

Strategy to 2015
Enabling Primary Care

Practitioner Services

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Foreward

Over the past year Practitioner Services has been working with stakeholders, customers and our staff to develop our strategy taking us to 2015. I have pleasure in presenting this to you. We have entitled it "Enabling Primary Care" in recognition of the fact that our core purpose is to ensure that primary care practitioners are supported and enabled to deliver care.

There is no doubt that the period covered by this strategy will be one of the most challenging ones faced by NHS Scotland. We trust that the strategy we have outlined in this document gives our stakeholders and customers not only a view on what we will be seeking to do, but also reassurance that at its core is a desire to provide efficient and effective and value for money services. The challenge to improve service delivery in an environment of fiscal challenge faces the whole NHS in Scotland. To meet this challenge we will be focussing considerable efforts on building our organisational capability, using new technology and working closely with other National Services Scotland (NSS) divisions to share skills, expertise and systems. As a support service we exist to deliver services for our customers and stakeholders and therefore a central plank of our strategy is to enhance our engagement, and develop improved accountability processes that we trust will deliver benefits for all.

We also recognise the need for quality in the delivery of our services. We were exceptionally pleased to be the first NHS organisation to be accredited with the "Recognised for Excellence" award by Quality Scotland. We will continue to use this framework as the primary means to improve our quality of service.

To deliver our strategy will require the active cooperation and help from our customers and stakeholders. We are grateful to those who currently give their time to serve on various groups and trust that we can continue to utilise their time and expertise.



David Knowles
Director

Strategic Summary

This document sets out the strategic direction and its associated action plan for Practitioner Services through to the year 2015. The division's key roles are subject to significant change.

These changes are brought about through:

- ✓ the Better Health Better Care action plan;
- ✓ relevant Health improvement, Efficiency, Access to services, Treatment (HEAT) targets;
- ✓ the eHealth strategy; and
- ✓ the way family healthcare practitioners are remunerated and reimbursed.

We have also recognised that the economic climate in which health services will need to be delivered requires us to become more efficient, effective and innovative in the delivery of our services.

In summary we will:

- ✓ **Improve Service Delivery** by delivering new services and improving the quality of our current core services to support primary care health professionals across Scotland. Our strategy sets out a timeline for delivering new and improved services. These services will enable our customers to interact with us via a variety of electronic means that will improve speed, quality and efficiency. They will also reduce the overall costs.

We in Practitioner Services are very proud to have been awarded the Recognised for Excellence award from the European Foundation for Quality Management (EFQM). We will use this framework as a benchmark over the next 5 years to build and improve all quality across our business.

- ✓ **Enhance Customer and Partner Engagement** by continually striving to provide an excellent service to all of our stakeholders. We will do this by listening to the feedback we receive and taking positive action. We will develop a customer relationship programme. This programme will enable our customers to be more involved in the services we provide and in the decision making that underpins these services.

We will continue to work closely with the 14 NHS Boards and other key stakeholders. We aim to strengthen working relationships through our partnership agreements.

- ✓ **Build Organisational Capability** to maximise output, increase efficiency and effectiveness and reduce waste. We are committed to maximising the benefits from national contracts, such as the IM&T contract and to establishing collaborative ways of working with our suppliers.

- ✓ **Develop and Support Staff** to make sure we have a skilled, committed and flexible workforce. To develop a workforce able to quickly respond to any policy changes made to working practices and to the demands of our stakeholders.

Our Key Performance Indicators (KPIs) have been developed in line with this strategy to enable demonstration of its successful delivery.

Combined with NSS's 7 Strategic Enhancement Themes (7SET) for measuring ongoing improvements, our KPIs will make sure we are able to deliver our vision **to be recognised as a centre of excellence by our customers and stakeholders.**

Background

About Practitioner Services

We are a division of NHS National Services Scotland (NSS), and we provide a wide range of services to support health professionals in Scotland. These services include:

✓ **Paying primary care practitioners**

Payments made to primary care practitioners (General Practitioners (GPs), NHS Dentists, Community Pharmacists and Opticians) amount to around £2 billion annually (20% of the Scottish NHS budget). The various systems and processes operated by us are designed to ensure that these payments are made to agreed high quality standards of accuracy and timeliness.

✓ **Payment verification**

Payment verification teams subsequently check that payments claimed by practitioners are in accordance with appropriate contracts and probity guidelines. Where appropriate discussions and escalated actions take place with NHS Boards and Counter Fraud Services (CFS).

✓ **Patient registration**

Patients are registered with practices/practitioners (depending on the contractual arrangement). Patients needing General Medical Services (GMS) are registered onto the Community Health Index (CHI). We manage the patient data for the 5.2 million patients registered on CHI with a practice or practitioner and the resultant patient demographic data is used by a wide range of administrative and healthcare systems across NHSScotland, including national screening and immunisation programmes in accordance with data protection guidelines. There are systems carrying out similar registration functions for dental and pharmaceutical services.

✓ **Medical records transfer**

Patient medical records (paper and electronic) are transferred from GP practice to GP practice when patients move practice. This includes transfers within Scotland, within the UK and to and from the armed forces. Annually some 545,000 patient records are moved through the system, with around 40,000 of these going outwith Scotland.

✓ **Clinical governance**

In addition to ensuring our internal processes are considered from the standpoint of clinical governance, we also carry out a specific dental clinical governance role on behalf of NHS Boards acting as an agent of the Scottish Dental Practice Board (SDPB).

Locations


We currently operate from 6 sites in 4 locations: Aberdeen, Edinburgh, Glasgow and Livingston. In the past year, 2 sites have closed and the staff transferred to a single location in Edinburgh. During the life of this strategy further property rationalisation will take place in Glasgow with the merger of 3 sites into a single location.

Strategic drivers

In order to establish this strategy we have taken into account key Scottish Government policy documents such as 'Better Health, Better Care' and the NHSScotland eHealth strategy. In addition the overarching NSS strategy has provided the strategic framework on which our strategy is based.

However recognising that the external environment constantly changes we have carried out an environmental analysis (Political, Economic, Sociological, Technological, Environmental, Legal (PESTEL) and Strengths, Weaknesses, Opportunities, Threats (SWOT) to help determine our ability to deliver in the current climate. The findings have been used to shape aspects of this strategy (see table 1).

Table 1: Strategic drivers

 PESTEL	
Political	The nature of our business means we must be in a position both to influence policy as it is being formed and also to respond to it once it is enacted.
Economic	We recognise that we must do all we can to minimise the costs of delivering services and to demonstrate value for money.
Sociological	We rely on an efficient workforce to deliver our services. The use of flexible working policies will be a key enabler in maximising our efficiency.
Technological	We are heavily reliant on Information Technology (IT) to deliver services. We and our IT partners, will work to ensure our systems fully support our business and customers and contribute to the modernisation of our processes.
Environmental	We are a national organisation with a requirement for staff to travel across Scotland. Recognising the need to reduce our carbon footprint, we have set targets on reducing travel and increasing the use of video and audio conferencing facilities.
Legal	We have developed processes for ensuring we meet the requirements set in legislation relating to patient and business information.

