

# NHS WESTERN ISLES

## BOARD MEETING

**Meeting date:** 26<sup>th</sup> June 2025

**Item:** 8.1

**Title:** NHS Scotland Operational Improvement Plan

**Responsible Executive/Non-Executive:** Gordon Jamieson, CEO

**Report Author:** Scottish Government

### 1 Purpose

Please select one item in each section

**This is presented to Committee Members for:**

Assurance	
Awareness	
Decision	
Discussion	X

**This report relates to a:**

Annual Operating / Delivery Plan	X
Emerging issue	
Government policy/directive	X
Legal requirement	
Local policy	
NHS Board / Integration Joint Board Strategy or Direction	

**This aligns to the following NHSScotland quality ambition(s):**

Safe	
Effective	X
Person Centred	X

**Please select the level of assurance you feel this report provides to the Board / Committee and briefly explain why:**

Significant	
Moderate	X
Limited	
None	
Not yet assessed	
Comment	
Specify:	

**Please indicate which of the Boards Priorities the paper relates to:**

Financial Sustainability / Recovery Plan	
Capital	
Hospital Based Services Model – Rural General Hospital / Community	X
Workforce Health & Wellbeing	
Health Inequalities	X
Sustainability of Community Health & Social Care Model	X
Primary Care Transformation Programme	X
Digital Transformation / Digital Health	X
Public Protection Priorities	
Women and Children's Services	X
Climate Emergency and Sustainability	
Other – please explain	
Comments: NHS Scotland NHS Operational Improvement Plan	

**The report is directly linked to a Recovery Driver(s) within the Annual Delivery Plan:**

RD01	<b>Primary &amp; Community Care</b> - Improved access to primary and community care to enable earlier intervention and more care to be delivered in the community.	X
RD02	<b>Urgent &amp; Unscheduled Care</b> – Access to urgent and unscheduled care, including scaling of integrated frailty services to reduce admissions to hospital.	X
RD03	<b>Mental Health</b> - Improve the delivery of mental health support and services, reflecting key priorities set out in the Mental Health and Wellbeing Strategy.	X
RD04	<b>Planned Care</b> - Recovering and improving the delivery of planned care.	X
RD05	<b>Cancer Care</b> - Delivering the National Cancer Action Plan (Spring 2023-2026).	X
RD06	<b>Health Inequalities and Population Health</b> - Enhance planning and delivery of the approach to tackling health inequalities and improving population health.	X
RD07	<b>Women and Children's Health</b> - Take forward the actions in the Women's Health Plan and support good child and maternal health, so that all children in Scotland can have the best possible start in life.	X
RD08	<b>Workforce</b> - Implementation of the Workforce Strategy.	
RD09	<b>Digital Services Innovation Adoption</b> - Optimise use of digital & data technologies in the design and delivery of health and care services for improved patient access and fast track the national adoption of proven innovations which could have a transformative impact on efficient and patient outcomes.	X
RD10	<b>Climate</b> - Climate Emergency and Environment.	
RD11	<b>Finance &amp; Sustainability</b> – Approach to achieving financial balance and aligning with S&V financial improvement programme of work.	
RD12	<b>Value Based Health &amp; Care</b> – Approach to embracing and adopting Value Based Health and Care.	X
RD13	<b>Integration &amp; population Need</b> – Boards are asked to set out the key actions to respond to population needs and how you will work in partnership to address and respond to these needs.	X
RD14	<b>Regional &amp; National</b> – Approach to working regionally and nationally across services through collective and collaborative approaches to planning and delivery, where required.	X
	<b>None of the above</b>	

**This aligns to the following NHS Western Isles Corporate Objective(s):**

CO1	To provide person-centred care, focusing on the evidence based health needs of our increasingly diverse population, identifying and taking every opportunity to improve our patients' health, experience and outcomes	X
CO2	To protect individuals from avoidable harm to continually assessing and managing risk, learning, and improving the reliability and safety in everything we do.	
CO3	To champion efficiency and effectiveness in our services that delivers minimum possible waiting times.	X
CO4	To pro-actively stimulate and intensify our research and application of effective innovation to improve how we care for patients today and into the future.	
CO5	To promote and support people to live longer healthier lives	
CO6	To specifically target early years, health inequalities, vulnerable and underrepresented and more difficult to engage with groups.	
CO7	To continually improve and modernise our integrated healthcare services and assurance systems.	X
CO8	To value, support the wellbeing of, and develop and sustain a compassionate, confident, competent, flexible and responsive workforce.	
CO9	To deliver our commitment to partnership working to deliver national standards, targets and guarantees.	
CO10	To have a sustained focus on prevention, anticipation, support self-management and care at home.	X
CO11	To ensure that all resources are deployed to the best effect, achieving desired outcomes, values for money and progressive approach to sustainability.	X

## 2 Report summary

### 2.1 Situation

The NHS Scotland Operational Improvement Plan builds on our NHS Western Isles Delivery Plan for 2025/2026. The plan focuses on four critical areas that the Government is committed to delivering:

1. Improving Access to Treatment:

Key areas:   increasing capacity  
                  diagnostics  
                  rapid cancer diagnostic services  
                  child and adolescent mental health services

2. Shifting the Balance of Care

Key areas:   reducing pressure on our hospitals  
                  hospital at home  
                  specialist frailty services  
                  access to GPs and other primary and community care clinicians  
                  pharmacy first service  
                  dentistry  
                  primary care optometry

3. Improving access to health and social care services through digital and technological innovation

Key areas:   digital access for your health and social care  
                  digital technology pathway  
                  national digital type 2 diabetes path to remission programme  
                  genetic testing to deliver improved clinical outcomes and target medication  
                  genetic testing for recent stroke patients  
                  genetic testing for newborn babies with bacterial infections  
                  an operating theatre scheduling tool

4. Prevention – ensuring we work with the public to prevent illness and more proactively meet their needs

Key areas:   proactive prevention  
                  cardiovascular disease  
                  frailty prevention

### 2.2 Background

The First Minister set out this Government's ambition for renewing our NHS in January 2025. To deliver against that ambition and ensure a more accessible, more person centred NHS, we must reduce the immediate pressures across the NHS, shift the balance of care from acute services to the community, and use digital and technological innovation to improve access to care.

## 2.3 Assessment

NHS Western Isles has active and ongoing initiatives currently in all areas with the exception of the two digital areas and pharmacy first.

### 2.3.1 Quality/ Patient Care

Delivering progress in the areas outlined will enhance patient access, experience and outcomes.

### 2.3.2 Workforce

Requires staff to be proactive, anticipating challenges and working flexibly.

### 2.3.3 Financial

Describe the financial impact (capital, revenue and efficiencies) and how this will be managed. **Please ensure that the Finance Manager has obtained review of the paper before submitting to the Committee.**

Name – Director of Finance / Finance Manager	Signature
Comment from the Director of Finance / Finance Manager	

### 2.3.4 Risk Assessment/Management

Gaps in the workforce / recruitment into key areas.

### 2.3.5 Equality and Diversity, including health inequalities

An impact assessment has not been undertaken as this paper is for awareness.

### 2.3.6 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38, against the 5 themes:

1	Sustainable Buildings & Land	
2	Sustainable Travel	
3	Sustainable Goods and Services	
4	Sustainable Care	
5	Sustainable Communities	
Describe other relevant impacts:		

#### **2.3.7 Other impacts**

NA

#### **2.3.8 Communication, involvement, engagement and consultation**

N/A

#### **2.3.9 Route to the Meeting**

Will be presented to the next CMT meeting.

### **2.4 Recommendation**

- Discussion

### **3 List of appendices**

NA

**END**