Our Vision for a Healthier Scotland

Corporate Plan 2014/15
Contents

Introduction from our Chair and Chief Executive .................. 5

Supporting the 2020 Vision .................................................. 6

Theme 1: An Excellent Workforce ........................................ 9
  Recruiting and Training Healthcare Staff ......................... 11
  Undergraduate and Pre-registration Education .................. 13
  The Workplace Learning Environment ............................ 16

Theme 2: Improved Quality ................................................ 19
  Person-centred Care ....................................................... 21
  Safe and Effective Care .................................................. 22
  Quality Improvement (QI) Education .............................. 23
  Leadership and Management ........................................... 25

Theme 3: New Models of Care ............................................ 27
  Primary Care .................................................................... 29
  Workforce Data .............................................................. 30
  Support Workers and Role Development ......................... 31
  Health and Social Care .................................................. 34
  Improving Health and Reducing Health Inequalities .......... 36
  Remote and Rural Care ................................................... 38

Theme 4: Enhanced Educational Infrastructure .................... 39
  Educational Support Roles and Networks ....................... 41
  Online Resources, e-Learning and Knowledge Services ...... 46
  Educational Development and Research ....................... 49

Theme 5: An Improved Organisation .................................... 51
  Supporting and Developing our Staff ............................ 53
  Performance Improvement ............................................. 54
  Efficient and Effective Corporate Resources .................... 56
Education is a force for positive change, supporting health and care services through a well developed workforce.
We believe that education is a force for positive change, supporting health and care services through a well developed workforce, with the right skills and behaviours to provide new models of care which cross traditional public service boundaries. 2014-15 represents the first year of delivering our refreshed strategic framework for 2014-19 *Quality Education for a Healthier Scotland* to support of the Scottish Government’s *2020 Vision* of people able to *live longer healthier lives at home, or in a homely setting*.

Our corporate plan for 2014-15 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. Our plans are firmly based on stakeholder priorities which have been identified through our *Engagement and Intelligence Gathering* process and the activities and targets outlined in this plan will be delivered in partnership with our stakeholders. They are designed to make a significant contribution to public service reform and the *2020 Vision* through collaborative working and frontline staff who are equipped to deliver the best possible care.

**Lindsay Burley**  
Chair

**Malcolm Wright**  
Chief Executive
Supporting 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 a national special health board responsible for 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 educational support roles and networks in the workplace learning environment.

Our aim is to improve health and care through education and a significant proportion of our work focuses on the clinical workforce, with the majority of our funding used to pay for doctors and dentists in training. In addition we prepare professionals for practice in psychology, pharmacy, optometry and healthcare science and we provide access to education for the nursing, midwifery and allied health professions, healthcare chaplains and for healthcare support workers. We also support public service reform and current policy priorities through education for improving quality, service re-design, leadership and management, mental health, dementia, older people and children and young people with a particular emphasis on enabling sustainable quality through the 2020 Vision.

We routinely engage with a wide variety of colleagues in government, 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 last year 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 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, are important areas. This corporate plan outlines the activities and targets to support these priorities as well as national policy across health and social care designed to improve outcomes and reduce inequality in areas such as older people, dementia, mental health and children and young people.
You will see a number of these areas reflected in this corporate plan under the five strategic themes outlined 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
Supporting the 2020 Vision

With particular reference to improving how we provide our digital resources, innovation has been acknowledged as one of the 12 priority areas for achieving the ambitions of the 2020 Vision.

Our priority for innovation over the next five years will be delivery of our strategic outcome 7: Improved and consistent use of technology with measurable benefits for user satisfaction, accessibility and impact. This will be achieved through a Digital Blueprint and Roadmap, designed to move our organisation towards increased digital delivery of education. This supports the Scottish Government’s desire for public services to be:

- available online
- accessible through a wide range of devices
- accessible through a single, non-exclusive, point of entry
- available with assisted access to take account of the user capabilities
- shaped by the needs of its users

We aim to use digital innovation to improve consistency in technical and content standards and in the support provided for digital resources.

Creating a future where we will be digital by default. We will be an organisation at the forefront of digital technologies which:

- provides access to education whenever and wherever needed
- creates intuitive and personalised services for all, with a non-digital alternatives wherever needed
- provides advice and support on exploiting the latest digital and technical learning innovations
- provides access to the right skills, training, suppliers and partners
- ensures staff and patient safety, security and privacy are never compromised
- collaborates with educational partners, NHS Scotland services, social care services, industry and academia
- ensures records are always up to date and accessible to those with the authority to do so.

Both this corporate business plan and our strategic framework can be found at: www.nes.scot.nhs.uk/about-us/planning-and-corporate-governance.aspx
Theme 1: An Excellent Workforce
Theme 1: An Excellent Workforce

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

**Principal 2020 Route Map Priority Areas:**
- Person-centred Care
- Safe Care
- Workforce

**Key Outcomes:**
1. A demonstrable impact of our work on healthcare services [**applies across all five themes**].
2. An excellent learning environment where there is better access to education for all healthcare staff [**a 2020 Vision priority**].

The recruitment and training of the healthcare workforce, supported by educational support networks which ensure the quality of the workplace learning environment, is a key element of our work. To do this we work in partnership with NHS Boards, education institutions and professional and regulatory bodies to deliver education and training for doctors, dentists, pharmacists, nurses, midwives, allied health professionals, clinical psychologists, healthcare scientists, optometrists, healthcare chaplains and healthcare support workers.
Recruiting and Training Key Healthcare Staff

We are responsible for training the healthcare workforce across NHSScotland (NHSS) in line with the requirements of the UK professional regulatory bodies with which we work.

**Medical Training Grades: 2014-15 Targets**

Providing medical training programmes to General Medical Council (GMC) standards.

- Deliver: (1) full GMC registration after foundation year 1 for 800 trainees and award of a *Foundation Achievement of Competence Document* (FACD) for 800 trainees at foundation year 2; (2) 178 specialty training programmes and 125 training posts for the *Scottish Clinical Research Excellence Development Scheme* (SCREDS) and; (3) 17 general medical practice specialty training (GPST) programmes. Reference: A1332

- Provide study leave for medical training grades, reviewing current systems to implement a national database and single merged budget to record, track and fund all trainee study leave. Reference: A1428

- Provide clear governance for GPST employment and training: (1) monitoring and reviewing concerns and complaints in relation to employment; (2) reviewing processes and outcomes for Tier 2 sponsorship and; (3) monitoring trainees progress. Reference: A1426

**Dental Training Grades: 2014-15 Targets**

Providing postgraduate and post-registration training programmes in dentistry.

- Provide 87.5 core training places across the hospital dental service (HDS) and the public dental service (PDS), 25 longitudinal dental foundation training (LDFT) and 38.4 (WTE) specialist registrar (StR) training places within the hospital dental service. References: A343; A224

- Provide a maximum of 189 dental vocational training (VT) places to meet the output of the Scottish dental schools and achieve *Satisfactory Completion of Vocational Training* by July 2015 to work as a practitioner in the general dental (GDS) and public dental (PDS) services. Reference: A1884

- Ensure 100% of dental vocational trainees undergo comprehensive assessment. Reference: A1109

- Provide study leave for dental training grades, reviewing current systems to implement a national database to record, track and fund all trainee study leave. Reference: A981
**Theme 1: An Excellent Workforce**

**Post-registration Dental Nurse Training: 2014-15 Targets**
- Provide training for 122 post-registration dental nurses to achieve enhanced skills beyond the minimum regulatory requirements. 
  Reference: A563
- Provide eight places on an orthodontic therapy programme for dental nurses and other dental care professionals to achieve enhanced skills. 
  Reference: A602

**Nursing and Midwifery Post-registration Education: 2014-15 Targets**
- Lead delivery of the Scottish Government One Year Job Guarantee Scheme for newly qualified nurses and midwives through placements and internships designed to develop skills in practice and provide training and career advice. The scheme will be supported by an online application and placement system, data to support monitoring, delivery and decision making and a stakeholder network to facilitate placements across NHS Boards.  
  Reference: A1685
- In line with Setting the Direction for Nursing and Midwifery Education in Scotland, work with NHS Boards and Universities to support a post-registration commissioning model, initially focused on an expansion of health visiting and community nursing education. 
  Reference: A3002


**Commissioning and recruiting applied psychology and psychotherapy trainees.**
- [1] Commission and recruit up to 55 psychologist training places to commence in October 2014; [2] ensure six trainees complete year 1 of a four-year doctoral programme in child and adolescent psychotherapy, commencing in 2013 and finishing in 2017 and; [3] support 10 health psychologists in training - four continuing from cohort four ending in December 2014 and six from cohort five ending in December 2015. A further four trainees will be commissioned for 2014.  
  Reference: A1381
- Deliver an MSc neuropsychology programme to approximately 30 staff suitable for continuing professional development (CPD) entry and extension of current qualification levels.  
  Reference: A1566

**The Pharmacy Vocational Training Scheme (VTS): 2014-15 Targets**

**Providing a trained general hospital pharmacist workforce.**
- [1] Provide training and develop assessment methods for 110 Scottish Hospital Pharmacist Vocational Training Scheme (SHPVTS) stage 2 trainees supported by a network of tutors; [2] deliver a leadership programme for senior pharmacists as part of the VTS development and; [3] develop and pilot additional stage 3 specialist modules for hospital pharmacists as part of the VTS development.  
  Reference: A1024

Developing Health and Care Professions Council (HCPC) registered clinical scientists and higher specialist practitioners progressing as postgraduate scientists with shared common core attributes.

