



# NSS Strategy

## 2019-2024



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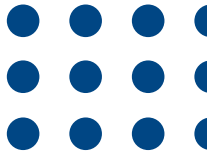
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# Introduction



**NHS National Services Scotland (NSS) provides national infrastructure services and solutions which are integral to the delivery of health and care services in Scotland – locally, regionally and nationally.**

**Our national infrastructure is wide-ranging, covering clinical areas, such as the safe supply of blood, tissues and cells, through to non-clinical areas, such as providing essential digital platforms and cyber security for health and care.**

**We are now working more widely across health and care, ensuring the benefits and value we achieve through our national solutions can help many different areas of front line services to improve outcomes for the people of Scotland and attainment of the National Performance Framework goals.**



## Our people



Our staff are our most important resource. Their knowledge and expertise allows us to consistently deliver our services and achieve targets. Using their expertise and specialist knowledge we are creating new national solutions and services which will enable our partners to transform the way they deliver health and care.

This strategy also enables the delivery of robust workforce plans, ensuring that all of our staff feel valued and are treated with dignity and respect. We want to ensure that NSS remains a great place to work and is an organisation where diversity and differences are celebrated and collaborative, values based leadership is the norm.



## Our changing environment

NSS delivers in a continuously changing environment and in 2020 our organisation will also change; with Information Services Division (ISD) Scotland, and Health Protection Scotland (HPS) joining with NHS Health Scotland to form Public Health Scotland.

This strategy has been developed in light of this changing environment and ensures we are responsive to the needs of our stakeholders, innovative in our thinking and continue to excel in the provision of our core services. In this way we can make the most effective contribution to improving the health and wellbeing of people in Scotland.

## Our commitments



We are committed to evolving our organisation and, with customers at the heart of our own transformation, will improve our services and increase the pace of change to ensure the value we create for health and care can be realised more quickly.

We are proud to represent an organisation which constantly strives to deliver high-quality public services for the people of Scotland, and excited to begin delivering the work outlined in this strategy.

This strategy outlines areas our stakeholders have said they need us to deliver against over the next five years and has been informed by a number of key requirements for health and care:



1 - Health and Social Care Delivery Plan (2016); Scotland's Digital Health and Care Strategy (2018).

2 - Realistic Medicine (2016); Realising Realistic Medicine (2017); Practising Realistic Medicine (2018); Personalising Realistic Medicine (2019).

3 - Scotland's National Performance Framework (2018).

4 - NHS in Scotland 2018 (2018); The Governance of the NHS in Scotland – Ensuring Delivery of the Best Healthcare for Scotland (2018).

## Our values

Respect and care  
Excel and improve  
Integrity  
Openness  
Customer focus  
Committed to each other

Great values  
underpin  
great delivery.

## Our purpose

“ We provide national solutions to improve the health and wellbeing of the people of Scotland”



## Our vision

### To be integral to a world-leading health and care service.

We want the people of Scotland to have the best possible health and care service in the world. We know we can play an important role in making this a reality for them.

Over the next five years we will support the change that is needed across health and care, while also reforming our services so they remain integral to the ongoing success of NHSScotland and the wider health and care landscape.

## Our priorities

Our stakeholders have told us where they need us to prioritise our efforts for the next 5 years:



# Enabling health and care transformation with new services



## Primary and community care

We will enable the modernisation and integration of primary and community care in Scotland. This includes assessing primary care capability and capacity, supporting the modernisation and integration of primary care systems and processes, assessing the current state of the general practice estate and actively engaging with community care to understand their needs.

**This programme will help deliver a more sustainable and resilient primary and community care service that improves patient care with more effective multi-disciplinary team working.**

## Medicines

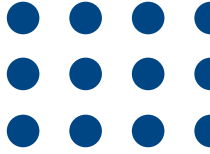
We will support the review and redesign of prescribing pathways in primary care, improve access to medicines data and help ensure Scotland gets best value from its spend on medicines. This work includes research, development and introduction of new treatments, including developing the use of genomics and cellular therapies.