 SWOT	
Strengths	We have a strong customer service ethos, good relationships with our main customer and supplier base and a strong desire among staff to continuously improve on service delivery and customer focus.
Weaknesses	We have traditionally found it difficult to influence stakeholders. We also need to develop a stronger leadership strategy to make sure we have leaders for the future.
Opportunities	We are developing a culture of innovation and change, which coupled with building strong partnerships with other NSS divisions and external partners, will create real opportunity for business change and improvement.
Threats	Major threat relates to the likely reduction in finance and the consequential need to do more and better with less and so demonstrate value for money.

Further detail on our environmental analysis and how we propose to manage it can be found in Appendix D.

Our strategic approach

Seven Strategic Enhancement Themes (7 SET)

Development of the NSS corporate strategy in 2008 resulted in the identification of 7 SET that all NSS divisions will progress in order to achieve the NSS vision, which is:

“to be valued as a world class partner that enables and supports transformation in the health and wellbeing of all the people of Scotland”

7 SET provides a framework to develop our strategy and drive our four key strategic objectives and priorities. In developing our strategy, we have used this framework to determine how we support the overall NSS strategy and deliver business priorities required of us.

Table 2: The 7 SET

 Our Service Enhancement Themes	
Improve customer service	<ul style="list-style-type: none"> · Annual customer surveys. · Benchmarking service against other leading public sector bodies. · Robust action plans for service improvement managed through a customer relationship programme.
Strengthen partnership working	<ul style="list-style-type: none"> · Working with the 14 NHS Boards to further develop our partnership agreements. · Ensuring mutual understanding of service delivery and service modernisation requirements.
Ensure quality and innovation	<ul style="list-style-type: none"> · European Framework for Quality Management (EFQM) 5 star accreditation. · International Office for Standardisation (ISO) accreditation. · Robust programme office, risk management and Information Management & Technology (IM&T) service standards. · Clinical governance activities. · Using different models and methods to engage with our stakeholders (web, forums and so on).
 Our Ways of Working Enhancement Themes	
Our processes	
Modernise our working practices	<ul style="list-style-type: none"> · Ongoing review of processes to ensure effective and efficient services can be delivered. · Maximising our use of IM&T to ensure efficient and effective services can be delivered. · Consolidation of property as a key enabler to process improvements, reduction of costs and staff development opportunities.
Increase our efficiency	<ul style="list-style-type: none"> · On going efficiency savings. · Improved productivity.
Our people	
Enhance leadership capability	<ul style="list-style-type: none"> · Effective workforce planning and succession planning. · Business managers group established to develop leaders of the future.
Develop our people	<ul style="list-style-type: none"> · Maximise potential of Knowledge & Skills Framework (KSF) to ensure effective learning and development plans that are aligned with our strategic aims to make sure staff are appropriately trained to professionally deliver the services our customers require. · Embed staff governance principles and the NSS values into our ways of working.

European Foundation for Quality Management (EFQM)




As part of our continuous improvement programme we are committed to achieving the EFQM Recognised for Excellence 5 star accreditation over the coming years.

Our progress began in 2007 when we first achieved the EFQM committed to excellence award. In 2009, we became the first organisation in NHSScotland to achieve the EFQM Recognised for Excellence 3 star award.

Achieving further improvements in order to progress towards 5 star accreditation will be a demanding process. However, we are committed to continuing to improve the services delivered and are using the EFQM model as a benchmark for measuring these improvements.

Detailed in table 3 is a summary of the activities we need to achieve in order to gain 5 star accreditation.

Table 3: Improvement activities required for EFQM 5 star accreditation

 Leadership
<ul style="list-style-type: none">· Increased joint improvement activities with customers and partners.· Improvement of our leadership by learning from external organisations.· Successful workforce planning, ensuring staff learning and development requirements are met and succession planning is in place.· A fully developed business managers group accountable for delivery of operational requirements. This will enable us to achieve our strategy and develop leaders of the future.· Increased use of matrix management models to ensure delivery of our strategy.· Embedding and demonstrating NSS values.
 Processes
<ul style="list-style-type: none">· Processes developed to link and manage our various strategies.· Gap analysis on our processes for ISO accreditation.· Implementation of action plans based on internal and external audit findings.· Review the effectiveness of partnerships to ensure continuous improvements.· Increased utilisation of lessons learned across our division and NSS.· Robust risk management embedded in the business processes and integrated with NSS requirements.· Promotion of green initiatives.
 Key Performance Results
<ul style="list-style-type: none">· Demonstration of continuous improvement to deliver effective and efficient services for our customers through routine reporting of key performance indicators and strategic outputs (see Appendix A).· Development of and reporting against action plans as a result of customer and staff surveys.· Measuring the impact of leadership behaviours.· Evidence that learning activities are linked to the strategy and development of best practice.· Evidence that the needs of the main stakeholder (Scottish Government Health Directorates (SGHD)) are balanced with those of the other key stakeholders/customers (NHS Boards and practitioners).· Demonstrate improved partnership working with customers, stakeholders and suppliers.· Benchmarking exercises against other public sector and best in class organisations.

Purpose, vision, mission and values

As a key foundation towards the development of this strategy, we worked with a number of stakeholders (both internal and external) to develop our purpose, vision, mission and values.

Purpose

To deliver effective customer focused, high quality payment and patient registration services for primary care in Scotland.

Vision

To be recognised as the centre of excellence by our customers and stakeholders in the delivery of a diverse, responsive and innovative range of services for NHSScotland.

Mission

As an integral part of NHSScotland, we will work with partner agencies to continually improve the patient and customer experience of the services we provide.

Values

Underpinning the delivery of our services is a set of key values. These set the framework within which we will interact with our customers and our staff. We see these as important enablers to a successful business strategy.

Table 4: Core values

Core values	
Our core values are:	Which will be demonstrated by:
Customer focus	<ul style="list-style-type: none"> · Providing a customer focused service in support of those who provide healthcare to the people of Scotland. · Maintaining good communications, including listening and talking to our customers and stakeholders. · Knowing about those using our services and understanding their specific needs.
Excel and improve	Constantly striving to excel; recognising that improvement is never ending.
Committed to each other	Providing support and training for staff, to build the knowledge, skills and ability to take effective action to improve services, recognising that internal customer service is important to overall delivery.
Openness	<ul style="list-style-type: none"> · Keeping users of the services informed and involved in all of the services we deliver. · Supporting and coaching one another.
Integrity	Having clear, explicit standards of service and personal behaviour that our customers, stakeholders and staff can expect.
Respect and care	Respecting diversity and difference in those we interact with and caring about our customers, stakeholders and staff.

Delivering the vision

This strategy describes how we believe we can deliver on the vision we have set. Specifically it sets out 4 key strategic objectives that are common across NSS and provide the framework for ensuring we achieve what we have set out.

