

# OUR STRATEGY 2023-26

People, Partnership, Performance: A draft version for public review



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## Introduction from the Chair & Chief Executive

**NHS Education for Scotland (NES) helps people who work in health and social care to get the education and skills they need to provide good quality care for people in Scotland.**

It doesn't matter what your job is or what your life experience is—we are here to support you. We are the education, training, workforce development, data and technology provider for health and social care in Scotland. Our goal is to create a workforce that meets people's needs, as well as the needs of staff, carers, and the people of Scotland by working in partnership with our staff, learners and stakeholders.

This document describes the purpose, vision and functions of NES before setting out our areas of focus for the period to 2026, framed around the themes of people, partnership and performance. Our strategy is deliberately concise, to provide clarity on our strategic intent and the difference we are seeking to make but allowing space for the detail of how we deliver to be developed in partnership and articulated in our Medium Term Plan and Annual Delivery Plans.

*The heart of this strategy is centred on our fundamental belief in being adaptable, creative and responsive to the needs of the workforce and the communities they serve.*

We are firmly committed to improving population health, reducing health inequalities and working nationally and locally with partners to make a positive and lasting impact to improving the wellbeing of the people of Scotland.

Over the next three years we will work with our learners, educators, partners and stakeholders to improve education and learning, using technology and innovation to create a better future for health and social care. Our focus is, and will remain, improving people's health and care outcomes through a competent, confident and skilled workforce while supporting Scottish Government's policies.



**Karen Reid**  
Chief Executive



**David Garbutt**  
Board Chair





## Our purpose and vision

### Purpose

To be a collaborative, innovative and inclusive learning organisation that provides high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.

### Vision

Supporting better quality care and outcomes for every person in Scotland through a knowledgeable and skilled health and social care workforce.

## What we do

**Organisations like NES play an important role in improving the health of the population and reducing health inequalities in our communities.**

By attracting people to careers in health and social care, we can create jobs and boost the economy. Our work programmes ensure that those who work in health and social care are skilled, confident, and motivated to continually improve outcomes for people. We promote and uphold human rights through our education and training and provide challenge where these are not being upheld.

*We listen to the people who use our services and wherever possible design our activities in partnership with them.*

We recognise the challenges being experienced across the health and social care sector as Scotland's population ages and we recover from the impact of the pandemic. The need to balance increased and changing health and social care needs alongside the availability of workforce and finance means it has never been more important to find new ways of working in local communities, and to innovate and use technology, data, and intelligence to find better solutions. We recognise the challenges and opportunities this presents for the health and social care sector.



*To meet these challenges, we are focussed on the future and what we can do as an organisation to support the health and social care sector in developing a workforce with the right skills, education, knowledge, and wellbeing to deliver improved outcomes for the people of Scotland.*



## The difference we make

**The work we do affects everyone who works in and with health and social care services, as well as every person in every community in Scotland.**

We design and deliver education, ensure quality and standards, and use technology to enable staff to be skilled, confident, and motivated to provide better outcomes.

*We are focused on preparing the workforce for the future and the changes in health and social care necessary to improve outcomes.*

We work with the Scottish Government, local government, NHS, Health and Social Care Partnerships, social care providers, academia, regulators, and other strategic partners to create new roles and services and develop new and exciting career pathways for future generations.

## The Policy Context in which we work

**We work closely with the Scottish Government to help shape health and social care policies.**

During these unprecedented times, demands on our colleagues, the people of Scotland and communities have never been greater.

That is why we are using our expertise to help improve care and reduce inequalities through supporting health and social care reform programmes, such as the Scottish Government's Care and Wellbeing Portfolio, and the Scottish Government's commitment to Human Rights and the delivery of a National Care Service.



*Over the past five years, especially during the pandemic, there has been an even greater focus on workforce skills, education, and wellbeing to create a more joined-up approach to the health and social care system for Scotland.*

We are taking lessons from the COVID-19 pandemic, including from the COVID inquiries, and working to deliver national priorities like those in the Scottish Government's National Workforce Strategy for Health and Care.



## Our strategic approach

### EDUCATION, TRAINING AND WORKFORCE DEVELOPMENT

**Our main responsibility is to develop and deliver education and training for the NHS in Scotland, as well as for the social care sector. This includes undergraduate, postgraduate, and continuing professional development. We extend our offer and reach to support other public bodies through activities such as the National Trauma Training Programme.**

*In the next three years, we will work with Scottish Government, the health and social care sector, academia, and regulators to develop new leadership and innovation programs, support succession planning and talent management, and create new education and training routes that meet the needs of our population.*

We will explore new models of education and training, in collaboration with partners, across health and social care disciplines. We will also support acceleration of skills development in areas key to service transformation including leadership, digital and data.

### Data, Intelligence and Workforce Supply

Our role as the official provider of workforce statistics and strategic delivery partner of Scottish Government on technology is growing to meet the workforce pressures faced by health and social care and societal need. Over the next three years, we will target skills development in digital and seek to improve the range, quality, detail, analysis, and reporting of workforce data. Building on the role of the Centre for Workforce Supply, we will work collaboratively with health, social care and academic partners to utilise population health and workforce data. This will enable data informed workforce planning, service redesign, new models of care and creation of new roles and qualifications.