**This programme will help ambitions for the right medicine or right treatment to be given to the right patient at the right time and by the right clinician in any location.**



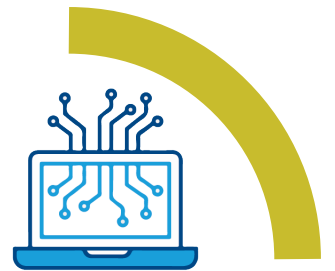


We will harness the wide ranging skills and expertise NSS has to deliver better care, better health and better value for Scotland.



## Digital and data

We will enable the successful delivery of the digital health and care strategy. This includes optimising the use of the public cloud, creating a new national security operations centre for NHSScotland and improving access and use of NSS national data sets.



**This programme will help our customers turn ideas into practical digital-first solutions through digital service transformation.**

## Innovation and transformation

We will develop an innovation network with partners, harness our expertise to support innovators and support the scale up of key innovations across Scotland. We will enable stakeholders and partners in Scottish Government, territorial health boards, regions and integration authorities to deliver transformational change.



**This programme will help maximise the potential for key innovations to be successfully implemented across health and care in Scotland.**

# Underpinning NHSScotland with excellent services

Digital  
and security

Specialist  
healthcare  
commissioning

Blood, tissue  
and cells

Primary care  
support

Information  
and  
intelligence

Fraud  
prevention

Legal

Health  
protection

Procurement

Logistics

Programme  
management

Health  
facilities

**Better  
health**



**Blood, tissues and cells services delivered by the Scottish National Blood Transfusion Service (SNBTS)** will ensure that hospital blood banks are supported to provide adequate staffing levels, regulatory compliance and clinical safety. They will introduce 'eBlood' management systems to support supply and stock accuracy and deliver supply chain efficiencies.  
**SNBTS will continue to supply a resilient, safe and sustainable blood, tissue and cell delivery model.**



**Health protection provided by Health Protection Scotland (HPS)** will move to Public Health Scotland. This is a new public body which will bring together expertise in public health and support different ways of working to build a whole system approach to improve health and reduce health inequalities.  
**HPS will protect the health and wellbeing of the people of Scotland, developing resilience and capacity to support new and emerging threats.**



**Specialist healthcare commissioning managed by National Services Division (NSD)** will continue to commission a range of health services, networks and screening services. Through their national planning arrangements, they will support the design of tertiary care in Scotland.  
**NSD aims to improve the health of those who require specialist care that can't be provided locally and those who require tertiary services.**

# Better care



**Health facilities provided by Health Facilities Scotland (HFS)** will utilise its technical and operational expertise to develop the national approach to infrastructure management through their support to the National Infrastructure Board and stewardship of the strategic facilities agenda. They will also support NHSScotland to improve the sustainability of services by limiting their impact on the environment and helping them adapt to climate change.

**HFS will use its expertise to support safe, fit for purpose infrastructure and reduce environmental impact.**



**Primary care support delivered by Practitioner Services Division (PSD)**

will continue to provide best in class payment, patient registration and records transfer for primary and community care contractor services (general practice, community dental, community pharmacy and optometry). Over the forthcoming period of this strategy they will fully automate all primary care payments and fully refresh the Community Health Index.

**PSD aim to provide faster and more accurate payments, increased productivity and cost efficiencies to release resources for other activities.**



**Digital and security services delivered by Digital and Security (DaS)**

will transform digital and security capabilities by adopting a 'security to design' approach in the delivery of digital services and cloud platforms. This will enable on demand access to critical systems and business intelligence for informed decision making.

**DaS will ensure health boards and health and social care partnerships are able to function efficiently and safely.**



**Information and intelligence provided by Information Services Division**

**(ISD) Scotland** will move to Public Health Scotland. This is a new public body which will bring together expertise in public health and support different ways of working to build a whole system approach to improve health and reduce health inequalities.

