



Quality Education for a Healthier Scotland

A refreshed strategic framework for 2014-19

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Introduction from our Chair and Chief Executive

Education is a strong force for positive change, supporting improved outcomes for people through a well-developed workforce, with the right skills, knowledge and behaviours to provide new models of care across traditional public service boundaries. We are a national special health board that aims for excellence in education as a key component of Scotland's future public services and we are delighted to present our refreshed strategic framework for 2014-19 entitled *Quality Education for a Healthier Scotland*, continuing the work we started in our 2011-14 framework of the same name. This outcomes-focused framework will ensure our work supports the workforce development required to achieve the *2020 Vision* of people *able to live longer healthier lives at home, or in a homely setting*.

Quality Education for a Healthier Scotland aligns our work under five strategic themes supported by key outcomes which represent a clear statement of how we will innovate in specific areas of our business. This framework is based on feedback from our partners and has used our *Engagement and Intelligence Gathering* process to identify priorities. These will not only support the three quality ambitions of safe, effective and person-centred care through well-trained staff, but will also make a significant contribution to integrated health and social care, prevention, anticipation and supported self-management. This framework represents our contribution to public service reform and more integrated health and social care by ensuring frontline staff are equipped to deliver the best possible care.

Lindsay Burley
Chair

Malcolm Wright
Chief Executive

Our refreshed strategic framework

This document builds on our strategic framework for 2011-14 by setting key outcomes to support innovation in priority areas of our business. In developing this refreshed framework we asked our stakeholders about their priorities and we consulted with our partners. The themes that emerged reflect a strong need to support the *2020 Vision* through the supporting *2020 Route Map* and *2020 Workforce Vision*, enabling the workforce to achieve sustainable quality in health and social care services which cross traditional organisational and professional boundaries. By focusing on specific areas we will organise our activities around five broad strategic themes as set out below:

- ***Theme 1: An excellent workforce***
- ***Theme 2: Improved quality***
- ***Theme 3: New models of care***
- ***Theme 4: Enhanced educational infrastructure***
- ***Theme 5: An improved organisation***

While this document sets out our priorities over the next five years, our annual corporate plans will outline the detailed activities and performance targets which will support delivery of the outcomes in this strategic framework. Both this strategic framework and our corporate plan can be found at www.nes.scot.nhs.uk/about-nes/planning This document can be made available, in full or summary form, in alternative formats and community languages. Please email altformats@nes.scot.nhs.uk

Who we are

We are a national special health board working in partnership with our stakeholders to provide education, training and workforce development for those who work in and with NHSScotland. We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development and we maintain a local perspective through centres in Edinburgh, Glasgow, Dundee, Aberdeen and Inverness with over 1,000 staff who work closely with our frontline educational support roles and networks. Our aim is to improve health and care through education and a significant proportion of our work focuses on the clinical workforce, with a large part of our funding used to pay for doctors and dentists in training. In addition we prepare professionals for practice in clinical psychology, pharmacy, optometry and healthcare science and we provide access to education for the nursing, midwifery and allied health professions, healthcare chaplaincy and for healthcare support workers and administrative, clerical and support staff. We also support public service reform and current policy priorities such as improving quality, service re-design, leadership and management, mental health, dementia, *Reshaping Care for Older People* and children and young people, with a particular emphasis on enabling sustainable quality through the *2020 Vision*.

Our vision: ***Quality Education for a Healthier Scotland***

Our mission: ***Education that enables excellence in health and care for the people of Scotland***

We are committed to Scotland's health service values and we aim to ensure that staff are supported through education. The values we share in common with all NHSScotland organisations are outlined below; these guide how we work, the decisions we make and the way we treat people:

- ***care and compassion;***
- ***dignity and respect;***
- ***openness, honesty and responsibility; and***

- ***quality and teamwork***

We will embed these values through our ways of working, these are to always:

- ***aim for excellence in education;***
- ***be open, listen and learn;***
- ***take responsibility and lead by example;***
- ***respond quickly and confidently;***
- ***look ahead and be creative;***
- ***respect and value each other; and***
- ***work in partnership to a clear common cause***

During the past few years we have become active in the education of an increasingly wide range of staff both within the NHS and beyond through our support for public service reform and our work across health and social care. In addition we promote equality and value diversity and ensure that these principles are central to all that we do.

Our educational principles

Our approach to education is built around the best available evidence and the following principles:

- We enable education for the best care, improved outcomes, safety and the efficient use of resources.
- We promote learning that is motivational, aspirational and meaningful to everyday work.
- We enable personalisation of learning so that it is adaptable to different needs and styles.
- We build our activities on evidence-based practice.
- We achieve regulatory or other standards and we innovate to achieve more.

- We support broad-based education that meets the needs of the workforce and can be adapted to different circumstances.
- We deliver education close to the workplace that brings people together to improve outcomes.
- We evaluate the effectiveness of our education and share the lessons learned widely.
- We enable sharing, transfer and delivery of educational best practice and improvement tools across the workforce.

