

Meeting:	Grampian NHS Board
Meeting date:	03 August 2023
Item Number:	7
Title:	Delivery Plan for 2023-26
Responsible Executive/Non-Executive:	Adam Coldwells, Director of Strategy/Deputy Chief Executive
Report Author:	Lorraine Scott and Planning Team, Planning, Innovation & Programmes Directorate

1 Purpose

The Board is asked to:

1. Formally endorse the priorities set out within the Three Year Delivery Plan (2023-26) for the period up to March 2026.
2. Agree to receive updates on the Delivery Plan from the end of October 2023 through the agreed 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 as detailed on page 35 of Document 1.

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 that time, it was confirmed that the Delivery Plan 2022-23 and subsequent rolling Delivery Plans would set out the priorities for phased delivery of the 'Plan for the Future'.

The Scottish Government has set out its ambitions to move to an integrated planning approach with a focus on medium term planning as set out in the Commissioning Guidance circulated to NHS Boards on 28 February 2023. This has enabled the organisation to move to a rolling Three Year Delivery Plan cycle.

In line with current practice, quarterly reports will be submitted against overall progress to the Performance Assurance, Finance and Infrastructure Committee (PAFIC) with assurance on key aspects of business being sought by other Board Committees according to their terms of reference, e.g. the Population Health Committee will receive assurance on the delivery of milestones relevant to inequalities and population health, and the Staff Governance Committee will receive assurance on the milestones relevant to workforce and wellbeing.

2.2 Background

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

The Three Year Delivery Plan (2023-26) 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 10 Recovery Priorities of the Scottish Government. As was the case with the Annual Delivery Plan (ADP) for 2022-23 and previous Re-mobilisation Plans, the Delivery Plan will form the contract between NHS Grampian and the Scottish Government.

On 28 February 2023, the Scottish Government provided Boards with a framework for the development of 2023-24 ADPs and, in addition, provided information for Medium Term Plans (MTPs), including priority recovery areas and additional guidance on national programmes and new policy requirements. Boards were also advised to roll forward their current 2022-23 ADP into Quarter 1 of 2023-24 and submit a final progress update in July against the 2022-23 Plan.

A meeting with Scottish Government representatives held on 29 March 2023 confirmed Scottish Government support for NHS Grampian to submit a single combined Three Year Delivery Plan, rather than the submission of our ADP in June and MTP in July 2023. This allowed the Plan to be a single, coherent story which is locally owned, in the context of the 'Plan for the Future', whilst demonstrating how it supports progress against the Scottish Government Recovery Priorities at a strategic and tactical level. The combined plan was submitted on 19 June 2023 and initial written and verbal feedback was received on 3 July 2023. Scottish Government were supportive of the narrative document and acknowledged the work to produce a single coherent Plan, covering ADP and MTP elements. No material amendments were required to the narrative document (Document 1). Additional helpful feedback was largely framed around the Scottish Government Recovery Priorities and focused on the deliverables for 2023-24, seeking clarity on operational detail.

2.2.1 Scottish Government Recovery Priorities

In a letter dated 28 February 2023, the Scottish Government advised that, with the drive to support ongoing improvement and resilience, they are moving to the next phase of the Remobilisation, Recovery and Redesign work and will focus on 'recovery and renewal' in line with the NHS Scotland Recovery Plan 2021-2026. In doing so, 10 Recovery Priorities/areas of focus have been identified by the Scottish Government for 2023-2026. Concurrently, the Scottish Government will continue planning for longer term redesign/renewal and transformation of services, which will seek to position NHS Scotland for sustainable delivery of healthcare that also improves population health and reduces health inequalities. The 10 Recovery Priorities for 2023-2026 are:

1. **Primary and Community Care** – improve access and more care to be delivered in the community;
2. **Urgent and Unscheduled Care** – right care, right place, right time;
3. **Mental Health** – improve delivery of support and services;
4. **Planned Care** – improve access and protect planned care;
5. **Cancer Care** – delivering National Cancer Plan (Spring 2023-26) - due to be published in May 2023;
6. **Health Inequalities** – enhance planning of approach to tackle Health Inequalities with the 2023-24 focus on those in prison, custody and those who use drugs;
7. **Innovation adoption** – fast track national adoption of proven innovations which could have transformative impact on efficiency and patient outcomes;
8. **Workforce** – implementation of the workforce strategy;
9. **Digital** – optimise use of digital and data in design and delivery of health and care services for improved patient access; and
10. **Climate** – climate emergency and environment.