**ISD will provide joined up data and intelligence to the public, professionals and public bodies.**

# Better value



**Procurement services delivered by National Procurement (NP)** will continue to underpin medicine programmes by supporting vaccine initiatives and patient access schemes. They will make better use of technology to deliver a more efficient service for all their customers and support initiatives to ensure the optimal use of the products and service solutions they provide.

**NP will focus its efforts on achieving best value in procurement and supply chain services for NHSScotland.**



**Fraud prevention provided by the Counter Fraud Service (CFS)** will ensure a continued drive to countering fraud with a goal of increasing detection and prosecution of fraud against the NHS in Scotland. They will achieve this by introducing new skills, such as business analytics, and adopting new detection technologies, such as artificial intelligence.

**The savings made from detecting and stopping crime will support the NHS in Scotland in times of significant financial challenge.**



**Legal services provided by Central Legal Office (CLO)** will continue to provide high quality and highly rated legal services in relation to litigation, employment, property and commercial contracts. They will redesign and improve their services using digital technologies, ensuring they are aligned to Scotland's Digital Justice ambitions. They will also continue to benchmark their costs to ensure they represent best value for their clients.

**CLO will create a more efficient, user focused and easier to access service.**



**Programme management provided by Programme Management Services (PgMS)** will help organisations realise the benefits of their critical health and care change programmes by providing a flexible and scalable approach to portfolio management, programme and project management and programme assurance. They will launch a transformation support service for health and care.

**PgMS will support the transformation of health and care and ensure benefits can be realised at pace.**

# Assisting other organisations involved in health and care

By connecting with partners and stakeholders in other public bodies, we can use our national position to ensure our services, solutions and programmes of work are aligned to, coordinated with and integrated into regional and local initiatives. This will help ensure we are supporting transformation throughout the health and care system.

## With Integration Joint Boards

We will strengthen our relationships with Chief Officers and explore opportunities to support changes that deliver against recommendations set out in the Ministerial Strategic Group for Health and Community Care's Review of Progress with Integration of Health and Social Care (2019).

## With Local Government

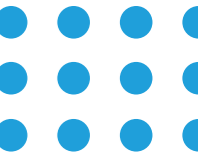
We will continue to strengthen our relationships with local authorities and governing bodies, such as the Convention of Scottish Local Authorities (COSLA) and the Society of Local Authority Chief Executives (SOLACE).

## With Emergency Services

We acknowledge that the Scottish Fire and Rescue Service and Police Scotland are also key partners in delivering joined up health and care services. We will seek opportunities to collaborate with them on activities that benefit health and care.

## With the Third Sector

We will ensure we comply with Public Participation Standards and will work with the Scottish Health Council and national organisations, such as the Scottish Council of Voluntary Organisations, to deliver a new public participation strategy.



# Our objectives

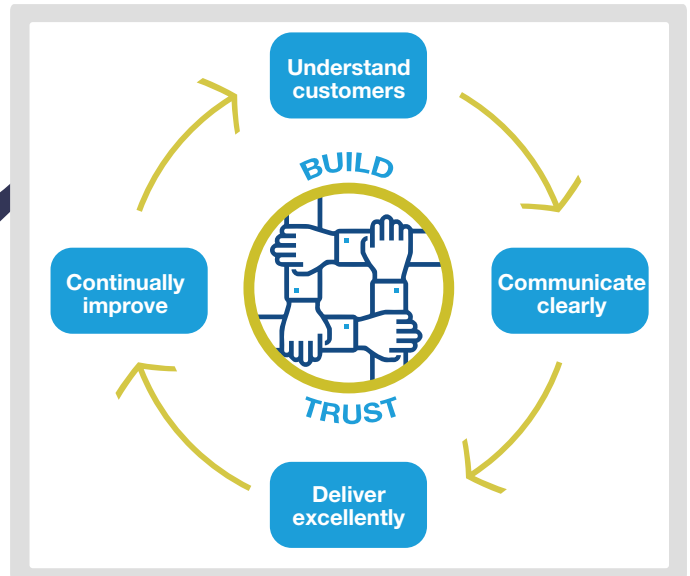
NSS recognises that its ambitions can only be achieved by successfully aligning our mission, vision and values with our priorities and operational delivery plan. We use four strategic objectives to help us manage performance and measure success.



