

# NHS WESTERN ISLES

## BOARD MEETING

**Meeting date:** 26 June 2025

**Item:** 8.2

**Title:** NHSWI ADP 2024-25 Q3/Q4 Update

**Responsible Executive/Non-Executive:** Frances Robertson – Nurse Director/AHP  
Director and Chief Operating

**Report Author:** Lachlan Mac Pherson - Hospitals Manager

### 1 Purpose

This is presented to the Committee Members for:

Assurance	X
Awareness	
Decision	
Discussion	

This report relates to a:

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

This aligns to the following NHS Scotland quality ambition(s):

Safe	X
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	X
Moderate	
Limited	
None	
Not yet assessed	
Comment	
Specify:	

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

Financial Sustainability / Recovery Plan	X
Capital	
Hospital Based Services Model – Rural General Hospital / Community	X
Workforce Health & Wellbeing	X
Health Inequalities	X
Sustainability of Community Health & Social Care Model	X
Primary Care Transformation Programme	X
Digital Transformation / Digital Health	X
Public Protection Priorities	X
Women and Children's Services	X
Climate Emergency and Sustainability	X
None of the above	
Other – please explain	
Comments:	

**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.	X
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.	X
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.	
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.	
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.	
-	<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.	X
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.	X
CO5	To promote and support people to live longer healthier lives	X
CO6	To specifically target early years, health inequalities, vulnerable and underrepresented and more difficult to engage with groups.	X
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.	X
CO9	To deliver our commitment to partnership working to deliver national standards, targets and guarantees.	X
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
-	None of the above	

## **2 Report summary**

### **2.1 Situation**

All Boards to produce Annual Delivery Plans (Medium Term Plan 20024-27) to support a more integrated and coherent approach to planning and delivery of health and care services.

The Scottish Government recognises that not all NHS Boards have the same set of responsibilities and will work with Boards to support them in applying this guidance in a way that meets their individual needs. Boards are accountable for the monitoring of their plans, and managing associated risks, ensuring arrangements for scrutiny and assurance regarding planning arrangements within the Board.

The primary mechanism against which the progress and impact of the Delivery Plans will be reported in 2024/25 will be via the Delivery Performance Framework. For Q1 and Q2 updates, Scottish Government requested that all Boards shared a copy of their own Local Delivery Plan progress or performance report which they take to their own Boards to inform them on progress on delivery against their plans.

Scottish Government do not require Q3 & Q4 update submissions like Q1 & Q2. They are taking different approach to Q3 & Q4 - they will source reporting information on delivery plan commitments by reviewing the most recent publicly available NHS Board papers and packs from websites to extract relevant information. While recognising that these documents may not always contain direct reporting on delivery plan commitments, this method will significantly reduce the administrative burden on Boards

The intention is that this will provide assurance around delivery in a way that ensures that the Scottish Government is receiving information consistent with that received by the Board itself, whilst also reducing workload and duplication of reporting. Against this, where relevant, they will be reviewing in the context of the data held by SG on the Delivery Framework Indicators set out in the guidance.

Scottish Government intention is not to routinely provide specific individual feedback to Boards on ADP Update Reports, although if there are particular questions or issues that arise from their review of them, then they may get in touch to discuss further. Rather they will review them (alongside the Delivery Indicators metrics data already held by SG) in partnership with policy colleagues and produce a short quarterly progress update paper which will pull out the key themes and challenges arising from these reports as a whole, and which will be used to both update colleagues within the Scottish Government, as well as be circulated to DoPs.

Appendix 1 shows the Q3 & Q4 updates to 2024-25 ADP. Appendix 2 shows the detailed tables for Workforce updates. Appendix 3 and 4 show the Q3 and Q4 Standards & Hospital Performance Reports as requested by Health Board to show detailed performance figures for assurance purposes. In addition, Appendix 5 has been added to show list of acronyms as requested at Q2 update.

## 2.2 Background

Scottish Government developed the NHS Scotland Delivery Plan Guidance that sets out prioritised high-level deliverables and intended outcomes to guide detailed local, regional and national planning, and inform improvement work.