2.3 Assessment

a. Structure of the Delivery Plan

The Delivery Plan Narrative Document (full version), contained in Document 1, sets out the strategic context, current position, progress to date, key objectives, outcomes and priorities over the next three years, with a greater level of detail for the next 12 month period, along with an understanding of risks to delivery. The detailed actions and deliverables underpinning the priorities set out in the narrative document is contained within a separate Delivery Plan Excel Template, which sets out the deliverables and milestones for delivery of those priorities identified by NHS Grampian. 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.

There is also an update of the Three Year Workforce Plan, contained in Document 2, which Scottish Government asked Boards to submit along with their Delivery Plans. A one page summary of this is included within the Delivery Plan Narrative Document on page 38.

A summary version of the Delivery Plan (Document 3) has been developed to support easy communication of the key messages and priorities. This document was tested and further informed by NHS Grampian's Public Involvement Network (PIN) and a number of colleagues who attended specific staff focus groups to ensure it is accessible, meaningful and the key messages are easily understood.

In keeping with the digital format of the 'Plan for the Future', aspects of 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 the Delivery Plan

The three high level objectives set out in the Delivery Plan are framed under the pillars of People, Places and Pathways as follows:

1. Strengthen colleague and citizen engagement to improve health (People)
2. Create the conditions for sustainable change (Places)
3. Improve preventative and timely access to care (Pathways)

Within the Delivery Plan, we have set out what we believe will look different by the end of March 2026 for each of these objectives. This is further underpinned by a range of priority areas and actions for progressing these by the end of March 2024.

To optimise our focus, effort and available resources, we propose that, assurance and performance oversight is provided across six key programmes of change which are outlined below:

- Value and Sustainability
- Delivering Dr Gray's Strategic Plan
- Access – Urgent, Unscheduled and Planned Care (adult and children)
- Reducing Health Inequalities
- Engaged Colleagues and Citizens
- Building Systems Leadership

The 10 Recovery Priorities identified by the Scottish Government have been mapped across to these programmes of change, along with areas of focus against our 'Plan for the Future'.

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

The three 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 Delivery Plan objectives and their underpinning priorities are directly aligned to the nine priority strategic areas set out in the 'Plan for the Future', as shown in Figure 1.