- Recruitment of 15-20 trainees on a national HCS postgraduate training scheme. Reference: A722
- Support up to 30 HCS practitioners to develop specialist skills as postgraduate science trainees. Reference: A721
- Develop guidance for Scottish healthcare science trainees undertaking equivalence applications via the UK Academy for Healthcare Science. Reference: A764

Trainee Recruitment: 2014-15 Targets

Providing high quality trainee recruitment services in line with agreed performance standards.

- In line with Scottish Government numbers for medical training, recruit to 178 specialty training programmes, available Scottish Clinical Research Excellence Development Scheme (SCREDS) posts and 800 foundation FY1 posts, and reduce gaps in medical training programmes by 5%. Reference: A1422
- Implement a lead sponsor shared service for medical trainee recruitment by August 2014. Reference: A1006

Undergraduate and Pre-registration Education

We play an important role in supporting students and NHS employees at the undergraduate and pre-registration stages of their careers. We provide undergraduate teaching funds for Scottish medical and dental schools and we enable a broad range of undergraduate students and the pre-registration workforce to learn in the workplace. We also provide pre-registration training and practice placements and we work with higher and further education to ensure that educational programmes meet quality standards. Finally we lead a number of initiatives to strengthen the recruitment, selection and retention of student nurses and midwives.

Additional Costs of Teaching (ACT) and Undergraduate Support: 2014-15 Targets

Providing systems that allocate and monitor undergraduate teaching funds for medicine and dentistry.

- Manage the distribution and performance management of medical ACT resources through full and regular engagement with university medical schools together with clear accountability lines. Reference: A1446
- Produce an annual report for Dundee and Glasgow dental schools, detailing activity and spend, and complete quarterly reviews of Aberdeen dental school, involving Scottish Government, considering staffing, quality, spend, slippage and operational challenges. Reference: A910
- Deliver a General Practice, Business Administration, and Policies (GAP) module to year 4 BDS dental students in Dundee and Aberdeen which aids the transition to postgraduate trainee. Reference: A1121
Theme 1: An Excellent Workforce

Dental Hygiene, Therapy and Technician Training: 2014-15 Targets

- Provide: (1) up to 48 first year student places in 2014 on an undergraduate primary level qualification in dental hygiene-therapy; (2) up to 10 dental hygiene-therapy vocational training places and; (3) a dental technology training course at Aberdeen dental school offering eight places. Reference: A904

Pre-Registration Dental Nurses: 2014-15 Targets

- Provide 200 pre-registration dental nurse training places across Scotland with regional delivery through five centres to ensure a supply of fully qualified dental nurses eligible for GDC registration. References: A562; A1309

Nursing and Midwifery Undergraduate Education: 2014-15 Targets

Managing the performance of undergraduate nursing and midwifery programmes and integrating evidence and best practice within pre-registration education.

- Explore the development of a national recruitment model for pre-registration midwifery education to inform practice across all providers as part of a programme of enhancement for undergraduate nursing and midwifery education with a report published in March 2015. Reference: A1608

- Support best practice in recruitment, selection and retention of student nurses and midwives through the Recruitment, Selection and Retention Group as part of a programme of enhancement for undergraduate nursing and midwifery education under [Setting the Direction]. Reference: A1605

Applied Psychology Pre-registration Training: 2014-15 Targets

- (1) Support 70 clinical psychology trainees to complete pre-registration training by the end of September 2014; (2) commission and recruit up to 21 MSc trainees to commence training in psychological therapies in primary care (PTPC) and 16 MSc trainees in applied psychology for children and young people (APCYP) commencing in January / February 2015 and; (3) support 21 MSc trainees to complete training in psychological therapies in primary care (PTPC) by the end of January 2015 and 15 MSc trainees in applied psychology for children and young people (APCYP) by the end of February 2015. Reference: A1381

Pre-registration Pharmacist Scheme (PRPS): 2014-15 Targets

- (1) Recruit 170 Pre-registration Pharmacist Scheme (PRPS) trainees supported by a network of tutors with support for poorly performing trainees; (2) review and develop an educational programme to be delivered at local, regional and national level for PRPS trainees and; (3) achieve a pass rate of 90% in the General Pharmaceutical Council (GPhC) registration exam. Reference: A1022

HCS Pre-registration Training: 2014-15 Targets

Providing national training schemes for pre-registration postgraduate clinical physiologists to maintain the output of Health and Care Professions Council (HCPC) registered staff.

- Co-fund recruitment of 12-15 clinical physiologist and other pre-registration HCS trainees. Reference: A741
Providing...

Career advice, additional support and flexible training schemes for doctors and dentists.
Theme 1: An Excellent Workforce

Pre-registration Optometrists: 2014-15 Targets

Improving the standard of optometrists through training for the final pre-registration examinations.

- Ensure 25 pre-registration optometrists are supported to pass the Objective Structured Clinical Examination (OSCE) exam.

Reference: A1286

Quality Management: 2014-15 Targets

Quality management systems to support regulatory standards and excellence in education.

- Produce a biannual medical quality management report for the General Medical Council (GMC) in 2014 and a unified deanery report for our educational governance committee. References: A1433; A1333


- Work with NHS Board Directors of Medical Education (DMEs) to ensure that data is used to improve the quality of training programmes and learning environments - impact will be monitored through the data available to our Specialty Training Boards. Reference: A1445

- Facilitate engagement of medical trainees with the GMC National Training Survey (NTS) and Scottish Training Survey (STS) to improve data for our quality management processes and to respond to patient safety concerns generated through these surveys. Reference: A1444

The Workplace Learning Environment

We provide support to help ensure a high quality workplace learning environment through our educational governance framework, quality management systems and training programmes which support excellent supervision and practice education.
• Provide a performance management (PM) system to ensure the quality of the six currently commissioned nursing and midwifery pre-registration programmes as well as four newly commissioned programmes in 2014-15, supported by a comprehensive report on feedback, performance and actions for each of the universities. Reference: A1563

• Further develop the Quality Management of the Practice Learning Environment (QMPLE) online database and reporting tool to support quality management of the practice learning environment in the National Model of Learning Disability Pre-registration Education. Reference: A1646

Developing the Learning Environment: 2014-15 Targets

• (1) Provide circa 450 mid-placement visits, including intensive support for psychology supervisors and trainees, to monitor the quality of the learning environment and the care delivered by trainees; (2) deliver update training in cognitive behavioural therapy (CBT) supervision skills to 30 clinical psychologists and deliver new supervisor training to 30 clinical psychologists and experienced supervisor training to 40 clinical psychologists; [3] implement a system for sharing placement and supervisor information across the four uni-disciplinary programmes and, where appropriate, link this into our wider information systems; (4) widen representation of the service user / carer cohort to include child and adolescent mental health services [CAMHS], learning disabilities and addictions services and commence development of online resources to help supervisors develop person-centred care approaches; (5) begin developing a trainee survey for the 2014-15 academic year and implement an ePortfolio for clinical trainees - project plans to be developed by December 2014 and; (6) ensure the clinical practice activity of stage 2 health psychology training [10 trainees] is suitably supervised and meets the British Psychological Society [BPS] stage 2 requirements. References: A1385

• Assess optometry course evaluations and report feedback to our Optometry Advisory Group, including our response and actions. Reference: A1334

• Deliver a learning environment quality management programme, database and monitoring system for the Pre-registration Pharmacist Scheme [PRPS] in Scotland. Reference: A1022

Career Support for Doctors and Dentists: 2014-15 Targets

Career advice, additional support and flexible training schemes for doctors and dentists.

• (1) Evaluate a new single system process for career advice and flexible training for post Certificate of Completion of Training [CCT] doctors who have had career breaks or are entering from a different health system and; (2) report on activity and outcomes in relation to programmes for doctors requiring additional support e.g. as a result of revalidation. References: A1564

• Ensure successful delivery of the Strategy for Attracting and Retaining Trainees [START] in medicine, including monitoring of outcomes and retention rates. Reference: A1431

• Review current practice and ensure that medical trainees in difficulty are assisted. Reference: A1432
Theme 1: An Excellent Workforce

- (1) Monitor and review applications and outcome for flexible training in medicine and develop proposals for future management and; (2) develop a national intra-regional transfer process that is fair, equitable and compliant with the Gold Guide.  
  Reference: A1424

- Provide a demand led scheme offering Training, Revision, Assessment, Mentoring and Support (TRAMS) for dentists in difficulty.  
  Reference: A1303

- Provide a Keeping in Touch Scheme (KITS) and Return to Work Scheme (RTW), which assist dentists and dental care professionals (DCPs) to return to the NHS workforce with refreshed clinical skills, up-to-date knowledge and mandatory training.  
  References: A1389; A1387

- Provide two Train the Trainer courses in the Solihull Approach [infant mental health] for 24 experienced multidisciplinary early years practitioners and support them to cascade the model through foundation level training to up to 360 practitioners.  
  Reference: A2005

- Offer inclusive education learning to training staff in NHS Boards by December 2014.  
  Reference: A1162

- Provide: (1) 15 places on a Train the Trainer programme to support delivery of Generic Supervision Competencies (GSCs) for psychology and; (2) a minimum of 40 training places to complete the cognitive behavioural therapy (CBT) specialist supervision training.  
  Reference: A1609

