

Meeting:	Grampian NHS Board
Meeting date:	06 October 2022
Item Number:	8
Title:	Delivery Plan for 2022/23
Responsible Executive/Non-Executive:	Professor Caroline Hiscox, Chief Executive
Report Author:	Lorraine Scott, Director of Planning, Innovation & Programmes

1 Purpose

This is presented to the Board for:

- Endorsement

This report relates to:

- Annual Operation Plan

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

The Grampian NHS Board endorsed the organisation's strategy as set out in the 'Plan for the Future 2022-2028' at its meeting on 2 June 2022. At this time, it was confirmed that a rolling Three Year Delivery Plan would set out the priorities for the phased delivery of the 'Plan for the Future'. Given the revised timescales and guidance for submission to the Scottish Government, the Delivery Plan for 2022/23 focuses on the period August 2022 to March 2023 with a line of sight to the emerging ambitions for delivery by Spring 2026. This will frame the focus of the Three Year Delivery Plan to be submitted to the Board and Scottish Government in early 2023 ahead of the go live date of 1 April 2023.

The Delivery Plan has been formally submitted to the Board for endorsement. The Board is asked to note that the Scottish Government has reviewed the Grampian Delivery Plan. A letter dated the 22 September 2022 confirms that the Scottish Government are content to recommend that the Delivery Plan is presented to the Board for formal approval.

Quarterly reports will be submitted against its overall progress to the Performance Assurance, Finance and Infrastructure Committee with assurance on key aspects of business being sought by other Board Committees as appropriate.

To ensure appropriate focus and delivery of the commitments set out in the Delivery Plan, the summary version will be shared with our colleagues and citizens to support communication of key priorities and areas of focus for our health and care system.

2.2 Background

The 'Plan for the Future 2022-2028' sets out the long term direction and the ambition to create sustainable health and care by 2032 by aiming to create a better balance between 'enabling wellness' and 'responding to illness'. The strategy focuses on nine key priority areas described under the key pillars of People, Places and Pathways.

The Delivery Plan sets out how the Board, working with our partners, will make progress against the priority areas and strategic intent within the 'Plan for the Future', along with responding to the priorities of the Scottish Government. As in previous years with the Re-mobilisation Plan and Local Delivery Plans, the Delivery Plan will form the contract between the Grampian NHS Board and the Scottish Government.

The Scottish Government confirmed on 10 May 2022 the intention to have a one year Delivery Plan covering the period August 2022 to March 2023 with the expectation that Boards would move to medium term delivery plans from 1 April 2023. Scottish Government has set out the following timelines for both plans:

- Delivery Plan for 2022/23
 - Boards submit Plan to Scottish Government by 29 July 2022.
 - Scottish Government feedback and confirm sign off during September 2022.
 - Boards submit quarterly reports at the end of October 2022 and January 2023. Quarter four and full year report is expected to be submitted by the end April/May 2023.

- Medium Term Plans (Three Year Delivery Plan)
 - Scottish Government to circulate commissioning guidance to NHS Boards in Autumn 2022.
 - Boards submit Plan to Scottish Government end of January/early February 2023.
 - Scottish Government feedback and confirm sign-off during March 2023.
 - Boards submit quarterly reporting after each quarter end.

In a letter dated 27 April 2022, the Scottish Government advised that it is important that Boards now start to look forward to recover and renew our health and care system, acknowledging that this will take time and we need to stabilise and start to take forward improvement work that will strengthen our services for any future COVID waves and the demands of winter. Within this letter, it was confirmed that in addition to the cross-portfolio priorities, Delivery Plans require to respond to the following six key priorities:

- Staff wellbeing;
- Recruitment and retention of our health and social care workforce;
- Recovering planned care and looking to what can be done to better protect planned care in the future;
- Urgent and unscheduled care;
- Supporting and improving social care; and
- Sustainability and value.

2.3 Assessment

a. Structure of the Delivery Plan

A Delivery Plan for the period August 2022 to March 2023 has been developed based on a significant level of engagement. There are two parts to the Delivery Plan:

- Delivery Plan Narrative Document (full version) contained in Appendix 1, which sets out the position (as at July 2022), key objectives and priorities over the next eight month period, along with an understanding of risks to delivery.
- Delivery Plan Excel Template, which contains the detail against the priorities as set out in the Delivery Plan narrative document. Boards require to provide progress updates and submit this quarterly to the Scottish Government. We have revised this template to support local performance and assurance against the nine strategic priority areas within the 'Plan for the Future'.