These 4 objectives are:

- ✓ Improving our service delivery;
- ✓ Enhancing our customer and partner engagement;
- ✓ Building our organisational capability; and
- ✓ Developing and supporting our staff.

These four strategic objectives describe:

- ✓ **What** we propose to deliver over the next 5 years to **improve our service delivery** for our **customers and partners**;
- ✓ **How** we will **develop and build our organisation** to be more efficient, effective and responsive to our customer needs; and
- ✓ How we will **support and develop our staff** to enable this strategy.

Our strategic aims, key actions and outcomes are described within the remainder of this document against each of these strategic objectives.

Specifically by 2015 we will:

- ✓ Build on the EFQM Recognised for Excellence quality award and work towards 5 star accreditation level.
- ✓ Demonstrate value for money through benefit realisation and successful working relationships with all stakeholders.
- ✓ Have an embedded service strategy and culture driven by the needs of our customers.
- ✓ Be organised to deliver the strategy and vision efficiently and effectively.
- ✓ Have a flexibly based, adaptable and skilled workforce to enable improved service delivery.

Table 5: Our Strategic Matrix

Scottish Government strategic objectives	Wealthier and fairer		Smarter	Healthier	Safer and stronger	Greener
Primary Care objectives	Universal use of CHI	Abolition of prescription charges	Community Pharmacy contract - improved services in deprived areas	GMS contract - reflect needs of GPs in deprived areas	Child smile and improved dentistry in areas with service gaps	Health care review of prisons and offenders
NSS purpose	To deliver effective national and specialist services which enable and support improvements in the health and well being of the people of Scotland.					
Our purpose	To deliver effective customer focused, high quality payment and patient registration services for Primary Care in Scotland.					
Our vision	To be recognised as the centre of excellence by our customers and stakeholders in the delivery of a diverse, responsive and innovative range of services for NHS Scotland.					
Our mission	As an integral part of NHSScotland, we will work with partner agencies to continually improve the patient and customer experience of the services we provide.					
Our strategic objectives	Improve service delivery.		Enhance customer and partner engagement.	Build organisational capability.	Develop and support staff.	
Our strategic aims	<ul style="list-style-type: none"> Customers having a choice of options of how to work with us through continued development of electronic communication channels. Implementation of stakeholder led major change projects. Excelling at delivering to target timescales. Increased influence on delivery of the complete end to end service. 		<ul style="list-style-type: none"> Working closer with our customers to understand the customer experience and focus on the identified customer needs. Ensuring our customers are engaged and involved from the start in decision making. Increased collaboration with all stakeholders through partnership working. Ensuring best practice is shared across NSS. Increased involvement in decision making with the SGHD. 	<ul style="list-style-type: none"> Maximising opportunities for building common approaches to delivering core services with us. Continued assessment of processes to improve efficiency, effectiveness, flexibility and responsiveness. Development and implementation of an IM&T roadmap that will support our overall strategic direction. An environmental strategy and property programme developed in line with our overall strategic direction, and that of NSS. 	<ul style="list-style-type: none"> Having accountable, professional and skilled staff who are motivated to enhance customer engagement. Having developed leadership and organisational capabilities that champion our vision. Meeting and exceeding specified people KPIs and HEAT targets. Embedding and upholding the principles of partnership working. For all staff to demonstrate the values and behaviours expected of an employer of choice. 	
Our KPIs	<ul style="list-style-type: none"> Percentage of electronic claims submitted. Percentage of Scottish GP records transferred electronically. Percentage increase in pharmacy claims processed within baseline. Increased new payment services delivered within baseline. Increase the number of forms available electronically 		<ul style="list-style-type: none"> NHS Boards rating us as excellent or good. Contractors rating us as excellent or good. Survey response rate. Contractor perception of accuracy. Quality of advice. Increasing unique web site visitors. 	<ul style="list-style-type: none"> Number of people employed (WTE). Accurate and timely payments. Patient registrations to timescales. GP records transferred to timescales. Money saved - Cash Releasing Efficiency Savings (CRES). Ongoing review of core processes. 	<ul style="list-style-type: none"> Staff appraisals and Personal Development Plans. Sickness and absence. Equality & Diversity assessments. Reporting of Incidents, Deaths and Dangerous Occurrences Regulations (RIDDOR). 	

Governance

7 SET

Values

Strategic objectives

Improve service delivery

We are committed to ensuring customers receive a high quality, continually improving and evolving service. Recognising the financial climate that is impacting on health, we will continuously review the services we provide to identify efficiencies and initiate programmes of work to develop innovative and efficient use of resources, process and technology to realise customer benefits. This will require us to develop a culture of innovation and constant business improvement.

Our key strategic aims will ensure that we have a service strategy driven by both the needs of our customers and the need to demonstrate a value for money service.


These strategic aims include:

i. Customers having a choice of options of how to work with us through continued development of electronic communication channels:

 Development and implementation of our eServices strategy:

- Provision of electronic schedules to contractors.
- Electronic transfer of NHS Board ledger data.
- Integration of payment systems to improve process for NHS Board.
- Increased online access to key data and forms.

ii. Implementation of stakeholder led major change projects:

 Implementation of ePharmacy including the implementation of the Acute Medication Service (AMS) to enable reductions in processing costs and initiation of the Chronic Medication Service (CMS).



Modernisation of the Scottish Dental Reference Service (SDRS) leading to improved uptake and closer working with NHS Boards.



Ongoing development and implementation of electronic patient records transfer in general practice (GP Connect).



Procurement of a system to replace the Quality Management and Analysis System (QMAS) that will deliver improved functionality at lower cost.

iii. Increased influence on delivery of the complete end to end service through:



Identification of current issues in the NHS that impact on the services we deliver.



Development of closer working relationships with contractors and suppliers that support our business:

- Maximising the opportunities of the national IM&T contract with our IT service providers.
- Effective value for money contracts with external suppliers of goods and services.

iv. Excelling at delivering to target time scales through:



Effective resource planning, reporting and management of scheduled variants to enable product delivery to agreed timescales.



Improving the quality of product specifications and project deliverables.



Implementation of robust KPIs for service outcomes.

By 2015 we will:



Have enabled the majority of our customers to submit payment claims electronically. We will be enabled to electronically issue the majority of payment schedules, information and communications to our customers.



Support the electronic transfer of over 95% of Scottish GP records and have process in place to assist with cross border electronic transfer.



Have significantly increased the number of claims processed and the number of payment services processed within our baseline costs.