### Educational Research

Our ambition is to be a world class organisation for education, training and learning, working with other partners, as well as with the Office of the Chief Scientist to the Scottish Government to build research capacity within the health and social care system. We will focus on educational research and knowledge services, including the use of artificial intelligence (AI) in education, to shape the future of learning within health and social care and ensure best practice can be adopted across the sector.

### Digital Innovation & Delivery

To support delivery of the Scottish Government's Digital Health and Care Strategy, we will use technology to improve health and social care services in Scotland, working collaboratively with partners. This includes building digital solutions and using cloud-based services to support better outcomes for the people of Scotland. We will develop a national digital platform that integrates data, intelligence and applications, and deliver a Digital Front Door to make it easier for people to access services and information. Our aim is to help health and social care staff work more efficiently and effectively by providing them with the information they need. We will also research how technology can improve the education and training of the health and social care workforce.





## Our focus for 2023-26

**Our focus is to build careers, lives and the future sustainability of the health and social care workforce through a focus on people, partnerships and performance. We will deliver our strategic ambition through our medium term plan and annual delivery plans, measuring and managing our performance against Key Performance Indicators.**

## People

### OBJECTIVES

We will:

- Lead role re-design and transformation to support early intervention and prevention, optimise care pathways, address workforce shortages and complement wider service reform and transformation activity across the health and social care system.
- Scope, design and deliver a programme of workforce development activity to increase the capacity and capability of the social care workforce.
- Increase capacity and capability to deliver psychological interventions and therapies to support the people of Scotland including the health and social care workforce.
- Lead and deliver high-quality education, training and continuous professional development across all health and social care disciplines.
- Develop the education, training and tools required to support health and care professionals to practise Realistic Medicine and deliver value-based health and care.
- Support the health and social care workforce including children, young people and justice services to become trauma informed and trauma responsive.
- Deliver the NES Workforce Plan.

### OUTCOMES

#### Our Staff

I feel part of an inclusive organisation which cares about my wellbeing, supports me to achieve my career aspirations and values me for my contribution.

#### People of Scotland

I am confident that the people providing my care have the right skills to support my needs.

#### Health & Social Care Workforce

I am confident NES understands the needs of my role and the community that I work in. I feel supported to develop the skills that I need to work in an integrated and person-centred way.

#### Partners

I am confident that the views of my organisation and those we represent are sought, understood and supported through the education, training, workforce development and technology opportunities NES provide.

**COMMITMENTS, CONTRIBUTION AND COLLABORATIONS**

- We are committed to 'The Promise,' which is Scotland's goal to be the best place in the world for children to grow up. We want children to be loved, safe, respected, and realise their full potential. As a corporate parent, we are dedicated to achieving this goal.
- We will increase our focus on developing education and training for the health and social care sector and particularly for the children and young people and justice workforce so that they are equipped with the rights skills to enable good outcomes and experiences.
- We will increase education, training and promote apprenticeships for young people, supporting them to be better prepared for the world of work and to understand the opportunities available through a career in health and social care.
- We will care for the wellbeing, health, and safety of our staff and those who access our education and training, providing opportunities for them to achieve their full potential.
- We will support the values of care and compassion, dignity and respect, openness, honesty, responsibility, quality and teamwork, by encouraging positive behaviours and workplace practices so staff across the health and social care workforce experience a workplace culture which is aligned to those values.
- We will enable a diverse range of people to flourish by widening access to careers in health and social care so that, whatever a person's life experience, they have access to education and training to support them with their role and career aspirations.
- We will support transformation in roles and ways of working across health and social care to improve the care and wellbeing of people in Scotland by making careers in health and social care more accessible and attractive and enhancing our reach and approach to educational research, innovation, and technology.



## Partnerships

### OBJECTIVES

We will:

- Improve the range, quality, detail, analysis, and reporting of workforce data linked to population health and care needs.
- Work in partnership to scope the skills and training required to deliver and implement health care research, development and innovation.
- Build our capability around workforce supply to develop resourcing strategies which address supply shortages and provide centralised co-ordination and recruitment expertise.
- Develop and deliver accelerated training in areas of need through the NHS Scotland Academy.
- Act as the strategic delivery partner to Scottish Government on activities which target skills development in areas such as leadership, digital and data.
- Scope and develop a National Centre for Remote and Rural Health and Social Care.
- Develop and implement engagement and participation activities in partnership with people with lived experience to inform our work.
- Work with partners and staff to provide high quality and relevant equality and human rights education and learning resources.

### OUTCOMES

#### Our Staff

I am empowered to reach out to others in partnership and make connections to support me in understanding the outcomes that matter most to people from the work that I do.

#### People of Scotland

I know that my voice is being heard, either through my direct involvement, or through the involvement of others. This ensures that the education of the health and social care workforce is guided and aligned to my needs.