- Provide up to five days Train the Trainer training for up to 60 healthcare science trainers.  
  Reference: A481

**Train the Trainer: 2014-15 Targets**

**Developing clinical trainers in line with regulatory requirements.**

- By July 2014: (1) provisionally recognise all Scottish medical trainers; (2) design an online Scottish Trainer Framework to allow user statistical reporting and; (3) develop a new Faculty Development Alliance trainer course.  
  Reference: A1451

- Ensure equality and diversity is included in the faculty development programme in medicine.  
  Reference: A1162

- Provide a preparatory Train the Trainer programme [START] for dentists to fulfill the role of trainer or supervisor in general dental practice, public dental services, hospital dental service and outreach.  
  Reference: A341

Training Development and Support Unit (TDSU): 2014-15 Targets

- Deliver: (1) a tailored course programme to meet the requirements of staff, associate specialist and specialty (SAS) grade doctors; (2) five days training for up to 100 psychologists in recruitment and selection; (3) three Refreshing Leadership training programmes of 12 days in total for healthcare scientists with a management / leadership role and; (4) three early years training programmes of 12 days in total in leadership, management and communication skills for healthcare scientists with a management / leadership role.  
  Reference: A481
Theme 2: Improved Quality
Theme 2: Improved Quality

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

Principal 2020 Route Map Priority Areas:
- Person-centred Care
- Safe Care
- Workforce
- Prevention
- Efficiency and Productivity

Principal NES Strategic Outcomes:

1. Flexible access to a broad range of quality improvement education in the workplace (**a 2020 Vision priority).**

2. Leadership and management development that enables positive change, values and behaviours (**a 2020 Vision priority).**

We work with Healthcare Improvement Scotland (HIS) to support the quality improvement (QI) aspects of the 2020 Vision through the supporting 2020 Workforce Vision, Route Map and Implementation Plan. We also support improvements in safety through educational research, development and delivery as well as clinical skills, healthcare associated infection (HAI), person-centred care and leadership and management programmes. Over the next five years we will continue to focus on developing flexible access to a broad range of education to help build improvement capacity and capability to support person-centred, safe and effective care.
Person-centred Care

The principles of person-centred care are embedded throughout all undergraduate, postgraduate and continuous professional development activities across a range of professional groups. Working with the voluntary sector and other key partners, we provide a range of support for the 2020 Route Map person-centred priority through education, training and workforce development designed to improve the care experience by placing people at the heart of services and fully involving them in their own care.

Embedding and Supporting Person-centred Care: 2014-15 Targets

Supporting staff to embed values, person-centred and strength based approaches in education.

- [1] Support staff to embed values, person-centred and strengths based approaches into our programmes through delivery of workshops covering values based reflective practice and generic essential shared capabilities and; [2] support the delivery of, and participate in, national learning sessions for the person-centred health and care collaborative.

  Reference: A1822

Chaplaincy And Spiritual Care: 2014-15 Targets

- Develop and embed a structure to support continuing professional development (CPD) for healthcare chaplains through a programme of seminars, conferences, events and training. Reference: A1341

- Develop the professional identity of healthcare chaplaincy by transforming and modernising spiritual care delivery, building capacity in Values Based Reflective Practice (VBRP) and embedding a structure to support CPD.

  Reference: A1340


Ensuring we comply with our commitment to social responsibility and participation.

- [1] Complete a review of volunteer involvement in our organisation leading to a refresh of our volunteer policy, processes and training; [2] maintain an accurate database of our volunteers throughout the year and; [3] provide e-learning support for dealing with feedback, comments, concerns and complaints. Reference: A1116

- Further develop and embed participation and stakeholder engagement in our programmes, providing quarterly update reports, a self assessment for the NHSS participation standard and a corporate improvement and support plan in line with the NHSS participation standard.

  Reference: A1342

- Ensure staff have access to specialist advice and equality and diversity resources to support delivery of our equality outcomes, with a progress report published by April 2014. Reference: A1120
Safe and Effective Care

We support the Scottish Patient Safety Programme (SPSP), national patient safety developments and wider international efforts to make care safer. We also bring together a range of clinical skills educational facilities and we provide educational infrastructure for Healthcare Associated Infections (HAI) supported by learning for infection control teams and the wider healthcare workforce.

**Patient Safety: 2014-15 Targets**

- Deliver 20 days of training for up to 400 individuals raising their awareness and capability in patient safety skills and techniques. **Reference: A481**

- Provide training materials for high risk medicines, adverse drug reaction (ADRs) and medicines reconciliation to support the Scottish Patient Safety Programme (SPSP). **Reference: A1001**

- Provide point of care medicines information through the Knowledge Network to support safer, more reliable and effective practice including a local online formulary tool, a British National Formulary website adapted for NHSS and mobile pharmacy guidance. **Reference: A1504**

- Through PSMG: (1) help to integrate World Health Organisation multi-professional patient safety curriculum topics into Scottish patient safety learning resources; (2) support the SPSP enhancing support for the international effort to make care safer and; (3) support the impact assessment of educational resources on reducing harm and share the outputs as part of the PSMG communications strategy. **Reference: A3001**

- Pilot and evaluate the psychology contribution to; (1) three projects in medically unexplained symptoms, BASICS training and hand hygiene, to identify behaviour change which promote the use of human factors in patient safety and; (2) training for NHS trainers in the use of behaviour change techniques to promote a human factors approach to patient safety. **Reference: A1642**

**Clinical Skills: 2014-15 Targets**

- Provide a clinical skills Managed Educational Network (MEN); (2) support the BASICS emergency care courses; (3) work with NHS Forth Valley on simulation training at the Scottish Simulation Centre [SCSC]; (4) support the Cuschieri clinical skills centre in Dundee; (5) provide courses [eight visits] from our mobile clinical skills unit and; (6) deliver a research and development conference and evaluate programmes. **Reference: A1452**

- Deliver a pharmacy course programme of three consultation skills, three clinical assessment skills and four advanced clinical assessment skills for a minimum of 85 pharmacists. **Reference: A1018**

- Provide three new optometry programmes to develop clinical skills in the community. **Reference: A1304**

- Deliver a programme of clinical skills courses [eight lasting one to three days] developed by the Scottish Multi-professional Maternity Development Programme [SMMDP], providing approximately 70 courses for 1,000 healthcare professionals involved in maternity care. **Reference: A1787**

Supporting the national HAI action plan.

• Provide in-practice training and e-learning support in decontamination/HAI for dental teams in Scotland. **Reference: A342**


Health Protection: 2014-15 Targets

• [1] Develop resources to support the education and training of healthcare support workers to deliver Intransal Fluenz in a school setting; (2) support the Scottish Immunisation Programme through educational resources and facilitation of the Scottish Immunisation Workforce Education Advisory Group. **Reference: A1607**

• Continue to support the Scottish Government Sexual Health and Blood Borne Virus Framework 2011-2015 through further development of the national BBV workforce development and education strategy and accompanying resources. **Reference: A1607**

Quality Improvement Education

We provide a Quality Improvement (QI) education programme and curriculum supported by a national network of leads and practitioners and *Communities of Practice* to share QI tools, techniques and expertise.

QI Taught Courses: 2014-15 Targets

Delivering taught QI programmes to spread effective practice across NHS Boards.

• Research, design and test leadership for improvement learning resources for QI foundation practitioners and leads based on a distributed leadership model; (2) implement and evaluate a programme of QI learning resources for QI practitioners and leads; (3) agree operational definitions for Scottish faculty then develop and implement one development programme for each category; (4) expand the reach of QI capability building activity by 30% through further development of the QI Hub website [www.qihub.scot.nhs.uk](http://www.qihub.scot.nhs.uk), the Leading Quality Network and marketing infrastructure and; (5) manage and monitor the contract for delivery of key QI milestones and outcomes. **Reference: A1125**

• Develop a quality improvement (QI) taught course programme for medical trainees. **Reference: A1454**

Quality Improvement (QI) Hub: 2014-15 Targets

Providing QI education, a national support network and an online *QI Hub* [www.qihub.scot.nhs.uk](http://www.qihub.scot.nhs.uk).

• Develop the QI Hub to provide resources for taught QI programmes, including a spread and sustainability toolkit, a case study uploading tool, improvement reports and case studies and *horizon-scanning and updating* services. **Reference: A1504**
Theme 2: Improved Quality

**Leading Quality Network: 2014-15 Targets**

Bringing people together to provide QI and leadership development across health and social care. [www.knowledge.scot.nhs.uk/leadingquality.aspx](http://www.knowledge.scot.nhs.uk/leadingquality.aspx)

- Develop: (1) a QI / leadership alumni register to contribute to the identification and development of a Scottish QI faculty; (2) a QI workforce development tool and; (3) options for developing leadership for improvement programmes. *Reference: A1471*

**Dental Clinical Effectiveness and Audit: 2014-15 Targets**

- Provide best practice clinical guidance to dental and other professionals by publishing a second edition *Management of Dental Caries in Children* and the *Management of Periodontal Disease* guidance, as well as reviewing the *Drug Prescribing for Dentistry* guidance with possible publication of a third edition. *Reference: A823*

- Manage the e-process to support clinical audit undertaken by dentists, ensuring it is robust, efficient and cost effective, to improve quality of service and patient care. *References: A223; A561*

**Leadership And Qi Support For AHPs: 2014-15 Targets**

- Work with Healthcare Improvement Scotland (HIS) to test a new model of AHP leadership and quality improvement support with a minimum of two national groups prioritised in the AHP National Delivery Plan. *Reference: A1335*
Leadership and Management

We acknowledge that effective leadership and management play a crucial role in delivering the cultural change required by the 2020 Vision, across health and social care, and in the context of public service reform. We will continue to work with our partners to provide consultancy support, national programmes and resources to enable evidence-based leadership and management development in support of the NHSScotland leadership strategy and the 2020 Workforce Vision.