Enhance customer and partner engagement

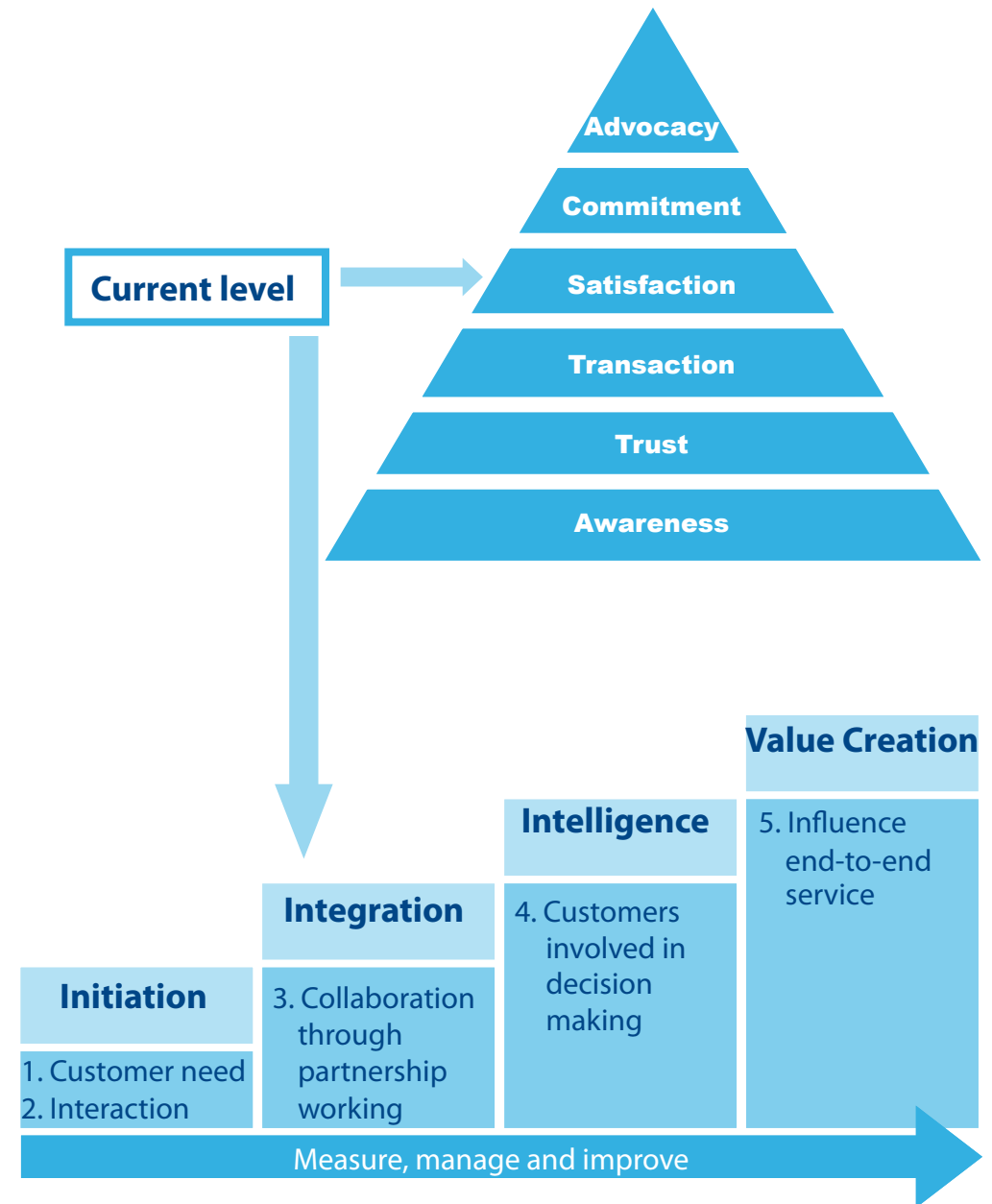
We recognise from discussions and customer feedback that we have a high degree of customer satisfaction. However, it is our aim to be recognised as an organisation that works in close partnership with stakeholders and other partner organisations in order to deliver and exceed customer expectations. This will make sure that our customers and stakeholders are not simply satisfied with our services but that they become advocates for us.

The four step model (figure 1) describes our strategic intent to enhance stakeholder engagement and influence so that we are well placed to respond to customer requirements and able to provide a flexible service to meet our customer and stakeholder needs. We will continuously interact with customers and stakeholders to determine and understand requirements and expectations. This will be achieved using various methods such as forums, open days, workshops, interactive web facilities, and dedicated customer support.

Our key strategic aims will ensure that we are able to deliver, through benefit management and successful working relationships, a value for money service to our customers and stakeholders. This success will be demonstrated, in part, by:

- ✓ Regular service reports.
- ✓ Reporting of KPIs and strategic outputs.
- ✓ EFQM accreditation.

Figure 1: Our customer four step model



Our strategic aims will be met through the following activities:

i. Working closer with our customers to understand the customer experience and focus on the identified customer needs through:

✓ Undertaking annual customer surveys with follow-up action plans. These surveys will be benchmarked against leading public sector bodies to make sure we strive for continuous improvements.

✓ Development and maintenance of a robust stakeholder engagement strategy and plan.

✓ Implementation of customer forums led by customer champions/account managers for all practitioner streams.

ii. Ensuring our customers are engaged and involved from the start in decision making through:

✓ Development of a customer relationship programme that will, for example:

- Ensure clear understanding of customer expectations.
- Develop continuous education programmes with customers to ensure customers are informed and trained appropriately for improved and new services, have access to training material and are fully aware of changes to our processes.
- Provide regular and consistent communication that will demonstrate delivery of our strategy through key performance indicators and strategic outputs.
- Review and improve helpdesk provision and ensure consistency across all practitioner streams.

iii. Increased collaboration with all stakeholders through partnership working including:

✓ Develop improved partnership agreements, in collaboration with NHS Boards.

✓ Working with NHS partners where appropriate, to make sure synergies are achieved for shared services (for example, best use of IT systems).

✓ Production and implementation of an agreed IT development road map with IT service providers.

✓ Production and implementation of service level agreements and associated governance with all suppliers of products and services including clinical system suppliers to make sure successful delivery of end-to-end products and services.

iv. Making sure best practice is shared across NSS including:

✓ Working with other NSS divisions to develop standard processes for NSS performance and planning, roll out of generic tools, risk management strategy, and IT alignment.

v. Increased involvement in decision making with the SGHD through the:

✓ Local Delivery Plan (LDP) and our business plan agreed with SGHD sponsors;

✓ Establishment of regular forums with SGHD sponsors, led by our champions for each work stream; and

✓ Regular reviews with SGHD sponsors to determine service excellence.

By 2015 we will have:

✓ **Increased customer and stakeholder satisfaction in all areas to over 90%.**


✓ **Exceeded our benchmarks for delivery of customer and stakeholder services across all practitioner work streams.**

✓ **Improved our customer services delivery across Practitioner Services to ensure efficient, effective and consistent delivery of services.**


Build organisational capability

We recognise the need for efficient and flexible organisational processes that build capacity, enhance capability and ensure that we are able to respond to the ever changing environment. A key aspect of building organisational capability is to make sure that all areas of our business are effectively aligned so that similar services are delivered consistently. We will also take opportunities for synergies that exist either within Practitioner Services or across NSS. We will ensure that:

 We align management and business objectives to enable delivery of our strategy.

 We develop and recruit the appropriate diverse set of skills required to deliver business objectives, with a focus on addressing areas of weakness in our organisational capability.

