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Scottish Parliament

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20 May 2022

Dear Convener,

### **Care and Wellbeing Portfolio - request for additional information**

Thank you for your letter of 11 May 2022, following my recent appearance before the Committee to discuss the Audit Scotland Report: NHS in Scotland 2021. The following provides a response to the questions raised in the letter on monitoring and evaluation as well as an update on the development of the Care and Wellbeing Portfolio (CWP)

As Cabinet Secretary for Health and Social Care, I am committed not only to ensuring the delivery of excellent health and social care services but to improving the health of the population. I have a particular focus on reducing inequality and improving the health for those who suffer poor health disproportionately. That feels particularly important in the continued impact of the Covid-19 pandemic and growing cost of living crisis. Work to improve population health and reduce health inequality requires a whole of Government response covering economic, environmental, education, housing and other policies. That's why I have established the Care and Wellbeing Portfolio as a Portfolio.

We are clear that this needs to work beyond healthcare to wider services and ultimately to influencing individual and community behaviours, as well as provide a clear focus on the enablers and conditions for change.

As I explained to the Committee, work on the Portfolio is at development stage and I really welcome the Committee's interest in it. Through CWP, we are putting in place a range of constituent programmes (I attach a summary) and we are working with other programmes across the Scottish Government, including those relating to child poverty, the Promise, economic transformation, climate change and net zero to deliver these benefits. This work needs broad input and officials are developing wider communication and engagement plans. Key partnerships include with local government and I look forward to engaging with newly elected members in the weeks ahead.

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As I indicated, the first meeting of the CWP Board took place on 28 April 2022 (I attach a list of members), with the second scheduled for 26 May. I am also keen to ensure that there is robust advice and challenge from the widest range of expertise.

Through CWP, we are working to bring together the key reforms into a single coherent Portfolio to improve population health and wellbeing, reduce health inequalities and improve the sustainability of the health and social care system. We are looking to create the best environment to stimulate national and local action to tackle these issues and take a systematic approach to planning and delivering care and wellbeing.

Whilst the Portfolio approach is still being developed we anticipate benefits across three primary objectives:

- **Coherence** – whole system, integrated, end to end thinking, connected to wider Scottish Government and Health and Social Care strategies;
- **Sustainability** – encouraging innovation and developing infrastructure that can drive improve efficiency and productivity;
- **Improved Outcomes** – ensure that the whole is delivering more than the sum of its parts and that overall we are seeing improvements in population health outcomes.

The objectives, deliverables and approach to monitoring and evaluating the work are still being scoped, and we would be happy to provide further details in due course. We are actively engaged on ensuring that at programme level there are appropriate evaluation plans in place and at the Portfolio level we are working to ensure we are assessing impact on outcomes, in particular ensuring that we are cognisant of health inequalities. We would be happy to engage further with the Committee on this and would welcome views.

I hope this update will be useful to the Committee's considerations of the work of the Portfolio at this stage in its development.

Yours sincerely,

**HUMZA YOUSAF**

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## ANNEX – BACKGROUND ON CARE AND WELLBEING

In order to succeed in our mission of improving population health and wellbeing and reducing health inequalities, the work of the Care and Wellbeing Portfolio has been broken down into four programmes of work. These are based on when a person might access the health and social care system. We also recognise that factors that impact on people's health and wellbeing go beyond what the health and social care system itself can deliver and the portfolio provides a vehicle to work across government on critical cross-cutting issues that contribute to the mission..

The **Place and Wellbeing Programme** aims to bring communities, third sector, private sector and public sector organisations together to jointly drive changes locally.

This is important for improving health life expectancy as it will create a system that better aligns with local needs focused on prevention and keeping people well. By making smarter use of public health data and our public health workforce we can inform local level decision making. This will ensure that, together, we can improve the health and wellbeing of communities who experience the greatest inequalities.

It is about harnessing the collective power of local people through effective partnership and leadership, including those not traditionally seen as having a public health role. We will approach this by embedding community-led health into local service delivery and enabling the sector and it's people to flourish. We will also focus on the contribution of health and social care in building community wealth, for example by supporting local people into jobs.

The **Preventative and Proactive Care Programme** aims to proactively support and empower people to keep well and to live as independently as possible. Through early intervention, we will ensure people are cared for in the most appropriate setting for their needs.