1. Develop an introductory programme in Dialogue Practice for executive and senior leaders and pilot two programmes offering 20 places; 2. evaluate and refresh the Raising Your Game programme and offer one programme with 18 places to executive level leaders; 3. provide two Playing to Your Strengths programmes offering 60 places to executive and senior leaders and pilot a team-based approach offering two further programmes to national or local strategic leadership teams; 4. deliver the 5th cohort of Leading for the Future for 100 senior leaders across 17 organisations and develop an approach to supporting programme alumni in their application of learning in practice and; 5. continue cohort 9, completing in May 2015 and start cohort 10, completing in May 2016 of the Delivering the Future programme for strategic clinical leaders to prepare them for roles at NHS Board, regional and national level.

Reference: A1429

• Deliver the national Graduate Management Training Scheme (MTS) recruiting up to eight trainees each year and supporting their development through a three year programme. Reference: A1473

• Ensure positive succession planning through increased confidence, competence and leadership capacity in the midwifery workforce.

Reference: A1784

Standards and Frameworks: 2014-15 Targets

Working in partnership to develop standards and frameworks for leadership and management.

1. Introduce a revised leadership development framework with associated 360 feedback tool; 2. review development opportunities for emerging leaders and create a draft development framework and; 3. implement an evaluation framework to assess the impact of the Leading Quality Network.

Reference: A1434

Primary Care Leadership: 2014-15 Targets

1. Evaluate pilot work to develop leadership in primary care across Scotland by the end of October 2014; 2. evaluate the impact of the collaborative Primary Care Leadership Project by the end of October 2014 and support preparation of a final project report to Scottish Government by the end of December 2014 and; 3. develop the business case for primary care leadership development to support health and social care integration by June 2014. Reference: A1114
### Theme 2: Improved Quality

**NHS Board Chairs and Chief Executives: 2014-15 Targets**

- (1) Support NHS Board chairs new in post in 2014-15 by identifying development needs to include 360 feedback, mentoring, executive coaching and online resources and; (2) ensure that newly appointed NHS Board chief executives in 2014-15 have the opportunity for coaching, access to a mentor and an annual development meeting.
  
  Reference: A1464

**Leadership and Management Development for Medical Trainees: 2014-15 Targets**

- Implement a revised *Leadership and Management Programme* (LaMP) for trainee doctors in a blended learning format to include: (1) a database of LaMP activity by December 2014; (2) module 5 of the programme; (3) an adapted programme for different professional groups and; (4) two Scottish clinical leadership fellowships.  
  
  References: A1454; A1382

- (1) Offer trainee doctors paired learning with NHS management trainees; (2) provide 69 training days for up to 1380 participants as part of the new LaMP programme; (3) provide 58 training days for up to 870 participants as part of the existing LaMP programme and; (4) deliver 12 days training for up to 30 participants in leadership and team-working skills.
  
  References: A1454; A1111

**Clinical Leadership for Nurses and Midwives: 2014-15 Targets**

- Lead and support the delivery of clinical leadership for nurses and midwives through *Leading Better Care* (the national development programme for senior charge nurses, senior charge midwives and community team leaders), linking to the wider national leadership framework within NES.  
  
  Reference: A3003
Theme 3: New Models of Care
Theme 3: New Models of Care

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

Principal 2020 Route Map Priority Areas:
- Primary Care
- Prevention
- Integrated Care
- Workforce
- Care for Multiple and Chronic Illnesses
- Innovation
- Health Inequalities

Principal NES Strategic Outcomes:

5. A key role in analysis, information and modelling for the NHSScotland workforce to strengthen workforce planning (**a 2020 vision priority).  

6. A range of development opportunities for support workers and new and extended roles to support integration (**a 2020 vision priority).

There are significant workforce challenges facing us as we deal with changing demographics, higher public expectations, technological advancement and new models of delivering care. Meeting these challenges will require collaborative and inclusive approaches to education, training and workforce development to support the 2020 Vision of integrated health and social care where staff work in multi-professional teams and take on enhanced roles. We will use our knowledge of training and labour markets to support workforce modernisation and we will continue to provide primary care education and training for community based medical, dental, pharmacy and optometry practitioners. Over the next few years we will also prioritise development of support workers and we will provide resources for health improvement, health inequalities, community hospitals and the remote and rural workforce. All of these initiatives are designed to support community based staff build safe and person-centred services.
Primary Care

Key to our core business is postgraduate training and continuing professional development (CPD) for general medical practitioners (GPs), general dental practitioners (GDPs), community pharmacists and optometrists who work as independent practitioners in the community. We also provide a range of learning for practice staff and we are committed to aligning our educational support to help deliver the Scottish Government’s Delivering Quality in Primary Care national action plan.

General Practice CPD: 2014-15 Targets

Providing primary care CPD programmes for GPs and practice staff to support revalidation.

- From April 2014 provide a single co-ordinated CPD system for primary care professionals with distributed responsibility including course delivery led from our Glasgow office, quality assurance from our Aberdeen office and Practice Based Small Group Learning (PBSGL) from our Inverness office and; [2] increase participants in our primary care CPD programmes by 10%. Reference: A1452

Dental CPD: 2014-15 Targets

Continuing professional development (CPD) programmes for dentists, dental care professionals (DCPs) and practice teams to support lifelong learning and continued registration with the GDC.

- Provide a CPD course programme, accessed through our online Portal www.portal.scot.nhs.uk to provide up to 1628 participant days for DCPs and 2470 for dentists delivered through our five regional centres across Scotland. References: A241; A221

Pharmacy CPD: 2014-15 Targets

Flexible CPD programmes for community pharmacy teams.

- [1] Provide a flexible programme of CPD resources for pharmacists and pharmacy technicians to meet the General Pharmaceutical Council (GPhC) mandatory requirements and pharmacy service developments; [2] provide a postgraduate funding programme in Scotland; [3] develop training to support the community pharmacy contract in line with the Scottish Government action plan Prescription for Excellence and; [4] develop the range of virtual patients used for CPD training to support Prescription for Excellence. Reference: A982

Optometry CPD: 2014-15 Targets

- Ensure 25% of the optometrists in Scotland complete at least one of our CPD courses, (or attend a training clinic) to develop the community workforce resulting in better care and less patients referred to the hospital eye service (HES). Reference: A381

- Provide 120 CPD course places for dispensing opticians (DOs). Reference: A1284

- Provide 100 places on optometry Peer Review Groups to meet mandatory requirements under the General Optical Council (GOC) continuing education and training (CET) scheme. Reference: A1331
Primary Care Practice Staff Development: 2014-15 Targets

Providing training schemes for primary care practice managers, nurses and administrators.

- Provide a cross-professional qualification for up to 23 dental and 12 medical receptionists. Reference: A1102
- Provide vocational training for up to seven dental and 18 medical practice managers. Reference: A1104
- (1) Recruit 16 GP practice managers by September 2014 supported by 16 GP co-ordinators providing learning and development networks; (2) provide a vocational training scheme for 14 GP nurse trainees in September 2014 and; (3) run a national GP practice manager conference in June 2014 and distribute two national newsletters in May and October 2014. Reference: A1453

Workforce Data

The shape and size of the NHS workforce is always changing and we continue to support workforce modernisation through education, training and workforce data which provides expertise and analysis covering workforce, training, labour markets and trends in access to health and social care.

Workforce Analysis, Information and Modelling: 2014-15 Targets

Providing statistical analysis and data gathering to support quality workforce information.

- Deliver an Analysis, Information and Modelling (AIM) work plan to better support workforce planning for health and the interface between health and social care. Reference: A884
- Develop pharmacy workforce analysis to include Pre-registration Pharmacy Scheme (PRPS) exit survey and a hospital pharmacy vacancy analysis by December 2014. Reference: A1017
- Incorporate workforce data and intelligence relating to administrative, clerical and support (ACS) staff into our AIM reporting system. Reference: A1184

Theme 3: New Models of Care
• Ensure the Scottish Government has workforce data on which to base numbers for medical recruitment and to ensure succession planning for consultants and GPs. Reference: A1423

• Develop a data model to support NMAHP workforce planning as well as our performance management function and Recruitment, Selection and Retention (RSR) group. Reference: A1606

• Develop workforce data for health care support workers to inform education and training. Reference: A1328

Support Workers and Role Development

We help provide education for the three main groups of support workers covering clinical support services, administrative services and estates and facilities, improving access and support for workplace learning as 2020 Workforce Vision priority. We also deliver a range of role development support for practitioners to help reshape the workforce and develop careers.