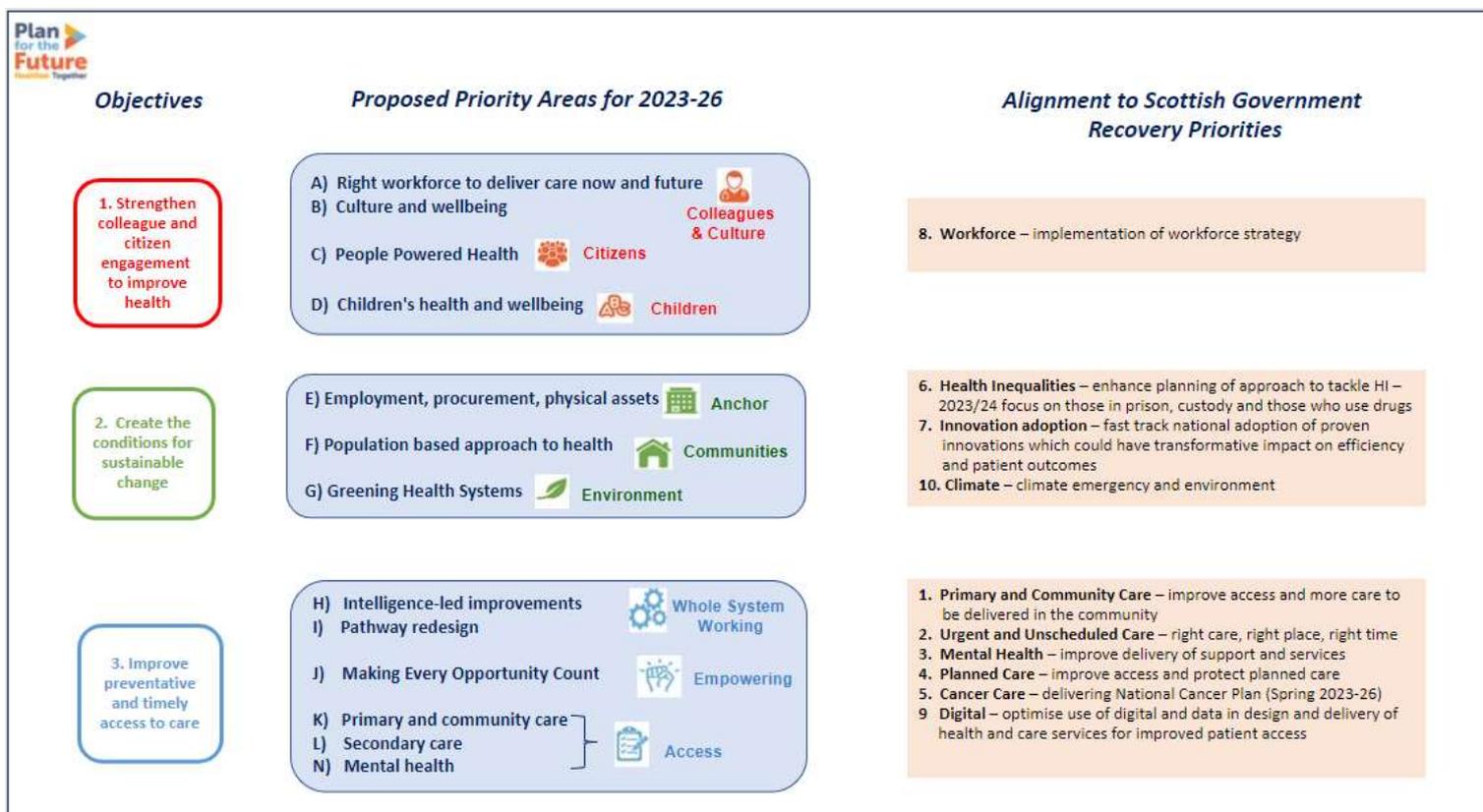


Figure 1: Objectives/Priorities Alignment in Three Year Delivery Plan

Given the sustained pressures across the system, it is important that 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 and 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'.

The priorities have been chosen therefore to ensure they are realistic and can be delivered and include areas of improvement which add the greatest value and impact with the resources available to improve/maintain clinical and health outcomes.

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 up to March 2024 with an indication of what further change may look like by March 2026.

d. Responding to the 10 Scottish Government Recovery Priorities

The 10 Scottish Government Recovery Priorities outlined in section 2.2.1 are reflected within and across the three objectives and underpinning priority actions. This is illustrated in Figure 1 above.

As requested by the Scottish Government, we have developed a Delivery Plan Excel Template, which sets out the deliverables and milestones for delivery of those priorities identified by NHS Grampian. 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 deliverables within the Delivery Plan, for example, primary and community care, mental health and substance use, either do not sit within NHS Grampian's scope of responsibility or there is a shared responsibility for delivery, particularly with the three Integration Joint Boards (IJBs).

The shared responsibility of priorities described in the Delivery Plan have been taken from agreed Health and Social Care Partnership (HSCP) 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, an accountability diagram in relation to the Scottish Government's 10 Recovery Priorities has been included within Appendix 1 of the Delivery Plan (Document 1). We will work in partnership with the three IJBs to further 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.

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

Our strategic aim of ensuring that by 2028 people are able to thrive and be safe and well through work will only be achieved if we have highly engaged colleagues. This is essential both to attracting and retaining sufficient numbers of skilled staff, and making progress on improving colleague wellbeing and developing a culture that supports our future ambitions. This requires a focus on the workplace environment and experience of colleagues, as well as responding to health and wellbeing concerns, as illustrated via the recent Best Practice Australia (BPA) Culture Survey and feedback through engagement across the system during winter 2022-23. Our key areas of focus for 2023-24 are:

- Improve staff experience through improving managers' access to and use of workforce information;
- Increase the proportion of posts filled substantively, improving the reach of recruitment and reducing time to hire;
- Widen access into employment and broaden our focus on inclusion to address barriers to attraction and recruitment;
- Support service led workforce planning and redesign for priority transformational change programmes;
- Continue to support colleagues' wellbeing and widen the range of support for our ageing workforce/those working longer;
- Involve more colleagues in developing culture by further rolling out the Culture Matters programme and aligning key policies/processes to values;
- Ensure mandatory/statutory training complete for 70% existing and 90% new starts and 80% of colleagues' have undertaken appraisals; and
- Support national priorities by implementing e-Rostering tools in line with national and local requirements and preparing the system for implementation of the Health and Care (Staffing) (Scotland) Act.

