

## **NHS Forth Valley Corporate Objectives 2024-25**

### **1. Introduction**

The NHS Forth Valley corporate objectives set out the response to key priorities for the organisation in 2024/2025. They are aligned with our first 3-year Delivery Plan which delivers against Planning Priorities detailed in Scottish Government Guidance and provides the link between national and local context.

The Delivery Plan includes key deliverables linked to the 10 updated national recovery drivers, addressing the need to make significant financial savings amid workforce challenges:

- Primary and Community Care
- Urgent and Unscheduled Care
- Mental Health
- Planned Care
- Cancer Care
- Health Inequalities and Population Health
- Women and Children's Health
- Digital Services and Innovation Adoption
- Workforce
- Climate

### **2. Our Purpose and Priorities**

Effective NHS Boards articulate an ambition for their organisation whilst managing the risk contained within that ambition and demonstrating leadership by undertaking 3 key roles:

- Formulating strategy for the organisation, including the development of a Delivery Plan that also focuses on the long term.

- Ensuring commitment and accountability by holding the organisation (all staff) to account for performance and the delivery of both improvement in population health, individual experience of care whilst operating with a context of affordability and sustainability.
- Shaping a positive and compassionate culture (open, just, and fair) for the Board and organisation.

In Forth Valley, we embrace the roles outlined above whilst at the same time being informed by -

- the external context within which we operate.
- the intelligence which provides trend and comparative information on how our Board is performing.
- dialogue and engagement with our patients, staff, partners, and the people of Forth Valley – a whole-system approach.

**As a population health organisation, NHS Forth Valley aims to improve the health and wellbeing of the whole population, tackle health inequalities, and deliver high value sustainable health and care.** We aim to embrace value-based health and care as an approach that enables us to optimise the health of the population from available resources.

A population health and care approach is required if we are to achieve financial sustainability in the longer term. This requires whole-system working as opposed to organisational silos and for a population health and care approach which focuses activity across four pillars – the wider determinants of health, health behaviours and lifestyle, places and communities and health and social care.

It is important to think about the population challenges we will face over the next decade. Our Population Health and Care Strategy will take account of an aging population, a growing gap in life expectancy between the poorest and the wealthiest, and that people are spending more of their life in ill health. With these growing challenges, innovation and transformational change will be essential and understood by all, with a key focus on embedding prevention across the system and continued application of realistic medicine and delivery of value-based health and care. The ongoing cost of living crisis and the focus on climate change has informed the Board's continued commitment to sustainability and to reforming the services we provide, to improve the health and wellbeing of the people who live and work in Forth Valley.

The local Integration Joint Boards will continue to play a key role in commissioning services in ways that support people stay and keep well in their own homes and/or communities and we remain committed working with partners to deliver improved outcomes for the people of Forth Valley.

### **3. Our Corporate Objectives**

Every year, the Board review and approve its corporate objectives. These objectives are intended to inform team and individual objectives for the year ahead. Table 1 below sets out our corporate objectives for 2024/2025 and illustrates how they support the overall NHS Forth Valley vision and aim, aligned with NHS Scotland values.

**Table 1. Corporate Objectives 2024/2025**

<b>Vision</b>	<b>To improve the health and wellbeing of the population of Forth Valley.</b>					
<b>Aim</b>	To deliver high quality, high value, sustainable healthcare and reduce health inequalities.					
<b>NHS Scotland Values</b>	Care and compassion; dignity and respect; openness, honesty and responsibility; quality and teamwork.					
<b>Corporate Objectives</b>	<p><b>Leadership</b></p> <p>Develop individual and collective responsibility to enable a collaborative approach to system leadership.</p>	<p><b>Culture</b></p> <p>Model behaviours and a culture where staff and patients feel valued, safe and empowered.</p>	<p><b>Governance</b></p> <p>Ensure clear accountability to enable effective whole system decision making.</p>	<p><b>Transformational Change</b></p> <p>Reimagine and redesign the way we work to improve the health of the population of Forth Valley.</p>	<p><b>Financial</b></p> <p>Deliver financially sustainable services and maximise effective use of resource.</p>	<p><b>Performance</b></p> <p>Progress incremental and sustainable improvements in our system wide performance.</p>
<b>Outcomes</b>	<p>A joined up, collaborative approach to our system-wide leadership.</p> <p>A collaborative approach that ensures the organisation's systems are integrated or aligned with the governance arrangements of key external stakeholders.</p> <p>Promote and develop better integrated services locally and regionally.</p> <p>Leading improvements to meet current and future service pressures and priorities.</p>	<p>Staff treated fairly and consistently, with dignity and respect, in an environment where diversity is valued, promoting the health and wellbeing of staff, patients and the wider community.</p> <p>An organisation that values equality, diversity and inclusion and ensures everyone the opportunity to make healthy choices and live healthy lives.</p> <p>Demonstrate behaviours that nurture and support transformational change across our health and care system.</p>	<p>A Board Assurance Framework that aligns strategic planning and change implementation with the organisation's purpose, aims, values, corporate objectives and operational priorities.</p> <p>Clear governance and accountability processes and whole-system decision making for prioritisation, supporting improved integrated working. Clarity around operational and professional decision making.</p>	<p>Deliver a shift on reliance of hospital care towards a preventative and proactive community care model.</p> <p>Demonstrate the use of digital technology and innovation to support the reform of our health and care system.</p> <p>Ensure safe, high quality and sustainable patient care.</p> <p>Reduce the burden of disease and premature mortality rate of the population by optimising prevention programmes, maximising uptake across our communities.</p>	<p>Deliver best value in the use of our resources.</p> <p>Delivery of cost improvement and reduction programmes, efficiencies, waste reduction and innovations to support financial sustainability.</p> <p>Equitable, sustainable, and transparent use of available resources to achieve better outcomes and experiences for every person.</p>	<p>Protect and improve the health and wellbeing of the people of Forth Valley whilst reducing health inequalities.</p> <p>Improve good health and wellbeing in early years to ensure the best start for children.</p> <p>Improve mental health and wellbeing in all ages.</p> <p>Reduce the risk of infection, injury or harm to our patients and our people.</p> <p>Improve our access to services.</p> <p>Continue to make progress against the targets in our Climate Emergency &amp; Sustainability Action Plan</p>