

NSS has a number of key strengths which it can use to support effective service delivery by NHS Scotland. These include:

- a national overview and awareness – realising savings from shared services, national procurement and logistics, national services and practitioner payments and knowledge in terms of national information and systems;
- highly skilled experienced staff able to provide advice and support to the NHS in Scotland e.g. on health protection, facilities, legal advice, reducing fraud and blood transfusion;
- a drive for continuous improvement, for example through providing good quality conference facilities and
- good leadership, governance and internal policies/processes.

We have opportunities to improve upon our customer and stakeholder engagement, to continue to improve the way we work by increasing the effectiveness of the services we deliver, increase the sharing of the specialist knowledge we have and better join-up our internal administrative processes.

We will ensure we better demonstrate the benefits of our services – that we provide value for money and either directly or indirectly impact on the health of the population of Scotland. We will be adaptable to change the way we work, which will be crucial in the coming years and maximise our common knowledge and management information across the organisation.

We need to ensure we support our workforce to retain and develop skills through organisational change due to current and potential changes in the services we provide. We need to ensure we can deliver against our customer and stakeholder expectations in terms of quality, effectiveness and responsiveness.

Our vision is transformational. This means:

- NSS as an organisation is likely to be very different from what it is today and Scottish Government policy is likely to play an ever increasing part in the shape of our organisation;
- organisational change for the NHS in Scotland is inevitable. This will impact on the services we deliver and the way we deliver them;
- as an organisation, we will need to be better integrated, using our combined expertise to provide effective, safe, responsive services and regarded as a centre of expertise and excellence;
- what we require our workforce to deliver will be different; therefore changes in its skill mix will to be required and
- we will cost less to run and need to add significantly more value to the NHS in Scotland.

Our goals therefore are as follows:

- provide services which are clearly targeted to support the health of the population of Scotland, effectively and safely;
- maintain a clear understanding of customer and stakeholder needs and aligning our services to support those needs;
- ensure our services are affordable; represent value for money and that we are adaptable to change;
- support and develop our staff to enable them to have the skills to do their jobs and be adaptable to change whilst living our values.

Service Delivery

NSS provides a wide range of national support services to the Scottish Government and NHS Boards through 11 Divisions and support services. The key elements of our service delivery are included under 7 outcomes in our Local Delivery Plan, which is reviewed annually to ensure NSS remains responsive to our customers' needs.

We aim to improve the services we deliver by understanding and maximising the impact we have on people's health and supporting other organisations to impact on health. In doing this we need to ensure our services are safe, give financial impact and are aligned to meet the needs of our customers.

We will...

- provide our divisions with the tools to develop clear business strategy for their areas;
- implement our Health Impact Strategy to ensure that we can describe and focus our efforts on increasing the safety and health impact of our activities and
- optimise financial impact by best value procurement, and sound financial management as detailed in our Finance Strategy.

Enhance Customer and Partner Engagement

NSS has a wide range of customers and stakeholders, including Scottish Government, NHS Boards and a range of other organisations. Ultimately we aim to deliver services to our customers and partners which will improve the health of the population of Scotland whilst delivering efficiencies through national scale. We aim to ensure increased customer satisfaction by aligning services to meet the needs of customers. To improve relations we will ensure our focus is externally facing towards the customer, engaging in dialogue to show the benefits of what we provide and to ensure an in depth understanding of customer needs.

We will...

- develop a single integrated and visible strategy for customer relations across the organisation;
- gain an in-depth understanding of customer needs and align services to meet those needs;
- provide effective communication channels to ensure services are understood and can be easily accessed;
- ensure continuous improvement to address shortfalls in customer expectation and
- focus our efforts on Patient Focus Public Involvement by working toward achieving the Participation Standard; submitting evidence to the Scottish Health Council and will hold an Involving People Event each year to ensure the continued involvement of all stakeholders including the public and patients.

Build Organisational Capability

NSS provides a wide range of services that support the NHS in Scotland, however, we could do more to ensure the organisation is efficient and effective in maximising use of resources. We can ensure we are joined up across the organisation - developing our corporate support functions to support the Divisions and enable a more joined-up approach. We should use common efficient process where possible and we can exploit our expertise to become regarded as a centre of expertise and excellence.