A key enabler to our organisational capability is the effective use of IM&T. We will therefore make sure:

 The benefits arising from the national IM&T contract with IT service suppliers are maximised.

 We enhance our cross-divisional working, for example:

- Joint working on IM&T developments with National Information Services Group (NISG).
- Joint working on data warehousing and drug library solutions with Information Services.
- Greater utilisation of NSS IM&T services.

Our key strategic aims will ensure that we develop the capability required to deliver our services efficiently and effectively through:

i. Maximising our opportunities for building common approaches to delivering core services by:


 Adopting best practice models across all practitioner work streams:

- Our quality management programme will carry out gap analysis on our ISO accredited processes, embed a quality management system across the division and take forward actions plans as a result of internal and external audit.
- Our Payment verification teams will work together to establish best practice processes.
- Our Programme office will ensure project and programme standards are met by all areas of the business.


 Development of options for delivery of key services such as:

- Review of how we deliver registration and index management services across the different practitioner work streams.
- Review of how the replacement of national IT systems will impact on delivery of our core services.
- Review how we deliver customer support services across the different practitioner work streams.

ii. Continued assessment of processes to improve efficiency, effectiveness, flexibility and responsiveness through:

 Continued review of business process and service delivery to ensure maximum benefits are achieved.

 Effective business and resource planning.

 Realisation of efficiency savings and/or productivity gains using appropriate tools to review our processes.

iii. Development and implementation of an IM&T roadmap that will support our overall strategic direction including:

- ✓ New technical infrastructure requirements.
- ✓ Technical refresh requirements.
- ✓ Exploring the use of new technology to reduce organisational cost, increase agility and reduce time to provide new services.

iv. An environmental strategy and property programme developed in line with the overall Practitioner Services and NSS strategic direction.

Activities include:

- ✓ Rationalisation of property across Scotland that will:
 - Ensure that our new accommodation is designed to be flexible as our business model changes over the period of this strategy and beyond.
 - Use our property relocations to maximise our potential and exploit natural synergies between teams and services.
- ✓ An energy improvement programme to reduce our carbon footprint.

By 2015 we will have:

- ✓ **Attained 5 star accreditation for EFQM.**
- ✓ **Implemented our major change programmes, reducing the need for manual intervention, resulting in the reduction of staff numbers by 20% from 757 to 604.**
- ✓ **Demonstrated year on year efficiencies amounting to £5 million*.**

*Please note - this figure assumes 95% usage of ePharmacy by contractors and 85% automation of payments


Develop and support staff

We are dependent on our staff to deliver the aims and objectives outlined in this strategy. For our staff to meet the requirements placed upon them to enhance customer engagement, improve service delivery and build organisational capability, we must make sure we have an effective workforce plan. We also need a comprehensive learning and development strategy and an effective leadership development programme.

These aspects will be developed in line with the strategic requirements. Staff development will be continually monitored against the strategy and business plans enabling targeted staff training to be delivered to timescales to ensure the demands of the business are complemented by a skilled workforce.

This will enable the division to respond to new innovative working practices, have an adaptable and skilled workforce to enable improved service delivery.

This will be delivered by:

-  Development and implementation of our workforce and people plan which will ensure:
 - Staff are recruited appropriately in line with the strategy.
 - The learning and development plan supports the overall strategic direction.
 - Shadowing and secondment opportunities are available.
 - There is a robust method for ensuring succession planning.
 - There is a programme to enable leadership development.
 - We know what staff changes are likely to be and when they are likely to occur, to ensure we can manage both re-deployment and re-training where necessary.



Embedding business values ensuring:

- A culture of innovation and effective risk management.
- A culture of change and development to challenge usual practice.



An effective staff governance action plan including activities such as:

- Embedding the principles of staff governance and good people management by making sure that performance of all line managers is measured against the staff governance performance objective.
- Monitoring the effectiveness of communication so that the message is understood; with opportunities for feedback.
- Embedding the NSS values and associated behaviours through the Business Managers Group and other networks.
- Ensuring a consistent approach to the promotion of attendance and reduction of sickness absence levels in line with HEAT targets.
- Monitoring of people results to demonstrate improvements against EFQM and other standards.
- Staff surveys with follow up action plans.
- Effective partnership working.
- Making sure all staff are trained appropriately in Equality & Diversity

Our strategic aims include:

- i. Having accountable, professional and skilled staff who are motivated to enhance customer engagement.**
- ii. Having developed leadership and organisational capabilities that champion our vision.**
- iii. Meeting and exceeding specified people KPIs and HEAT targets.**
- iv. Embedding and upholding the principles of partnership working.**
- v. For our staff to demonstrate the values and behaviours expected of an employer of choice.**

By 2015 we will:



Have successfully reduced and maintained a sickness absence rate of less than 4%.



Be able to demonstrate success of our learning and development plan through improved services and successful promotions of staff both internally and to other NSS and NHS organisations.

Appendix A: Our strategic outcomes matrix

Strategic outcomes matrix

Improving our service delivery (NSS weighting (or importance) = 40% of the total outcomes)

KPI	Baseline	Target
Percentage of electronic claims submitted.	52%	75%
Percentage of Scottish GP records transferred electronically.	80%	95%
Percentage increase in pharmacy claims processed within baseline.	91million	110million
Increased new payment services delivered within baseline.	0	35
Increase the number of forms available electronically.	80%	100%

Building our organisational capability (NSS weighting (or importance) = 20% of the total outcomes)

KPI	Baseline	Target
Number people employed (WTE).	757	604*
Accurate and timely payments.	98%	98%
Patient registrations to timescales.	95%	98%
GP records transferred to timescales .	94%	98%
Money saved (CRES).	2% per year	£5 million by 2015*
Ongoing review of core processes.	5	50

Enhancing our customer and partner engagement (NSS weighting (or importance) = 20% of the total outcomes)