Working in partnership

Partnerships are crucial to how we do things and we work closely with other NHS Boards, the Scottish Government and social care partners to deliver our activities and to develop a clear understanding of what we need to achieve. We strongly support Public Service Collaborative Learning and we also maintain partnerships with UK regulatory and professional bodies, as well as key organisations such as Health Education England. Closer to home the Scottish Funding Council and the Scottish Social Services Council are key partners and we are currently developing new partnerships with the third sector. We also work closely with Scotland's Colleges and Universities, Skills for Health, Skills Development Scotland and the Scottish Qualifications Authority. Where relevant we use the *Scottish Credit and Qualifications Framework (SCQF)* to enable access to staff from across different organisations and sectors, consistent with the principles of integration.

We routinely engage with a wide variety of colleagues in government and across health and social care and the third sector in Scotland. Our *Engagement and Intelligence Gathering* process is important because it helps us to establish what issues matter to our stakeholders, as well as what national policy initiatives we need to support. We use this information when planning our activities and during the development of this framework our stakeholders identified; the medical workforce; health and social care integration; quality and safety; support workers; and leadership and management as top priorities. In addition the *2020 Vision*, (and the *2020 Workforce Vision and Route Map*), requires our strong support and we know that other important areas include; accessible

education for the remote and rural workforce; statutory and mandatory training; improving how we provide our digital resources; assessing the impact of our work; improving access to education (in particular for support workers); providing workforce analysis, intelligence and modelling and developing the workplace learning environment. Over the next five years our annual corporate plans will outline the activities, targets and measures of impact assessment to support these priorities, as well as other national health and social care policies to improve outcomes, reduce inequalities and address important areas such as older people, dementia, mental health and children and young people.

Our strategic themes and their associated activities

We are an organisation that plans and delivers all our activities in partnership with our stakeholders. We also focus on embedding best practice and improving efficiency, delivering our services nationally for Scotland where we can, as well as providing a local perspective through our regional offices. This framework is centred on five broad strategic themes and their associated activity headings as set out below:

- ***Theme 1: An excellent workforce***

Consistent evidence-based excellence in education for improved health and care.

- Recruiting and Training Healthcare Staff
- Undergraduate and Pre-registration Education
- The Workplace Learning Environment

- ***Theme 2: Improved quality***

Education for improving quality to enhance patient safety and people's experience of services.

- Person-centred Care
- Safe and Effective Care
- Quality Improvement (QI) Education

- Leadership and Management Development

- ***Theme 3: New models of care***

Education for new models of care to support the *2020 Vision*.

- Primary Care
- Workforce Data
- Support Workers and Role Development
- Health and Social Care Integration
- Improving Health and Reducing Health Inequalities
- Remote and Rural Care

- ***Theme 4: Enhanced educational infrastructure***

Innovative educational support infrastructure covering people, technology and content.

- Educational Support Roles and Networks
- Online Resources, e-Learning and Knowledge Services
- Educational Development and Innovation

- ***Theme 5: An improved organisation***

Enhancing the capacity and capability of our staff to give their best and achieve their potential.

- Supporting and Developing our Staff
- Performance Improvement
- Efficient and Effective Corporate Resources

Our key outcomes for 2014–19

Our strategic themes will be delivered through nine key outcomes which are designed to develop excellence in specific areas of our business. These key outcomes are set out below and as we develop our organisation we will seek to demonstrate their impact and how they contribute to wider national outcomes for Scotland. We will aim to deliver this framework by aligning key annual activities, performance targets and resources to the outcomes below, a number of which directly support the *2020 Vision*:

- 1: – *A demonstrable impact of our work on healthcare services.***
- 2: – *An excellent learning environment where there is better access to education for all healthcare staff. *****
- 3: – *Flexible access to a broad range of quality improvement education in the workplace. *****
- 4: – *Leadership and management development that enables positive change, values and behaviours. *****
- 5: – *A key role in analysis, information and modelling for the NHSScotland workforce to strengthen workforce planning. *****
- 6: – *A range of development opportunities for support workers and new and extended roles to support integration. *****
- 7: – *Improved and consistent use of technology with measureable benefits for user satisfaction, accessibility and impact.***
- 8: – *Consistently well developed educational support roles and networks to enable education across the workplace.***
- 9: – *An effective organisation where staff are enabled to give their best and our values are evident in every day work.***

**** indicates a 2020 Vision priority for NES**

Measures of success

We believe education is crucial to making a positive impact on lives and contributing to improved national outcomes for people (see Diagram 1). We will measure the impact of our work using a range of qualitative and quantitative indicators, including service-user

satisfaction, to ensure that our work has a positive impact on healthcare and national outcomes. Our first step will be to develop our approach to impact assessment, to ensure that we can clearly demonstrate the impact of our work.