In addition to the above, a summary version of the Delivery Plan has been prepared to support easy communication of the key messages and priorities; this is contained in Appendix 2. This document has been tested and further informed by the Public Involvement Network (PIN) and staff focus groups to ensure this is meaningful and the messages are easily understood.

In keeping with the digital format of the 'Plan for the Future', the Delivery Plan will be incorporated into the website with the same approach of multiple layers of information. High level key messages will be easily accessible and prominent on the site, with the opportunity to drill down to the narrative document and detail of milestones. This will support the ambition of keeping the 'Plan for the Future' updated and relevant and supports a positive user journey – as visitors to the site can see linkages and move between the various sections of the website easily. Specific pages and updates can be highlighted as part of the ongoing communications effort and examples of how we are achieving the actions set out in the Delivery Plan shared.

b. Overarching Focus and Objectives of Delivery Plan

The three key objectives set out in the Delivery Plan (for the period to end of March 2023) are to:

1. Reduce delays in accessing care (Pathways – specific focus on access).
2. Support colleagues to be safe and well at work (People – specific focus on colleagues).
3. Create the conditions for sustainable change (Places – across a number of strategic areas within the 'Plan for the Future').

Within the Delivery Plan we have set out what we believe success will look like by the end of March 2023 for each of the objectives, along with the priority actions which will support achievement of these. This is summarised on page 5 of the full version of the Delivery Plan.

c. Key Priorities Supporting Delivery against People, Places and Pathways

The three key objectives set out within the Delivery Plan will support progress against the ambitions within the 'Plan for the Future' and specifically relate to People, Places and Pathways. The objectives themselves, along with the underpinning priorities, are directly aligned to a number of the nine priority strategic areas set out in the 'Plan for the Future'.

It requires to be noted that a significant number of priority actions directly relate to 'access' and 'colleagues', in response to what citizens and colleagues have told us are their biggest concerns, along with the current data/intelligence and risk profile.

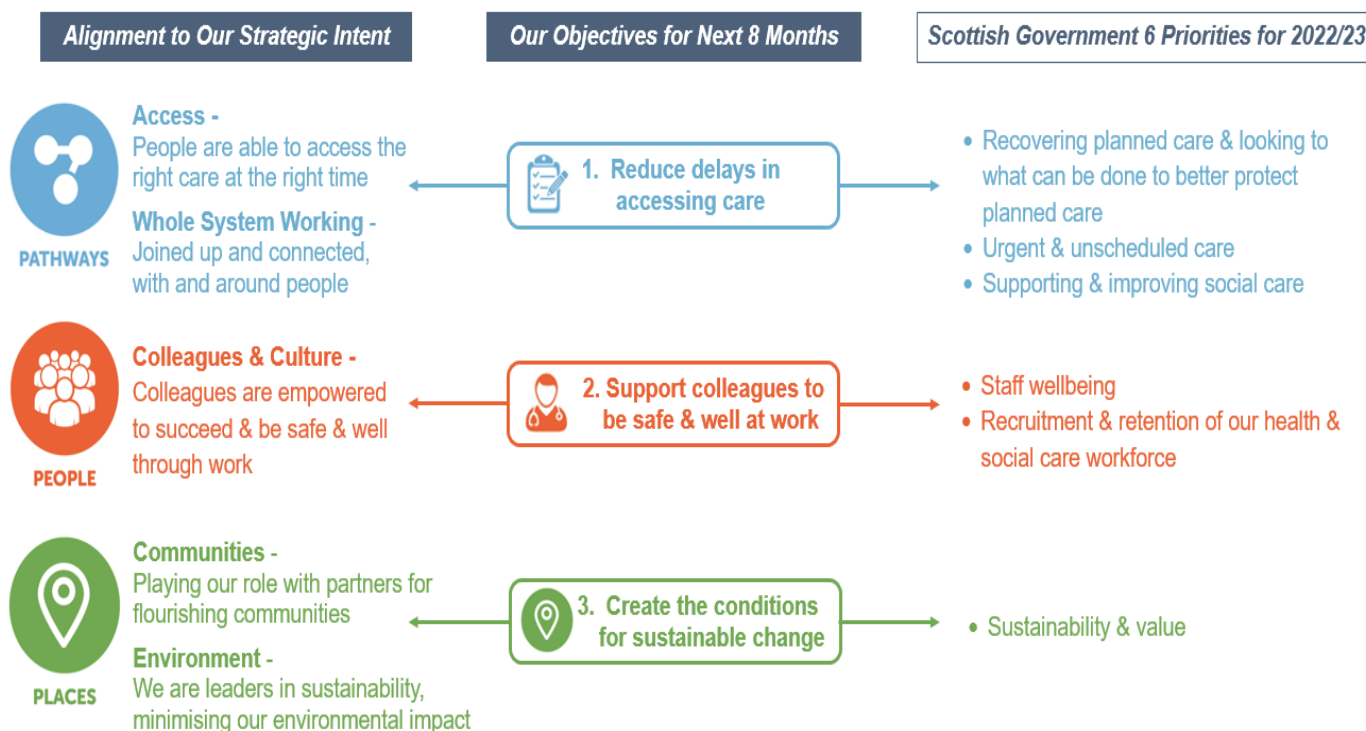
Given the current pressures across the system, it is important to ensure the Delivery Plan is realistic and deliverable. The Chief Executive Team has taken on board the ask of colleagues who have advised the need to stabilise the system, focus on a small number of priorities to ensure we successfully achieve these, whilst ensuring we are in a position to move forward with future changes for greater sustainability as set out in the 'Plan for the Future'. It requires to be noted there are a number of factors which will affect the successful delivery of the Plan, one of these being COVID.

