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Dear Caroline

NHS Education for Scotland: ANNUAL OPERATIONAL PLAN 2019/20

Thank you for submitting your Annual Operational Plan (AOP), setting out your operational priorities and key actions for 2019/20. May I take this opportunity to thank you and your team for all the hard work that has gone into the preparation of the AOP over the last few months.

As detailed in the guidance we issued in February 2019, the AOP is intended to support NES to deliver education, training and workforce development and other priorities to NHS Boards along with wider NHS and Social Care partners. It provides the basis on which the Scottish Government will hold NES to account for their contribution over the year to deliver the Cabinet Secretary's priorities including waiting times improvement; investment in mental health; and achieving greater progress and pace in the integration of Health and Social Care.

In responding to your AOP, I would like to take the opportunity to reinforce the importance of adopting a whole system approach to implementation. This will necessitate a clear focus on interagency and integrated working with your key partners and stakeholders across the health and care system especially in regard to workforce planning, recruitment, retention and promoting the values and merits of a healthcare career.

We recognise that this is essentially a one-year plan, focusing on 2019/20 at this stage. For next year, we will want to move to align the AOP with the three-year planning horizon set out in the Medium Term Financial Framework to ensure that we have clear visibility of the significant change processes that are underway across the system and to ensure that AOPs fully support and reflect the service reform agenda. We will be in touch with you over the next few months to take forward this development process.

Your financial plan sets out an indicative breakeven position in each year of the three year planning cycle to 2021-22, along with detail of your planning assumptions and approach. We are content to approve the plan, with the expectation that the Board delivers breakeven in 2019-20. We will use the three-year finance plan as the basis of our discussions with you throughout 2019-20 and into future years.

In view of this, following the first quarter of the financial year, we will be asking for an update on the financial position, including progress in the identification and delivery of savings. We will further discuss the specifics of what is required, including timescales, with your Director of Finance.

As previously stated, the finalised AOP will be used as the basis for engagement with your Board over the coming year, and we look forward to working with you on the NES initiatives that will deliver and contribute towards on-going improvement for safe patient care across Scotland.

You will wish to note the more detailed feedback on specific policy areas and initiatives that are set out in the accompanying Annex, which will serve to focus our scrutiny activity during 2019/20 with your Sponsor team.

If you have any questions about this letter, please contact Yvonne Summers in the Performance and Delivery Directorate in the first instance (Yvonne.summers@gov.scot)

Yours sincerely



Malcolm Wright
Director General for Health & Social Care and Chief Executive of NHS Scotland

ANNEX

1. Digital Platform, Analysis, Intelligence and Modelling

- NES is to continue to lead a process to develop a standardised data set with the potential that it will be used across different sectors. We welcome further engagement with regional and national planners and other stakeholders, such as social care partners, to build upon and finalise the dataset criteria. A key aim is that the dataset should be delivered with a user-friendly output design/application. This will continue to be monitored throughout the year and picked up through the annual review process as appropriate.
- Continuing the Once for Scotland approach NES will become responsible for the publication of Official Statistics on NHS Scotland (NHSS) workforce function. The transition is to be complete by the end of 2019. Progress will be reported to the agreed Programme Board that has formal Scottish Government engagement, with review as appropriate at strategic points such as mid-year or annual review.

2. National Board Collaborative

Since August 2018, all trainees in Scotland have a single employer for the duration of their training programme. Currently this is split across NHS Grampian, NHS Lothian, NHS GGC and NES. NES is currently the employer for all GP trainees; with the 3 other lead employers covering the other specialties and foundation trainees on a regional basis. Following on from this implementation it has been agreed that all doctors in training on national programmes will move to being employed by NES, with the initial timescale by the end of 2019. NES is encouraged to inform key SG officials on progress with review, as required, at strategic points such as mid-year or annual review.

3. Recruitment and retention

We recognise the complex work that is involved in the national rounds of trainee recruitment. The AOP states NES will work to recruitment targets for postgraduate and pre-registration staff and there are descriptive targets for nursing. However, future AOPs should better articulate the ambitions and innovation to improve the attractiveness of NHS Scotland for all health professions; nursing, medicine, dentistry, pharmacy etc., particularly from a widening access perspective. We require NES to consider flexibilities that will enhance recruitment to posts especially those in with lower fill rates, such as GP and Psychiatry in medicine.