This is important for improving healthy life expectancy because people will be seen as a whole person with multiple, interconnected needs (physical, mental and social) as opposed to any specific condition. This means there is less chance people will become unexpectedly unwell. People will be able to obtain the right support more quickly to enhance recovery.

Professionals will work together to provide appropriate and seamless care. There will be integrated systems that can facilitate the sharing of information. It will be easier to refer across organisational boundaries and people will have a greater say in which services they access.

The **Integrated Planned Care Programme** aims to respond to emerging challenges and embrace change in the delivery of health and care. The programme supports the strategic delivery of the NHS Recovery Plan: being inclusive in our approach to recovery, and promoting transformation and innovation.

The COVID-19 pandemic continues to impact the health of our population. By focusing on measures reducing the impact of the pandemic including vaccines, damage to people's health will be limited. We are also looking at reducing the waiting times for services. This means people will be able to access the services they need more quickly. Addressing the problem sooner means greater opportunities for recovery.

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We are prioritising waiting times for health and social care services, with a backlog in accessing services caused in part by COVID-19, and by understanding where the demand builds up. We are also ensuring the workforce have access to training and are paid appropriately, encouraging staff to remain in the sector.

The **Integrated Unscheduled and Urgent Care Programme** aims to:

- Improve health and wellbeing outcomes for people who access services
- Simplify the way to access services and how they are delivered

Through engaging with service users and professionals in co-designing the services we will simplify the care pathway. We will also increase both service users' and professionals' understanding of system processes.

This will positively impact on people's health as it means they will receive the care most appropriate for their needs by accessing a single, clearly understood care pathway.

We will approach this by identifying and building upon existing good practice. We will review target areas for improvement and utilise the opportunities for innovation. Options include providing care closer to home, a specific focus on alternatives to A&E and reducing the length of stay when a person is admitted to hospital.

The four programmes will all be taking a person-centred approach to their work through co-design and other engagement activities. This will ensure their work is driven by the key issues and perspective from those using and delivering services.

The following CWP visual, sets out the key elements of the portfolio approach.

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# Care & Wellbeing Portfolio

## Portfolio Mission



Our mission is to **Improve Healthy Life Expectancy and fairer outcomes.**

## Portfolio Outcomes



The portfolio mission is achieved by taking a **person-centred approach** to delivering **clear outcomes** spanning the short, medium and long-term.

## Cross-Portfolio Priorities



Most of the Influences on health outcomes lie out with health and social care. These 3 cross portfolio priorities allow us to maximise our reach across Government and align with the Covid Recovery Strategy.

## Portfolio Programmes & Enabling Functions



The Care and Wellbeing Programmes together provide a **progressive health and social care reform package** that provide coherence, sustainability and improved outcomes within the portfolio.

## Care & Wellbeing Portfolio Board – Membership List

Name	Portfolio Role
Christine McLaughlin	SRO Care and Wellbeing Portfolio SRO - <b>Chair</b>
Richard Foggo	SRO Care and Wellbeing Portfolio SRO - <b>Chair</b>
Donna Bell	Co-Director for Preventative and Proactive Care Programme
John Burns	Programme Director for Integrated Unscheduled and Urgent Care and Integrated Planned Care Programmes
Jonathan Cameron	Portfolio Lead for Digital
Richard McCallum	Portfolio Lead for Value & Sustainability
Tim McDonnell	Co-Director for Preventative and Proactive Care Programme
Linda Pollock	Interim Director, Healthcare Quality & Improvement, Portfolio Lead for Person Centred approach and Co-Design
Gregor Smith	Portfolio Clinical Lead
Mary McAllan	Covid Recovery Strategy
Michael Chalmers	Director for Children and Families, Portfolio Lead for Children's Health and Wellbeing
Gillian Russell	Portfolio Lead for Workforce
Michael Kellet	Programme Director for Place and Wellbeing Programme
Ralph Roberts	Chair/Vice Chair of NHS Chief Executives Group
Robbie Pearson	Chair/Vice Chair of NHS Chief Executives Group
Judith Proctor	Chair of Chief Officer Executive Group
David Martin	Non-Executive Director
Nicola Dickie	COSLA – Director for People Policy
Eddie Fraser	SOLACE
Aidan Grisewood	Interim Director, Economic Policy
Linda Bauld	Chief Social Policy Advisor
Nick Morris	NHS Board Chairs' Representative
Angela Leitch	Chief Executive, PHS

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