

Dear Colleague

IMPLEMENTATION OF BETTER HEALTH BETTER CARE

Summary

1. Better Health Better Care is the core strategic change programme for NHS Scotland. The CEL describes how this programme will be implemented across NHS Boards through a series of inter-related workstreams.
2. Each workstream will be supported by an advisory group which will provide advice to those responsible for implementing actions described in Better Health Better Care. The groups will also advise on the future development of those HEAT Targets that are appropriate to its workstream. In order to ensure high level leadership, each of these advisory groups will include an NHS Board Chief Executive and Director from the Scottish Government Health Directorates. The Healthcare Planning Team in the Scottish Government will provide short progress reports on each workstream to assist the groups in their advisory role.
3. The Health Directorates Management Board will oversee implementation of the programme as a whole. The NHS Chief Executives Group will provide a forum where links between the various workstreams can be identified and discussed.

Background

4. *Better Health Better Care* was published in December 2007. It sets out a series of actions designed to support the Scottish Government's strategic objective for a Healthier Scotland, of helping people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to healthcare
5. *Better Health Better Care* commits the Scottish Government, "wherever possible, to using existing accountability arrangements and organisations to drive and support delivery (*of Better Health Better Care*) across Scotland". It further commits that "any additional reporting on implementation will be streamlined and proportionate".

Addresses

For action
Chief Executives, NHS
Boards

For information
Chairs, NHS Boards
Directors of SGHD

Enquires to:

Colin Cook
Head of Healthcare Planning
St Andrew's House
Regent Road
Edinburgh EH1 3DG

Tel: 0131-244-3244
Fax: 0131-244-3299
Colin.cook@scotland.gsi.gov.uk
<http://www.scotland.gov.uk>



Actions in Better Health Better Care

6. *Better Health Better Care* is the core strategic change agenda for NHS Scotland and NHS Boards are expected to implement its actions.

7. *Better Health Better Care* includes a series of “process actions”, which have clearly defined end / delivery dates. The programme also includes other actions where work is required to identify delivery dates and translate statements of intent into a series of specific process actions.

8. Each action has been allocated provisionally to one of a number of distinct, but inter-related work streams which, taken together, will ensure delivery of the programme as a whole. The Work Streams are listed in Annex A.

9. A lead has been identified for each action and these leads will be responsible for ensuring, and reporting on, the delivery of that action, including responsibility for identifying specific timed deliverables where these have yet to be developed. A number of actions detailed in [Delivering for Health: Guidance on Implementation HDL \(2006\) 12](#) remain outstanding. Where these were not re-confirmed explicitly within *Better Health Better Care*, they have been allocated provisionally to a work stream.

Links with Local Delivery Plans

10. The key performance targets and measures (HEAT) included within the Local Delivery Plans for each NHS Board are consistent with the direction of travel set out in *Better Health Better Care*. Consequently no additional performance monitoring is required from NHS Boards to demonstrate progress in achieving the *Better Health Better Care* agenda

11. The process of aligning performance targets to the long term direction set out in *Better Health Better Care* is an ongoing one. A lead for continuous development of each target within the Scottish Government was identified within the 2008/9 LDP Planning Guidance.

Advisory Groups

12. Each Work Stream will be supported by an advisory group. These advisory groups will:

- provide guidance to the action leads, where this is required, in order to help them to implement actions successfully. In particular the group will offer advice to ensure that proposed actions reflect the principles of Best Value and have timescales which reflect competing demands on NHS Boards and regional planning mechanisms
- offer guidance to the leads for each HEAT target to ensure that they are developed in line with *Better Health Better Care*
- provide a forum for exchanging and promoting learning for dissemination across NHS Scotland.
- identify further opportunities to rationalise the current landscape of groups within their respective areas
- consider any draft guidance relating to its area of work to ensure that it is consistent with *Better Health Better Care* and deliverable across NHS Scotland



- identify potential communication opportunities to ensure ongoing understanding and engagement in the delivery of *Better Health Better Care*

13. In line with the commitment to use existing mechanisms wherever possible, the advisory role will, in the main, be taken up by existing groups. It is however proposed to establish a new Mutuality and Equality Assessment Group to provide advice and guidance on issues such as strengthening public participation in healthcare. A full list of groups is provided in Annex A

14. In order to ensure high level and visible leadership of the programme, each advisory group will include NHS Board Chief Executives and Directors from the Scottish Government Health Directorates. (Annex A). The existing leadership roles played by Chief Executives and Directors have been used as the basis for distributing responsibility. The groups themselves are responsible for agreeing their full membership and chairing arrangements in line with the commitment to a mutual NHS set out in *Better Health Better Care*

15. The Scottish Partnership Forum has agreed to take forward some work to explore the implications of *Better Health Better Care* for NHS Staff. In particular, the Scottish Partnership Forum will develop the concept of mutuality as it applies to staff within NHS Scotland and support ongoing communication activity to ensure shared ownership of this agenda.