4. Implementation of Shape of Training Review Recommendations

NES will continue to have a significant role in supporting policy delivery of key recommendations from the Shape review, encompassing strategic input at Scottish and UK-level meetings on curricula redesign and Credentialing of medical skills, and facilitating and supporting priorities for Scotland such as pilots on Improving Surgical training, Intermediate Medical training, and progressing Ministerial-approved credential priorities.

5. Mental Health

We welcome that NES will maintain a strong focus on mental health, providing a range of education across health and social care to improve access to services. We note the key priority targets listed in the annex to the AOP cover a range of disciplines such as recruitment of clinical psychology trainees, training pathways for school nurses, and Dementia Specialist's Improvements Leads programme training for both health and social services staff. The

progress, successes achieved, and challenges encountered will be monitored by SG officials with review at strategic points such as mid-year or annual review.

6. Primary Care

As part of the Memorandum of Understanding (MoU) supporting implementation of the 2018 General Medical Services Contract, NHS Boards are expected to work with Integration Authorities to deliver service redesign as set out within in the MoU. NHS Boards have a key role to play in implementing this redesign as they provide many of the enablers required to deliver primary care redesign, including workforce planning and infrastructure. Your AOP should consider how NES will focus on how it will support the primary care workforce to deliver improved outcomes for Scotland's people.

Undergraduate teaching

Support the implementation of the *Report of the Increasing Undergraduate Education in Primary Care Group* chaired by John Gillies due to be published shortly.

National Workforce Plan

In line with the National Workforce Plan Part 3, it is important that NES continue to take forward and report on the strategic actions that will contribute to primary care redesign:

- **Improving data, intelligence and infrastructure in primary care**
Continue the work in establishing an integrated workforce data for primary care in the context of the TURAS workforce data platform.
- **Supporting and retaining the existing workforce**
Continue to develop and report on initiatives to retain GPs in Scotland
 - Increase the number of doctors completing the GP returners and Enhanced Induction programmes; evaluating the survey outcomes to improve uptake
 - First 5 years mentoring – offer GPs within their first five years mentoring support
 - Coaching – professional coaching to retain GPs intending to leave the profession; to help GPs develop their resilience and develop ways of self-management to combat issues such as burnout.
 - Staying in practice scheme (SIPS) – the retainer scheme to allow mid-career GPs and those nearing retirement the opportunity to reduce workload and administration tasks while maintaining a clinical input in an educationally supportive practice.
 - Support for GP appraisal – tailored appraisal support for GPs.
- **Multidisciplinary workforce (MDT)**
 - Leadership - support GP practices to provide the necessary clinical leadership and supervision to the wider team of professionals.
 - Pharmacy - Deliver and support the learning pathway for Advanced Practice Pharmacists working in GP practices. Maintain the pre-registration pharmacist training posts at 200, an increase from 170 in 2018/19.
 - Practice Managers and General Practice Nurses - Delivery of vocational education and training for development of Practice Managers and GP Nurses.

7. Leadership

From the AOP there is no doubt NES are involved in, leading on and key partners in various strands of leadership activities; a key deliverable being *Project Lift* to transform leadership

development, talent management, performance appraisal and values-based recruitment. A notable consideration for NES is how these strands of 'leadership' activities are operationally co-ordinated within NES; recognise the relationships and common goals, therefore instilling a 'joined up approach'.

8. Evaluation

NES should consider for future AOPs a greater emphasis on the importance of 'evaluation'. There is a mention of evaluation in regard to the three key areas of the National Boards Collaborative and trainee differential attainment rates; however, this could be a stronger thread through the rest of the AOP to emphasise where NES will or help to drive change, innovation and quality improvement.

9. Finance

The plans for the £15 million National Boards' efficiency saving to be fully developed in collaboration with your National Board partners by the end of June 2019. This is to include any adjustment to the baseline position for 2019-20 as well as allocation of the shortfall from 2018-19. It is therefore essential that planning assumptions be aligned across National Boards and with the approach agreed by the National Boards' Directors of Finance Group.

Following the first quarter of the financial year, officials will seek an update on the financial position, including progress in the identification and delivery of savings.