Education Pathways for Support Workers: 2014-15 Targets

• Develop a core skills map and education pathways for clinical health care support workers. Reference: A1322

• (1) Develop a nationally agreed education pathway for staff in administrative services and; (2) support implementation and evaluation of the education pathway for estates and facilities support staff in at least three NHS Boards. Reference: A1190


• Develop a model of engagement with stakeholders to be shared across the three groups of support workers, including a series of workshops within NHS Boards. Reference: A1326

• Provide up to 60 support workers with access to qualifications appropriate to their service area and place on the educational pathway. Reference: A1327

• (1) Test and approve Recognition of Prior Learning (RPL) guidance in at least three NHS Boards and; (2) evaluate the online Literacies Portal in at least three NHS Boards. Reference: A1118
Theme 3: New Models of Care

- Develop and maintain existing resources for healthcare support workers to ensure there is access to up-to-date online education through the relevant NES portals. **Reference: A1329**

- Provide a joint level 5 and level 7 Worshipful Company of Spectacle Makers (WCSM) programme of optical care courses for optical assistants. **Reference: A1283**

- [1] Support implementation of the Professional Development Award (PDA) qualification for pharmacy technicians and; [2] review and develop a funding process for the new Pharmacy Assistant course and evaluate the learning outcomes for pharmacy support staff. **Reference: A982**

- Update the online Vocational Qualification (VQ) Finder: [www.vqfinder.nes.scot.nhs.uk](http://www.vqfinder.nes.scot.nhs.uk) to become the virtual home for all information about qualifications for support workers. **Reference: A1122**

- [1] Establish three projects to test new models of support to help support workers use national resources and; [2] hold three workshops for learning networks to support the use of existing learning resources. **Reference: A1123**

- Establish a transparent, robust and accessible process is to allow equitable access to funding for learning for the three main support staff groups. **Reference: A1183**

- Provide Personal Development and Performance Review (PDPR) guidance and materials for administrative and estates and facilities staff and test these in at least three NHS Boards. **Reference: A1128**

Supporting...

Implementation of the Professional Development Award for pharmacy technicians.
Modern Apprenticeships: 2014-15 Targets

- (1) Establish a national network across NHSS to support the development of modern apprenticeships (MAs) and; (2) support the impact assessment of MA programmes by testing an evaluation framework in at least three NHS Boards. Reference: A1129

- (1) Publish guidance on the Certificate of Work Readiness for young people in work placements and; (2) agree a Youth Employment Strategy for NES by 30 June 2014. Reference: A1339

Independent Prescribing (IP): 2014-15 Targets

Working in partnership to develop independent prescribing (IP) roles.

- (1) Commission 100 pharmacists to undertake an independent prescribing (IP) course; (2) develop a practice network to support pharmacist independent prescribing roles in training and; (3) develop educational adviser roles in IP clinics to support pharmacists in training and implementation of pharmacist IP models of care. Reference: A943

- Provide 35 training places for new optometrists on the Glasgow Caledonian University (GCU) therapeutic course in 2014. Reference: A1285

- Work with expert custodians to review and update online content for independent prescribing and Patient Group Directions (PGD). Reference: A1684

Role Development: 2014-15 Targets

Supporting the health workforce to develop to meet changing needs.

- Provide a 2014 intake of a further 10 Early Clinical Career Fellows for nurses and midwives with leadership potential and monitor completion rates for those already in post. Reference: A1682

- Provide funding for an additional 45 AHP Fellows and produce a report with details of impact of learning for 80 fellows from previous cohorts. Reference: A1337

- Support projects in three NHS Boards to identify the role development needs of administrators supporting new models of care. Reference: A1108

- Provide higher professional medical role development through scholarships / fellowships in remote and rural practice, academic practice, medical education, health inequality, occupational medicine and GP paediatrics. By the end of July 2014 existing posts will have completed, 2014-15 posts will be recruited and new module development will be underway. Reference: A1450

- Provide nine dental rural / urban fellowships to help build capacity and enhanced skills in remote and rural and urban community based settings. Reference: A1082

- Provide Specialty and Associate Specialist (SAS) doctors and dentists with further training and development to improve skills and knowledge for personal development and improvement to service delivery. Reference: A1452
Theme 3: New Models of Care

Health and Social Care

In support of the 2020 Vision and the Workforce Development for Integration: Themes, Strategic Model and Plan we will work closely with the Scottish Social Services Council (SSSC), the Institute for Research and Innovation in Social Services (IRISS) and others including the Scottish Government, NHSScotland, COSLA and the third, independent and housing sectors to deliver workforce development to support Integration and implementation of key policy areas.

Supporting Integration: 2014-15 Targets

Providing health and social care workers with wider access to education to support integration.

- Provide education that promotes an engaged workforce to support the Integration of Public Bodies (Joint Working) (Scotland) Bill through partnership working with social services, including the third and independent sectors. Reference: A1542

- Work with service users and carers to provide the Making Communication Even Better online resource for augmentative and alternative communication (AAC) needs. Reference: A1337

Dementia: 2014-15 Targets

Working with SSSC and Alzheimer Scotland to support the national Dementia Strategy.


Supporting Carers: 2014-15 Targets

Supporting the Caring Together and Getting it Right for Young Carers strategies.

- [1] In partnership with SSSC develop and provide educational resources for the Equal Partners in Care portal and complete an evaluation report to measure impact www.knowledge.scot.nhs.uk/home/portals-and-topics/equal-partners-in-care.aspx and; [2] continue to support NHS Boards and local authorities to implement, embed and sustain educational resources and the Equal Partners in Care principles. Reference: A1644


A learning resource for health and social care staff dealing with the psychological impact of long term conditions (LTC). www.myconditionmylife.org/professional-resources/about-self-management

- Promote the Emotion Matters online resource to reach 250 health and social care staff and collect questionnaire feedback plus in-depth analysis. Reference: A1388


Supporting the 2020 Vision and developing leaders and managers across our public services.


- Establish a leadership and management portal on the Knowledge Network. Reference: A1437

- [1] Test local leadership development with an event being held in March 2015 to help embed person-centred care within plans for health and social care and; [2] provide materials to support quality outcomes in line with the Christie report and the Public Bodies Scotland Bill. Reference: A1430

Theme 3: New Models of Care

Improving Health and Reducing Health Inequalities

We support the policy framework set out in *Improving Scotland’s Health, Tackling Health Inequalities* through education for staff involved in improving health and reducing health inequalities in partnership with NHS Health Scotland to provide support for healthier lifestyles and for staff who work with people who have complex needs or who need extra support and protection.

**Compassionate Connections: 2014-15 Targets**

- Extend delivery and evaluation of the *Compassionate Connections* learning resources to support maternal, new-born and infant health through: (1) support for early implementer NHS Boards in building capacity and capability to use the resources to support key work streams; (2) delivery and roll out to all other NHS Boards across Scotland; (3) use of the resources to support inter professional learning linking with associated work streams across NES and; (4) continued evaluation of impact against outcomes. [Reference: A1786]

**Supporting the Autism Strategy: 2014-15 Targets**

- Complete a learning needs analysis and produce a psychological interventions education and training framework, outlining the skills and knowledge required at different levels within the workforce, to improve outcomes for people with autistic spectrum disorders (ASD). [Reference: A1603]
Midwifery and Maternal Care: 2014-15 Targets

• Develop new education to supplement existing resources on bereavement care in maternity, neonatal and early-years settings. Reference: A1785

Family Nurse Partnership: 2014-15 Targets

• Further implement (where viable), an evidence-based programme to break the cycle of poverty and deprivation and to improve the life chances of children born to first time teenage parents in Scotland. Reference: A1785


• Provide a range of educational resources as set out in the Learning Disability Nursing Workforce Development Plan for 2014-15 to support Scotland’s Action Plan for Strengthening the Commitment, [the UK review of learning disability nursing]. Reference: A1663

Oral Health Improvement: 2014-15 Targets

Oral health education and training to support vulnerable groups and reduce health inequalities.

• Support to the Childsmile oral health programme through face to face training and e-learning for 200 extended duty dental nurses and dental health support workers. Reference: A887

• [1] Pilot and evaluate Adults with Incapacity training and provide Caring for Smiles training to NHS Boards. Develop action learning sets for sedation trainers and Knowledge into Action resources to support the Childsmile programme and; [2] work with the Older People’s Oral Health Group to standardise training delivery through five regional events for NHS Boards, social care the private and 3rd sector. Reference: A1307
Remote and Rural Healthcare

Our educational support for the remote and rural workforce builds on our core work programmes [www.rrheal.scot.nhs.uk](http://www.rrheal.scot.nhs.uk) to support the development of hospital and community staff providing healthcare services for people living in remote and rural communities throughout Scotland.

**RRHEAL: 2014-15 Targets**

Providing education for remote and rural learners through the Remote and Rural Educational Alliance (RRHEAL) [www.rrheal.scot.nhs.uk](http://www.rrheal.scot.nhs.uk).

- Deliver the RRHEAL action plan to improve access to education and training for the health and social care workforce in remote and rural areas.
  Reference: A1452

**Community Hospitals Improvement Network: 2014-15 Targets**


- [1] Provide a range of dementia service improvement activities and ensure uptake across at least eight NHS Boards; [2] complete at least two tele-education / e-health prototype projects and share the learning; [3] develop a data set for community hospitals; [4] provide a national learning event, positively evaluated, for at least 100 network members including executive board leads by October 2014 and; [5] deliver three network meetings and increase activity on the community of practice website.
  Reference: A1193
Theme 4: Enhanced Educational Infrastructure
Theme 4: Enhanced Educational Infrastructure

Innovative educational support infrastructure covering people, technology and content.