# Customers at the heart

Our primary goal is to build and maintain trust so that stakeholders and customers can be confident that we are delivering what they need us to.

All our services produce an annual customer action plan and we are introducing new standards to ensure every part of NSS is proactively engaging with customers in everything we do.



# Increasing our service impact

NSS is committed to improving its frontline services and the corporate services that underpin them.

- We will deliver excellence in strategic financial management by optimising procurement and improving reporting to help NSS to continue to achieve financial balance.
- We will provide innovative people solutions through effective workforce planning, supporting flexible working and by placing wellbeing at the heart of service delivery.
- We will ensure NSS is meeting Scotland's health and care needs by aligning NSS activity with Realistic Medicine and maturing clinical assurance and quality improvement approaches.
- We will enable NSS success through subject matter expertise in specialist areas and supporting service transformation.



# Great place to work

**We want all our staff to thrive and be successful. Their success is our success.**

**NSS has placed significant focus on making our organisation a great place to work and are in the upper quartile of NHSScotland performance.**

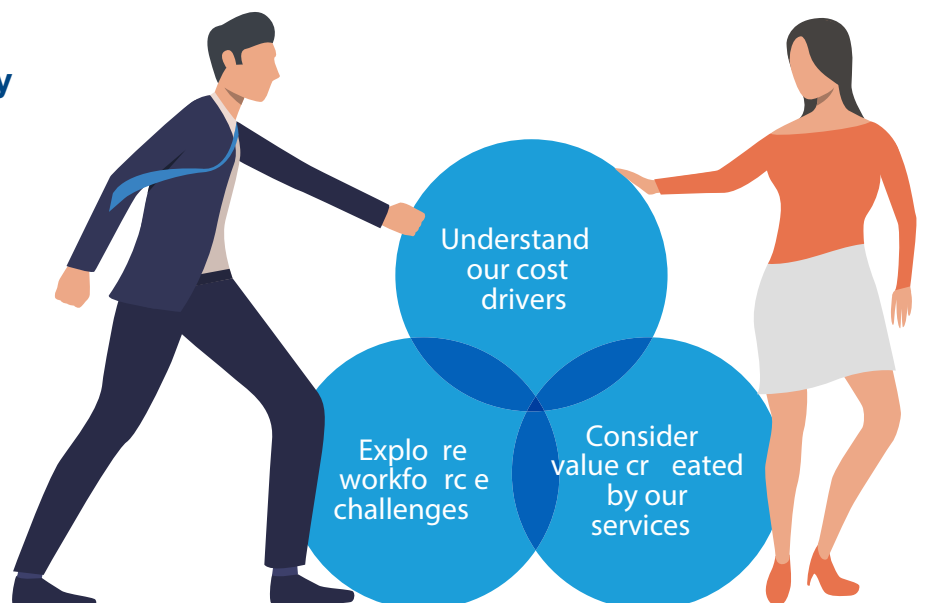
**We have considered the type of organisation we need to be to meet our five year strategy and have identified five principles to define our approach.**

- **NSS values its employees as its greatest asset.**
- **NSS treats all employees with dignity and respect.**
- **NSS celebrates and supports diversity and difference.**
- **NSS promotes a culture of health and wellbeing for all.**
- **NSS encourages collaborative and values based leadership at all levels.**

# Improving the way we do things

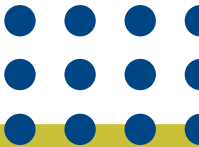
**We have initiated a Service Sustainability Plan to ensure NSS has strong financial management, an effective workforce and is able to transform its services.**

**Ensuring our service are fully optimised and sustainable gives us confidence that we can deliver against our strategic priorities.**





# Contact us



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