The core aim of the 2024/25 guidance was to support Health Boards in updating their Delivery Plans into Three Year Delivery Plans with detailed actions for 24/25 which are both aligned to their Three Year Financial Plans and to the ministerial priorities as set out in the First Minister's vision for Scotland and the outcomes the government aims to achieve by 2026, "Equality, opportunity, community: New leadership - A fresh start"

## 2.3 Assessment

In April 2023, the First Minister set out the outcomes the Scottish Government aims to achieve by 2026 in "Equality, opportunity, community: New leadership - A fresh start". This helps set a refreshed strategic context and clarity for the priorities for the health service, whilst remaining consistent with the recovery drivers, which framed last year Delivery Plan Guidance. The key Ministerial priorities, which this year's Delivery Planning Guidance supports, are:

- Improve outcomes for people in primary, community, and social care, through enhanced integrated multi-disciplinary teams, with better digital tools including access to personal health information, and deliver sustained and improved equitable national access to NHS dentistry.
- Deliver year on year reductions in waiting times and lists
- Improve cancer outcomes through better prevention and diagnostics, including expanded Rapid Cancer Diagnostic Services
- Improve mental health and wellbeing support in a wide range of settings with reduced waiting times for Child & Adolescent Mental Health Services (CAMHS)
- Deliver improvements in workforce planning, attraction, training, employment and wellbeing, progressing towards a sustainable, skilled health and care workforce, with attractive career choices, where all are respected and valued for the work they do.
- Reduced drug deaths, take preventative action to reduce alcohol harm, and continue to increase physical activity

### 2.3.1 Quality/ Patient Care


Targets/Metrics Impact for 2024-25:

- Continued improvement in Emergency Access Target
- Eliminating 12 hour delays
- Improvement in ambulance handover times.
- CAMHS and PT 18-week referral to treatment standard
- Delivering year on year reduction in waiting
- Cancer waiting time standards and prioritise improvement in 62-day waits.
- Diagnosis at disease stages III and IV
- Cancer Quality Performance Indicators
- Oncology Waiting Times
- CAMHS and PT 18-week referral to treatment standard
- Greenhouse gas emissions reductions.

### 2.3.2 Workforce

Workforce (dedicated section) will now be monitored through the ADP process

### 2.3.3 Financial

Name – Director of Finance / Finance Manager	Signature
Corinne Maclean	
<b>Comment from the Director of Finance / Finance Manager</b>	
The expectation from Finance is that activity will be managed within the funding available from SG. Finance will monitor and report spend on a monthly basis to assist in planning of clinical activity.	

### 2.3.4 Risk Assessment/Management

Not relevant to this report.

### 2.3.5 Equality and Diversity, including health inequalities

Dedicated section for Health Inequalities in ADP.

### 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	X
2	Sustainable Travel	X
3	Sustainable Goods and Services	X
4	Sustainable Care	X
5	Sustainable Communities	X
Describe other relevant impacts:		

### 2.3.7 Other impacts

Not relevant to this report.

### 2.3.8 Communication, involvement, engagement and consultation

Regular meetings with SG and local stakeholders to progress ADP.

### 2.3.9 Route to the Meeting

ADP sub group.  
CMT

## 2.4 Recommendation

Health Board is asked to note Annual Delivery Plan (NHSWI ADP MTP 2024-27) Quarterly 3 & 4 Updates, thus ensuring due governance processes are followed.

**Assurance** – Assurance of process surrounding Annual Delivery Plan (ADP) monitoring.

**Discussion** – Examine and consider the implications of Annual Delivery Plan (ADP – MTP 2024-27) Quarterly 3 and Quarterly 4 Updates.

## 3 List of appendices

The following appendices are included with this report:

- Appendix 1 - ADP (NHS WI – ADP MTP 2024-27) Q3 & Q4 Updates.
- Appendix 2 - Workforce Update (ADP Section 8).
- Appendix 3 - Q3 Standards & Hospital Performance Report.
- Appendix 4 - Q4 Standards & Hospital Performance Report.
- Appendix 5 - List of Acronyms