The priorities and measures set out have been informed through engagement and focused to ensure a balance of realistic deliverability, along with areas of improvement which add the greatest value.

Whilst our overall aims are ambitious, we know we are on a long journey and cannot do everything at once, so we need to focus on the most important issues at this current time. The Delivery Plan sets out the organisational commitments for change and areas of increased focus from August 2022 to March 2023 with an indication of what further change may look like by Spring 2026 – this will inform the focus of our Three Year Delivery Plan due to be published in April 2023.

d. Responding to the Six Scottish Government Priorities

The six Scottish Government priorities outlined in section 2.2 have been fully integrated and responded to within the three objectives and underpinning priority actions. This is illustrated below:



As requested by the Scottish Government, we have completed and submitted the Delivery Plan Excel Template, which sets out the deliverables and milestones for delivery of the six Government priorities, along with those additional priorities identified by NHS Grampian. We have also revised this document to include specific information such as strategic intent, Key Performance Indicators/metrics and highlight those actions which are NHS Grampian's responsibility and those taken forward in partnership. We believe this will better support local Board performance assurance requirements. The Delivery Plan Excel Template will be kept 'live' and will be reviewed and revised, with progress updates submitted to Scottish Government and relevant Board Committees on a quarterly basis.

e. Metrics within the Delivery Plan

It is recognised that a number of priorities (and metrics) within the Delivery Plan, for example social care, substance use and general practice, either do not sit within NHS Grampian's scope of responsibility or there is a shared responsibility for overall delivery, particularly with the three Integration Joint Boards (IJBs). The priorities set out within the Delivery Plan have been taken from agreed Health and Social Care Partnership plans and included in response to the Scottish Government commissioning guidance.