16. The NHS Directors of Planning will lead on the redevelopment of the planning system including actions to better ensure the links between service, workforce and financial planning.

Work Stream Management

17. At an early stage, each advisory group will be asked confirm a high level Work Stream Initiation Document, prepared, in draft, by the Healthcare Planning Team at the Scottish Government which will:

- Define the terms of reference of the group in relation to *Better Health Better Care*
- Confirm the actions in *Better Health Better Care* for which the group will offer advice as required, including consideration of any relevant, outstanding actions from *Delivering for Health* that should be incorporated within the “agreed set” of actions for the group
- Confirm the group’s membership in line with the mutual ethos described in *Better Health Better Care* to include staff and patient representation

18. The Healthcare Planning team in the Scottish Government Health Directorates will produce a short quarterly progress report for each group. These reports will provide a basis for discussion at the advisory groups by identifying any action where remedial action might be required.

Links across Programmes

19. Unlike the arrangements that existed for *Delivering for Health*, there will not be a separate Implementation Board to oversee delivery of the programme. Instead, the Health Directorates Management Board will fulfil this function, co-opting members from across Government, NHS Scotland and other stakeholders as necessary.

20. The regular meeting of NHS Chief Executives provides a forum where links between programmes can be identified and discussed. The NHS Chief Executive's Group has a particularly important role to play in ensuring ownership of actions across NHS Scotland and it is therefore important that their views are sought at an early stage wherever possible. Lead Directors / Chief Executives will be responsible for identifying and raising such issues and opportunities and will be supported in this task by the Healthcare Planning team in the Scottish Government Health Directorates.

Yours sincerely

KEVIN WOODS

Annex A: Work Streams and Advisory Groups

Work Stream	Advisory Group	Health Directorates	NHS Chief Executive
Patient Experience	Patient Experience Steering Group	Paul Martin, Chief Nursing Officer	Fiona McKenzie, NHS Forth Valley Richard Carey, NHS Grampian David Steel, NHS QIS
Patient Safety	National Advisory Board for Patient Safety	Harry Burns, Chief Medical Officer Paul Martin, Chief Nursing Officer Derek Feeley, Healthcare Policy and Strategy	John Burns, NHS Dumfries & Galloway David Steel, NHS QIS
Healthcare Acquired Infection	Healthcare Associated Infection Task Force	Paul Martin, Chief Nursing Officer	John Glennie, NHS Borders
18 Weeks RTT standard	18 Weeks RTT Programme Board	John Connaghan, Delivery	John Burns, NHS Dumfries & Galloway Richard Carey, NHS Grampian
E Health	eHealth Strategy Group	Derek Feeley, Healthcare Policy and Strategy	Ian Crichton, NHS NSS Tony Wells, NHS Tayside
Neurosciences	Neurosurgery Implementation Group	Harry Burns, Chief Medical Officer	John Glennie, NHS Borders
Remote and Rural	Remote and Rural Group (under the auspices of the North of Scotland Planning Group)	Colin Cook (Deputy Director) Healthcare Planning and Strategy	Roger Gibbins, NHS Highland Sandra Laurenson, NHS Shetland Iain Crozier, NHS Orkney John Turner, NHS Western Isles
Mental Health	Mental Health Implementation Board	Graeme Dickson, Primary and Community Care	Tony Wells, NHS Tayside Andreana Adamson, State Hospitals Board for Scotland
Health Improvement and Tackling Health Inequalities	Tackling Health Inequalities Chief Executive's Group	Pan Whittle, Health Improvement	James Barbour, NHS Lothian Tom Divers, NHS Greater Glasgow & Clyde Graham Robertson, NHS Health Scotland
Long Term Conditions	Long Term Conditions Steering Group	Harry Burns, Chief Medical Officer	Tim Davison, NHS Lanarkshire Jill Young, Golden Jubilee
Shifting the Balance of Care	Strategic Partnership Group (Shifting the Balance of Care)	Graeme Dickson, Primary and Community Care	Fiona MacKenzie, NHS Forth Valley
Unscheduled Care	Unscheduled Care Group	Derek Feeley, Healthcare Policy and Strategy	George Brechin, NHS Fife George Crooks (Interim), NHS 24 Kevin Doran, Scottish Ambulance Service

Efficiency and Productivity	Efficiency and Productivity Programme Board	Jill Vickerman, (Deputy Director), Analytical Services Jane Davidson (Deputy Director) Finance Stephen Gallagher (Deputy Director) Improvement and Support	Margaret Duffy (Chief Operating Officer), NHS Forth Valley John Glennie, NHS Borders
Early Years	Children and Young People's Health Support Group	Derek Feeley, Healthcare Policy and Strategy	Malcolm Wright, NHS NES
Mutuality and Equality	Mutuality and Equality Assessment Advisory Group	Derek Feeley, Director Healthcare Policy and Strategy	Wai Yin Hatton (tbc), NHS Ayrshire & Arran