

# NHS WESTERN ISLES

## BOARD MEETING

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

**Item:** 10.2

**Title:** OD & Learning Q1 Report

**Responsible Executive/Non-Executive:** Diane Macdonald, Director of HR and Workforce Development

**Report Author:** Stuart King, Organisational Development & Learning Manager

### 1 Purpose

Please select one item in each section

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

Assurance	X
Awareness	
Decision	
Discussion	

**This report relates to a:**

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

**This aligns to the following NHSScotland 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	
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	
Workforce Health & Wellbeing	X
Health Inequalities	
Sustainability of Community Health & Social Care Model	
Primary Care Transformation Programme	
Digital Transformation / Digital Health	
Public Protection Priorities	
Women and Children's Services	
Climate Emergency and Sustainability	
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.	
RD02	<b>Urgent &amp; Unscheduled Care</b> – Access to urgent and unscheduled care, including scaling of integrated frailty services to reduce admissions to hospital.	
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.	
RD04	<b>Planned Care</b> - Recovering and improving the delivery of planned care.	
RD05	<b>Cancer Care</b> - Delivering the National Cancer Action Plan (Spring 2023-2026).	
RD06	<b>Health Inequalities and Population Health</b> - Enhance planning and delivery of the approach to tackling health inequalities and improving population health.	
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.	
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.	
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.	
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	
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.	
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.	
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.	
CO10	To have a sustained focus on prevention, anticipation, support self-management and care at home.	
CO11	To ensure that all resources are deployed to the best effect, achieving desired outcomes, values for money and progressive approach to sustainability.	
-	None of the above	

## 2 Report summary

### 2.1 Situation

The OD & Learning team has compiled a quarterly report outlining key activities and achievements from January to March 2025. The report highlights efforts undertaken to enhance Organisational Development and support strategic goals within NHS Western Isles.

### 2.2 Background

The OD & Learning team focuses on learning, development and staff engagement amongst other areas. Key initiatives highlighted in this report include enhancements to Turas Learn, iMatter 2025 preparations, employability initiatives and the development of a new OD & Learning strategy and policy.

To continue building on the progress made this quarter, the team will:

- Implement new functionalities in Turas Learn and ensure accurate reporting.
- Maintain support for effective appraisals, team effectiveness and staff engagement through the 2025 iMatter distribution.
- Expand employability initiatives and placement opportunities.
- Promote the new OD & Learning Strategy and Policy to embed ongoing work.
- Focus on upcoming wellbeing campaigns, workforce planning and policy development.

### 2.3 Assessment

**Turas Learn:** Integration and development of new modules, functionalities and management reporting. There has been significant progress in mandatory training statistics over the last 12 months as highlighted below:

Mandatory Module Title	Compliance at 31.03.2024	Compliance at 31.03.2025
Adult support and protection : practice level 1 [informed]	22.81%	61.96%
Child protection : practice level 1 [informed]	21.88%	60.72%
Fire safety	0.55%	63.85%
Freedom of Information	11.36%	58.75%
Hand Hygiene	13.20%	59.24%
Hand Hygiene Assessment	13.57%	59.41%
Health & Safety	3.14%	57.11%
Introduction to equality, diversity and human rights	2.22%	46.01%
NHS Scotland PREVENT	8.96%	53.41%
Management of Violence and Aggression	7.57%	56.70%
Manual Handling Theory	7.39%	59.49%
Safe information handling	14.68%	62.28%
Staying safe online : top tips for staff	12.47%	60.39%
Why infection prevention and control matters	13.57%	58.50%
Why infection prevention and control matters assessment	13.94%	58.67%
Whistleblowing	2.22%	36.89%
<b>Overall Org Compliance %</b>	<b>10.60%</b>	<b>57.08%</b>

**Turas Appraisal:** Dedicated training and resources for effective appraisals, including a bespoke support page on Turas Learn in development.

**iMatter:** Preparation for the 2025 distribution, including organisational hierarchy design and system access support for managers.

**Employability:** Active participation in Local Employability Partnership (LEP), career fairs and development of Modern Apprenticeship opportunities. Twenty-four Work Experience opportunities offered across various departments in 2025.

**Wellbeing:** Island wide Wellbeing Focus Groups took place along with support from Endowments Committee to help fund upcoming Rest, Rehydrate, Refuel campaign. Mental Health Contacts were launched in this reporting period as well, providing further support for the workforce.

**OD Support:** Delivery of Civility Awareness Sessions, Conflict Resolution support and various training programs. Approval of the new OD & Learning Strategy and Policy.

**Future Plans:** Launch of wellbeing campaigns, completion of a 3-year workforce plan, continued iMatter support, development of a new induction policy and planned career fair attendance.

### 2.3.1 Quality/ Patient Care

N/A

### 2.3.2 Workforce

It is vital to ensure that all staff have access to comprehensive Organisational Development and Learning advice and support.

### 2.3.3 Financial

N/A

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

### 2.3.4 Risk Assessment/Management

N/A

### 2.3.5 Equality and Diversity, including health inequalities

N/A

### 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:		
N/A		

### 2.3.7 Other impacts

N/A

### 2.3.8 Communication, involvement, engagement and consultation

N/A

### 2.3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

## 2.4 Recommendation

State the action being requested. Use one of the following directions for the meeting. No other terminology should be used.

- **Assurance** – Obtaining assurance from the information presented.

## 3 List of appendices

The following appendices are included with this report:

- OD & Learning Q1 Report

END