NATIONAL STRATEGIC OBJECTIVES WE SUPPORT

Wealthier and Fairer

Smarter

Healthier

NATIONAL OUTCOMES WE SUPPORT

<p>Full economic potential</p> <p>Education for careers in healthcare at all levels</p>	<p>Strong, fair and inclusive</p> <p>Improving access to education for all staff</p>	<p>High quality public services</p> <p>Practice education and support for public service collaboration</p>	<p>Better educated</p> <p>Developing new roles to support service re-design</p>	<p>Longer, healthier lives</p> <p>Education to improve safety and people's experience of services</p>	<p>Giving children the best start</p> <p>Maternity services education and 'getting it right for every child'</p>	<p>Tackling inequalities</p> <p>Education for staff who work with people who are at risk</p>	<p>Improving life chances</p> <p>Developing staff who work with children and young people</p>
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'Quality Education for a Healthier Scotland'
'education that enables excellence in health and care for the people of Scotland'

STRATEGIC THEMES

1. An excellent workforce	2. Improved quality	3. New models of care	4. Enhanced educational infrastructure	5. An improved organisation
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Key Outcomes 2014-19

- Outcome 1: - A demonstrable impact of our work on healthcare services.
- Outcome 2: - An excellent learning environment where there is better access to education for all healthcare staff.
- Outcome 3: - Flexible access to a broad range of quality improvement education in the workplace.
- Outcome 4: - Leadership and management development that enables positive change, values and behaviours.
- Outcome 5: - A key role in analysis, information and modelling for the whole NHS workforce to strengthen workforce planning.
- Outcome 6: - A range of development opportunities for support workers and new and extended roles to support integration.
- Outcome 7: - Improved and consistent use of technology with measurable benefit for user-satisfaction, accessibility and impact.
- Outcome 8: - Consistently well developed educational support roles and networks to enable education across the workplace.
- Outcome 9: - An effective organisation where our staff are enabled to give their best and our values are evident in every day work.



Diagram 1 – National Strategic Objectives supported by NES

Implementing the strategic framework

This framework will be implemented through our annual corporate plans which will align relevant activities, performance targets and resources to this strategic framework. Each year we will ensure our activities are planned in terms of improvements (the activity described), outcomes (the deliverable from that activity) and benefits (the longer term impact). These are known as IOBs (see Diagram 2) and they will be performance managed through annual targets which describe what is going to be delivered each year to achieve the strategic themes and key outcomes in this framework. By focusing on IOBs we will take account of best practice and we will evaluate the impact of what we do.

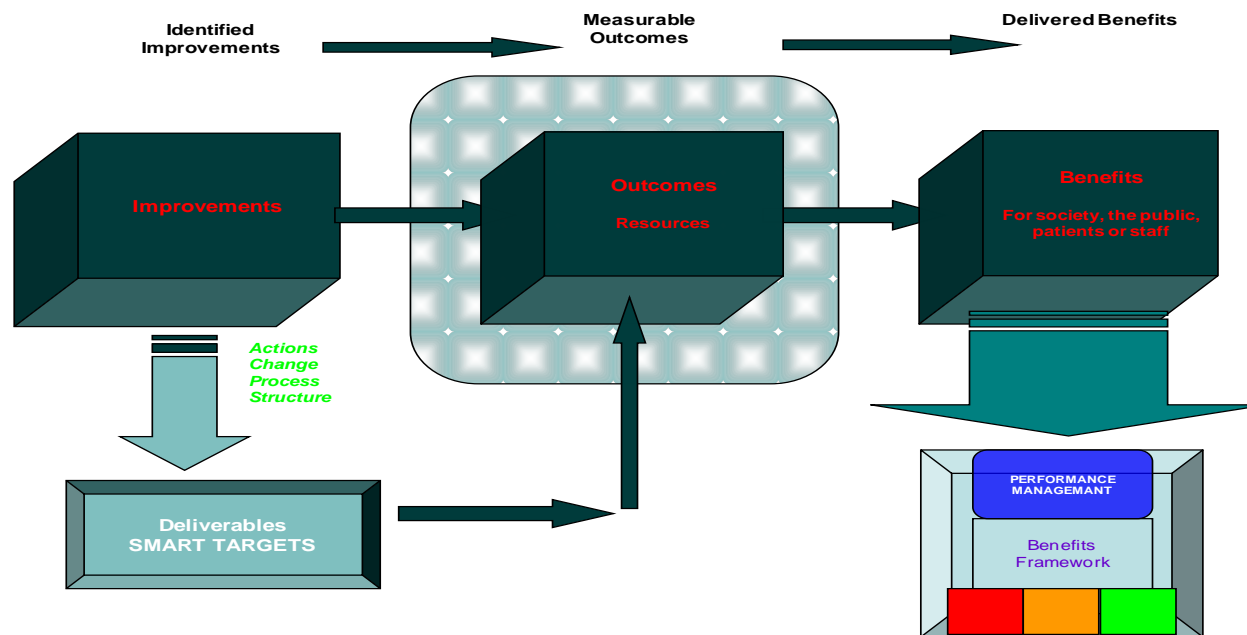


Diagram 2 – Improvements, Outcomes and Benefits