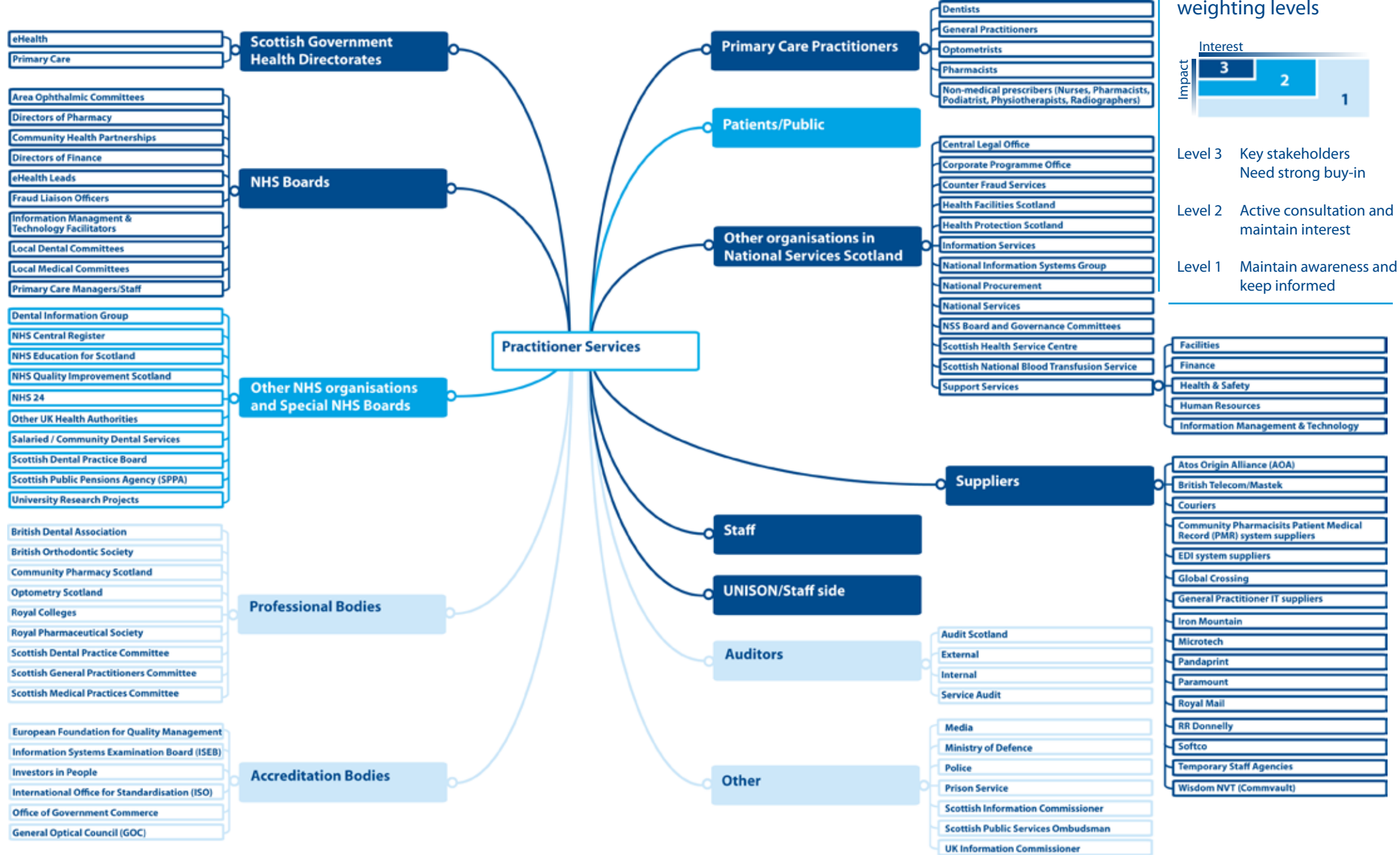
KPI	Baseline	Target
NHS Boards rating us as excellent or good.	70%	95%
Contractors rating us as excellent or good.	78%	95%
Survey response rate.	29%	45%
Contractor perception of accuracy.	75%	90%
Quality of advice.	75%	95%
Increasing web site visitors.	45k per year	70k per year

Developing and supporting our staff (NSS weighting (or importance) = 20% of the total outcomes)

KPI	Baseline	Target
Staff appraisals and Personal Development Plans.	100%	100%
Sickness absence.	5.1%	4.0%
Equality & Diversity assessments.	80%	100%
RIDDOR	1	0

*Please note - this figure assumes 95% usage of ePharmacy by contractors and 85% automation of payments

Appendix B: Stakeholder map



Appendix C: Governance

Governance frameworks are fully embedded within the business to support and control the strategic direction and delivery of our goals and objectives.

Clinical governance

We have in place clinical governance committees covering all four of our workstreams. The committees are entrusted to identify clinical governance risks and issues throughout our business. The committees meet every other month and report to our management teams and the NSS clinical governance committee.

Corporate governance

✓ Financial governance:

Financial governance follows the established NSS reporting procedures and Standing Financial Instructions (SFIs).

Financial reports are considered at senior management meetings on a quarterly basis.

Operational and project/programme budgets are discussed between finance staff and assistant directors and heads of programmes on a monthly basis.

✓ Risks and issues:

Risk and Issue management is fully embedded in all areas of the business (both operational and for projects/programmes). Management of risk and issue registers are managed with the following processes:

- Local management for operational/project/programme risks and issues.
- Mechanism to allow local risks and issues to be raised to a strategic level.
- Strategic risk and issue register managed and reviewed 6-weekly by the Strategic Management Team (SMT).
- Mechanism to allow strategic risks and issues to be raised to a corporate (NSS) level.

- The risk champion is identified to manage the risk and issue strategy and process.
- All risks/issues have a designated owner to ensure they are managed appropriately and timeously.

✓ Programmes and projects:

Programme and project governance is supported by our strategic programme office following Office of Government and Commerce (OGC) best practice guidelines for programme and project management

✓ Information and Technology (IM&T):

IM&T governance is delivered through contracts and services which conform to the OGC's Information Technology Infrastructure Library (ITIL) standard, backed up by rigorous service delivery performance management, and pro-active system change control and release management.

✓ Audit

Audits are carried out annually at both NSS and functional levels through a process of self assessments and external audit.


Staff governance

Staff Governance is maintained through the application of the agreed NSS policies and our active partnership forum. A staff governance improvement action plan is being executed based on the findings of the NSS staff survey, and with the assistance of the NSS healthy working lives team.

Information governance

We handle patient sensitive information together with detailed contractors' earnings. We also apply strict data protection procedures, which makes sure of the integrity of our data, controls access and maintains our security. This is achieved through strict appliance of access and data update protocols, which are regularly assessed and audited, reporting to our Caldicott Guardian.

Appendix D: PESTEL and SWOT

 PESTEL		
Political	Description	Our strategic approach
Government policies	The nature of the services we provide means that government policy has a significant impact on service delivery. Policies are frequently worked up in a short timescale and need to be enacted in a defined timescale.	To work closely with the SGHD colleagues in policy formulation to ensure that timescales are achievable and constraints understood and mitigated as far as possible.
HEAT targets	HEAT targets are a core set of ministerial objectives, targets and measures for the NHS. HEAT targets are set for a three year period.	Our key HEAT targets are related to our staff (KSF and sickness absence). Our learning and development plan supports the use of KSF across Practitioner Services for all our staff.
BHBC/eHealth strategy	Action plan that sets out the SGHD's programme to deliver a healthier Scotland by helping people to sustain and improve their health.	Ensure any specific requirements of BHBC are reflected within the strategy and reviewed on an annual basis.
Implementing policy changes	Changes to policy for practitioner payments are made on a frequent basis requiring IT system developments and training for users.	Our business and resource planning process ensures any policy changes that are required can be achieved within timescales with minimal disruption to our service. Early engagement with the SGHD seeks to ensure required changes are factored into overall timescale.
Economic	Description	Our strategic approach
Demonstrating value for money	We are required to demonstrate our value for money through ensuring what we do results in savings to NHS Boards.	New and improved services will undergo benefits analysis to make sure they are value for money. Monetary savings to NHS Boards will be demonstrated through our KPIs.
Less money for health	Ongoing restrictions in financial allocations require us to continuously review service delivery.	We will use standard methodologies to continuously review our processes to ensure efficient and effective service delivery. This will be demonstrated within our KPIs.
Shared service approach	Providing and supporting centralised services for all NHS Scotland.	Our centralised payment and registration process will continue to deliver new and improved value for money services to NHS Scotland e.g. ePharmacy, electronic records transfer, on-line British National Formulary (BNF).
Sickness/absence levels	Reduction in the level of sickness absence to be demonstrated year on year.	Senior management will ensure that all line managers receive training in policies and in discussing absence with staff. Monthly reports from Human Resources (HR) will be used to ensure that levels are monitored and managed.