Principal 2020 Route Map Priority Areas:
- Integrated Care
- Early Years
- Workforce
- Innovation

Principal NES Strategic Outcomes:

1. Improved and consistent use of technology with measurable outcomes for learning, user satisfaction, accessibility and impact.

2. Consistently well developed educational support roles and networks to enable education across the workplace.

We provide educational infrastructure to support postgraduate training and practice education as well as national clinical priorities in particular for early years and mental health. We also provide education and research infrastructure and we deliver a wide range of online resources which widen access to knowledge, information and e-learning.
Educational Support Roles and Networks

At the core of our educational support infrastructure are networks of experienced healthcare professionals who support postgraduate training and practice education in the clinical learning environment. This provides a model of educational support which is crucial to sustaining and improving care.

**NMAHP Practice Education Networks: 2014-15 Targets**

Providing NMAHP practice education infrastructure across the NHS and a range of care homes to support experienced and newly qualified practitioners and undergraduate students.

- Develop an action plan on the future model of practice education 2015 and Beyond for the national network of Practice Education Facilitators (PEFs) and Care Home Education Facilitators (CHEFs) who support pre and post registration learners and newly qualified nurses and midwives. Reference: A1645

- Support AHPs to use educational solutions in their work through maintaining the AHP Practice Education Lead (PEL) posts in 14 NHS boards and establish practice education opportunities in emerging placements in partnership with at least two voluntary organisations. Reference: A1338


- Support a Strategic Group for Practice Learning, the Scottish Collaboration for the Enhancement of Pre-registration Nursing and a Practice Education Leads’ Forum and publish a Mentor Bulletin by January 2015. Reference: A1647

**Pharmacy Practice Education Networks: 2014-15 Targets**

Providing networks to support our practice based pharmacy programmes.

- Further develop our Practice Education Co-ordinators (PECs) and Practice Education Facilitators (PEFs) to support the Pre-registration Pharmacy Scheme (PRPS), the Scottish Hospital Pharmacist Vocational Training Scheme (SHPVTS), prescribing and pharmacy technicians and support staff. Reference: A1023

**Teach and Treat Centres: 2014-15 Targets**

Supporting a network of community based Teach and Treat centres.

- Through closely monitored Service Level Agreements (SLAs) with local NHS Boards, provide outreach teaching for student dentists and dental therapists in a supervised clinical environment through 17 dental Teach and Treat centres providing clinical training and free patient treatment. References: A906; A908

- Support five regionally based optometry Teach and Treat centres in Elgin, Aberdeen, Dundee, Edinburgh and Glasgow providing training for optometrists to improve community eye care and reduce the number of non sight-threatening eye conditions being referred on. Reference: A1191
Theme 4: Enhanced Educational Infrastructure

Leadership and Management Forums and Networks: 2014-15 Targets

- Provide a bi-monthly forum and a network of organisational development (OD) leads to support national leadership and management development through ideas, shared resources, aligned OD delivery and events.  
  Reference: A1465

- Provide: (1) a Leading Quality Network and a Manager’s Development Network to support the 2020 Workforce Vision and health and social care integration, delivering a minimum of three events and; (2) consultancy support to NHSScotland’s finance community through our Finance Training and Support Unit to support shared services.  
  Reference: A1468

- Leading Quality Network: (1) develop and implement a minimum of three action learning sets by December 2014 for clinical and non-clinical staff to support problem solving and improve services and; (2) collaborate with Knowledge Services to develop a sustainable resource to support online matching of mentors and mentees by September 2014.  
  Reference: A1430

  Reference: A1472

Knowledge Into Action: 2014-15 Targets

Supporting the use of knowledge in practice through technology enabled learning and a national network of Knowledge Brokers:  

- [1] Extend the Knowledge Broker Network beyond librarians, piloting a capability framework and self-assessment tool; [2] implement an evidence search and synthesis service for NHS Boards and pilot the service in social care; (3) support the mapping of technology-enabled learning capabilities across the organisation and oversee a programme of learning opportunities; (4) work with our Educational Leadership Group to identify and share educational best practice - to include two evidence searches and overviews; (5) publish at least two reports in Open Access Platform and two papers in peer-reviewed journals on implementation of Knowledge into Action and; (5) deliver a Knowledge into Action engagement programme for executive leads, middle managers and clinical champions.  
  Reference: A1523

- [1] Provide Knowledge into Action training and support for health and social care staff; [2] design and test a Knowledge into Action CPD framework for implementation of guidelines in primary care and; (3) deliver informal learning and networking opportunities and a formal learning programme for the librarian network in partnership with education providers.  
  Reference: A1508
[1] Deliver and evaluate national Knowledge into Action demonstrator projects in early years, multiple conditions, adverse events and person-centred care and test in at least three further areas; [2] design and test a co-ordinated approach to providing Knowledge into Action consultancy through the national Knowledge Broker Network; [3] provide a workforce capability programme on using technology to deliver new models of care and evaluate the programme in two cohorts of staff and; [4] scope and design Knowledge into Action support for primary care contractors for implementation in 2015-16. Reference: A1524

Psychological Care: 2014-15 Targets

Delivering training to support psychological care in physical health.


Theme 4: Enhanced Educational Infrastructure

Developing...
Online guidance to support implementation of Getting it Right for Every Child.
**Children and Young People: 2014-15 Targets**

- Deliver: (1) four core training courses and 20 consultation days in the *Incredible Years Pre-school Basic Parenting Programme* to 100 staff in the existing child care workforce; (2) four core training courses and 12 clinical support days in the *Positive Parenting Programmes ('Triple P') Level 4 Group Parenting Programme* to 80 staff in the existing child care workforce and; (3) the full suite of training described in the *Psychology of Parenting Project (PoPP) Implementation Plan* to 180 staff in the existing child care workforce - inclusive of practitioner briefings, peer supervision training and communication skills training. **Reference: A1582**

- [1] Develop and maintain a network of trainers [minimum 20] throughout Scotland to provide local training on psychosocial interventions in paediatric care; [2] provide support infra-structure for 400 training places on our *Psychosocial Interventions and Paediatric Psychology* programme; [3] complete an evaluation of training delivered to paediatric healthcare staff throughout Scotland on the *My Hospital Passport: Coping Kit* and; [4] provide resources on psychosocial care in paediatric pain, delivering training aimed at raising awareness and promoting evidence-based psychosocial interventions. **Reference: A1567**

- Develop online guidance to support implementation of *Getting it Right for Every Child* [GIRFEC] in relation to the *Children and Young People [CYP] Bill*. **Reference: A1783**

- Work with the Scottish Social Services Council [SSSC], Education Scotland and Police Scotland to develop a cross sector, multidisciplinary educational resource for early years. **Reference: A1802**

**Child and Adolescent Mental Health Services (CAMHS): 2014-15 Targets**

- Align our online paediatric emergency care programmes/recognition of the sick child with the Scottish patient safety paediatric agenda. **Reference: A1762**

- Build capacity and capability within the paediatric and neonatal nursing workforce through the development and delivery of post registration educational programmes. **Reference: A1687**

**[1] Develop CAMHS learning co-ordinators [CLCs] in each NHS Board to ensure that every new CAMHS worker has access to supervised use of the *Essential CAMHS* resource, and ensure every specialist CAMHS worker has information about *Essential CAMHS* and other training resources; [2] increase supervision capacity in at least two major CAMHS psychological interventions, working with CLCs to identify and develop existing cognitive behavioural therapy [CBT] supervisors in CAMHS, and at least double the number of interpersonal psychotherapy [IPT] supervisors in Scotland; [3] provide access to training in three major CAMHS psychological approaches including introductory CBT, IPT and systemic training to around 20-30 clinicians; [4] work with partnership to develop and provide training in trauma related work for experienced CAMHS clinicians; [5] support the lead clinicians CAHMS network through leadership development and; [6] develop plans to support CAMHS practitioners working with children who are looked after and children who have learning disabilities. **Reference: A1602**

- Contribute to the development and evaluation of e-learning for *perinatal* [the time before and after birth] mental health care. **Reference: A2006**
Theme 4: Enhanced Educational Infrastructure

Online Resources, e-Learning and Knowledge Services

Access to our online resources principally comes through our Knowledge Network www.knowledge.scot.nhs.uk a national resource providing over 9,000 journals plus a comprehensive range of full text articles, ebooks and local library support services in addition to online resources providing information, e-learning and tools to help find, share and use knowledge. We also provide a range of online developmental resources which we are in the process of better integrating to improve quality and accessibility.

NMAHP Online Resources: 2014-15 Targets

Providing educational resources for nurses, midwives and allied health professionals (NMAHPS).

- (1) Increase the usability and improve access and mobility of The Effective Practitioner www.effectivepractitioner.nes.scot.nhs.uk; (2) maintain and continue the development of Flying Start NHS® www.flyingstart.scot.nhs.uk to support the transition from newly qualified practitioner to confident and capable practitioner and; (3) integrate Leading Better Care: www.evidenceintopractice.scot.nhs.uk/leading-better-care.aspx into our core business. Reference: A1683

e-Learning Support and Development: 2014-15 Targets

Supporting national development of effective e-learning resources.