A summary update against the agreed Three Year Workforce Plan is contained within the Delivery Plan. The Workforce Plan, as with the above priorities, is aligned to the

five pillars of the national Workforce Strategy for Health and Social Care - plan, attract, employ, train and nurture.

2.3.3 Finance

NHS Grampian's Three Year Financial Plan, covering 2023-26, was submitted to the Scottish Government in March, together with a Five Year Medium Term Financial Framework (MTFF) covering 2023-28, and presented to the NHS Grampian Board in April 2023. Both documents set out how our resources will be targeted at the delivery of NHS Grampian's strategic priorities from 2023-28. They outline the financial climate in which the Board will operate over the next few years and the assumptions underpinning our planning. It is vital that our ambitions contained in the Grampian Delivery Plan are set within the context of available funding.

The Board has not been able to set a balanced budget for 2023-24. Financial results for quarter one of 2023-24 will be reported to the Scottish Government in July 2023. We would expect a significant overspend to be reported as a result of:

- Our Financial Plan submitted to the Scottish Government in March which projected a £60.6m overspend for the year;
- We continue to use high levels of supplementary staffing in response to operational pressures; and
- Non-pay inflation remains at a high level (currently circa 9%) which impacts on the prices we pay for items such as medical supplies, drugs and service contracts.

We have developed a local Value and Sustainability Plan, which outlines actions to achieve a level of 3% savings and mitigate our projected revenue overspend, but even full delivery of this Plan will not enable us to achieve a balanced revenue financial position at the end of the year. We are continuing to work closely with Scottish Government colleagues to manage the Board's financial position during 2023-24 and identify opportunities to reduce the level of projected overspend.

2.3.4 Risk Assessment / Management

See page 35 of Document 1 (Risk Section) for a summary of the high level assessment of the key risks likely to impact on delivering the priorities set out within the Plan. The process in place to manage/mitigate and escalate these risks is also set out within the Risk Section.

2.3.5 Equality and Diversity (including health inequalities)

Equality Impact Assessment (EQIA) (Document 4) and Fairer Scotland Duty (FSD) assessment (Document 5) have been undertaken on the Delivery Plan (Document 1). There were a number of positive impacts highlighted in both and no adverse impacts identified. Overall, in the Three Year Delivery Plan, the objectives and priorities outlined are very high level in nature, as to be expected in a strategic document such

as it is. On that basis, EQIA and FSD assessment will be undertaken in more detail on individual actions and areas of work as appropriate.

In developing the rolling Three Year Delivery Plan (for 2024-2027), impact assessment will be embedded into the development process for the beginning to ensure robust evidence available to demonstrate how it has formed a key part of decision-making.

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, working in collaboration with our partners, utilising and building on existing networks and reflecting the extensive engagement undertaken as part of the co-creation of the 'Plan for the Future'.

The development of the Delivery Plan has made some progress in supporting the desired approach for ongoing dialogue and engagement with citizens, communities, colleagues and partners. We wish to do more engagement in the future and this is one of our six key programmes of work described in the Delivery Plan. Meantime, the approach we have used has maintained a high level of coherence between different organisations' delivery plans.

The Chief Executive Team met with the Scottish Government Team on 19 May 2023 to discuss the focus of the Grampian Three Year Delivery Plan in the context of the 'Plan for the Future' and the Scottish Government's 10 Recovery Priorities, the key challenges around delivery and areas for further collaborative working.

An outline of the opportunities that Board Members have had to be actively involved in shaping the development of the Delivery Plan during 2022-23 are illustrated in Figure 2, along with the key stages for development and approval.