We will...

- develop our organisational structure, systems and processes so that they are joined up, adaptable and flexible in order to respond to service requirements in an effective and efficient way;
- implement effective governance structures are in place to support the Board and Executive Management Team to discharge their duties. Ensure we improve quality of what we do by
 - reviewing governance structures,

- managing risk,
 - ensuring the information we hold is governed appropriately
 - ensuring our financial systems and processes are robust;
- proactively manage reputation and develop a Stakeholder Engagement Strategy;
- develop IM & T support to the organisation to better support its objectives;
- ensure resilience in case of business continuity incidents by developing a business continuity strategy and ensuring plans are appropriate;
- remain committed to the Equality and Diversity agenda. NSS will implement a Single Equality Strategy by March 2011 to ensure compliance with the recent legislative changes in the Equality Act and
- implement our Workforce Strategy to ensure:
 - Sustainability – so that the workforce supply is well matched to meet current and changing demands and that workforce systems, processes and structures meet organisational service delivery requirements;
 - Capability – sustaining and developing a flexible workforce that is equipped with the specialist and professional knowledge and skills to meet current and future service delivery;
 - Optimisation – creating a working environment through effective leadership that is conducive to productivity and efficiency; that promotes continuous improvement at a team and individual level and recognises the contribution that individuals and teams make to service delivery.

Develop and Support Staff

The staff that work for NSS are valued as our most key resource. Our staff come from a range of disciplines and in many cases have specialist expertise which is only found nationally.

We will...

- ensure a staff governance action plan is in place to implement the nationally agreed staff governance standards;
- ensure we have a healthy internal culture and our staff feel valued. We will encourage all to live the values we have agreed – respect and care, excel and improve, customer focus, integrity, openness and committed to each other;
- roll out the NSS Leadership Development Programme which will aim to develop and improve the skills, knowledge and behaviours in our leaders that will ensure everybody in the organisation
 - is well led;
 - effectively managed
 - treated in ways that reflect our organisation's values;
- provide personal development opportunities for all staff;
- ensure partnership working with trade unions is fully embedded throughout NSS and involve staff in the decisions we make about our future;
- and implement our Healthy Working Lives Strategy in order that our staff can work safely.

6.0 Implementation

Our strategy needs to be planned in advance but also responsive to changes in our operating environment. Key to the success of implementing our strategy will be a robust, fit for purpose governance structure. We have reviewed both our Board and Operational Management governance structures and believe they will now enable us to exercise strong leadership and accountability by clarifying lead responsibilities and reporting processes.

The Strategic Action Plan at Section 8 lays out our goals and defines who will be responsible, the timeframes and also the measures we will use to assess our success in achieving them.

7.0 Review

The strategy will be reviewed by the EMT and Board annually to ensure it remains aligned to the Scottish Government outcomes and the needs of our customers as the environment in which we operate evolves.

8.0 Strategic Action Plan

Strategic Objective – Improve Service Delivery

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Indicators
Provide our Divisions with the tools to develop clear business strategy for their areas.	Director of Strategy Planning Group	2011/2012	Financial Impact Health Impact LDP Delivery	Divisions have a strategy and strategic action plans.
Implement our Health Impact Strategy to ensure that we can describe and focus our efforts on increasing the health impact of our activities.	Medical Director Clinical Support Group	2010/2011 – 2014/2015	Health Impact	Health Impact Assessments included in policy and service delivery planning
Optimise financial impact by best value procurement, and sound financial management as detailed in our Finance Strategy.	Director of Finance Procurement Steering Group	2010/2011 – 2014/2015	Financial Impact	LDP financial and efficiency savings targets met

Enhance Customer and Partner Engagement

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Measures
Develop a single integrated and visible strategy for customer relations across the organisation. Gain an in depth understanding of customer needs and align services to meet those needs.	Director of Strategy Board Engagement Group	2011 onwards	Customer Satisfaction, Deep Partnerships	Customer Satisfaction Rating Level of service commissions