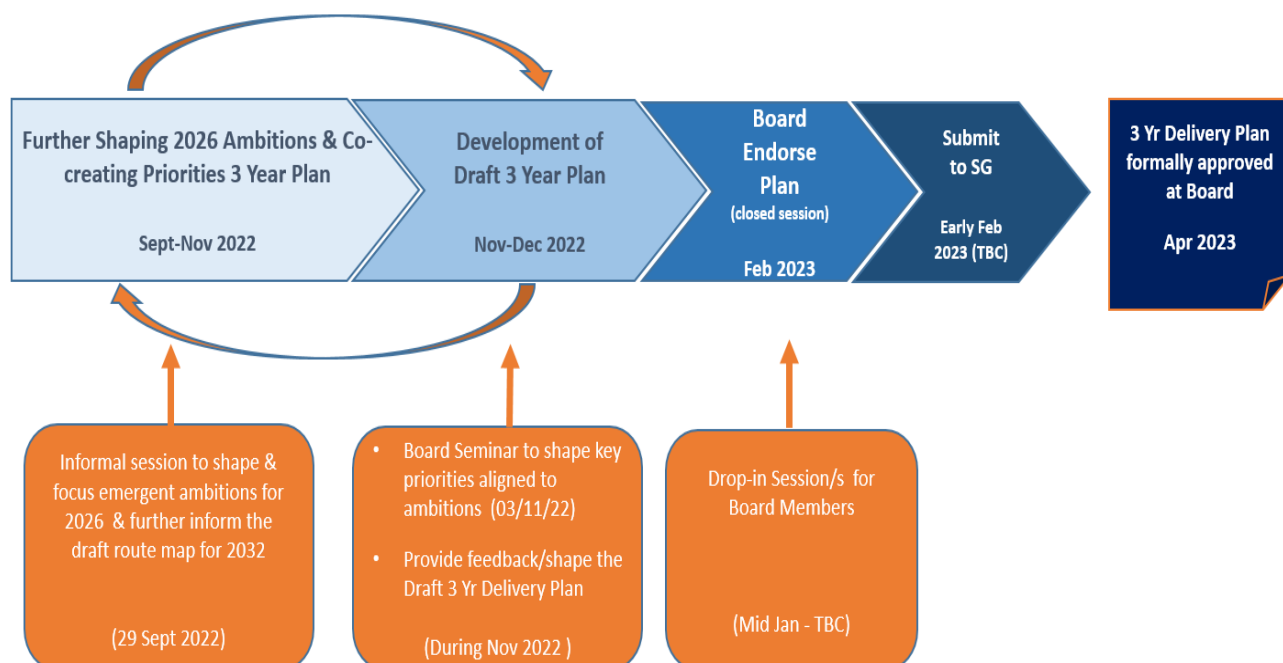
In order to ensure greater clarity and transparency regarding governance and assurance in relation to these priority areas, it is proposed that further work be undertaken with the three IJBs to develop a shared understanding of governance and assurance and explore how to develop a more aligned performance framework, which supports greater clarity and minimises duplication of reporting for responsible managers. This will form part of the work to develop a new NHS Grampian Performance Assurance Framework over the period to March 2023, as detailed in the Delivery Plan.

f. Development of the Three Year Delivery Plan for 2023-2026

As set out in section 2.2 of this paper, the Scottish Government has advised that it will circulate the commissioning guidance for the medium term Delivery Plans in Autumn 2022 with an indicative timescale for submission to the Scottish Government in late January/February 2023.

Work has already begun within Grampian to engage on the phasing of priorities over the next three years in the context of the 'Plan for the Future'. Within the Delivery Plan submitted to the Board, we have set out the emergent ambitions for Spring 2026 against the nine strategic priority areas set out in the 'Plan for the Future'. These have been informed by engagement to date with colleagues, partners, communities and citizens. These will be further developed and shaped to focus the priorities in the Three Year Delivery Plan for April 2023 to March 2026 during Autumn 2022.

The draft Three Year Delivery Plan will be submitted to the Board ahead of submission to the Scottish Government in early February 2023. The opportunities for Board Members to be actively involved in shaping this during 2022 are illustrated below, along with the key stages for development and approval.



2.3.1 Quality / Patient Care

Focusing on both reducing delays in accessing care and colleagues' safety and wellbeing will support improved quality of care in relation to improved experience and clinical outcomes. Reducing delays in access to planned, urgent and unscheduled care will support the management of clinical risk – we would expect to see the benefits of this across services. Access to care has been highlighted as the highest concern and priority of citizens, colleagues and partners.

2.3.2 Workforce

Continuing to focus on supporting colleagues' health, safety and wellbeing is a key priority and the importance of doing this by focussing on the workplace environment and experience of colleagues, not just responding to wellbeing concerns, has been reiterated via the recent Best Practice Australia (BPA) Culture Survey. Six specific priority areas have been identified:

- a. Ensure 'We Care' enhanced wellbeing support is more easily accessible and improve prevention and management of violence and aggression;

- b. Extend international recruitment, streamline time to hire using bulk recruitment / talent pools, and adopt national retire to return arrangements;
- c. Explore different use of available terms and conditions, improve coverage of e-Rostering, and enhance bank working arrangements;
- d. Evidence positive impact from action taken in respect of Phase 1 BPA Survey results, and put a viable plan in place for Phase 2 roll out;
- e. Improve prioritisation of statutory and mandatory training, and develop approaches to ensuring protected time for learning; and
- f. Deliver key organisational role as a provider of research and education.