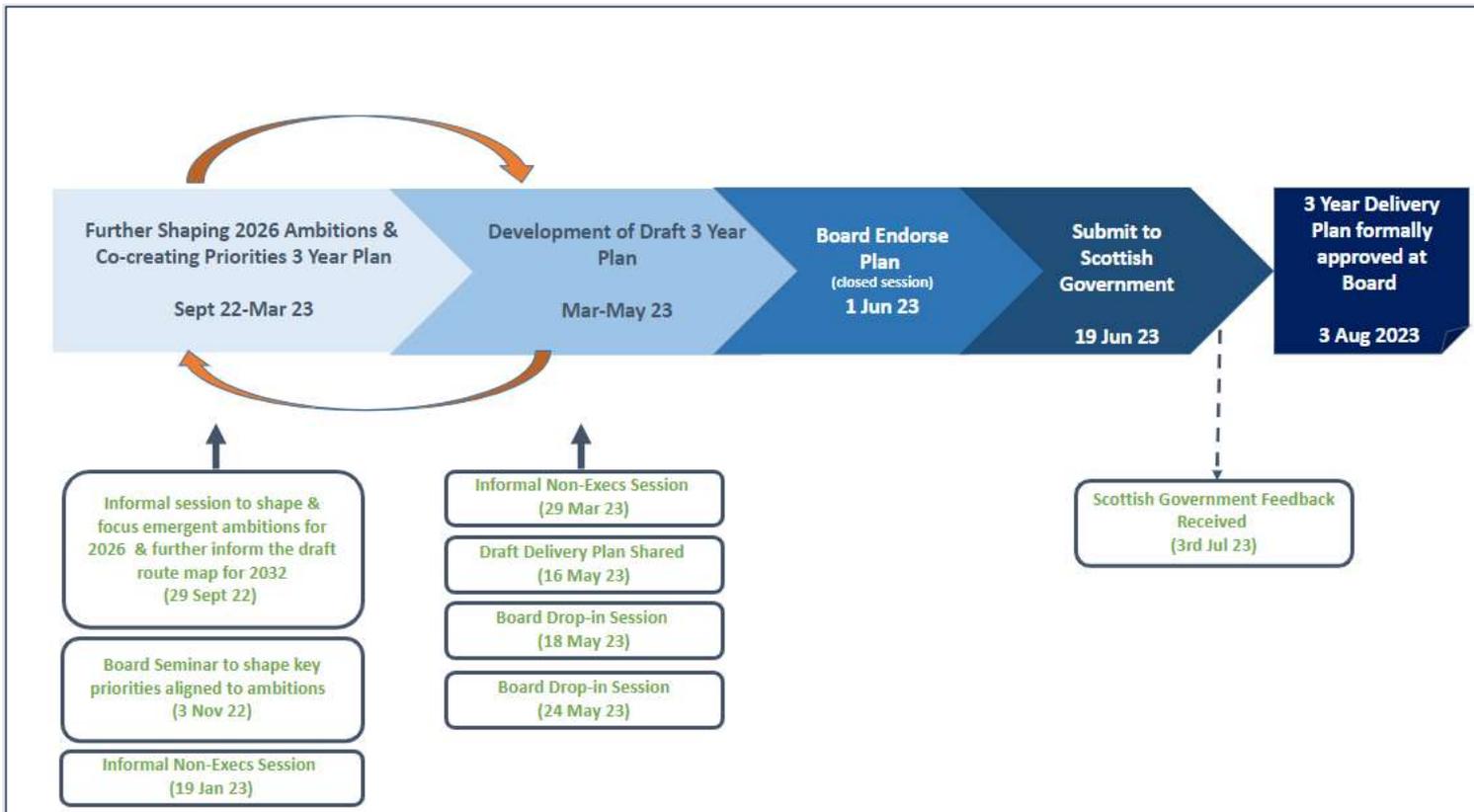


Figure 2: Engagement with Grampian NHS Board members on development of the Plan

Route to the Meeting

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

The draft version of the Delivery Plan was submitted to the Scottish Government on 19 June 2023, with feedback incorporated into the final version submitted to this August 2023 Board meeting.

2.4 Recommendations

The Board is asked to:

- a. Formally endorse the priorities set out within the Three Year Delivery Plan (2023-26) for the period up to March 2026.
- b. Agree to receive updates on the Delivery Plan from the end of October 2023 through the agreed 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'.
- c. 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 as detailed on page 35 of Document 1.

3 List of Appendices

The following appendices are included with this report:

- Document 1 – Three Year Delivery Plan 2023-2026
- Document 2 – Three Year Workforce Plan Progress Update
- Document 3 – Summary Version of the Delivery Plan
- Document 4 – Equality Impact Assessment
- Document 5 – Fairer Scotland Duty Assessment