

# How engagement and public service reform have shaped the OHT Refresh

## Overview

### What shaped the refresh



#### Public feedback

- Access and timely care
- Communication and person-centred care
- Prevention, carers and inequalities



#### Staff and partners

- Clearer delivery and accountability
- Workforce and wellbeing
- Outcomes and use of resources



#### Public Sector Reform

- Planning at the right scale
- Scotland West and wider alignment
- Durable language focused on Lanarkshire

### What changed in the final refresh

#### 1 A stronger context



Updated to reflect reform and planning at the right scale

#### 2 Clearer priorities



More focus on access, prevention, workforce and value

#### 3 A more durable strategy



Language focuses on improving health, care and wellbeing for the people of Lanarkshire

#### 4 Clearer delivery



Chapter 6 sets out how the strategy will be delivered, measured and reported

#### 5 Continued involvement



Ongoing feedback will inform delivery and improvement



**Overall message:** the final refresh keeps the original ambition, builds on progress and better connects strategy to delivery.

Working together  
for a healthier  
Lanarkshire

## Introduction

The refresh has been strengthened to reflect the main themes from public and staff/partner engagement and the changed national public service reform context. The strategy itself does not report survey findings; instead, the themes have been incorporated into the strategic wording, areas of focus and the new delivery chapter. Detailed operational comments will continue to be considered through the relevant delivery, service planning and improvement routes.

## Engagement reach and approach

The engagement was supported by a planned four-week communications campaign. Twenty scheduled Facebook and Instagram posts generated almost 94,000 views and reached more than 56,700 accounts through NHS Lanarkshire's own channels. The structured questionnaires generated 182 responses (106 public and 76 staff/partner). Partner organisations and community networks also amplified the campaign through established channels, extending reach beyond NHS Lanarkshire's direct audiences.

Reach figures demonstrate breadth of exposure rather than representative participation. Social media was used primarily to build awareness and direct people towards the structured engagement routes.

| Theme                                                 | Source         | What was heard / changed                                                                                                           | How reflected in the final refresh                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Access and timely care</b>                         | Public + Staff | Access, waiting times, primary care, patient flow and timely diagnosis/treatment were prominent concerns.                          | Better Care has been sharpened around integrated/primary/community care, urgent flow and discharge, planned care/diagnostics/cancer and care closer to home. Chapter 3 retains an accurate progress-and-pressure narrative.                                                                                      |
| <b>Prevention, population health and inequalities</b> | Public + Staff | Strong support for earlier help, self-management, health improvement and reducing unfair differences.                              | Better Health is being consolidated around prevention/population health, inequalities, long-term conditions, mental health/wellbeing and public health/healthier communities. Prevention is also carried into Chapter 6.                                                                                         |
| <b>Workforce, culture and staff experience</b>        | Public + Staff | Capacity, wellbeing, recruitment/retention, culture and staff involvement were seen as critical to delivery.                       | Better Workplace strengthens workforce planning, health/wellbeing, culture, partnership, career development and staff-led improvement, with explicit support for staff through change.                                                                                                                           |
| <b>Communication, accessibility and involvement</b>   | Public + Staff | People asked for clearer language, accessible information, meaningful involvement and better feedback on what changes as a result. | A Plain-English version of the Refresh will be produced. Chapter 5 is reframed around early, inclusive engagement, trusted relationships, clarity about influence and closing the feedback loop. The engagement exercise also reinforced the value of trusted partner and community networks in extending reach. |

| Theme                                                              | Source                        | What was heard / changed                                                                                                                                                | How reflected in the final refresh                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Delivery, accountability and measurable progress</b>            | Public + Staff                | A recurring message was the need for clearer actions, ownership, measures, milestones and visible reporting of progress.                                                | A new Chapter 6 makes the delivery model explicit: annual delivery priorities, accountable leads, milestones, measures, dependencies and reporting through established governance.                                                                                         |
| <b>Value, digital and sustainable enablers</b>                     | Staff + Public                | Feedback highlighted the need to connect resources, digital change and productivity to outcomes while avoiding exclusion.                                               | Better Value is being future-proofed around financial sustainability, productivity, property/assets, digital/data/automation, research/innovation and environmental sustainability, with digital inclusion retained.                                                       |
| <b>A strategy for Lanarkshire, not an organisational structure</b> | Public service reform         | The national public service reform announcement changes the organisational landscape, while detailed operating/governance/transition arrangements are still developing. | OHT is reframed as the long-term strategy for improving health, care and wellbeing for the people of Lanarkshire. The Foreword/context acknowledges reform but avoids predicting the future operating model.                                                               |
| <b>Planning and delivery at the right scale</b>                    | Public service reform         | Some services/functions may increasingly be planned at West or national level, while local pathways and partnerships must remain responsive to Lanarkshire.             | 'Right scale' becomes the organising principle: local where local relationships matter, West where shared planning adds value, and national where a Once for Scotland approach is appropriate. Workforce, digital, estate and value wording is future-proofed accordingly. |
| <b>Clearer strategic architecture</b>                              | Staff + Public service reform | The refresh should distinguish stable outcomes from broader strategic areas with a smaller number of annual delivery priorities.                                        | Better Health, Better Care, Better Workplace and Better Value are consistently described as outcomes; Chapter 4 sets strategic areas of focus; Chapter 6 describes selection and governance of annual delivery priorities.                                                 |

| Theme                           | Source                                 | What was heard / changed                                                                                                        | How reflected in the final refresh                                                                                                                                                                              |
|---------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evidence and terminology</b> | Public + Staff + Public service reform | Stakeholders need confidence that statements are clear and measurable; changing structures also require consistent terminology. | Performance statements have been updated to show periods/baselines/standards where relevant, and terminology has been standardised across outcomes, strategic areas, priorities and West planning arrangements. |

### Overall effect on the final refresh

The final refresh remains anchored in the long-term ambition for the people of Lanarkshire, while making the route from strategy to delivery clearer. It uses four stable outcomes, a more focused set of strategic areas, and a new Chapter 6 describing annual delivery priorities, accountability, measurement and reporting. It also future-proofs the strategy for public service reform by focusing on population and place, planning at the right scale, and avoiding assumptions about a future operating model that is not yet settled.