# NHS Golden Jubilee

### **Meeting:** **NHS Golden Jubilee Board Meeting**

### **Meeting** **date:** **27 March 2025**

### **Title:** **NHS Golden Jubilee Board Strategy**

### **Responsible Executive/Non-Executive: Carole Anderson - Executive Director of Transformation, Strategy, Planning and Performance**

### **Report** **Author:** **Ewen McGregor - Senior Planning Manager**

Laura Morrison - Planning and Improvement Lead

## 1 Purpose

**This is presented to the NHS Golden Jubilee Board for:**

### Decision

### This report relates to a:

* NHS Board/Integration Joint Board Strategy or Direction

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

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

* Leadership, Strategy and Risk
* High Performing Organisation
* Optimal Workforce
* Facilities Expansion and Use
* Centre for Sustainable Delivery
* NHS Scotland Academy and Strategic Partnerships
* Culture, Wellbeing and Values

## 2 Report summary

## 2.1 Situation

NHS Golden Jubilee’s (NHS GJ) previous Board Strategy was developed pre-pandemic, initially running until 2022. Given the significant changes to the local, national and global healthcare landscape and the original lifespan of the Strategy, it was agreed that a fundamental refresh of the Board’s strategy would be undertaken.

The aim of this new strategy is to ensure the Board has clear, focussed and well-developed strategic objectives to guide its strategic direction covering the period 2025-2030. Following a period of significant internal and external engagement, the draft Board Strategy has undergone further changes in response to feedback received. Board members are now being invited to discuss and approve the NHS Golden Jubilee Board Strategy (Appendix 1).

## 2.2 Background

NHS GJ’s previous [Board Strategy](https://www.nhsgoldenjubilee.co.uk/application/files/6715/6077/7292/7.1b_-_Board_Strategy_Document_vs_3.pdf) covered the period 2019-2022. Since then, the healthcare, technology, demographic and political environments have changed. The new strategy provides an opportunity to re-invigorate and, where appropriate, reset our priorities to 2030, recognising the important and unique contribution NHS GJ makes at local, regional and national levels.

## 2.3 Assessment

**Engagement and Feedback Approach**

This refreshed strategy has taken a person-centred approach to its design. A series of facilitated workshops and follow up engagement sessions were undertaken throughout September and October 2024 with a variety of stakeholders from across the NHS GJ campus. Consolidated feedback from these sessions and a description of the approach was discussed by the Executive Leadership Team (ELT) and at Board Seminar in October. A Board Strategy Away Day took place with ELT on 25 November 2024 to discuss development of vision statements, mission statements and further develop the strategic objectives for the organisation.

The Board discussed the draft Board Strategy in December 2024 and endorsement was given to proceed with external engagement. Launched in February 2025, the external engagement phase provided a broad approach to engagement with a variety of opportunities for participation including digital and in person offerings:

The Quality, Performance, Planning and Programmes (QPPP) team hosted a series of engagement stalls and drop-in sessions throughout February and early March, engaging with staff, volunteers, patients and carers, partners and members of the public. These stalls and drop-in sessions provided a valuable opportunity to promote the draft Board Strategy and consultation survey. They also offered an opportunity to ask questions or have a more detailed discussion regarding the Board Strategy. The table below describes the types and levels of engagement during the period February - March.

|  |  |
| --- | --- |
| **Engagement Method** | **Response** |
| External distribution | 845 individuals contacted |
| Board Strategy Sharepoint Page | 366 Views |
| All Staff Session | 180 Attendees |
| MS Forms Survey | 42 Responses |
| Engagement Stalls | Approx. 250 people engaged |
| Face to face drop-in Sessions | 17 people engaged |
| Email engagement responses | 12 emails |

Table 1: Board Strategy methods of engagement

**Key Stakeholders**

Noting the importance of engaging with patients, the public and our partners, existing internal forums were utilised including an All-Staff Session, meetings with Staff Side, Senior Leadership Team and Partnership Forum. We shared the draft Strategy with the NHS GJ sponsor team in Scottish Government prior to initiating external engagement and obtained their endorsement of the strategy alignment with First Minister priorities.

