

Our Priorities for Continuous Improvement

Continuous Improvement can be small incremental changes over time, or one-off breakthrough improvements. Every clinical service should pursue continuous improvement in the quality of care with regard to the six dimensions of care (Safe, Effective, Person-Centred, Timely, Efficient, and Equitable). We must put environmental sustainability at the heart of everything we do.

NHS Lothian carries out its role through a wide range of staff, contractors, and partners working together to:

- promote the improvement of the physical and mental health of the population;
- provide primary care to individuals and families within in their communities;
- provide secondary care in hospitals and other facilities; and,
- deliver sustainable and equitable outcomes, with regard to the impact on the environment, service users, staff, carers, volunteers, other stakeholders, and the equitable use of resources.

Our Priorities help all staff understand:

- what the Board's overall priorities are and what it will be focussing on; and
- how their own role fits in with and supports the overall achievement of those priorities.

Improving the Health of the Population

1. Increase activity aimed at preventing people from developing health issues or becoming unwell. Reduce health inequalities and the burden of avoidable suffering and premature death.
2. Re-design our arrangements to provide sustainable access to primary care services.
3. Increase support for communities and individuals to take care of their own health and health conditions (where this is appropriate).

Improving the quality of healthcare

1. Improve performance on unscheduled care, and the timely discharge of people from our hospitals to home or a homely environment.
2. Increase the level of care and support provided within the community for adult mental health services, psychological services, and learning disabilities services.
3. Reduce waiting times for scheduled care, cancer services, and Child & Adolescent Mental Health Services.

Improving Staff Experience

1. Improve our workforce sustainability and widen our workforce supply routes. Maintain an up-to-date 3-year NHS Lothian Board Workforce Plan to support workforce and service sustainability across services, professions, sites, and health & social care partnerships.
2. Implement the Staff Experience and Engagement Programme, to have a workplace which is safe, staff are healthy, fit for their jobs, and feel that their work contributes to their wellbeing.
3. Develop the capacity and capability of leadership at every level of the organisation.

Achieving Value and Sustainability

1. Cut out avoidable travel and avoidable visits to healthcare premises.
2. Support integrated whole-system working across health and social care.
3. Transfer children's hospital services, the department of clinical neurosciences, and Child & Adolescent Mental Health Services to the new hospital at Little France.
4. Progress the sustainable workforce plan to fully re-open the paediatric inpatient ward at St John's Hospital.
5. Always develop and carry out robust implementation plans, and review their impact on Our Priorities. Learn from all attempts to make improvements, and share that learning with others.

Why do we have Our Priorities for Continuous Improvement?

We have developed Our Priorities to help all employees understand:

- ✓ what the Board's overall priorities are and what it will be focussing on; and
- ✓ how their own role fits in with and supports the overall achievement of those priorities.

NHS Lothian carries out services for the population of East Lothian, Edinburgh, Midlothian and West Lothian, as well as some national and regional services. Lothian NHS Board is accountable to the Scottish Government and ultimately the Scottish Parliament. The Scottish Government appoints all Board members, sets the overall vision, strategies and policies for NHS Scotland, and issues funding and directions to NHS Boards.

There are also four integration joint boards in the Lothian area. They are responsible for the planning and performance of a range of health & social care functions. They issue directions which the NHS Board has to carry out.

The Scottish Government has asked NHS Lothian to develop a formal recovery plan to improve its performance. The Scottish Government has also introduced measures to progress and oversee the opening of the new Royal Hospital for Children and Young People and the Department of Clinical Neurosciences.

Our Priorities flow from the above and the Board's [Risk Management Policy](#), which is: '...the Board expects employees to give greater priority to managing and reducing risks associated with the safety of people, the experience of people who receive care, and the delivery of effective care.'

NHS Lothian works in partnership with other organisations to improve outcomes. It will take forward Our Priorities through investment, re-design and improvement work. This includes:

- Putting environmental sustainability at the heart of everything we do. This in response to the [Scottish Government's Declaration of a Climate Emergency](#) and our commitment to the United Nations Sustainability Goals;
- Continuously improving our services so they are Safe, Effective, Person-Centred, Timely, Efficient, and Equitable;
- Continuing to implement the [NHS Lothian Quality Strategy 2018-2023](#); and
- Continuing to develop our arrangements for improving staff experience.

Set out below is a summary of what NHS Lothian, working together with the Scottish Government and the integration joint boards, is currently focussed on.

Area	Objective
Scottish Government Public Health Priorities (June 2018)	<ol style="list-style-type: none">1. A Scotland where we live in vibrant, healthy and safe places and communities.2. A Scotland where we flourish in our early years.3. A Scotland where we have good mental health wellbeing.4. A Scotland where we reduce the harm from alcohol, tobacco

Explanatory Note - Why we have Our Priorities (030320)

Area	Objective
	<p>and other drugs.</p> <p>5. A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.</p> <p>6. A Scotland where we eat well, have a healthy weight and are physically active.</p>
Primary Care	<ul style="list-style-type: none"> • Engage primary care in the delivery of all of Our Priorities. • Implement the 2018 General Medical Services contract in partnership with the integration joint boards. Move towards the Scottish Government's aim of 11% of the frontline NHS budget to be applied to general practice.
Delayed discharges	By December 2019, to reduce the number of standard delayed discharges to 200.
4-hour emergency access standard	By March 2020, deliver the Annual Operational Plan targets for the standard (St John's 95%, Royal Hospital for Sick Children 95%, Royal Infirmary 91% and Western General 91.1%)..
Scottish Government Healthcare Waiting Times Improvement Plan (October 2018)	<p>By October 2020:</p> <ul style="list-style-type: none"> - 85% of outpatients will wait less than 12 weeks to be seen. - 85% of inpatients and day cases will wait less than 12 weeks to be treated. <p>By Spring 2021</p> <ul style="list-style-type: none"> - 95% of outpatients will wait less than 12 weeks to be seen. - 100% of inpatients and day cases will wait less than 12 weeks to be treated. - 95% of patients for cancer treatment will be seen within the 62-day waiting time standard.
Mental Health	<p>By March 2020, the occupancy level of adult mental health beds to be 85% - 90%.</p> <p>By December 2020, 90% of patients for Child & Adolescent Mental Health Services will be seen and treated within 18 weeks.</p> <p>By December 2020, 90% of patients for psychological therapies will be seen and treated within 18 weeks.</p>
Learning Disabilities	The integration joint boards are developing their strategic commissioning plans to further enhance community support for people with learning disabilities. By 2024 this will allow us to reduce the number of inpatient learning disability beds from 34 to 19 for NHS Lothian.
Royal Hospital for Children and Young People and the Department of Clinical Neurosciences	<p>By Spring 2020, to move the Department of Clinical Neurosciences to the new hospital.</p> <p>By Autumn 2020, to move the children's services currently provided at the Royal Hospital for Sick Children to the new hospital.</p>
Paediatric inpatient services at St John's Hospital	Building on the Royal College of Paediatrics and Child Health's review of 2016, continue with the 5-year development of a sustainable workforce plan. The aim is that the department will be providing inpatient services 24 hours a day, 7 days per week.