- (1) Build capacity and capability in e-learning though guidance published by June 2014 in partnership with Knowledge Services; (2) develop at least three e-learning best practice papers and work with national networks to spread good practice and; (3) develop a technical specification / workflow process to support e-learning procurement by December 2014. Reference: A1106

- Complete a review of e-learning portals earmarked for potential withdrawal or replacement by September 2014, produce an action plan and identify and embed a suite of multimedia and social media e-learning tools as part of the Knowledge Network. Reference: A1400


A partnership approach to tele-education and e-health to help ensure that the workforce is supported to use new technology and point of care guidance in every day practice.

- Develop: (1) online resources to support remote and rural learners in pharmacy; (2) videoconferencing facilities and remote site support through local tutors and; (3) develop a programme of webinars and webcasts to support remote and rural learners. References: A1005; A1012

- (1) Implement and evaluate a clinical decision support system in NHS Tayside and produce a plan for national implementation; (2) extend the Clinical Knowledge Publisher toolkit to support indexing and formatting of SIGN and other guidelines and; (3) develop the business case and select a national solution for educational internet broadcasting. Reference: A1505

- Implement phase 1 of a Technology Enabled Learning Action Plan - to include the specification for a multi-channel integrated content delivery platform and social networking tools, an open access publishing platform and quick win portals. Reference: A1506
**Dental Education Online (SDEO): 2014-15 Targets**

- Work with the Scottish dental schools and Scotland’s colleges to provide a common curriculum of online teaching materials which will be integrated into undergraduate education and available to all who deliver education to the dental team.  
  Reference: A905

**Digital Design Programme: 2014-15 Targets**

- Roll out of 3D enabled educational training packages for the dental team and other health professions, including delivery of four educational packages in: dental and optical anatomy; dental patient safety; decontamination and prevention of health inequalities.  
  Reference: A922

**The Knowledge Network: 2014-15 Targets**

Applying knowledge to support national health and care priorities aligned with the **2020 Vision: www.knowledge.scot.nhs.uk**

- (1) Host GP continuing professional development on the Knowledge Network and establish links with the Portal online course application system, a generic online learning record and the SOAR online appraisal system; (2) procure a new search engine for the Knowledge Network which includes a learning platform for health and social care; (3) implement an online gateway providing evidence search and synthesis services and knowledge management training and; (4) implement an evidence channel offering access to validated evidence summaries in a format to support frontline practitioners in health and social care.  
  Reference: A1503
(1) Produce a collection management policy and quality standards for Knowledge Network content and; (2) implement phase 1 of a plan to rationalise subscriptions and extend access to point of care knowledge and eBooks with partners - e.g. higher education, public libraries; (3) review memoranda of agreement for content maintenance with internal and external partners and; (4) maintain 95% problem-free access to all Knowledge Network systems. References: A1420; A1363

Implement new hosting arrangements for national library management and SFX systems for linking to fulltext journals and document requesting and improvements to core systems for metadata management, enquiry services, document delivery and social networking. Reference: A1363

(1) Increase Knowledge Network visitors by 2000 - Social Services Knowledge Scotland (SSKS) www.ssk.org.uk by 10% and the QI Hub www.qihub.scot.nhs.uk by 20% and; (2) increase usage of Knowledge Services by support workers and primary care contractors. Reference: A1508

Provide helpdesk support for Knowledge Network systems answered within two hours reporting 80% fulfilment. Reference: A1507

ePortfolio and SOAR: 2014-15 Targets

- Provide: (1) a range of online portfolios www.nhseportfolios.org to record the progress of healthcare professionals in a consistent way which allows data exchange with other systems and enables practitioners to record learning for personal, professional and regulatory purposes and; (2) the Scottish Online Appraisal Resource (SOAR) www.scottishappraisal.scot.nhs.uk for medical appraisal and ensure that SOAR is being used to make revalidation recommendations for the majority of doctors using the system. References: A1386; 1684

Portal Online Application System: 2014-15 Targets

- Provide a multi-professional online Portal www.portal.scot.nhs.uk to manage trainee and trainer recruitment in dentistry and dental hygiene / therapy and provide a course booking and payment service nationally across general medical practice, general dental practice, pharmacy and optometry. Reference: A222


- Establish a leadership and management portal on the Knowledge Network to widen access to resources. Reference: A1437
Educational Development and Research

Our research and educational development infrastructure provides support for specific healthcare professions as well as for activities and projects which cut across the healthcare workforce. We also provide a framework for education and research governance to ensure that what we do is fit for purpose, aligns with our strategic direction and supports continuous improvement in education and training.

Educational Development: 2014-15 Targets

Working in partnership to support innovation and best practice.

- [1] Support Healthcare Improvement Scotland (HIS) inspection processes through a knowledge and judgement framework by the end of May 2014 and at least three training scenarios with educational resources by the end of September 2014; [2] work with the Scottish Government Resilience Team to scope and develop educational resources by the end of November 2014; [3] work with NHS Board leads to deliver three improvement projects for mandatory training delivery; [4] provide online educational resources on the Knowledge Network for NHS staff involved in fatal accident inquiries and update / evaluate the resource to reflect legislative changes and; [5] work with the Directorate of Public Health and Intelligence (NSS) to develop a career framework with career pathways and resources to support mobility, staff retention and flexible working. Reference: A1185

- Work in partnership with the National Strategic Education Alliance (NSEA) to deliver actions from NSEA meetings and secure approval for a joint action plan with the Scottish Funding Council by May 2014, providing a joint action plan report by December 2014. Reference: A1195


- Improve our approach to impact measurement through analysis / evaluation of education to support workforce development in quality improvement (QI), patient safety, administrative, clerical and support staff (ACS), educational support services e.g. recognition of prior learning (RPL), modern apprenticeships (MAs), inter-professional education (IPE), training delivery and leadership and management. Reference: A1902

- [1] Provide analysis including evaluation of a representative sample of NES supported programmes and; [2] deliver guidance on impact planning and measurement through publications, case studies and a workshop by the end of December 2014. Reference: A1103

Research: 2014-15 Targets

Delivering educational research and ensuring compliance with research governance standards.

- Participate in SMERC (Scottish Medical Educational Research Consortium), appointing an associate postgraduate dean by April 2014 and providing an annual governance report. Reference: A1449
Theme 4: Enhanced Educational Infrastructure

Strengthen...
Research in the NMAHP workforce to help embed research into practice.


- Develop the research information available regarding oral cancer and update training materials. Reference: A909


- Strengthen research in the NMAHP workforce to help embed research into practice by supporting the NHS Lothian implementation site for clinical academic research careers. Reference: A1686

- Commission a Pharmacy Practice Chair to develop inter-professional learning, pharmaceutical care delivery and improve patient safety at schools of pharmacy in Scotland. Reference: A1002
Theme 5:
An Improved Organisation
Theme 5: An Improved Organisation

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

Principal 2020 Route Map Priority Areas:
- Workforce
- Efficiency
- Productivity

Principal NES Strategic Outcomes:

An effective organisation where staff are enabled to give their best and our values are evident in everyday work.

We will continue to focus on improving our systems, processes, workforce plans and structures in order to become more effective, sharing best practice and resources to deliver education in a more streamlined and consistent way. We also plan to deliver efficiency savings on activities that do not involve direct patient care and we are developing our human resources, organisational development, IT and property strategies to support new ways of working. Finally our Engagement and Intelligence Gathering process helps to ensure that our plans align with the priorities of NHS Boards and the Scottish Government, building effective relationships and partnership across health and social care, the education sector, regulatory and professional bodies and the wider public sector.
Supporting and Developing our Staff

We continue to support organisational re-design and change to ensure that we have the right people, with the right skills, in the right place at the right time delivering high quality services based on enhanced productivity and efficiency. For our staff we will identify skills, maximise talent and encourage and support collaborative team working. In addition we provide a comprehensive recruitment and selection assessment centre and on-boarding service to the postgraduate training programmes that we manage for a range of healthcare professions.

Staff Governance: 2014-15 Targets


• Provide organisational design and change support that enables our managers, directorates and leaders to implement the changes agreed by our Change Management Project Board. Reference: A1020

• Complete a pilot of Transforming Tomorrow Together for 12 of our managers and evaluate the programme by the end of July 2014. Reference: A1020

• Develop and deliver a one day workshop in managing organisational change for all our line managers by the end of March 2015. Reference: A1020

Learning and Development: 2014-15 Targets

• [1] Commission, design and deliver training drawn from an analysis of personal development plans and organisational needs and; [2] provide quarterly metrics that help ensure compliance with statutory and mandatory training. Reference: A1016

• Implement phase 1 of a talent management strategy, providing accelerated development support for 20 individuals with potential to fill key posts. Reference: A1016

• Introduce a refreshed corporate induction programme from April 2014. Reference: A1025

• [1] Continue to implement the Manager's Passport, ensuring 100% of line managers have completed online self-assessment by the end of December 2014; [2] design and deliver springboard workshops in team leadership; personal effectiveness; impact and influence, and developing others, making these available to all line managers between August 2014 and March 2015 and; [3] provide access to a Manager's Induction Workshop for all new managers and those in post for less than 12 months as at 1 April 2014. Reference: A1015

Enhancing the capacity and capability of our staff to give of their best and achieve their potential.
Theme 5: An Improved Organisation

- Further develop six Line Manager’s Toolkit[s], three in current year and three by September 2014 to increase accessibility to information, advice and resources using a range of tools e.g. podcasts, webinars and briefing materials.  
  Reference: A1004

  Reference: A1003
- Put in place a workforce plan to support the workforce implications of organisational change and performance improvement plans.  
  Reference: A1019

HR Operational Services: 2014-15 Targets
- Provide a job evaluation service to support organisational change and promote the use of national role profiles [including links with the Knowledge and Skills Framework (KSF)]. To adopt and streamline job evaluation outputs into recruitment processes by March 2015.  
  Reference: A1014
- Implement the national Employee Support System [e:ESS] by September 2014 and agree a roll out plan by January 2015.  
  Reference: A1007
- Meet performance standards for recruitment service and refresh current recruitment processes to incorporate competency based selection.  
  Reference: A1011

Performance Improvement

We continue to identify where efficiencies can be achieved so that we can respond to service priorities areas such as: quality improvement; health and social care integration; primary care; support workers; leadership; early years and mental health. Working with colleagues across our organisation we will work to enable investment in new areas and we are implementing a range of programmes across our organisation to improve our effectiveness.