#### Health & Social Care Workforce

I am confident that the education, training and workforce development I receive from NES is co-designed and shaped by the voice and needs of people with lived experience as well as the needs of health and social care staff.

#### Partners

I can deliver shared priorities which improve outcomes and create sustainability and value across the health and social care system because of my work with NES.

### COMMITMENTS, CONTRIBUTION AND COLLABORATIONS

- We will actively involve partners and those with lived or living experience of health and social care in the design of our education, learning, workforce, and technology development, to support achievement of the outcomes that matter most to people.
- We will understand and articulate national and local workforce needs through our work with a diverse range of stakeholders and the combined analysis of a range of data sources to build a picture of national and local workforce needs to inform planning and service delivery.
- We will contribute to community wealth-building and improving population health through employability and skills. We will do this by codesigning and delivering the highest quality education, training, and workforce development, to support the creation and retention of good quality local employment opportunities in health and social care.
- We will work with partners and the health and social care workforce to encourage proactive and preventative care approaches supporting improved outcomes and the sustainability of health and social care services.
- We will work collaboratively to widen access to careers in health and social care so that, whatever a person's life experience, they have better access to job opportunities, learning and development.

- We will work with the health and social care sector to identify the barriers to delivering improved outcomes and shape solutions, acknowledging the differences in terms and conditions, accessibility, connectivity as well as the aspirations of the Fair Work agenda.
- We will broaden our reach and form new alliances and partnerships, at home and abroad, to share learning and develop new ways of working that meet the needs of our communities.

## Performance

### OBJECTIVES:

We will:

- Develop and deliver the National Digital Platform, Digital Front Door and Digitally Enabled Workforce Programme in collaboration with partners such as Scottish Government, NHS National Services Scotland and the Digital Health and Care Innovation Centre.
- Maximise the efficiency of our organisation, clearly demonstrating best value in our work.
- Refresh and redesign our learning experience platforms and user interfaces.
- Scope and deliver a range of national leadership and quality improvement programmes and resources for the health and social care workforce.
- Develop education and training products that encompass sustainability and climate change learning material.
- Strengthen our organisational focus on sustainability and climate change to achieve carbon efficiency.

## OUTCOMES

### Our Staff

I collaborate with colleagues across NES to develop new and innovative ways of working which build on our shared learning and continuously improve the services we provide.

### People of Scotland

I know that the health and social care services in my community are delivered by staff who have the knowledge and skills to deliver high quality, safe and compassionate care.

### Health & Social Care Workforce

I am confident NES influences and enables change in the way services are delivered across the health and social care sector, supporting us to make a positive difference to people and communities.

### Partners

I know that NES's work improves outcomes for people and supports Scottish Government's vision to improve the care and wellbeing of people in Scotland.

## COMMITMENTS, CONTRIBUTION AND COLLABORATIONS

- We will achieve best value in the delivery of our long-term plan through transforming our business systems, governance, and operating model and maximising the opportunity to transform pathways and service delivery supporting longer term national ambitions of public sector reform.
- We will support the delivery of more sustainable care and help tackle the climate emergency by ensuring these are key areas within our education, training and workforce development.
- We will strive for continual improvement in our organisational sustainability and carbon performance.
- We will support “Once for Scotland” principles by proactively sharing our resources, learning and experience with partners to maximise value and impact.
- We will work collaboratively to measure the impact of our activities, enabling us to demonstrate the difference we make through our work.
- We will achieve the status of a credit-rating body, conferring multiple benefits for learners, employers and the wider system as well as enhancing our credibility as the leader of education and training in the health and social care sector.



## Measuring and Monitoring Performance

**To enable us to deliver our strategic priorities, it is important that we operate as a high-performing public body.**

This means being able to demonstrate that our work contributes to the Scottish Government’s National Performance Framework and budget priorities, that we are efficient and provide value for money, and that we comply with the legal obligations that govern our ways of working and ensure accountability.

We will work in sustainable ways that promote fairness, efficient use of resources, and risk management. We will measure our progress and impact using key performance indicators and report publicly on it.

We will ensure this is done through a strong governance model.

**We will test our progress by asking the following questions on an iterative basis:**

### How well do we support our Staff?

- Employee satisfaction
- Staff retention rate (voluntary leavers)
- Inclusivity

### How well do we support our learners/trainees?

- Quality of clinical training environment
- Funded trainee placements (fill rate)
- Learner engagement / satisfaction

### How well do we meet the needs of our partners?

- Utilisation of NES workforce data
- Stakeholder (partner) satisfaction
- Involvement of people with lived/living experience

### How well do we perform as an organisation?

- Financial performance
- Delivery of value and sustainability efficiency targets
- Climate / sustainability
- Credit rating
- Feedback (compliments, complaints, concerns, whistleblowing)



# OUR STRATEGY 2023-26

People, Partnership, Performance: DRAFT VERSION

## ALTERNATIVE FORMATS

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email **[altformats@nes.scot.nhs.uk](mailto:altformats@nes.scot.nhs.uk)** to discuss how we can best meet your requirements.