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Measures
<p>Provide effective communication channels to ensure services are understood and can be easily accessed.</p> <p>Ensure continuous improvement to address shortfalls in customer expectation.</p>	Communications Group			
NSS will focus its efforts on Patient Focus Public Involvement by working toward achieving the Participation Standard; submitting evidence to the Scottish Health Council and will hold an Involving People Event each year.	Nurse Director PFPI /Volunteering Group	2010 onwards	Public Understanding	<p>Achievement of Participation Standard</p> <p>Number of Involving People Network events</p>

Build Organisational Capability

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Measures
Develop our organisational structure, systems and processes so that they are joined up, adaptable and flexible in order to respond to service requirements in an effective and efficient way.	Chief Executive Organisational Change Portfolio Management Group	2010 onwards	Productivity / Efficiency Joining Up Resilience	<p>Organisational Change Programmes delivered</p> <p>Single processes for common transactions across NSS</p>
Implement effective governance structures to support the Board and Executive Management Team to discharge their duties.	Director of Strategy EMT	2010 ongoing	Productivity / Efficiency Joining Up Resilience	Audit report on Internal Controls Assurance

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Measures
Proactively manage reputation and develop a Stakeholder Engagement Strategy.	Director of Strategy Communications Group	2010 ongoing	Productivity / Efficiency Joining Up Resilience	Strategy In place Reduction in Complaints
Develop IM & T support to the organisation to better support its objectives.	Director of Finance IM & T Strategy Group Health Informatics Technology Group	2011/2012 – 2015/2016	Productivity / Efficiency Joining Up Resilience	IM&T Strategy published
Ensure resilience in case of business continuity incidents by developing a business continuity strategy and ensuring plans are appropriate.	Director of Strategy Planning Group	2010/2011 – 2014/2015	Resilience	Business Impact Analysis and plans in each area Programme of annual testing
We are committed to the Equality and Diversity agenda. NSS will implement a Single Equality Strategy by March 2011 to ensure compliance with the recent legislative changes in the Equality Act.	Nurse Director	2011/2012 – 2011/2016	Productivity / Efficiency Joining Up	Equality Strategy published
Implement our Workforce Strategy to ensure: <ul style="list-style-type: none"> • Sustainability • Capability • Optimisation 	HR Director Planning Group	2010/2011 – 2014/2015	Productivity / Efficiency Resilience	Workforce Strategy reviewed annually Variance to plans addressed through RAM process

Develop and Support Staff

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Indicators
Ensure a staff governance action plan is in place to implement the nationally agreed staff governance standards.	HR Director Partnership Forum	ongoing	Appropriately Trained Living Our Values and Behaviours Well Informed and Involved Safe working Environment	Staff Governance Action Plan progress.
Ensure we have a healthy internal culture and our staff feel valued. We will encourage all to live the values we have agreed.	HR Director	ongoing	Living Our Values and Behaviours	Staff Survey Results
Roll out the NSS Leadership Development Programme which will aim to develop and improve the skills, knowledge and behaviours in managers that will ensure everybody in the organisation <ul style="list-style-type: none"> • is well led; • effectively managed • treated in ways that reflect our organisation's values. 	HR Director	2011 onwards	Appropriately trained	Implementation across appropriate cohort

Goals	Responsibility and Governance	Timescales for Implementation	Supports NSS Outcome	Key Performance Indicators
Provide personal development opportunities for all staff.	Divisional Directors HR Director	2011 onwards	Appropriately trained	Personal Development Plan (PDP)
Ensure partnership working with trade unions is fully embedded throughout NSS and involves staff in the decisions we make about our future.	Staff Side Chair/Chief Executive Partnership Forum	ongoing	Appropriately Trained Living Our Values and Behaviours Well Informed and Involved Safe working Environment	Annual Review of Partnership Agreement
Implement our Healthy Working Lives Strategy in order that our staff can work safely.	Nurse Director Occupational Health and Safety Advisory Committee	Healthy Working Lives Strategy 2007 - 2011	Safe working Environment	Reduction in RIDDOR