Organisational Performance Improvement Team: 2014-15 Targets
- [1] Monitor directorate performance improvement plans and provide feedback and reporting to the OPiP board every two months; [2] support seven organisational improvement programmes covering; procurement; finance; events; Alfresco; executive assistants; property and; digital integration, including oversight of external consultancy and; [3] facilitate the development of the NES Improvement Network, agreeing its purpose and priority areas.  
  Reference: A1142

Medical Directorate: 2014-15 Targets
- [1] Fully implement one single Scottish deanery for medicine with four national work streams with nominated leads and plans for each work stream; [2] implement revised nationally consistent finance and administrative processes aligned to the new work stream structure by the end of December 2014 and; [3] provide a more efficient and streamlined system of operational support to both local and national meetings and committees.  
  Reference: A1384; A1457
- Prepare revised generic job descriptions for staff performing similar work to ensure greater flexibility in the use of resources.  
  Reference: A1455
Dental Directorate: 2014-15 Targets

- Deliver and implement the dental directorate’s change programme of national work streams by the end of August 2014 in line with the organisational change policy. Reference: A2062

NMAHP Directorate: 2014-15 Targets


Pharmacy Directorate: 2014-15 Targets

- By the end of October 2014 implement an action plan for performance improvement based on an ABC review of the pharmacy team. Reference: A961

Psychology Directorate: 2014-15 Targets

- Ensure the agreed benefits realisation plan for 2014-15 is actioned including any additional activity identified from the ongoing procurement and finance transformations. Reference: A781

Human Resources and Organisational Development: 2014-15 Targets

Supporting agile working, performance improvement and Personal Review and Planning (PRP).

- Develop an HR Portal, a single mailbox for queries and fully implement Alfresco by September 2014. Reference: A1008


Finance and Corporate Resources: 2014-15 Targets

- Design and implement a new operating model for finance to achieve a realignment of resources from transactional activity to decision support. Reference: A1964

- Participate in National Single Instance (NSI) Finance System focus groups and implement standardised processes for core financial activities as recommended. Reference: A2023

- Implement all aspects of an IM&T service improvement plan. Reference: A1525
Theme 5: An Improved Organisation

- Embed the new procurement structure ensuring that; [1] the NES Sustainability Delivery Plan is achieved; [2] procurement templates fulfil the equality and diversity procurement duty by July 2014; [3] the cost of raising an order is 25% less by August 2014 and; [4] capacity released is reported quarterly. Reference: A1944

- Implement a Finance Helpdesk with key performance indicators (KPIs) by June 2014. Reference: A2004

- Complete a review and implement new executive support arrangements for executive directors of the Board based at Westport by the end of September 2014. Reference: A681

Efficient and Effective Corporate Resources

We have closely integrated our finance, information technology, planning, performance, communication and facilities functions, providing business support, advice and guidance for effective corporate governance and decision making.


- [1] Provide a draft budget for Board approval by the end of February 2015; [2] upload an approved budget to Cedar by 1 May; [3] issue delegated budget letters by 24 March 2015; [4] provide a revised outturn forecast to the Executive Team 10 working days after each month end; [5] complete the Scottish Government return in line with the timetable (approx 17th of each month); [6] report the financial forecast to the Board quarterly; [7] run a review for each cost centre three times a year and; [8] complete an audit of directorate systems by the end of June 2014 and improve forecasting by the end of September 2014. References: A1962; A1963

- Draft a commercialisation policy and guidance by 31 July 2014 and provide a response to requests for management information within three working days. Reference: A2009

- Provide draft annual accounts to the external auditors on the first day of their audit and a final copy by the end of June 2014; comment on finance audit reports within timescales. Reference: A2008


- [1] Pay 83% of invoices within 10 days and 93% within 30 days; [2] process 95% of non-staff expenses within 10 days and pilot a new system by June 2014; and [3] reconcile top 20 supplier statements in the same month and record income within two days of month end. Reference: A2010

- [1] Send payroll data nine working days before pay date; [2] recall overpayments the day before pay day, and pay underpayments within two days; [3] include lecture fees received by the 8th in that month’s payroll and; [4] integrate the X90 and X95 payroll teams by June 2014 with business processes mapped by the end of March 2014. Reference: A1946

Procurement: 2014-15 Targets

- Fully implement the national PECOS procurement system by September 2014, making a minimum of three catalogues available to staff and releasing one WTE capacity six months after full implementation. Reference: A1943

- Implement quarterly procurement review and feedback meetings with directorates and undertake a Customer Survey by February 2014, to be repeated six months later. Reference: A2002

- [1] Develop procurement key performance indicators (KPIs) and submit the Best Practice Indicator return in line with national requirements and; [2] provide a quarterly procurement benefits tracker report (cost savings, cost avoidance, efficiencies etc) and submit to national procurement. Reference: A1923

- [1] Achieve at least 5% savings on procurement we are able to influence; [2] identify at least two opportunities for collaboration to take advantage of the greater combined procurement leverage [category C1 contracts] and; [3] develop strategies for at least three commodity areas including e-Learning, e-Subscriptions and web hosting. Reference: A1922


Theme 5: An Improved Organisation

**Communications:** 2014-15 Targets

- Deliver in-year action plan for implementation of 2014-19 internal and external communications strategy, including re-aligning communications activities under the headings: internal communications; health and social care integration; person-centeredness; patient safety and quality improvement.  
  
  **Reference:** A301

- Improve communications with our staff by completing a design and distribution review of NES Express and increase staff involvement in its publication.  
  
  **Reference:** A303

- Produce publications and training materials for approximately 300 projects and provide standard design templates and an annual design service report.  
  
  **Reference:** A321

- Continue to develop our use of corporate social media and update existing strategy and develop a set of metrics to monitor the reach of our activities for implementation by June 2014.  
  
  **Reference:** A322

- Identify resources for an online Newsroom as a means of developing our media profile.  
  
  **Reference:** A323

- Provide an Events service for a minimum of 20 conferences to internal and external clients.  
  
  **Reference:** A324

**Planning and Corporate Governance:** 2014-15 Targets

  
  **Reference:** A181

- [1] Identify planning priorities from stakeholder feedback and provide a summary engagement report by the end of November 2014; [2] distribute a letter to stakeholders outlining priorities and our response and include it in the corporate plan by the end of January 2015 and; [3] provide a quarterly update to support engagement leads and complete 1:1 review meetings by the end of December 2014.  
  
  **Reference:** A763

- Provide board services in line with public service standards with Alfresco embedded for all committee business and the system's tools being more fully used.  
  
  **Reference:** A782

- Provide executive support with Alfresco embedded for all executive office business.  
  
  **Reference:** A681
Property and Facilities Management: 2014-15 Targets

- [1] Continue phase 2 of the facilities management (FM) strategy in Glasgow and Edinburgh, fully implementing new policies and procedures, monitoring and benchmarking performance and developing an action plan and; [2] develop a plan for phase 3 of the FM strategy, including the rollout of systems and procedures for remaining sites. Reference: A1107

- [1] Develop our Property and Asset Management Strategy in line with Scottish Government guidance; [2] complete the Glasgow accommodation rationalisation project, enabling the workplace strategy to be fully implemented within 2 Central Quay, with Clifton House vacated by November 2014; [3] Lead on the development of business continuity planning (BCP) for the organisation, including an examination of software systems to assist in the BCP process, the development of a business impact appraisal and BCP plans and; [4] implement the Sustainable Development Action Plan for property and facilities and develop an Environmental Management System. Reference: A1112

Information Management and Technology (IM&T): 2014-15 Targets

- Ensure 100% compliance with Freedom of Information and Data Protection turnaround times; 700 users established on Alfresco by September 2014 and; information sharing protocols in place for 10 external data flows by February 2015. Reference: A1461

- Integrate 70% of the functionality of the intranet with Alfresco; introduce Groupwise 14 and move to OES 11 across our servers; fully implement Pinnacle V3.1 by December 2014 and; rollout Alfresco for all our staff and enable external collaboration. Reference: A1460

- Deliver: a 99% uptime for all our main systems; a bounce rate of less than 50% and; the IM&T aspects of the Glasgow property move in accordance with the project plan. Reference: A1182

- Achieve 90% Helpdesk compliance for urgent / normal incidents and 80% for non-urgent. Reference: A1463
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