Sociological	Description	Our strategic approach
Aging population/ workforce	Ensure continuity of service is not affected by external factors like an ageing population and workforce.	Workforce planning that is reviewed annually and includes consistent review of age patterns within our workforce.
Flexible working	Recognition that modern living requires effective and appropriate flexible working policies to maximise business efficiency.	Our property and IM&T strategies reflect necessary arrangements for flexible working.
Flu pandemic	A flu pandemic could affect our ability to provide our core services and may require staff to support other areas of the NHS.	Business continuity plans are in place to ensure continuity of service in the event of a pandemic.
Technological	Description	Our strategic approach
eHealth strategy and new technology including:	The eHealth Programme aims to change the way in which information and related technology are used within NHSScotland in order to improve the quality of patient care.	We are represented at key eHealth groups and will seek to influence at all levels to ensure that our systems enhance the overall objectives of the eHealth Strategy.
CHI2	Planned replacement system for the current community health index.	We have a key role in maintaining data on CHI. We anticipate we will play a major role in CHI2. Our strategy reflects changes required by us in moving to a new CHI system, initiating projects to look at changes to business processes, impact analysis on other service deliverables such as the need to develop a new registration service (NPCRS) and other impacted systems.
National framework contract for GP clinical systems	NHS Greater Glasgow & Clyde has been commissioned by the SGHD to procure a choice of GP IT systems that will replace General Practice Administration System for Scotland (GPASS).	Our strategy reflects the anticipated changes to GP system suppliers looking at impact on our service delivery and ensuring new processes are developed to ensure continuity of service.
National IT contract with Atos Origin Alliance (AOA)	Key supplier for IM&T developments.	Develop partnership roadmaps and KPIs to ensure we can manage and deliver our IM&T strategy.
Connecting for Health (CfH)	The National Programme for Information Technology (NPfIT) in England could impact on our ability to deliver our services. In particular changes to GP records transfers and GP payments (Quality and Outcomes Framework (QOF)).	Work is underway to look at options for a QMAS replacement and to try and minimise our dependency on CfH. In addition cross border transfer of records is being analysed with a view to developing it to meet the solutions implemented in both Scotland and England (Docman transfer versus GP2GP).

Environmental	Description	Our strategic approach
HEAT targets	The SGHD has set all NHS Boards a target to reduce energy emissions by 15% over the next 5 years.	We will participate in NSS initiatives to reduce our carbon footprint.
Property strategy	NSS has a well developed property strategy that seeks to reduce the number of buildings, provide good working conditions for staff and ensure a geographic focus for service delivery.	We will continue to provide a regionally focused service to NHS Boards and will capitalise on the opportunities for more efficient ways of working presented by new buildings.
Fuel costs	Rising cost of transport and the increasing need to show environmental responsibility means travel costs need to be managed and, where possible, reduced.	We operate a regional service but will ensure that where possible technology like audio and video conferencing and practical measures like car sharing are used to reduce unnecessary journeys.
Legal	Description	Our strategic approach
Data Protection Act (DPA) 1998	We manage on behalf of NHS Boards GP clinical records that fall under the requirements of the DPA 1998.	All our staff understand the requirements of the DPA in so far as it impacts on their duties and in addition all staff annually sign a statement of confidentiality.
Freedom of Information Scotland Act (FOISA) 2000	NSS as a public body is required to adhere to the requirements of the FOISA 2000.	We have a single nominated contact for receipt of an Information Request (IR), a senior multidisciplinary group to assess responses and participate in the NSS publication scheme. In addition staff are also trained in the basic requirements of FOISA.
IT security	We hold on behalf of NHS Boards a significant quantity of confidential and sensitive data. Information is physically held at secure data centres.	Our Director acts as the Division's Caldicott Guardian and will ensure that the required data security policies are rigorously enforced, that system security is regularly reviewed, that risk assessments are kept up to date and staff receive training on policies and procedures and that any incidents are logged and investigated.
Equality & Diversity (E&D)	We recognise our obligation under E&D legislation across the various streams. This is also seen as a value to be actively promoted and lived out by all staff.	All staff receive annual training in E&D legislation and its broader requirements. We value the diversity of our staff and have a senior member of staff in place to ensure that E&D requirements are mainstreamed.
European Union (EU) legislation	Recognition that a range of EU policies will impact on the division. These will be mainly in workforce regulations.	Work closely with HR to ensure that our policies and working practices adhere to appropriate EU legislation.
Occupational Health & Safety (H&S)	The H&S of our workforce is a key concern, the letter and spirit of the legislation will be adhered to.	We have in place an effective Occupational Health Service structure that ensures risk assessments are regularly carried out, and that regular monitoring is carried out. We have made sure that staff have access to a range of health promotion activities and facilities.

SWOT

Strengths

Good stakeholder relationships/trust	Feedback received from annual surveys indicates our customers are more than satisfied with our services and that they trust us to deliver services for them and to them.	We will continue to improve on customer satisfaction developing a customer relationship programme in year 1 that will identify and develop key areas for improvement.
Committed to excellence (For example EFQM, ISO, OGC)	Ensure our processes are efficient and effective.	A division-wide quality group will ensure all our processes are continuously reviewed and improved across the business including service delivery, programmes and projects and IT developments.
Continued staff development (For example KSF/Review & Development (R&D))	Staff training and development is essential to initiating and maintaining the culture of innovation and change that is required.	<ul style="list-style-type: none"> · Development of a workforce strategy with a learning and development plan. · Fully embed KSF as the tool to enable the delivery of the strategy and plan.
Accurate and timely services for payment and registrations	Accurate and timely payments are consistently delivered (demonstrated through KPIs).	While we continue to demonstrate accurate and timely payments we will also look to improve the perception of some of our customers that payments are not as accurate as we demonstrate. This will be done through our customer relationship programme.
Customer focused	Recognition of the need to have the customer at the heart of service delivery.	Customer relationship programme to be developed.
Working in partnership	We have a legal obligation and willingness to work in partnership with staff side representatives.	Recognise the value of full engagement with staff side and ensure principles of staff governance are adhered to in practice.