The draft Three Year Workforce Plan, shared with Board Members in August 2022, includes a focus on several of these areas in year one. Following receipt of feedback from Scottish Government, this is due to be presented to the Staff Governance Committee on 5 October 2022 to approve for publication on behalf of the Board. There is close alignment between the eight month Delivery Plan and the first year of the Workforce Plan to support coherence and single messaging.

2.3.3 Financial

A draft Medium Term Financial Framework (MTFF) was shared with Board Members at a meeting in August 2022. The draft MTFF covers the next five year period. The MTFF is an enabler for NHS Grampian's 'Plan for the Future'. The MTFF forms part of the strategic planning framework and has a purpose of ensuring that financial resources are targeted at the delivery of NHS Grampian's priorities as outlined in the 'Plan for the Future' focusing on People, Places and Pathways. It is a framework and will be used to inform the annual budget setting exercises over this period. The MTFF makes assumptions on a number of key issues which impact on NHS Grampian's financial position including funding levels, costs and savings requirements over the period. As agreed with Board Members, the revised MTFF will be submitted to the Board in early 2023, prior to submission to the Scottish Government.

2.3.4 Risk Assessment / Management

The Delivery Plan takes cognisance of the Board's strategic risks, in terms of responding to reduce these within the priority areas but also acknowledging that these strategic risks may also be hazards and impact on the organisation's ability to achieve the objectives set out within the Delivery Plan. The plan summarises the following key risks and our approach to manage/mitigate these:

- Staffing
- Infrastructure
- Financial
- Legacy and unpredictability of COVID
- Political
- Environmental

2.3.5 Equality and Diversity (including health inequalities)

NHS Grampian, as a public body, has a legal duty to Equality and Diversity Impact Assess all of our policies, strategies and re-organisational proposals before they go into the public domain to ensure that we do not inadvertently discriminate against anyone with a 'protected characteristic'. The nine protected characteristics of Equality and Diversity in the UK, are:

- Race
- Disability
- Sexual orientation
- Religion or belief
- Sex (male or female)
- Gender reassignment
- Age
- Pregnancy and maternity
- Marriage and Civil partnership

Impact assessment against the Delivery Plan full and summary versions has been undertaken. The feedback from this process has been incorporated into final versions submitted to the Board.

2.3.6 Other Impacts

If the Delivery Plan is unrealistic and undeliverable, this will significantly affect confidence and organisational credibility with citizens, colleagues and partners.

2.3.7 Communication, Involvement, Engagement and Consultation

The Delivery Plan has been developed with engagement of stakeholders through a range of mechanisms over recent months, fundamentally utilising and building on the extensive engagement undertaken over the last 12 months as part of the co-creation of the 'Plan for the Future'.

The development of the Delivery Plan has supported the desired approach for ongoing dialogue and engagement with citizens, communities, colleagues and partners. This approach has also maintained a high level of coherence between different organisations' delivery plans.

Key stages to engagement, along with a summary of the engagement undertaken to involve and seek a steer in the development of the Delivery Plan, was shared with Board Members in August 2022.

2.3.8 Route to the Meeting

This paper and accompanying Delivery Plan has been considered by the Chief Executive Team and all their comments have been incorporated.

The draft version of the Delivery Plan was submitted to the Scottish Government on 29 July 2022, noting that formal approval by the Board will take place at the October Board meeting.

In a letter dated 22 September 2022, the Scottish Government confirmed their support for the NHS Grampian Delivery Plan and advised that it is content to recommend that the Delivery Plan is presented to the Board for formal approval.

2.4 Recommendation/s

The Board is asked to:

1. Formally endorse the priorities set out within the Delivery Plan for the period up to March 2023, noting the emerging ambitions for Spring 2026 which will inform the development of the Three Year Delivery Plan due to go live in April 2023.
2. Agree to receive further updates on the development of the performance assurance reporting mechanism for Committees and the Board, which align the priorities from the Delivery Plan with the outcomes described in the 'Plan for the Future'.
3. Agree that there are a number of risks which may negatively impact on the successful implementation of the Delivery Plan and a range of controls are in place to monitor and control/mitigate these.

3 List of Appendices

The following appendices are included with this report:

- Appendix 1 – Delivery Plan for August 2022 to March 2023
- Appendix 2 – Summary Version of the Delivery Plan