External forums consulted included the National Performance Forum, National Directors of Planning, our University and Industry Partners, in addition to patients, public and third sector organisations. In addition, Government and elected officials received direct communications asking for feedback including local authorities, Members of the Scottish Parliament, local Members of Parliament, local councillors and community councils.

**Feedback Themes**

**Initial Themes**

An initial review of the feedback has provided an indication of high-level themes emerging. An overview of these themes is provided below:

* **Vison and direction**
  + Overwhelmingly supportive response to the vision and mission
* **Supportive of key themes within the strategy**
  + Overwhelmingly supportive response to the key themes
* **Accessibility, design and layout**
  + Positive feedback in relation to the layout, structure and language used
* **Understanding of strategy development**
  + Clarification required to understand the approach to strategy development, and how this would differ from a delivery plan with SMART objectives
* **Implementation**
  + Additional detail required regarding allocation of resources and funding to support implementation
* **Impact and measurement**
  + Further understanding required regarding the impact on services, what will be delivered and how this will be measured
* **Equity of service provision**
  + Detail required regarding the pathways and support provisions for patients in rural areas

**Impact of feedback- amendments to the Strategy**

The Board Strategy has been amended to reflect feedback received. Examples of these changes are referenced below:

* **Key facts**
  + Updated to provide a wider representation of the NHS GJ services. The Planning team will also ensure that there is an annual review of key facts within the Strategy, so that this can be maintained timeously.
* **Reference to clinical divisions** 
  + Greater clarity on the specialties providing both planned care, critical and emergency care and diagnostic services, in particular, where these are delivered in both clinical divisions.
* **Delivery of national services**
  + Updated to reflect working with local and regional teams

**Next steps**

Following Board approval of the Board Strategy, QPPP will liaise with the Marketing, Communications and Stakeholder Relations team to develop launch plans. To support the implementation, QPPP will also provide support in the development of divisional delivery plans to align with the new Board Strategy.

### 2.3.1 Quality/ Patient Care

The Board Strategy has the delivery of quality patient care at its core.

### 2.3.2 Workforce

As a central element of this draft strategy, our workforce priorities are described through the People theme.

### 2.3.3 Financial

No direct impact at this stage, however delivering sustainable services is a priority which will drive strategy implementation.

### 2.3.4 Risk Assessment/Management

Delivery risks associated with the final strategy will be aligned to the Board Risk Register.

### 2.3.5 Equality and Diversity, including health inequalities

The NHS GJ Board Strategy supports delivery of the Board's Equalities Outcomes and the new Equality Outcomes covering the period 2025-29 have been aligned with relevant Board strategy objectives. Every effort will be made to ensure that as far as possible, the needs of our patients, staff and volunteers are met.

An Equality Impact Assessment has been completed for this plan and is available as an appendix.

### 2.3.6 Climate Emergency and Sustainability

No direct impact at this stage, however our net zero duties and plans will be described in the relevant delivery plans emerging from the Board Strategy.

### Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

* 12 internal workshops, September-October 2024
* 9 internal follow-up engagement sessions, September-October 2024
* Executive Leadership Team Away Day, 25 November 2024
* Board Meeting, 12 December 2024
* 8 NHS GJ on-site engagement sessions, February – March 2025
* NHS GJ communications to national boards and other statutory organisations

### 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.

* Vision Statement, Mission Statement and Strategic Objectives - Executive Leadership Team Away Day, 25 November 2024
* NHS GJ Draft Board Strategy - Board Meeting, 12 December 2024
* NHS GJ Draft Board Strategy - Board Seminar, 27 February 2025
* NHS GJ Final Draft Board Strategy - Executive Leadership Team, 24 March 2025

## 2.4 Recommendation

NHS Golden Jubilee Board members are asked to approve the final draft NHS Golden Jubilee Board Strategy.

## List of appendices

The following appendices are included with this report:

* Appendix 1, NHS Golden Jubilee Final Draft Board Strategy 2025-2030
* Appendix 2, NHS Golden Jubilee Board Strategy EQIA