Weaknesses

Future workforce	Currently dependent on a high number of agency staff, covering posts that will in the future not be required (temporary versus permanent staff caused by unrealistic expectations/timescale).	Effective training and induction process for agency staff to ensure they are able to perform effectively. Future workforce planning will provide more robust planning assumptions.
Lack of influence/reliance on SGHD/NSS	We are not always involved in key decisions that impact on our services.	We aim to develop better working relationships with eHealth and SGHD primary care to ensure we are involved in key decisions and can support these decisions through knowledge of our customers and IT systems. In addition we will continue to initiate work to help inform decisions that we recognise as eHealth strategy, for example Index Management Authority and registration services.
Supplier contracts	Refers to dependency on outside agencies such as AOA, GP and pharmacy clinical system suppliers.	Effective engagements with suppliers to ensure service delivery requirements are clearly understood.
Leadership roles and responsibilities – SMT	Requirement for SMT to show consistent and effective leadership across the Division. Feedback from staff indicates this could be improved.	Leadership development is a key part of Workforce planning, SMT all have lead role in strategy implementation.
Inconsistent use of best practice across the division	We use a variety of process for best practice including ISO accreditation and OGC programme and project methodology.	While processes are in place to utilise best practice, we recognise that pockets of the business do not fully implement best practice processes. Year 1 of our strategy will establish a division-wide quality group to ensure all areas of the business meet our quality standards.

Opportunities

Maximising benefits from the national contract with AOA	We are dependent on AOA, the major supplier of IT services, to deliver excellent services to our customers. There is recognition that AOA has significant expertise that could contribute to our modernisation and change agenda.	AOA to provide additional input to our IT roadmap to advise on changes and developments that will bring improvements in service delivery and a reduction in costs.
Use stakeholder/customer input to improve processes	Our customers and stakeholders are key to improving our service delivery.	Working closely with customers and stakeholders and getting early engagement on service changes.
Use Kaizen/Lean/Reports, Approvals, Meetings, Measures, Policies, Practices (RAMMPP) to improve processes	In order to demonstrate value for money and to ensure we provide an efficient and effective service it is essential to continually review and improve our processes.	Our strategic direction has a strong focus on process improvements. This is reflected throughout our strategy. In Year 1 we will select some key processes to make them leaner. This will be reflected in our KPIs.
Improved communications	At the heart of service improvement lies an effective internal and external communication function.	Our communication strategy is aligned with NSS communications. A stakeholder engagement plan has been produced and will be regularly reviewed to ensure appropriate targeted communications.
Improve planning of resources	Effective resource planning to ensure effective delivery of services.	It has been recognised in the past that bottlenecks in the delivery of IT and services have impacted on our ability to deliver on time. Year 1 of our strategy will see us develop a resource plan for all developmental activity covering all aspects of the business. This will help identify and prevent bottlenecks and give us a clear idea of resource limitations allowing us to review service development with our sponsors.
Benchmarking against other organisations	Use external organisations to provide a measure of performance across relevant areas.	To ensure improvements in customer service and service delivery we will measure performance against other public sector and where relevant private sector organisations.
Staff development	To maximise the KSF tool to take forward staff learning development	Provide an effective means of linking performance objectives and training requirements with strategy.
eHealth	The eHealth programme aims to change the way in which information and related technology are used within NHSScotland in order to improve the quality of patient care.	Our strategy places us as key stakeholders in the eHealth strategy with the opportunity to be involved in informing key decisions. Our strategic direction involves looking forward to eHealth and developing options and processes for key service delivery within the eHealth strategy.
NSS alignment	As part of a process of aligning key corporate support services, projects are underway to consider IM&T, HR and communications.	Once these functions have been aligned it is intended that they will provide divisions with improved and more efficient services and this will be reflected in our process reviews.

Threats

Lack of influence in eHealth decisions	We need to ensure we are engaged with the right decision making bodies to ensure we can influence eHealth decisions.	Meet regularly with key eHealth figures in SGHD and NHS Boards. Attend eHealth leads' meetings. Maintain close working links with NSS eHealth leads.
GP IT framework contract	New GP IT systems do not provide current level of functionality required for our processes.	Engagement with NHS Glasgow & Clyde on procurement and on Scottish Enhanced Functionality (SEF) process.
Not perceived by stakeholders as value for money	Seen as an expensive central resource that does not provide services that represent good value.	Regular engagement and reporting on savings to Boards. Review of processes to reduce costs and show efficiencies to NHS Boards.
Budget decreases	Ongoing reduction in allocation, coupled with the need to provide increased CRES.	Ongoing review of processes and systems to reduce inefficiencies and eliminate waste.

Appendix E: Practitioner Services' workforce

 Whole Time Equivalent (WTE)		
Job type	At April 2009	At 2015
Strategic and Corporate Management	13	13
Operational Management	24	24
Payments	54	54
Clinical	11	11
Data Processing/Quality	501	346*
Payment Verification/Probity	19	19
Customer Relations Management	19	19
Programme/Business Change Management	26	26
Finance	6	6
Business Support	42	42
Information Technology	33	33
Quality and Training Management	11	11
Total	759	604

*Please note - this figure assumes 95% usage of ePharmacy by contractors and 85% automation of payments

Appendix F: Glossary of terms

Acronym	Description	Acronym	Description
7 SET	Seven Strategic Enhancement Themes	NPfIT	National Programme for Information Technology
AMS	Acute Medical Services	OGC	Office of Government Commerce
AOA	Atos Origin Alliance	OHS	Occupational Health Service
BHBC	Better Health, Better Care	PDP	Personal Development Plan
BNF	British National Formulary	PMR	Patient Medical Record
CfH	Connecting for Health	QMAS	Quality Management and Analysis System
CFS	Counter Fraud Services	QOF	Quality and Outcomes Framework
CHI	Community Health Index	R&D	Review & Development
CMS	Chronic Medical Services	RAMMPP	Reports, Approvals, Meetings, Measures, Policies, Practices
CRES	Cash Releasing Efficiency Savings	RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
DPA	Data Protection Act	SDPB	Scottish Dental Practice Board
E&D	Equality & Diversity	SDRS	Scottish Dental Reference Service
EFQM	European Foundation for Quality Management	SEF	Scottish Enhanced Functionality
KSF	Knowledge & Skills Framework	SGHD	Scottish Government Health Directorates
eKSF	Electronic Knowledge and Skills Framework	SMT	Strategic Management Team
EU	European Union	SPPA	Scottish Public Pensions Agency
FOISA	Freedom of Information Scottish Act	WTE	Whole Time Equivalent
GMS	General Medical Services		
GOC	General Optical Council		
GPASS	General Practice Administration System for Scotland		
H&S	Health & Safety		
HEAT	Health improvement, Efficiency, Access to services, Treatment		
HR	Human Resources		
IM&T	Information Management and Technology		
IT	Information Technology		
IR	Information Request		
ISEB	Information Systems Examination Board		
ISO	International Organisation for Standardisation		
ITIL	Information Technology Infrastructure Library		
KSF	Knowledge and Skills Framework		
LDP	Local Delivery Plan		
NISG	National Information Services Group		
NSS	National Services Scotland		

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