



Strategic Plan 2023 – 2027

Foundations for the Future





Our Purpose

To use the generosity of our supporters to enhance the health of the people of Grampian

Our Vision

Improved health and wellbeing for all

Our Values

We aim to be excellent, kind, fair and inclusive.



Enhancing healthcare together

NHS Grampian Charity is the official charity of Grampian Health Board established under the NHS (Scotland) Act 1978.

We have a long and proud history of supporting the work of Grampian Health Board to improve the health and wellbeing of the people of Grampian, and are shaping our future to enable us to continue to do so for many more years to come.

Here for the people of Grampian

NHS Grampian Charity aims to make a difference by providing funding to improve the health of the people of Grampian. Our funds are used to enhance services, healthcare and the patients' experience. They are not used to pay for services NHS Grampian has a statutory duty to deliver.

NHS Grampian Charity Funds

The charity is responsible for the investment and management of all donated funds and their disbursement in line with our charitable purpose, ensuring that we are adhering to legal and charity legislation.





♥ Strategic Aim



This strategy has been developed to support the charity's planned change in direction and vision for the future, which was initiated in response to the decline in donations over the past years, the changing external fundraising environment, and the anticipated changes recommended as a result of the Scottish Government's review of Scotland's NHS linked charities.

The health of the people of Grampian will remain at the heart of all that we do.

Our Strategic Aim is to provide targeted investment in the following areas:

- + Staff Health, Wellbeing & Development**
Investment in activities that improve the health and wellbeing of staff, and supporting development and training to enhance service delivery, personal and professional development, and ensuring access to funding is equitable within the workforce.
- + Research & Development**
Support and invest in a variety of research projects and be a catalyst and convenor of partnerships between clinical and academic colleagues and third sector stakeholders to cultivate ideas and co-design research projects with a focus on the social determinants of health.
- + Enabling Wellbeing**
Work in partnership with colleagues and community based organisations to improve access to healthcare, reduce health inequalities, promote self-management, and have a positive impact on health and wellbeing.

- + Patient Experience**
Support activities that enhance the experience of patients and their families whilst receiving care.
- + Transition and Innovation**
Support new ways of working by providing funds and supporting projects which pilot new ways of working, and test models of change to enable NHS Grampian and their partners in health & social care to develop sustainable and effective solutions to improve healthcare.

Investment in state of the art equipment, clinical excellence and advancing digital technology.

- + Environment**
Support the development of an environment that enhances the experience of patients, visitors and staff, with continued investment in art and therapeutic design, building enhancements, staff havens and green spaces.

Investment in projects to support the transition to a greener and more sustainable environment with focus on supporting human health via supporting environmental health.



♥ Enabling Factors

The conditions we need to create to achieve our goals are:

+ Raised awareness of our charity profile

Our goal is to be well recognised externally as the legally connected charity of NHS Grampian and the longest running health charity in the North East.

We will have a visible presence across all of our sites and we will establish a digital presence to share our stories and grow our supporter base.

+ Impact Evaluation

We will develop a framework to evaluate the impact of our strategy and of our funding, and introduce data collection and management systems to inform our business decisions.

+ Effective Relationships

We will move from a transactional to a relational model of approach throughout all our key activities, and work collaboratively with internal and external stakeholders and continue to build our relationships and networks. We will develop an engagement framework to clearly define roles and expectations, and ensure support and encouragement is offered to funding applicants to develop their ideas and progress funding applications.

+ Increased Resource

We will utilise and grow our resources to support the achievement of our strategic goals and ensure our activities are undertaken to a high standard, are impactful and are effective.

+ Increased income from fundraising

We will cultivate and develop our donor base, adopt a more planned approach and pro-actively fundraise across multiple income generation streams to achieve our full income generation potential. We will work with colleagues to strategically identify areas of need and create targeted campaigns and strategies to raise funds.

+ Effective Governance and Management

We will position ourselves and prepare to undertake the changes required by new legislation by developing the structures to support recommendations. We will diversify and strengthen our committee membership and we will introduce more streamlined and robust fund management systems in collaboration with key stakeholders to inform our decision making processes. We will continue to seek the views of those invested in our work and make continuous improvements.

+ Equality, Diversity and Inclusion

We will promote equality and diversity within the charity, the projects we support and the wider community, and we will aim to reduce inequalities of outcome caused by socio-economic disadvantage.

+ Proud Culture

We will strive to create conditions in which colleagues from across the organisation have a clear understanding of who we are, what we do, why we do it and are proud advocates who are happy to champion our cause.

Our own staff team will be involved, able to contribute, have the opportunity for development, and feel supported personally and professionally.

+ Open and Accessible

Our aim is to ensure access to funding support is equitable, transparent, straightforward and delivered with a 'customer friendly' service. We will lead with storytelling, shine a light on exceptional projects, celebrate successes and share good news.

♥ Objectives

On an annual basis, we plan to review the progress of our strategic plan, consult with our stakeholders and set objectives and priorities for each coming year.

In the first year, 2023-24, we plan to have:

- Reviewed and developed new editions of our Operating Instructions and Fund Guidance that are clear and user friendly;
- Developed a new application process that is clear, easy to follow and relevant to the funding amount being applied for;
- Developed and implemented a new grant management and reporting protocol; as well as grant management systems;
- Completed the merger of our Endowment Funds to a more effective and manageable level and recruited and trained new Fund Stewards;
- Developed user-friendly promotional materials and ensured all NHS Grampian sites have those to hand;
- Installed and implemented a new customer relationship management system;
- Reviewed our financial processes and have a clear plan developed for system improvements;
- Developed a marketing & communication strategy;
- Been active on social media platforms and have relaunched our quarterly newsletters;
- Launched our new Lasting Impact Programme;
- Reviewed and relaunched our Community Grants Programme;
- Developed a fundraising plan;
- Developed an action plan to monitor our progress through the stages of Scottish Government's recommendations.

This document is also available in large print and other formats and languages, upon request. Please call NHS Grampian Corporate Communications on (01224) 551116 or (01224) 552245 or email gram.communications@nhs.scot

Grampian Health Board Endowment Funds (known as NHS Grampian Charity) is a Scottish Charity, SC017296, regulated by the Scottish Charity Regulator (OSCR).